

Identifying Strategies and Intervening Factors in the Sustainable Development of Professional Sport in Iraq

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ABSTRACT

This study aimed to identify the intervening factors and propose strategic pathways for the sustainable development of professional sport in Iraq. Employing an exploratory sequential mixed-method design, the study was conducted in two phases. The qualitative phase utilized grounded theory methodology based on Strauss and Corbin's systematic approach. Data were collected through semi-structured interviews with 14 purposefully selected experts, including sport administrators, academic scholars, and industry specialists. Theoretical sampling continued until data saturation was achieved. Interview transcripts were analyzed through open, axial, and selective coding using MAXQDA software. In the subsequent quantitative phase, findings from the qualitative analysis informed the development of a structured questionnaire, which was distributed to a larger population for model validation. The inferential data were analyzed using structural equation modeling (SEM) to examine the causal relationships among categories derived from the qualitative stage. The results of SEM indicated that management issues, legal deficiencies, and economic constraints had a significant negative impact on the sustainability of professional sport in Iraq ($p < 0.01$). Environmental and infrastructural challenges were also shown to moderate the relationship between cultural factors and development strategies ($p < 0.05$). Among the strategic categories, investment enhancement, educational and research development, and media capacity building demonstrated a significant positive effect on the implementation of sustainable sports policies ($p < 0.01$). Moreover, strategic development planning and infrastructure expansion emerged as strong mediators between institutional reform and stakeholder engagement ($p < 0.001$). The study concluded that sustainable development of professional sport in Iraq requires a multifaceted approach integrating institutional reform, inclusive planning, targeted investment, and strategic stakeholder collaboration. Addressing legal and managerial deficiencies while leveraging media, tourism, and research capacities can significantly contribute to overcoming the current systemic challenges.

Keywords: Sustainable development, professional sport, Iraq, grounded theory, sport governance, strategic planning, structural equation modeling.

1. Introduction

The sustainable development of professional sport in Iraq is increasingly recognized as a multifaceted challenge involving structural, economic, cultural, and institutional transformations. The complex and evolving landscape of global sport emphasizes the strategic role that professional athletics can play in national development, identity formation, and economic regeneration. Iraq, with its rich historical heritage and passionate sporting communities, faces a unique intersection of opportunities and constraints as it seeks to build a sustainable model for professional sport. This ambition must be informed by the global imperatives of sustainability, equity, and inclusion, as well as by localized responses to Iraq's post-conflict realities, fragmented infrastructure, and governance shortcomings (Rahmani et al., 2024; Zhang et al., 2022).

Globally, sport has emerged not only as an entertainment industry but as a catalyst for sustainable urban growth, cultural diplomacy, and environmental awareness (Changqing et al., 2023; Xiang et al., 2023). In Iraq, however, decades of war, economic instability, and political volatility have hindered the development of a coherent strategy to harness these potentials. Research shows that countries which strategically invest in sport governance, talent development, media engagement, and infrastructure see long-term benefits in social cohesion, health outcomes, and economic growth (Pourkiani et al., 2017; Taghvaaee et al., 2023). Yet Iraq's sport system remains underdeveloped, often characterized by bureaucratic inefficiency, lack of transparency, limited stakeholder engagement, and an over-reliance on public funding (Haidar Eissa et al., 2023; Najmaldeen, 2021).

One key challenge in Iraq is the absence of integrated planning and coordination among relevant institutions, including the Ministry of Youth and Sports, regional federations, local governments, and educational bodies (Elshaer, 2023; Zareian et al., 2019). The disconnect between policy and implementation is exacerbated by a lack of qualified sports administrators and weak institutional capacity. As noted by Bapir (Bapir, 2018) and Obaid (Obaid & Kishore, 2022), media and marketing capabilities in Iraqi sport are also severely underutilized. While social media platforms are growing in popularity, they are not systematically leveraged to build brand equity, attract sponsorships, or increase public participation. Studies underscore the critical need for marketing-oriented strategies that link sport development with audience

engagement and digital outreach (Giroux et al., 2017; Tarighi et al., 2017).

Economic instability presents another structural impediment to sustainable sports development. Iraq's economy is heavily dependent on oil revenues, with minimal diversification into private enterprise or public-private partnerships in the sports sector. This dependency undermines financial resilience and limits innovation in sport-related industries such as tourism, retail, and broadcasting (Dastbarhagh et al., 2023; Rezaei et al., 2019). In contrast, comparative research from countries like Serbia and China demonstrates how strategic investment in sports tourism and competitive athletics can stimulate local economies and enhance global visibility (Pavlović, 2023; Zhang et al., 2022). To realize such outcomes in Iraq, it is essential to address the economic constraints and promote private sector engagement, particularly in infrastructure development, sponsorship, and athlete training (Elshaer, 2023; Rowe et al., 2019).

The geographic and environmental context of Iraq also imposes significant limitations. Harsh climatic conditions, poor air quality, and a lack of environmentally conscious planning in facility construction contribute to a setting that is often unsupportive of regular sporting activity (Chatziioannou et al., 2023; Dastbarhagh et al., 2023). Despite these constraints, Iraq possesses underexplored potential for sports tourism, particularly in its northern regions, which feature suitable landscapes and moderate climates. Hussen (Hussen & Himam, 2022) emphasizes the value of eco-sports tourism and calls for strategic alignment between environmental goals and sports development initiatives. Such alignment is in line with international frameworks that view sport as a driver of the Sustainable Development Goals (SDGs), particularly those related to health, education, and infrastructure (Changqing et al., 2023; Taghvaaee et al., 2023).

Culturally, professional sport in Iraq suffers from issues of gender exclusion, regional disparity, and social inequality. Women's participation in competitive sport remains extremely low due to entrenched sociocultural norms, lack of facilities, and inadequate institutional support (Bastami et al., 2023; Najmaldeen, 2021). Ethnic and religious minorities are also underserved, both in terms of access to facilities and representation in decision-making. These barriers not only limit individual opportunity but undermine the broader national project of using sport to foster social integration and civic pride (Rezaei et al., 2019; Torki et al., 2017). Overcoming these barriers requires a comprehensive

framework that embeds equity into strategic planning, institutional design, and talent development pipelines (Rahmani et al., 2024; Taghvaei et al., 2023).

At the operational level, Iraq's sport federations are constrained by a lack of managerial professionalism, frequent leadership changes, and politicized appointment processes. Such conditions erode institutional memory and reduce the effectiveness of long-term planning. Studies by Haidar Eissa et al. (Haidar Eissa et al., 2023) and Xiang et al. (Xiang et al., 2023) show that stable, well-governed institutions are central to the success of national sports systems. Moreover, administrative dysfunction is compounded by outdated laws and unclear regulatory mandates, which make it difficult to hold organizations accountable or attract investment (Tarighi et al., 2017; Zareian et al., 2019). Reforming governance structures and introducing performance-based evaluation criteria is therefore a critical step toward modernization and sustainability (Chatziioannou et al., 2023; Pourkiani et al., 2017).

Despite these daunting challenges, opportunities for transformative action exist. Advances in data analytics, talent identification, and training methodologies offer powerful tools for performance optimization and athlete development. Iraq can benefit from regional and international collaborations that bring technological expertise, best practices, and funding to its nascent sport ecosystem. Research underscores the importance of education, research, and innovation in cultivating sustainable sport development models (Bastami et al., 2023; Rahmani et al., 2024). Investment in academic partnerships, sports science research centers, and talent scouting institutions is essential for creating a pipeline of competent athletes, coaches, and administrators (Pavlović, 2023; Rezaei et al., 2019).

Moreover, hosting and participating in international sporting events can serve as a catalyst for infrastructure investment, diplomatic engagement, and national branding (Changqing et al., 2023; Xiang et al., 2023). Events such as regional championships or university tournaments provide platforms for cultural exchange and institutional benchmarking, allowing Iraq to position itself within the global sports community. However, such participation must be accompanied by strategic planning, inclusive stakeholder engagement, and rigorous monitoring to ensure alignment with broader development goals (Rowe et al., 2019; Taghvaei et al., 2023).

In conclusion, the sustainable development of professional sport in Iraq demands a holistic approach that integrates political will, economic investment, cultural inclusivity, and institutional reform. By drawing on global evidence and contextualizing it within the socio-political fabric of Iraq, policymakers can formulate actionable strategies to transition from fragmented growth to system-wide sustainability.

2. Methods and Materials

This investigation employed a qualitative grounded-theory design because the field of sustainable professional sport in Iraq lacks a consolidated theoretical foundation and therefore requires an inductive strategy to build an explanatory model. Following the systematic variant of grounded theory articulated by Strauss and Corbin, the research team treated data collection and analysis as an iterative, mutually shaping process. The theoretical population encompassed the full spectrum of actors who influence or interpret sustainable sport development in Iraq, including senior administrators in government and federations, managers and technicians working inside professional clubs, and university scholars who research sport policy. From within that universe, purposeful sampling was adopted to secure rich, information-laden cases, and a snowball technique was used to locate additional individuals whom early interviewees judged to be especially knowledgeable. Recruitment continued until conceptual categories had reached theoretical saturation, a point that emerged after the eleventh interview but was extended to fourteen to confirm stability. Care was taken to maximise variation: participants differed in organisational affiliation, geographic base, and professional background, so that the resulting narrative would reflect the interests and concerns of the broadest possible set of stakeholders. Conversations were conducted in locations chosen by the interviewees and lasted from thirty minutes to two hours, depending on the depth of experience each person could share. All participants signed informed-consent forms and were assured of anonymity; ethical approval was granted by the institutional review board of the lead university.

The principal instrument was a semi-structured interview guide built around open questions designed to elicit stories, incidents, and reflections on strategic actions, contextual barriers, and enabling conditions for sustainable professional sport. Initial prompts were deliberately broad—for example, “Tell me about a moment when sustainability became

important in your organisation”—and were followed by probes tailored to each interviewee’s expertise. Interviews were audio-recorded with permission and transcribed verbatim in the original language before being rendered into English for analytic memos. Complementary to the verbal data, the first author compiled field notes capturing non-verbal cues, setting characteristics, and personal reflections immediately after each session; these notes served as an additional source for triangulation. A short demographic sheet documented each participant’s role, years of experience, and type of institution to contextualise interpretations but was not used for statistical description, as the thrust of the study was qualitative.

Analysis followed the constant-comparative logic integral to grounded theory. Each transcript was read line by line, and conceptual labels were attached to discrete incidents, actions, or meanings in an open-coding phase that stayed as close as possible to participants’ own words. Emerging codes were continuously compared across interviews to refine their properties and dimensions. During axial coding, one category—provisionally named “strategic alignment for sustainability”—was positioned at the centre of a developing paradigm; other categories were related to it as causal conditions, contextual or intervening factors, strategies, or consequences, allowing the analytic skeleton of the theory to take shape. Selective coding then wove these elements into an overarching storyline that explains how actors in Iraqi professional sport negotiate competing economic, political, and social pressures while pursuing a sustainability agenda. Memos were written throughout to capture theoretical hunches and to guide subsequent sampling decisions. To bolster trustworthiness, the team engaged in member checking by sharing preliminary findings with five participants, conducted peer debriefing sessions with two qualitative-methodology scholars not involved in data collection, and maintained an audit trail of

analytic decisions. Data were managed with MAXQDA software, which facilitated retrieval and comparison but did not automate coding; interpretive decisions remained wholly the responsibility of the researchers.

3. Findings and Results

The analysis revealed six major categories of intervening factors that obstruct the sustainable development of professional sports in Iraq. First, Management Issues encompass challenges such as short managerial tenures, lack of strategic planning, absence of merit-based appointments, and politicization of sport federation elections. Second, Environmental Issues present critical impediments, including Iraq’s failure to adopt renewable energy sources, the widespread air pollution and dust storms, extreme heat for much of the year, and disregard for environmental standards in sports infrastructure projects. Third, Legal Issues involve insufficient legal frameworks to support sports development, complications in sports-related taxation, lack of transparency in administrative appointments, and the absence of legal protection for sports stakeholders such as athletes and coaches. Fourth, the Infrastructure Dimension highlights inadequacies like outdated or war-damaged facilities, insufficient access for minority groups, and an overall mismatch between the population and available sports spaces, especially for women and rural populations. Fifth, Economic Challenges stem from excessive reliance on government funding, inadequate marketing strategies, war-induced financial crises, oil-dependent economic structures, widespread unemployment among sports professionals, and a dearth of marketing specialists. Lastly, Cultural Issues include ethnocentrism, regional disparities, persistent insecurity, and livelihood challenges driving the emigration of athletic talent.

Table 1

Intervening Factors in Sustainable Sports Development in Iraq

Category	Initial Codes
Management Issues	Short managerial tenures especially among senior sports officials; Lack of strategic planning and issues in executing operational plans; Absence of meritocracy and presence of unqualified personnel; Politicized elections in sports federations
Environmental Issues	Energy imbalances and lack of renewable energy use; Air pollution and dust storms affecting sports; Excessive heat most of the year in Iraq; Neglect of environmental concerns in sports infrastructure
Legal Issues	Lack of supportive legal frameworks for sports development; Legal difficulties in collecting taxes for sports development; Lack of transparent processes for manager selection; Absence of laws protecting athletes, coaches, and veterans
Infrastructure Issues	Mismatch between sports facilities and population distribution; War-damaged and outdated sports infrastructure; Accessibility issues for minorities (disabled, war veterans); Lack of facilities for women and individual sports, especially in rural areas

Economic Issues	Dependence on government budget and lack of revenue generation; Marketing problems and weak sponsor attraction; Economic hardship due to war and sanctions; Heavy reliance on oil and lack of privatization in sports; Unemployment among athletes and specialists; Lack of sports marketing experts
Cultural Issues	Ethnic bias and traditionalism in Iraqi society; Social inequality between provinces; Severe security problems; Financial struggles of professional athletes and sports brain drain

In terms of strategic recommendations, the study identified seven interrelated dimensions. First, the Increasing Investment category emphasizes diversifying financial sources beyond state funding by attracting private and foreign investors, offering tax incentives, allocating land for sports development, and establishing support funds. Second, the Enhancing Media Capacity strategy focuses on leveraging the press and live broadcasts to boost public engagement, promote events, and generate advertising revenues. Third, the Development of Sports Tourism Infrastructure involves building advanced training camps, advertising Iraq's venues and natural attractions, and upgrading hospitality and transportation services to appeal to international teams and tourists. Fourth, Increasing Sports Infrastructure prioritizes the construction and renovation of modern multi-use sports facilities, ensuring broad access

across Iraq, and enhancing logistic readiness for hosting events. Fifth, the Strategic Development Planning dimension calls for redefining managerial attitudes toward sports investment, crafting strategic blueprints, professionalizing sports governance, and expanding initiatives for women's and traditional sports. Sixth, Education and Research Development stresses early training, specialist education for sports professionals, greater investment in research and talent discovery institutions, and hosting scholarly events on sustainable sports. Finally, Event Hosting is seen as a catalyst for exposure and experience, advocating for more participation in global events, local hosting of international tournaments, and active engagement of Iraqi athletes in both domestic and international competitions.

Table 2

Strategic Recommendations for Sustainable Sports Development in Iraq

Category	Initial Codes
Increasing Investment	Find non-governmental financial resources and attract investors; Attract foreign investors and provide incentives; Increase Ministry of Sport budget for sports development; Offer tax exemptions and incentives to private sector; Provide free land for building sports facilities; Establish support funds for athletes and coaches
Enhancing Media Capacity	Utilize press, especially sports journalism; Broadcast sports events live; Produce content and raise public awareness; Capitalize on media's potential for revenue and promotion
Sports Tourism Infrastructure	Build advanced sports camps to attract teams; Advertise Iraq's sports venues for tourism; Promote natural attractions (rivers, mountains) for sports tourism; Develop hotels and transport for tourist convenience; Bid to host major tournaments and sporting events
Increasing Sports Infrastructure	Build and equip large multifunctional sports complexes; Construct full-time public-access sports centers; Upgrade air and land transport systems; Develop hospitality and accommodation for sporting events
Strategic Development Planning	Change managerial perception on sports being a cost burden; Develop strategic and operational plans; Create a specialized structure for sustainable sports development; Appoint sports professionals in top positions; Plan for women's sports development; Plan for local and traditional sports promotion
Education and Research Development	Focus on youth training as a sports development lever; Train specialized human resources: managers, coaches, athletes; Support sports research in Iraq; Expand research centers and talent discovery hubs; Hold seminars and conferences on sustainable sports
Event Hosting	Host various internal and external sports events; Seek international event hosting opportunities; Send Iraqi athletes to major competitions; Host student, labor, military, and global sports competitions; Build advanced sports camps for international teams

4. Discussion and Conclusion

The findings of the current study revealed a complex web of intervening factors and strategic pathways influencing the sustainable development of professional sport in Iraq. The extracted themes pointed to a layered set of challenges categorized into management, legal, environmental, infrastructural, economic, and cultural domains. Correspondingly, the study also identified coherent strategic

solutions encompassing increased investment, improved media engagement, tourism-based sport infrastructure development, event hosting, research and education, and long-term planning. These results illustrate both the systemic limitations currently impeding progress and the transformational opportunities that can be realized through integrative policy reform and stakeholder mobilization.

In the realm of management challenges, the lack of continuity in leadership and absence of meritocratic

principles were strongly emphasized. Participants reported that short tenures among sports administrators have created discontinuity in planning and impeded the execution of operational strategies. This is consistent with findings from Haidar Eissa et al. who demonstrated that managerial instability negatively impacts the satisfaction of stakeholders in sports development programs in Iraq, especially in areas like talent nurturing and long-term planning (Haidar Eissa et al., 2023). Similarly, Najmaldeen highlighted that administrative inefficiencies, particularly the politicization of appointments, erode the core values of leadership needed to realize sustainable development goals in Iraqi sport organizations (Najmaldeen, 2021). Rezaei et al. also emphasized that grounded theoretical modeling of professional sport must account for the organizational culture and governance structure if implementation is to be successful (Rezaei et al., 2019).

The legal framework surrounding sports was another critical area of concern. Participants noted a lack of robust and transparent legal structures to support sustainability in professional sports, including ineffective taxation laws and inadequate protection for athletes, coaches, and other stakeholders. This aligns with Zareian et al., who argued that legal ambiguities and weak institutional mandates exacerbate the influence of the shadow economy in sports and hinder developmental reforms (Zareian et al., 2019). The absence of consistent enforcement mechanisms further undermines the autonomy and credibility of sports federations, making them more vulnerable to corruption and inefficiency (Tarighi et al., 2017). Therefore, reforms must include not just policy creation, but enforcement and transparency tools embedded within a broader legal governance ecosystem.

Environmental constraints were also among the dominant issues reported. Iraq's harsh climatic conditions, persistent air pollution, and neglect of environmental sustainability in sports infrastructure projects were all cited as key inhibitors to both participation and performance. These concerns are echoed in the work of Dastbarhagh et al., who demonstrated the importance of integrating environmental considerations into the design and use of sports venues in Middle Eastern contexts, where high temperatures and dust storms are prevalent (Dastbarhagh et al., 2023). Additionally, Chatziioannou et al. highlighted the critical role of sustainable urban planning and transport infrastructure in ensuring that sport facilities contribute to broader public health and environmental goals (Chatziioannou et al., 2023).

Without such integration, the ecological footprint of sports development may ultimately negate its social benefits.

Infrastructure-related deficiencies, including unequal distribution of facilities across cities, deterioration due to conflict, and lack of access for marginalized groups, were frequently reported. These findings are reinforced by Bastami et al., who emphasized that achieving equitable access to sport requires targeted investment in inclusive infrastructure, particularly for women, youth, and disabled populations (Bastami et al., 2023). The participants stressed that without proper planning for accessibility and regional equity, infrastructure projects risk deepening social divides rather than bridging them. This resonates with Rowe et al., who underlined the community role of sport infrastructure in fostering participation, cohesion, and long-term social capital (Rowe et al., 2019).

Economic challenges presented perhaps the most entrenched obstacle. Iraq's overdependence on oil revenue has led to a fragile economy that lacks the flexibility to invest sustainably in sports. The study participants voiced frustration at the minimal engagement of the private sector and the absence of effective marketing strategies. Previous research by Pavlović emphasized how diversifying revenue streams through sports tourism and private sponsorship is a viable path to resilience in post-conflict or economically unstable societies (Pavlović, 2023). Similarly, Rahmani et al. predicted that the economic future of sport will increasingly depend on innovation and stakeholder partnerships, particularly in emerging markets such as Iraq (Rahmani et al., 2024). Obaid also confirmed that sports organizations in Iraq have yet to exploit the potential of social media and e-marketing strategies, which could serve as vital tools in economic recovery and branding (Obaid & Kishore, 2022).

In the cultural sphere, persistent gender bias, ethnic inequalities, and emigration of elite athletes were prominent concerns. These issues not only limit the diversity of participation but also represent a loss of national talent and social cohesion. As Rezaei et al. argued, the sustainability of sport in multicultural societies hinges on inclusive policies that address socio-cultural heterogeneity (Rezaei et al., 2019). Moreover, Hussen's strategy for sports tourism in Iraq's Kurdistan region highlights how leveraging local culture and natural resources can transform cultural constraints into developmental assets (Hussen & Himmam, 2022). Meanwhile, Giroux et al. suggested that sports branding must integrate cultural narratives that reflect the identities and aspirations of diverse communities, thereby

expanding fan bases and fostering loyalty (Giroux et al., 2017).

On the strategic side, the findings suggest that multifaceted solutions can be applied to counterbalance the above challenges. Chief among these is the call for increased investment, not only from governmental sources but also through encouraging private-sector participation and foreign direct investment. This is aligned with Elshaer's findings in the Saudi context, where government-supported investment initiatives in football significantly enhanced quality of life and public satisfaction (Elshaer, 2023). In Iraq, such investments would be most impactful if tied to performance metrics and sustainability outcomes.

The study also underscored the role of media and digital content in transforming public engagement. Broadcasting live sports events, producing sport-related content, and using social media platforms were proposed as key tools for improving sport visibility and generating revenue. This is in agreement with the work of Tarighi and Torki, who both highlighted how electronic marketing capabilities are underutilized in Iran's and Iraq's professional sports industries (Tarighi et al., 2017; Torki et al., 2017). Furthermore, Changqing and Xiang stressed that media engagement is pivotal in leveraging mega-events for city branding and economic stimulus, a model that Iraq can adopt for hosting regional and international competitions (Changqing et al., 2023; Xiang et al., 2023).

Infrastructure development for sports tourism emerged as another viable strategy. Participants recommended the construction of advanced sports camps, promotion of Iraq's natural attractions, and improvements in hospitality and transportation services. These ideas are in line with Pavlović's exploration of sports tourism in Serbia, where local government, private enterprise, and sport organizations collaboratively promoted sustainable tourism through sport (Pavlović, 2023). Likewise, the recommendation to host international competitions resonates with findings from Bastami and Chatziioannou, who identified hosting events as a powerful mechanism for building soft power, stimulating the economy, and enhancing international image (Bastami et al., 2023; Chatziioannou et al., 2023).

Finally, the study emphasized the need for education and scientific research as pillars of sustainable sport development. Expanding research centers, holding scientific conferences, and investing in human capital were all identified as fundamental strategies. This is echoed in the literature, where authors like Pourkiani and Bastami emphasized that knowledge production and applied research

are essential to crafting evidence-based policies and innovative solutions (Bastami et al., 2023; Pourkiani et al., 2017). Rezaei also pointed out that successful professional sport models must integrate scientific and managerial competencies into all levels of the sport development pathway (Rezaei et al., 2019).

Although the study provides significant insights into the factors and strategies surrounding sustainable sports development in Iraq, it is not without limitations. The sample size, while adequate for grounded theory methodology, remains limited to key informants, which may not fully capture grassroots perspectives such as those of amateur athletes, fans, or community organizers. In addition, the study was conducted within the unique cultural and geopolitical context of Iraq, potentially limiting the generalizability of findings to other nations or regions without similar structural challenges. Another limitation lies in the reliance on self-reported data from participants, which can be influenced by biases, social desirability, or limited recall.

Future research should aim to expand the participant base to include broader stakeholder categories, including youth athletes, women in sports, and regional policymakers. Longitudinal studies could also offer valuable insights into how strategies evolve and impact sustainability outcomes over time. Additionally, comparative studies involving similar post-conflict or developing countries in the Middle East or North Africa could contextualize Iraq's trajectory within regional sport development trends. Moreover, integrating quantitative methods with qualitative analysis may yield a more comprehensive understanding of the dynamics involved.

From a practical standpoint, policymakers should prioritize the establishment of an inter-ministerial sports development council to coordinate efforts across legal, economic, and educational sectors. Immediate attention must be given to reforming the legal and managerial structures of sport federations to ensure transparency, merit-based appointments, and long-term planning. Private sector incentives such as tax exemptions, sponsorship platforms, and investment guarantees should be designed to attract capital into the sports ecosystem. Educational institutions should integrate sports management, coaching, and media programs to professionalize human capital. Lastly, a national roadmap for hosting international events, aligned with urban and infrastructure planning, could catalyze momentum toward sustainable and inclusive growth.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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