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Master's Thesis of Global Sport Management

User's Perception on Management of  
Public Sports Facilities in Malawi:  
The Case of Bingu National Stadium Usability

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# User's Perception on Management of Public Sports Facilities in Malawi:

The Case of Bingu National Stadium Usability

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## **Abstract**

# User's Perception on Management of Public Sports Facilities in Malawi:

## The Case of Bingu National Stadium Usability

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Standard sport facilities are a pre requisite in the development of sport in any country. These sports facilities are owned by different stakeholders among them the private sector and governments. Well managed sports facilities that are user friendly attract many people to patronize the facilities hence fulfil the intended purpose. Although, public sports facilities are many and are run using tax payers' money they have received a backlash from the users that bemoan substandard services.

The study followed qualitative research method in which 10 participants were interviewed. The participants were those that have interacted with Bingu National Stadium management in one way or another in the course of accessing services at the stadium. Those interviewed were 3 gym owners, 3 members of different sport codes (table tennis, volleyball and football), 2 office tenants and 2 that jog at the stadium. Data collected was transcribed and analysed to interpret the perception of the respondents.

The findings showed that public perception on management of public sports facilities tilts towards the negative side. Many users of the stadium believe that there is a lot that should be done to ensure that the facility is user friendly. The action has to be done at stadium level up to the parent ministry where policies are formulated.

The study focused on the perception of stadium users on the management of the stadium, the benefits of the stadium, challenges and possible solutions. What came out clearly is that the stadium is a good place to do physical activities and can operate other businesses that are not sport related. The low rates and the space are a big motivation to the users.

The users benefit economically and non-economically. There is lack of customer care considering that there is no proper communication coupled by water and electricity problems. Despite a myriad challenges at the state

owned sports facility the study came up with possible solutions including changing the operation model of the stadium to remove bottlenecks.

Resistance to discriminatory cultural and religious beliefs, role modelling and mentoring, creating visibility through sports media, and enacting laws and regulations were consistent strategies that participants advised for women to progress into leadership positions.

The study is expected to help in improving usage of public sports facilities in Malawi that are in all districts and some are under construction. On the other hand, duty bears will be moved to address the challenges at Bingu National Stadium to make the facility more user friendly and achieve its goals.

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**Key words:** Sport management, usability, sports facility

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# **Chapter 1 Introduction**

## **1.1. Background**

Provision of Sports facilities dates back to the early Egyptian civilization in 1500 BC when sporting activities such as gymnastics and wrestling took place in special venues. According to Goslin (2019) the first all-purpose and lighted sport facilities were constructed by the Chinese in 1100 BC. Later the Greeks constructed many sports facilities prior to hosting the first Olympic games in Olympia in 776 BC.

Since then, sports facilities have taken different shapes and looks with much focus on aesthetics and functional quality. What has further changed is the concept of construction and purpose of facilities, that have been conditioned by latter cultural, technological, and social changes. Today, construction of sports facilities is an activity promoted as way of growth, development of healthy habits, entertainment, and leisure (Rodríguez, 2000). The developments in the actual games have necessitated improvements in sports facilities to meet expectations of overall users.

Dharmadasa and Perera (2021) defines a sports facility as a specially designed space where sporting events are held. According to Limstrand and

Rehrer (2008) sports facilities means all facilities in the study area built with support from public money to stimulate physical activity. In both definitions a place is identified and also physical activities are mentioned to complete the definition of a sports facility. Sports facilities can be categorised into informal areas, multi-purpose community sport centres, single-purpose facilities and dual-purpose (Goslin 2019). Standard sports facilities support access to sport and recreation participation hence are a key component in the development of sports across the world.

Bingu National Stadium (BNS) is in Lilongwe, the capital city of Malawi. It is fully owned and managed by the Malawi Government under the Ministry of Youth and Sports. The 40,900-seater, which is the biggest stadium in the country was constructed using a concession loan of about 70,000,000.00 USD from the Chinese Government. Construction commenced on 1st July, 2013 and was completed on 30th November 2015. Although the contractor handed over the stadium to Malawi Government on 7th September 2016 it was officially opened on 28th January 2017.

Standard sport facilities are key to successfully develop sport in a country. The Bingu National Stadium has the following facilities: two football pitches, an eight lane standard running track two covered stands and two open stands for spectators, 56 corporate/family boxes, medical Centre,

Police Unit, fire hydrant water tank (32,000 litres) and two stand-by diesel powered Generator (800kw). As a multi-purpose facility, the stadium offers a variety of services that are sport related and non-sport related to its clients that are of different ages and gender. Proponents of sport projects have outlined a number of economic and non-economic benefits that flow from such multipurpose facilities, including, but not limited to increased tax revenues, job creation, and community image building (Chapin 2002).

In the five years the stadium has been in operation a lot has happened. Between 2020 and 2021, at the climax of COVID 19 pandemic BNS was closed and it was used as a COVID rural hospital. The development completely changed the use of the stadium as it was inaccessible to the usual users. When it was reopened for normal business it was discovered that it required a lot of maintenance works especially on the main pitch that had overgrown grass. Consequently, the Confederation of African Football (CAF) banned the stadium from hosting all continent's body sanctioned football matches until the pitch and other areas are fixed.

According to Goslin (2019) management is the key factor in the success or failure of any sport facility. It is management's competency that determines the degree of the services, the number of events, levels of

satisfaction and profit. In addition, the quality of management determines the ability of the sports facility to attract and retain client.

By providing quality services a facility is able to satisfy both its current and potential customers by maintaining its market share, keeping up with the competitive market, improving operational efficiency by maintaining corporate image standards, upgrading itself to a higher category, complying with new technologies and coping with government requirements (Durodola and Oloyede 2011). Sports infrastructure is connected to regular sports participation no wonder sports promotion policies often include improving access to sports facilities for citizens

## **1.2. Purpose of the Study**

The purpose of this qualitative study was to explore how men and women who use BNS view the stadium's management, one of the public sports facilities in Malawi. Approaching the study according to gender helped to understand and compare how the two view sports management of the facility basing on their usage.

Chelladurai (1994) divided sport into two segments of customers: passive spectators and active users of sports services. Viewers as passive consumers attend both commercial and non-commercial sports events due to

the realisation of the need for entertainment and socialising in their spare time.

Active users are involved in sporting activities and so they practice it directly.

There is no documented study on the management of public sports facilities usage in Malawi. Studies that have been documented have been conducted in other regions like East Africa and South Africa they have generally focused on sports facilities management in general. Therefore, this study took advantage of the gap in literature in the area of public sports facilities management and tried to explore it as more public facilities are being constructed.

For instance, currently there is a state of the art Griffin Saenda Indoor Sports Complex and aquatic complex at Kamuzu Institute of Sports that are under construction and both are under the Ministry of Youth and Sports. These two modern public sports facilities are supposed to be ready by will be ready by the end of 2023. On the other hand, there are other public sports facilities across the country that will benefit from the findings of this study.

The study laid a foundation for future studies in sports facilities management in Malawi and the sub-Saharan region. The study identified and suggested strategies that may be useful to the government and sports

organizations in improving the management of public sports facilities as they are key in the development of sports in the country from the current amateur status to professional status. Well managed sports facilities are also key in the development of sports from grassroots to the elite level.

### **1.3. Research Questions**

In an effort to achieve the intended purpose of the study, the following research questions were developed to guide the study.

RQ1. What is the perception of men and women that use Bingu National Stadium on usability?

RQ2. What social and economic returns are for women and men that use the stadium?

RQ3. What strategies can help to improve Public Sports facilities like Bingu National Stadium?



## **Chapter 2.0 Literature Review**

### **2.1. Sport Facility Management**

According to Goslin (2019) management as a concept has multiple meanings. The word comes from the English verb "to manage", which means to master, to control, to lead. Facilities can be defined as places or premises and services needed to accommodate and facilitate business activity. In the case of the sport industry business activity would refer to the infrastructure that supports the programmes and activities offered at a sport facility.

Management in sport is a process of controlling key resources and cooperation with important stakeholders, which ensures efficient realisation of business and sporting goals of an organisation and/or sportsman in all management/managing functions (Retar. et.al 2015). Chelladurai (1994) justifies the definition of sport management as the coordination of different resources, technologies, processes and ad-hoc situations in order to achieve efficient production and sharing of sports services. Sports management is a broader concept that is a combination of different processes while focusing on achieving the set goals. Bartoluci (1997) agrees that sport management is a process which is characterized by the coordination of all the factors that

affect the achievement of the set goals. At the heart of hosting sport event there is a venue that should be well prepared in advance to successfully execute the planned activity. This is where sport facility comes in as an important sector in event management.

Janet et.al.(1998) defines facility management as a process of planning, administering, coordinating, and evaluating the day to day operations of a facility. When all these processes are done within the parameters of a sports facility then it is sport facility management. There are a lot of activities that happen in sports facilities as the area is multi-dimensional. Houlihan (2008) points out that sport has evolved into a demanding and complex activity, which includes both professional and voluntary work, the public and private sector, and includes the creation of sports goods and services, marketing, servicing, and on the other hand, the organization of entertainment.

Sports facility management is a multidisciplinary field which combines the sports industry and management (Lussier et al. 2004). There are many stakeholders in sport such as sports organizations, sports marketing agencies, agents, sports facilities and centres, sporting competitions and events, sports recreation, production of sporting goods, professional athletes and sports teams. The sport facility manager has to manage a wide scope of

areas or dimensions simultaneously to achieve the above outputs, acquires resources, following the organisation's mission, and makes decisions and responsibility for them.

Retar (2015) describes sports managers as sports workers who are exclusively engaged in sports management. Sport managers are supposed to be personalities who combine a large amount of knowledge and skills. They are distinguished by the specific skills they need for proper management of sports facilities. Good interpersonal skills are essential since the managers deals with people in sports organizations. Most sports facilities have complex systems like any other institution, where several components, important for its functioning, are linked and interdependent.

According to Goslin (2019) a sport facility manager is responsible for overall programming, operation, and maintenance of an asset. In doing so the sport facility manager interacts with diverse client groups. Each of these groups has different needs and interests but all will expect the sport facility managers to respond to their needs in a quick and efficient manner.

To manage sports facilities a proper operation plan is required and for developing the better plan, it is important to take the guidance and assistance of the experts of sports organizations, sports clubs, and government sports organization and other sports clubs (Mukesh and Arora 2019). To effectively

address the issues that are brought to the attention of the sport facility manager that include handling diverse clientele, the manager must have competencies and skills to identify opportunities, make decisions and set priorities. Facility management's competency will determine the extent of the services, the number of events, levels of satisfaction and profits that a facility will make it is a critical component. Modern day facility managers are involved in total facility management package that focus on six areas namely; planning, operations, administration, marketing, finance, and legal.

### **2.1.1. Types of Sports facilities**

Facilities used for sporting activities are generally of different sizes and takes different forms depending on a sporting code. According to Gosling (2019) facilities can vary from informal to formal in the form of: an open piece of ground (informal sport facilities), multi-purpose community sport centres, single-purpose or specialised sport stadium or venue (outdoor or indoor) and any other building or venue not specifically constructed for sport but sometimes used for that purpose (dual-purpose facilities).

Basing on this classification it can be concluded that sport facilities are divided according to their purpose and architectural type. They can also be differentiated according to: different playing surfaces, technology of sports service processes, ownership and management as stated also by

Dugalić and Krsteska (2015). Today's technological advancement and great architectural designs have further broadened the categories of sports facilities. In some situations, the purpose is broad and incorporates many sports activities. For example, a fitness centre might provide activity spaces for gymnastics, swimming, tennis, jogging, and a cardiovascular area that include fitness machines and free weights.

Bingu National Stadium is a multi-purpose sports facility that mainly hosts football matches but it also has a running track and associated facilities used for athletics. There is a great number of similar facilities in Africa, and they are characterized by open structure. Zambia has Levi Mwanawasa stadium that has exactly the same design and facilities constructed by the Chinese. Stadiums host a number of sports events within a branch of sport and they are also suitable for other mass manifestations such as cultural and entertainment events and celebrations. Considering that they are constructed in open space, functional demands during the 21st century speak in favour of the comfort of audience, not just sports people, so the existing facilities are covered, new ones are constructed as closed or semi-closed facilities, at the same time offering other services such as participants safety, heated seats, better visibility of the game, etc. (Dugalić, 2007). The management of sports facilities is very essential as it forms the backbone of sport. Facility managers

need the support of authorities, students, coaches, parents, mentors etc. to maintain and preserve the facilities in the proper condition and the best utilization of the available facilities. Facility management can also be described as an on-going activity considering that planning of upcoming events starts immediately when another event ends.

### **2:1:2 Men and Women in Sports Venues**

One of the most important social issues known all over the world is sports (Robert, 2016). Sport can be considered as one of the most important institutions of society, the impact of which can be seen on various aspects of life around the world. In sports facilities, where sporting activities take place there are people of different ages, religious backgrounds and gender among other demographic features. According to studies patronage in sport facilities is dominated by men. Goodarzi et al. (2016) explains that fewer women include sport among their leisure pursuits compared to men. According to the Eurobarometer survey of 2017, 43% of men say that they engage in sport at least once a week compared to only 37% of women. These results are borne out at national level although there are major variations from one country to another. For example, in Italy 36.9% of men take part in a sport more or less regularly compared to 23.9% of women. In the Czech Republic,

the proportion of those not doing any sport is a particularly interesting statistic: 78% of women do not engage in sport compared to 61% of men. Men and women have not been equally socialized with regard to sport (Gantz and Wenner, 1995).

Participation in sport for all requires infrastructure and facilities that provide the grounds for participation in physical activity in all people. Sport for all provide opportunities for participation in sports activities, without any restrictions due to social, racial and disability status and in leisure time (Goodarzi et al.2016).Women, as those who have a great role in community health, have a high importance and priority in sports, so that according to many experts, their behaviour and performance have a direct impact on community health, and if they can to ensure their health and families have tried to play a major role in maintaining the vitality and vitality of the community.

One of the effective factors in this regard is paying attention to issues that impede women attendance in sports facilities which can be solved by good management skills. Now, in order to develop interest in physical activity and sports, we must look for methods and ways to reach the conclusion that increasing participation in physical activity. Economic inactivity or a low income are factors which inhibit access to physical or

sports activities, whether organised by a voluntary club, a commercial establishment or the persons concerned themselves. Besides motivation, one of the most obvious and enduring differences between women and men is the type of sport they choose.

The division of activities along gender lines still applies today although all the prohibitive rules have been lifted and in theory all sports disciplines are open to all women and men (Louveau, 2006). When reviewing the access of men and women to physical activities and sport means taking account both of those who practise sport and of those who do not and looking at the issue from the viewpoint of inequality between the sexes. If the positive contribution of sport to society is universally accepted, the fact that women and girls are still less likely to participate in sport or physical activities is a serious concern. Proper facility management can help to create a conducive environment for all users of sports facilities thereby balancing.

Elser (2021) states that sport is heavily dominated by ideals of masculinity that are considered to be at odds with femininity. Inviting women into sports viewership involves legitimizing that their fanship may look different than the masculine norm but is still authentic. Additionally, women who are already fans need to be properly recognized as a significant portion of total sports fans. Furthermore, the traditions enforcing hegemonic



masculinity in sport-related spaces must be broken down for there to be true equality among the genders as sports fans.

In many societies across the world, sport has traditionally been a male-dominated space. This originates from years of excluding women for sport due to their presumed gentle and passive nature. Meanwhile, men from a young age are pushed into sport to build their strength, activity, and leadership, all characteristics that are more celebrated in men. The exclusion of women from sport is not limited to participation but extends to viewership as well. Women have been systematically excluded from viewing sport. In England, football (soccer) still has a heavily male fan base (Pope, 2013). This in part is due to efforts on behalf of the English Football Association to ban women from playing soccer in 1921 (Cleland, 2015). Soccer was considered unsuitable for women, and thus women's soccer rapidly declined. If soccer was considered unsuitable for women to play, it is not such a stretch to believe that this has impacted female viewership of soccer.

### **2.1.3 Sports Facility Performance Measurement Models**

Performance Measurement models have been developed to measure and improve the performance of organisations. Facility management organisations benefit from effective performance measurement as they get

feedback from those that access the services. When measuring performance, it is important for an organization to select the appropriate models and indicators. There are seven reasons why performance measurement is on the management agenda: the changing nature of work; increasing competition; specific improvement initiatives; national and international quality awards; changing organizational roles; changing external demands; and the power of information technology (Neely 1998).

Meng (2011) identifies four models that can be used to measure organizations that include facilities management namely; Key Performance Indicators (KPI), the Balanced Scorecard (BSC), and the Business Excellence

Model (BEM) and Capacity Maturity Model (CMM). \

#### *2.1.3.1 Balanced Scorecard (BSC)*

Traditional investment appraisal techniques focus on financial measurement (Marsh and Flanagan, 2000). Unlike traditional approaches, Kaplan and Norton (1992) introduced the BSC to evaluate whether a business is moving towards its strategic goal from four different perspectives:

financial, customer, internal business process, and learning and growth. For this reason, it is often regarded as a tool to support strategic management. It aims to balance long- with short-term objectives, to balance financial with non-financial concerns, and to balance internal with external environments (David, 2005).

In order to measure the physical and service performance in local government community facilities such Bingu National Stadium. Brackertz (2006) defined six perspectives of facility performance service, physical, community, financial, utilisation, and environmental.

#### *2.1.3.2 Business Excellence Model (BEM)*

The BEM was developed by the European Foundation of Quality Management (EFQM) in 1990 (Conti, 2007). Based on nine criteria, this model describes a cause-and-effect relationship between enablers and results of business processes within an organisation (Turner, 2008). The focus is on the following; results financial, customer satisfaction, people satisfaction, and impact on society, that are achieved through acting on enablers which are leadership, policy and strategy, people management, resources, and processes management. Besides being the European Quality Award

assessment framework, it has been used in a wide range of organisations, especially in Europe, to carry out both self-assessment and continuous improvement (Wongrassamee et al., 2003).

### *2.1.3.3 Key Performance Indicators (KPI)*

A performance indicator is a measure of performance (Fitz-Gibbon, 1990). KPIs are general indicators of performance that focus on critical aspects of outputs or outcomes (Chan and Chan, 2004). As a performance measurement system, the KPI has been increasingly accepted by different industry sectors. Traditionally, time, cost and quality were three primary indicators of performance in construction projects

Hinks and McNay (1999) identified a list of 23 performance indicators for managing various facilities, including no loss of business due to failure in service, customer satisfaction, completion of project to customer satisfaction, provision of project to customer satisfaction, provision of safe environment, effective utilisation of space, effectiveness of

communication, service reliability, professional approach of staff and responsiveness to problems. According to Loosemore and Hsin (2001), the use of KPIs in a facility management setting can produce numerous advantages. KPIs can help to focus managerial efforts on relatively important areas of performance. KPIs can be used for the selection of facility management service providers, communicating clear description of desired outcomes and how they will be monitored and controlled.

#### *2:1:3.4 Capacity Maturity Model (CMM)*

The CMM was proposed by the Software Engineering Institute (SEI) of Carnegie Mellon University in 1991 as a software development evaluation standard (Chrissis et al., 2003). It helps an organisation to identify best practices they currently exhibit and those upon which they need to improve. The CMM provides a generic methodology for the assessment and improvement of an organisation's capability maturity.

By comparison, the KPI is more popular with FM practitioners and organisations. In addition to the selection of effective performance models, the proper selection of performance indicators is also important to the measurement and improvement of FM performance.

### 2.1.3. Importance of Sports Facilities

It is evident that a considerable amount of public money is spent on developing major sport facilities even though these funds could be spent on a myriad of other high priority and equally worthwhile city projects. Governments deem the development and subsidisation of sport facilities as justified because the benefits they provide the community appear to outweigh any financial costs, even though the evidence indicates that there is no economic benefit derived from the development of major sport stadia and arenas. Consequently, the noneconomic benefits provided by these projects must be significant to warrant this level of spending on sport facilities.

According to Standeven and De Knop (1999) investments in sports and recreation infrastructure allow for the development of sport. It is generally accepted that participation in sport offers a lot of benefits to individuals and the community at large. Those advocating for participation in sports points out good health, social cohesion and promotion of national and cultural identity as some of the benefits. The organization of a sport event is incomplete in the absence of a sports facility. This is where all the planning

prior to an event is directed. The importance of sports facilities can best be explained in two forms; economic and non-economic terms.

### ***2:1:3.1 Economic importance of sport facilities***

These benefits mainly tie the flow of money in the economy. The economic impact of sports facilities has received the majority of attention from scholars in large part because project proponents have usually justified public expenditures on stadia and arenas on purely economic grounds (Grieve and Sherry 2011). Sports facilities are places where businesses thrive as different commodities are sold on event days thereby benefitting those doing businesses. For example, food stalls are elected by small and medium business people to serve spectators at Bingu National Stadium when there is an event. On the other had the spectators are able to get what they want in a more convenient manner. Different products are advertised in sports venues who payments are made that go to facility owners and prospective customers are exposed to different products and services.

The business of sport facilities management can yield profit (income). But it needs to be noticed that the profit will depend on the quality of the product, the facilities, the sold games or service. Some sporting events have the magnetic value to attract people and such events if scheduled at the right time are likely to make economic sense. Games without the crowd can be a

big disappointment to the organizing committee. Not only that it will reduce the income from the tickets significantly, but it also will reduce the enthusiasm of the company or entrepreneurs to sponsor the game itself. This condition will trigger the lower of the prosperity level of the sport actors as well as the lack of the sport facilities and constructions. There are some requirements that are needed to make sporting activities turn into business. First, the people should have a higher awareness of sport. They should realize that sport can improve the health condition of their body and soul, improve their intelligence, improve their work productivity, and reduce the health care cost (Smayanthi 2009).

Sports facilities create job opportunities wherever they are constructed. These opportunities arise when construction is in progress and when they are completed and in operation. Through the economic empowerment of the employees the community around these facilities likely benefits directly and indirectly leading to spin-off businesses. In addition, visitors attracted by a new sports facility or major sporting event may occupy hotel rooms and eat meals that would have been purchased by visitors who came to the city for other reasons, and the direct spending on sport made by these visitors would have gone to other entertainment establishments.



### *2:1:3.2 Non-economic importance of sport facilities*

Sport facilities offers a lot of benefits that are not related to economic value. Sports facilities bring sports culture in institutions. People are motivated with good facilities hence promotion of sports as participation is increased. Sports facilities make it possible to organize and hold tournaments at different levels and bring the people from different areas such as villages, states, cities, zones or countries together at one platform (Mukesh and Arora 2019). Sport activities enable individuals to exchange their cultures and values. Sporting activities increase cohesion among people from different countries. As teams play each other and spectator interact in sport facilities friendships thrive. According to Imbrodia-Ortiz (2019) demographic growth, progress in transportation and communications, greater social mobility, constant technological innovations, globalization, social change, the increase in free time, both for the individual and for our society in general, have made possible active leisure time in the form of physical activity and sports. This has also increased demand for quality services where these physical activities take place. Changing times have led to construction of modern state of the art facilities in form of infrastructure, playgrounds, equipment, changing room, first aid facilities and lockers motivates players

and make them practice and participate in sports activities with enthusiasm and without stress thus boosting performance.

Well managed sports facilities contribute to good performance of the athletes. Facilities available in the school or the premises of any institution attract and encourage students and the members of the staff to take part in the sport. Facilities are needed to participate in competitive sport. These facilities can vary from informal to formal in the form of: An open piece of ground (informal sport facilities), Multi-purpose community sport centres, a single purpose or specialised sport stadium or venue (outdoor or indoor), any other building or venue not specifically constructed for sport. Sports facilities play a very significant role in the performance of the athletes. The facilities equipped with the advance technology helps to enhance the performance of the athletes. It becomes difficult for the athletes to find out the infrastructure and facilities where they can participate in the sports activities. It does not only demotivate or demoralize them but demote their performance also. The absence of the adequate facilities may lead to injuries also, as the poor condition of the play field and courts may lead to injury to the participants.

Sports facilities are commonly believed to have a positive influence on physical activity. In several European countries, large sums of public

money have been invested in these over recent decades (Limstrand and Rehner 2008).

The well, establish, and modern facilities can also influence the community to participate in sport itself. The better the sport facilities are, the higher the community interests to joining the sport event.

Every game needs audiences and in the end, it should be able to attract audiences to come. Sports facilities are a big influence in terms of attracting spectators to patronize sports events. A facility needs to be clean and secure. A game without audiences must be really boring. The athlete motives to win will decline if the game is lacking audiences. It cannot be denied that the audiences' scream and cheers is the trigger for the athletes who are competing in a game. This is huge fun and entertainment on its own.

## **2.2. Contextual Background**

### **2.2.1. Overview of Sports facilities in Malawi**

The Republic of Malawi is located in the South-eastern part of Africa split by the Great Rift Valley and the fresh water Lake Malawi. The country, formerly called Nyasaland attained independence from Britain in 1964. The size of Malawi is 118,480 square kilometers, the population is 19.13 million

and the country's Gross Domestic Product (GDP) is 625.29 USD (World bank 2020).

Malawi is divided into four regions namely: north, centre, east and south, that jointly have 27 districts. For a long time, each district had a community centre ground that was used as the hub of different sporting activities. There are different kinds of sport facilities that include formal and informal, single purpose as well as multi-purpose. Sports facilities are used for different sporting codes across the country. Currently there are 43 Sports Associations that are registered by Malawi National Council of Sports (MNCS) which is an umbrella body of all sports associations in Malawi. However, there are also other sporting activities that use sports facilities but are not registered by the council. They are used for different sport codes dominated by football and netball which are the most popular games in Malawi. Generally, these facilities are poorly managed and maintenance is one of the biggest challenges.

### **2.2.2. Sport Facility Ownership in Malawi**

Within sports facilities management studies there are various aspects of ownership forms, models of sports facilities management, and the questions of their designing, construction and operation. (Dugalic and

Krsteska 2015). From the above categorisation of sport facilities, it is clear that the provision of sport facilities in a community is diverse and cannot be the responsibility of one provider. According to one of the objectives of Malawi Sports Policy (2007) is to improve the quality of sports infrastructure and numbers of persons involved in sports. The goal of the policy is to promote the concept of “Sports “For All” and encompass mass and high performance in sports. In order to achieve the goal there is need to up sports facility management. Adequate sport facilities are the main key success indicators of the Malawi Sports policy

The following owns sports facilities in Malawi and these providers are on different tiers: Malawi government, private sector and individuals.

#### **a. Malawi Government**

Sport today, in all its sectors, represents a result of state’s investment into sports infrastructure, above all into facilities for training and competition (Tomić, 2007). Through different Ministries the Malawi Government owns formal and informal sports facilities. Infact it is the major provider of sports infrastructure. The Ministry of Sports directly operates Bingu National Stadium and Kamuzu Stadium in Blantyre. The Ministry of Local

Government through local councils owns district stadiums in the following districts: Karonga, Rumphi, Mzuzu, Kasungu, Lilongwe, Dedza, Balaka, Nkhota kota and Mulanje. There are also community grounds in Chitipa, Mzimba, Nkhata bay, Dowa, Mchinji, Ntcheu, Machinga, Chiladzulu, Mwanza, Neno and Nsanje. The Ministry of Education owns different sports facilities in primary, secondary and tertiary institutions across the country that are used by students as well as surrounding communities. The Malawi National Council of Sports (MNCS) implementing arm of Ministry of Youth and Sports owns Kamuzu Institute for Sports and Blantyre Youth Centre. The Reserve Bank of Malawi owns Silver Strikers Stadium, The Malawi Police Service owns Nankhaka Stadium, Office of the President and Cabinet owns Civo Stadium while Football Association of Malawi (FAM) owns Mpira Stadium.

#### **b. The Private Sector**

Some sports facilities are owned by the private sector mainly companies. Some of them are Chitowe in Dwangwa and Kalulu Stadium in Nchalo owned by Illovo Sugar Company, golf courses in Mzuzu, Lilongwe, Zomba, Blantyre and Mulanje. Religious institutions own a number of sports

facilities notably Don Bosco Youth Centre has a multi-purpose facility in Lilongwe and Sports academies such as Ascent that have football facilities.

### **c. Individuals**

In recent times individuals have joined the band wagon in the provision of Sports facilities especially in the districts. Dowa, Mchinji and Machinga have such facilities that are mainly used for football.

#### **2.2.3. Strategies to Improve Sports Facilities Management**

To manage the sports facilities a proper plan is required and for developing the better plan, it is important to take the guidance and assistance of the experts of sports organizations, sports clubs, and government sports organization and other sports clubs etc. A committee comprising of stake holders such as players, coaches, parents, coaches, managers, mentors to develop the facility management programme, as they know the better utilization and maintenance and need of the facilities. A proper budget plan is required for the purchase, repair, servicing and maintenance of the equipment.

Budgeting is also required for the development and maintenance of play fields. It is important to inspect and review the facilities on the regular basis. Time to time check-up helps to investigate the condition/ status of the facilities available. The repair and maintenance should be done with immediate effect to prevent further damage to a sport facility.

It is necessary to appoint a sport manager or supervisor to take care of the sports facilities, so that proper record can be maintained and the damage or the loss can be noticed immediately and may be resolved without delay. For the best utilization and maintenance of the facilities from time to time through check-up is required of the facilities including structure, equipment, play grounds etc. The equipment should be in good working condition otherwise they can cause injuries. The damaged equipment should be taken care without any delay otherwise the damage can be increased. The damaged equipment may be dangerous/ injurious as well as they can lead to financial loss. Indoor facilities need the proper inspection of seepage, changing rooms, ceiling, lightening, ventilation, flooring, wiring etc. as the worse condition of any of these may affect the performance.

In outdoor, facilities also require the proper check on digs of the grounds, surface, condition of the grass, bushes, standing water, wild plants in the sports ground, marking of tracks and courts, water and toilet facilities



etc. Adverse condition of any of these may lead to injuries and result in adverse effects. So the issues should be resolved with immediate effects. Different types of equipment are required for the development of different physical fitness components such as flexibility, strength, endurance etc. So the plan of purchasing the equipment should be made as per the requirement. Mukesh and Arora (2019) agree that the equipment should be serviced in the proper time like oiling, cleaning, lubricating, change of required parts etc. it not only increase the life span of the equipment but also prevents from the financial loss.

Adequate and professional human resource is important aspect in sport facility management. According to Retar et.al (2015) the performance of sports facilities is based on the highly motivated, high quality professional work of the staff and/or volunteers who work in sport. Their work is planned, organized, led and controlled by experts in professional sports facility management, i.e., sports facility managers who have, in addition to their capabilities, skills, knowledge and motivation, a number of other competencies ranging from managerial and technical to social.

Modern management in sport, sports facilities and projects, demands acquisition of knowledge, skills, abilities and competencies which are gained through professional and academic education in line with the law. According

to Priyangika (2019) these competencies can be broadly categorized as hard and soft facility competencies. Hard facility competencies of a facility manager relate to his/her technical capacity while soft facility management competencies relate to his/her managerial capacity. Management in sport is an activity which demands multidisciplinary knowledge and professional education and specialization.

What should characterize every sports manager, apart from their formal education acquired at a relevant academic institution or faculty, are reasoning skills, decision-making ability and clear insight into the issues of administration and management of sports organization and infrastructure. Also, a modern sports manager must be capable of applying the acquired knowledge from the field of management and other sciences in given situations; to improve sport through scientific-research work: to analyse problems; be critical towards a situation; to make adequate conclusions when making decisions; to treat organization structures and managers on certain levels of the structures in a polite manner and possess communication skills (Dugalić and Krsteska 2015).

In addition, the role of a sport facility manager is to know organization and its culture, and in line with that, to perform his/her work; to be familiar with different management styles; to work on good and

productive interpersonal relations in the organization; to be capable to work on administrative, technical and other similar positions in sports organizations, associations, societies, clubs, etc. The appearance of private entrepreneurship in the field of education created possibilities for future faster and clearer definition of the space of sports managers' education, which at present has very sparse program structure. These ideas and educational contents can be considered a major step forward.

In Malawi, the sport industry is still at amateur level and gradually developing. Only two universities have introduced sports management undergraduate programs and these are Mzuzu University (MZUNI) and Malawi University of Science and Technology (MUST). By drawing experiences from developed countries, new generations of educated sports managers in Malawi should create assumptions for the creation of more successful systems and institutions of sport, faster and more energetic transformation of sport trade.

## **Chapter 3: Methodology**

Based on the reviewed literature, the purpose of this study was to explore how men and women view the management of Bingu National Stadium in terms of its usage. The views of the users of the stadium were examined through the use of in-depth interviews in an effort to understand better and seek clarification where necessary.

Methods utilized in this study were presented under the following headings: (a) Qualitative Research and Viewpoint, (b) Research Setting (c) Data Collection (d) Data Analysis, and (e) Strategies for Trustworthiness.

### **3.1. Qualitative Research and Viewpoint**

The study employed a qualitative study to explore how men and women view the management of Bingu National Stadium in terms of its usage. These are clients that use the facility in one way or another in their daily life and interacts with the managers of the facility. Teherani et al. (2015) defines qualitative research as the systematic inquiry into social phenomena in natural situations on how people behave, experience aspects of their lives, and how organizations function. Choosing a qualitative study method allows

the researcher to obtain a rich description of a phenomenon by capturing the participant's point of view (Chaleunvong, 2009; McMahon and Winch, 2018).

A qualitative research is also selected as the most appropriate approach in this study because it helped to explore how men and women perceive the management of Bingu National Stadium in terms of usage. A qualitative study also helps to understand people's beliefs, attitudes, behaviour, and interactions (Pathak et al., 2013). The study gave research participants voice and opportunity to share their views and experiences on the causes and effects of the area of study and ensure the involvement of everyone related to the study (Pathak et al., 2013).

Qualitative studies also allow for a more in-depth and richly helps exploration of motives and experiences at the same time provides the best fit for the research questions in the study.

The study employed a phenomenological research approach that is determined to be an effective and appropriate way to comprehend collected data (Flynn and Korcuska, 2018). Through this approach, the researcher was able to describe subjective experiences of participants and use collected data to draw understanding based on those experiences and perceptions. Lastly, qualitative method allowed the researcher to build on existing knowledge, to

develop new concepts and hypotheses and to generate new hypotheses (if applicable).

### **3.2. Research Setting**

According to Denny and Weckesser (2019) research setting is defined as the physical, social, and cultural site in which the researcher conducts the study. This study that explored how men and women view the management of Bingu National Stadium specifically on usage was conducted in Lilongwe, Malawi. The public facility is run by Malawi Government under the Ministry of Youth and Sports

The main reason for selecting a public facility in Malawi is because there is no published study on public perception on public sports facilities in Malawi. Sport industry is still in infancy and at amateur level. It is mostly associated with free play hence not much has been done. Some related studies that have been done in some countries in the region do not reflect exactly the situation in Malawi. In the absence of studies like this one it will be challenging for duty bearers to address the issues that can be raised and also appreciate the feedback from the users of public facilities.

Furthermore, this study will contribute significantly to the literature of public sports facilities in Malawi being one of the areas that need to be promoted in an effort to develop sports.

### **3.3. Data Collection**

Data collection entails techniques that apply in qualitative studies which are audio visual material, documents, observations and interviews (Creswell,2006). Morgan and Harmon (2001) agree that different data collection techniques are used in qualitative studies that includes focus groups, interviews, official documents, audio-visual materials, and direct observations. Data for this research study was collected through in-depth interviews gathered from individual participants selected for this study. Before the study, an introductory text message or call was sent to potential participants explaining the purpose of the study, interview procedure, research process, potential risks, and potential benefits involved before taking part in the study. Informed consent intend to protect participants and promote ethical research conduct through the entire process of the study. (Flynn and Korcuska 2018) argues that in order to give informed consent,

participants should understand the purpose, risks, benefits, and make a free, voluntary decision about whether to take part.

According to Miles and Huberman (1994) the primary goal and objective of using interviews as a means of data collection is to establish a rapport of trust between the researcher and his participants, take notes through open-ended questions and less structured style. Here, emphasis is being made that it is important for the researcher to have a good relationship with the participants and this has to be established even before the interview starts.

### **3.3.1 Research Participants**

A purposeful homogeneous sampling technique was used for the selection of potential participants for this study. Purposeful homogeneous sampling is described by Taherdoost (2016) as a sampling strategy in which particular settings persons or events are selected deliberately to provide important information that cannot be attained from other choices. Purposeful homogeneous sampling allows picking of a small and homogenous sample to describe some particular subgroup in depth.

Since the purpose of this research was to explore how men and women view the management of Bingu National Stadium in relation to its use



selected participants were limited to regular users of the stadium. The stadium has sports facilities such as running tracks, volleyball courts, netball court and non-sporting facilities such as rooms that house offices. Patton (2002) states that purposeful sampling is a method broadly utilized in qualitative research for the identification and selection of data rich cases for the best effective use of limited uses. This includes distinguishing and choosing people or groups of people that are particularly proficient about or experienced with a phenomenon of intrigue.

Participants selected for this study were chosen based on the use and interaction with stadium management. It was also dependent on their availability to participate in the interview process. The participants of the study were 10, half females. Among them five from each gender, two were clients that use the stadium for non-sporting activities and the other three were those that use the stadium for sporting activities.

To recruit potential participants of the study, an introductory call was made to all participants enquiring their consent to take part in the study. Each participant confirmed their consent on record. On the day of the scheduled interview, communication was reviewed with the participant before proceeding with the interview. This prior communication served as an invitation for them to take part in the study, explain to them the nature of the

study, significance of the study, and how their participation would help to generate knowledge in that area.

To obtain demographic information from participants, participants were asked the kind of activity they do at the stadium and duration they have been interacting with stadium management. Potential participants were also told that in order to protect their identity, their names or numbers that may identify them, would not be used either on the data or throughout the writing of the results. The data collection began by thanking the participant for accepting to part of the interviewees.

### **3.3.2 In-depth Interviews**

According to Wilson (1998) qualitative research should attempt to understand more than just one's perspective of a topic or a phenomenon but to understand how they feel and live with it. It should have the best study design possible, through precise and thoughtful planning based on existing conditions by identifying available resources (Bengtsson, 2016). To explore issues under study, the study used in-depth interviews; this instrument allows the researcher to interview the studied population so that they feel free to express their ideas, feelings and motivations about the topic being studied (Trigueros et al. 2017). There are different methods to study people's

attitudes, perceptions and behaviour (Karanikola et al., 2015). These can include various techniques such as collecting samples and asking questions (Qureshi et al., 2010).

Semi-structured open-ended interview questions were developed to address the purpose of the study. The aim of using open-ended questions was to allow respondents to give detailed answers and expand their responses as well. Extra details help to qualify and clarify responses, generating more accurate information and actionable insights for the researcher (McMahon & Winch, 2018). Interview were taking approximately 20 minutes. Interviews consisted of in-depth questions concerning experiences, observations and possibly solutions to improve public facilities management. In the case of a question not being answered, the researcher was making a follow up with a probe or rephrase the question to readdress it.

Interviews for this is study were done through whatsapp call. The method was used because of the geographical distance and time differences between the researcher and the respondents. A pilot interview was conducted by the researcher with one selected user of BNS. The purpose of the pilot study will be to ensure the effectiveness of the proposed interview questions and to change where necessary.

All interviews were audio recorded in order to ensure accuracy and validity of the answers. The method helped the researcher to revert to the recorded audios where it was not clear during data analysis.

### **3.4. Instrumentation**

An interview guide was developed from the research questions and also based on the conclusions or findings from the reviewed literature. The interview questions were set up in such a way that they cover these research questions to collect desired data:

- a) What is the perception of men and women on Bingu National Stadium usability?
  
- b) What social and economic returns are for women and men that use the stadium?
  
- c) What are the strategies that can help to improve management of Public Sports facilities like Bingu National Stadium?

### **3.5. Data Analysis**

The data analysis method for qualitative research is a process that helps the researcher to create themes about the phenomenon as it is systematic in nature and has the capacity to construe the data collected into meaningful information such as explaining the perspectives of participants (Creswell,2006). Interview questions were used to give direction to the study in obtaining beliefs, and experiences from participants relevant to the purpose of the study (Flynn & Korcuska, 2018). Although this study was employed specific research questions to guide the interview, data collected was be analysed to find the themes reflected from experiences of the participants.

This study used phenomenological analytic strategies as suggested by Thorne (2000) to analyse data. These strategies are: (a) phenomenological reduction, and (b) hermeneutic analysis. These strategies are based on discussions and reflections of direct sense perception and experiences of the researched phenomenon, and ability of a researcher to approach a project without prior assumptions, definitions or theoretical frameworks.

The researcher prepared and organized the raw data into conceptual categories and create themes or concepts, which will be used to analyse data. Data gathered from each participant will be treated with the same value and

then organized into emerging theme groups. The researcher then made structural description representing the essence of the group experiences under study using data organized in themes by reading and understanding all transcripts.

To prepare and organize the data the researcher recorded and transcribed each interview. Then, the text data was manually analysed by visually scanning the transcriptions to gain a general understanding of the information. Next, the data was explored in detail by again reading all transcripts, and then developing a list of emergent themes and coded to create preliminary groupings.

After responses to interview questions were coded and preliminary groupings created; the software was used in the next step to build descriptions and themes. The coding process resulted into generation of a description of the sample's perception of the central phenomenon of the research, as well as themes for analysis.

### **3.6. Strategies for Trustworthiness**

Ethical considerations and validation of the findings were fully observed throughout the study. The collected data was scrutinized against

the interview questions that the researcher asked to establish reason behind a particular response. Allegations and fallacies were eliminated by crosschecking with other sources that included review of documents. Participants were contacted for the second time to clarify or confirm statements that were made during the interview as a way of validating the collected data. In addition, the interview questions were verified and approved by Seoul National University prior to the scheduled interview sessions.

The participants were assured of confidentiality by explaining to them the purpose of the study so that they can make an informed decision to remain part of the study or not. Bearing in mind that all the participants are stadium clients the researcher allocated codes with numbers to each participant to cover them from any actions related to the interviews.

## **Chapter 4. Findings**

### **4.1. Overview**

The chapter will present a descriptive analysis and qualitative findings originating from themes after the interviews that were done. The study was addressing three research questions: (1) What is the perception of men and women that use Bingu National Stadium on usability? (2) What social and economic returns are for women and men that use the stadium (3) What strategies can help to improve Public Sports facilities like Bingu National Stadium?

### **4.2. Emerging Themes**

A thematic analysis was done on the collected data. The researcher noted and participant's responses were systematically arranged in line with interview questions. The themes helped to understand the participant's observations and experiences they have had after using BNS.

There are four major themes and 16 sub themes focuses on the perception of men and women that use BNS and their views on the management of the stadium. A summary of the analysis of the data according to themes and sub themes is presented below in Table 1.



**Table 1. Main themes and sub-themes**

Research Questions	Major Themes	Sub-Themes
RQ1	What is the BNS user's perception of men and women on Bingu National Stadium usage?	-BNS management efficiency  -Stadium security  -Friendliness of facilities
RQ2	What social and economic returns are for women and men that use the stadium?	Social and economic returns of BNS  -Affordability  -Proximity  -Social Hub  -Benefits to men and women
RQ3	What are the strategies that can	BNS Challenges  -Lack of feedback  -Poor communication  -Lack of security on user's equipment

help to improve	
Public Sports	-Poor sanitation
facilities like	
Bingu National	-Unreliable water and electricity
Stadium??	services
	<hr/>
	-Revenue retention
Possible strategies to	
address BNS challenges	-Alternative sources of water
	and electricity
	-Improved communication
	-Privatisation

### 4.3. BNS User's Perception

Users perception basically looks at the diverse views that users of BNS have on the facility usage and its management mindful of gender. The interview questions were directed at permanent clients such as gym and office owners to those that use the stadium once off like those that come for

aerobics, jogging or to play different ball games. There are four sub-themes under this major theme namely: (1) BNS management efficiency (2) Stadium security (3) Friendliness of facilities (4) Sanitation.

### **BNS Management Efficiency**

The participants observed that the stadium management has done some things right but many were quick to point out that there are some areas that can be worked on to improve service delivery. During the interview it was observed that the participants at least know that the stadium management reports to the Ministry of Youth and Sports hence they have limitations regarding what they can do but felt somethings can still be down at stadium level. This was well explained by I-5 who has been running a karate school since 2017.

*“Since I have been there for a long time there is not much I can say on management it’s alright since most decisions come from Ministry of Youth and Sports whoever comes to lead the stadium we just work with them.”*

According to an interview with I-3 the stadium management should monitor and play a supervisory role among the users. She said:

*“It is okay but I think it can improve for the better in terms of how different disciplines in our case table tennis can be*

*managing the room that we have. I think BNS management should be more proactive and they should monitor how the room is being used”*

According to I-8 BNS staff requires enforcements and it should be people with technical in facility and event management.

*“The facility is modern and good but I can point out a few things that I see that they are not well managed like hygiene when we want to use the toilet they are not clean. There are lapses as the management is not top notch.”*

#### **4.3.2 Stadium Security**

The participants commented on their personal security and that of their property. It was observed that security of the users of the stadium is really good with no incident but those that are tenants bemoaned the threat and the damage that occurs to their equipment. I-2 states that

*The stadium looks safe because there has not been incidents of theft and robbery to the users including me but this does not mean all is well especially to those of us that use the stadium in the evening.*

*There are no guards that we meet patrolling the facility and instil confidence in the users that there is security. There are also dogs that wonder in the stadium anytime of the day that are a threat. In some areas there are no lights making visibility a problem to clients while in some areas the bushes over grow especially during the rainy season.*

Many users that rent rooms at BNS pointed out that their offices and equipment are exposed when the stadium is hosting other events that accommodate a lot of people. There is no deliberate measures that are put in place to secure the rooms and the equipment in the rooms. Participants 1-3,1-6 and I-8 express their concerns.

*“..... The room at times is given to other clients and this is a threat to our equipment....” (I-3)*

*During games corporate boxes(offices) are sold to other people and it happens that it is sold to other people that you don't know and we are forced to come to work to secure our property. Lack of meetings will BNS management to discuss issues that are affecting our operations. There is need to control those that come to the stadium for security reasons. (I-6)*

Some participant added that they are forced to come to work days that the stadium hosts some events such as football in order to secure their equipment which is an inconvenience.

#### **4.3.3 Friendliness of facilities**

It was observed during the interviews that BNS is considered the best in terms of space and offers a wide variety of sporting activities. Being the biggest sport facility in Malawi some sporting codes are improvised to utilize the available spaces. It is quite user friendly for the physically challenged but poor sanitation makes the facility a nightmare to the users. During the interview with I-5 pointed out the friendly structures at BNS:

*At the stadium there are some places with wheelchair signage, there are special designed toilets for the disabled and some areas that you can pass if using a wheelchair. In terms of men and women the stadium is open to everyone as others come to run, use staircases, play games such as volleyball.*

I-7 agrees that dozens of people come to BNS to do different activities and also these people are of different ages. The stadium facilities are mostly user friendly especially the structures as there are special designated areas for the physically challenged apart from one side of the stadium.

*On the Eastern side where we have our offices there is no elevator so it is difficult for the disabled to go up. The toilets are there but not that comfortable due to frequent water problems.*

Sanitation problems makes BNS unfriendly to users and the problem is compounded by lack of running water in most of the times according to I-8 explanation.

*In my view the stadium facilities favour both genders.....The surrounding of the stadium is mostly littered you will find that it is not swept we have heard through the media water and electricity disconnections which shows that there is lack of funds that eventually makes it unfriendly.*

According to I-6 poor sanitation especially in the toilets makes the facility unfriendly especially to kids that can easily contract diseases due to their low immunity.

*Sometimes we use the stadium for training with our kids it has been good especially the pitch. But the toilets are an eye sore as most of the times are not clean.*

#### **4.4. Social and Economic Returns for BNS**

This theme centres on social and economic benefits as observed and experienced by the participants during the interview. There were three sub themes that came out clearly from the participants. (1) Affordability (2) Proximity (3) Social hub.

##### **4.4.1. Affordability**

Most of the participants stated that services from state owned institutions are cheaper compared to those from the private sector. And BNS is not an exception. They attributed the lower rates to government responsibility in ensuring that social services are accessed by the citizenry.

I-10 explains what BNS offers:

*BNS has good facilities .....and the modern facilities are state of the art. If we compare BNS and other facilities such as golf club and ABC it is much better. But when you hire the whole stadium it is when it is expensive and not many people can afford it.*

According to I-1 there are several sports facilities around Lilongwe City but fail to match BNS especially on rates as the comparison was cited during the interview as follows:



*BNS has several advantages over other but similar facilities such as affordability. We assume being a government owned facility through it the facility is serving its people with its lower charges as focus is not necessarily on making profits.*

A number of participants noted that charges at BNS are quite low than anywhere similar services are offered. 1-9 comments that the rates at BNS are more ideal in these hard economic times as sports is not a basic need among many households much as it important

*The stadium rates are attractive especially to us that visit the facility simply to be physically fit. Private gyms are really expensive as focus is on maximizing profits and owners want to grow their businesses.*

#### 4.4.2. Proximity

Most participants noted that BNS is located near residential areas of Area 49, Area 47, Mtandire and other surrounding areas. Those that run businesses such as gyms and those that want to use the stadium after work have it easy. During an interview with I-8 the participant observed that there is no any other good facility close to her home.

*After a long day at work I cannot afford another long distance to access sport services and with BNS its easy. It is about 10 minutes' drive and 25 minutes' walk.*

The location further favors all kinds of people that want to use the stadium from men to women and kids to adults at convenient times. In addition, I-1 stated that good road network around BNS has also made the facility more convenient.

*Apart from not being far from the users the stadium can easily be reached especially with a good road network that is there. You can use the stadium and manage to do other things within a short period.*

#### 4.4.3. Social Hub

Almost all the participants felt the stadium offers an opportunity for people to meet and share ideas including The number of people patronizing the stadium creates a conducive environment for people of different backgrounds and professions to interact. For instance, I-5 said has made a lot of friends.

*I have met a lot of new people at the stadium that I wouldn't have known if I was not going there especially during aerobics*

*sessions. This social capital I have built will likely help me in my life. I have also met other people that have shared business ideas that I have found very interesting.*

I-12 said there are a lot of activities that attract people to BNS and some people while doing other activities have an opportunity to see other activities. He explained the following:

*Some sporting codes such as karate are not that popular but because we are operating at BNS parents that come for other sporting activities are able to see the game and some bring their kids in the process.*

#### 4.4.4. BNS benefits to men and women

According to many participants' responses the stadium benefits men and women in the same way considering the activities that take place. For instance, aerobics are attended by both men and women and there is a gym that is operated by a man and another that is operated by a female. In both gyms clients are men and women. Gym owner I-5 said the following:

*Men and women patronize almost all events at the stadium that we organize and in some cases women have dominated like in aerobics*

*but when it comes to football men have dominated so we cannot say that a particular gender has an upper hand.*

Many participants that were interviewed said that doing a variety of activities at the stadium has health benefits. The interviewed showed that both genders get this benefit. According to I-1 non-communicable diseases can be avoided by doing physical activities. Physical activities at the stadium has health benefits.

*We do physical activities at the stadium not to prepare for a competition but to live a healthy lifestyle and avoid non communicable diseases such as diabetes.*

On the other side I-11 explains that women especially those that have just given birth are advised to do physical activities to return their body shapes and BNS offers such services with well trained and experienced trainers.

*The spacious space at the stadium allows us to do what we want in secluded places without being judged by others. Since the stadium is a specialized area for sports it is quite ideal to do this there.*

## **4.5. BNS Challenges**

The participants were asked to explain some of the challenges they face when using BNS. The responses indicated that there are a number of challenges under the following sub themes (1) Poor communication (2) Poor sanitation (3) Unreliable water and electricity services

### **4.5.1. Poor communication**

Many participants bemoaned poor communication from BNS management. Basing on the interviews the management does not duly communicate what is happening at the facility especially big events that will likely affect other users. In addition, feedback is not given on the issues that are presented to it. These two mainly affect operations of permanent tenants. During an interview I-5 explained that there has been legitimate expectations that once issues are raised the stadium management will quickly act or revert with feedback unfortunately this has not been the case.

*It is unfortunate the stadium is governed by the ministry so when it comes to feedback they also wait for feedback from there sometimes it takes a long time while at other times there*

*is no feedback at all maybe because the people responsible are not ready with responses.*

It was observed during the interviews that there is no forum that BNS management interacts with the users to address issues or share information. A few users have made effort though to reach out to the management but again feedback hardly came. I-1 commented:

*We have raised our issues with stadium management and we were assured that there will be improvement. We have not had meetings with stadium management as users that is also a problem.*

The participants said if the stadium management communicated in good time they could have been storing their equipment safely to accommodate other users. I-5 stated that:

*When there is another event those that have their sport equipment should be informed beforehand. After an event the premises should be returned in their original status so that normal business can resume.*

#### 4.5.2. Poor sanitation

Sanitation was mentioned by almost all the participants. The toilets were mentioned that they are mostly in bad state. The surrounding is littered

and mostly bushy. I-3 said there is need to improve BNS sanitation by commenting:

*This is a big problem at BNS and most of the areas are not clean.*

*The rooms we use are not cleaned and we end up hiring people to clean them much as the areas are communal at it is the stadium that was supposed to clean them..... much as we pay a reasonable fee we deserve better services.*

Since the stadium covers a large area going around it especially during the rainy season makes one feel unsafe. The participants observed that it takes a long time before the long grass is removed and maintenance works are done.

*The main challenge is maintenance of the stadium. When there is damage or a fault the stadium takes a lot of time to fix it or sometimes they do not even fix it. With passage of time there will be a lot of areas that will require maintenance. Cleanliness is mostly compromised.*

All participants agreed that sanitation is not that good and the toilets are the worst with no running water in most of the times

#### 4.5.3. Unreliable water and electricity services

It was noted that water and electricity are scarce commodities at the stadium. For water, the taps are mostly dry a development that is contributing to poor hygiene. Asked on how the problem is handled I-9 explained that other sources are used as per this comment:

*We were told that water and electricity are privileges here so their scarcity does not surprise us but it has a serious effect on our daily lives in the stadium. Time and again we are told there is no token and the management is waiting for funding or some processes to be made so that they can purchase. This is the same situation with electricity*

The tenants observed that paying for the services at the stadium does not guaranteed availability of water and electricity as the generated revenue is deposited in government account.

*We also run short of basics such as water and electricity and BNS management has to contact the parent ministry and during such times we have to find alternatives ourselves, it is not easy.*



#### **4.6. Possible strategies to address BNS challenges**

After explaining the challenges, the participants were asked to suggest possible solutions to the challenges that they mentioned in effort to address the challenges at BNS and any other similar public sport facility. The themes produced sub themes during the interviews and the following sub-themes were derived from the participants' responses: (1) Revenue retention (2) Alternative sources of water and electricity (3) Improvement in Communication (4) Privatization

##### **4.6.1. Revenue retention**

Almost all the participants in the study suggested that the revenue that is generated at the stadium should be retained in a separate account and be used at the stadium. They believe that the funds can be used to purchase water and electricity units and also go towards maintaining the stadium surrounding. During an interview with I-5 this point was emphasized as follows:

*The Ministry of Youth and Sports should try to make the stadium a stand-alone institution where resources should be provided*

*and they just monitor. All the revenue goes to the government account and to access the funds it takes long.*

It was the view of I-1 that the stadium can only improve if it is autonomous as explained in this statement.

*The management must be fully empowered to make decisions unlike waiting for the parent Ministry to control some things like finances as is the case now Stadium Management must have a proper independent office structure. Let the government allow the facility run as a full-time business entity. This will mean taking away the bureaucracy that delays decision making. The stadium should do a lot of advertising and also open more business centres within so to attract more people so that the revenue can go up. The stadium has potential to do well considering its advantages that include modernity as well*

Some participants said the retention will help to reduce the bottlenecks that are there to access the funds quickly when need arises. According to I-10 some things can be handled at stadium level while major issues can be handled by headquarters as in this statement:

*The government is a large machinery with complicated systems empowering the stadium management more can improve service delivery.*

#### 4.6.2. Alternative Sources of Water and Electricity

In the face of frequent water shortages and electricity blackouts a lot of participants suggested that there is need to find alternative sources. For water, they said drilling boreholes can reduce expenditure and also ensure that there is no running water all the time. On electricity the said solar energy can substitute the current supplied power. Participant I-9 said:

*Water is life and a place like BNS that accommodates a lot of people should not go days without water as it is now. The borehole that is there now is not enough after all the water only goes to the football pitches. There is need to drill other wells that can supply water in all the toilets a development that can help to enhance hygiene.*

Participant I-2 also stated that other water sources should be explored and added at the stadium and do away with huge bills commenting that:

*The facility should have alternative sources of water without relying fully on Lilongwe Water Board of course there is one*

*bore hole but the water does not go in many areas including the toilets where water supply should not be interrupted to maintain hygiene.*

The participants observed that much as there is national load shedding a facility like BNS should not be in darkness for long especially in the evening as there is a group of people that can only exercise in the evening.

According to I-12 reliable power at the stadium can be a huge motivation to the users thereby increasing revenue generation as in this comment:

*A way should be found to install solar panels on the roof of the stadium that can generate uninterrupted power at the stadium. Since there is load shedding going on in the country BNS can be unique and many people will be attracted to use the facility especially in the evening.*

#### 4.6.3. Improved Communication

Many participants observed that BNS management fail to communicate to its clients' important information especially when hosting big paying events that will not allow other stadium users to access the facility.

Tenants collaborated that it is important for BNS management to engage them rather than give commands. I-5 explained:

*We feel at times that we are not side-lined on important matters as the stadium management communicates late that we will not access our business areas due to another paying event. This can be done in a better way by engaging us or communicate to us in good time so that we can also inform our clients on the changes.*

I-6 said there are no official meetings with BNS management where important issues can be raised and discussed. He narrated:

*There is need to have regular meetings with stadium management to improve the areas that need improvement. A deliberate policy should be put in place so that offices should not be sold during football matches so that property of permanent tenants can be secured but we raise such issues individually hence difficult to be heard.*

During an interview with I-9 it was concluded that good communication between different stakeholders at the stadium can help to improve a lot of things.

*There is need to improve communication among different stakeholders like event organizers, the ministry and BNS*

*management before making some decisions. At times we feel we don't have a voice it is like they say take it or leave it.*

#### 4.6.4. Privatization

Some participants believed that allowing the private sector to run the stadium as a full business entity can improve the service delivery of the stadium. The privation can be done partially like for a particular area like cleaning or marketing or the whole facility as a single unit. However, almost all were quick to point out that the move can lead to high charges if not well planned. I-8 explained:

*The government maybe should outsource the stadium as it is difficult to account what is happening at the stadium and I also feel it is under-utilized there a lot of things that can be done to increase revenue. If it cannot be outsourced, then there is need to increase funding and remuneration for the employees to motivate them.*

Asked on the effects of the privatization the participant said since the stadium was used with a loan from the Peoples Republic of China and it will be paid back there is need to run it as a business entity.

*It can be outsourced for a particular period to make money that we pay back the loan then at the end the government can take over again.*

Participant 1-1 said by privatizing BNS it will be easy to make decisions unlike current scenario where the parent ministry is involved.

*Let the government accept the facility run as a full-time business entity. This will mean taking away the bureaucracy that delays decision making. The stadium should do a lot of advertising and also Open more business centres within so to attract more people so that the revenue can go up. The stadium has potential to do well considering its advantages that include modernity as well*

## **Chapter 5. Discussion and Conclusion**

### **5.1. Discussion**

The last chapter critically discusses findings as presented in Chapter 4. It will discuss the findings considering previous literature that was reviewed and answer research questions while providing a picture and feedback on public sports facilities management in Malawi.

According to Janet et.al.(1998) facility management is a process of planning, administering, coordinating, and evaluating the day to day operations of a facility. At the heart of all these processes there is the user who is supposed to receive quality services. The feedback from the users of a facility is critical in an effort to improve service delivery. However, many past studies clearly show that maintaining sports facilities is expensive and complicated a situation that has contributed to poor management.

Sport facility managers are supposed to be personalities who combine a large amount of knowledge and skills. They are distinguished by the specific skills they need for proper management of sports facilities (Retar 2015). Good interpersonal skills are essential since the managers deals with a lot of people due to the diversity of their clients. According to Goslin (2019)



a sport facility manager is responsible for overall programming, operation, and maintenance of an asset. In doing so the sport facility manager interacts with diverse client groups. Each of these groups has different needs and interests but all will expect the sport facility managers to respond to their needs in a quick and efficient manner.

Different studies have collaborated that there are huge costs associated with developing new sports stadiums. Grieve and Sherry (2012) states that money spent subsidizing these sports facilities may come at the expense of other important and highly productive public services. It is therefore important to ensure that that the facilities are in a usable state at all times for the betterment of the citizenry. Much as this is the case costs of maintaining public sports facilities are quite high as focus is not on making profits. In addition, Grieve and Sherry (2012) explains that governments consider the development and subsidization of sport facilities as justified because the benefits they provide the community appear to outweigh any financial costs, even though the evidence indicates that there is no economic benefit derived from the development of major sport stadia and arenas. Consequently, the noneconomic benefits provided by these investments are quite huge to warrant this level of spending on sport facilities.

This study was aimed at exploring public perception on the management of public sports facilities like BNS. The sample was drawn purposefully as 10 users of the stadium were identified. During the interview the participants shared their observations, experiences and expectations on the usability of the sports facility.

According to the findings of the study men and women that use the stadium believe that BNS management efficiency, stadium security and friendliness of the facilities can be improved to serve the users better. On social and economic returns, the stadium offers affordable rates, it is near residential areas social and economic returns the stadium offers affordable rates, it is near residential areas hence accessible and offers a conducive environment for interaction. Furthermore, the study highlights the challenges that the stadium is facing such as lack of feedback from the stadium management, poor communication, lack of security on user's equipment, poor sanitation and unreliable water and electricity supply. Lastly the participants provided possible strategies to address the challenges at BNS that include revenue retention, use of alternative sources of water and electricity, improved communication from management and privatizing the stadium and run it as a full business entity.

### 5.1.1. User's perception on BNS management

This study explored the perception of men and women on the usability of BNS which is a public sports facility. According to the findings the management is trying hard to improve service delivery at its level but the fact that the Ministry of Youth and Sports has a final say on any major decision the stadium management has very limited powers. This is evident in the way finances are controlled that all collected revenue is deposited in Malawi Government account number one and all processes on funding are done at the ministry's headquarters. It is therefore difficult for the stadium management to make commitments hence inefficient at times.

On security at the stadium the study has revealed that personally men and women that use the stadium are safe and secure. There is no security incident registered among all the participants. However, there are serious security concerns on the equipment that is kept at the stadium by clients that rent rooms. Rented rooms are given to other people when the stadium is hosting a big event that is attracting a lot of people. This has led to damages and loss of property. According to Goslin (2019) effective sport facility management requires a thorough knowledge of all programs, user needs and interests of clients in order to give direction to a sport facility's philosophy,

During the study it was established that BNS is structurally friendly especially to those that have mobility challenges. There are special areas where wheel chairs can pass. The stadium is spacious a factor that creates a conducive environment for many games to be played as Kruszynska and Poczta (2020) study indicated that the range of sports and recreation facilities' offer should be very wide in order for all social groups of the examined environment to have access to sports and recreation facilities. The environment in which we live has a great influence on our level of physical activity and many factors including the accessibility of walking paths, cycling trails, and recreation facilities.

Much as this is the case at the largest sports facility in Malawi sanitation leaves a lot to be desired. It came out clearly that accessing running water is not easy. Most of the times the taps are dry leading to compromised sanitation. The study discovered that in the contract between the tenants and the stadium there is a clause that states that "water and electricity are privileges." This was deliberately done by the landlord to reduce conflicts with tenants on availability of utilities as there is no guarantee of their constant supply. Thariyan and Phillip (2021) study emphasized that good hand hygiene is the best tool against spreading germs when in sport or active recreation. Make sure that everyone who uses the

facility to participate washes their hands with soap and water and thoroughly dry them before and after each activity. Hand washing is the preferred option for good hand hygiene.

#### 5.1.2. Social and economic returns of BNS

Majority of BNS users explained that the construction of the facility has had a positive effect on their passion for sport, sporting experience and expenditure. To begin with, the distance to BNS is that short from their residents and can do sporting activities till late. Those that have offices also find the stadium conveniently located with a good road network that is quite ideal for their clients as well. According to a research by Grieve and Sherry (2011) that was aimed at investigating the community benefit derived from the development of a new sport facility, the Darebin International Sports Centre (DISC), Melbourne, Australia that examined community (user) perceptions to verify claims that the venue delivers a range of community benefits it is clear too in this study that users benefit a lot in terms of noneconomic benefits such as increased accessibility, exposure, participation and success.

During the interviews it came out clearly that due to easy accessibility the stadium has become a social hub where people of different professions,

economic status and abilities mingle. The study has further demonstrated that through the interaction users of the stadium share ideas on issues that have nothing to do with sports collaborating with Grieve and Sherry (2004) study that stated that sport facilities that have services and facilities designed to service not just elite sports can also provide a range of benefits to the broader community, and may result in the development of social capital by serving as a social meeting place facilitated by sport participation. At BNS being a multi-purpose facility many people use it for different purposes as shown by the study participants who use the stadium differently. Others use it for sports related activities like jogging, aerobics and ball games while others use it as office premises. As Argarwal and Arora (2020) study reported that taking part in the sports activities spreads happiness, stress free life style, brings fitness and prevent from tension, depression and many dreadful diseases. This study agrees that participation in sports inculcates all the sportsman qualities into the students such as all-round fitness, discipline, dedication, care, hard work, leadership, team spirit, confidence, self-dependent and self-esteem.

The economic impact of sports facilities has received the majority of attention from scholars in large part because project proponents have usually justified public expenditures on stadia and arenas on purely economic

grounds. The literature on the economic impacts of sports facilities appears biased, with consultants usually determining that teams and sports facilities have a sizable economic impact whilst scholarly studies almost unilaterally conclude that sports facilities do not provide a net economic return to the community as explained by Crompton (2004). This study has shown that affordability of the services at the stadium is a huge attraction to the users in economic terms. This study confirmed the assertions that sports remains a luxury and mainly for the middle and high income earners in Malawi especially those that patronize such facilities. All the respondents agreed that BNS rates are on a lower side compared to other facilities that offer similar services around Lilongwe city. The study established that at BNS the model that is used is not mainly to run the facility as a business entity but provision of services to the citizens hence minimal charges.

### 5.1.3. BNS challenges

All participants in this study acknowledged that BNS has many challenges that cripple its operations. The findings pointed out operational challenges at stadium management level to parent ministry policies that govern the running of the stadium. To start with, BNS management does not communicate in good time and formally to the existing clients' information

about events that will inconvenience all users. According to the finding the rooms that are rented as offices and also those that are used as service rooms for other games are given to other users. The act has led to damage of the equipment in the rooms at the same time hygiene has been compromised. The tendency has exposed office equipment to theft and also an inconvenience to the permanent tenants as they need to adjust their programs every time there are events that attract a lot of people. All users formally on events that affect does not give feedback to the users on the issues that they raise. On the other hand, the study revealed that BNS management does not give feedback to the users on issues that are raised. The challenge has escalated due to lack of a platform where the stadium management can be engaging with the users.

During the interview poor sanitation dominated on the challenges the users face at the stadium. According to Thariyan and Phillip (2021) some of the infectious diseases can be transmitted in the sports environment. So, in sports, proper hygiene is necessary to reduce the transmitting of these agents. Athletes are at increased risk for numerous infections. Infections and their effects can adversely affect the performance. The 800 toilets at the stadium are not well taken care of mainly because of erratic running water. All permanent clients that have a tenancy agreement acknowledged that there is



a clause that states that water and electricity are a privileges hence are not guaranteed their availability. The findings established that at times some events are hosted while there is no running water. However, Thariyan and Phillip (2021) study indicated that good sanitation is the best tool against spreading germs when participating in sport or active recreation. Make sure that everyone who uses the facility to participate washes their hands with soap and water and thoroughly dry them before and after each activity. Hand washing is the preferred option for good hand hygiene.

Lastly, unreliable source of power was mentioned as one of the challenges at BNS during the study. Being in the middle of the city majority of the users are working class that want to use the stadium in the evening. The country is currently facing long hours of load shedding and the stadium is also affected according to its nature and clients.

#### 5.1.4 Possible solutions to address BNS challenges

At the end of the interview the participants explained possible solutions to the challenges at the stadium to improve service delivery. The participants collectively faulted the revenue collection system and depositing the revenue into government account number one. They explained that accessing the funds is not easy hence need to put in a system that will see the stadium open a special account where all the generated funds can be

deposited. The funds can also be used to make minor maintenance at the stadium with ease. Goslin (2019) stated that one of the cancerous problems with sports facilities is lack of maintenance and sustenance, leaving public facilities uncared for. Other participants explained that a deliberate policy has to be put in place to ensure that the generated revenue does not all go to the central government coffers.

Improving communication can go a long way in addressing the challenges the users of the stadium face. Participants specifically mentioned that the stadium management should be communicating in advance activities that are likely to affected normal usage of the facility. Regular meetings with the tenants can help to iron out misunderstandings or clarify issues that may arise. On utilities the participants suggested that finding alternative sources of water and electricity are the long lasting solutions to the challenges. Boreholes should be sunk to ensure that there is constant water supply at the stadium especially the toilets to improve sanitation.

Many participants suggested that privatizing the stadium is another way of improving usability. The stadium can be run by the private sector partly or fully for a specified period. This is supported by Ehiosun (2009) that experience has shown that sports facilities are best maintained by private enterprise. However, some participants warned care should be taken to guide

against undue exploitation of the public, moderate hiring fees increase participation and provide resources for good maintenance and sustenance privatizing existing public sports facilities. The existing public sports facilities can be privatized or contracted to private companies for commercial purpose with the aim of regular maintenance, sustenance and possibly expansion. Records have shown that public properties are usually treated with levity and carelessly handled due to inadequate supervisions and administrative laxity. Private company are profit oriented, emphasizes on accountability, and observes thorough supervision, follows up and implement already established maintenance culture. Thus facilities in their care will enjoy adequate maintenance and sustenance.

## **5.2. Conclusion**

This qualitative study provided the opportunity to explore perceptions, social and economic returns, challenges and possible solutions in improving usability of public sports facilities, a case of BNS in Malawi. Sports facilities have been generalized but in most developing countries like Malawi the majority of sports facilities are state owned. This study fills the gap that is there regarding public facilities in an effort to increase their usability by men and women. The way public facilities are run it seems there is not much

customer care although a lot of resources are used to construct them. The fact that governments have a duty to provide social services to the citizenry has made these facility's service deliveries to be poor. Much as there are challenges men and women use the stadium in a similar fashion.

The study has revealed that the users have an idea on how public sports facilities are run especially the bottlenecks that are there in the system. The bureaucracy has affected decision making on the part of stadium management. Improved usability of BNS hinges on the changes that the stadium management and Ministry of Youth and Sports can make regarding operational issues.

The results of the study also confirmed that public sports facilities face a lot of challenges considering the similarities that the participants mentioned. On the other hand, it is a fact that that accessibility and affordability are advantages of public sports facilities like BNS. Lastly it is time to review the operational model of public sports facility either to run them as they are now or to privatize them and inject more business oriented philosophy in them to improve efficiency while minding usability.

### **5.3. Suggestions for Future Research**

Much as this study is on the perception of men and women on usability of public sports facilities the outcome is food for thought for decision makers on how to improve service delivery in such facilities.

The findings of this study can provide a good basis for further studies in different areas as follows:

- 1) The study participants were those that live near and use the stadium. It will be insightful to hear from those that do not use the stadium or live far from the stadium as their views might be more independent and helpful to maximize use of public sports facilities like BNS.
- 2) This study focused on the perceptions of the users a future study can focus on the facility managers of public sports facilities.
- 3) Another area that can be explored is to examine the economic benefits of these public sports facilities against the huge resources that are invested in them mostly in form of grants.

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## **Appendixes**

### **Appendix 1. In depth Interview questions**

Research Topic: Public Perception on Usability of Public Sports Facilities  
in Malawi: The Case of Bingu National Stadium

RQ1. What is the perception of men and women on Bingu National Stadium on use?

1Q1 What kind of activity to do you do at Bingu National Stadium?

IQ2 How do you perceive the management of the stadium as a user of the facility?

IQ3 How is the stadium security to the users?

IQ4 How friendly are the facilities of the stadium to men and women?

IQ5 How efficient is the stadium management in giving feedback on issues that are presented to them?

RQ2. What social and economic returns are for women and men that use the stadium?

IQ1 What are the benefits of using Bingu National Stadium compared to

similar but private facilities?

IQ2 How are women and men benefitting from the stadium?

RQ3. What are the strategies that can help to improve Public Sports facilities like Bingu National Stadium?

IQ1 What are some of the challenges encountered when using Bingu National Stadium facilities?

IQ2 What are the possible solutions to the challenges at Bingu National Stadium to improve its use?

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국문초록

# 말라위 공공체육시설 관리에 대한 이용자 인식: 말라위 빙구 국립 경기장을 중심으로

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스포츠 시설은 어느 나라에서나 스포츠 발전에 있어서 필수적인 요소이다. 이러한 스포츠 시설들은 민간, 정부와 서로 다른 이해관계자들에 의해 운영된다. 사용자 친화적인 스포츠 시설은 많은 소비자들이 이용하도록 유도하여 운영을 원활히 할 수 있다. 그중 공공체육시설은 그 수가 많고 국민의 세금으로 운영되고 있지만, 수준 이하의 서비스를 제공하여 소비자들에게 반발을 사고 있다.

본 연구는 10 명의 참가자를 대상으로 인터뷰를 진행하였다. 참가자들은 경기장의 서비스를 경험하는 과정에서 빙구 국립 경기장

경영진과 교류한 소비자를 대상으로 선정하였다. 인터뷰에 응한 참가자들은 체육관 운영자 3명, 사무실 직원 2명, 구기종목 스포츠 소비자(탁구, 배구, 축구) 3명, 일반 스포츠 소비자(조깅) 2명을 선정하였다.

연구 결과, 공공체육시설 관리에 대한 국민의 인식이 부정적으로 기울고 있는 것으로 나타났다. 빙구 국립 경기장이 사용자 친화적인 경기장이 되기 위해서는 많은 노력을 기울여야 할 것이다. 이를 위해서는 경기장 수준에서 정책이 수립되는 정부 부처까지 노력을 이어나가야 할 것이다.

본 연구는 경기장의 관리, 문제점과 해결책에 대한 경기장 소비자의 인식에 초점을 맞추어 진행되었다. 연구 결과 빙구 국립 경기장은 신체활동을 하기에 좋은 장소이고, 스포츠와 관련이 없는 다른 사업도 운영할 수 있다는 것을 밝혀냈다. 저렴한 요금과 넓은 공간은 소비자들에게 매력적인 장소로 이목을 집중시킬 수 있을 것이다.

소비자는 경제적, 비경제적으로 이익을 얻을 수 있다. 물과 전기 등의 문제로 경기장 운영 체대로 이뤄지지 않고 있고 이로 인해 소비자들의 불만이 나타나고 있다. 정부의 스포츠 시설 관리에 대한



무수한 도전에도 불구하고 아직 원활한 운영이 안되고 있는 것이 사실이다. 본 연구는 이러한 문제점을 극복하기 위해 경기장의 운영 모델을 변경하는 것을 포함한 그 밖의 가능한 해결책을 제시하였다.

차별적인 문화, 종교적 신념에 대한 저항, 역할에 대한 모델링과 멘토링, 스포츠 매체를 통한 홍보, 법 제정 등이 경기장 운영에 긍정적인 방향으로 나아갈 수 있는 전략이라 할 수 있다.

본 연구는 말라위의 공공 스포츠 시설의 사용을 개선하는 데 도움이 될 것으로 기대된다. 한편, 빙구 국립 경기장의 문제를 해결하여 시설을 보다 사용자 친화적으로 만들고 경기장의 목표를 달성하기 위해 결정권자를 변경하여야 할 것이다.

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**주요어 :**

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