ANALYSIS OF INFRASTRUCTURE, GOVERNANCE, AND STAKEHOLDERS IN POLICY DEVELOPMENT AND IMPLEMENTATION IN SPORTS IN BANGLADESH.

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ABSTRACT

Background: Drawing on an analysis of eight crucial aspects of sports policies relating to sports infrastructure, administration and management, talent identification, athlete accommodation, athlete training and coaching, funding for athletes, participation in sports, and sports science, which have informed this study. Aims: The study investigates the evolution and implementation of sports policies in Bangladesh. Adopting a mixed-methods methodology, data were collected from 21 districts via administrators, coaches, and players, and descriptive and inferential statistics were used to analyze the data and were validated with advanced tools like R Studio and IBM SPSS. Results: The findings identify key challenges related to infrastructure deficits, budgetary mismanagement, and a lack of developed talent pathways, which help connect policy elements with stakeholder perceptions. The in-depth study presents a list of action-oriented recommendations that accommodate infrastructure modernization, financial governance reforms, and talent ecosystem development to bridge the gap between Bangladesh's sports policies and international benchmarks and develop a sustainable sports culture. Conclusion: This study adds to the global conversation on data for sports policy planning and decision-making, contributing especially to the emerging sphere in developing countries.

Keywords: Sports Policy, Bangladesh, Infrastructure, Governance, Talent Development, Stakeholder Perspectives, Mixed-Methods Analysis, Policy Implementation.

1. INTRODUCTION

Strong sports policy development and implementation systems are the foundations upon which social, health and economic development grows. The idea of sports policies can be largely dated back to the Greek age, emphasizing exercise and its beneficial impacts on overall health. Alongside the unique socio-political challenges of the contemporary world, sports policies have emerged as an important part of government agendas around the globe. The origins of sports policies may be traced back to the Greek era, which valued physical activity and its positive effects on general health. In the modern era, sports policies have become a crucial component of governmental agendas worldwide. Countries worldwide promote developing and implementing sports policies to encourage healthy lifestyles, social inclusion, and economic development (Bonell Monsonís et al., 2024; Murray et al., 2024). Research has shown that sports can be a powerful tool for social inclusion, particularly for marginalized communities (Moustakas & Tshube, 2020). Effective policies are necessary to guarantee that everyone can access sports opportunities, regardless of socioeconomic background or other circumstances development (Bonell Monsonís et al., 2024; Murray et al., 2024)The literature review investigates the salience of sport policy to healthy living, social inclusion and economic development. Research has described the barriers and limitations to adult sports participation, indicating that an effective policy for increasing/participation is needed (Crossman et al., 2024; Fan et al., 2024). Furthermore, there is a growing literature on the effects of psychological wellness and calls for sports policy responses to Athlete mental ill-health (Walton et al., 2024). Again, research findings indicated that the promotion of gender equality and human rights through policy is essential (Chan et al., 2024; Hafiar et al., 2024). Despite the evolving nature of the literature, there is insufficient research on sports policies. Research on the effectiveness of sports policies in developing countries In the literature there is a dearth of research on how effective are sport for development and peace policies (Albujulaya et al., 2023). There is a call for research into the impact of sports policy on mental health in young elite athletes (Walton et al., 2024).Yet, also from the already-published research on physical activity outcome policies, there is no evidence-base relating to sporting environments within school settings(Woods et al., 2021).

Leading to a comprehensive and systemic approach to sports, sports policy is an important pillar of sport in a globalized world. Sports media-centric development policies of many developed nations (Russia, China, Canada, Japan, the United Kingdom, USA and so on) say not least favored have particular sports promotion and dissemination mechanisms that eventually fruit these games in that country.

Sports policy in South Asia (India, Pakistan, Sri Lanka, Nepal, Bhutan, Maldives, Bangladesh) is crucial for fostering social and personal development, bringing the region together, and promoting a competitive spirit. Each country has its unique sports policy influenced by political, economic, and social factors. Despite shared colonial heritage and cultures, each country has its own unique sports policy. The promotion of grassroots development and sports participation is the hallmark characteristic of South Asian sports strategy.

However, there is insufficient research on sports policies, particularly in developing countries.

The genesis of sports policy in Bangladesh grew out of the aftermath of partitions in 1947, building a young nation with no prior ownership experience and minimal infrastructural growth. The professionalization of sports along with training for young sportsmen has become immense thanks to educational institutions. The restrictions under the National Sports Council Act (1974) were always ineffective, but in Bangladesh's context, they had become outdated for a decade now and looked irrelevant with deteriorating sports policies. As a result, there is considerable disorder in the conduct of youth and community sports while Bangladesh could be found inside at the London Olympics only as a wild card entry. Bangladesh needs a national sports strategy to resolve these issues.

Bangladesh has two governmental bodies playing a role in the policy-making of sports, namely: the Ministry of Youth and Sports, and the National Sports Council. The policy emphasizes the need for consistent sports instruction and training, as well as scouting for raw talent. Science training provided by experts from abroad will be used to produce quality players for the national team. The policy places a strong value-added emphasis on women's sports and ensures gender equality in the rights to practice sports.

The establishment of modern sports facilities and an all-encompassing athlete support system have made Bangladesh more competent as a player in the world arena and also used great potential in young people to get into shape. Despite the potential, the sports budget in Bangladesh is one of the lowest amongst other sectors with regards to financing which can affect athletes as well as sustainable sports culture.

The main objective of the research is to analyses the development of sports policy development and its implementation system in Bangladesh.

I. To analyze sports infrastructure, administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and

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sports science backup in the policy frameworks.

II. To differentiate policy elements with policy development and implementation;

III. To assess government funding allocation for sporting facilities, aligning with policy objectives to enhance sports infrastructure development.

1.2: Hypothesis

I.   There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and the response of administrators in policy development and implementation.

II.   There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and the response of coaches in policy development and implementation.

III.   There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and the response of players in policy development and implementation.

1.3: Development and Implementation of Sports Policy in Bangladesh

Until the partition of 1947, when India became independent of British rule and split into two nations (the other being Pakistan), Bangladesh was part of the sports policy in East Pakistan. The vacuum in sports policy emerged with the independence of Bangladesh in 1971 (Tanni & Khan, 2024). After independence, Bangladesh encountered formidable challenges in the shape of a lack of previous ownership experience & a fixation on nation-building and infrastructural development (Saidur Rahman, 2024). Bangladesh, a newborn nation still underdeveloped, did not have enough resources to spare for the development of sport as an institution. As it was, the dominant paradigm for sports development took a backseat to the emphasis on solving social issues of need and economic stability (Code, n.d.). Religious customs and other cultural and social factors were important in regulating access to sports activities. Specifically for women in sports, their sporting opportunities were constrained by societal norms & challenges with facilities (Eschenbacher & Ph, 2011). Better health infrastructure also meant a more conducive environment for sports since the basic condition of healthcare needed to be able to support intense athletic training and competition (Evana et

al., n.d.). The political influence was big, and this is how the sports policies were formed. Government change also brought changes in the priorities as well as funding of sports development, leading to inconsistent implementation of policies (Hameem & Asaduzzaman, 2023).

Bangladesh's sports policy has undergone a significant transformation over the years, and this shift can be attributed to some of the important legislative packages drawn out by talented researchers. It played a major role in forming Bangladesh's sports scenario and landscape with a helping hand from two essential documents -The Act of 2018, The Bangladesh National Sports Council, and Policy-2023 broadly undefined until now. This has provided a structured way of developing and regulating sports, unifying sporting programmes to sync the activities between different divisions in Bangladesh; giving recognition to the National Sports Council (NSCs), promoting fitness at the grassroots level and with special attention on school games, have formulated some guidelines that are meant for schools. The act and policy have been concentrating on building up sports infrastructure, organizing training and coaching schemes, as well as ensuring the participation of teams in international events. Playing a key role in creating infrastructure, building young sportspersons and giving full backing to the athletes alike, this extensive work has kept Bangladeshi sports at an all-time high. The regimen is indicative of the government's dedication to sports development and its endeavours in establishing a sustainable ecosystem that accommodates all — women, transgenders or those from marginalized communities. The development of the modern sports infrastructure has been emphasized along with a complete athlete support system to enhance Bangladesh's ability to compete on the international stage and encourage young talent in physical fitness. This blending of policies has not only raised the standards in sports facilities and training programs but also helped raise the level of competitiveness for the sports sector, making it more online with Bangladesh's over-development process(Tanni & Khan, 2024).

The establishment of modern sports facilities and an all-encompassing athlete support system has made Bangladesh more competent as a player in the world arena, and has also used the great potential in young people to get into shape. Despite the potential, the sports budget in Bangladesh is one of the lowest amongst other sectors with regards to financing, which can affect athletes as well as sustainable sports culture. So, how influential is the sports budget in Bangladesh when it comes to developing and executing these sports policies? How are the funds being allocated, and what is this going to mean for building new sports facilities, creating programs so athletes have a place to train more than their coach's backyard… or how athletic teams at academic institutions receive aid? For example, the Ministry of Youth and

Sports allotted around Tk 600 crores for sports in FY2019- 20. Different sports federations were provided with the budget through the National Sports Council (NSC), with a certain percentage for Olympic preparations, special tournaments, stadium maintenance, etc (Rahman S. , The Business Standard, 2020). But the Ministry of Youth and Sports was left with the trimmed budget; it was revised to Tk 1,485 crores from Tk 1,452 crores crores (Tribune, 2023) . At the unveiling of the budget for 2024-25, record allocations were announced as part of youth and sports tribune development, getting a massive quantum rise with an allocation to Taka 2,211.95 crore (around $266 million), showing an upward trend of Taka 688 crore over the previous year. The increase is expected to help develop national stadiums, upgrade the Sheikh Russell Mini Stadium project at the upazila level, and support long-term training programs for promising athletes. This budget works if it is accompanied by proper implementation, ensuring that new facilities are kept up-to-date and certified coaches and trainers are created (Post, 2024)

The main objective of the research is to analyses the development of sports policy development and its implementation system in Bangladesh. To critically examine the components of sports infrastructure, administration, management, talent identification, athlete welfare, sports training and coaching, financial support, participation, and the integration of sports science within policy frameworks to distinguish between policy elements, development processes, and implementation strategies. To evaluate government funding allocations for sports facilities, ensuring alignment with policy goals aimed at advancing the development of sports infrastructure (Shilbury et al., 2008). It was hypothesized that there is no significant. association between policy elements (sports infrastructure, sports administration and management, talent discovery, sportsperson welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and administrators' responses in policy development and implementation. There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and coaches' response in policy development and implementation (Lyngdoh & Purkayastha, 2024). There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and players' response in policy development and implementation (Xiang et al., 2023).

2. METHODOLOGY

This study presents a robust, evidence-based methodology to evaluate the effectiveness of sports policy development and implementation in developing nations, focusing on Bangladesh (Hameem & Asaduzzaman, 2023). Grounded in a multi-disciplinary approach, the methodology integrates qualitative techniques to assess eight critical factors identified through a comprehensive literature review: financial assistance, sports participation, sports administration and management, talent identification, athlete welfare, sports infrastructure, coaching and training, and sports science support. A structured survey questionnaire, developed through iterative consultations with subject experts and validated through pilot testing, was administered to key stakeholders—administrators, coaches, and players—across 21 districts in Bangladesh. The questionnaire employed a five-point Likert scale to capture nuanced perceptions, with reverse scoring for negative items to ensure objectivity(Joshi et al., 2015). Data collection followed a rigorous, multi-stage process, including purposive and random sampling to ensure representativeness and generalizability. Descriptive and inferential statistical analyses, conducted using advanced tools such as R Studio software, provided insights into the relationships between policy factors and their impact on sports ecosystems(Rode & Ringel, 2019). This methodology not only offers a replicable framework for evaluating sports policies in similar contexts but also provides actionable recommendations for policymakers to address sustainability challenges and socioeconomic disparities in sports development. By combining theoretical rigor with practical applicability, this study contributes to the global discourse on evidence-based sports policy formulation and implementation (Gharibpoor, 2024)

3. DATA ANALYSIS AND INTERPRETATION

The research adopts a qualitative methods approach to comprehensively investigate the status of sports development in Bangladesh. While the primary focus is qualitative, exploring facets such as sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup, using a questionnaire employing a five-point scale adds a qualitative dimension to the study (Sonmezoglu et al., 2021). Included in this qualitative portion involves gathering data from administrators, coaches, and players that amount to numbers for analysis based on having set ranges of numerical responses (Morse & Cheek, 2014). Furthermore, the study achieves greater depth and completeness through several qualitative

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techniques employed during the analysis phase, which interpret the collected data based on the questionnaire. By integrating qualitative methods throughout the research process, the study aims to comprehensively understand sports development in Bangladesh, capturing both nuanced perspectives and statistical trends for a robust analysis (Tanni & Khan, 2024). This research presents the analysis and interpretation of data collected through questionnaires on "Analysis of infrastructure governance and stakeholder I policy development and in implementation of sports in Bangladesh." Questionnaires for the study through the survey were progressively saturated with the levels and sectors in this field of the sports industry. Data from the Directorate of Sports office, Administrative level, Coaches and Players were collected in 21 districts (4 divisions), that is Dhaka {61.5%, eight (8) out of 13}, Khulna {60 % six (6) out of 10} Rajshahi {62.5% 5 out of 8} and Sylhet {50% two (2) out of 4} which collectively represent 58.5% of the total 64 districts in Bangladesh (figure no.1), This research serves to uncover key trends and patterns in sports policy making and implementation to help provide recommendations on how best the performance of sport development can be strengthened for increased participation within Bangladesh.

Figure 1: Demography of research area

Using the questionnaire responses, we can analyses and interpret with confidence where Bangladesh stands in policy development and implementation for sport. The purpose of the study is to explore sporting policy analytical aspects in terms of its development and implementation practice to contribute information for informing a way forward on future policy-making approaches that may guide sports development inside Bangladesh, with global relevance (Raji et al., 2022). The Likert scale was used to record the values from 1 to 5. The data were analyzed using the R Studio software, MS Word 2021, and MS Excel 2021. The analysis employed qualitative methods using R Studio to examine stakeholder perceptions of sports policy implementation in Bangladesh systematically. Survey responses from administrators, coaches, and players were organized into frequency matrices, with rows representing eight key policy elements and columns reflecting 5-point Likert-scale ratings. Advanced statistical software and tools were employed to analyze the collected data(Joshi et al., 2015). Advanced data analysis and visualization were performed using R Studio, which is widely considered the most powerful statistical package available in statistics(Solanki et al., 2023). This software has enabled us to apply a range of statistical tests and models, enabling the data analysis as detailed above. The study employed a qualitative research design, utilizing R Studio for statistical analysis to examine stakeholder perceptions of sports policy implementation in Bangladesh. Survey responses from administrators, coaches, and players were systematically organized into three separate frequency matrices (M1, M2, M3) in R Studio, with rows representing policy elements and columns reflecting 5-point Likert-scale responses. Each matrix was formatted to align stakeholder groups with their respective response distributions—10×5 for coaches (M1), 10×5 for players (M2), and 10×5 for administrators (M3)—using R'. Pearson's Chi-square tests of independence were conducted to evaluate associations between policy elements (e.g., infrastructure, funding) and stakeholder perceptions, with significance thresholds set at $p < 0.05$. Expected frequencies were verified to ensure Chi-square validity; all cells met the ≥5 threshold, eliminating the need for Fisher's exact test. Chi-square statistic (X^2), degrees of freedom (df), and p-values were extracted from R outputs to quantify the strength and significance of observed associations. Raw data, R scripts, and annotated code were archived in the thesis appendix to ensure transparency and replicability. The analysis focused solely on testing the null hypotheses of no association between policy elements and stakeholder responses, without preliminary interpretation of results (Dilanthi et al., 2002).

3.1 Calculation for facilities from the Administrators' questionnaire. Reference data

1. Does the government provide sufficient sports infrastructure and facilities development funds?

2. Do you think inadequate funding is the major cause of poor athlete training and coaching?

3. Does the government have any policy for conducting tests and evaluating players' performance regularly?

4. Does the center enjoy full autonomy in decision-making for sports development and programs?

5. How satisfied are you with the policy and procedure for rewarding players at different levels?

6. Do you think that changes in organizational structure at your center will improve training and coaching efficiency?

7. Does your organization provide adequate financial support for the training and coaching of athletes?

8. How satisfied are you with the existing sports talent identification procedure at the grassroots level?

9. Does the government allocate resources based on feedback from various sources for sports development?

10. How satisfied are you with the overall standard of sports in your district/country?

3.1.1: Analysis of Hypothesis for Administrator of Bangladesh

Ho: There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and administrators' response in policy development and implementation.

Pearson's Chi-squared test

$$\chi 2 = 176.42$$
$$df = 36$$
$$p - value < 2.2e - 16$$

Since the p-value < 0.05, so reject the null hypothesis. This means there is not sufficient evidence to support the claim that there is no significant association in the administrators'

responses between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and policy development and implementation. Hence, we conclude that given the results of Pearson's Chi- squared test, which indicate a significant association between policy elements and policy development and implementation, here are the interpretations from the administration results (Kwak et al., 2023).

3.1.2: Descriptive analysis

Column	Likert scale					Total
	1s	**2s**	**3s**	**4s**	**5s**	
Q1	0	5	14	8	0	
Q2	1	4	13	8	1	
Q3	0	1	14	4	8	
Q4	3	4	13	4	3	
Q5	1	3	14	8	1	27
Q6	0	1	7	12	7	
Q7	17	5	3	0	2	
Q8	1	6	7	13	0	
Q9	0	6	11	9	1	
Q10	0	6	11	9	1	

Table 1. Likert score of Questionnaire response from the Administration of Bangladesh

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Likert scale 1s	0	1	0	3	1	0	17	1	0	0
Likert scale 2s	5	4	1	4	3	1	5	6	6	6
Likert scale 3s	14	13	14	13	14	7	3	7	11	11
Likert scale 4s	8	8	4	4	8	12	0	13	9	9
Likert scale 5s	0	1	8	3	1	7	2	0	1	1
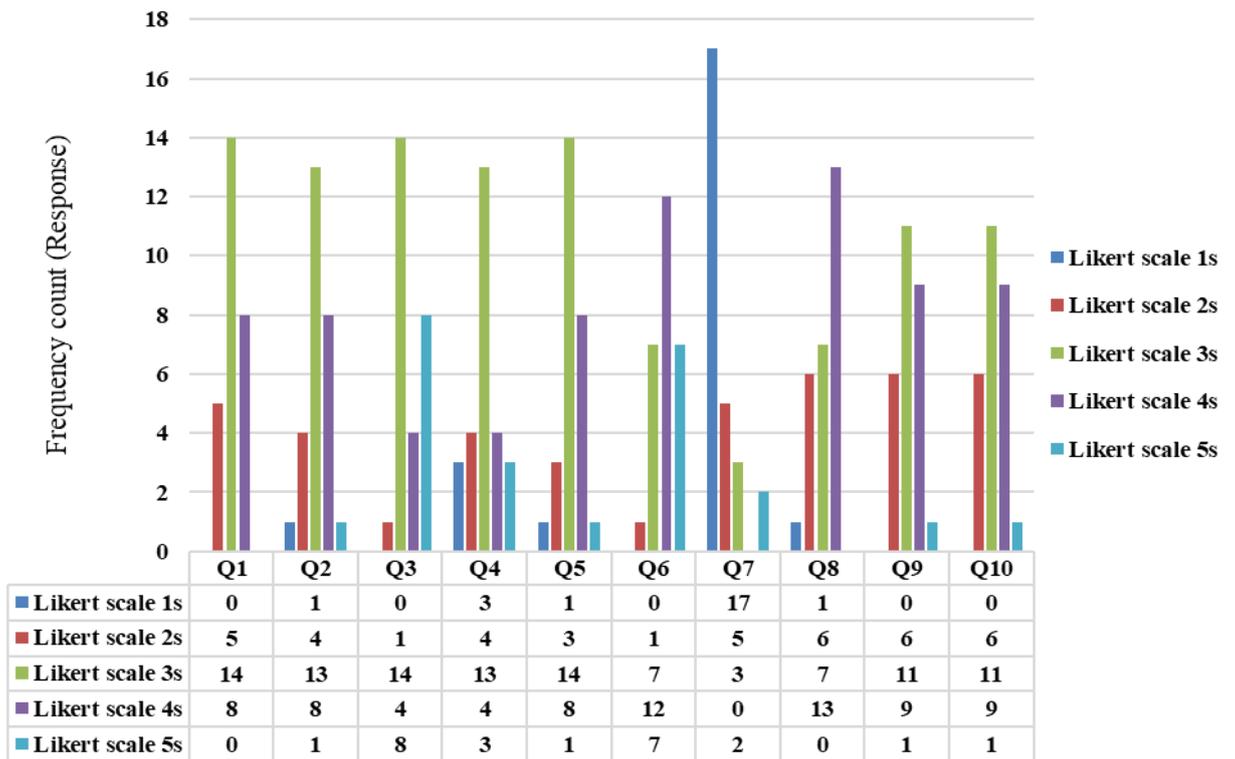
Fig no.1 Graph of Questionnaire response from the Administratiors' of
Bangladesh

The findings from (Table no.1 and Fig. no. 1), the administrative responses in Bangladesh highlight mixed perceptions regarding the effectiveness of government policies and practices in sports development. A major concern is inadequate financial support: most respondents strongly disagreed that their organizations provide sufficient funding for athlete training and coaching (item 7, with 17 choosing "never"). This aligns with previous research emphasizing that inadequate financing is one of the most critical barriers to sports development in South Asia (De Bosscher et al., 2015; Sam, 2012). Although respondents indicated moderate satisfaction with infrastructure development and player reward systems (items 1, 5, 9, and 10), the dominant responses of "sometimes" and "satisfied" suggest only partial implementation of policies, reflecting inconsistency in government efforts (Houlihan & Green, 2008). On talent identification and performance evaluation, responses were again divided, which supports the argument that grassroots programs and monitoring systems in developing countries often lack systematic frameworks (Green & Oakley, 2001). Interestingly, a relatively higher proportion of respondents believed that structural reforms could enhance training and coaching efficiency (item 6), consistent with studies advocating decentralization and organizational restructuring to improve governance effectiveness in

sports systems (Hoye & Cuskelly, 2007). Overall, the results point toward the presence of policies but reveal significant gaps in financial commitment, grassroots engagement, and governance practices-issues that remain central to the discourse on sports policy effectiveness in Bangladesh and similar developing contexts.

3.2 calculation for facilities from the coaches' questionnaire. Reference data

1. Does the authority provide sufficient funding for sports infrastructure and maintenance to your satisfaction?
2. Do you think inadequate funding is the primary cause of poor athlete training and coaching?
3. How satisfied are you with the quality and effectiveness of the coaching provided by the coaches?
4. Does the government provide financial assistance for training and coaching programs?
5. Do you think the national sports policy includes strategic long-term plans for development?
6. How satisfied are you with the training and coaching facilities available at your center?
7. How satisfied are you with the performance of your trainees at different competition levels?
8. Does the center organize coaching camps for players before competitions?
9. How satisfied are you with the efforts made to develop world-class coaches in your district/country?
10. Does the center have policies in place to regularly assess and provide feedback on players' performance?

3.2.1: Analysis of Hypothesis for Coaches.

Ho: There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and the response of coaches in policy development and implementation.

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Pearson's Chi-squared test

$\chi2 = \mathbf{54.51},$

$\mathbf{df = 36},$

$\mathbf{p - value = 0.02462}$

Since the p-value < 0.05, reject the null hypothesis. This means there is not sufficient evidence to support the claim that there is no significant association in the coaches' responses between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and policy development and implementation. Hence, we conclude that, given the results of Pearson's Chi-squared test, which indicate a significant association between policy elements and policy development and implementation, here are the interpretations from the coaches' results(Blak Bernat et al., 2023).

3.2.2: Descriptive analysis

Table 2: Likert score of Questionnaire responses from the coaches of Bangladesh

Column	Likert scale					Total
	1s	2s	3s	4s	5s	
Q1	8	6	28	18	18	
Q2	6	12	16	18	26	
Q3	12	12	24	18	12	
Q4	12	12	24	18	12	
Q5	10	14	20	14	20	78
Q6	12	22	18	12	14	
Q7	6	8	14	16	34	
Q8	12	18	18	12	18	
Q9	12	14	22	14	16	
Q10	6	14	20	18	20	

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Likert scale 1s	8	6	12	12	10	12	6	12	12	6
Likert scale 2s	6	12	12	12	14	22	8	18	14	14
Likert scale 3s	28	16	24	24	20	18	14	18	22	20
Likert scale 4s	18	18	18	18	14	12	16	12	14	18
Likert scale 5s	18	26	12	12	20	14	34	18	16	20
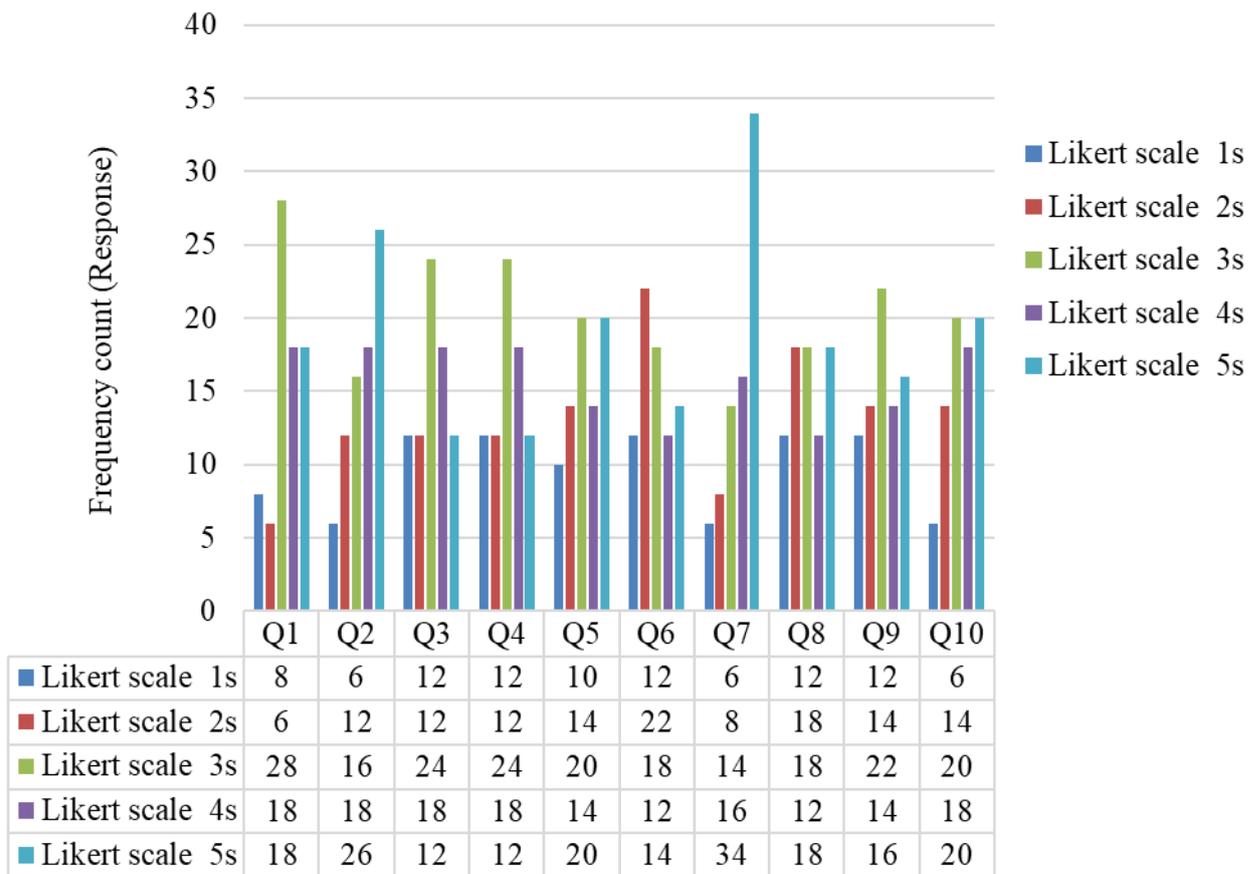
Fig. no. 2 Graph of Questionnaire responses from the coaches of Bangladesh

The responses from coaches in Bangladesh (Table no. 2 & Fig. no. 2), present a mixed but insightful picture of sports policy implementation. Overall, the distribution of responses clustered around the middle categories ("sometimes" and "satisfied") suggests moderate satisfaction, with notable concerns about structural and policy effectiveness. Questions relating to infrastructure, funding, and performance evaluation (Q1–Q4) reflected ambivalence, as many coaches acknowledged partial government efforts but emphasized inconsistency in policy application. A relatively positive trend was observed in financial support for training and coaching (Q7), where a significant number of respondents (34) selected "always," indicating that resource provision in this area may be comparatively stronger. Conversely, organizational efficiency and the need for structural reforms (Q6) elicited more negative responses, pointing toward governance challenges within sports administration. Similarly, perceptions about grassroots talent identification (Q8) and resource

allocation mechanisms (Q9) were divided, reflecting concerns about inadequate strategic planning and uneven implementation at the ground level. These findings align with prior literature that stresses financial commitment as a crucial driver of sports development (De Bosscher et al., 2015), but also highlight that without strong governance structures, policy coordination, and systematic grassroots initiatives, financial input alone cannot ensure sustainable growth (Green & Houlihan, 2005; Hoye & Cuskelly, 2007). Thus, while coaches acknowledge certain strengths in Bangladesh's sports policy, their responses reveal persistent weaknesses in governance, talent systems, and consistent policy execution.

3.3   Calculation for facilities from the players' questionnaire. Reference data set

1. How satisfied are you with the training facilities available at your center?
2. How satisfied are you with the sports equipment supplied by the authority for practice and competitions?
3. Do you feel that the services of some other reputed coaches on short-term basis are also essential to improve the performance level?
4. How satisfied are you with the quality and effectiveness of the coaching provided at your center?
5. Does your center maintain records of players' performances at different levels?
6. How satisfied are you with the policy and procedure for the reward and recognition of players?
7. How satisfied are you with the selection process for athletes at your center?
8. Does the authority provide support for players during their athletic careers and after retirement?
9. Do you believe that sports science principles positively impact your performance and training?
10. How satisfied are you with the opportunities available for your educational and professional development as an athlete?

3.3.1: Analysis of Hypothesis for Players

Ho: There is no significant association between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and the response of players in policy development and implementation.

Pearson's Chi-squared test

$\chi2 = \mathbf{159.09}$

$\mathbf{df = 36}$

$\mathbf{p-value < 2.2e-16}$

Since the p-value < 0.05, so reject the null hypothesis. This means there is not sufficient evidence to support the claim that there is no significant association in the players' responses between policy elements (sports infrastructure, sports administration and management, talent discovery, sports person welfare, sports training and coaching, financial assistance, sports participation, and sports science backup) and policy development and implementation. Hence, we conclude that, given the results of Pearson's Chi-squared test, which indicate a significant association between policy elements and policy development and implementation, here are the interpretations from the players' results.

3.2.2: Descriptive analysis

Table 3 Likert score of the Questionnaire response from the Players of Bangladesh

Column	Likert scale					Total
	1s	2s	3s	4s	5s	
Q1	12	26	78	56	12	
Q2	14	22	68	52	28	
Q3	40	24	60	32	28	
Q4	6	30	54	46	48	
Q5	22	38	62	34	28	184
Q6	20	46	54	38	26	
Q7	44	32	50	24	34	
Q8	26	50	54	36	18	
Q9	20	42	66	38	18	
Q10	10	34	52	48	40	

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Likert scale 1s	12	14	40	6	22	20	44	26	20	10
Likert scale 2s	26	22	24	30	38	46	32	50	42	34
Likert scale 3s	78	68	60	54	62	54	50	54	66	52
Likert scale 4s	56	52	32	46	34	38	24	36	38	48
Likert scale 5s	12	28	28	48	28	26	34	18	18	40
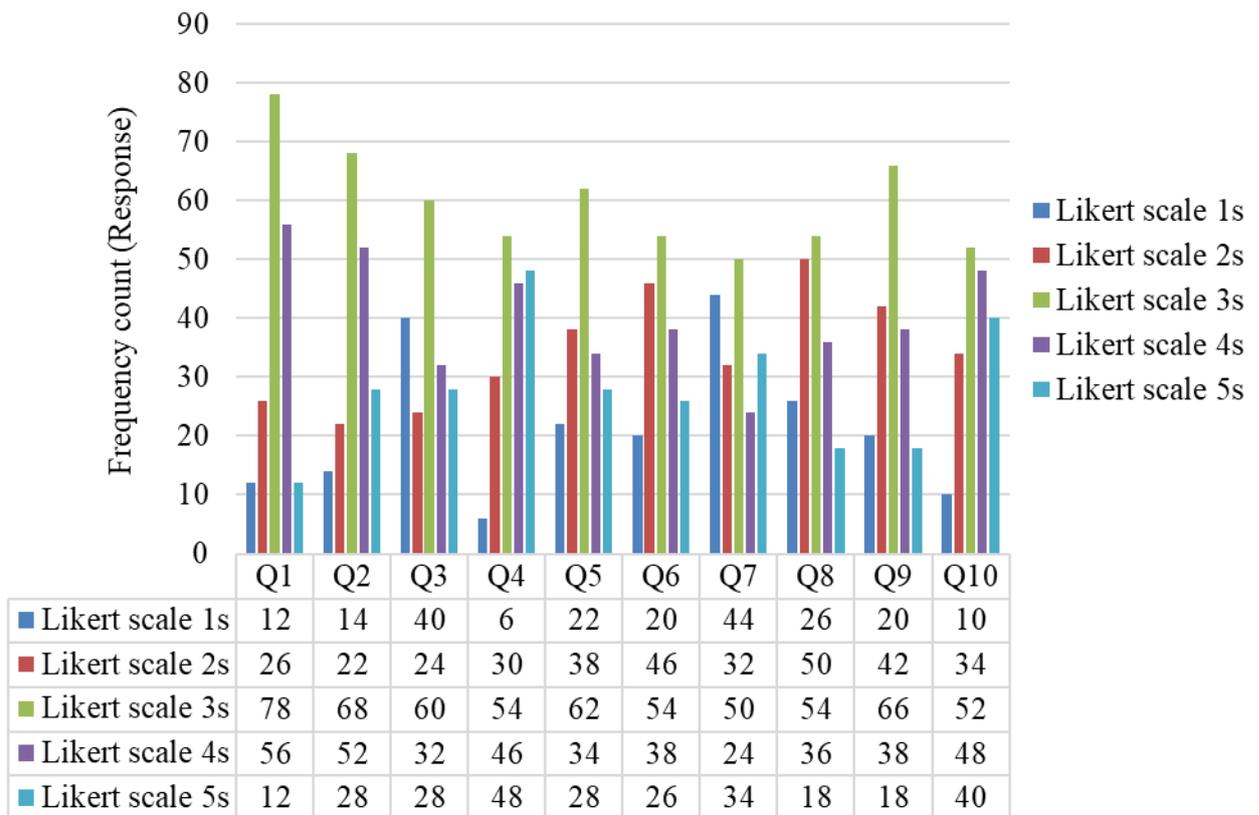
Fig.no. 3 Graph of the Questionnaire response from the Players of Bangladesh

The responses from (table no. 3 & Fig. no. 3), players in Bangladesh reflect moderate satisfaction with sports policy implementation, with most answers concentrated around the mid-level ("sometimes" and "satisfied"). While infrastructure and funding (Q1, Q2) were seen as partially available, concerns were stronger around performance evaluation, governance, and organizational efficiency (Q3, Q5, Q6, Q7), where many players expressed dissatisfaction. Talent identification and grassroots mechanisms (Q8, Q9) also showed mixed results, suggesting weak systematic structures. On a positive note, relatively higher satisfaction was observed in reward and recognition policies (Q4, Q10). These findings indicate that although progress has been made in resource allocation and incentives, persistent challenges in governance, evaluation, and grassroots development remain—consistent with earlier research emphasizing the need for robust structures and sustained investment in developing countries (De Bosscher et al., 2015; Green & Houlihan, 2005; Hoye & Cuskelly, 2007).

4. DISCUSSION OF FINDINGS

This study's findings provide critical insights into the challenges and opportunities in sports policy development and implementation in Bangladesh, aligning with the research objectives and hypotheses. The statistical analysis (using Pearson's Chi-square test) rejected all three null hypotheses, confirming significant associations between policy elements (infrastructure, governance, talent development, funding, etc.) and stakeholder perceptions (administrators, coaches, and players). Below is a detailed discussion structured around key themes(Weber, 2009).

i. Infrastructure Deficits and Governance Issues.

The study reveals that sports infrastructure remains underdeveloped, with administrators highlighting insufficient stadiums, training centres, and maintenance of existing facilities. Despite recent budget increases (e.g., Tk 2,211 crore in FY 2024-25), financial mismanagement and bureaucratic inefficiencies hinder effective implementation. Many respondents noted that funds are often misallocated, with limited transparency in spending. This aligns with the first objective, which sought to evaluate infrastructure and governance components within policy frameworks.

ii. Weak Talent Identification and Athlete Support Systems.

Coaches and players emphasized a lack of structured talent development programs, particularly at grassroots levels. Unlike countries with strong sports policies (e.g., India's Khelo India initiative), Bangladesh lacks systematic scouting, youth academies, and long-term athlete development pathways. The absence of sports science integration further limits performance optimization, as hypothesized.

iii. Disparities in Funding Allocation.

While the government has increased sports budgets, players and coaches reported uneven distribution, with elite sports receiving more attention than grassroots programs. Many district-level athletes struggle with inadequate financial support, training equipment, and access to qualified coaches. This validates the third objective, which assessed whether funding aligns with policy goals.

iv. Stakeholder-Specific Perspectives.

Administrators identified poor financial governance and political interference as major obstacles, leading to inconsistent policy execution. Coaches stressed inadequate training facilities and outdated coaching methods, limiting athletes' potential. Players highlighted limited access to quality infrastructure, medical support, and competition opportunities, affecting motivation and performance.

v. Policy-Implementation Gap.

The study confirms a disconnect between policy formulation and execution. While Bangladesh has introduced sports policies, weak monitoring mechanisms and stakeholder engagement lead to poor outcomes. Comparatively, successful sports nations (e.g., UK, Australia) emphasize accountability, data-driven decision-making, and public-private partnerships—areas where Bangladesh lags.

The findings underscore the urgent need for infrastructure modernization, financial governance reforms, and talent ecosystem development. Addressing these gaps can help Bangladesh align its sports policies with international benchmarks, fostering a sustainable sports culture. Future research should explore comparative case studies from other developing nations to refine policy recommendations.

5. CONCLUSION

This study has comprehensively addressed its three primary research objectives regarding sports policy development and implementation in Bangladesh. First, through rigorous analysis of infrastructure components, the study revealed systemic deficiencies in sports facilities across all levels, from grassroots to elite training centers. The findings show that despite gradual budget increases, infrastructure development remains hampered by poor maintenance, uneven regional distribution, and lack of modern equipment, particularly outside major urban centers.

Second, the examination of governance structures uncovered critical weaknesses in policy implementation mechanisms. The study identified overlapping bureaucratic responsibilities, frequent political interference in sports administration, and the absence of clear accountability frameworks as major obstacles. These governance challenges result in inefficient resource allocation and inconsistent policy execution, undermining the potential impact of otherwise sound policy formulations.

Third, the assessment of talent development systems exposed significant gaps in Bangladesh's sports ecosystem. The research found no standardized nationwide talent identification program, inadequate youth development pathways, and minimal integration of sports science in training regimens. This fragmented approach to talent nurturing has resulted in missed opportunities to develop world-class athletes despite the country's large population base.

The study concludes that meaningful progress requires simultaneous reforms across all three

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dimensions. Infrastructure development must prioritize not just construction but sustainable maintenance plans and equitable geographic distribution. Governance reforms should focus on depoliticizing sports administration while establishing transparent monitoring systems. Talent development requires establishing scientific scouting networks, modern training academies, and long-term athlete support programs. These systemic changes, implemented with proper funding and oversight, could transform Bangladesh's sports landscape within a decade. Future research should track the implementation and impact of these recommended reforms to establish best practices for sports development in a similar context.

AUTHOR CONTRIBUTION STATEMENT

In our study, Professor Ikram Hussain contributed to framing and conceptualising the research manuscript. His idea was executed in the paper. Md Abu Syed collected data and literature. Korimamyum Abdur Rahman analysed the data and Md. Zillur Rahman and Harisdas Thakur drafted the manuscript and critically revised it for intellectual content

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