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Enhancing Sound Governance in Sport Policy through the Sport Potential Card Program in Bojonegoro

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ABSTRACT

This research examines the application of sound governance principles in improving the effectiveness of the Leveled Sports Potential Card (K'POB) program in Bojonegoro Regency. This program aims to capture and develop young athletes through providing incentives and sustainable coaching. The method used in this research is descriptive qualitative with interview and observation techniques. The results of this study indicate that implementing K'POB still needs various challenges, such as lack of supervision, misuse of incentives, and complex program structure. However, applying sound governance principles can increase the success of this program by strengthening synergies between government and non-government institutions, improving supervision, and expanding information distribution to remote areas. K'POB can be an effective solution for the sustainable development of young athletes. This research contributes to improving sports policy based on sound governance. This research has limitations that lie in a limited scope. Since this research focuses on a specific program in Bojonegoro Regency, the findings may not be generalizable to other regions.

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1. INTRODUCTION

Good governance is implemented to create a political system that favors the people's interests based on the principles of democracy. Good governance gives meaning to government as a form of a dynamic organisation that is required to change in certain conditions constantly. This will later make good governance the basis for the government to provide the best service to the people. In the current

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situation, good governance (Sulfiani, 2021). On the other hand, the open government concept process also has various obstacles. (Kholifatul Muayana, Musta'ana, & Kumalasari, 2023)However, in the current global situation, good governance can help integrate the roles of the government, the private sector, and society. It can also be part of an effort to implement the principles of democracy.

In the current era, new concepts have emerged to improve good governance. One is sound governance, which is assessed from several aspects as a more efficient and comprehensive administration system. (Wardani & Budiawan, 2021)Sound governance is a concept that guarantees effective management policies and describes an independent and autonomous government. (Nilawati, 2016). Sound governance was first proposed by Ali Faramzad, a professor of public administration, and his innovative ideas are still used today. Good governance aims to find new ways to solve problems arising in government-run programs. (Andhika & Ian, 2017). In addition, Sound Governance also has components that play an essential role in facing globalisation's challenges, and all components support Sound Governance. (Firdaus, 2016)Government services must continue improving programs or policies as a provider of information to increase program success and achieve the efficiency and effectiveness the community desires. (Ahmad & Eni, 2024).

Sound governance improves on previous concepts. One indicator of sound governance is globalization, which requires a continuous evolution of the government system, and the Indonesian bureaucracy can inspire this concept. (Herawati, Yunininingsih, & Larasati, 2022). Farazmand (Farazmand, 2004) It also explains that sound governance is used to characterise a government with superior quality in function, structure, process, values, dimensions, and elements needed for government and administration. Indicators or dimensions in Sound Governance include Process, Structure, Cognition and values, Constitution, Organization and Institutions, Policy, Management and Performance, Sector, International power or globalisation, Ethics, Accountability, and Transparency. These indicators are interrelated to provide a quality governance system that exceeds expectations. (Farazmand, 2004).

Sound governance plays a vital role in supporting effective and sustainable sports policies. Through sound management, sports policies can be implemented relatively, reducing the potential for budget misuse and increasing athlete confidence. The long-term goal of sports policy is to create an equitable development planning system. In achieving optimal development goals, public policies formulated by the government must be evaluated and improved periodically to be more effective and positively impact society (Ihsan et al., 2024). Therefore, in the context of sports policy, applying sound governance principles in the Tiered Sports Potential Card (K'POB) program in Bojonegoro Regency is very important to ensure that the policy runs effectively, sustainably, and reasonably. As an innovation in sports policy, sound governance can reduce budget misuse and ensure that policies meet the long-term needs of athletes. This study examines the application of sound governance principles in improving the K'POB program, overcoming existing challenges, and improving athlete development and welfare by providing insights to improve public policy in sports (Putro et al., 2024).

Sports development planning must be prepared with specific standards to provide opportunities to manage resources, meet athletes' needs, and achieve the desired achievement targets. (Rahadian & Ma'mun, 2018). With this, public policies to plan tiered and sustainable achievement development are necessary for KONI. (Soan, 2017). The development that is carried out can also be through talent monitoring or training. The program is based on science and technology to be more effective for developing athlete sports achievements. (Akhir & Wulandari, 2021). Since 2017, athlete development has been carried out through increasing national sports achievements (PPON) with the issuance of Presidential Regulation Number 95 of 2017, where the central role of athlete development is carried out by the Main Organization of Sports Branches and the National Paralympic Committee (NPC) of Indonesia with budget facilities from the government. (Amali, 2022).

Based on the policy on athlete development, the Bojonegoro government is trying to improve the standards of coaching and developing high-achieving athletes in Bojonegoro. By Regent Regulation number 7 of 2022 concerning the coaching and development of sports in stages in Bojonegoro Regency.

So, the innovation was formed, namely the Tiered Sports Potential Card Program (K'POB), as an effort by the Bojonegoro government to develop the talents of young athletes. Through online athlete recruitment, young athletes will be trained to excel. (Bojonegoro, 2021). By launching this K'POB in 2022, the Regent of Bojonegoro Anna Muawanah hopes to increase the number of high-achieving athletes recruited early. (Dinpora, 2022). The K'POB program is not only a sports scholarship program but also a program to identify and provide athlete coaching through incentives applicable to developing athlete potential. (Dinkominfo, 2023)These young athletes receive incentives every year. These incentives allow them to buy necessities while developing their talents. (Erlin, 2023).

In achieving optimal development goals, public policies formulated by the government must be evaluated and improved periodically to be more effective and positively impact society. Therefore, in the context of sports policy, applying sound governance principles in the Tiered Sports Potential Card (K'POB) program in Bojonegoro Regency is very important to ensure that the policy is effective, sustainable, and fair. As a sports policy innovation, sound governance can reduce budget misuse and ensure that policies meet the long-term needs of athletes. This study examines the application of sound governance principles in improving the K'POB program, overcoming existing challenges, and improving athlete development and welfare by providing insights to improve public policy in sports (Uzhma et al., 2024),.

This study aims to identify the role of sound governance in developing and optimising the Tiered Sports Potential Card (K'POB) program in Bojonegoro Regency. This program is an innovation of the Bojonegoro Regency government to recruit and develop young athletes to develop athlete potential. However, the implementation of this program faces various obstacles, such as lack of supervision of coaching, misuse of incentives, and lack of clear guidelines, thus hampering the success of this program. This study applies the principles of sound governance through an approach that focuses on various indicators, including transparency, accountability, and community involvement, to analyse the K'POB program and provide solutions to improve the implementation of the program (Rahman et al., 2024).

2. METHODS

This study uses a descriptive qualitative method that makes humans the instrument and is adjusted to the situation in the field to be associated with qualitative data collection. The approach through qualitative research methods is to describe and understand the meaning contained in an individual or group that is the source of a problem to understand the problem being studied.(Creswell, W, & Creswell, 2014). The approach through qualitative methods was chosen for the complex dynamics of the K'POB program by describing the actual situation from the field during the research, with observations regarding the utilization of the K'POB program as a support for the improvement and development of athletes in the future.(Dwina, Syaharuddin, Mutiani, Ilhami, & Putra, 2022). The data obtained are primary and secondary data. Primary data was obtained from interviewed informants. After the informants were determined, interviews were conducted directly through face-to-face meetings for 30-60 minutes (Sari, 2023). Data collection techniques included interviews with stakeholders about the K'POB program and media observations and analysis. (Fauziah & Lubis, 2022). The informants interviewed were athletes who received K'POB program scholarships and the K'POB program implementers, namely the Youth and Sports Office. These athletes were selected because of their achievements after receiving incentives from the K'POB program to assess the coaching and obstacles of the K'POB program. Informants from the government were chosen to represent the perspective of sports policy implementation. Data analysis techniques were carried out using interactive analysis with three stages: data reduction, data presentation, and conclusion. (Huberman, A. Michael; Miles, 2014).

3. FINDINGS AND DISCUSSION

Sound governance is also essential in sports policy, especially ensuring that the sports programs run focus on the long-term positive and are by sustainable development for athletes. (Andrews, Russell, & Barrios, 2016). Furthermore, the relationship between sound governance and sports policy development planning can ensure that the government is a facilitator and encourages sports development that benefits athletes and aims to strengthen sports development values. (A. Hums Mary, Kluch, H., & C., 2023)Sound governance can help the government and sports stakeholders create policies responsive to athletes' needs and support their welfare.

1. Process

The K'POB program was formed to address students' interests with minimal sports supervision and an uneven development process. This program is also a means of recruiting potential young athletes in Bojonegoro Regency by disseminating information on social media and websites for the student registration process for the K'POB program. These young athletes are identified for their interests and potential to be adjusted to the needs and development of athletes in the future. In terms of managing athlete resources, providing incentives to these young athletes needs to be supervised to ensure the benefits of incentives to support future athlete development.

In the process of the K'POB program, the government needs to carry out continuous supervision to monitor athletes and utilise incentives to purchase incentives and training equipment that support the talents and potential of athletes. The development of young athletes is the basis for the implementation of the K'POB program in Bojonegoro Regency. Recruiting young athletes in schools and developing their interests and potential through the incentives provided is necessary for managing athlete resources. Although the incentives are relatively small, these young athletes will feel the development when they can be appropriately utilised. This potential will be fostered and trained to become athletes who excel at the regional, national, and international levels (Nurkamilah et al., 2024).

Based on this, the government must continuously supervise athletes, especially when using incentives. This will ensure that the incentives provided by the government can be utilized optimally by athletes receiving the K'POB program. In addition, continuous supervision can have a positive effect in the form of effective athlete coaching; the athlete's potential will develop optimally, and the athlete can perform as expected by the government.

2. Structure

This program involves many government agencies that have different tasks and roles, such as the Population and Civil Registry Service acting as a data checker for registered students' NIK, the East Java Provincial Service Branch, the Education Service, and the Ministry of Religion acting as a data checker for students' NISN, the Communication and Information Service as the application/website maker and distributor of K'POB program information and the Youth and Sports Service as the registrant data validation team. With the presence of various government agencies, the Youth and Sports Service in the Sports sector is responsible for implementing the K'POB program.

The presence of various government agencies involved. This certainly makes the registration process quite long. The incentive receipt process takes much longer because it has to go through multiple agencies to validate registrant data. In addition, the involvement of many agencies requires synergy between agencies so that the K'POB program process becomes much more accessible and does not seem to make it difficult for athletes to get K'POB program incentives.

The involvement of various government agencies with different roles creates complexity in the registration and data validation flow, slowing down the distribution of incentives. Therefore, good synergy between agencies is necessary for the K'POB program process to avoid making it difficult for athletes to get incentives.

3. Cognition and Values

The value of justice in implementing the K'POB program has begun to be in the spotlight. To overcome the lack of information dissemination to young athletes in remote areas. The Youth and Sports Office conducted socialisation at 9 points in Bojonegoro Regency. At each point, there are 3-4 sub-districts. The socialisation of the K'POB program at several points invited representatives of

elementary and high school teachers, representatives of MGMP, school principals, and sub-district officials. This socialisation was carried out during the introduction process of the K'POB program. Still, it also monitored each incentive sought and socialised about ongoing coaching to increase the potential and interests of young athletes in remote areas.

Equalising the participation of young athletes in remote areas is very important to uphold the value of justice in the K'POB program. Equal distribution of information, ease of athletes' registration, socialisation in remote areas, and continuous supervision of coaching can motivate athletes to excel. In this case, equal participation of athletes will be achieved, and young seeds in remote areas will also feel the coaching of the K'POB program.

Based on the results above, it is necessary to highlight the distribution of information on the K'POB program. Initiatives regarding information distribution through socialization to remote areas are expected to overcome social inequalities, ensure that potential athletes can get the same benefits, and encourage inclusiveness and justice.

4. Constitution

The constitution for implementing the K'POB program is based on Law Number 11 of 2022 concerning sports and Regent Regulation Number 7 2022 concerning developing and coaching sports in stages in Bojonegoro Regency. This K'POB program has technical guidelines that are useful for maintaining harmony when running the system so that it does not overlap. However, these technical guidelines are only given to agencies involved in the K'POB program because they are private and prevent system leaks that make the K'POB program unable to run optimally.

The K'POB program's follow-up was formed due to the need for more coaching for athletes. This K'POB program can benefit sustainable athletes' development, coaching, and welfare. The program's constitution must also be tightened to anticipate athletes' misuse of incentives.

The limited access to these guidelines, which are only given to the government agencies involved, requires transparency while maintaining system security. By strengthening the legal and technical framework of the program, it is possible to improve sustainable guidance and more effective implementation of the K'POB program.

5. Organization and Institution

The K'POB program involves government institutions, non-government organisations such as the Indonesian National Sports Committee (KONI), and around 40 sports associations/federations in Bojonegoro Regency. This synergy is for cooperation in coaching and improving the potential of athletes in each sport. And also to identify the development of athletes after receiving incentives from the K'POB program. Participation and cooperation with non-governmental institutions in the sports field need to be carried out to recruit athletes in each sport. Monitoring in each sport also needs to be carried out so that each association's coaching and training stages can improve athlete achievement and minimise misuse of athlete incentives.

The synergy between government and non-government organizations needs to be highlighted in this case. Strong synergy between the two is essential for coaching and increasing athletes' potential. In addition, continuous monitoring in each sport is also needed to ensure the effectiveness of the training program while encouraging continuous improvement in athlete performance.

6. Management and Performance

Management of the K'POB program can be seen from how efficient the program is in increasing athlete resources. The use of incentives without any misuse will have an efficient impact on athletes. But the reality in the field is undoubtedly different. Because of the results of observations and interviews with athletes, incentives still seem lacking to support their interests. Even so, the achievements of the athletes who received K'POB are pretty impressive. These young athletes made achievements at the POPDA XIV event 2024 in Bangkalan Regency. Achievements at the event experienced a significant increase. At POPDA XIII in 2022 in Sidoarjo Regency, Bojonegoro athletes only won 3 gold, eight silver, and three bronze. At POPDA XIV in 2024, they won 6 gold, 10 silver, and

16 bronze. This is a tangible manifestation of the existence of the K'POB program because the athletes who competed in the event were athletes who received K'POB program scholarships.

These young athletes still need to be supervised using the K'POB program. The party responsible for the K'POB program must also monitor and act to guide athletes using incentives. Program performance so far can be influenced by how much athletes can use incentives to support their talents because the success of program performance begins with using incentives by purchasing facilities or equipment for training. And the progress of the training and coaching will be directed toward achievement for athletes. Actual results, namely the increasing achievements of athletes receiving the K'POB program at the POPDA XIV event in 2024, prove that the government's training and coaching are on the right track.

The efficiency of the K'POB program is reflected in how incentives are used to support athletes' potential. However, further supervision and guidance is still required. The success of the K'POB program underscores the importance of continuous monitoring of athletes to ensure talent development and achievement are achieved. The marked performance improvement proves that the K'POB program is on the right track.

7. Policy

The implementation of the K'POB program is done through various procedures. These procedures go through several stages, such as meetings with the file verification team, meetings with government agencies involved, and socialisation to strengthen the flow of implementation and dissemination of information on K'POB program registration. With these various stages, it is hoped that the government will carry out a continuous evaluation of the sports policies that are being implemented. The procedures that are set must also be adjusted to the needs of athletes in the future so that receiving information and coaching will be the capital to improve the K'POB program every year.

K'POB program implementation procedures highlight the importance of systematic steps. These procedures ensure the program implementation follows the plan and can reach the right targets. However, the program's success depends not only on its implementation but also on the continuous evaluation of the policies implemented. Thus, the implementation and coaching done through the K'POB program can be continuously improved, creating better results every year.

8. Sector

This sector dimension explains the collaboration between government and non-government sectors, which is expected to be able to overcome the problems experienced by athletes and identify their needs. This collaboration is expected to provide sustainable benefits to the K'POB program. Collaboration of government sectors such as agencies is tasked with being responsible for the program or implementing the K'POB program. The non-government sector includes KONI and the federation/association of sports branches involved, which have the task of being a place for training and coaching athletes to increase their potential.

This collaboration is expected to provide sustainable athlete welfare. Providing insight and giving direction to athletes is one of the essential things so that athletes focus on achievement and coaching, not on the nominal incentives given. Recruiting athletes to enter clubs that provide coaching will also make it easier for athletes to adjust their needs to achieve. The same perception among athletes about the benefits of the K'POB program will encourage athletes to continue to accomplish in the regional, national, and international arenas.

In the sector indicator, collaboration between government and non-government in the K'POB program emphasizes the importance of synergy in overcoming athlete problems and identifying programs. This collaboration is expected to sustainably support the welfare of athletes and provide them with insight and direction. In addition, with a common perception of the benefits of the K'POB program, this collaboration is expected to motivate athletes to continue to develop and excel.

9. International strength or globalisation

Establishing the K'POB program is expected to help these young athletes adapt to the global challenges that are currently being hit. Through this K'POB program, athlete development is carried out for long-term growth and to anticipate athletes being shackled in the current global situation. This will be a source of pride for athletes because, at a young age, they can excel and become a source of pride in their hometown. Today's young athletes are in Generation Z, which is widely known by the public as a spoiled generation unable to adapt to the global situation due to the influence of gadgets. So that supervision of the recipients of this K'POB program will prevent young athletes from being shackled by an environment that destroys their dreams and aspirations.

The K'POB program highlights how it is designed to prepare athletes for global challenges while building long-term development. The K'POB program also provides opportunities for young athletes to adapt to global challenges and excel from an early age. With this, the K'POB program is not only a means of coaching but also a means to shape athletes' character to be strong, independent, and resilient.

10. Ethics, Accountability and Transparency

Regarding accountability, the K'POB program has been formed as an effort by stakeholders to be responsible for the program, such as distributing information regarding K'POB program registration and incentives. This distribution will ensure that the K'POB program's implementation runs according to the standard operating procedures set by the program implementer. In terms of ethics and transparency, the K'POB program can be seen from the report on the implementation of the K'POB program in the form of increasing athlete sports achievements, growing enthusiasm for registrants, and openness of socialisation and evaluation uploaded on social media. This openness can be seen from the Bojonegoro Regency Government website, which states that the verification results obtained were 26,382 athletes with a total budget realised of 14.482 M. This data increased after in 2022, the recipients of the K'POB program who passed verification were 9,488 athletes. With this increase, the coaching, training, and development of athletes will likely continue, and the K'POB program will improve the sports policies of the government.

Discussion of this indicator in implementing the K'POB program shows that efforts are made through the structured distribution of registration and incentive information. The accountability of the K'POB program is also evident in the reporting of improvements in athlete performance and openness in the socialization and evaluation of the K'POB program published through social media. These measures are expected to strengthen the government's sports policy and ensure the K'POB program remains relevant and effective.

4. CONCLUSION

This research discusses the application of sound governance principles in improving the Leveled Sports Potential Card (K'POB) program. This program is an innovation of the Bojonegoro Regency government, which aims to capture and develop young athletes through incentives and sustainable coaching. However, the K'POB program has a sustainable positive impact on athletes. However, the K'POB program encounters various challenges, such as lack of adequate supervision, misuse of incentives, and complex program structure, which must be overcome. Therefore, there is a need for improvement and evaluation to ensure the sustainability and effectiveness of the K'POB program. This study also shows that the implementation of sound governance involving various indicators such as transparency and accountability can provide solutions to improve program effectiveness and overcome the problems in the K'POB program. Strengthening supervision, more effective management of incentive supervision, synergy between government and non-government institutions, and equitable distribution of information, especially to remote areas, can improve the development of young athletes in a sustainable manner. This research contributes to identifying and providing insight into the importance of applying sound governance principles to effectiveness and improvement in sports policy. Specifically, this research shows that sound governance can be used to improve supervision, the

synergy between institutions in managing the K'POB program, and continuous evaluation to minimise misuse of incentives, ensure incentives meet the needs of athletes, and provide long-term benefits for young athletes. The practical implications of this research include relevant recommendations for managing sports policies, especially the K'POB program. For example, through strengthening the supervision system, the government needs to provide clear guidelines to athletes who receive incentives and ensure transparency in program implementation through open evaluation reports. Increased synergy between institutions must be strengthened to support sustainable training and coaching. Better collaboration is needed between the government, KONI, and sports associations to accelerate data validation, improve the registration process, and increase the effectiveness of athlete coaching. The program's socialisation to remote areas must also be expanded to ensure all young athletes have equitable access to coaching and information. Continuous evaluation and updating of technical guidelines to ensure athletes' needs can be met to provide clarity in implementing the K'POB program.

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