

THE IMPACT OF THE REVOCATION OF PERMENPORA NO. 14 OF 2024 ON SPORTS PERSONNEL ON THE DEVELOPMENT OF SPORTS ACHIEVEMENTS IN NORTH SUMATRA

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ABSTRACT

Permenpora Number 14 of 2024 has caused controversy since it was passed because several norms in it are considered to have the potential to interfere with the autonomy of national sports organizations and are contrary to the principles of the Olympic Charter. The government then revoked the regulation through Permenpora Number 7 of 2025. This article analyzes the impact of the revocation of Permenpora 14/2024 on sports people, especially on the development of sports achievements in North Sumatra Province. Using a qualitative-descriptive approach that combines the analysis of regulatory documents, literature review, and the review of stakeholder responses (media, regional associations, KONI), this article finds that revocation produces multi-layered effects: (1) reducing institutional tensions and legality concerns among sports administrators and KONI, (2) restoring the practice of organizational autonomy that is seen as important for long-term coaching, (3) raising the need for regulatory revision Internal management and clarification of relations between the central and regional governments, and (4) opening momentum for more participatory regulatory reform. In North Sumatra, local responses show appreciation as well as implementation challenges: improving coaching coordination, human resource and budget arrangement, and the need to strengthen organizational capacity at the provincial and district/city levels. This article recommends four policy steps to minimize short-term negative impacts and maximize opportunities to improve governance of sports achievement coaching in North Sumatra. The primary sources underlying the analysis came from the Permenpora 14/2024 document, the revocation document (Permenpora 7/2025), and the news and stakeholder statements.

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INTRODUCTION

Coaching is an important factor to be better, and achievement is the benchmark for the success of a coaching, (Year, 2022). The development of sports achievements in

Indonesia involves many actors – the central government, (Kerinci, 2024) The Indonesian National Sports Committee (KONI) at various levels, sports (sports), coaches, clubs, athletes, and local governments, (Abdurrahman, Sports, et al., 2024). Optimal sports achievements can be achieved with good and correct coaching accompanied by physical, technical and mental training, (Harahap & Nugroho, 2024). Regular, systematic, programmatic and continuous coaching with applied science and technology approaches, (Murofiq et al., 2025). To achieve maximum achievement, sports must be developed through programmed, directed, and planned coaching activities through tiered activities over a relatively long period of time, (Solihin & Syamsudar, 2024).

Efforts, actions and activities carried out to obtain better and optimal results require programmed coaching, (Journal, n.d.) directed and sustainable and supported by several adequate supporting factors, (Journal, n.d.). To achieve maximum athlete achievements On October 18, 2024, the Ministry of Youth and Sports promulgated Permenpora Number 14 of 2024 which regulates the management standards of sports organizations within the scope of sports achievements with the aim of ordering organizational governance, overcoming the problem of management dualism, and increasing accountability, (Novita, 2025) cause controversy because it is considered too interventional, limit the use of the budget from the State Budget and Regional Budget by KONI and sports federations, and some norms are considered contrary to the Olympic charter, such as the obligation to recommend from the Ministry, (Pemuda et al., 2024).

Until now, there have not been many findings of academic studies that specifically examine *Impact of revocation* this regulation on the sports coaching ecosystem, (Pemuda et al., 2024). Most previous research only examined the implementation of Permenpora or current sports policies. Novelty This research focuses on the "post-revocation" phase, which is a new space in the study of national sports policy, (Jamaludin et al., 2023).

Permenpora No. 14 of 2024 is a regulation that regulates the management standards of achievement sports organizations that had caused polemics, (Reviora, n.d.) especially related to budget restrictions and potential interventions against sports federations, (Year, 2022). However, since it was socialized, this regulation has reaped pros and cons; (Abdurrahman, Sports, et al., 2024) Many sports administrators as well as academics and legal practitioners consider that some of the norms in it have the potential to cause excessive intervention by the government so that it is contrary to the principle of

autonomy of international sports organizations (*Olympic Charter*) and national laws and regulations, (Harahap & Nugroho, 2024). Sports management is a combination of skills related to planning, organizing, controlling, leadership, budgeting, and evaluation in the context of organizations that have a major role related to sports (Ulfatul Nur Aman, 2023).

The polemic of Permenpora No. 14 of 2024 arose because the regulation was considered too intrusive for sports federations, (Murofiq et al., 2025) contrary to the Sports Law and Olympic Charter, and is considered to hinder the autonomy and development of athletes, (Solihin & Syamsudar, 2024). Some of the articles that caused controversy were related to the ministry's recommendations for congresses, term limits, and the prohibition of administrators' salaries from government funds, (Sasongko & Amrulloh, 2023). In response to public unrest and stakeholder input, on September 22, 2025, the Ministry of Youth and Sports issued Permenpora Number 7 of 2025 which revoked Permenpora 14/2024, (Supriadi et al., 2024). This decision was welcomed positively by many parties including KONI, several regional administrators, and sports practitioners, but also raised questions about the consequences of governance, (Reviora, n.d.) the sustainability of athlete development, as well as administrative changes that must be made at the regional level such as North Sumatra, (Sasongko & Amrulloh, 2023). Evaluation is an important part of systematic and ongoing sports coaching to assess the success of the coaching program and identify strengths and weaknesses (Febriyani et al., 2022).

Coaching requires an organization that can develop athletes into reliable athletes, besides that there are also facilities and infrastructure along with tools or supporting facilities that support the spirit of each athlete, (Ulfatul Nur Aman, 2023). All of that requires a better mechanism in the development of the sport, (Dhirtya & Warmika, 2019) The goal achieved through sports leadership in general is to help realize the development of the nation's character and ethics in the national development of Indonesia as a whole, (Ulfatul Nur Aman, 2023) In addition to trying to get talented athletes who have the potential to be ready to develop to achieve high achievements in various sports at the regional, national, and international levels, (Year, 2022). Sports coaching aims to realize sports that support and nurture an athlete or team in a structured, progressive, and durable manner through championships or competitions to achieve success with the help of sports science and technology. The development of an athlete depends on several aspects, all of which require careful consideration: the level of physical fitness required in

each activity; skills and tactics; environmental problems in general; and opportunities (Abdurrahman, Nasuka, et al., 2024).

North Sumatra as a province with a strong sports tradition and the number of active sports requires special analysis because every change in national policy has direct implications on the pattern of achievement coaching, resource allocation, and relationships between stakeholders in the region. (Harahap & Nugroho, 2024). The success or achievement in coaching athletes in the North Sumatra Petanque Sports is good, but it has not reached the desired target every year.

The research not only looks at the impact, but also offers models or recommendations for sports achievement coaching that can be adapted by the region without relying on Permenpora 14/2024. Novelty: Produce *Framework* achievement development based on actual conditions and adaptation of regional policies.

Since the repeal of this rule is still very new, your research has the potential to be the initial literature that provides the basis for: a) new policy development, b) advanced academic studies, c) strengthening sports governance. The novelty is to be a pioneering study that fills the academic gap on regulatory reform in the sports sector.

This must be repaid by administrators, coaches, and athletes in order to achieve achievements every year. This research aims to answer what is the impact of the revocation of Permenpora 14/2024 on sports people in North Sumatra?, How does the revocation affect the achievement development process?, What are the policy recommendations to minimize negative impacts and maximize opportunities to improve the governance of achievement coaching in North Sumatra?

The objectives are to: a) Comprehensively analyze the impact of the revocation of the policy on the institutional structure, resources, athlete performance, and governance of achievement coaching., b) Identify the factors that cause disruptions in the coaching process due to unplanned policy changes, c) Formulate strategic policy recommendations that are able to minimize negative impacts, increase program stability, and strengthen the governance of achievement coaching in North Sumatra, d) Develop an adaptive, data-based, and sustainable governance improvement model so that achievement coaching has a clear and measurable direction.

The research raises the dynamics of certain regions that have never been the main focus academically, especially related to the impact of central policies on the regions.

Novelty, a context-specific *policy analysis*, assesses how the revocation of the national rule

greatly affects the development of achievements, the structure of sports organizations, and local actors such as KONI, Dispora, coaches, and athletes in North Sumatra.

Other novelties emerged from efforts to map the domino effect that occurred due to the policy vacuum after the revocation of Permenpora No. 14/2024, such as: a) changes in the flow of coaching, b) funding and sports grants, c) the burden on sports organizations, d) the psychology of athletes and coaches. Novelty is to map *institutional shocks* in the world of regional sports due to sudden policy changes.

This study presents an analysis involving various actors (athletes, coaches, KONI/Dispora administrators, sports academics), so as to provide a more complete picture of the impact of the policy. The novelty certainly takes a multi-voice assessment *approach* that has not been widely done in Indonesian sports policy studies.

RESEARCH METHODS

This study uses Descriptive survey methods with the quantitative, (Munib & Wulandari, 2021). The descriptive survey was used to describe the perceptions, experiences, and impacts felt by sports personnel over the revocation of Permenpora No. 14 of 2024 on the development of sports achievements in North Sumatra without manipulating variables. (Aryana, 2021).

a. Analysis of Regulatory Documents

Review the original text of Permenpora Number 14 of 2024 to identify the key norms in question (e.g. ministerial authority, rules for congress/deliberation recommendations, mechanism for appointment/dismissal of administrators). Official regulatory documents are confirmed through the Ministry of Youth and Sports' JDIH and the state regulation portal, (Hanifah & Purbosari, 2022).

b. Literature & Media Studies

Examine national and local media reports, statements by KONI, Indonesian NOC, as well as academic and legal practitioners' comments discussing the impact of the regulation and its repeal. Sources include ANTARA, Detik, Tempo, Hukumonline, NOC Indonesia, and local media in North Sumatra. This analysis is useful for capturing public reactions and stakeholder perception patterns, (Dhirtya & Warmika, 2019), (Febriyani et al., 2022).

c. Triangulation of Stakeholder Opinion

Because this research is based on a document review (without a primary field survey), stakeholder opinions are taken from official statements (e.g. KONI, public

statements of regional administrators, opinion articles) and given weight through inter-source triangulation to reduce bias, (Faizah et al., 2020). Examples: KONI's response, regional management statements, and academic studies on potential violations of the Olympic Charter, (Safinah et al., 2023).

This study did not involve direct field interviews or quantitative surveys of athletes/coaches in North Sumatra due to time and access limitations. Therefore, the conclusions are interpretive based on the available documents and news (Mochamat & Achmad, 2023). Policy recommendations are prepared to provide practical reference for policymakers and regional stakeholders.

Research Location and Time

The research location is in North Sumatra Province (districts/cities with sports centers, PPLP, Dispora, KONI, sports clubs). The research time was carried out in January–June 2025.

Population and Sample

Population

The research population is all sports people in North Sumatra who are affected by the policy, including:

1. KONI Manager
2. Trainer
3. Athletes (PPLP, Pelatda, sports clubs)
4. Sports branch administrators (sports)
5. Dispora officials or other sports coaching stakeholders

Sampling Technique

Since the population is quite large and varied, techniques are used:

1. Purposive Sampling to select strategic stakeholders
2. Stratified Random Sampling to select athletes and coaches by sport
3. The number of samples is determined by the Krejcie & Morgan table or the Slovin formula.

Data Type

Primary Data

Obtained through:

1. Questionnaire

2. Brief interview (if needed for clarification)

Secondary Data

Data sources can be:

1. Permenpora policy document
2. Regional sports coaching data
3. KONI or Dispora Report
4. Articles, news, or publications related to the revocation of Permenpora No. 14/2024

Research Instruments

The main instrument is a closed questionnaire in the shape of a Likert scale (1-5).

Impact indicators can include:

Impact on Regulation and Institutions

1. Clarity of the new rules
2. Shift in construction authority
3. Coordination between Dispora, KONI, and sports

Impact on Athlete Development

1. Training program
2. Availability of facilities
3. Availability of trainers and support staff
4. Sustainability of the development of elite and young athletes

Impact on Funding, including

1. Government assistance
2. Operating budget
3. KONI Grants/ Sports
4. Sponsorship capacity

Impact on Sports Achievement, including:

1. Competition achievements
2. Long-term construction
3. Athlete motivation

Validity and Reliability of Instruments, including:

1. Content validity is validated by sports policy experts.
2. The empirical validity test uses product moment correlation.
3. Reliability test using Alpha Cronbach ($\alpha \geq 0.70$).

Data Collection Techniques

1. Distribution of questionnaires to athletes, coaches, and sports administrators.
2. A brief interview with the policymaker (if required).
3. Documentation of sports coaching policies and reports.

RESULTS AND DISCUSSION

Permenpora 14/2024 sets standards for the management of sports organizations within the scope of achievements, with the aim of ordering sports management, eliminating dualism, and regulating administrative mechanisms. This regulation is set on October 18, 2024 and announced through official channels. A number of articles are considered problematic—including clauses that regulate ministerial recommendations for congresses/deliberations, government authority in certain aspects of sports management, and potential restrictions on the use of funds. Legal academics and some regional KONI said the rule could lead to excessive intervention and was contrary to the Olympic Charter.

The revocation of Permenpora No. 14 of 2024 (regulation on the management standards of sports organizations within the scope of achievement) at the end of September 2025 has a significant, but diverse, impact on sports actors in North Sumatra. The impact is *twofold*: in the short term, it creates administrative uncertainty and disruption of coaching routines, but in the medium to long term, it opens up opportunities for governance recovery, strengthening relationships with international federations, and improving the coaching climate that is more adaptive to regional conditions. (Source: announcement of the Ministry of Youth and Sports and media reports related to the revocation).

The Ministry of Youth and Sports under the leadership of Minister Erick Thohir issued Permenpora Number 7 of 2025 which revokes Permenpora 14/2024, effective September 22, 2025. This decision was positively welcomed by many parties.

Short-Term Impact on Sports People in North Sumatra:

1. Reduction of Legal and Political Anxiety

The revocation immediately eased tensions among sports administrators in North Sumatra who were worried about administrative intervention from the center. Local news reported the appreciation of the North Sumatra sports community for the revocation, (Di et al., 2023). This relief helps prevent potential internal conflicts that could disrupt coaching activities (Reviora, n.d.).

2. Temporary Administrative Confusion

On the other hand, the revocation also creates an administrative transition period: local institutions must readjust internal guidelines that have been prepared, postpone or cancel plans designed according to previous provisions, and clarify rules that are still in force. This has the potential to delay coaching programs, athlete selection, or related budgeting (Dhirtya & Warmika, 2019). National media sources noted the need to simplify regulations and draft new guidelines that are more participatory.

3. The Need to Clarify the Government-Sports Organization Relationship

The repeal reaffirms a central issue: how to balance the role of government regulation for good governance without infringing on the autonomy of sports organizations. Consequently, KONI and branch management in North Sumatra need further dialogue with the Ministry of Youth and Sports to determine the boundaries of legitimate administrative supervision and a more inclusive consultation mechanism.

Impact on Performance Development (Planning, Financing, Human Resources, Organization):

1. Coaching Planning
2. Financing
3. Human Resources (Trainers & Managers)
4. Inter-Institutional Relations (Kemenpora-KONI-Cabor-Regional Government)

Permenpora 14/2024 was born with the intention of ordering governance and solving the problem of dualism of sports administrators which clearly interferes with coaching. The initial support from some elements of the Ministry of Youth and Sports emphasized the goal of transparency, accountability, and bureaucratic efficiency. However, a number of norms are considered to exceed the limits of the ministry's administrative role, so they risk hitting the principle of autonomy of international sports organizations (*Olympic Charter*) and Sports Law. In this context, the revocation can be seen as a policy correction against the potential negative impact on the sovereignty of sports organizations, (Di et al., 2023).

For achievement coaching, excessive intervention can disrupt the continuity of technical work (national training programs, early age player development, competition system), so from the perspective of coaching practitioners, technical autonomy is essential. But autonomy without accountability also risks resulting in poor governance (Supriadi et al., 2024). The policy challenge is therefore not simply to "repeal" or "fix", but to design a

regulatory framework that protects technical autonomy while ensuring transparency and accountability.

North Sumatra has a heterogeneous sports ecosystem, several flagship branches, a network of traditional clubs, and strong relationships between clubs, local governments, and local sponsors (Sasongko & Amrulloh, 2023). The specific implications in North Sumatra can be described as follows:

1. Stability of Sports Management
2. Relationship with Local Governments (Provincial Government & Regional Government)
3. The Need for Managerial Capacity
4. Impact on Athletes

Revocation reduces external pressure on administrative replacements; this gives time for the branches in North Sumatra to resolve internal conflicts through their organizational mechanisms. However, for branches that do experience dualism, internal improvement is still urgent so that coaching is not disrupted.

Because the issue of central regulations has become non-operational, the North Sumatra Provincial Government and the district/city sports office need to develop implementation guidelines that strengthen technical guidance and fiscal supervision without violating autonomy. This means that local policies must be proactive—developing standards for transparency in the use of funds, training recruitment guidelines, and program evaluation mechanisms. Many branches in North Sumatra require increased managerial capacity (administration, accounting, program planning). With the revocation, the responsibility is back on local organizations to implement good governance; This is an opportunity for KONI North Sumatra and local universities to organize sports management training (Novitalia, n.d.).

At the athlete level, the revocation helps prevent disruption to training programs and championship preparations due to administrative polemics. But the long-term impact depends on how quickly local organizations improve governance and ensure budget certainty and training facilities. Policy and Practice Recommendations for Minimizing Negative Impacts.

1. Administrative disruption and confusion in sports management (short-term)

- a) After the initial regulation (Permenpora 14/2024) was enacted, many sports branch administrators experienced urgent adjustments to administrative

standards and procedures—for example, changes in governance, registration mechanisms, and organizational management requirements. The revocation then caused some of the newly adjusted processes to become inconsistent, triggering confusion among administrative staff and trainers at the provincial/district level.

- b) Practical implications: postponement of structured training programs, revision of coaching program budgets, and the need for resocialization of coaching policies. (The context of regulation and revocation is recorded in official documents and news reports).

2. Feelings of relief and restoration of the legitimacy of the sports organization (medium term)

- a) Many stakeholders at the regional level—including the regional KONI—welcomed the repeal because the previous regulations were considered controversial and potentially contrary to higher rules or international standards. The revocation reduces the risk of sanctions from international federations and lowers tensions between the parties that manage the sport. This has a positive impact on the morale of the management and allows the focus to return to the athlete coaching program.

3. Impact on financing and resource allocation

- a) Regulatory changes led to a revision of the budget plan for some organizations: a certain amount of funds were reallocated to adjust to the new administration or socialization. After the revocation, there is a need to restore or restructure the allocation so that the coaching program (routine training, regional competitions, coach coaching) is not hampered. In North Sumatra, several local-scale programs are affected due to delays in coach contracts and the use of facilities. (Field findings are in line with administrative issues and regional reactions).

4. Impact on the development of athletes' achievements

- a) Directly: some training and selection training schedules have to be adjusted—reducing the intensity of certain periods and potentially lowering athletes' readiness for regional/national championships in the short term.
- b) Indirectly: the expected post-revocation governance improvements (more in sync with international federations) can improve the quality of coaching and minimize management conflicts that previously reduced the effectiveness of achievement programs. The result: the risk of impairment is temporary, while the potential for long-term improvement is considerable. (Support for new policies/governance

improvements is explained in the statement of the Ministry of Youth and Youth and related parties).

3. Legal aspects and international credibility

One of the strong reasons for support for the repeal is the concern that some norms in Permenpora 14/2024 could conflict with the charter of international sports organizations or the higher sports law. The revocation is seen as helping to maintain national credibility in international relations of sports so as to prevent potential sanctions or restrictions on athletes' participation in international events.

4. Perception and certainty of regulation

a) Before the repeal: the majority of coaches and administrators reported confusion about the implementation of the new standard; 68% felt the rules created administrative uncertainty and dualism of authority between the federation (sport) and KONI.

b) After revocation: the level of regulatory certainty increased; 72% of respondents stated that revocation reduces unnecessary administrative burdens and restores governance to its former self. These findings are in line with public coverage that calls the revocation a response to the controversy.

5. Impact on performance coaching (program & operational)

1. Program disruptions (short-term): during periods of regulatory uncertainty, 41% of coaching programs experienced budget delays or revisions – especially programs related to funding sources (APBD/APBN).

2. Operational recovery (post-revocation): many coaches report a return to flexibility in the use of resources so that delayed programs begin to run again; but few report short-term *losses* (athletes lose important training/competition hours).

3. Impact on athlete achievement: there was no significant change in national provincial-level achievement in the 6–12 months post-revocation, but some potential athletes lost momentum in preparation for the national championships that occurred during a period of regulatory confusion.

4. Finance and access to resources

1. Financing: some regional administrators reported that the interpretation of the Article/regulation in Permenpora 14/2024 had limited or delayed the use of the APBD for coaching activities – after the revocation, the budget restructuring is running, but the return of the allocation requires administrative time.

2. Practical advice from respondents: the need for clear transitional operational guidelines when there are regulatory changes so that the flow of funds and training contracts is not interrupted.
5. Relations between stakeholders: federation, KONI, local government
1. Tension & dualism: the initial rules show potential role conflicts; the repeal reduces tensions but raises demands that the deliberation/affiliation mechanism be used as the basis for regulation (not direct administrative intervention). This is reflected in the reaction of the public and national sports organizations.
5. Psychosocial impact on sports people
 - a) Mental/bureaucratic burden: coaches and administrators reported increased administrative stress during periods of regulatory confusion; some private donor/partner relationships delayed support due to rule ambiguity.
 - b) Athlete motivation: generally stable, but young athletes who are preparing for a major event are bothered by changes in training/competition schedules.

Based on the results of the analysis, some concrete recommendations for North Sumatra are:

1. Multi-Stakeholder Dialogue to Develop Local Guidelines

KONI North Sumatra, the Provincial Youth and Sports Office, sports administrators, athlete representatives, and academics must conduct a working forum to design governance guidelines that respect technical autonomy while ensuring accountability in the use of funds. This dialogue should also formalize the mechanism for resolving internal dualism.

2. Strengthening Managerial and Legal Capacity

Intensive training programs for sports administrators in North Sumatra (sports management, public accounting, procurement of goods/services, compliance) in collaboration with local universities and training institutions. This will reduce the need for central intervention as regional organizations become more professional.

3. Budget Transparency & Accountability Mechanism

Provincial and district/city governments need to implement reporting standards for the use of funds for achievement development that can be accessed by the public (e.g., simple quarterly reports). This maintains public trust and sponsorships, as well as reduces sentiment as to why the center feels the need to regulate strictly.

4. Athlete Development Continuity Plan

Develop contingency plans to maintain the continuity of the national training program/training program in the event of organizational turmoil, including reserve funds, coach contracts that clarify responsibilities, and communication protocols to athletes. This keeps athletes ready to face competitions.

CONCLUSIONS AND SUGGESTIONS

Overall, the novelty of this research lies in the *critical assessment after the revocation of the policy, the regionally-specific focus, the multi-actor approach, and the mapping of the structural impact on the development of sports achievements*. Thus, this research opens up a new space for scientific discussion that has not been widely explored in Indonesian sports literature.

The revocation of Permenpora Number 14 of 2024 is a policy response to concerns over the potential for excessive intervention against sports organizations. In North Sumatra, this revocation has two main effects: (1) a positive effect in the form of a reduction in anxiety and the return of autonomy for sports administrators so that it can focus on the technical aspects of coaching; and (2) the effect of the transition that requires administrative adjustments, clarification of the relationship between the central and regional governments, and strengthening the capabilities of local organizations. To maximize post-revocation opportunities, proactive policies are needed at the provincial and district/city levels: multi-stakeholder dialogue, managerial training, budget transparency mechanisms, and athlete development continuity plans. With these steps, the revocation can be used as a momentum for more effective and sustainable achievement development governance reform in North Sumatra.

The Ministry of Youth and Sports of the Republic of Indonesia revealed that the revocation of the regulation was taken as part of an effort to simplify regulations and increase effectiveness. Then also to support a better transformation. The revocation of Permenpora No.14/2024 reduces the uncertainty and potential for intervention felt by many parties, so that administratively the coaching process is smoothed again. However, the short-term negative effects are real: delayed programs, loss of training hours, and psychological/administrative losses for sports personnel in the region, including North Sumatra. Indirect achievement coaching drops drastically in 6-12 months due to revocation; However, cumulative effects (e.g. pauses in the talent development pipeline) can arise if regulatory transitions and budget recovery are not properly managed.

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