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Achievement Sports Development Policy by KONI Depok City during the Pandemic Period

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Abstract

This study aims to analyze the development of achievement sports during the COVID-19 pandemic in Depok City. The unit of analysis for this research is the coaching policy applied to the development of achievement sports by the Depok City Indonesian National Sports Committee (KONI) during the COVID-19 pandemic. This research is qualitative descriptive research, and interviews and document study obtained data collection. The study results found that the Depok City KONI during the COVID-19 pandemic focused more on coaching athletes with a target of ranking in the top 10 in the West Java Province Regional Sports Week (Porda) in 2022. This study concludes that the policy of developing achievement sports for the Depok City KONI during the pandemic has been relatively good despite experiencing difficulties in dealing with several obstacles, such as decreased athlete motivation, hampered athlete development due to competition cancellations, restrictions on the use of sports infrastructure, and shifts in funding allocations during the COVID-19 pandemic.

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INTRODUCTION

Sports are an inseparable part of people's daily lives. Sports are not only part of a healthy lifestyle but can also be an effort by the state to build confidence, pride, and

unity in the nation (Nurwanda et al., 2021). The development progress in a country, especially in sports, has resulted in various achievements in sports. This is driven by good sports coaching by the government. Sports achievements can be achieved thanks

to systematic sports coaching, the quality of human resources, responsibility, discipline, and professionalism from relevant stakeholders. Therefore, sports coaching needs attention through coaching, management, systematic planning, and implementation within the national development framework (Chen, 2018).

Achievements in the field of sports can increase a good reputation at the regional, provincial, and national levels to make the country proud in the world. Achieving sports achievements is increasingly difficult because of a higher level of competition. Therefore, various efforts and efforts are made by local and state governments to place outstanding athletes in every sports event. One is through good sports coaching and strategic planning (Rahadian & Ma'mun, 2018).

Sports coaching is an essential step towards sporting achievement. However, many parties need to pay more attention to this issue, so they cannot compete successfully and only practice continuously without a plan, system, and continuity. The sports training system in Indonesia is all about talent search and athlete talent development. A sound coaching system is needed to achieve a high level of success. The achievement will be achieved with a maximum coaching system (Prasetyo, 2013).

Sports coaching is part of efforts to improve the quality of Indonesian society aimed at improving the physical and spiritual health of the entire community, as well as developing sports achievements that can create a sense of belonging and national

pride. Sports coaching has received less attention, so it is necessary to increase sports coaching to achieve achievements by the goals set.

Developing sports achievements in Indonesia is the responsibility of the Indonesian National Sports Committee (KONI). The duties and functions of KONI are regulated in Law No. 3 of 2005 concerning the National Sports System (SKN), Article 35: (1) the community can form a parent sports organization in sports management, (2) The parent organization of sports, as referred to in paragraph (1), may establish its branches in provinces and districts/cities. And Article 36: (1) The parent organization of a sports branch referred to in Article 35 shall establish a national sports committee. (2) The organization of the national sports committee, as referred to in paragraph (1), shall be determined by the community concerned by laws and regulations. (3) The parent organization of sports branches and national sports committees shall be independent, as referred to in paragraph (1). (4) The national sports committee referred to in paragraph (1) and paragraph (2) shall have the following duties:

- A. Assist the government in making national policies in the field of management, coaching, and development of sports achievements at the national level;
- B. Coordinate the parent sports organization, functional sports organization, as well as provincial sports committees and district/city sports committees;

- C. Carry out the management, coaching, and development of sports achievements based on their authority; and
- D. Carry out and coordinate multi-national sports championship activities.

Based on these duties and functions, it can be concluded that KONI is an independent organization as an extension of the government formed by sports organizations both at the provincial level and at the district/city level, which aims to coordinate the management of sports achievement coaching based on its authority. KONI is a national sports organization that has a great responsibility for advancing sports achievements in Indonesia. The concept of coaching athletes to be able to achieve high and maximum achievements must be implemented gradually and continuously. Maximum success in nurturing athletes cannot be done alone but must be done systematically.

According to Danardono (2012), the success of a systematic, integrated, directed, and programmed athlete coaching process can be seen from several influencing factors, namely: (1) the availability of a sufficient number of talented athletes, (2) the availability of professional coaches who can apply science and technology, (3) the availability of adequate sports facilities and infrastructure, (4) the existence of stable and sustainable programs, supported by the proper budget and good relationships between all parties (athletes, coaches, coaches, administrators, provincial governments,

KONI, and the government), and (5) periodic examinations and athletes' health are held.

Sports coaching is an important issue that must receive attention from the government. Sports coaching and development is part of efforts to improve the quality of Indonesian people and aims to improve the community's physical, mental, and spiritual welfare, as well as to strengthen morals and personality, discipline, and sportsmanship, as well as increase achievement. Sports coaching must be considered to improve the quality of human resources. The government needs to carry out profound guidance to make a real contribution to the country's development.

KONI Depok City, a sports organization that oversees various sports and fosters sports achievements in Depok City, certainly has a coaching pattern to achieve the goals (KONI Depok, 2022). The coaching pattern used by KONI as top management impacts achieving Depok City's sports achievement targets. Sports coaching to get outstanding athletes must be done with careful planning. KONI Depok City must consider supporting factors in achieving achievements to meet targets. According to Suharno (2016), factors that affect the achievement of athletes' achievements include 1. Athlete factors; 2. Coach factor; 3. Good organizational factors; 4. Place/equipment/financial factors; 5. Environmental factors; 6. Government participation.

Things that affect the achievement of athletes' achievements must be considered

thoroughly so that KONI Depok City, as *top management*, must create the right policies for managing sports and athletes in it. KONI Depok City strives to meet these standards to achieve the goal of increasing sports achievement. The coaching pattern carried out by KONI Depok City is an exciting study because the coaching pattern used by KONI Depok City can bring Depok City to achieve the desired achievement target. One of the achievement targets of KONI Depok City is to bring Depok City into the top 10 in the 2022 West Java Provincial Sports Week (PORPROV).

The world is facing an outbreak of a disease caused by a virus called corona or COVID-19. In December 2019, coronavirus-19 (COVID-19) appeared and was first discovered in Wuhan, China. Moreover, the first case in Indonesia was recorded on March 2, 2020, causing Indonesia to implement several policies to overcome the spread of this virus. Coronavirus is a virus that can cause diseases that are very easily transmitted through the air, objects contaminated by viruses, and droplets when people cough. When transmitted, this virus can cause respiratory illness and can cause death in humans. WHO determined this condition as a world pandemic, which resulted in many changes in the order of life in various sectors, resulting in changes in several activities (WHO, 2020).

Due to the COVID-19 pandemic, various policies have been implemented to break the chain of spread of the COVID-19 virus. Social distancing is a tough choice for

every country in implementing policies to prevent the spread of COVID-19 because this policy hurts all aspects of life. Restrictions on people's social interaction can hinder growth and progress in various areas of life, but there is no other choice because this method is the most effective. No exception in the field of sports coaching is also affected by this policy. This policy shift forced various parties, including KONI Depok City, to follow the path that could be taken so that sports achievement coaching could continue to run optimally. The purpose of this study is to see the sports coaching achievements of KONI Depok City during the COVID-19 pandemic.

METHODS

This research uses a qualitative approach to understand the aspects studied comprehensively. According to Corbin and Strauss, this qualitative approach is used to study and uncover what is happening behind phenomena over what is little known (1990: 19). This qualitative method is also used due to several considerations. First, adapting qualitative methods is easier when faced with multiple realities. Second, this method directly presents the nature of the relationship between researchers and respondents. Third, this method is more sensitive and more adapted to many sharpening of mutual influences and to the patterns of values faced (Moleong, 2000: 5). Thus, this study presents data in the form of a description of the program implementation process along with the obstacles encountered in the context of

coaching sports achievements of KONI Depok City.

This research was qualitative, and data collection used in-depth interviews and document studies. The objects in this study are several sports achievements at KONI Depok City. This study's data source is information selected according to the function and authority. Information consists of leaders and administrators of KONI Depok City, namely the Chairman of KONI Depok City, the Head of KONI Depok City Achievement Development, and the General Treasurer of KONI Depok City.

In this study, researchers applied various data collection methods, namely in-depth interviews and document studies, to guarantee the data's validity or degree of trust.

FINDINGS AND DISCUSSION

Findings

This study aims to analyze sports achievement coaching during the COVID-19 pandemic at KONI Depok City, centered on training programs and sports achievement coaching, sports facilities and infrastructure, and funding during the COVID-19 pandemic. The subjects of this study are sports activity actors in Depok City, including KONI leaders and administrators, namely the Chairman of KONI Depok City, the Head of KONI Depok City Achievement Development, and the General Treasurer of KONI Depok City.

In policy determination, there are five stages, according to William Dunn (2013: 35-37), namely the stages of agenda preparation,

policy formulation, policy adoption, policy implementation, and policy evaluation. The purpose of dividing the stages of policymaking is to make it easier to review policies that have been set. The stages of policymaking have a long process, from agenda setting to policy evaluation. From the results of interviews with the resource persons who were the subjects of this study, the following findings were obtained.

The first step in policymaking is to set the underlying agenda for policymaking. To prepare the agenda, KONI Depok City held a general meeting with many stakeholders in deciding a policy. KONI Depok City is an institution empowered to advance sports in Depok City, so it is necessary to establish a policy on coaching sports achievements. In preparing the agenda, KONI observes the latest situation and adjusts domestic conditions in deciding on sports achievement coaching so that it runs well and can achieve maximum achievement.

Agenda-setting is intended to set boundaries between planning and policy. All sports followed the agenda prepared by KONI Depok City during the COVID-19 pandemic, and the agenda was based on the results of sports coaching performance during the COVID-19 pandemic. KONI Depok City partners with the Depok City Government, which manages sports achievements in Depok City, so KONI Depok City must decide the policy. The policy decided by KONI Depok City essentially continues to organize sports achievement coaching to the demands of the COVID-19 pandemic situation.

The interview results stated that, in general, KONI Depok City is coordinative. This means that KONI Depok City coordinates the management of sports branches (pengcab) in Depok City. KONI Depok City oversees and is in charge of managing 45 sports in Depok City. For KONI Depok City, of course, one sport and another have differences in the needs on the field, training patterns, infrastructure, etc. Therefore, in preparing programs, KONI Depok City usually asks for and accommodates proposals from each sport. After being proposed, next KONI Depok City will hold a plenary meeting to discuss each sport's proposed activities and programs. After each sport has proposed a program or activity, the leaders and administrators of KONI Depok City will decide on the program or activity that is accepted and applied. This stage of agenda preparation applies both before the COVID-19 pandemic and during the COVID-19 pandemic. The difference is that during the COVID-19 pandemic, adjustments must be made according to the central government's and local governments' direction in implementing health protocols, such as limiting gathering activities. The preparation of the agenda was carried out by leaders at KONI Depok City with the Head of Division at KONI Depok City and also coordinated with KONI West Java and the Depok City Youth and Sports Office (Diaspora) as KONI partners from the government.

In formulating a policy, an organization must have a regulatory basis that is considered when determining a policy. KONI Depok City in formulating policies has a legal basis,

including Law Number 3 of 2005 concerning the National Sports System (SKN), Government Regulation of the Republic of Indonesia Number 16 of 2007 concerning Sports Implementation (KONI, 2022). KONI is an autonomous institution, and the role of local governments in determining policies for KONI is limited to financial budgeting. The rest of KONI manages sports coaching independently without interference from any party but still adheres to the applicable rules. Of course, the applicable legal basis must be considered when determining policy, as KONI Depok City did at this stage. KONI Depok City always strives to comply with applicable legal foundations, such as regional regulations, in making regulations. KONI Depok City is an independent organization and must not be intervened by any party. The Depok City Government is only involved in coaching in the field of financial budget, which needs to be managed by KONI Depok City independently.

Based on the results of the interview, during the COVID-19 pandemic, KONI Depok City got around the achievement sports coaching program with regulations issued by the government. For example, when there is a circular from the government to close sports facilities, KONI also closes sports venues. When the COVID-19 pandemic slowed down, KONI also opened a sports venue. So far, there have been no cases of athletes exposed to the virus at sports training grounds. KONI Depok does have a COVID-19 task force (sagas) to oversee athlete coaching programs during the COVID-19 pandemic.

KONI Depok generally complies with regulations or circulars issued by both the central government, local governments, and KONI West Java. So far, the circular is more of an appeal that reminds us of the impact of mass gatherings during the COVID-19 pandemic. KONI Depok responded to the appeal from the government in general, then adopted KONI Depok by adjusting the athlete coaching program to the conditions of the COVID-19 pandemic in the city of Depok. However, the content of regulations adopted by KONI Depok City is almost the same as that of regulations or appeals from the central and regional governments. Circulars are general, similar to central appeals, and not technical. KONI Depok delivered a circular to the clubs and conveyed it to coaches and athletes.

It should be understood that the needs of one sport and another vary, such as training conditions, infrastructure needs, etc. In terms of circulars, it is general, but KONI Depok wants to talk about more technical matters related to sports. Usually, KONI Depok invites similar sports. If there are technical things to be conveyed or discussed, KONI Depok usually invites clusters of similar sports, such as martial arts clusters, athletics, and others. KONI Depok is open to discussing with athletes and coaches.

The next step in public policy is policy adoption. Suppose it is necessary to change the policy and adopt a new policy. In that case, an organization like KONI must pay attention to input from many parties, such as sports branch administrators, coaches, athletes, and

suggestions from KONI members. Therefore, the previously formulated policy became the basis for agreement and consideration for the new policy by KONI Depok City. Most Depok City sports stakeholders must approve the new policy with the conditions stipulated in the Articles of Association / Bylaws (AD / ART) of Koni Depok City.

From interviews with resource persons, it is known that the form of policy adopted by KONI Depok City for coaching sports achievements during the COVID-19 pandemic refers to the SKN Law of 2005, which was later derived into the Circular Letter of the Minister of Youth and Sports of the Republic of Indonesia Number 6.11.1 / MENPORA / VI / 2020 of 2020 concerning Protocols for the Prevention of Corona Virus Disease in Youth and Sports in supporting the sustainable recovery of activities through adaptation to change lifestyle in the new regular order.

The next step is the implementation of the policy, which is a tangible manifestation of the adopted policy. As mentioned earlier, the policies of KONI Depok City are sourced from existing legal foundations, namely Law Number 3 of 2005 concerning the National Sports System (SKN), Government Regulation of the Republic of Indonesia Number 16 of 2007 concerning Sports Implementation. In addition, KONI Depok City will continue to comply with central and local government regulations. According to the Chairman of KONI Depok City, KONI Depok City has never made decisions that deviate from the policies of the Depok City Government. Communication between KONI Depok City

and branch administrators (pengcab) went well, indicating that KONI Depok City always coordinates with branch administrators (pengcab) in planning, preparing, and implementing the evaluation.

Once the policy is adopted, the next step is policy implementation. Policy implementation has supporting elements such as communication, resources, and bureaucratic structure. In setting policies during the COVID-19 pandemic, KONI Depok City has no specific policy or program name but continues to have more flexible government policies or regulations. One of them is the implementation of the Depok City KONI policy on the Circular Letter of the Minister of Youth and Sports in 2020 Number 6.11.1 / MENPORA / VI / 2020 concerning the Protocol for the Prevention of Corona Virus Disease in Youth and Sports (COVID-19). KONI Depok City principally supports the central and local governments in preventing the spread of the COVID-19 virus and encouraging sustainable recovery through a lifestyle in the new normal which is a derivative of the existing legal basis in Indonesia for the management of sports coaching. According to the Chairman of KONI Depok City, the implementation of policies at KONI Depok City is very good and quite satisfactory considering the COVID-19 pandemic situation, but it is still felt that it still needs to be improved.

Regarding the form of communication, coordination of KONI Depok City to athletes and coaches related to policies or regulations adopted is carried out through: first by

forwarding circulars: second, KONI Depok City has a communication media through a WhatsApp group containing the leaders of KONI Depok City and the coach's WhatsApp group, to coordinate and convey information: third, sometimes if needed, a zoom meeting is held for friendship and communication and listening to the aspirations of the coaches and athletes. According to the management of KONI Depok City, so far, the coordination of KONI Depok City with athletes and coaches has been going quite well. KONI Depok City also includes other elements, including academics, so that regulations and programs become objective.

The final stage is policy evaluation. After the policy is implemented, the next step is to evaluate whether the policy is on target. Policies that have been implemented will be assessed or evaluated to see the extent to which the policies that have been made achieve the expected results. Therefore, an organization will establish steps or criteria that are the basis for assessing whether the policies that have been implemented have achieved the expected results or not.

The evaluation phase is crucial in determining whether the policy has a positive or negative impact. If the effect is better, the policy should be maintained. However, if it has a negative impact, it may be necessary to change the policy. In this phase, the implemented policy is evaluated or assessed to determine how well the implemented policy is able to solve the problem. The evaluation stage carried out by KONI Depok City during the COVID-19 pandemic is carried out

periodically every time the central and regional governments issue a regulation. KONI Depok City will contact sports managers, coaches, and athletes and continue the training process according to the rules. KONI Depok City conducted the evaluation based on the project's annual report for one year. Evaluation by KONI Depok City is generally carried out at least in the framework of deliberative activities or meetings, such as annual meetings for one-year performance reports that discuss the achievements of KONI Depok City, including the creation of work programs for the next year and suggestions from branch administrators and members of KONI Depo City.

Discussion

Sports achievement coaching during the COVID-19 pandemic by KONI Depok City is similar to before the pandemic. According to the Head of the KONI Depok City Achievement Coaching Division, in terms of sports coaching management, everything has stayed the same during the COVID-19 pandemic. It's just that during this pandemic, coaching achievement sports in Depok City and nationally must make adjustments in the training system that sports and athletes must apply. This is a challenge for KONI Depok City.

If in the pre-COVID-19 pandemic, trainers easily provided or delivered training materials, during the COVID-19 pandemic, trainers found it difficult to provide training materials (Jukic et al., 2020). This happens because the delivery of training material is

intended to improve athletes' skills and strengthen physical endurance and others. Though athletes are usually more interested and enthusiastic to train with many people than training with few people. Joint training does have a positive psychological impact on athletes (Kang et al., 2020). If athletes train with many people, especially training accompanied or together with more senior athletes, then their motivation to be the best increases. Therefore, KONI Depok City estimates that achievement will greatly decrease during the COVID-19 pandemic because athletes cannot train optimally.

However, in general, the sports coaching achievements carried out by KONI Depok City during the COVID-19 pandemic have gone well. KONI Depok City asks athletes to continue training during the COVID-19 pandemic situation because athletes' success and achievements can only be achieved through structured, progressive, and sustainable training programs.

KONI Depok City, 2010, has created the PAKET Program, or Integrated Athlete Acceleration Program, which contains a collection of the best athletes from 45 sports in Depok. These athletes are expected to present medals in implementing the West Java PORPROV in 2022. KONI Depok City has a high target in the 2022 West Java PORPROV; Depok City is ranked in the top 10 in the medal tally at the *event* (Hermawan et al., 2020). For this reason, the process of selecting PAKET athletes cannot be done haphazardly but based on benchmarks of achievements that

athletes in each sport at previous PORPROV events have achieved.

These PAKET athletes are also expected to excel and present medals for Depok City at the 2022 West Java PORPROV event. For this reason, athletes in the PAKET Program are equipped with careful preparation and are given financial compensation every month. The goal is for athletes to be better prepared for the Pre-PORPROV competition, namely the Qualification Round (BK).

KONI Depok City has a supervisory team that controls and accompanies athletes during a coaching program called the Strength Conditioning (SC) team. The SC team consisting of sports college graduates numbered around five people who were tasked with overseeing 45 sports in Depok City. According to interviewees, the supervision and assistance by the SC team ordered by KONI in Depok City have gone well. The SC team is tasked with ensuring that athletes have received coaching and assistance in improving their physical quality of athletes, including adjusting training programs to restrictive policies during the pandemic.

In the process of coaching achievement sports, almost every sport is affected by the COVID-19 pandemic, such as mandatory restrictions on gathering activities, quarantine at home, and training from home. All forms of adjustments during the COVID-19 pandemic challenge KONI Depok City to prepare for good sports coaching, especially to lead to the 2022 West Java PORPROV. KONI Depok City has tried its best by preparing a PAKET Program containing the best and outstanding

athletes. KONI Depok City also assigned the SC team to accompany and nurture athletes' physiques during the COVID-19 pandemic. Coaches have also been communicated to continue training activities for athletes with disabilities during the COVID-19 pandemic. All these efforts were affirmed by the Chairman of KONI Depok City so that Depok City could achieve the achievement target of being ranked in the top 10 medal tally in the West Java PORPROV event in 2022.

Athletes are an essential component in the process of coaching sports achievements in every sport involved (Sukadiyanto, 2012). KONI Depok City has determined the size of the achievements of Depok City athletes for the group of PAKET Program members. PAKET athletes are drawn from athletes who won medals at previous PORPROV events. Usually, athletes are given bonuses for the medals they donate. KONI also provides monthly incentives for the next year. Pengcab proposed PAKET athletes by looking at the eligibility and funding parameters from KONI Depok. PAKET athletes can still survive in the package program provided that they continue to excel, follow the standards set by KONI, and are still included in the required age category. In addition to athletes drawn from medal contributors in Porprov, PAKET athletes can also be drawn from the promotion and relegation system through the Pengcab proposal. To improve the athletes' achievements, KONI hired an SC (strength conditioning) team starting in 2020 to go down the field to supervise and see the athletes'

abilities to the extent of their physical abilities and provide training materials to the athletes.

During the COVID-19 pandemic, sports coaching still considers the protection of athletes' health and the achievements to be achieved. The way KONI coordinates with coaches to continue to provide coaching and mentoring to athletes. The coach must make a training report every week. In addition, athletes also provide reports to KONI in the form of videos. KONI also coordinates with the Health Office to facilitate athletes and coaches in getting vaccine injections.

Athletes can still exercise during the COVID-19 pandemic from a physical perspective. But in terms of technique, it is rather tricky because it must be done together. For this reason, KONI Depok City requested that the training program adjusts to the pandemic level nationally. For example, during the COVID-19 pandemic level 4, at least KONI Depok City wanted 2 athletes to train together by carrying out health protocols. KONI Depok City also instructed the trainers to provide training materials that can be done from home, such as physical exercise. Athletes must also report their home workouts via video. The video is helpful for coaches to assess the exercises carried out by athletes. However, training alone at home is just as good as athletes training together.

Although there are many obstacles due to the impact of the COVID-19 pandemic situation, training programs during the COVID-19 pandemic carried out by each sport are still carried out through the implementation of health protocol procedures.

Training programs during the COVID-19 pandemic help athletes maintain their performance and fitness (Chen et al., 2020). Athletes feel that training programs help them improve their training and performance during the COVID-19 pandemic. However, most athletes faced obstacles to following training programs during the COVID-19 pandemic, such as restrictions on gathering activities, lockdowns, and training from home. This does not allow the athlete to fully follow the training program to the maximum.

In the interview with KONI Depok City, the training program during the COVID-19 pandemic was carried out with the help of technology to record training activities. All sports were asked to stay training, and coaches were instructed to supervise training by having athletes record their training at home. In addition, some sports that use sports facilities in places such as halls or gymnasiums can still carry out training activities at sports venues but still apply health protocol procedures as the government recommends.

Coaches in each sport in Depok City are selected individuals who play an essential role in sports coaching (O'Boyle, 2014). The mechanism for selecting coaches at KONI Depok City is that each sports administrator proposes the best coach to accompany the athletes included in the PAKET Program.

The trainers were assigned by KONI Depok City to continue preparing the training program, even though during the COVID-19 pandemic, the training was limited. In overcoming these obstacles, trainers are asked to innovate in preparation for the 2022 West

Java PORPROV. Coaches supervise and accompany athletes' training by viewing video footage of athletes training from home (Ersin & Atay, 2021).

The Head of the Achievement Development Division of KONI Depok City said that sports coaches have tried to motivate athletes to keep training seriously to achieve optimal results. Optimal results can only be achieved through practice and competitive experience. Experienced athletes become more experienced because they compete more often, thus forming an athlete mentality. Meanwhile, during the COVID-19 pandemic, many competitions were canceled or postponed, which affected athletes' preparations.

In general, during the COVID-19 pandemic, the training program prepared still exists, but due to the COVID-19 pandemic situation, the program that initially ran usually then reduced in intensity every week, and even the exercise program was stopped entirely when following government directions for regional quarantine. The training provided is KONI Depok City, which is focused on preparing PAKET athletes to implement the 2022 West Java PORPROV. The athletes train physically, and skill and coordination are essential aspects of the training program. The physical training program is for endurance or physical training of athletes to stay fit during the COVID-19 pandemic. For this reason, KONI Depok City employs an SC (strength conditioning) team starting this year to supervise and see the ability of athletes to the extent of their physical abilities through mentoring and providing training materials.

Facilities and infrastructure are provided to support athletes' training process (KONI Depok provides infrastructure assistance to sports. There are infrastructure facilities in Depok City that are part of the infrastructure facilities owned by the Depok City Government, and there are also infrastructure facilities owned by KONI Depok City, such as GOR, Fitness Center, field, and others.

From the interviews, during the COVID-19 pandemic, the infrastructure handled by sports must have an impact; for example, sports facilities are rarely used, or the intensity of exercise is not what it used to be. The infrastructure owned by KONI Depok City has had little impact during the COVID-19 pandemic because all sports, such as fitness centers, can use it. As long as the COVID-19 pandemic has no impact, even some facilities, such as fitness centers, are still good because they are limited in use during the COVID-19 pandemic. Or the GOR that many people commonly use becomes limited to a few people and has no impact. The direct impact on infrastructure during the COVID-19 pandemic is the limited use of sports facilities for joint training, which is essential for the athletes' training process. For this reason, KONI Depok City adjusts in several ways. For example, athletes can bring home sports equipment/facilities for training in some conditions.

Coaches and athletes have adequate facilities and infrastructure during the COVID-19 pandemic. Sports facilities such as gymnasiums or stadiums have met the health protocol standards set by the government.

KONI Depok highly considers health protocols for infrastructure facilities. For example, in GOR or Gymnasium, hand sanitizers are prepared, keep your distance, and wear masks when outside training.

In response to the impact of the COVID-19 pandemic, several actions have been taken in all elements of sports, including in organizing competitions (Massey et al., 2021). During the COVID-19 pandemic, there are obstacles in organizing sports competitions, and many sports *events* are canceled or postponed (Ludvigsen, 2021). 2022 is an important year in preparation for the 2022 West Java PORPROV. KONI Depok City already has athletes who passed the qualification round (BK). The Qualification Round is the round that determines the athletes who can appear at the 2022 West Java PORPROV. From the records of KONI Depok, 508 athletes have qualified for the 2022 West Java PORPROV. The task of KONI Depok is how to maintain and accelerate the achievements of athletes.

For KONI Depok City, *the event* or competition is very needed and essential, first, not only by athletes but also by coaches and administrators. For athletes, *events* are a place to measure their abilities. According to an interview with the Head of KONI Depok City Achievement Development, they will only be able to know the achievements of good athletes if they participate in previous *events*. In addition, it will be essential for coaches to know the extent of the athlete's ability as directed by the coach as evaluation material. In fact, during the COVID-19 pandemic, there

were very few sports *events*. KONI Depok City entirely handed over to Pengcab to prepare athletes during the pandemic.

KONI Depok City continues to accompany athletes and assigns SC teams to prepare athletes. The SC team assists athletes in improving physical performance, such as VO2 max, muscle mass, etc. If athletes want to excel and be high-spirited, then athletes follow what is given by the SC team. The SC team has a measure and is very scientific (sports science) to know whether athletes can compete. The SC team has been an innovation or breakthrough from KONI Depok City since 2019 and reports directly to KONI Depok City. However, until now, KONI Depok City does not have a psychologist to assist athletes. Even though the role of Psychologists is needed to consider the various psychological aspects of athletes that must be considered during the COVID-19 pandemic, such as anxiety, insomnia, depression, and so on (Reardon, 2020).

KONI Depok City measures the success of achievements from the output of the Qualification Round (BK) to measure athletes' achievements during the pandemic before the holding of Porprov 2022. The results of BK's preparation towards Porprov 2022 for Depok City received the realization of 25 gold from the initial target of 50 gold to achieve the target of KONI Depok City to become the top 10 in Porprov 2022. Almost all sports have done BK, or around 38 sports.

Sports branches organize championships or competitions at the Depok city level with permission from KONI. During

2020-2021 there was no competition at all. Every *event* held by sports branches is licensed not only at KONI Depok City but also at the COVID-19 task force at the Depok City Government level. KONI Depok City only adjusts to the recommendations of the COVID-19 task force; if it is allowed to hold an event, it will be held, but if it does not get a permit, *the event* will not be held.

Canceling or postponing competitions during the COVID-19 pandemic certainly has a systemic impact on all sports *events* in Indonesia and even the world. There are several important things related to the cancellation or postponement of competitions for sports: (1) The cancellation and postponement of competitions due to the COVID-19 pandemic impact the preparation process for athletes competing in sports *events*. For example, the hampering the qualification round event (BK) of athletes who can compete in the 2022 West Java Porprov because the qualification round (BK) cannot be held as scheduled. (2) Training centers in preparation for sporting *events* are challenging to plan according to schedule and must be planned in advance and must still meet standards to achieve targets for athletes' preparation to mature. However, the time shift will undoubtedly impact the training program's time shift, which will physically and psychologically have a significant effect on athletes who are preparing themselves.

The next part of the sports achievement coaching by KONI Depok City is related to funding. The agreed strategies and programs can only be implemented with funding

(Sugeng et al., 2009). The local government provides the primary source of funds received by KONI Depok City in the form of grants provided through the Depok City Youth and Sports Office (DISPORA). Law Number 3 of 2005 concerning SKN states that sports funds allocated by the government and local governments can be in the form of subsidies per the provisions of laws and regulations. The Depok City DPRD must submit a proposal detailing the work program to get the funds. KONI Depok City is obliged to explain the proposed proposals submitted. It must account for the results of implementing the proposals in annual reports.

Based on an interview with the General Treasurer of KONI Depok City during the COVID-19 pandemic, KONI Depok City, regarding funding, tends to adjust the budget. Generally, in coaching and performance (Binpres), the budget component in coaching is usually in the form of assistance provided to sports branch managers (Pencab) in implementing *events*. Because during the COVID-19 pandemic, events could not be held, there was a budget adjustment where the budget for the implementation of sports *events* was shifted to other sides of coaching that was more important to take precedence, such as maintaining athlete health during the COVID-19 pandemic. Funding for sports *events* is diverted and shifted to funding for health infrastructure, such as for the cost of masks, *hand sanitizers*, etc. Regarding the budget or funding for the PAKET program, it has stayed the same or is problematic because it has been allocated from the beginning of the fiscal year.

CONCLUSION

The results showed several conclusions that describe sports coaching achievements during the COVID-19 pandemic in Depok City. First, the sports policy towards coaching achievements during the COVID-19 pandemic at KONI Depok City refers to Law No. 3 of 2005 concerning the National Sports System (SKN). More specifically, KONI Depok City refers to the policy of the Circular Letter of the Minister of Youth and Sports of the Republic of Indonesia Number 6.11.1 / MENPORA / VI / 2020 the Year 2020 concerning the Protocol for the Prevention of Corona Virus Disease (COVID-19) in youth and sports in supporting the sustainable recovery of activities through adaptation to lifestyle changes in the new regular order. The circular letter is still implemented by adjusting the conditions and situation of the COVID-19 pandemic in Depok City. Second, judging from sports coaching, coaches, and athletes' achievements, coaching and training are still carried out even though most are online, considering restrictions on gathering activities. Third, the facilities and infrastructure supporting the development of sports achievements during the COVID-19 pandemic at KONI Depok City are pretty good, especially for health protocol facilities. Fourth, in terms of competition, during the COVID-19 pandemic, sports activities were held very minimally, and KONI Depok City was entirely handed over to Pengcab to prepare athletes during the pandemic. KONI Depok City measures the success of achievements from the output of the Qualification Round (BK) to

measure athletes' achievements during the pandemic before the holding of Porprov 2022. In terms of funding, the impact of the COVID-19 pandemic on sports achievement coaching has little effect because funding still depends on budgeted grants. However, the allocation was shifted to expenditure to maintain the health of athletes and coaches during the COVID-19 pandemic.

Sports achievement coaching by KONI Depok City during the COVID-19 pandemic has gone quite well. KONI Depok City has provided appropriate efforts and guidelines for the success of sports achievement coaching during the COVID-19 pandemic to improve the quality of sports achievements in Depok City. However, the challenges faced by KONI Depok City are overcoming the decline in athlete motivation and welfare, athlete development that is hampered after the cancellation or postponement of competitions, restrictions on the use of sports facilities and infrastructure, and as well as funding shifts during the COVID-19 pandemic.

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