



Volume 6 issue 2 2026 (169-190)

Contents lists available at APSS

Journal of Advances in Para Sport Science (APSS)

Journal homepage: <http://apssjournal.ir>

Doi: 10.32604/mcb.2026.0xxxxx

## Original article

# Contextual Governance: Determinants of the International Success of Iranian Paralympians

Ali Afrouzeh<sup>1\*</sup>, Mohammad Pourkiani<sup>2</sup>, Rezgar Pourmarouf<sup>3</sup>

1. Assistant Professor of Sport Management, Shahid Beheshti University, Tehran, Iran. Email: [a\\_afrouzeh@sbu.ac.ir](mailto:a_afrouzeh@sbu.ac.ir) ORCID: 0000-0002-9088-3526

2. Assistant Professor of Sport Management, Shahid Beheshti University, Tehran, Iran. Email: [m.pourkiani46@gmail.com](mailto:m.pourkiani46@gmail.com) ORCID: 0000-0001-7490-6436

3. PhD student of sport management, Allameh Tabataba'i University, Tehran, Iran. [rezgarpourmarouf76@gmail.com](mailto:rezgarpourmarouf76@gmail.com) ORCID: 0009-0002-4583-5928

\*Corresponding author

Received: 21-5-2026, Accepted: 12-6-2026, Published: 16-6-2026

**Abstract.** Iran's success in international Paralympic arenas is the result of a complex and coordinated interaction among structural, institutional, cultural, and social factors. Accordingly, the present study aimed to examine the contextual governance factors influencing the success of Iranian Paralympians in international events, employing a qualitative approach and thematic analysis method. Data were collected through semi-structured interviews with 13 managers, coaches, and experts in the field of the Paralympic movement using purposive sampling and were analyzed inductively. The findings indicated that components such as sport policy-making and governance, standard resources and infrastructure, the education system, talent development and athlete progression pathways, sport communication and diplomacy, support mechanisms, media awareness and representation, and cultural and social frameworks play a fundamental role in Iran's Paralympic success on the global stage. The final analysis suggests that this success extends beyond mere athletic achievements and is the outcome of a structured and systematic process grounded in strategic policy-making, macro-level planning, and synergy among various levels of governance, institution-building, resource allocation, and human and cultural capacity building. Therefore, sustaining this trajectory requires redefining managerial structures, strengthening talent identification systems, developing coach education, designing athlete-centered training environments, paying attention to cultural and social dimensions—including positive media representation and institutionalizing the “citizen–athlete” perspective—and adopting a holistic, system-oriented approach committed to social justice, alongside continued strategic investment and the strengthening of supportive infrastructure.

**Keywords.** Sport governance, policy-making, classification, parasport, media representation



Copyright © 2026 The Author(s). Published by Tech Science Press.

This work is licensed under a Creative Commons Attribution 4.0 International License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

## Introduction

In recent decades, the evolution of the Paralympic Movement has been less a matter of merely expanding sporting competitions and more a reflection of transformations in sport governance models at the global level (Reis et al., 2017). The vision of the International Paralympic Committee (IPC), namely “to enable Para athletes to achieve sporting excellence and inspire and excite the world” (IPC, 2015), can only be realized within efficient, accountable, and inclusive governance systems. From this perspective, Paralympic success is the outcome of institutional, policy, and structural interactions at both national and international levels (De Bosscher et al., 2015).

In this study, governance is defined as “*formalized systems of meaning that embody moral order and operate through explaining and justifying the proper allocation of power and resources*” (Fiss, 2008, p. 391). Accordingly, governance constitutes an institutional framework within which the distribution of resources, access to opportunities, the definition of strategic priorities, and the legitimation of sport actors are determined (Pankowiak et al., 2023). Therefore, countries’ positions in the Paralympic Games may be considered an indicator of the quality of their elite sport governance (Sotiriadou et al., 2017).

The remarkable growth in the number of participating countries, the increase in athletes, and the expansion of the commercial and media dimensions of the Paralympic Games have transformed this event into a competitive arena at the level of national policymaking (Pourkiani et al., 2023). From the first edition of the Games with approximately 20 participating countries to the Paris 2024 Games with 184 countries, the Paralympics have become a global field for assessing countries’ institutional and managerial capacities (Afrouzeh, 2021; Statista, 2024). The signing of the cooperation agreement between the International Olympic Committee and the International Paralympic Committee in 2001, through managerial, financial, and hosting synergies, further elevated the governance status of the Paralympic Games within global sport policy (Legg & Steadward, 2013).

Simultaneously, the expansion of disability rights discourse and the emphasis on the equal right of persons with disabilities to participate in professional sport have prompted national policies to reconsider governance structures in disability sport (Dowling et al., 2018). In this context, Paralympic success is perceived as an instrument for achieving diplomatic, ideological, and social objectives, as well as demonstrating a country’s commitment to equality and social inclusion (Beacom & Brittain, 2016). Consequently, many countries, by strengthening elite sport policies and reforming governance mechanisms, seek to consolidate their position within the competitive Paralympic system (Pourkiani et al., 2023).

Within this landscape, Iran, as one of the active countries in the Paralympic Movement, has in recent years pursued strategic planning and targeted policymaking to enhance its position in the medal table. The trajectory of Iran’s results across different editions of the Paralympic Games indicates that the governance of Paralympic sport in the country, with a focus on resource allocation, infrastructure development, and support for elite athletes, seeks to gain credibility and legitimacy at the international level. Nevertheless, a comprehensive understanding of these achievements requires an in-depth examination of the contextual dimensions of governance.

The Paralympic Movement differs structurally and organizationally from the Olympic Movement, affecting governance and policy influence (Reis et al., 2017). Disability sport federations are generally smaller and less influential than Olympic federations, limiting their ability to shape national sport policies and engage governments effectively (Thomas, 2004; Sotiriadou et al., 2017). Consequently, governments often remain distant from Paralympic sports, and policymaking for athlete development and success faces significant challenges.

Internationally, Paralympic sports are governed through three models: independent federations (e.g., World Para Volley), branches of Olympic federations (e.g., Para taekwondo), or directly by the International Paralympic Committee (e.g., Para powerlifting) (Afrouzeh, 2021). At the national level, governance varies by country. In Iran, Para athletics, Para powerlifting, and Para swimming are under the Sports Federation for Veterans and Persons with Disabilities, while judo and goalball fall under the Sports Federation for the Blind and Visually Impaired; some sports, like Para canoe, are administered by Olympic federations (Pourkiani et al., 2023). In Brazil, many disability sports are managed directly by the Brazilian National Paralympic Committee (Filho, 2024), whereas in Norway, Paralympic sports are organized under Olympic federations and financially supported by the national sport confederation. These structural differences highlight the complexity of Paralympic governance, the variability of institutional arrangements across countries, and the implications for athlete support, policy development, and international competitiveness. In addition to these structural and governance differences, Paralympic athletes worldwide often face limited access to advanced technology, appropriate equipment, and sponsorship opportunities. Moreover, their voices are frequently underrepresented in sport decision-making processes (deCastro et al., 2016). These factors render policymaking and planning for Paralympic athlete success considerably more challenging and complex than for Olympic athletes (Filho, 2024).

In this context, De Bosscher et al. (2006) identified nine fundamental pillars for athlete success: financial support, an integrated system of development policies, sport participation, talent identification and development, athlete career and post-retirement support, training facilities, coach development, national and international competitions, and finally, scientific research. The amount of budget allocated to the sports system is considered the best predictor of sporting success. However, it should be noted that this does not imply that more money automatically results in more medals. Nevertheless, countries aiming for success in international competitions and to maintain competitiveness must sustain or increase their sports funding. They also stated that the most efficient countries are those that can win the highest number of medals with the least budget. Policies on sport participation and talent identification may not be prioritized for short-term success, but they are crucial factors for long-term achievement. Facilities, coaches and technical staff, and opportunities for national and international competitions also have a direct impact on the sports system, ultimately leading to improved athlete performance (De Bosscher et al., 2015).

Another framework applied in this area is the Success Resources Framework (Digel et al., 2006). They argued that an effective system and structure for sporting success increasingly depend on the surrounding environment and therefore proposed a three-layer model. The first level is the societal level, which includes

---

education and research, economic and political conditions, social structures, and media. The second level is the organizational and sport structures, encompassing management, human resources, athletes, coaches, referees, reward systems, anti-doping, talent identification and development, and training. The third and final level is professional sport and its immediate environment, referring to factors that directly influence professional athletic performance. Wicker and Breuer (2011), applying this same model, examined German non-profit sport organizations and introduced four key factors of sporting success: human resource capacity, financial capacity, communication and networking capacity, and infrastructure and process capacity.

However, studies and models on the governance of success factors in disability sport are limited, which are discussed below. Patatas et al. (2022) compared elite sport policies in the Olympic and Paralympic contexts. They showed that Paralympic sports require higher costs and budgets, involve more stakeholders, and lack a structured talent identification system. Furthermore, the migration of coaches from Olympic to Paralympic sports, the absence of scientific research, and insufficient competitive opportunities are other key differences between the development and success structures of Olympic and Paralympic sports.

Pankowiak et al. (2023), in a qualitative study based on interviews with disability sport experts from Australia, England, Canada, and France, examined the policies of national Paralympic committees and their role in national and international success. Their findings indicated that the development and success policies of Olympic sports should also be applied within the Paralympic structure, emphasizing the implementation of inclusion and integration policies, the incorporation of disability expertise into Olympic sport, and the development of a systematic framework for classifying athletes with disabilities.

Similarly, Peake and Davies (2024) identified success factors for para-athletes in track and field in England, highlighting three specific factors for these athletes: attention to the type and nature of disability, the need for specialized equipment, and individualized athlete care as the most important and distinctive success factors.

Most domestic research in the field of disability sport has focused on sport participation, emphasizing barriers, facilitating factors, and legal dimensions (Limoochi et al., 2020; Vakili Tanha et al., 2020; Zeytoonli, 2018). However, few studies have addressed policy-making and Paralympic athlete success. For example, Shabani and Mostafavi (2022) identified factors affecting the success of Iran's national sitting volleyball team. They highlighted several key factors, including a large sitting volleyball community and national team support, preparatory and official competitions, appropriate facilities and equipment, professional coaching staff, and a suitable talent identification process. They also identified management, proper planning, and governance support as enabling conditions.

Naderian et al. (2023) analyzed legal policy-making in championship sports for persons with disabilities, showing that financial and media policies contain negative aspects requiring review. Additionally, Pourkiani et al. (2023) examined changes in the governance of Paralympic sports in Iran, showing that governance changes in some cases (e.g., para-canoeing) led to improved athlete performance and success, whereas in other cases (e.g., para-archery) they caused challenges and technical decline among athletes.

In recent decades, the Paralympic Games have become a strategic platform for demonstrating national

capabilities, social progress, and commitment to disability rights. Iran has pursued long-term investments and policies to improve medal rankings and project a positive international image. Success depends on complex, multi-level factors: macro-level governance, legal and economic structures; meso-level organizational support; and micro-level influences such as clubs, coaches, families, and athletes. Key determinants include governance, sustainable resources, access to facilities and equipment, talent identification, policy coherence, international connections, and societal and media perceptions of athletes with disabilities.

In Iran, despite some notable achievements in winning Paralympic medals, evidence indicates that multiple challenges persist in the path toward sustainable development and long-term success in this field. Weak structural integration among related federations, fragmentation and misalignment of responsibilities, inadequate training infrastructure, instability of financial resources, deficiencies in comprehensive talent identification systems, and limited involvement of non-governmental organizations and the private sector in the development of disability sport are among the key obstacles that policymakers and planners must address.

Moreover, structural and institutional differences between Olympic and Paralympic systems mean that success models in these two domains cannot be fully generalized from one to the other. The unique characteristics of Paralympic athletes, technical requirements and specialized equipment, the complexities of disability classification, and the need for comprehensive and inclusive policies all necessitate that any analysis of Iran's success in the Paralympics be conducted with careful consideration of the country's specific social, institutional, and economic contexts.

## **Methods**

Given the limited empirical resources on governance factors affecting Iranian Paralympians' international success, this study is a qualitative exploratory inquiry. It is applied in nature, aiming to identify and analyze contextual dimensions to inform effective national policy-making in elite disability sports. The research follows an interpretive paradigm, emphasizing participants' social experiences and meaning-making.

An inductive approach guided data analysis, allowing concepts and patterns to emerge directly from the data without prior theoretical assumptions. Thematic analysis, based on Braun and Clarke's six-step method (2006), was employed. Data sources included semi-structured interviews with 13 purposefully selected experts, managers, coaches, and key actors within Iran's Paralympic system, as well as theoretical texts and policy documents. Thematic coding was used to extract key themes and motifs.

Participants were selected through the authors' professional network, ensuring diversity in administrative, academic, and practical experiences. Semi-structured interviews were chosen as the primary data collection tool due to their suitability in contexts with limited prior knowledge (Richards & Morse, 2012). This approach enabled in-depth exploration of participants' perspectives, capturing nuanced insights into governance structures, resource allocation, institutional practices, and contextual factors influencing athlete development and performance at national and international levels.

**Table 1. Demographic Characteristics of Research Participants**

No.	Education	Experience (with ethical identity considerations)
1	PhD	PhD in Management, researcher in Paralympic field
2	PhD	PhD in Management, researcher in the Paralympic field
3	PhD	University professor and researcher in Paralympic field
4	PhD	Technical Deputy, Iran Paralympic Committee
5	Master's	Former Technical Deputy, Irn Sport Disable Federation
6	Master's	Former Technical Deputy, Iran Paralympic Committee
7	PhD student	Athlete
8	PhD student	Athlete and member of the Iran Paralympic Athletes' Commission
9	PhD	Former Technical Expert, Iran Paralympic Committee
10	PhD student	PhD student in Sport Management and Track & Field athlete
11	PhD	University professor and researcher in Paralympic field
12	PhD	PhD in Management, researcher in Paralympic field
13	PhD	Manager in Iran Paralympic Committee

The data collection in this study was conducted systematically to obtain rich insights into the contextual governance factors influencing the success of Iranian Paralympians in international competitions. A semi-structured interview guide was developed based on theoretical literature and study objectives, including key themes while remaining flexible to allow in-depth exploration. Two pilot interviews tested the guide's content and operational validity, leading to question revisions for clarity and the addition of new items to cover overlooked dimensions, enhancing internal consistency and data depth.

Thirteen participants—managers, coaches, experts, and national athletes—were purposefully selected based on theoretical criteria. Sample questions addressed governance structures, financial and logistical support, specialized knowledge in rehabilitation and disability sports, and initiatives in cultural promotion and media representation. Participants received the guide prior to interviews, and informed consent, confidentiality, and withdrawal rights were ensured. Interviews were conducted between February and May 2025, either in person or by phone, each lasting 30–45 minutes and audio-recorded with permission. The researcher maintained an open, non-directive dialogue, intervening only for clarification (Høffding & Martiny, 2016; Rahman, 2023).

All interviews were transcribed verbatim and analyzed using Braun and Clarke's (2006) six-phase thematic analysis: familiarization with data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and reporting. Semantic and latent coding were applied, with constant comparison across interviews. Themes were reviewed for coherence, distinctiveness, and interpretive depth,

ensuring they reflected participants' experiences (Braun & Clarke, 2013; Clarke & Braun, 2016). The final report presents a concise, logical narrative structured around the identified themes.

Trustworthiness was established through credibility, transferability, confirmability, and dependability (Guba & Lincoln, 1994). Presenting themes as primary analytical units, contextualized with prior studies, provided a nuanced understanding of participants' perspectives. This systematic and rigorous approach ensured that findings accurately reflect the governance, structural, and socio-cultural factors shaping the success of Iranian Paralympians, supporting both theoretical and practical insights.

## Findings

After analyzing the research data, the initial codes, concepts, and themes were presented in Table 2.

**Table 2. Coding of Research Data**

Themes	Concepts	Initial Codes
Policy-making	Strategic Policy-making	Agency coordination, long-term goals, alignment with higher-level policies, flexible transparent policymaking, stakeholder participation, international trend consideration, national–provincial coherence, forward-looking policies, global experience use, Paralympic focus, continuous evaluation, coherent discourse, advisory body strengthening.
	Institutional Structure	Strengthening specialized institutions, clear executive responsibilities, agile decision-making, structural support for Paralympic athletes, effective communication channels, systematic accountability, government–NGO interaction, empowered civil society, internal advisory and oversight structures, vertical–horizontal connectivity, coordination of research, education, and implementation, expertise diversity, and institutionalized knowledge management.
	Competitive Planning	Designing athlete development pathways, setting realistic international goals, regular competitions, analyzing global competitors, localizing readiness models, diversifying preparatory events, performance evaluation via competitive indicators, long-term cyclical planning, targeted pre-competition camps, talent-to-champion development, aligning training with global calendars, involving international experts, and providing psychological, medical, and nutritional support.
	Inter-Organizational Coordination	Clarifying organizational roles, signing inter-institutional agreements, forming committees, using horizontal coordination, enhancing interactions via shared interests, establishing task referral systems, integrated communication networks, facilitating

		information flow, leveraging complementary capacities, reducing overlaps, developing sustainable cooperation, standardizing interactions, mutual support in events, and exchanging knowledge and experience.
	Resource Management	Optimal financial allocation, diversified funding, specialized human resources, transparent spending, private sector support, resource effectiveness evaluation, engagement of philanthropists, efficient infrastructure use, managerial capacity building, transparent supervision, sustainable logistics, leveraging sponsorship, balanced distribution, and targeted reward systems.
Resources and Infrastructure	Allocatable Financial Resources	Available Budget, Continuous Funding, Resource Investment, Effective Financial Management, Appropriate Budget Allocation, Sustainable Financial Support, Sufficient Economic Resources
	Adequate Training Facilities	Standard Training Facilities, Equipped Training Halls, Training Schedule Planning, Favorable Environmental Conditions, Access to Sports Venues, Improvement of Training Infrastructure, Sports Technical Facilities
	Standardized Equipment	Up-to-date Sports Equipment, High-quality Gear, Specialized Equipment, Technical Standards of Equipment, Equipment Updates, Equipment Suited to Sporting Needs
	Sports Venue Capacity	Inclusivity of Sports Venues, Capacity to Accommodate Para Athletes, Optimal Use of Space, Number of Sports Facilities, Geographic Distribution of Venues, Ancillary Amenities of Facilities
	Access to Specialized Resources	Access to Experienced Coaches, Utilization of Expert Specialists, Scientific and Research Resources, Professional Networks, Specialized Training, Technical Consultation, Knowledge-Based Resources
	Education System	Athlete-Centered Training
Coach Knowledge Development		Updating specialized knowledge, training in new coaching skills, enhancing scientific understanding of coaches, utilizing recent research, strengthening performance analysis skills, training in communication skills, team management training, expanding

		knowledge of sports psychology, empowerment in decision-making, using educational technologies
	Educational Content Design	Developing targeted educational programs, structuring educational content, using modern teaching methods, utilizing multimedia resources, focusing on learning objectives, content flexibility, addressing learner needs, creating engaging and interactive content, logical organization of materials, continuous content updates
	Technical Advancement System	Performance assessment criteria, technical progress planning, continuous skills evaluation, encouragement of lifelong learning, defining promotion levels, feedback mechanisms, use of qualitative indicators, focus on improving specialized skills, transparency in promotion processes, organizational support for technical development
Talent Identification and Athlete Development	Talent pathway	Identifying movement capacities, discovering potential abilities, monitoring interests and motivations, initial performance assessment, mapping capabilities, recruiting young athletes, matching abilities with suitable sports, creating a talent database, measuring physical potential, psycho-cognitive assessment, tracking early progress, identifying strengths, setting entry criteria for professional pathways, considering diversity of disabilities, expanding identification networks, documenting talents
	Functional classification	Assessing and classifying disability, measuring physical fitness, motor independence, technique, adaptability, and technical skills, standardizing evaluations per global and Paralympic standards.
	Individual development process	Personalized training, technical and mental skill development, performance monitoring, nutrition, motivation, team coordination, rehabilitation, assistive technology, feedback, stress management, and self-confidence enhancement.
	Elite progression pathways	Goal setting, physical readiness, competition experience, strategic and tactical skills, specialized camps, performance evaluation, social and technical support, psychological preparation, recovery management, competitor analysis, international participation, playing style consolidation, alignment with Paralympic standards.
	Individual development design	Assessing athlete needs, identifying strengths, designing personalized training, scheduling progression, coordinating with medical/technical teams, setting objectives, providing resources, continuous feedback, monitoring health, adapting to environment, sustaining motivation, documenting progress, enhancing

		management, considering social/family factors, promoting self-reliance.
Sports Communication and Diplomacy	International interaction	Transnational communication, global collaboration, cultural exchange, participation in international events, coordination with global organizations, enhancing international standing, interaction with other Paralympic committees, building communication bridges, exchange of knowledge and information
	Participation in associations	Active membership, participation in professional assemblies, attending specialized meetings, exchanging perspectives, forming professional networks, increasing social interactions, developing professional relationships, presence in working groups, involvement in decision-making, fostering a sense of collective belonging
	Sports networking	Establishing professional connections, developing professional relationships, strengthening team cohesion, creating support networks, connecting to sports resources, liaising with sponsors, increasing collaboration opportunities, sharing information, mutual support in competitions, enhancing status within the sports community
Supporting System	Educational Support	Specialized coach training, enhancing athletes' technical skills, access to educational resources, conducting skill workshops, training on Paralympic rules and regulations, improving sports literacy, training in planning exercises, developing specialized knowledge, transferring experience from former champions, using modern educational technologies, empowerment in self-management
	Psychological Support	Sports psychology counseling, stress and anxiety management, sustaining motivation, enhancing resilience, team emotional support, training coping skills, boosting self-confidence, facilitating supportive connections, creating a positive psychological environment, mindfulness practice, improving competition focus
	Sustainable Financial Support	Regular budget allocation, financial support through sponsors, covering equipment costs, granting sports scholarships, covering travel and accommodation expenses, regular salary payments, establishing financial support funds, attracting long-term investments, supporting development projects, providing emergency financial aid
	Social Support	Creating support networks, family and community participation, enhancing social interactions, promoting a culture of respect for Paralympic athletes, appropriate media presence, organizing social

		events, support from NGOs, developing volunteer groups, increasing public awareness, enhancing social cohesion
	Rehabilitation Services	Access to rehabilitation equipment, specialized physiotherapy services, movement rehabilitation programs, training in using assistive devices, health counseling services, monitoring physical condition, improving overall health, supporting post-injury rehabilitation, access to specialized centers, periodic competency evaluations
	Sports Logistics	Providing appropriate sports equipment, managing transportation, scheduling training and competition, coordinating athlete accommodation, ensuring proper nutrition, technical support at competition venues, managing sports resources, providing safety equipment, access to training facilities, facilitating administrative procedures
	Technological Support	Using machine learning algorithms to predict injury probability, recording and analyzing training data via wearable sensors, collaborating with tech companies to enhance adaptive equipment, processing big data for individualized training planning, developing digital rehabilitation software for mobile and tablet, utilizing digital platforms for real-time feedback and progress monitoring
Public Awareness and Social Representation	Storytelling	Shaping sports stories, narrating successes, constructing sports identity, highlighting Paralympic champions, sharing athletes' experiences, positive storytelling, creating narratives of solidarity, representing achievements, motivational narratives, social participation stories, revisiting history, inspirational narratives, building cultural narratives, media storytelling, sports storytelling
	News Coverage	Event reporting, publishing competition news, live coverage, media analysis, news topic selection, visual reporting, reflecting activities, event media coverage, public information dissemination, analytical coverage, focus on athletes, team representation, multimedia coverage, news planning, media feedback
	Cultural Promotion	Promoting Paralympic values, public education, developing sports culture, enhancing social acceptance, awareness programs, promotional activities, encouraging participation, fostering a culture of support for disability, increasing public knowledge, social culture-building, promoting mutual respect, creating positive environments, enhancing empathy, informational programs, changing attitudes

	Public Dialogues	Social debates, public discussions, conversations about sports, citizen participation, intergroup interaction, cultural dialogue, exchanging viewpoints, social dialogues, creating spaces for conversation, listening to community voices, discussing disability, media debates, stakeholder interaction, interactive conversations, specialized discussions
	Public Attitude toward Participation	Public support and acceptance, valuing abilities, community interest, recognition of achievements, respect for commitment and choices, promoting participation and fairness, fostering belonging, empathy, awareness, justice, equality, and belief in capacities..
Cultural and Social Frameworks	Athletes' Social Status	Symbolic and exemplary roles, social credibility, equal status, positive role models, visibility, ethical commitment, respected position, cultural influence, participation in decisions and social activities, development opportunities, enhanced identity, supportive environment, media engagement.
	Cultural Frameworks for Activity	Cultural infrastructure, diversity acceptance, inclusive spaces, support for Paralympic activities, respect for differences, participation values, cultural education, supportive institutions, mass sport promotion, specialized training, empathy, appropriate facilities, intercultural interaction, rights awareness, empowerment culture.
	Community Interaction with Athletes	Collaboration, support networks, active participation, dialogue, motivation, resource access, group convergence, mutual respect, participation opportunities, experience sharing, attention to special needs, team spirit, growth support, peaceful coexistence, positive media, feedback, empathy, sustainable development..

## Discussion

**Policy-making.** The findings indicate that strategic policymaking in disability sport—particularly within the Iranian Paralympic context—plays a decisive role in achieving international success. While Olympic athletes typically benefit from more extensive infrastructure and coherent talent identification pathways, Paralympic athletes face distinct challenges, including unequal access to facilities, diverse rehabilitation needs, and complex classification requirements. Consequently, they require more precise, specialized, and functionally tailored policy frameworks. Although the Paralympic movement is formally positioned alongside the Olympic movement in national upstream policy documents, the shifting of certain sport disciplines between specialized federations and the Veterans and Disabled Sports Federation reflects a lack of a holistic and strategic perspective, leading to fragmented actions and inefficient resource allocation. As prior studies emphasize (Pourkiani, Afrouzeh, & Boroumand, 2023), effective policymaking must move beyond short-term and reactive approaches and instead be grounded in robust evidence and systematic needs assessment (Brittain, 2010). Moreover, Paralympic success is strongly contingent upon a transparent and coordinated institutional structure (Papatheodorou et al., 2020). Overlapping mandates among entities such as the National Paralympic Committee, the Ministry of Sport and Youth, the Welfare Organization, and other governmental bodies further underscore the need for clearly defined organizational boundaries and accountability mechanisms.

At the operational level, systematic elite sport planning constitutes a cornerstone of international preparedness (Pankowiak et al., 2023). However, in the Paralympic domain, the diversity of functional groups and medical classifications necessitates more individualized and specialized program design (Peake & Davis, 2024). These distinctions extend beyond technical preparation to psychological and logistical dimensions, requiring careful management of training loads, fatigue, and sustained support systems. Accordingly, transitioning from fragmented, event-driven approaches to a stable and system-oriented planning model is particularly critical for athletes with disabilities.

In this regard, shifting from a “project-based” approach toward “evidence-based governance” requires reconstructing Iran’s Paralympic policy ecosystem through a polycentric model. Such a model should emphasize vertical alignment with national strategic documents and long-term development visions, strengthened horizontal engagement with key stakeholders—particularly disability-focused NGOs—and the establishment of a monitoring and evaluation system based on updated key performance indicators aligned with contemporary Paralympic frameworks. This multi-level governance approach can foster adaptive, transparent, and accountable policymaking and contribute to the sustainable development of the Iranian Paralympic movement.

**Resources and Infrastructure.** In the development of Paralympic sport in Iran, resources and infrastructure constitute one of the most fundamental yet challenging domains, significantly influencing participation quality, training continuity, and international success. This domain extends beyond financial allocations and physical facilities to encompass specialized equipment, skilled human resources, spatial capacity-building, and knowledge support. Although the growing recognition of the Paralympic Games has led governments to increase public investment in Paralympic sport policies (Pourkiani et al., 2023), analysis of the 1404 (2025–2026) national budget reveals a persistent gap between actual needs and existing capacities. The National Paralympic Committee has been allocated 356 billion tomans, of which 350 billion are devoted to current expenditures and only 6 billion (less than 2%) to capital development. Additionally, 300 billion tomans have been jointly allocated to the National Olympic and Paralympic Committees for the Asian Games, with a further 30 billion provided through miscellaneous budget lines (Iranian Parliament Research Center, 2025). Despite seemingly substantial figures, the minimal share of capital funding indicates limited commitment to long-term infrastructure, facilities, and specialized training environments. A uniform approach to resource allocation fails to capture the specific needs of different disciplines (Papatheodorou et al., 2022). Para-athletics, particularly track and field for athletes with visual impairments, has delivered a significant proportion of Iran’s Paralympic medals but represents one of the most complex and resource-intensive disciplines (Peake et al., 2025). The wide range of classifications (T/F11–57) requires individualized programming and highly specialized equipment, including racing and throwing wheelchairs, customized prostheses, and stabilization devices. Yet many Iranian sport facilities were not originally designed for para-athletes, resulting in shared or unsafe environments that compromise training quality and increase injury risk (Pourkiani et al., 2023). Moreover, international sanctions, currency constraints, and the absence of official suppliers hinder equipment importation, while domestic production remains below international standards. The lack of technical specialists for maintenance and calibration of sophisticated equipment further weakens the supply chain. Given that Paralympic equipment is costly, personalized, and non-transferable, financial disparities directly translate into performance inequalities (Peake et al., 2025).

Therefore, financial management must move beyond covering operational costs toward a long-term investment strategy focused on specialized equipment, rehabilitation technologies, and infrastructure development. Transparent, data-driven performance-based reward systems and digital financial monitoring mechanisms can enhance efficiency and accountability. Addressing current financial short-termism requires innovative solutions, such as establishing a joint public–private investment fund to secure sustainable resources for technological advancement and infrastructural growth in Iranian Paralympic sport.

---

***Education System.*** One of the primary determinants of Paralympic success is coaches' knowledge of disability. Evidence suggests that such knowledge is rarely delivered through formal or systematic education; rather, it is developed experientially through direct interaction with athletes and families and through trial-and-error processes. Given that classification systems in Paralympic sport are continuously evolving, disability cannot be treated as a static medical category but must be understood as functionally dynamic and context-dependent. Coaches with deeper understanding of classification and functional profiles are better positioned to guide athletes along elite pathways; without such knowledge, disability risks becoming a structural barrier rather than a manageable performance variable.

Due to the wide variation in type and severity of impairments, standardized approaches are ineffective. Effective coaching requires individualized understanding of athletes' physical characteristics, prior psychological experiences (e.g., trauma or anxiety), and cognitive, emotional, and motivational differences. Accordingly, training environments must be tailored to athletes' capacities within an athlete-centered support ecosystem, where performance outcomes depend not only on physical preparation but also on coordinated collaboration among coaches, psychologists, families, and institutional actors.

Paralympic athletes are exposed to multidimensional stressors, particularly during international travel, high-stakes competition, and social expectation pressures. Coaches therefore need awareness of athletes' psychological backgrounds, contingency planning skills, and competencies in stress management, emotional regulation, and psychological support, alongside the ability to balance decisive leadership with empathy.

Empirical studies (Pankowiak et al., 2023; Patatas et al., 2018, 2022; Peake & Davis, 2024; Pourkiani et al., 2023; Rahman, 2023; Rees et al., 2017; Richards & Morse, 2012; Seifpanahi Shabani & Mostafavi, 2022; Sotiriadou et al., 2017; Thomas, 2004) consistently identify psychological preparedness and resilience as key predictors of elite Paralympic performance. Coates and Howe (2023) further highlight rehabilitation centers as critical entry points into sport, where informed personnel can facilitate early engagement and talent identification. Without adequate informational, motivational, and structural support at this stage, potential talent may remain unrealized. Strengthening collaboration between mainstream sport institutions and the Paralympic system—particularly through training teachers and rehabilitation staff—can enhance the talent identification pathway and long-term success.

***Talent and Athlete Development.*** Primary support structures must be strengthened as bridges between everyday life and elite sport. A schoolteacher or physiotherapist with sport-specific knowledge can represent the first link in an athlete's success pathway (Coates & Howe, 2023). During talent identification processes, the presence of coaches alone is insufficient; deep understanding of classification systems and disability characteristics is essential. Decisions regarding sport selection or competitive potential made without such expertise risk unrealistic expectations, disappointment, and early dropout. Since classification in Paralympic sport functions as a mechanism for leveling competitive readiness, inadequate knowledge can lead to misallocation of human resources and disrupted development pathways. Thus, training talent identification specialists in classification represents a critical structural success factor.

Recruitment often occurs through self-referral to local clubs; therefore, these clubs must possess basic

knowledge, appropriate equipment, and an inclusive mindset. Well-prepared clubs can significantly contribute to athletes' psychological, physical, and technical development, whereas inadequate awareness may result in early discouragement or isolation.

Gender norms and adolescence further complicate participation, particularly in the context of disability. Parents often exert strong influence and may adopt overprotective behaviors. However, evidence suggests that early sport participation for girls reduces negative self-perceptions during adolescence. Accordingly, family education and supportive environments are essential (Baker et al., 2020; Mann, Dehghansai & Baker, 2017; Dehghansai et al., 2017, 2020).

***Sports Communication and Diplomacy.*** International engagement in the Paralympic arena extends beyond competition, functioning as a critical platform for exchanging specialized knowledge, rehabilitation technologies, and governance practices. For athletes competing within complex functional classifications, such interactions enhance technical, psychological, and physical preparation (Pullen, Mora & Silk, 2025). Nationally, the Paralympic system differs from mainstream and Olympic sport systems due to its strong dependence on inter-organizational collaboration. Athlete identification and development require coordination with entities such as the Welfare Organization, Exceptional Education, healthcare providers, and support services. Participation in international federations and forums enables alignment with global standards and active involvement in policymaking (Brittain, 2016), which is particularly important given the need for precise regulatory and classification adjustments. Exchange initiatives—such as international coaching programs, joint training camps, and technical workshops—further strengthen expertise and skill development (Pullen et al., 2025), while expanding sport networks fosters collaboration and synergy. Institutionally, agile, transparent, and specialized governance structures are essential for coherent strategic planning across national and local levels. Current fragmentation among the National Paralympic Committee, federations, and ministries generates duplication and inefficiency. Redesigning governance as a multi-layered, collaborative matrix network can improve coordination. Implementing standardized, technology-based data exchange systems—particularly for health, classification, and performance management—would enable real-time information sharing, optimize decision-making, and enhance overall system effectiveness.

***Supportive Assistance.*** Disability sport is intrinsically linked to rehabilitation, serving not only as physical activity but also as a mechanism for social belonging, identity reconstruction, and empowerment (Dantas et al., 2024; Patatas et al., 2018). This dual rehabilitative–competitive nature explains the rapid progression of some athletes to elite national and international levels, despite limited opportunities and a smaller eligible athlete pool, with advancement often occurring within six months to two years (Barzona et al., 2023).

China exemplifies systemic integration of rehabilitation and sport. Since 2014, nationwide programs under the China Disabled Persons' Federation (CDPF)—which also serves as the National Paralympic Committee—have provided long-term, specialized services, including early disability detection, education, employment support, and sport development. In one year, 800 events were held, over 11,000 coaches trained, and 234 provincial centers operated (China Disabled Persons' Federation, 2014). Brazil, in contrast, shows high elite retention but limited renewal, with returning athletes comprising 22–24% in recent

---

Paralympic Games, while access remains urban-centered (Philo, 2024; Pike et al., 2025).

At the individual level, rehabilitation integrates physiotherapy, adaptive training, and performance assessment to prevent injury and sustain elite performance. Assistive technologies—prosthetics, racing wheelchairs, and mobility aids—must meet international standards to enhance autonomy and confidence. Post-injury care combining medical and psychological support often determines career continuity. Family support is essential but must avoid over-involvement, which can hinder independence (Coates & Howe, 2023). Environmental factors, facilities, clubs, equipment, and qualified coaches—remain critical structural enablers.

Sustainable success requires coordinated institutional support balancing sport, education, and employment, with long-term public–private investment in specialized infrastructure, standardized classification systems, and comprehensive data management. Transitioning from short-term competition-focused strategies to staged developmental pathways enables incremental athlete progression. Advanced analytics, including artificial intelligence and machine learning, optimize training, recovery, injury prevention, and performance efficiency. Finally, success extends beyond medals to sports diplomacy and social capital, with rights-based media narratives and emerging technologies enhancing the global standing of the Paralympic movement.

***Awareness and Social Representation.*** The term “Paralympic” implies parity with the Olympic Games, yet unequal media representation creates a fundamental gap. Paralympic athletes are often depicted either as heroic figures or objects of pity, reducing them from elite athletes to “moral symbols” and potentially undermining material support, official recognition, and intrinsic motivation (Antonovich & Bandon, 2022). Various frameworks—medical, social, relational, and interactional models—explain how society perceives disability and shapes interactions (Patatas et al., 2018). Media narratives predominantly follow the medical model, portraying disability as an individual deficit rather than a product of inaccessible environments. These framing influences coverage, policy, investment, and athletes’ pathways to success.

Adopting a social model perspective, which identifies exclusionary social structures and environmental barriers, can promote inclusion (Barnes, 2020; Brittin et al., 2023). Bodily impairments exist, but oppression arises from societal structures enforcing “normalcy,” e.g., wheelchair users are disabled when environments obstruct mobility. Within Paralympic media coverage, a “disability hierarchy” favors athletes with dramatic, acquired disabilities, creating inequalities in access to resources, coaching, financial support, and psychological motivation. Superficial or stereotypical portrayals diminish athlete status and influence policymaking, budget allocation, and public support. Accurate, balanced, and expertise-driven media representation can thus serve as a strategic tool to empower athletes, raise awareness, and develop supportive infrastructures essential for Paralympic success (Anderson, 2025).

***Cultural and Social Frameworks.*** National and societal cultures profoundly shape Paralympic athletes' attitudes, behaviors, and emotional experiences. In Iran, athletes are often framed within a "charity" discourse, viewed as recipients of benevolence rather than rights-bearing sportspeople, which undermines long-term advocacy for infrastructure and support (Anderson, 2025). High power-distance societies may reinforce helplessness and limit challenge to unequal structures, whereas low power-distance contexts promote egalitarianism, participatory decision-making, and self-esteem. Collectivist cultures link sporting success to national or group pride, strengthening intrinsic motivation but potentially limiting emotional expression. Individualistic cultures, by contrast, encourage personal goal pursuit, self-expression, and motivation. Masculine cultures emphasize competition and victory, increasing stress, while feminine cultures value cooperation, psychological well-being, and team cohesion.

Cultures with high uncertainty avoidance create athletes dependent on structure and sensitive to unexpected changes, increasing stress; low uncertainty avoidance fosters flexibility and adaptability. Long-term oriented societies invest in continuous development, while short-term cultures focus on immediate results, risking sustainable growth. Hedonistic cultures promote joy, confidence, and motivation; restrictive cultures suppress emotional expression and reduce sporting quality. Understanding Paralympic sport ethically requires clarity on ability, disability, and normative standards, forming the basis for policies, support systems, and success evaluation. Developing a coherent "Paralympism philosophy" analogous to Olympism can provide strategic guidance beyond the IPC's declared values of courage, determination, inspiration, and equality (Rajo et al., 2025).

National media, reflecting culture and policy, can facilitate or hinder athlete success. Extensive, expertise-driven coverage attracts sponsors, government attention, and investment in equipment, training, and infrastructure, while neglect limits resources. Positive, multidimensional media narratives can counter stereotypes, promote social recognition, empower athletes, and institutionalize Paralympism's ethics, reinforcing public understanding of ability and strengthening structural and policy support (Wachowski, 2024).

## **Conclusion**

Implementing integration and inclusivity policies in the field of elite sport, particularly at the national level, can be an effective step toward achieving social justice and enabling mutual benefits for both Olympic and Paralympic athletes through shared structural and supportive capacities. Integrating policies in a manner that includes athletes with disabilities within the structures, resources, and strategic planning of Olympic sport not only fosters institutional synergy but also allows for more efficient resource allocation, enhanced training, and increased specialization in the management of athletes with disabilities.

Moreover, incorporating disability-specific expertise into the Olympic sports system and developing a coherent classification framework for Paralympic athletes can standardize procedures and strengthen the legitimacy of Paralympic sport at both national and international levels. This approach, particularly in resource-constrained countries, can provide a foundation for greater integration, efficiency, and coherence in elite sport policymaking.

Iran's success in the Paralympics cannot be analyzed solely in terms of athletic achievements; rather, it

reflects a structural and systematic process grounded in strategic policymaking, high-level planning, and continuous interaction among multiple institutions. The findings of this study indicate that Iran's Paralympic success is not only the result of elite athletes' efforts but also the outcome of synergy across various governance levels, institutional development, resource provision, and human and cultural capacity building.

To sustain this trajectory, policymaking institutions must draw inspiration from successful global approaches to redefine management structures, enhance talent identification systems, develop coach education programs, and design individualized, multidimensional training environments. Attention to the cultural and social dimensions of Paralympic sport—including positive media representation, public awareness, and institutionalization of the “citizen-athlete” mindset in society—is also a key pillar of sustaining these achievements.

Within this framework, civil society, non-governmental organizations, and families play an influential role in providing comprehensive support for athletes. Therefore, Iran's future success in the Paralympics requires a holistic, system-oriented, and sustainable approach, in which all components and stakeholders operate in coordination and interaction to achieve the national and human objectives of this arena. Continuous strategic investment, strengthening of technical and supportive infrastructure, and a commitment to social justice will pave the way for Iran to attain its rightful position at the international level.

### Research Limitations and Suggestions for Future Research

This study has placed a particular focus on elite athletes and governance structures at the national level, while giving less attention to athletes at the provincial and local levels; consequently, some challenges and opportunities in local environments may not have been fully identified. In addition, access to precise data regarding international interactions and sports diplomacy has been limited. Future research could examine the economic and budgetary aspects of Paralympic sports and quantitatively assess the impact of resource allocation on athlete success, investigate the effects of media, social representation, and local culture on athletes' motivation, performance, and participation using more rigorous empirical and survey methods, and also analyze international interactions, coach exchanges, and experience-sharing programs from the perspective of strategic utilization for the advancement of Paralympic sports in Iran.

### References

- Andersson, M. (2025). “Doing” inclusion in the daily sports practice—club representatives' conceptions of mainstreaming parasports. *Sport Management Review*, 28(2), 282-302.
- Baker, J., Kobayashi, M., & Dehghansai, N. (2020). Examining talent identification and development systems in Paralympic sport. *Frontiers in Psychology*, 11, 567316. <https://doi.org/10.3389/fpsyg.2020.567316>
- Brazona, F. & Mourberg-deCastro, A. (2023). Pathways to elite competition for athletes with disabilities: A review. *Disability & Sport Journal*, 18(2), 101–115.
- Brittain, I. (2016). *The paralympic games explained*. Routledge.

- CDPF. (2014). Annual Report on Disability and Rehabilitation in China. China Disabled Persons' Federation.
- Coates, J., & Howe, P. D. (2023). Parents in the parasport pathway: parental experiences of facilitating their child's engagement in competitive disability sport. *Journal of Applied Sport Psychology*, 35(6), 1050-1071.
- Dantas, K. B., Cuadras, G. G., Fernández, D. A. G., Morais, R. P., & Dantas, E. H. M. (2024). Quality of Life of People with Motor Disabilities, Involved or not in Parasports. *Retos: nuevas tendencias en educación física, deporte y recreación*, (57), 581-588.
- De Bosscher, V., Shibli, S., Westerbeek, H., & Van Bottenburg, M. (2015). Successful elite sport policies: an international comparison of the sports policy factors leading to international sporting success (SPLISS 2.0) in 15 nations. Meyer & Meyer Sport.
- Dehghansai, N., Lemez, S., Wattie, N., & Baker, J. (2017). Training and development of Canadian wheelchair basketball players. *Qualitative Research in Sport, Exercise and Health*, 9(3), 410-426. <https://doi.org/10.1080/2159676X.2017.1319260>
- Dehghansai, N., Lemez, S., Wattie, N., Pinder, R. A., & Baker, J. (2020). A Delphi approach to examining the factors influencing the identification and development of Paralympic athletes. *Psychology of Sport and Exercise*, 49, 101686. <https://doi.org/10.1016/j.psychsport.2020.101686>
- Dehghansai, N., Pinder, R. A., & Baker, J. (2021). "Looking for a golden needle in the haystack": Perspectives on talent identification and development in Paralympic sport. *Frontiers in Sports and Active Living*, 3, 635977.
- Dowling, M., Brown, P., Legg, D., & Beacom, A. (2018). Living with imperfect comparisons: The challenges and limitations of comparative paralympic sport policy research. *Sport management review*, 21(2), 101-113.
- Filho, J. (2024). Legacy and continuity in Brazilian Para sport: A generational analysis. *International Journal of Paralympic Studies*, 11(1), 55-68.
- Høffding, S., & Martiny, K. (2016). Framing a phenomenological interview: what, why and how. *Phenomenology and the cognitive sciences*, 15, 539-564.
- Houlihan, B., & Chapman, P. (2018). Talent identification and development in elite youth disability sport. In *Young People and Sport* (pp. 107-125). Routledge.
- Legg, D., & Steadward, R. (2013). The Paralympic Games and 60 years of change (1948-2008): Unification and restructuring from a disability and medical model to sport-based competition. In *Disability in the global sport arena* (pp. 31-47). Routledge.
- limoochi, S., Moshref Javadi, B., Safania, A. M., & Mohamadi, F. (2020). Identification of Effective Factors on the Participation of the People with Disabilities in Sport Activities. *Contemporary Studies On Sport Management*, 9(18), 77-90. doi: 10.22084/smms.2020.20907.2513
- Mann, R., Dehghansai, N., & Baker, J. (2017). Searching for Paralympic success: A qualitative exploration of the athlete development process in Paralympic sport. *Adapted Physical Activity Quarterly*, 34(3), 210-228. <https://doi.org/10.1123/apaq.2016-0122>

- Mauerberg-deCastro, E., Campbell, D. F., & Tavares, C. P. (2016). The global reality of the Paralympic Movement: Challenges and opportunities in disability sports. *Motriz: Revista de Educação Física*, 22, 111-123.
- Naderian, F., Naghipour Givi, B., Heydarinejad, S., & Khatibi, A. (2024). Identifying and Examining the Strengths and Weaknesses of Legal Policy Making in the Field of Championship Sports for Persons with Disabilities. *Sport Management Journal*, 16(3), 171-154.
- Pankowiak, A., Brockett, C., De Bosscher, V., & Westerbeek, H. (2023). National Paralympic sport policies influencing a country's Paralympic success. *International Journal of Sport Policy and Politics*, 15(3), 435-455.
- Patatas, J. M., De Bosscher, V., & Legg, D. (2018). Understanding parasport: An analysis of the differences between able-bodied and parasport from a sport policy perspective. *International Journal of Sport Policy and Politics*, 10(2), 235-254.
- Patatas, J. M., De Bosscher, V., Derom, I., & Winckler, C. (2022). Stakeholders' perceptions of athletic career pathways in Paralympic sport: From participation to excellence. *Sport in Society*, 25(2), 299-320.
- Peake, R., & Davies, L. E. (2024). International sporting success factors in GB para-track and field. *Managing Sport and Leisure*, 29(2), 324-339.
- Peake, R., Davies, L. E., & Doran, A. (2025). Athletic Career Pathways in Para Sport: An Exploration of Para Track and Field. *Adapted Physical Activity Quarterly*, 42(3), 319-342.
- Pourkiani, M., Afrouzeh, A., & boroumand, M. R. (2023). Developing Mainstream Sport; The Necessity and Challenges of Changing the Governance of Disabled Sports in Iran. *Strategic Studies on Youth and Sports*, (), -. doi: 10.22034/ssys.2023.2900.3115
- Pullen, E., Mora, L., & Silk, M. (2025). TEMPORARILY REMOVED-Paralympic criptvertising: On the gendered self-representations of Paralympic athletes on social media. *new media & society*, 27(1), 263-280.
- RAHMAN, R. B. A. (2023). Comparison of telephone and in-person interviews for data collection in qualitative human research.
- Reis, R., Mezzadri, F., & Moraes, M. (2017). As políticas públicas para o esporte paralímpico no Brasil: Apontamentos gerais. *Corpoconsciência*, 21(1), 58-69. <https://periodicoscientificos.ufmt.br/ojs/index.php/corpoconsciencia/article/view/4706>
- Richards, L., & Morse, J. M. (2012). *README FIRST for a User's Guide to Qualitative Methods*. Sage publications.
- Seifpanahi Shabani, J., & Mostafavi, R. (2022). Designing a model of factors affecting on 35 years of Success and authority of the Iranian men's national sitting volleyball team in international arenas. *Sport Management and Development*, 11(1), 24-47.
- Sotiriadou, P., Brouwers, J., De Bosscher, V., & Cuskelly, G. (2017). The role of interorganizational relationships on elite athlete development processes. *Journal of Sport Management*, 31(1), 61-79.

Thomas, N. B. (2004). An examination of the disability sport policy network in England: A case study of the English Federation of Disability Sport and mainstreaming in seven sports (Doctoral dissertation, © Nigel Brian Thomas).

vakili tanha, M., ahmadi, S., & Soleimani, M. (2020). Identify and Formulate a Model of Motivations for Sports Participation of Veterans and Disabled. *Sport Psychology Studies*, 8(30), 143-160. doi: 10.22089/spsyj.2019.7563.1815

Wicker, P., & Breuer, C. (2011). Scarcity of resources in German non-profit sport clubs. *Sport management review*, 14(2), 188-201.

Zeytoonli, A. H. (2018). Environmental barriers to participation in physical activity: a legal perspective. *Middle East J Disability Stud*, 8.