



## Policy analysis of coaching and development of achievement sports in South Sumatra province Indonesia

*Análisis de políticas de entrenamiento y desarrollo de deportes de alto rendimiento en la provincia de Sumatra Meridional Indonesia*

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### Abstract

**Introduction:** South Sumatra Province has been designated as one of the national achievement sports centers, given its great potential in terms of infrastructure, human resources, and history of organizing national and international sports events. However, the reality of policy implementation in the field still faces a number of structural, systemic and cultural obstacles.

**Objective:** This research aims to analyze the policy of coaching and development of sports achievement in South Sumatra Province in the context of the implementation of the National Sports Grand Design (DBON).

**Methodology:** This research uses a mixed method approach with online and offline data collection through questionnaires, interviews, observations, and document studies. This method combines quantitative analysis to measure policy effectiveness using ISP and ESC indicators, and qualitative analysis to understand the context of policy implementation more deeply through data triangulation.

**Results:** The results showed that the pillars with the lowest scores were Initiation Foundation and Participation (26.3%), which reflects low community participation, and Financial Support (31.2%) due to the lack of budget allocation for sports. Other pillars such as Governance (39.7%), Performance/Talent ID (39.2%), and Excellence/Post-Career Support (38.7%) indicate weaknesses in institutional coordination, talent identification systems, and athlete career support.

**Conclusions:** The conclusion of this study is that the policy of fostering and developing sports achievement in South Sumatra Province shows a low score on the 9 pillars of sports achievement coaching, with the average pillar value being below 50%.

### Keywords

Policy on coaching; development of sports achievement; DBON; South Sumatra.

### Resumen

**Introducción:** La provincia de Sumatra Meridional ha sido designada como uno de los centros nacionales de logros deportivos, gracias a su gran potencial en infraestructura, recursos humanos y trayectoria en la organización de eventos deportivos nacionales e internacionales. Sin embargo, la implementación de políticas en este ámbito aún enfrenta diversos obstáculos estructurales, sistémicos y culturales.

**Objetivo:** Esta investigación busca analizar la política de entrenamiento y desarrollo del rendimiento deportivo en la provincia de Sumatra Meridional en el contexto de la implementación del Gran Diseño Deportivo Nacional (DBON).

**Metodología:** Esta investigación utiliza un enfoque mixto con recopilación de datos en línea y presencial mediante cuestionarios, entrevistas, observaciones y estudios documentales. Este método combina el análisis cuantitativo para medir la efectividad de las políticas mediante indicadores ISP y ESC, y el análisis cualitativo para comprender mejor el contexto de la implementación de las políticas mediante la triangulación de datos.

**Resultados:** Los resultados mostraron que los pilares con las puntuaciones más bajas fueron Fundamentos de Iniciación y Participación (26,3%), lo que refleja una baja participación comunitaria, y Apoyo Financiero (31,2%), debido a la falta de asignación presupuestaria para el deporte. Otros pilares, como Gobernanza (39,7%), Identificación de Rendimiento/Talento (39,2%) y Excelencia/Apoyo Post-Carrera (38,7%), indican debilidades en la coordinación institucional, los sistemas de identificación de talento y el apoyo a la carrera de los atletas.

**Conclusiones:** La conclusión de este estudio es que la política de fomento y desarrollo del rendimiento deportivo en la provincia de Sumatra Meridional muestra una puntuación baja en los 9 pilares del entrenamiento para el rendimiento deportivo, con un valor medio por pilar inferior al 50%.

### Palabras clave

Política de entrenamiento; desarrollo del rendimiento deportivo; DBON; Sumatra del Sur.

## Introduction

Sport is playing a growing role in shaping social policies at local, national, and global levels, reflecting the expanding influence of nonprofit and community organizations in tackling a wide range of societal challenges (Ferguson et al., 2023). The Magglingen Declaration implemented in 2003 officially recognized the benefits of sport as a means to promote social change with the establishment of the Sport for Development (SfD) field (Svensson & Cohen, 2020). According to the analysis of SfD practices in Australia one of the significant policy issues identified was the lack of an overarching policy and service delivery framework (Lucas & O'Connor, 2021a). SfD initiatives in Korea contribute to prioritizing social hierarchy relationships through institutionalizing activities so as to increase social capital for all involved (Na & Dallaire, 2015). One of the difficulties in studying sport lies in the way individual perspectives are influenced not only by personal experiences, but also by the constant stream of input from peers, coworkers, media figures, and fellow fans, all of whom contribute their own views and interpretations (Webb et al., 2023). Similar conditions occur in Indonesia, where the practice of SfD has not become a comprehensive policy, where the policy derivatives of the Sports Law have not been compiled down to the city / district level throughout Indonesia.

Indonesia's modern sports policy began with the enactment of Sports System Law No. 3 of 2005, which promotes a structured, long-term strategy starting from public physical activity, progressing through talent identification and institutional support, and aiming to develop elite athletes and boost national performance (Kemenpora, 2017, p. 6). As the SKN Law became outdated, the government and DPR introduced a revised policy through Sports Law No. 11 of 2022. Article 12, paragraph 2, states that the national sports policy is detailed in the DBON, established by Presidential Regulation (UU. No. 11, 2022). The current DBON is outlined in Presidential Regulation No. 86 of 2021.

DBON focuses on educational, recreational, and elite sports. Law No. 11 of 2022 redefines disability sports as activities adapted to participants' physical, mental, intellectual, or sensory conditions (Article 1, Section 15). It also defines the sports industry (Article 1, Section 17) as economic activities linked to sports that drive growth and social impact (UU. No. 11, 2022). The DBON measures success by medal wins and rankings at future Olympic and Paralympic events, driven by competition among national sports organizations to become priority sports. However, the widespread belief that sport is easily understood can hinder scholarly research in the field (Webb et al., 2023). A key issue is the mismatch between national and provincial sports priorities, as each province sets its own for multi-event competitions. Research using regression models and international medal indices found that success in major sports events does not significantly boost national pride (Storm & Jakobsen, 2020). Thus, the DBON study, as the main document of national performance sports policy, needs more revitalization of indicators to produce a broader impact.

Using a management perspective derived from economics, South Korea is one of the countries with empirical evidence of different strategic prepositions regarding sports target portfolio investment (Weber et al., 2018). Officials should be cautious when citing intangible benefits like national pride to justify hosting major sports events or investing in elite international competition, especially when public funds are involved (Storm & Jakobsen, 2020). Sport's social impact allows major events to drive paradigm shifts. South Korea exemplifies this by moving from "sport development" to "development through sport," using international events, infrastructure, policy support, and government commitment to lead the change (Ha et al., 2015).

Sports development is one of the important aspects of the national development process, which in the conception of public policy is included in the socio-cultural area (Ma'mun, 2018a). In the development of the times, sports are not only for achieving achievements and maintaining health and physical fitness, but also for economic interests (Kemenpora, 2017). The DBON Presidential Regulation presents an opportunity for establishing Sports Centers across Indonesia, with South Sumatra as one of the selected provinces. The region embodies the "sport for development" approach through Jakabaring Sport City (JSC) in Palembang a 355-hectare complex developed since 2001 and used for major events like the 2004 PON, 2011 SEA Games, and 2018 Asian Games (IVT, 2023). Recent studies on the effects of hosting

major sporting events suggest that commonly promoted claims about economic gains are often overstated or do not accurately reflect the actual outcomes (Storm & Jakobsen, 2020). In Indonesia, hosting international events brings only short-term benefits, boosting the sports industry mainly during the event and for popular sports, while leaving ongoing costs for facility maintenance.

In the global sports media era, international events like the 2000 Olympics in Australia have significant geopolitical and economic effects, prompting changes in sports administration and governance (Horton, 2015). Research into the legacy of elite sports, particularly in the context of the Summer Olympics hosted by China (Beijing 2008) and Australia (Sydney 2000), Analysis of official reports, academic studies, and interviews with Chinese stakeholders reveals a consistent four-stage cycle in elite sport legacies: inception, growth, maintenance, and decline (Chen et al., 2018). High maintenance costs drive the decline phase, highlighting the need for effective post-event facility management an issue also seen with the JSC area. Before 2004, Jakabaring was an isolated, crime-prone area with limited access. Over the past decade, it transformed into a "sports city," hosting the 2011 SEA Games and 2018 Asian Games (KOMPAS, 2018). Initially managed by the South Sumatra Regional Asset Management Agency (BPKAD), the JSC area later saw management shift to an independent regional enterprise to improve effectiveness and ensure professional oversight (PT. JSC, 2023).

South Sumatra is a key host for national and international events, including the 2023 FIFA U-20 World Cup. Brazil's experience at the 2016 Rio Olympics highlights that despite ample funding, strategic planning and integration in high-performance sports remain insufficient (Mazzei et al., 2015). Decentralization has progressed, but government transformation remains incomplete. Strengthening democracy, government reform, and decentralization requires a focus on boosting regional capacity (Ma'mun, 2018b). South Sumatra's focus on infrastructure development is timely, but policy reform is needed for broader change. Quality facilities from national and international events should drive improved national sports performance.

To optimize JSC, a penta-helix approach used by advanced democracies in Smart City management is recommended. This model, applied in European cities via Horizon 2020, moves beyond technocratic methods by fostering multistakeholder collaboration through Public-Private Partnerships and social innovation (Calzada, 2020). An overview of the penta-helix concept can be seen through figure 1:

Figure 1. Penta-Helix Smart City in a democratic country (Calzada, 2020)

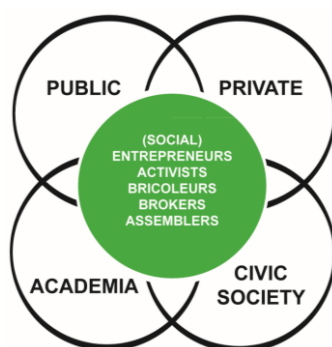


Figure 1 shows the penta-helix model in democratic countries, involving government, private sector, academia, civil society, and social actors. This research focuses on using these relationships to create quadruple-helix collaborations that guide organizations, foster partnerships, share global practices, and tackle social challenges (Calzada, 2020). Through the penta-helix concept, it is expected that there will be a synergy function between elements to maximize the function of JSC.

After PON South Sumatra, the province's rankings dropped to 14th in 2008 (East Kalimantan), 13th in 2012 (Riau), 21st in 2016 (West Java), and 17th in 2021 (Papua). Below is South Sumatra's medal tally from these events:

Table 1. List of rankings and medals of South Sumatra Province at the National Sports Games (PON) 1948-2021

No	Year	Host	Rank	Gold	Silver	Bronze	Total
20	2021	Papua	17	8	4	17	29
19	2016	West Java	21	6	11	14	31



18	2012	Riau	13	10	14	29	53
17	2008	East Kalimantan Timur	14	12	11	17	40
16	2004	South Sumatra	5	30	41	40	111
15	2000	East Java	14	8	13	15	36
14	1996	DKI Jakarta	19	5	7	10	22
13	1993	DKI Jakarta	18	4	6	7	17
12	1989	DKI Jakarta	19	4	9	11	24
11	1985	DKI Jakarta	9	12	11	10	33
10	1981	DKI Jakarta	13	7	8	8	23
9	1977	DKI Jakarta	16	1	2	1	5
8	1973	DKI Jakarta	19	0	4	3	7
7	1969	Jawa Timur	11	1	1	3	5
6	1965	DKI Jakarta		CANCELLED: G30SPKI EVENTS			
5	1961	West Java	17	0	0	2	2
4	1957	South Sulawesi	10	0	1	2	3
3	1953	North Sumatera	8	2	0	2	4
2	1951	DKI Jakarta	8	1	1	2	4
1	1948	Central Java		PROVINCE NOT YET ESTABLISHED			
Highest Ranking:		South Sumatera/2004	5	30	41	40	111
Lowest Ranking:		West Java/2016	21	6	11	14	31

Notes: Data Processed from Various Sources

Table 1 shows that in 18 PON appearances, South Sumatra ranked 5th once (5.6%), with other rankings ranging from 8th to 21st. The best was 5th place in 2004 (PON XVI), and the lowest was 21st in 2016 (PON XIX). This highlights ongoing challenges in South Sumatra's sports development since 1950.

Only 0.78% of Indonesians pursue sports as a career or for achievement, indicating a need for better regeneration, especially in sports that bring national prestige (BPS, 2022). In 2022, the Student Fitness Test Nusantara found that 60.68% of South Sumatra students had sufficient fitness, with 6.65% rated very good. In 2021, 44.83% of school-age children in the province regularly exercised (BPS, 2022). This contradiction highlights the need to view sport as a public good to achieve a greater, lasting impact.

The notion of sport as a public interest activity and the structure of state involvement remain the same in principle, but with significant differences in terms of objectives (Begović et al., 2021). There is growing public demand for NGOs, government bodies, national and international sports federations, and private sector organizations to incorporate sport into their development strategies and programs (Ha et al., 2015). To fully realize their potential and move beyond isolated projects, sports organizations must adopt a unified, sector-wide approach that fosters collaboration within a coordinated framework at both national and international levels (Ferguson et al., 2023). In Indonesia, the national sports federation, called the Parent Organization of Sports Branches (IOCO), oversees the development and coordination of specific sports and their affiliated international bodies, as defined in Article 1, Section 25 of the Sports Law (UU. No. 11, 2022). IOCO's development has been ad hoc, lacking a clear government strategy to engage communities systematically through associations, educational units, and structured programs like sports schools and competitions, which remain underdeveloped and poorly organized, especially at the regional level (Kemenpora, 2017).

Article 28(2) states that sports achievement development is managed by Parent Organizations of Sports Branches at district, provincial, and national levels (UU. No. 11, 2022). At the national level, IOCO is called the Executive Board (PB/PP); provincially, the Provincial Management (Pengprov/Pengda); at city/district levels, Branch Management (Pencab/Pengkot/Pengkab); and at the lowest level, clubs, named per their own regulations. Article 36(3) states these organizations operate independently and are professionally managed by qualified sports administrators (UU. No. 11, 2022). A study of 284 German non-profit sports clubs found that service quality and trust, followed by innovation, are key to recruiting and retaining members (Koenigstorfer & Wemmer, 2022). IOCO's independence must be backed by skilled leaders who ensure quality services, trust, and innovation in each sport.

Success in senior elite sport is the result of a linear career in one sport carried out over many years (Güllich & Emrich, 2012). Renewing sport's broader meaning and universal values begins with revitalizing the current sports development concept (Ma'mun, 2018b). A key model for sports reform is SPLISS, which outlines nine policy factors: financial support, governance, sport organization, participation, performance, training facilities, coaching, competition, and research. However, sustainable elite sports development lacks a broader, macro-level understanding (Dohlsten et al., 2021). Recently, the field of com-



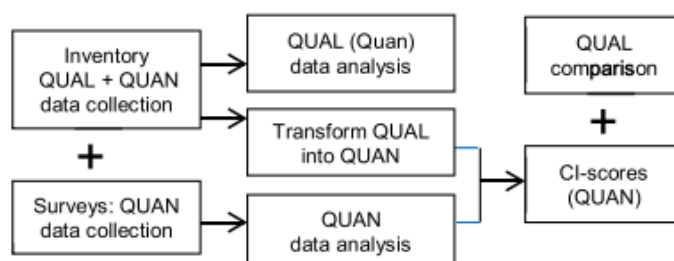
parative sports policy has been heavily influenced by the 'SPLISS' framework, which has provided valuable insights into the statistical connections between key independent variables and indicators of success in elite sports policies (Henry et al., 2020). A Sport Governance Observer study of 47 US Olympic NGBs highlights the need for collaboration among researchers, practitioners, and policymakers to shape effective sport policy (Pielke et al., 2020). To avoid narrow policies, the reference model's pillars guide the evaluation of South Sumatra's current policy development programs.

Sports experiences are shaped by historical and social factors, making it crucial to study their impacts and responses to better understand global Sport for Development (SfD) participants (Dixon et al., 2020). Sport is embedded in society in many ways (Clarke & Norman, 2021). In the practice of SfD policy implementation, research and evaluation are needed to guide SfD policy development (Lucas & O'Connor, 2021b). Public understanding of sports will shift not only at the level of athletes, competing, medals and rankings, but also in contact with the development of the quality of life of the community (Public) (Ma'mun, 2018b). The concept of Sport for Development (SfD) offers valuable insights for public policy. South Sumatra should leverage its Sports Center not just for sports itself, but for community benefit. Given the province's history, a fresh, structured approach to sports policy is needed to drive sustainable change. This motivated the author's study, titled Sports Policy Analysis in South Sumatra Province.

## Method

In addressing practice-based issues, it is helpful to use an integrated Mixed Method strategy to address or answer issues that may arise (Costley & Fulton, 2019). This research applies Mixed Method (Creswell, 2012). Mixed Method is a third methodological paradigm where both qualitative and quantitative approaches can be used in the same study (Costley & Fulton, 2019). This research was conducted in a Hybrid manner, which was carried out online and offline. In the process of filling out the questionnaire, it was carried out offline at each residence and the interview process was carried out offline and online. This research uses the SPLISS Model framework. The following is the research flow and data processing of the SPLISS Model framework. The following is a visual diagram of the SPLISS 2.0 multilevel research flow:

Figure 3. Multilevel Spliss 2.0 visual diagram (De Bosscher, 2018)



The conditions that need to be considered are that the SPLISS model offers a comprehensive framework for elite sport development, significant challenges, related to the limited number of elite athletes and coaches in the province of South Sumatra, require an inclusive approach to produce precision in responding to local needs. The population in this study was a list of 73 IOCOs responsible for fostering and developing sports in South Sumatra. Researchers must make a number of decisions regarding sampling before starting Mixed Methods (Fraenkel et al., 2012). If the total number of participants in an organization is too large to be managed by the researcher and therefore sampling is necessary, this can be done using a purposive sampling strategy (Costley & Fulton, 2019). Inclusion criteria include researchers and sports academics involved in coaching and development; government policymakers and partners; athletes who have competed nationally or internationally from South Sumatra; coaches training talented local athletes; IOCO administrators coordinating elite sports; and sports experts related to the 9 Pillars study.

The research instrument uses the 9 Pillars of Sports Policy Leading to International Sporting Success 2.0 Model (sports policy factors that influence international success) (SPLISS 2.0). SPLISS 2.0 has Face and Content Validity (de Bosscher et al., 2010). In connection with the process of adjusting terms in the



adoption of research instruments, a validity and reliability test process was carried out. There are 2 types of questionnaires called Inventory Sport Policy and Elite Sport Climate. Closed-Ended Questions were added to ensure a level of comparison between countries for various sub-criteria (Bosscher et al., 2015).

The instruments used in qualitative research are interviews, observations and secondary data studies as methods to produce triangulation. Triangulation provides important contributions to studying issues surrounding the topic of social justice, accessibility and barriers to using welfare or social support institutions, and the like (Genot, 2018, p. 777). Quantitative data analysis techniques are carried out to measure the level of effectiveness of sports development policies based on indicators from the Inventory Sport Policy (ISP) and Elite Sport Climate (ESC). Meanwhile, qualitative analysis is carried out to deepen understanding of the conditions of policy implementation and social context that cannot be revealed by quantitative data.

## Results

The results of this study will be described based on 9 pillars in the form of quantitative results from tables and qualitative results in the form of explanatory descriptions.

Table 2. Percentage of Pillar 1: Financial Support

Description	(%)
Inventory Sport Policy (%)	31,3%
Pillar(%)	31,3%

The first pillar focuses on financial support that is the foundation for elite sports and sports programs. Based on table 2, the findings of the Sport Policy Inventory data show that financial support is still at a relatively low level, with a score of 31.3%. The policy model needed requires a focus on developing a more sustainable and targeted funding model. To achieve elite sports success, a transparent and needs-based funding system is needed for each sport based on verification of fund allocations according to established priorities.

Table 3. Percentage of Pillar 2: Governance, Organization and Structure of Sport Policies

Description	(%)
Inventory Sport Policy (%)	29,1%
Athlete	51,4%
Coach	48,4%
PD	50,9%
%	50,3%
Pillar (%)	39,7%

The second pillar focuses on governance, organization and structure of sports policy. Based on Table 3. above, the overall data findings are at 39.7%. The percentage based on the Sport Policy Inventory is 29.1%, while the percentage of Athlete is 51.4%, Coach 48.4% and Performance Director (PD) 50.9%. These figures reflect a significant gap in the governance and organization of sports policy in Indonesia. The findings show that there are efforts to improve the policy structure; there is a need to improve the collaborative function of various parties, including the government/Provincial Government, KONI Province, IOCO Province, Community Institutions and educational institutions. The solution strategy that can be proposed is the development of training programs and workshops to improve managerial and leadership capacity among stakeholders. By improving understanding and skills in sports governance, it is hoped that a more integrated and effective system can be created in supporting the development of elite sports.

Table 4. Percentage of Pillar 3: Initiation Foundation and Participation

Description	(%)
Inventory Sport Policy (%)	26,3%
Pillar (%)	26,3%

Based on Table 4. above, the overall data findings are at 26.3% based on the Sport Policy Inventory. This figure reflects a significant gap in efforts to build a strong foundation for sports participation at the

grassroots level. Limitations in accessibility and support for sports initiatives among the community are major challenges that must be addressed. To address this issue, solution strategies that can be implemented include developing programs that encourage active participation among children and adolescents, as well as increasing cooperation between the government, sports organizations, and educational institutions. Improving sports facilities in the community and providing training for coaches at the grassroots level are also very important to create an environment that supports widespread sports participation. With these steps, it is hoped that a more inclusive and sustainable sports ecosystem can be created in South Sumatra.

Table 5. Pillar 4: Performance/TID

Table 3. Pillar 1: Performance/ PD		
Description		(%)
Inventory Sport Policy (%)		28,3%
Elite Sport Climate (%)	Athlete	48,1%
	Coach	51,1%
	PD	51,2%
	%	50,2%
Pillar (%)		39,2%

Based on Table 5. above, the overall data findings are at 39.2%. The percentage based on the Inventory Sport Policy is 28.3%, the percentage from Elite Sport Climate is 50.2% with the percentage from Athlete 48.1%, Coach 51.1% and PD 51.2%. These results reflect the challenges in implementing effective TID policies in South Sumatra, where systematic support and adequate facilities are still lacking. Gaps in sports policy governance can be addressed through the development of more structured training programs for coaches and increasing access to facilities for talented athletes. Collaboration between the government, sports federations, and educational institutions is essential to create a clear path for athlete development. Increasing awareness and support from stakeholders will also strengthen the TID system, thereby improving athlete achievements at the international level.

Table 6. Percentage of Excellence/ Post-career and Athletic Career Support

Deskripsi		(%)
Inventory Sport Policy (%)		27,9%
Elite Sport Climate (%)	Athlete	46,8%
	Coach	50,0%
	PD	52,0%
	%	49,6%
Pillar (%)		38,7%

Based on Table 6 above, the overall data findings are at 38.7%. The percentage based on the Sport Policy Inventory is 27.9%, the percentage from Elite Sport Climate is 49.6% with the percentage from Athlete 46.8%, Coach 50.0% and PD 52.0%. These results indicate that support for Athletes in career transitions and life after sport is still less than optimal. Gaps in sports policy governance can be addressed by developing more comprehensive support programs for Athletes, including skills training and career counseling. Collaboration between governments, sports federations and higher education institutions is essential to provide a clear path for Athletes in preparing for their future. Increasing awareness of the importance of post-career support among stakeholders will strengthen the existing system, so that Athletes can transition better to life after competition.

Table 7. Percentage of Pillar 6: Training Facilities

Description		(%)
Inventory Sport Policy (%)		26,8%
Elite Sport Climate (%)	Athlete	51,7%
	Coach	48,4%
	PD	51,3%
	%	50,5%
Pillar (%)		38,6%

Based on Table 7 above, the overall data findings are at 38.6%. The percentage based on the Inventory Sport Policy is 26.8%, the percentage of Elite Sport Climate is 50.5 with the presentation of Athlete 51.7%, Coach 48.4% and PD 51.3%. This finding shows that the recognition of the importance of training facilities is not balanced with adequate quality and accessibility. The gap in sports policy governance

can be addressed by increasing investment in the construction and maintenance of quality training facilities. Collaboration between the government, sports federations, and the private sector is essential to create infrastructure that supports Athlete development. Increasing access and distribution of training facilities in various regions will ensure that all Athletes, especially talented ones, have an equal opportunity to train and develop optimally.

Table 8. Percentage of Pillar 7: Coaching Provision &amp; Coach Development

Table 8. Percentage of Pillar 7: Coaching Provision for Coach Development		
Description		(%)
Inventory Sport Policy (%)		23,8%
Elite Sport Climate (%)	Athlete	50,0%
	Coach	48,4%
	PD	49,9%
	%	49,5%
Pillar (%)		36,6%

Based on Table 8 above, the overall data findings are at 36.6%. The percentage based on the Sport Policy Inventory is 23.8%, while the percentage of Elite Sport Climate is 49.5% with the percentage of Athlete 50.0%, Coach 48.4% and PD 49.9%. This finding shows that coach development has not received enough attention, which has an impact on the quality of Athlete coaching. Gaps in sports policy governance can be addressed by improving training and development programs for coaches. Investment in coach education and certification will improve their competence in coaching Athletes. Collaboration between governments, sports federations, and higher education institutions is essential to create a relevant and internationally standardized curriculum. Increasing access to coach development programs across regions will ensure that all coaches, especially in remote areas, have the opportunity to improve their skills and knowledge.

Table 9. Percentage of Pillar 8: (Inter)National Competition

Table 3: Percentage of Pillar 3: (Inter)national Competition		
Description		(%)
Inventory Sport Policy (%)		29,0%
Elite Sport Climate (%)	Athlete	52,7%
	Coach	47,3%
	PD	48,3%
	%	49,4%
Pillar (%)		39,2%

Based on Table 9 above, the overall data findings are at 39.2%. The percentage based on the Inventory Sport Policy is 29.0%, while the percentage of Elite Sport Climate is 49.4% with a percentage of Athlete 52.7%, Coach 47.3% and PD 48.3%. This finding shows that access and participation in international competitions are still less than optimal, which has an impact on Athlete development. Gaps in sports policy governance can be addressed by increasing support for participation in international competitions. Developing programs that facilitate Athlete departures to global competitions will improve their experience and skills. Cooperation between the government, sports federations, and private sponsors is essential to provide the funds and resources needed. Increasing the promotion and organization of quality local competitions will also provide opportunities for Athletes to compete and excel at the international level.

Table 10. Percentage of Pillar 9: Scientific Research &amp; Innovation

Table 10: Percentage of Final Academic Research & Innovation		
Description		(%)
Inventory Sport Policy (%)		28,0%
Elite Sport Climate (%)	Athlete	
	Coach	52,6%
	PD	51,8%
	%	52,2%
Pillar (%)		40,1%

Based on Table 10 above, the overall data findings are at 40.1%. The percentage based on the Sport Policy Inventory is 28.0%, while the percentage of Elite Sport Climate is 52.2% with Coach 52.6% and PD 51.8%. This finding shows that the integration of scientific research and innovation in sports is still



lacking, which has an impact on the development of training methods and improving Athlete performance. The gap in sports policy governance can be addressed by increasing collaboration between research institutions, universities, and sports federations. The development of research programs that focus on the specific needs of sports in Indonesia will produce relevant innovations. Providing funds for research and development of sports technology will also support improving Athlete performance. Training for coaches and athletes on the application of research results in daily practice will strengthen the relationship between science and sports practice.

## Discussion

Based on the research results from quantitative and qualitative data, it was found that the condition of sports achievement policy in South Sumatra is at a suboptimal level, with an average value of 9 pillars still below 50%. Overall, the nine pillars of sports policy in Indonesia, especially in South Sumatra, show various interrelated structural challenges. The first pillar shows that financial support for the sports sector is still low, which has an impact on limited athlete development, facilities, and training. Gaps in sports policy governance and organization, as reflected in the second pillar, lead to a lack of direction and coordination between institutions. Meanwhile, in the third pillar, sports participation at the grass-roots level is not optimal due to minimal access and facilities, which also weakens the formation of a strong sports foundation. Challenges in implementing the talent identification and development (TID) policy in the fourth pillar also show a weak scouting system and limited trained coaches. The fifth pillar highlights the lack of support for post-retirement career transitions for athletes, which leads to social and economic problems. In the sixth pillar, although the importance of training facilities is recognized, their quality and access are still inadequate and uneven. Coach development that has not received serious attention also worsens the quality of coaching, as explained in the seventh pillar. Furthermore, access to international competitions in the eighth pillar is still very limited, hindering the improvement of athletes' experience and achievements. Finally, the lack of integration of research and innovation in sports in the ninth pillar causes training methods to not develop in accordance with scientific advances, thus limiting the improvement of performance and effective injury prevention. Based on the results of the 9 pillars that are not yet optimal have an impact on sports achievements in the Province of South Sumatra, Indonesia. Meanwhile, In Japan, a strong focus on discipline and high performance shapes sporting culture. However, research highlights the need for a balanced leadership approach that goes beyond performance to support overall athlete development (Nakayama & Izawa, 2025).

Achievement sports have a strategic role in increasing the dignity and honor of the nation in the international arena. Achievement sports are designed to foster and improve the abilities of athletes through a structured, organized, continuous, and tiered development process, supported by competition and strengthened by advances in sports science and technology (Mulyana et al., 2022). Sports achievements are not only a symbol of national pride, but also a tool of diplomacy and a driving force for the spirit of nationalism. In the context of regional development, sports also have a major contribution to improving the quality of human resources, empowering the younger generation, and creating jobs and creative economic sectors based on sports. Optimal sports achievements can be achieved through appropriate and targeted coaching programs (Reza Adzalika et al., 2019). Therefore, the policy of coaching and developing high-performance sports is one of the important aspects that must be designed and implemented in a planned, sustainable, and accurate data-based manner. South Sumatra Province is one of the regions that has great potential in the field of high-performance sports. As a province that once hosted the 2004 National Sports Week (PON) and the 2018 Asian Games (Palembang as co-host with Jakarta), South Sumatra is widely known to have adequate sports infrastructure and strong institutional support, such as the existence of Jakabaring Sport City (JSC) which is a center for national and international training and competitions. In addition, support from educational institutions such as Sriwijaya University and Sriwijaya State Sports School also encourages the formation of a relatively complete athlete coaching ecosystem at the regional level.

In recent years, the South Sumatra Provincial Government has shown a high commitment to fostering high-achieving sports. This can be seen from the adjustment of regional policies to national policies, especially through the implementation of the DBON regulated in Presidential Regulation Number 86 of



2021. DBON directs comprehensive sports development from upstream to downstream, starting from the search for and development of early age talent, increasing the capacity of coaches and support staff, to the utilization of sports science and technology. South Sumatra has been designated as one of 10 national high-achieving sports development centers, which is both an acknowledgement and a challenge in maintaining consistency and quality of development. However, amidst the various potentials and progress, the development and development of high-achieving sports in South Sumatra also faces various challenges. Some of these include budget limitations that still depend on the APBD, the unequal distribution of sports facilities across districts/cities, the low number of certified coaches, and the lack of full integration of development programs from the school level to the national level of achievement. The development and development of high-achieving sports is carried out and directed to achieve sports achievements at the regional, national, and international levels (Kurniawan et al., 2021). In addition, there is still a gap between the superior regional sports branches and the priority branches of DBON, which can influence the direction of development policies at the regional level. However, behind these achievements, the development of high-achieving sports in South Sumatra still faces various structural, systemic, and cultural challenges. Structural challenges can be seen from the less than optimal coordination between sports development institutions, as well as the lack of comprehensive integration between central policies DBON and regional policy initiatives. Meanwhile, from a systemic perspective, there are obstacles in terms of the continuity of development programs, uneven budget distribution, limited certified professional coaches, and minimal synergy between formal educational institutions and sports clubs. On the other hand, cultural challenges arise in the form of low public awareness of the importance of high-achieving sports as a promising career choice, as well as the lack of development of a sustainable community-based sports industry ecosystem.

This condition shows a gap between regional potential and the effectiveness of the policies implemented. As a province that is geographically strategic and has abundant human resources, South Sumatra should be able to become a driving force for developing high-achieving sports in the Sumatra region, even nationally. However, without a structured, data-based policy formulation that is tailored to the local context, these advantages will not be utilized optimally. Furthermore, this phenomenon indicates the need for in-depth policy research, which is not only evaluative of existing policies, but also projective and constructive, in order to formulate policy directions that are more responsive to the challenges of the times. In an academic context, this research has a high urgency as an effort to build a multidisciplinary analytical framework combining public policy approaches, sports management, sports sociology, and sports science to produce policy recommendations that are able to empirically answer field needs. To achieve athlete performance indicators, intensive and routine training is needed over a relatively long period of time (Wijayanti et al., 2024). The implication of this study is that a comprehensive policy analysis is needed to understand the extent of the effectiveness of the sports achievement development policy that has been implemented in South Sumatra Province. This analysis aims to assess the strengths, weaknesses, opportunities, and challenges faced, as well as provide policy recommendations that can be the basis for formulating future strategies. Through a systematic, data-based approach, and considering local potential, it is hoped that sports achievement development in South Sumatra can become a successful and sustainable model, and be able to produce high-achieving athletes who bring honor to the nation. Stronger coordination between central and regional governments is essential for synergistic DBON implementation, preventing overlaps and regional disparities.

## Conclusions

It can be seen from the results of this study that the condition of sports achievement policy in South Sumatra shows that the nine main pillars in sports development still face various structural weaknesses and implementation challenges. The Financial Support pillar scored low (31.2%) due to the instability of fund allocation and lack of transparency, which hinders the sustainability of athlete programs. The Governance and Policy Structure pillar (39.7%) experienced coordination problems between institutions, requiring increased synergy and a more responsive governance system. The Initiation and Participation pillar (26.3%) faced low community involvement in sports, especially young people, and needed an inclusive program that was easily accessible. The Performance/TID pillar (39.2%) was not optimal



in identifying and developing athlete talent early, and required integration of data and training technology. The Athlete Post-Career Support pillar (38.7%) was still minimal, causing difficulties in career transition for athletes after retirement. The Training Facilities pillar showed uneven access, requiring inclusive and collaborative management policies. The Coach Development pillar (36.6%) was constrained by the lack of sustainable training programs and collaboration with educational institutions. The National/International Competition Pillar (39.2%) faces planning issues and a low number of structured events. Finally, the Research and Innovation Pillar (40.1%) experiences obstacles in collaboration and utilization of research results to support sports development. Overall, the condition of achievement sports policy in South Sumatra is at a suboptimal level, with the average pillar score still below 50%. Comprehensive solutions involving funding transparency, cross-sector collaboration, infrastructure improvement, and integration of science and technology are needed to drive the progress of a sustainable and inclusive achievement sports system.

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