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Identifying Barriers to Utilizing Donors' Capacity in Developing Sports Infrastructure in Iran

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ABSTRACT

The development of sports infrastructure is crucial for promoting sports culture in society; however, this process is challenged by a lack of financial resources. Donors can complement government resources by financing and accelerating sports projects, but utilizing their capacity faces obstacles. The present study aimed to identify barriers to utilizing donors' capacity in developing sports infrastructure in Iran. This study employed a qualitative content analysis method using the thematic analysis technique, which is exploratory in nature. The research population included sports experts, managers, and individuals active in the field of sports philanthropy. Sampling was conducted through purposive and snowball methods, reaching theoretical saturation after 17 interviews. Data were collected via semi-structured interviews conducted through direct communication and telephone calls. To assess validity and reliability, acceptability, transferability, confirmability, and test-retest methods were used. Data analysis yielded 52 open codes, categorized into 17 sub-themes and 6 main themes: organizational barriers, planning and management barriers, legal barriers, cultural barriers, economic barriers, and awareness and educational barriers. The present findings can serve as a crucial guide for sports organizations and the government in identifying barriers to utilize donors' capacity in developing sports infrastructure, thereby facilitating improved actual performance in this domain.

Introduction

Sports, as a physical and mental activity, play a very important role in health and improving the quality of human life. In addition to individual benefits, sports empower society. Sports can be seen as a refuge from the lack of mobility caused by industrial societies, which people turn to in order to escape the adversities of life (Rezaei et al., 2021). In this regard, an active lifestyle and promotion of physical activity are recognized as some of the most important and effective strategies to reduce the

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risk of certain diseases (Karami Daranjani et al., 2017). People's interest in sports necessitates the continuous development and equipping of sports facilities. These facilities serve as platforms for implementing sports activities and programs, and their quality and quantity directly impact exercise implementation, sports competition organization, and the spread of sports across society (Pedram et al., 2022). The development of sports infrastructure remains a fundamental requirement for ensuring societal access to sports and physical activity, as well as for the education and training of sports heroes. Ultimately, sports infrastructure development aims to meet the community's sporting needs and provide suitable spaces for participation (Agiiri & 333333 3333).

Providing various sports services, such as coaching programs, recreational facilities, or sporting events, require a specific mission for the operators and a clear vision defined within a specific timeframe. Financial support with a dedicated budget is crucial for the effective delivery of these services. Considering the geographical extent and population dispersion in the country, the allocated sports space per capita (less than one meter per person) is insufficient. However, despite being the primary source of sports funding through government resources, this approach falls short of the country's needs due to declining government investment in sports (Amiriparian et al., 2021). One valuable approach to financing sports infrastructure and public services is by leveraging charitable giving and attracting donors. This method has proven successful in promoting religious, cultural, and national values within the sporting landscape (Khadem, 2019).

Sports donors are individuals or legal entities who contribute to the construction, development, and renovation of sports facilities and equipment without seeking financial gain. Driven by humanitarian and philanthropic motives, these benefactors aim to address the country's sports needs and deficiencies (Yaghobi & OZRUDI, 2021). The contributions of donors can supplement government resources and accelerate the development of sports infrastructure (Palmer, 2021). Donors can provide significant financial resources for building, equipping, and improving sports infrastructure, such as stadiums, sports halls, fields, and other facilities (Madhu, 2023). Through donor contributions, individuals and society as a whole participate in the development of sports infrastructure. By providing financial resources, donors become partners in sports projects, lending them greater social legitimacy. This fosters public understanding and empathy for the importance of sports and infrastructure development. Utilizing donor capacity for sports infrastructure development as a charitable act promotes a culture of giving within society (Ezue & Brisibe, 2023). This strengthens the concept of social responsibility, encouraging people to participate in charitable activities and support the advancement of sports. Donor contributions can increase public access to sports facilities. These measures create new opportunities for participation in sports and health activities, particularly for young people and local communities with limited access to sports facilities (Chernobaeva & Nurmaganbetova, 2018). The construction and improvement of sports infrastructure elevates the overall level of sports within a society. By providing necessary facilities and equipment, the potential for talent development and athlete growth at the international level is enhanced (Ezue & Brisibe, 2023).

Due to limitations in government funding, meeting the needs of sports infrastructure development can be challenging. Constructing and equipping stadiums, sports halls, and complexes requires significant investment (Ezue & Brisibe, 2023). Governments may prioritize other areas in their budgets, such as addressing economic or health issues or providing basic social services. Implementing sports projects often requires coordination between different government agencies, which can lead to delays due to administrative or political hurdles (Zha, 2023). Utilizing donor capacity offers an effective solution to address the needs of sports infrastructure development. Donors and associated organizations possess various financial resources, equipment, and services that can support the development of sports infrastructure and improve the overall state of sports in the country (3333lay & Šaagžēēēēēēē3333). Donors can help meet these needs by providing financial support, donating equipment, and collaborating on construction and development projects. This approach can increase financial resources and facilities within the sports sector, leading to growth

and development in the wider sporting community (Zakharov & Zabalueva, 2022). Donors can contribute their financial resources, technical knowledge, experience, and communication networks to sports infrastructure development. These measures can improve public access to sports facilities, create modern equipment and facilities, and optimize the use of financial resources (Tóth & Mátrai, 2023). Additionally, donor participation in sports infrastructure development can foster social solidarity and strengthen communication between individuals and different social groups. The development of sports infrastructure, including stadiums, clubs, training centers, and equipment, plays a crucial role in promoting sports culture and development within communities (Ezue & Brisibe, 2023). Leveraging donor funding presents an effective solution to address sports infrastructure needs, enabling governments to develop sports with limited resources and ultimately provide better services to society (Zhang et al., 2022).

Donor capacity to address sports infrastructure needs and generate positive change in communities is crucial. Donors play a significant role in sports development, enabling improvements in sports facilities within communities. Through financial support and participation in stadium construction and equipment projects, they contribute financial and technical resources (Ezue & Brisibe, 2023). Donors can also play a vital role in developing transportation infrastructure for sports venues, which can create more opportunities for sports and health activities within communities. Furthermore, donors can significantly contribute to social and educational projects related to sports. By providing financial support and resources for implementing such projects, they can help meet the needs of sports training and support programs for youth, women, and people with disabilities. Therefore, donor capabilities in sports infrastructure construction and participation in successful projects can foster sports development and create positive societal changes. Donor support in this area can accelerate the improvement of sports facilities within communities, ultimately providing more opportunities for people to participate in sports and health activities (Irtysheva et al., 2022).

Several challenges hinder the utilization of donors for developing sports infrastructure in Iran. Moslehi (2023) identified five obstacles in their research: managerial, economic, cultural, legal, and publicity barriers related to women's sports infrastructure development in Isfahan. Guo (2022) also considers economic factors as a barrier to donor involvement in charitable work. However, they believe most donors are willing to participate but are financially constrained from making significant investments. Conversely, Cayolla et al. (2022) found that inadequate publicity by relevant institutions leads to underutilization of donor capacity. Additionally, Atalay and Şağzade reported that insufficient training for managers reduces their ability to attract donor participation, negatively impacting the utilization of donor capacity in developing the country's sports infrastructure. Goehrung and Castellano (2024) further emphasize organizational barriers as the most significant obstacle. They demonstrate that excessive administrative complexities and the time-consuming nature of obtaining permits discourage donors from participating and investing in public projects. Abbas et al. (2022) found that a shortage of skilled personnel, weaknesses in strategic planning, and management instability hinder responsible organizations from effectively identifying and utilizing donor capacity.

Hagelsteen et al. (2022) concur with Abbas et al. (2022), identifying weaknesses in strategic planning as a major obstacle. Srrr ž 333333 adds that legal problems and gaps in the construction industry create insecurity and a lack of confidence for donors, deterring them from participating in infrastructure projects. Yaghobi et al. (2021) highlight the need to address cultural and social barriers to increase participation in charitable sporting events and promote a culture of support and motivation. They argue that ensuring security for donors investing in school sports, along with necessary support such as suitable facilities, tax breaks, and discounts, incentivizes the private sector's involvement in various physical education and sports sub-sectors. Finally, Bor et al. (2023) identify a lack of connection between donors and sports. They argue that donors' lack of awareness about the importance, effects, and benefits of sports reduces their motivation to invest in this area.

This study aims to identify the barriers that hinder the utilization of donors in developing sports infrastructure in Iran. Accurate identification of these barriers is a crucial first step towards formulating and implementing effective policies and programs that can facilitate and encourage greater donor participation. The significant gap between the current state of sports infrastructure and pre-defined strategic goals necessitates a thorough understanding of these barriers. By pinpointing the obstacles, policymakers and planners within the Iranian sports industry can develop more efficient programs to remove them and unlock the full potential of donor capacity. This will not only lead to improved resource allocation for sports infrastructure development but also ensure optimal utilization of available resources. Identifying and addressing these barriers will empower policymakers and sports infrastructure managers to implement programs that leverage donor capacity and create a more sustainable foundation for sports infrastructure development in Iran. Ultimately, this will contribute to an improved sports landscape and enhance the competitiveness of Iranian athletes.

Methodology

In this research, an interpretive-constructivist philosophical framework has been employed as the paradigm and underlying assumption. With this approach, the researcher aims to understand and interpret the phenomenon under study from the perspective and subjective experiences of the participants, viewing reality as a constructed notion that takes shape through the interaction between individuals' minds and their surrounding world. An inductive research approach has been adopted, where the researcher collects and analyzes data without predetermined assumptions, allowing patterns, themes, and theories to emerge from the data itself. A qualitative strategy has been utilized in this study, enabling an in-depth examination of the phenomenon and facilitating a rich understanding. The thematic analysis technique has been employed, which is a method for identifying, analyzing, and reporting patterns within qualitative data, assisting the researcher in organizing and describing the data comprehensively and richly. Given that the objective of this study is to identify obstacles to utilizing the capacity of donors in developing Iran's sports infrastructure, the research is considered applied in terms of its goal. The target population of this research encompasses all experts, managers, and individuals involved in sports-related charitable activities. The criteria for selecting participants included sports donors who had experience in constructing at least one sports facility, managers who had been in contact with sports donors or managed a facility built by sports donors, and individuals actively participating in sports charities. Potential participants were initially identified through purposive sampling based on relevant expertise and experience. Subsequently, a snowball sampling approach was employed, where initial participants recommended other suitable individuals from their professional networks. The combination of purposive and snowball sampling ensured the collection of a diverse range of perspectives and insights. Sampling continued until theoretical saturation was reached, which occurred after 17 interviews.

Theoretical saturation is a guiding principle in qualitative research and refers to the point where collecting additional data does not provide new or relevant information. In this study, the researcher employed an iterative process of data collection and analysis to determine when theoretical saturation was achieved. During the initial rounds of interviews, new topics and concepts emerged related to utilizing donor support for developing sports infrastructure. The researcher carefully analyzed and coded each interview, identifying and elaborating on the emerging themes. As the interviews progressed, the researcher observed patterns and repetitions in the data, indicating that fewer new themes were emerging. After conducting 15 interviews, the researcher found that the newly collected data largely corroborated the existing themes and concepts, offering little new insight. To ensure theoretical saturation was reached, the researcher conducted two additional interviews, bringing the total to 17. The analysis of these final interviews did not reveal any significant new themes or information, indicating that theoretical saturation had been achieved. The researcher thoroughly reviewed the coded data and themes to ensure that no new perspectives or concepts had been overlooked. Through the continuous analysis of data throughout the data collection process and monitoring the emergence of new themes, the researcher was able to discern that theoretical saturation was reached after 17 interviews. This iterative approach, combined with

the researcher's expertise and judgment, facilitated a thorough and comprehensive examination of the research topic and ensured that the data collection process was sufficient to capture the relevant views and experiences of the participants.

Prior to conducting the interviews, potential participants were initially contacted via phone or email and invited to participate in this research study. Those who agreed were then sent the main research questions in advance to allow them to prepare. The interviews were then conducted either in-person at a location preferred by the participants or via telephone calls. Data collection was carried out through semi-structured, in-depth interviews. An interview protocol with open-ended questions was prepared, allowing participants to express their experiences, challenges, and perspectives regarding the obstacles to utilizing donors for developing sports infrastructure. Before starting, the researcher obtained permission from the interviewees to record the interviews. The interviews began by describing the participants' demographic characteristics, followed by the main research questions. The interviews concluded with an open-ended question, "Do you think there is anything else you would like to add?" Each interview ranged from 15 to 35 minutes in duration and was conducted between May 2023 and February 2024.

To ensure the rigor of the research findings, this study adopted the evaluation criteria outlined by Lincoln (1985), encompassing validity, generalizability, and reliability. Standardized interview procedures were implemented to enhance reliability. These procedures included the use of open-ended questions administered consistently across all participants. Furthermore, the validity of the findings was strengthened by employing triangulation, a technique that involves utilizing diverse data sources and conducting a thorough review of the collected information. This process also included a careful examination of interview transcripts to verify the coherence of participant responses. To assess inter-coder reliability, the research employed the intra-subject agreement method. A doctoral student specializing in sports management was recruited as a research partner (coder). This coder received comprehensive training in the coding techniques specific to the interview data. Both the researcher and the coder independently coded three interviews. Codes assigned by both coders that exhibited a high degree of concordance were designated as "agreements." Conversely, codes with significant discrepancies were marked as "disagreements." The percentage of agreement within the subject, calculated using a pre-determined formula, served as a reliability index for the analysis. The detailed results of this analysis are presented in Table 1.

$$100 \times (\text{total number of codes} / 2 \times \text{number of agreements}) = \text{reliability percentage}$$

Table 1. Reliability results between two coders

Number of interviews	Total codes	Number of agreements	Number of non-agreements	Percentage of reliability
Three	15	6	3	80
Eleven	12	5	3	83.33
Seventeen	18	7	2	77.77
Total	45	18	8	80

As presented in Table 1, a total of 45 codes were generated, with 18 agreements and 8 disagreements between the two coders. Employing the aforementioned formula, the retest reliability for the interviews conducted in this research was calculated to be 0.80. This value exceeds the established threshold of 0.60 (Stemler, 2000), thereby confirming the acceptable reliability of the coding process.

Results

Table 1 provides a summary of the research sample's demographic characteristics, including age, gender, and Type of participant.

Table 2. Participant characteristics

Interviewee code	Gender	Age	Type of participant
P1	Man	60	Donor
P2	Women	38	Faculty members
P3	Man	39	Donor
P4	Man	47	Managers
P5	Women	37	Faculty members
P6	Man	45	Managers
P7	Women	50	Faculty members
P8	Man	42	Donor
P9	Man	62	Donor
P10	Man	43	managers
P11	Man	56	managers
P12	Man	55	Donor
P13	Man	48	Faculty members
P14	Man	59	Faculty members
P15	Man	49	Managers
P16	Man	52	Donor
P17	Man	71	Donor

Employing the thematic analysis method, the data analysis process yielded 52 open codes, which were subsequently organized into 17 sub-themes and 6 overarching main themes. It is noteworthy that the sub-themes were derived through a meticulous process of repeated review and examination of the interview transcripts, followed by the identification of the main themes that encompassed the sub-themes. Table 3 presents an illustrative example of the interviews utilized for coding.

Table 3. An example of how to code based on one of the conducted interviews

The text of the interview	Detected codes
The sports industry itself has not thought about this field, has not planned, and has not paid attention to this category in its policies. Many benefactors do not see sports. In a way, it can be said that they are strangers to sports, and because they are strangers to sports and do not have a proper knowledge and understanding of sports, they do not go to sports. Another issue is the lack of systematic and continuous communication with donors.	1. Proper planning 2. Acquaintance of donors with the field of sports 3. Communication with donors

Table 4 presents an overview of the open codes, main themes, and sub-themes identified as barriers to utilizing the philanthropic capacity of donors for the development of Iran's sports infrastructure.

Table 4. Open codes, sub-themes and main themes

Main themes	Sub-themes	Open codes
Organizational barriers	Administrative bureaucracy	Administrative complexity
		Difficulty getting permits
		Problems of licensing process for charitable activities
		Lack of transparency in reporting expenses
		Officials' lack of attention to benefactors
	Barriers to support and attention	Non-cooperation of organizations to attract and retain donors
		Lack of attention of sports organizations to benefactors
		Lack of attention of organizations to charity affairs
	Communication and interaction barriers	Difficulty accessing sports managers
		Lack of coordination and proper inter-departmental interaction
Management and	Lack of human resources	Lack of proper communication mechanisms with managers
		Lack of specialized manpower

planning barriers	Deficiencies in strategic planning	Lack of knowledge of managers		
		Absence of a comprehensive program regarding sports endowment		
		Lack of a comprehensive program to support sports charities		
		Lack of a comprehensive plan for the development of philanthropic participation in sports		
		Lack of a clear plan and path to attract more donors		
		Lack of necessary planning to increase inter-organizational coordination		
		Failure to identify sports needs for donor participation		
	Barriers to managerial stability and policy making	Lack of support from the authorities for benefactors		
		Instability of policies and frequent changes in responsible institutions		
	Legal barriers	Legal deficiencies	Existence of legal barriers for charitable investment	
Legal weakness in coordination between departments				
Barriers to sector coordination		The lack of transparency of the law in the field of endowment and investment		
		Absence of legal requirements for government support		
		Lack of sufficient legal requirements for comprehensive support of donors		
		Lack of necessary transparency in related laws and regulations		
		Cultural barriers	Attitudinal barriers	Lack of positive attitude in achieving spiritual reward
				Donors' negative view of moral anomalies in sports
Donors' negative attitude towards officials				
The lack of exercise is good				
Barriers to culture	Lack of diverse solutions for the participation of donors according to their culture			
	Weakness in creating a culture of endowment in the media			
Motivational barriers	Lack of cultural content in the field of sports charities			
	Trust barriers	Lack of spiritual encouragement		
		The weakness of the culture of supporting benefactors		
	Economic barriers	Infrastructural barriers	Low level of public trust in officials	
			Donors' distrust of officials	
			Expensive sports facilities and equipment	
Financial barriers		The high cost of maintaining sports facilities		
		High price of land		
		Restrictions on granting loans and bank facilities		
Educational barriers and awareness	Barriers to informing donors	Lack of financial support and government facilities		
		Donors are not aware of the importance of sports		
		Lack of sufficient knowledge about the correct use of the property of the benefactors		
		Lack of informing and increasing the awareness of donors		
		Lack of proper advertising by relevant bodies		
		Weakness in promoting philanthropic participation in sports		
	Educational barriers for managers	Lack of adequate information campaigns		
		Lack of conferences and training courses in the field of sports charities		
		Failure to hold necessary training courses for managers		
		Weakness in holding scientific conferences and courses		

The qualitative data analysis process yielded 52 initial codes, which were subsequently categorized into 17 sub-themes (see Table 4). From the obtained sub-themes, 6 main themes were obtained, which include: organizational barriers (administrative bureaucracy, support and attention barriers, communication and interaction barriers), management and planning barriers (lack of human capacities, shortcomings in strategic planning, barriers to managerial stability and policy making), legal barriers (legal deficiencies, departmental coordination barriers), cultural barriers (attitudinal barriers, cultural barriers, motivational barriers, trust barriers), economic barriers (infrastructural

barriers, financial barriers), educational and awareness barriers (Barriers to informing donors and Managers' educational barriers).

Discussion and Conclusion

The purpose of this current research was to identify the barriers of using the capacity of donors in the development of sports infrastructure in the country. Results in 6 categories of organizational barriers (the main issues of administrative bureaucracy, support and attention barriers and communication and interaction barriers), management and planning barriers (the main issues of lack of human capacity, deficiencies in strategic planning and barriers to managerial stability and policy making), legal barriers (the main topics of legal deficiencies, sector coordination barriers), cultural barriers (the main topics of attitudinal barriers, culture-building barriers, motivational barriers and trust barriers), economic barriers (the main topics of infrastructural barriers, financial barriers), educational and awareness barriers (the main topics of The main barriers of informing donors and training barriers of managers) were categorized.

The first finding is related to organizational barriers, which include three main themes of administrative bureaucracy, support and attention barriers, communication and interaction barriers. In this regard, we can refer to the administrative complexity, the difficulty of obtaining permits, the problems of the licensing process for charitable activities, the lack of transparency in reporting expenses, the authorities' lack of attention to benefactors, the lack of cooperation of organizations to attract and retain benefactors, the lack of attention of sports organizations to benefactors, the lack of he pointed out the attention of organizations to charity affairs, the difficulty of accessing sports managers, the lack of coordination and proper inter-departmental interaction, the lack of proper communication mechanisms with managers. Long and complicated administrative bureaucracy reduces the motivation of donors to participate in construction projects, on the other hand, the difficult process of obtaining permits discourages donors from participating in projects. It reduces the motivation and enthusiasm of donors to participate, among other things is the lack of transparency in reporting expenses, which causes pessimism and mistrust of donors. The results of the present findings are in line with the results of Moslehi (2023), Goehrung and Castellano (2024). One of the important findings was the existence of bureaucracy and long administrative complications, which lead to difficulty in the process of obtaining the necessary permits for charity activities. In this regard, Goehrung and Castellano (2024) showed that excessive administrative complications and the time-consuming nature of obtaining permits discourage good people from participating and investing in public projects. Moslehi (2023) also believes that the lack of proper organization for endowments is one of the important and influential factors in the lack of development of the endowment category in Iran, which is contrary to many countries active in this field. The research findings indicate that the existence of organizational barriers such as administrative bureaucracy, the lack of support and attention to donors, and communication and interaction problems in the field of sports, significantly limit the use of donors' capacity. These barriers make donors not find enough motivation to enter and participate in the development of the country's sports infrastructure, and long and complicated administrative systems and procedures often make them frustrated. Therefore, it is suggested that officials and policy makers in the field of sports take measures such as removing or revising complex and time-consuming administrative processes and procedures to obtain the necessary permits for the activities of charities in the field of sports, establishing a transparent system for issuing activity permits to charities within a certain period of time, establishing offices or units in the organizations and institutions in charge of sports, in order to quickly respond to donors and handle their requests, to develop a specific procedure for transparent reporting of expenses incurred by donors in construction projects in order to remove organizational barriers faced by donors so that they can use the capacity of donors Use in the development of sports infrastructure. Therefore, it is necessary for officials and policymakers in the field of sports to take serious and effective measures to remove the organizational barriers faced by

donors. Among these measures, it is possible to simplify and reduce redundant administrative bureaucracies in the process of issuing licenses and cooperating with donors, establishing mechanisms to increase transparency in reporting expenses made by donors, creating special structures and offices in order to provide continuous support to donors and facilitate their activities. He pointed out programs to encourage organizations and senior executives to increase interaction and cooperation with donors.

The second finding is related to managerial and planning barriers, which has three main categories, including lack of human capacity, deficiencies in strategic planning, and barriers to managerial stability and policy making. In this connection, the lack of specialized human resources, the lack of managers' awareness, the lack of a comprehensive plan regarding endowments in sports, the lack of a comprehensive plan to support sports benefactors, the lack of a comprehensive plan to develop the participation of benefactors in sports, the lack of a clear plan and path to attract more Donors pointed out the lack of necessary planning to increase inter-organizational coordination, the lack of identification of sports needs for the participation of donors, and the lack of support from officials. The lack of proper management and planning can lead to poor management of the process of attracting benefactors with a lack of expert and knowledgeable forces. On the other hand, the lack of comprehensive strategic planning causes the lack of identification and prioritization of needs to attract donors. It can even be said that the lack of management stability and frequent changes prevent the correct implementation of partnership programs with donors, so with these conditions, it can negatively affect the use of donors' capacity in the development of sports infrastructure. The present findings are in line with the studies of Moslehi (2023), Abbas et al. (2022), Hagelsteen et al. (2022) and Elbers et al. (2022) The findings of Abbas et al.'s research (2022) indicate that barriers such as the lack of specialist forces, weakness in strategic planning and management instability hinder the ability of trustee organizations to identify and effectively use the capacity of donors. Hagelsteen et al. (2022) found that it highlights the need for more effective strategic planning in humanitarian organizations, especially in situations where resources are limited. In addition, Elbers et al. (2022) study emphasizes the importance of coordination, communication, and operational challenges affecting performance in the humanitarian supply chain. The findings show that the lack of specialist forces, the lack of strategic planning in order to attract and exploit the capacity of donors and the lack of management and policy stability are among the most important management and planning barriers that have led to insufficient use of the capacity of donors in sports. Therefore, it is necessary to provide a better basis for attracting and exploiting the resources of benefactors in sports with careful planning, increasing the skills of managers, and creating stability in policies. Therefore, in order to remove managerial and planning barriers, it is suggested that the officials and senior managers of the organizations in charge of sports in the country hold training courses, workshops and specialized seminars in order to increase the level of awareness, knowledge and skills of managers in the fields necessary to identify, attract and Improve the effective management of donors. On the other hand, it is ordered to compile a road map and a long-term strategic plan with a participatory approach and benefit from experts, experts and donors themselves, in order to guide activities related to donors and prioritize the needs to attract their participation in sports construction projects. Put work Also, by modifying the organizational structure in such a way that, while determining specific tasks and work scope, the possibility of coordination and cooperation between different units and organizations is provided. Therefore, it is necessary for the senior officials of the Ministry of Sports and Youth and its subordinate organizations to pay special attention to the reform and improvement of management and planning structures and processes so that the capacity of donors can be used more effectively in the development of sports infrastructure. The third finding is related to legal barriers, which has two main themes, including legal shortcomings and barriers to sector coordination. In this regard, it can be attributed to the existence of legal barriers for benefactors to invest, legal weakness in coordination between sectors, lack of transparency of the law in the field of endowment and investment, lack of legal requirements for

government support, lack of sufficient legal requirements for all-round support of benefactors, lack of necessary transparency. Mentioned in related laws and regulations. The existence of barriers and legal restrictions for philanthropic investment reduces the motivation of philanthropists to participate in projects. Ambiguity, lack of transparency and lack of necessary legal requirements have caused donors to distrust the public sector and prevent them from participating. Weakness in inter-departmental coordination creates problems for activities and follow-ups of donors. The lack of a legal support framework causes donors to be unsure of the effectiveness of their investments, so legal barriers can have a negative impact on the use of donors' capacity in the development of sports infrastructure. The present research is in line with the findings of Srrr ž 333333, Moslehi (2023). So that Moslehi (2023) introduced legal barriers as one of the barriers to attract and retain customers in the development of women's sports infrastructure. In this connection, Srrr ž 333333 believes that the existence of legal problems and loopholes in the construction industry has created a lack of security and confidence for donors and prevented them from participating in construction projects. The findings indicate that the existence of legal gaps in the field of supporting donors, the lack of coherence and coordination between departments, and the lack of incentive laws to attract their participation, have caused significant barriers to use the capacity of donors in the development of sports. Therefore, it is suggested that the parliament and the government, in order to remove the legal barriers faced by the benefactors and facilitate their participation in construction projects, seek to amend the laws and regulations that somehow prevent or create restrictions on the investment and participation of benefactors in construction projects. Eliminating unnecessary licenses and reducing administrative bureaucracy in this field. Increasing transparency in the legal and regulatory areas related to the activity and performance of donors, through the development and publication of written and detailed guidelines and instructions for donors to be aware of their rights and obligations, passing the necessary laws and requirements in order to seriously and comprehensively supports donors and their investments are in the sports sector. Therefore, it is necessary to prepare and approve new laws by the parliament and the government to provide the necessary grounds to attract and support the participation of people and benefactors in the sports construction projects of the country in order to witness the realization of development goals in this area.

The fourth finding is related to cultural barriers, which has four main themes, including attitudinal barriers, cultural barriers, motivational barriers, and trust barriers. In this regard, we can point to the lack of a positive attitude in achieving spiritual reward, the negative attitude of benefactors towards moral anomalies in sports, the negative attitude of benefactors towards officials, the non-beneficial work of sports, the lack of various strategies for benefactors' participation according to their culture, and the weakness in creating a culture of endowment. In the media, he pointed out the lack of cultural content in the field of sports charities, the lack of spiritual encouragement, the weakness of the culture of supporting donors, the low level of public trust in officials, and the distrust of benefactors in officials. Cultural barriers can reduce the motivation of donors to participate with a negative attitude towards charitable activities; Weakness in building a culture in the field of endowment and sports charities, leading to the lack of formation of a culture of participation in the society; The lack of trust in officials has caused benefactors to distrust the public sector and prevent them from participating; Even the lack of necessary mechanisms to encourage and support donors reduces their motivation and thus negatively affects the use of donors' capacity in the development of sports infrastructure. The findings of the present research are in line with the results of Moslehi (2023), Schwab et al. (2022), Raza et al. (2022), Dong et al. (2023) and Yaghobi et al. (2021). Schwab et al. (2022) Cultural and social have a negative effect on people's participation in charity sports events. Negative attitudes in the society towards charitable activities, lack of trust and lack of culture of supporting donors reduced the motivation and willingness to participate in sports affairs. In this regard, according to Raza et al. (2022) these barriers include factors such as family support, Religious and cultural restrictions, negative attitude of parents, expectations for academic

performance and ignorance of sports benefits. In addition, Dong et al. (2023) study showed that socio-cultural factors, such as urban versus rural residence and social class, also affect sports participation. Yaghobi et al. (2021) also highlight the need to address cultural and social barriers in order to increase participation in charity sports events and promote a culture of support and motivation. The findings show that barriers such as wrong attitudes and beliefs about the role of philanthropists, weakness in cultivating the culture of benevolence in sports, lack of sufficient incentives for the participation of philanthropists, and lack of trust in sports management have significantly reduced the benefit of philanthropists' capacity. Therefore, it is necessary to remove cultural barriers and provide a more favorable environment by modifying cultural patterns, promoting the culture of participation, and creating motivation and trust. Therefore, in order to remove these barriers, it is suggested that organizations and cultural institutions in charge of the country's sports affairs, such as the Ministry of Sports and Youth, Broadcasting, Education and Universities, while coordinating and cooperating closely with each other, regarding the design and implementation of cultural programs and actions Targeted, among other things, producing diverse cultural contents in order to promote the culture of participation in charity and changing negative attitudes towards donors, holding festivals and ceremonies honoring top donors at the national and regional level with the presence of high-ranking officials and famous figures, launching extensive media campaigns and virtual with the focus on promoting benevolence and the importance of benefactors' participation in advancing the country's sports goals. Therefore, by mobilizing all cultural, economic and social capacities and facilities, it is necessary to provide the fields for the flourishing of a rich culture of benevolence and the participation of benefactors in sports.

The fifth finding is related to economic barriers, which has two main themes, infrastructure barriers and financial barriers. In this regard, we can mention the expensiveness of sports facilities and equipment, the high cost of maintaining sports spaces, the high price of land, restrictions on granting loans and banking facilities, the lack of financial support and government facilities. The high cost of building and maintaining sports facilities and equipment, buying land, etc. can make donors less willing to invest in this field. Financial restrictions and the lack of government and bank support limit the financial ability of donors to invest in sports infrastructure. The high cost of building and maintaining sports facilities and equipment, including stadiums, sports halls, swimming pools, etc. makes donors unable to invest in this field despite their desire. Also, the high price of land in big cities is considered a barrier for the construction of sports spaces by donors. Therefore, economic barriers can affect the use of donors' capacity in the development of sports infrastructure. The findings of the present research are in line with the researches of Moslehi (2023), Guo (2022), Yaghobi et al. (2021), Chen et al. (2022). Moslehi (2023)) introduced the high cost of land and the high cost of sports equipment as economic barriers to attract donors in this field. Also, the lack of extraordinary financial support from the government in supporting benefactors in the construction of sports facilities, especially women's sports, was one of the other economic inhibiting factors. In this connection, Yaghobi et al. (2021) the existence of security for donors in investing in student sports and providing the necessary support such as granting appropriate facilities, exemptions, and tax discounts provide incentives for the private sector to participate in various sub-categories of physical education and sports. Guo (2022) believed that most benefactors are interested in participating in charity work, but due to financial constraints, they cannot invest enough. Chen et al. (2022) concluded that the main benefit of the private sector in the implementation of sports infrastructure projects is mainly the use of such facilities, while the public sector (which often owns such facilities) is more economical to maintain the facilities and generate additional income. It is to compensate the budget. The findings indicate that the economic barriers caused by the high cost of building and maintaining sports venues and the limitation of financial resources and credit facilities are the most important barriers that have severely reduced the amount of benefactors' participation and investment in sports and the main barrier to benefiting from the capacity. It is considered them. Therefore, it is suggested that the government, by adopting support

policies such as granting low-interest loans, construction subsidies, tax and customs exemptions, renting out government lands for free or symbolically, provides the ground for more participation of benefactors in this field. Therefore, it is necessary to increase the trust and confidence of donors towards investing in the field of sports with financial support and incentive policies. Provide facilities and bank loans for benefactors interested in sports. With the participation of the private sector and donors, the financial burden caused by the construction and maintenance of sports facilities should be removed from the government. By providing sponsorship packages, philanthropic venture investment in sports should be encouraged.

The last finding is related to educational barriers and awareness, which has two main themes, including barriers to inform donors and educational barriers for managers. In this regard, it can be said that donors are not aware of the importance of sports, lack of sufficient awareness regarding the correct use of donors' property, lack of informing and increasing the awareness of donors, lack of proper advertising by relevant organizations, weakness in promoting the participation of donors in sports, lack of sufficient information campaigns, lack of Conferences and training courses in the field of sports philanthropy, lack of holding necessary training courses for managers, weakness in holding scientific conferences and courses. Donors' lack of awareness of the importance, effects and benefits of sports reduces their motivation to invest in this field. The lack of proper information from the relevant institutions leads to the non-optimal use of the donors' capacity. On the other hand, insufficient training of managers reduces their capacity to attract the participation of donors and has a negative effect on the use of donors' capacity in the development of the country's sports infrastructure. The findings of the present research are in line with the results of Bor et al. (2023), Kiprop et al. (2017). In this connection, Bor et al. (2023) believe that donors' lack of awareness of the importance, effects and benefits of sports reduces the motivation to invest in this field. On the other hand, Kiprop et al. (2017) concluded that the lack of proper information from the relevant institutions does not lead to the optimal use of donors' capacity. In addition, Šaagžē (2023) insufficient training of managers reduces their capacity to attract donors' participation and has a negative effect on the use of donors' capacity in the development of sports infrastructure in the country. The findings of the research show that one of the key barriers to using the capacity of donors is their lack of sufficient knowledge about the importance and effects of the development of sports and physical activity in the health of society. Many donors do not have the necessary motivation to invest and participate in this field due to lack of proper understanding of the benefits of sports. In addition, the lack of proper information from the Ministry of Sports and the relevant federations regarding the way of participation and spending of the benefactors' resources has caused the benefactors' capacity to not be used optimally. Another main reason is the lack of advertising and culture on the importance of donor participation. Failure to hold training workshops on ways to encourage donors to invest in sports, roadmaps and support packages is one of the other educational problems of managers, which leads to the lack of optimal use of the capacity of donors. In total, the findings show that numerous educational and awareness barriers at the two levels of benefactors and managers strongly affect the benefit of benefactors' capacity in the development of sports infrastructure. On the one hand, lack of awareness and insufficient information to donors reduces their motivation and desire to invest and participate in sports. On the other hand, the lack of specialized training for managers in the field of how to attract the participation of donors limits their capacity and ability to exploit these resources. For this purpose, it is suggested to hold special training courses for donors regarding the importance, effects and social benefits of sports and encourage them to participate in this field. Launching extensive information campaigns about the way donors participate in the development of sports infrastructure cannot help in this field. Holding specialized courses for sports managers about new methods of attracting donors is one of the other things that can be effective. Also, preparing and publishing operational guides for managers on how to optimally use the resources of donors. Therefore, it is necessary to remove these barriers with measures such as educational and awareness programs.

Ethical Considerations

Compliance with ethical guidelines: Ethical points have been observed.

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Authors' contribution: All authors have contributed to the design and implementation of this study.

Conflict of interest: There is no conflict of interest.

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