

STAGNATION OF ACHIEVEMENTS OF INDONESIAN ATHLETES AT THE INTERNATIONAL LEVEL

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Submitted: April 2025, *Revised:* April 2025, *Accepted:* April 2025

Abstrak. This policy paper explores the stagnation of Indonesian athletes' achievements at the international level and proposes strategies for improving the development of young athletes, particularly in regions outside Java. It highlights key challenges such as insufficient commitment from regional leaders, inequality in sports infrastructure, a lack of quality coaches, and limited competition. Through an examination of national policies, including the Law on Sports (UU No. 11/2022), Presidential Regulation No. 86/2021 on the Grand Design of National Sports (DBON), and Ministerial Regulations (Permenpora), this paper advocates for a more equitable distribution of facilities, long-term investment in sports infrastructure, and structured athlete development programs. Emphasizing the importance of both the Long-Term Athlete Development (LTAD) model and the Deliberate Practice theory, it suggests that the combination of these frameworks can enhance athlete performance and ensure sustainable growth in the national sports ecosystem. The paper also outlines the need for clear regulatory frameworks and improved coordination between central and local governments to foster young athletes and achieve greater international sports success.

Keywords: development of young athletes; sports policy; Training System

INTRODUCTION

According to data from the 2024 Sports Development Index (IPO), there has been an increase in various aspects, such as physical literacy, sports participation, physical fitness, and the availability of more adequate open space to support athlete development. This increase is supported by the collaboration of various parties, including the government, sports branches, sports personnel, and the community, in creating a growing sports culture and encouraging the improvement of national sports achievements.

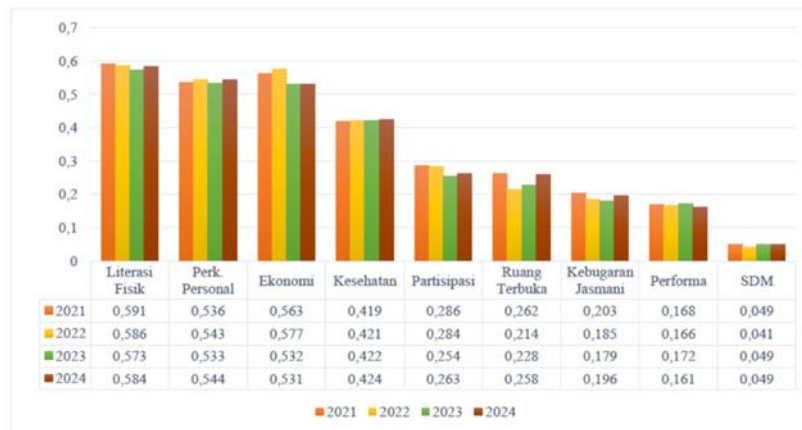


Figure 1. IPO Achievements 2021-2024

Based on IPO 2024 data, the community's physical fitness index will increase from 0.179 in 2023 to 0.196 in 2024. This figure reflects the increasing participation of the public in sport, supported by various initiatives that encourage an active and healthy lifestyle. This trend is also influenced by the sports performance index which is measured from the achievement of athletes, this shows the effectiveness of sports coaching and development programs in Indonesia.

In line with that, the participation of Indonesian athletes in national and international sports events, such as the SEA Games, Asian Games, Olympics and other world championships in various sports, is increasing. All of this is part of a long-term strategy to build a more competitive sports ecosystem, not only at the regional level, but also globally (Rohmat Hidayat, Budiwidodo, et al., 2025).

The Indonesia Raya song that reverberates when athletes win gold is not only the national anthem, but also a symbol of glory on the world stage. This achievement was born from a long process, starting from talent search, intensive training, to competition at the international level. Indonesia's success in the world sports scene is reflected in its achievements at the Olympics. Since its debut in Helsinki in 1952, Indonesia has continued to show its existence as an Asian sports power. A historic moment occurred in Barcelona 1992 when Alan Budikusuma and Susi Susanti won the first gold, marking the dominance of Indonesian badminton at the Olympics. This trend continued at Tokyo 2020 with the women's doubles gold of Greysia Polii/Apriyani Rahayu, proving the success of athlete regeneration.

More than just medals, sports achievements reflect the progress of the nation,

strengthen unity and inspire the younger generation. Therefore, sustainable coaching must be a priority with full support from the government, the private sector, and the community.

Table 1. Olympic Achievement Trends

Country	Olimpiade	Gold	Silver	Bronze	Total	Rank
Indonesia	2024	2	0	1	3	39
	2020	1	1	3	5	55
	2016	1	2	0	3	46
	2012	0	1	1	2	63
	2008	1	1	3	5	42
Thailand	2024	1	3	2	6	44
	2020	1	0	1	2	59
	2016	2	2	2	6	35
	2012	0	2	1	3	57
	2008	2	2	0	4	30
Malaysia	2024	0	0	2	2	80
	2020	0	1	1	2	74
	2016	0	4	1	5	60
	2012	0	1	1	2	63
	2008	0	1	0	1	71
Filipina	2024	2	0	2	4	37
	2020	1	2	1	4	50
	2016	0	1	0	1	69
	2012	0	0	0	0	-
	2008	0	0	0	0	-
Singapura	2024	0	0	1	1	84
	2020	0	0	2	2	74
	2016	1	0	1	2	54
	2012	0	0	2	2	75
	2008	0	1	1	2	70

If you look at the trend of medal winning by ASEAN countries in the last five editions of the Olympics, there is one conclusion that can be drawn: we have not been able to compete consistently at the world elite level.

Indonesia is indeed one of the ASEAN countries with a fairly stable medal achievement. However, there is a pretty striking pattern: we still rely on certain sports such as badminton and weightlifting to contribute medals. In fact, countries with a tradition of gold in the Olympics such as China and the United States have excellent athletes in various branches, from swimming to athletics. The 2024 Olympics are an interesting example: Indonesia won two golds, the best achievement since 2004, but still has not shown dominance in other branches. This shows that the coaching program is still not optimal in creating superior athletes in various fields with achievements that tend to be stagnant.

Table 2. Indonesian Medal Acquisition in

Year	Gold	Silver	Bronze	Total
1988 Seoul		1		1

1992 Barcelona	2	2	1	5
1996 Atlanta	1	1	2	4
2000 Sydney	1	3	2	6
2004 Athena	1	1	2	4
2008 Beijing	1	1	4	6
2012 London		2	1	3
2016 Rio de Janeiro	1	2		3
2020 Tokyo	1	1	3	5
2024 Paris	2		1	3

Olympic Events 1988 – 2020

For the 2024 Paris Olympics, Indonesia sent a total of 29 athletes who competed in 12 sports. In detail, 9 athletes appeared in 5 badminton numbers. Next, 4 athletes in archery, 4 in sport climbing, 3 in weightlifting, and 2 in swimming. In addition, there are 1 athlete each for athletics, bicycle racing, gymnastics, judo, rowing, shooting, and surfing

Table 3. Indonesian Medal Acquisition in 1988 – 2024 Olympics

Olympics	Gold	Silver	Bronze
Seoul 1988		Lilies Handayani, Nurfitriyana Saiman, and Kusuma Wardhani (archery)	
Barcelona 1992	Susi Susanti (badminton)	Ardy B. Wiranata (badminton)	Hermawan Susanto (badminton)
Atlanta 1996	Alan Budikusuma (badminton)	Eddy Hartono and Rudy Gunawan (badminton)	Susi Susanti (badminton) Antonius Ariantho and Denny Kantono (badminton)
Athena 2004	Rexy Mainaky and Ricky Subagja (badminton)	Mia Audina (badminton)	Eng Hian and Flandy Limpele (badminton)
Beijing 2008	Taufik Hidayat (badminton)	Raema Lisa Rumbewas (weightlifting) Sony Dwi Kuncoro (badminton)	Maria Kristin Yulianti (badminton)
London 2012	Markis Kido and Hendra Setiawan (badminton)	Nova Widianto and Liliyana Natsir (badminton)	Raema Lisa Rumbewas (weightlifting) Eko Yuli Irawan (weightlifting) Triyatno (weightlifting)
Rio 2016		Citra Febrianti (weightlifting) Triyatno (weightlifting)	Eko Yuli Irawan (weightlifting)
Tokyo 2020	Tontowi Ahmad and Liliyana Natsir (badminton)	Eko Yuli Irawan (weightlifting) Sri Wahyuni Agustiani (weightlifting)	
	Greysia Polii and Apriyani Rahayu		Anthony Sinisuka Ginting (badminton) Rahmat Erwin Abdullah

	(badminton)	(weightlifting) Windy Cantika Aisah (weightlifting) Gregoria Mariska Tunjung (badminton).
Paris 2024	Veddriq Leonardo (climbing)	Eko Yuli Irawan (weightlifting)
	Rizki Juniansyah (weightlifting)	

Thailand is arguably Indonesia's closest competitor in ASEAN when it comes to obtaining Olympic medals. With 1 gold, 3 silver, and 2 bronze medals at Paris 2024, Thailand has demonstrated a more equitable athlete coaching system compared to Indonesia. However, the challenge lies in maintaining consistency and breaking into the top 30 globally. Despite successes in sports like boxing and weightlifting, Thailand still struggles to expand its reach to other, more competitive Olympic disciplines.

Malaysia and Singapore are both still in the process of becoming more competitive in the Olympics. Malaysia, for example, had an impressive performance at the 2016 Olympics, securing 4 silver medals and 1 bronze, but failed to sustain that momentum in 2024. The main issue for Malaysia remains the lack of gold medals, preventing them from competing at the highest level. Singapore had a breakthrough moment in 2016 with a gold medal in swimming, but has faced difficulty in regaining that level of success since. Both countries are still in the midst of building a sustainable tradition of victory.

The Philippines made history at the 2020 Olympics by winning its first-ever gold medal in weightlifting, with Hidilyn Diaz as the standout athlete. In 2024, the Philippines won two more golds, marking it as the ASEAN country with the most significant improvement in recent Olympic history. However, the challenge now is whether this success can be sustained over the long term. Despite this progress, there are still gaps in the development of athletes across various sports, which could affect the country's ability to maintain competitive performances in future Olympics.

Overall, ASEAN countries are still struggling to compete at the highest Olympic level, and more serious, directed efforts are needed to improve performance. Key challenges include a heavy reliance on just a few sports, slow athlete regeneration due to suboptimal coaching systems, and insufficient investment in Olympic priority sports. Many ASEAN countries continue to focus more on regional events like the SEA Games and Asian Games, rather than preparing athletes for global competitions such as the Olympics.

If it wants to level up and compete with the world's elite countries, ASEAN must build a more sustainable sports ecosystem. Without major changes in the development of athletes from an early age, improved facilities, and stronger financial support, achievement at the Olympics will be difficult to develop and risk stagnation in the future.

The portrait of national achievements is reflected in the achievements of athletes at the National Sports Week (PON), which shows that there is a ranking gap between provinces. This reflects an imbalance in the national sports coaching system, where provinces on the island of Java dominate thanks to a more mature infrastructure, funding, and competition

ecosystem. One of the main root problems is the weak development of young athletes in the regions, which face limited facilities, lack of quality coaches, and lack of sustainable regeneration programs. As a result, many potential talents have difficulty developing or choosing to move to provinces that have greater support.

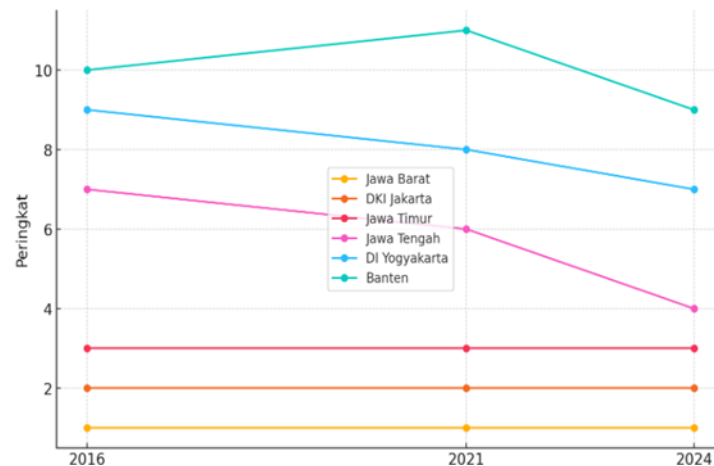


Figure 2. Achievements of the Java Island PON

The dominance of West Java, DKI Jakarta, and East Java in the last three PONs is not a coincidence, but the result of a more advanced sports ecosystem. The main factors that support this success are modern infrastructure, large funding, and the strong commitment of regional heads.

West Java, the overall champion of the last three editions of PON, has elite training centers such as the West Java Sport Center and PPLP, with budget support of Rp1.2 trillion in recent years. DKI Jakarta, with international facilities such as the ragunan sports complex and a sports budget of Rp500 billion per year, continues to produce excellent athletes. Meanwhile, East Java has a strong sports tradition with coaching centers at the Sidoarjo Delta Sports Hall and SMANOR, supported by scholarships and improved facilities. The large population and high athlete bonuses—such as Rp300 million for PON gold in West Java—also increase athlete motivation. The combination of infrastructure, funding, and policies that favor the development of athletes makes these three provinces continue to dominate PON, while other regions are lagging behind due to limited facilities and funds.

Sports play a significant role in the Asta Cita of President Prabowo Subianto and Vice President Gibran Rakabuming Raka, as part of their vision to realize "Together Towards a Golden Indonesia 2045." In particular, enhancing sports achievements is listed under the 4th Asta Cita, which focuses on strengthening human resources, science, technology, education, health, gender equality, as well as the empowerment of women, youth, and people with disabilities. This approach highlights that sports are not only a form of competition but also a strategic means to build a superior generation, enhance national fitness, and improve Indonesia's global competitiveness. In line with this vision, Presidential Regulation Number 12 of 2025 concerning the 2025-2029 RPJMN integrates sports into the strategy for developing superior human resources, supporting the Golden Indonesia 2045 concept.

The 2025-2029 RPJMN underscores the importance of nurturing athletes from an early age and advancing sports science to cultivate a more competitive generation for the international arena. This includes strengthening the talent identification system from an early age through a more structured physical education curriculum, developing a sports science-based sports training center to enhance athlete performance, and improving trainer quality with certifications based on international standards. With these strategies, Indonesia aims to not only improve its achievements at events such as the SEA Games, Asian Games, and Olympics but also leverage sports to elevate human resource quality across the nation.

The 2025-2029 RPJMN directs sports policy towards integrating data-based technology and innovation, in alignment with the 4th Asta Cita. Some key initiatives include using sports analytics to assess athlete performance and optimize match strategies, applying biomechanics training to refine athlete techniques, reduce injury risks, and enhance movement efficiency, and developing e-sports and artificial intelligence (AI) technologies as part of the modern sports ecosystem.

Increased public participation in sports directly contributes to national health improvements. The 2025-2029 RPJMN aims to boost participation across various age groups to prevent non-communicable diseases such as diabetes and hypertension, provide more inclusive sports infrastructure accessible to the entire community, and promote sports-based health education programs like the Healthy Community Movement (Germas) campaign and encourage active lifestyles in work environments and schools.

The 4th Asta Cita emphasizes gender equality and enhancing the role of women, youth, and people with disabilities in sports. Key initiatives in the 2025-2029 RPJMN that support this aspect include increasing the number and quality of female athletes across various sports, strengthening anti-discrimination policies in sports to ensure equal opportunities for all athletes, including those with disabilities, and supporting the Paralympic Games and the development of disability-friendly sports infrastructure.

The 2025-2029 RPJMN emphasizes the importance of fostering young athletes in the region to create a golden generation of sports in 2045. The stagnation of the achievements of Indonesian athletes at the international level shows the need to improve and decentralize coaching so that talents are evenly distributed. Indonesia must focus on increasing the quantity and quality of athletes, as well as building a more effective and competitive coaching system.

The data collection method in this policy paper involves the inventory of the required data and the collection of relevant reference materials. These reference materials include various laws and regulations such as Laws (UU), Presidential Regulations (Perpres), Permenpora, and regulations from other relevant ministries or institutions. This initial step also includes the formulation of a framework of thought that will be the basis for the analysis. The data processing process begins with tabulating and combining the data that has been collected, ensuring that the data is complete and well-structured according to the needs of the analysis. Furthermore, alternative policy formulations are carried out using a theoretical approach and evaluating based on criteria. The priority selection of each policy alternative will

use a scoring assessment by the keyperson based on considerations of effectiveness, efficiency, and long-term impact.

Finally, a simple logic model approach is carried out to evaluate programs and activity objectives that support the policies on them so as to help in planning, implementing, and evaluating programs.

METHOD

The methodology used in the preparation of this policy paper adopts an Evidence-Based Policy approach. This approach emphasizes the importance of drafting policy papers based on reliable sources, supported by clear and concise documents, and offering recommendations that focus on the impact of policies taken. The methodology used includes the following stages:

A. Problem Identification

The issues raised in this policy paper are determined based on the relevance of national policies focused on the Ministry of Youth and Sports and the level of urgency in achieving national targets. The Urgency, Seriousness, and Growth (USG) approach is used to measure the impact and potential growth of this issue in the future.

B. Data Collection

Data is obtained through primary and secondary sources.

- a. Primary source: Interviews of 10 Informants
- b. Secondary sources: Statistical data from the Central Statistics Agency (BPS), reports from ministries/institutions, academic journals, and policy case studies from other countries as benchmarking materials.

C. Policy Analysis

Policy alternatives are evaluated using the Cost-Benefit Analysis (CBA) and Regulatory Impact Assessment (RIA) approaches to measure the effectiveness, efficiency, and impact of each policy option.

D. Formulation of Recommendations

Policy recommendations are formulated based on the principles of Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) so that they can be implemented realistically and have a real impact.

E. Preparation of Policy Paper

This policy paper is prepared in a systematic format, consisting of introduction/background of the problem, analysis and discussion, alternative policy options, policy recommendations, and implementation plans to ensure that the policy can be implemented effectively.

RESULTS AND DISCUSSION

Policy/Regulatory Support

The government has issued various policies to improve national sports achievements (Rohmat Hidayat et al., n.d.), with a special focus on fostering young athletes. The development

of young athletes in the regions is an important element to support Indonesia's achievements at the international level. Regulations related to the development of young athletes have been regulated in the Law, Presidential Regulation and Permenpora to ensure a systematic, directed, and sustainable coaching process.

1. Law Number 11 of 2022 concerning Sports

Regulates all regulations of sports education, sports achievement and community sports. There are several articles that are in accordance with the development of young athletes, namely:

- a. The Role of Local Government (Article 11, Article 50, Article 51)
 - 1) Local governments are obliged to foster and develop sports, including young athletes.
 - 2) Provision of facilities, tiered competitions, and budget support.
- b. Education-Based Development (Article 32, Article 33, Article 34)
 - 1) Sports are developed in schools through curriculum and extracurriculars.
 - 2) Establishment of Sports Schools and Student Sports Education and Training Centers (PPLP).
- c. Tiered Competition System (Article 35, Article 36)
 - 1) Regional championships such as POPDA as a talent search event.
 - 2) Coaching young athletes towards the national and international levels.
- d. Funding and Partnerships (Article 73, Article 74, Article 75)
 - 1) Sources of funding are from the APBD, CSR, sponsorships, and cooperation with the private sector.
- e. Role of Sports Organizations (Article 52, Article 53, Article 54)
 - 1) Regional KONI, sports branches, and clubs play a role in coaching.
 - 2) Improvement of the quality of trainers and training facilities.

2. Presidential Regulation (Perpres) No. 86 of 2021 concerning the Grand Design of National Sports (DBON)

It is a strategic policy issued by the government to improve national sports achievements in a systematic, planned, and sustainable manner that focuses on 14 leading sports that have the potential to achieve achievements in international events such as the Olympics and Paralympics.

- a. Article 5 paragraph (1) letter d, the target of DBON is "improving the athlete coaching system from an early age in stages and continuously". This includes systematically strengthening the talent scouting system to attract potential athletes from an early age.
 - b. Article 2 paragraph (2), DBON functions as a guideline for various parties, including the central government, local governments, sports organizations, the business and industry world, academics, the media, and the community in the implementation of national sports. It demonstrates a multi-sectoral approach in the development of national sports
 - c. Article 6 letter e, DBON's strategy is "the development of sports science and technology". This includes the use of data and scientific analysis (sport science) to optimize athlete coaching.
 - d. Article 6 letter d states that DBON's strategy includes "increasing the implementation of
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sports competitions in a tiered and sustainable manner". This includes the organization of regular competitions as part of the selection process and the improvement of the quality of athletes.

3. Regulation of the Minister of Youth and Sports Number 14 of 2024 concerning Management Standards for Sports Organizations in the Scope of Achievement Sports, the main purpose of this regulation is to increase transparency and accountability in the management of funds disbursed, especially for achievement sports branches.
 - a. Article 6 paragraphs (1 and 2): Sports organizations within the scope of achievement sports are obliged to prepare long-term and medium-term coaching plans. The coaching plan as referred to in paragraph (1) must contain a coaching and development program for young athletes.
 - b. Article 7 paragraphs (1 and 2): Sports organizations within the scope of achievement sports must have a continuous program for young athlete development. The coaching program for young athletes as intended in paragraph (1) must be adjusted to the characteristics of each sport.
 - c. Article 8 paragraphs (1 and 2): Sports organizations within the scope of achievement sports are obliged to provide adequate infrastructure and facilities to support the development program of young athletes. The infrastructure and facilities as intended in paragraph (1) must meet the standards set by the relevant international sports organizations.
 4. Regulation of the Minister of Youth and Sports Number 11 of 2024 Concerning Achievement Sports Development Centers in the Regions, was prepared with the aim of optimizing the development of regional athletes in a structured and sustainable manner in accordance with DBON, by standardizing facilities, training methods, and the active role of local governments to produce outstanding athletes.
 - a. The establishment of the Center for Achievement Sports Development in the Regions aims (article 2) to increase the effectiveness of the implementation of the development and development of achievement sports in the regions.
 - b. The hierarchy of the Center for Achievement Sports Development in the Regions (article 3), consists of: Special Sports Classes, Student Sports Education and Training Center (PPLP), National Talented Sportsman Development Center (SPOBNAS), Special School for Sportsmen (SKO)
 - c. Management of Coaching Centers (article 5), each center is required to manage at least two leading sports in accordance with the National Sports Grand Design (DBON).
 - d. Provision of Infrastructure and Facilities (article 61), the provision of infrastructure and facilities for coaching centers must be in accordance with the provisions of laws and regulations.
 5. Regulation of the Minister of Youth and Sports (Permenpora) Number 11 of 2018 concerning Requirements and Mechanisms for the Selection and Appointment of Outstanding Sportsmen to Become Civil Servant Candidates (CPNS), this regulation aims to provide awards and opportunities for athletes who have made the nation proud to have
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a career in the government sector through special channels, while still considering transparent and accountable criteria and procedures.

Theory/Concept in the Formulation of Alternative Policies

1. Model Long-Term Athlete Development (LTAD) – Istvan Balyi & Hamilton (2004)

LTAD is a long-term athlete coaching model that emphasizes gradual development based on biological age, not just chronological age. The implementation of LTAD in the development of young athletes in the regions is essential to ensure the planned and sustainable development of athletes. The model consists of seven main stages:

- a. Active Start (0-6 years): Children are introduced to basic physical activity to develop motor skills.
- b. Fundamentals (6-9 years old): Learn basic sports skills through games.
- c. Learn to Train (9-12 years): Reinforcement of sport-specific skills.
- d. Train to Train (12-16 years): Focus on improving physical and technical capacity.
- e. Train to Compete (16-18 years): Optimization of competitive skills and strategies.
- f. Train to Win (18+ years): Athletes are at the peak stage of performance.
- g. Active for Life (retirement/recreation): Transition to another role in sports or leisure activities throughout life.

Currently in Indonesia through programs/activities at the Ministry of Youth and Sports, the implementation of the Long-Term Athlete Development (LTAD) Model is not fully optimal compared to countries such as Canada. Although the LTAD concept has been adopted in the National Sports Grand Design (DBON), its implementation still faces challenges such as lack of infrastructure, quality coaches, and coordination between the government, schools, and sports clubs. However, several programs such as the Student Sports Education and Training Center (PPLP), the National Talented Sportsman Development Center (SPOBNAS), and the Special School for Sportsmen (SKO) have adopted LTAD principles in the development of early to elite athletes. With increased policy support and investment in long-term coaching, Indonesia has the potential to implement LTAD more effectively to produce outstanding athletes at the world level.

2. Teori Deliberate Practice – Ericsson, Krampe, & Tesch-Römer (1993)

This theory explains that the achievement of high achievement in sports is not only determined by talent, but also by structured and deliberate practice. The implementation of this model requires the cooperation of various parties to create a sustainable, directed, and science-based coaching system

- a. Characteristics of Deliberate Practice in Athlete Coaching:
 - 1) The exercises are conducted with clear goals and specific targets.
 - 2) Athletes get feedback from coaches on a regular basis.
 - 3) Practice sessions are focused on improving specific skills, not just the repetition of activities.
 - 4) Consistency in long-term training is key to athletes' success.
 - b. The implementation of this theory in the development of young athletes in the regions
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demands the role of competent coaches and a coaching system oriented towards long-term development.

The Deliberate Practice Theory put forward by Ericsson, Krampe, & Tesch-Römer (1993) has been successfully applied in various countries with strong sports coaching systems, one of which is Sweden. Sweden applies this concept in athlete development by emphasizing structured, intensive, and repetitive training under the guidance of a quality coach. The success of this theory is seen in various sports, such as tennis with the legend Björn Borg as well as in team sports such as ice hockey. The country also has a coaching system that is based on sports science, ensuring that each exercise is designed to improve specific skills gradually, in accordance with the principle of deliberate practice that emphasizes conscious effort and focuses on continuous improvement.

In Indonesia, the application of Deliberate Practice Theory is not yet fully optimal but has begun to be adopted in several sports. Some sports such as badminton and weightlifting have applied the principles of structured, intensive, and repetitive training, as evidenced by the birth of world-class athletes such as Taufik Hidayat and Eko Yuli Irawan. However, challenges still exist, such as limited facilities, quality coaches, and coaching systems that are not completely consistent and science-based.

Table 4. Comparison and Combination Images

No.	Aspect	LTAD (Long-Term Athlete Development)	Deliberate Practice	Combination (LTAD-Deliberate Practice)
1	Approach	Gradual according to age and physical maturity	Intensive and specific training from an early age	Combination of gradual development with intensive training in certain phases
2	Focus	Long-term development	Optimization of specific skills	Long-term development with emphasis on quality training
3	Target	National training system and sports ecosystem	Individuals who want to achieve high performance	National training system with specific approach for each athlete
4	Training Duration	Tiered from the early stages to peak performance	Intensive from an early age without gradual stages	Gradual, but with intensive training during crucial phases
5	Application	National programs such as DBON, PPLP, SKO	Specialized training with expert coaches	Integration of national programs with science-based intensive training methods
6	Suitable Sports	Football, athletics, swimming, basketball	Badminton, chess, table tennis, weightlifting	All sports with adjustments to the training method
7	Funding Aspects	Long-term investment in infrastructure &	More efficient because the focus is	Optimization of funding with a combination of

		academics	on individual and specific training	government support and individual investment
8	Advantages	Building a strong physical and mental foundation	Accelerates the mastery of specific skills	Improves athlete performance more effectively and efficiently
9	Policy	Long-term training regulation through DBON (DBON stage II roadmap)	Support for special training programs for potential athletes	Development of regional sports training centers (PPLPD)
10	Example Countries	Canada, England, Australia	Sweden, Germany, United States	Potential to be applied in Indonesia to produce high-achieving athletes

Long-Term Athlete Development (LTAD) Theory and Deliberate Practice Theory

The combination of Long-Term Athlete Development (LTAD) and Deliberate Practice is an ideal strategy in coaching athletes in the region. LTAD provides a foundation for long-term coaching, ensuring the development of athletes according to their age and physical maturity, while Deliberate Practice accelerates skill mastery through intensive and structured training. When these two approaches are combined, athlete coaching systems become more effective, efficient, and sustainable.

The combination of Long-Term Athlete Development (LTAD) and Deliberate Practice, when associated with Law Number 23 of 2014 concerning Regional Government, greatly accommodates the authority of local governments in the management and development of sports, especially in the development of young athletes and sports achievements, namely in:

1. Provision of Infrastructure & Facilities – Build and develop regional sports training centres (PPLPDs) that support LTAD and Deliberate Practice.
2. Sports Human Resources Development – Providing quality coaches, sports scientists, and support staff based on sport science.
3. Budget Support & Incentives – Allocates a budget for the development of early athletes, as well as providing scholarships or incentives for talented athletes.
4. Collaboration with Stakeholders – Collaborate with regional KONI, sports clubs, and academies in running integrated coaching programs.
5. Data-Based Monitoring & Evaluation – Using technology and data to monitor athletes' progress and identify potential for excellence in the region.

Alternative Policy Options

In prioritizing the previously formulated policies, a scoring assessment of 1-5 was carried out by 10 informants within the Ministry of Youth and Sports (2 Athletes, 2 Coaches, 2 Former Athletes and 4 Civil Servants of the work unit (Technical Headquarters, RenKeu Bureau) which was carried out considering its effectiveness, efficiency, and long-term impact (Dunn, 1999). The policies that produce the highest scores will be prioritized in determining supporting programs and activities through a logic model approach (Knowlton, Lisa Wyatt, &

Cynthia C. Philips (2013)) to design cause-and-effect relationships between policies, programs, and activities, as well as expected outcomes.

Table 5. Alternative Policy Scoring

Problem	Urgency					Seriousness					Growth				
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
Lack of Sustainable Young Athlete Development	10					9	1				9	1			
Infrastructure and Facilities	2	7	1			2	4	4			1	8	1		
Uneven Training															
Limited Funding Support	2	3	5			1	4	4	1		1	5	4		

Based on the USB (Urgency, Seriousness, Growth) method, it seems that the lack of coaching of young athletes in the region is a very urgent and serious problem to be addressed, but there is a good opportunity for growth if handled with the right strategy. With the improvement of the coaching ecosystem in the region through good athlete regeneration, the availability of training facilities and infrastructure, as well as policies and support from regional heads and strong funding, the development of young athletes can run sustainably and improve sports achievements at the international level.

Table 6. USB Analysis

Method	Explanation
Urgency	Young athletes are a key asset in improving sports performance at the international level. If it is not fostered immediately, Indonesia will lose a generation of potential athletes. Other countries such as China and Japan have been coaching from an early age, so Indonesia needs to immediately develop a strategy not to be left behind in international competitions. Uneven sports infrastructure causes a lack of access for athletes in the regions, so there needs to be immediate intervention from the government and related stakeholders.
Seriousness	Inequality between regions in the development of athletes has been going on for a long time, causing the dominance of certain provinces in national events such as PON. The lack of athlete regeneration in several sports can threaten Indonesia's future achievements in international events, such as the Olympics and Asian Games. Budget limitations and lack of support from regional heads make it difficult for the coaching system in the regions to develop. If not addressed, national sports achievements will be increasingly stagnant or declining.
Growth	If the central and regional governments synergize in building a good athlete development ecosystem related to the policies that have been made and prepared, then there will be a great opportunity to improve achievements at the international

level. With increased investment in infrastructure, local competitions, and early childhood coaching programs, Indonesia can create more quality athletes. The combination of Long-Term Athlete Development (LTAD) and Deliberate Practice can be applied to increase the competitiveness of national athletes.

Furthermore, the preparation of the implementation framework of the programs/activities (Ministry of Youth and Sports/Prov/Regency/City) that has been produced is carried out by preparing a timeline of activities, stages, division of authority, and monitoring evaluation mechanisms (Hidayat et al., 2022). In the five-year implementation, the focus in the first year is on strengthening the database and monitoring the talents of young athletes through talent scouting in schools and clubs, as well as the implementation of Permenpora No. 10 of 2022 concerning the Development of Achievement Sports Development Centers in the Regions.

The second and third years are focused on the preparation and socialization of regional athlete development policies, including the establishment of regulations (Ministerial Regulation, Governor's Regulation, Perbup/Perwali), the provision of facilities and infrastructure, and intensive athlete coaching (Hidayat et al., 2025). The fourth year focuses on alignment with national programs and revision of regional regulations if necessary, while still carrying out intensive coaching (Rohmat Hidayat, Zaenal Asikin, et al., 2025). In the fifth year, in addition to coaching, a thorough evaluation of the five-year program was carried out as the basis for the preparation of the RPJMN/Strategic Plan of the Ministry of Youth and Sports at the central level and the RPJMN/Strategic Plan of OPD at the regional level.

CONCLUSIONS

The stagnation of Indonesian athletes' achievements at the international level is linked to the weak development of young athletes in the regions, with factors such as insufficient commitment from regional heads, inequality in sports facilities and infrastructure, a lack of quality coaches, and limited competition hindering local talent development. To address this, the development of young athletes is essential for creating a competitive and sustainable sports ecosystem. Policies focusing on the equitable distribution of facilities, long-term investment, and structured early childhood coaching are needed to ensure Indonesia doesn't fall further behind in international competition. A clear regulatory framework, including duties, authorities, and program implementation guidelines, is crucial for effective coordination. As a strategic move, the Ministry of Youth and Sports will socialize Permenpora Number 11 of 2024 regarding Achievement Sports Development Centers in the Regions, set in September 2024. Additionally, policy recommendations for local governments will be outlined in the Governor's Regulation on Sustainable Young Athlete Development Programs and Perbup/Perwali on the establishment of Young Athlete Development Centers in Regencies/Cities, with further regulations to support the implementation of these policies at the central level.

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