



Policy on The Development and Promotion of Community Sports in Aceh Province

Yulinar^{1,2*}, Amung Ma'mun², Yunyun Yudianta², Nuryadi², Aldiansyah Akbar², Rawi Juwanda².

¹Department of Sports Education, Graduate School, Indonesia University of Education, West Java, Indonesia.

²Department of Physical Education, Health and Recreation, Faculty of Teacher Training and Education, Abulyatama University, Aceh, Indonesia.

*Correspondence: E-mail: yulinar.por@upi.edu

ABSTRACT

This study examined the policy regarding the development and promotion of community sports in Aceh Province. Based on Law Number 11 of 2022, community sports include sporting activities oriented toward culture, local wisdom, and broad public participation. However, in Aceh, its implementation remains limited, tends to focus on achievement-oriented events, is not yet well organized, and faces funding constraints. This research used a qualitative method with a snowball sampling technique. Data collections involved observations, interviews, and documentations, while the data analysis employed reduction, presentation, and conclusion drawing process. The findings showed that the implementation of community sport policies was still dominated by ceremonial activities and had not been sustainably community-based. After a period of inactivity, in 2024, the Aceh KORMI (Indonesian Community Sports Committee) established 19 Sports Governing Bodies (INORGA) across 23 regencies/cities. The activities carried out were still limited to mass gymnastics, which had so far been conducted in collaboration with the Aceh regional government. Policy supports in the form of a Sport *Qanun* (regional regulation) and the potential of cultural sports offered opportunities, while the main obstacles included limited funding, insufficient human resources, and KORMI continued focus on events resulting in suboptimal development of community sports.

ARTICLE INFO

Article History:

Submitted/Received August 2025

First Revised August 2025

Accepted September 2025

Publication Date September 2025

Keyword:

Community Sports,
Development and Promotion,
Policy

INTRODUCTION

Sport policy, which encompasses the fostering and development of physical activity within a nation, constitutes a fundamental principle for the sustainability of sports in the country (Habibie et al., 2023). In Indonesia, sporting activities are also grounded in government-formulated policies. National sport policy is stipulated in Law No. 11 of 2022. This law defines sports as comprising three categories, including educational sports, community sports, and high-performance sports. In Aceh Province, sport legislation is documented in *Qanun* No. 06 of 2016. However, this *Qanun* still refers to the previous national legislation, namely Law No. 03 of 2005. The term *Qanun* originates from Arabic, meaning 'Law' or 'Statute' when examined from an etymological perspective (Usman, 2024). This specific *Qanun* regulates sport affairs, particularly community sports. This regulatory framework is crucial, considering that every activity, especially sports, requires binding rules to govern its implementation process. It is widely acknowledged that the success of sport development is significantly influenced by supportive policies backed by sufficient budgets, adequate infrastructures and facilities, and the active participation of the community in physical activities (Aprilia & Rusli, 2025; Bloyce & Smith, 2010; M. Green, 2006).

Despite the availability of a regulatory framework, its implementation in the field is frequently challenged by various significant obstacles. The challenges often lie in the allocation of budgets and effectively targeted funding for every sport program, especially in remote areas. Furthermore, the equitable distribution of adequate sport infrastructures and facilities, particularly for community sports, remains lacking with facilities concentrated predominantly in urban areas. Sports infrastructures and facilities constitute standard requirements for conducting physical activities (Efendi et al., 2024). This reality is also perceived in Aceh Province and presents a formidable challenge that must be addressed for the sustainable development of community sports. The lack of adequate coordination between the government and the *Komite Olahraga Masyarakat Indonesia* (KORMI) is a significant impediment to the development of community sports. The commitment and readiness of the organization and its workforce, specifically human resources, are fundamental for initiating a change (Dowling et al., 2021). Organizations require existing and reliable capacities to achieve strategic development. Community sports have notable impacts on improving public health status, thus sport activities should be prioritized. This is because community sports, by definition, inherently emphasize the health and well-being of the community itself (Edwards, 2015).

It is therefore crucial to understand that the weak inter-agency coordination can impact the effectiveness of policy implementation, simultaneously reducing the opportunities for creating continuous fostering programs. A lack of synchronicity between planning, funding, and execution can result in community sport activities that are inconsistent and lack measurable objectives. In addition, the success of sport development at the community level is heavily influenced by policy alignments, clarity of roles among stakeholders, and the institution ability to integrate various resources (Houlihan & Green, 2011). Thus, without collaborative governance in the community sport policy in Aceh, achieving an optimal impact on improving citizen health, fitness, and quality of life will be challenging.

Furthermore, policies concerning inter-agency integration are weak. This condition poses an impediment to development efforts at the district/city level. These policies indicate that the implementation process still requires strengthening through enhanced coordination mechanisms, improved capacity building for implementers, and clarified institutional mandates so that all parties share a common framework for developing community

sports sustainably. Sport policy in Aceh also tends to focus more heavily on high-performance sports, compared to community sports, which is mass-based and recreational in nature. In contrast, engaging in physical activities is proven to prevent various non-communicable diseases such as heart disease, breast cancer, stroke, and others (The World Health Organization, 2018). Another issue is the generally low level of awareness regarding sport participations among the people of Aceh, which potentially leads to various public health challenges. It is essential for policymakers to actively motivate their constituents to engage in regular physical activity, thereby mitigating health issues within the community environment. Indeed, stakeholders hold a vital role in sport development at both national and international levels (Macintosh & Spence, 2012).

Based on this principle, and based on the description of the existing problems, a firm stance is needed towards the cultivation and development of community sports in Aceh Province. Given that there has been no specific research related to community sports in Aceh Province so far, an in-depth analysis is required regarding the role and effectiveness of stakeholders in mobilizing participations in community sports. Community development is defined as empowerment and a social process within a community involving the developments of community contacts, relationships, opening networks, opportunities, and activities outside the household (Tomas in Skinner et al., 2008). The present review identifies several workable solutions for enhancing the development and governance of community sports as a part of a broader effort to drive meaningful and progressive changes. Drawing on the analytical framework proposed by Misener et al. (2013), the study underscores the relevance of the Local Sport Councils (LSC) model as a strategic reference point for strengthening community-based sport development. The LSC model offers a structured mechanism through which community stakeholders, local authorities, and sport organizations can collaborate in a more coordinated, inclusive, and sustainable manner. This framework provides practical guidance for reforming existing approaches to community sports by emphasizing participatory governance, shared responsibility, and long-term capacity building.

The proposed LSC (Local Sport Council) model can vary depending on the specific councils present in a given region (K. Misener et al., 2013). The LSC model illustrates four categories within the community sport development, namely organizational structures which include citizen-based leadership, arm-length organization, board of directors, and executive director. The organizational structure described relates to citizen participations, characterized by a close relationship between provincial government and municipal/city government, as well as the involvement of dedicated volunteer board members or chairpersons, and various executive directors who receive remuneration. Philosophy includes the collective voice, common needs, and community partnerships. Within the LSC, collective voices, shared needs, and community partnerships are prioritized. This approach arises when sources discuss the rationale behind specific activities. Activities involved advocacy, coordination, supports, networks, information/communication, and event hosting. The activities carried out by the LSC, such as promoting, advocating for, providing leadership in, and celebrating sports, aim to achieve established goals. The development of community sports within a country or region is influenced by several driving factors, including council awareness, the engagement of community sport clubs, and the self-interest of council members and other stakeholders. Financial sustainability is also a supporting factor in enhancing and developing community sports.

The sustainability of these four categories needs to be understood and actively supported by stakeholders and the community for the future development of community sports.

Unconsciously, this community sport can also provide a positive impact on youth, raising their awareness to participate in physical activities (Jones et al., 2020; Svensson & Hambrick, 2019). The positive impact serves as the initial motivation for conducting studies related to community sports. Based on the description above, the study of policies for fostering and developing community sports in Aceh Province becomes relevant. It is hoped that the results of this research can bring about a change in the community sport policy from passive to active, garnering significant supports from policymakers in Aceh Province. For this reason, this study aimed to understand the fostering and development of community sports in Aceh Province and to facilitate an improvement toward a better stage than the previous one.

METHODS

The method used in this study was a qualitative descriptive approach. This method was selected with the objective of deeply examining existing policies related to the fostering and development of community sports in Aceh. This approach was chosen because it is capable of revealing events holistically, especially those concerning policy processes, inter-agency dynamics, and stakeholder perceptions. In addition, the qualitative method studies an object and conditions with the aim at obtaining a comprehensive overview of the phenomena that occur (Nazir, 2014).

Participants

The participants of this study were recruited by using a snowball sampling method. Snowball sampling is included in the non-probability category, where this sampling technique is used to facilitate the recruitment of samples within a network or chain continuously as needed (Nurdiani, 2014). Thus, the participants selected were individuals connected to community sports, specifically the Chairperson of the Aceh Province KORMI (Indonesian Community Sport Committee) as the interview source and KORMI representatives from the municipal/city level along with community members as observational sources.

Procedure

Data collection was conducted by using the techniques cited from Ferdiansyah (2015), namely interviews, documentations, and observations. Interviews were carried out with the Chairperson of the Aceh Province KORMI to obtain relevant data related to the community sport research. Observations were conducted on KORMI activities in several regencies/cities within Aceh Province, serving purely as supporting study materials. Documentations comprised photos of activities already undertaken by KORMI, as well as the current and future frameworks being implemented.

Design or Data Analysis

Data were analysed based on the four standard components of the community sport fostering and development proposed by Misener et al. (2013). The data analysis technique utilized the method outlined by Miles et al. (2014), which includes data reduction, data display (presentation), and conclusion drawing/verification. Data reduction was performed by collecting raw data from the field, such as interview results with the Head of KORMI, which were then filtered, summarized, and focused. This process aimed to make the data results more concise and relevant to the research questions. Data display involved organizing the previously reduced field data into an easily understandable format, followed by drawing conclusions. Finally, conclusion drawing was carried out by validating the findings, constructing interpretations, and verifying the results found in the field related to policies for fostering and developing community sports.

RESULTS

Based on the research results conducted in the field regarding the policies for fostering and developing community sports in Aceh Province, data obtained from interviews, observations, and documentations are explained in detail.

Organizational Structure

Interview results indicate that the organizational structure of Aceh KORMI is still in the revitalization stage, which began in 2024. In the leadership aspect, the new structure was formed after the inauguration in July 2024, specifically during the working meeting with the central body, through the direct appointment of the Head of the Aceh Province Youth and Sports Agency as the Chairperson of Aceh KORMI. At the end of 2024, the initial Sport Governing Bodies (INORGA) was established, serving as the primary driver for the awakening phase of community sports.

The statement from the Secretary-General of the Aceh Province KORMI confirmed that Aceh KORMI had been vacuum for some time, and following the inauguration, the organization began operating actively at the provincial level. Furthermore, Aceh KORMI functioned in a semi-autonomous capacity, yet remained within the scope of government policy relations. Interviews described that KORMI activities were supported through the Regional Budget (APBD). However, this support was still flexible, meaning it was not yet fully integrated within the government structure. Consequently, the management remained collaborative and flexible, consistent with the characteristics of community sports.

The existence of a formal management structure, such as daily administrators, a chairperson, and a secretary, had been established at the provincial level. The chairperson role was highly enthusiastic in encouraging every KORMI activity and building internal organizational commitment. Thus, the organizational structure of Aceh KORMI demonstrates a transition process from a stagnant condition toward an organization that is more formal, responsive, and representative of the needs of community sports at the provincial level.

The observations conducted indicate that the Aceh Indonesian Community Recreational Sports Committee (KORMI) remained in a revitalization phase following the inauguration of its executive board in July 2024. At present, nineteen community sport organizations (INORGA) operate across various districts and municipalities, though many are still undergoing internal restructuring. The formal organizational structure has been recorded. However, several INORGAs continue to function informally, such as independently managing activity groups which are expected to transition into formal organizational units in the future. The relationship with the government primarily manifests in the form of budgetary supports, which, although officially allocated, often encounters delays due to the regional budget (APBD) administrative process. Decision-making practices remain centralized within provincial-level board meetings and the delegation of responsibilities to INORGA has yet to follow standardized procedures. The absence of Standard Operating Procedures (SOPs) as implementation guidelines has hindered the operational capacity of INORGA at the district and municipal levels. Additionally, the revised organizational bylaws (AD/ART), which should be aligned with directives from the national body, have not yet been comprehensively formulated for the newest management period.

The documentation obtained indicates the existence of a Provincial-Level Management Decree, while the district/city levels are still in the formation stage. Minutes of meetings, prepared in a file for each activity conducted this year, are available, along with a Decree from KORMINAS addressed to the Youth and Sport Agency regarding assignments/mandates.

Philosophy

Interviews revealed that KORMI Aceh possesses a philosophical direction aligned with the characteristics of a collective voice, signifying an effort to unify aspirations from all member organizations (INORGA), districts/cities, and community sport groups. This endeavour was realized through simultaneous meetings and the inauguration of KORMI management boards at the district/city levels, aimed at aligning perspectives for the development of community sports throughout Aceh. Interview results also illustrate that, concerning the philosophy of shared needs, KORMI is committed to prioritizing common requirements to revitalize community sports, which had previously experienced a period of inactivity. Meanwhile, community partnerships are reflected in various forms of collaboration during mass gymnastics activities, for instance cooperation with State-Owned Enterprises (BUMN), banking institutions, and private entities like Honda. Furthermore, Micro, Small, and Medium Enterprise activities were also conducted concurrently with these events. Overall, these philosophical aspects indicate that KORMI Aceh positions community sports not merely as a physical activity, but also as a collective space for building social solidarity, improving public health, and fostering regional progress through the empowerment of UMKM by the community itself.

Observational results indicate efforts toward the socialization and inauguration of member organizations (INORGA) at the district/city levels, conducted collectively in December 2024. Although the planned programs are general in nature, addressing shared needs, there are specific allocations designated for particular INORGA. Partnerships with the tourism sector, State-Owned Enterprises (BUMN), banking institutions, and other private entities remained ceremonial (single-event focused) and lacked the establishment of sustainable cooperations. The concept of shared needs also has yet to yield official outcomes or strong cooperative agreements, leading to a risk of variation across local contexts. Therefore, the participatory identification of specific needs for each community is required.

Documentation obtained includes reports or attendance lists from the socialization activities, as well as documents containing assessments of the existing INORGA in the districts/cities.

Activities

Interview results suggested that advocacy efforts were being conducted by lobbying the local government to provide budget supports. A statement issued by the KORMI Secretary General confirmed that the local government would soon disburse funds, indicating the success of these lobbying efforts. The ongoing coordination is evident from the official designation of 19 member organizations (INORGA), the successful execution of the working meeting, and the subsequent program planning leading toward the National Sport Festival (FORNAS) NTB 2025. The support provided remained general. The routine program implementation was dominated by mass gymnastics, such as the provision of regular gymnastics facilities at Harapan Bangsa Stadium. Regarding networking, the existing cooperation had only involved short-term contracts with State-Owned Enterprises (BUMN), banking institutions, and other sponsors. There was a discourse concerning collaborations with tourism communities, such as white-water rafting in Takengon, while the relationship with the local government remained limited to inter-agency communications between the Youth, Sports, and Tourism Agencies. The information and communication process was facilitated through socialization efforts among districts/cities in the form of communication aimed at expanding public awareness of sports. Currently, the routinely implemented event is the regular gymnastics session held at Harapan Bangsa Stadium, Banda Aceh City.

Observational results indicated that the dominant activity remained mass gymnastics events and no other prominent sport activities had emerged. However, the inauguration of 19 member organizations (INORGA) had been conducted and there was a discourse regarding the preparation of participants for the National Sport Festival (FORNAS) in NTB. KORMI advocacy efforts are evident in the lobbying of the local government regarding the budget, although the funding stability is yet to be guaranteed. The working meeting had proceeded, and despite being in the initial stages, it demonstrated coordination efforts among stakeholders. Furthermore, the dissemination of information to the public relied solely on physical interactions, without the support of structured digital communication means such as a membership database or information portals.

Documentations included activity reports from the December 2024 working meeting, mass gymnastics activity reports, photos of the gymnastics events, attendance lists from the working meeting, and a summary recap of partners having collaborated with KORMI to date.

Driving Forces

An interview with the KORMI Secretary General confirmed that the level of public awareness regarding sports is beginning to increase. Although their initial purpose for attending might differ, participants still engage in the gymnastics activities. These gymnastics sessions are held weekly, albeit still limited to the city level and not yet evenly distributed across all districts/cities in Aceh. Furthermore, interview results concerning the impact of the activities indicate economic movements, primarily within the Micro, Small, and Medium Enterprise sectors. The organization of a low-cost market during these events points to organic community involvements. The Healthy Heart Community, for example, actively participates without formal commands or instructions. Several member organizations (INORGA) have also begun to operate independently, such as the healthy heart and archery communities, driven by the community member own levels of awareness. Efforts toward program sustainability are becoming more focused, evident from the formation of 19 KORMI member organizations spread across various districts/cities. Future planning includes the target of hosting the National Sport Festival (FORNAS) in 2027.

Observational results indicate that routine gymnastics activities attract a large number of community participants, which point to an increase in the level of awareness regarding physical exercises. Several sport communities, such as the Healthy Heart Community, have also initiated independent activities, albeit without ongoing structural supports. Nevertheless, program sustainability remains vulnerable due to the lack of a specific fund allocation designated for KORMI activities. The funding sources, derived from membership fees or collaborations, are still tentative and not yet directed towards the long-term financing.

The documents utilized include results from community participant surveys and reports concerning the impact of the activities on local Micro, Small, and Medium Enterprises. Additionally, reports or campaign disseminations related to these activities serve as public communications, which can be seen via KORMI uploads on social media.

DISCUSSION

Organizational Structure

Organizational structure serves as the foundation of an institution, encompassing legitimacy, governance, decision-making techniques, as well as the administrative capacity to translate policies into sustainable programs (K. Misener & Doherty, 2013). An ideal organization requires a blend of citizen-based leadership, meaning that activities are participated in by the community and supported by the government, and formal governance

to function effectively as a liaison between the community and the government (Houlihan & Green, 2011; K. Misener & Doherty, 2013).

In Aceh Province, KORMI Aceh has made efforts to form and inaugurate member organizations (INORGA), with the hope that these can subsequently develop community sports within their respective districts/cities. However, observational results indicate that many INORGAs still operate informally and activities are driven more by individuals/groups than by utilizing organizational capacity. Theoretically reviewed, it can be explained that citizen-based leadership must be complemented by leadership training mechanisms, with the objective of subsequent regeneration so that reliance is not solely placed upon specific key figures (Jones et al., 2020; K. Misener & Doherty, 2013). Without this rotation of key figures, leadership remains vulnerable to impeding the progress of community sports.

The role of KORMI Aceh in establishing cooperation on a semi-autonomous basis can provide budget supports, yet it may present its own set of challenges. This is because the semi-autonomous process only receives the budget allocation but does not fully integrate into the bureaucracy, meaning there will be no specific earmarked funds for KORMI activities. Literature on governance in sport organizations suggests that semi-autonomous organizations need to develop administrative capacity, accountability, and diversification of funding sources. This is crucial for enhancing the organization resilience, so it is not easily affected by potential delays in budget disbursement (Răzvan & Stefan, 2018). The subsequent findings indicate that although the management board at the provincial level has been established, the KORMI Aceh secretariat is still in the refinement stage and not yet neatly organized. The absence of formalized Standard Operating Procedures and the latest finalized Articles of Association/Bylaws (AD/ART) for KORMI Aceh indicate a lack of preparation. This is crucial because SOPs are intended to function as a measurement tool for the future work targets of member organizations (INORGA). Consequently, this condition could hinder the implementation of development programs at the local level. It is in line with Subandi & Rahmawati (2024) who explain that, Standard Operating Procedures (SOP) is important because having SOPs ensures that tasks and work executions are more aligned with their intended function/job.

Philosophy

Philosophy holds a fundamental role in shaping the direction and movement of an institution within community sports. This is because philosophy encapsulates meanings related to the collective voice, shared needs, and partnerships within the community (K. Misener et al., 2013). In addition, community sports will be effective if it rests upon three basic principles, namely collective voices, shared needs, and community partnerships, which can serve as a foundation in efforts to develop social capacity and program sustainability (Misener & Doherty, 2013).

Interview findings indicate that KORMI has endeavoured to build a collective voice, evident from the simultaneous formation of management boards at the district/city levels and member organizations (INORGA). This strategy indicates KORMI efforts to unify the vision and aspirations of community sport groups throughout Aceh Province. A collective voice is considered more capable of being advocated for within the policy, including in the formulation of implemented programs (Henry et al., 2014; Riskiyono, 2015). Observational results conclude that strengthening this voice is necessary for collaborative activities so that the development of community sports in Aceh can progress further. Therefore, an annual assembly is required as a follow-up to every working meeting previously held.

Regarding the aspect of needs, interview results discussed that KORMI Aceh is committed to reactivating community sports that had been inactive for some time. This commitment

aligns with the opinion of Green & Haines (2017) that needs-oriented community development ensures that designed programs are relevant and effective because they are based on need priorities mutually agreed upon by the community. In reality, observational findings indicate that programs have been structured for the common interest, but their implementation remains general and not well accommodated. There ought to be a specific accommodation for each community, which is in line with Skinner et al. (2008) who explain that communities should consider the socio-cultural diversity and the varied needs of each group for programs to be achieved effectively. The absence of official documentations related to the need mapping suggests that shared needs are still normative in nature and do not yet demonstrate a basis for data-driven policy.

The Indonesian Community Sport Committee (KORMI) Aceh has established various partnerships with State-Owned Enterprises (BUMN), banking institutions, the tourism sector, as well as private entities during the execution of its activities. This highlights the importance of community partnerships in conducting activities to strengthen institutional resources, networking, and capacity (Husain & Anwar Ishar, 2025; Natasha & Setyanto, 2025; Rosa, 2020; Sherry et al., 2016). However, observational results indicate that these partnerships remain ceremonial or event-based, rather than strategic long-term alliances. This suggests that short-term partnerships tend to offer more limited benefits compared to long-term collaborations, which can foster the organizational sustainability, funding stability, and program innovation (Rossi et al., 2024; Schulenkorf, 2012). Furthermore, KORMI also collaborates with Micro, Small, and Medium Enterprises at every community sport event, demonstrating the potential for integration with the local economic development. This is in line with Lindsey & Chapman (2017) statement that the optimization of community sports through inclusive collaborations can accelerate economic empowerment.

Overall, the organizational philosophy of KORMI Aceh indicates that the development of community sports is positioned not merely as a fitness activity, but also as a strategic space for building social solidarity, public health, and local economic growth. This principle is aligned with the SDP (Sport for Development and Peace) paradigm, which views community-based sport as a vital instrument for social, health, and economy development (Coalter, 2013; Kidd, 2008). Nevertheless, the effectiveness of implementing this philosophy is still influenced by several factors, including the mechanism for collective representations that has not yet been consistent, the specific needs of the communities that have not been mapped out, and the strategic long-term partnerships that have not been realized.

Therefore, if these three aspects are strengthened, KORMI Aceh has the potential to become a key institution in the sustainable development of community sports, oriented toward the welfare of Aceh citizens.

Activities

Organizational activities serve as the main driver for the capacity of community sports. Misener et al. (2013) emphasize that core activities, such as advocacy, coordination, supports, networking, communication, and event organizations, constitute the foundation for community sport organizations to build capacity, strengthen legitimacy, and create program sustainability. Research findings indicate that KORMI has begun to execute these activities, although still in a transitional stage. Interviews with KORMI Aceh explained that advocacy is carried out through lobbying the local government regarding the budget. Evidence of this lobbying success is the local government commitment to disburse funds for KORMI Aceh activities. The strategic function of advocacy within community sport organizations is underlined in the literature, considering that public funding is a primary determinant of their scope of operation and the guarantee of their activity sustainability (Moustakas et al., 2025;

Stenling & Sam, 2020; Swierzy et al., 2018; Worldailmi et al., 2022). However, observational results indicate that sustainable funding has not yet been established. Therefore, there is a need to strengthen planning related to a sustainable budget that is based on work programs, as well as the implementation of reports and evaluations for every organizational activity.

Indications of coordination efforts can be observed through the establishment of 19 INORGAs, the organization of working meetings, and the formulation of strategic plans in preparations for FORNAS NTB 2025. These findings align with earlier research and observational evidence, such as from Misener & Doherty (2013) who note that inter-organizational coordination serves as a primary driving force for achieving harmonization across communities and regions. However, based on the present observations, coordination remains in its preliminary stage, as no Standard Operating Procedures (SOPs) have been formulated to guide operational works. Meanwhile, the coordination of community sport organizations relies on three fundamental pillars, including clearly defined structures, functional delegation mechanisms, and measurable role distributions (Hoye et al., 2018).

The current activities conducted by KORMI Aceh remain general in nature, primarily centered around mass events. While gymnastics activities can motivate the community to exercise (Ramadan et al., 2021), this indicates a lack of program scopes. The support provided by KORMI Aceh is still general and focused solely on mass gymnastics programs. Although these activities can increase community participations, the singular focus on one type of sport demonstrates a low level of program diversification. In fact, the diversification of activities is an important factor in enhancing community participation and engagement. As stated by Yang et al. (2025) and Eime et al. (2013), monotonous programs can result in a long-term decline in community interests, especially for groups that have diverse physical activity preferences. In the context of Aceh, it is essential to note the immediate need to foster and develop the INORGAs (Indonesian Community Sport Organizations/Branches).

Field findings at KORMI Aceh indicate that current networking efforts are still based on short-term contracts with no sustained continuity with partners. Misener & Schlenker (2016) explain that the phenomenon of transactional partnerships refers to collaborations that are event-based only, without long-term sustainability. Ideally, networking should foster relationships over an extended duration so that the program continuity can be maintained effectively. Through the sustainable networking, organizations can strengthen their capacity, enhance program innovations, and expand their resources (Sherry et al., 2016). Dependent networking relationships may limit KORMI operational scope in its objective to broaden the reach of long-term community sports across the regencies/cities.

KORMI Aceh current communication strategy still relies on direct socialization with the district/city governments and has utilized digital means, specifically limited to social media and member databases. However, the development of a comprehensive information portal has not yet been undertaken. Meanwhile, the use of social media can provide a broad impact on the development of communication in the field of sport (Girardin et al., 2020). Community sport organizations ought to adopt a multichannel communication strategy in this digital transformation era to be more responsive to diverse and dynamic issues.

The event organization by KORMI Aceh itself is routine in nature, consisting of mass gymnastics implementation at the Harapan Bangsa Stadium. Although the activity is limited solely to gymnastics, this constitutes a positive initial step in building a culture of physical activity within the community. This aligns with the perspective presented by Ramadan et al., (2021) who state that a sport activity is undertaken for health carried out continuously and the motivation to exercise can arise due to various factors such as a green environment, following the path of family and peers, and appealing facilities. The limitation of events

reflects that the program is not yet fully operational. Therefore, a steadfast commitment to the development of community sports in Aceh Province is required.

Overall, KORMI Aceh activities demonstrate alignment with the core functions of community sport organizations. Nevertheless, the strengthening of the organization capacity is essential and can be achieved through six key approaches, namely the strategic advocacy, implementation of Standard Operating Procedures (SOPs) for coordination, diversification of program supports, development of long-term networking, digitalization of communication, and variation of event activities. If these six aspects are reinforced, KORMI Aceh will be better positioned to mobilize the community effectively for sustainable sport activities.

Driving Forces

The category of Driving Forces included in Sport Leadership and Community (SLC) serve as catalysts for participants and maintain the long-term activity of community sports. Although the data obtained from interviews, observations, and documentations indicate positive developments across these four aspects, in practice, KORMI Aceh still needs to address certain structural challenges to reinforce the sustainability of its programs.

Regarding the awareness category, the interview results indicate that the community level of consciousness towards sports is increasing. This is marked by the high public interest in participating in weekly gymnastics activities, despite diverse motives and motivations. The varying levels of community awareness in exercising can be observed from the varying degrees of barriers encountered, for example through mass gymnastics activities in public spaces. This activity creates incidental physical activity, whereby the physical engagement is unplanned, occurring coincidentally, yet still providing health benefits. As explained by Reyes-Molina et al. (2025), incidental Physical Activity (IPA) is a crucial component of the total activity and has a significant impact on health, reducing the risk of mortality from various diseases, such as cardiovascular issues, cancer, and type 2 diabetes.

Community engagement can be observed through the natural participation of the public in activities organized by KORMI Aceh, particularly within the Healthy Heart Community activities. This community actively participates without the need for formal instruction, which indicates a community-based level of involvement. These findings are consistent with Garcia (2020) and (Harrison et al. (2019) who state that the development of community sports will be effective if the community actively fosters its role as the implementer. The impact derived from this community engagement is visible in the local economic sector, such as the organization of affordable bazaars and the involvement of Micro, Small, and Medium Enterprises (MSMEs). This condition affirms that community sports can serve as a space for socio-economic integration. However, observational results indicate that this involvement has not been facilitated for the long term, for instance, through the establishment of a community forum or community strengthening programs. Without structural supports, program sustainability remains at risk of not being realized.

Field data indicate that community sports are beginning to move independently without waiting for direction from KORMI. This suggests the presence of intrinsic motivation within the community to engage in sport activities. The manifestation of this motivation signifies that the indicators for the success of community sports have a clear path forward. Participants who possess intrinsic motivations for engaging in activities will obtain ongoing opportunities for themselves (Bouffard, 2017; Ryan & Deci, 2022). Interview findings show that most of the community members participated because they could perceive direct benefits.

The aspect of sustainability is extremely important in the process of developing community sports in Aceh Province. Based on the results of interviews and observations, 19 INORGAs have been established in the districts/cities and there is planning underway to

host FORNAS (National Community Sports Festival) in 2027. These interview results indicate KORMI commitment to running the program sustainably. Nevertheless, the current planning for sustainable sports remains at risk due to the absence of a fixed funding allocation. The sustainability of a program, especially in community sport initiatives, is strongly determined by three factors, namely policy supports, long-term funding, and organizational capacity (K. Misener & Doherty, 2013).

Program sustainability can be disrupted if the organization relies too heavily on temporary funding sources (Wicker & Breuer, 2013). The current situation at KORMI Aceh indicates a short-term pattern. This is caused by funding sources that are still tentative and a continued reliance on non-routine collaborations. Therefore, the current condition of community sports in Aceh is still in the stage of emerging sustainability, meaning that it is already moving towards sustainable community sports but still requires a more systematic foundation for funding and governance.

In practice, four categories within the Driving Forces have emerged within KORMI. However, they remain in the strengthening phase. The level of community awareness regarding sports is increasing, which is evident from the proactive involvement of the community. The motivation towards sports is beginning to develop and a foundation for sustainable activities is being built. Nonetheless, all these aspects require a stable organizational framework, funding, and policy, as these factors can significantly impact the development of community sports in Aceh Province.

CONCLUSION

The fostering and the development of community sports in Aceh Province demonstrate significant potential for growth. However, this potential remains constrained by the structural capacity and unstable funding. KORMI Aceh has succeeded in building a participatory momentum within the community, but this is yet to be supported by the solid governance, clear need mapping, program diversification, and planned sustainability strategy. By strengthening the four categories of SLC (Sport Leadership and Community) in an integrated manner, which includes structure, philosophy, activities, and driving forces, Aceh has a great opportunity to develop inclusive and sustainable community sports and is capable of improving the overall quality of life for its citizens. This research concludes that the key to the advancement of community sports in Aceh lies in the synergy between the professional institutional governance, strong community representations, varied and structured activities, and continued public participations driven through a humanistic and sustainable social approach.

ACKNOWLEDGMENT

Many parties were involved in this research, particularly peers and the individuals who served as research subjects. Therefore, sincere gratitude is extended to them on this occasion.

AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. The authors confirmed that the paper was free of plagiarism.

REFERENCES

- Aprilia, S. K., & Rusli, B. (2025). Analisis kebijakan pengelolaan prasarana olahraga di Dinas Pemuda dan Olahraga Kota Cirebon. *Jurnal Pemikiran dan Penelitian Bidang Administrasi, Sosial, Humaniora dan Kebijakan Publik*.
- Bloyce, D., & Smith, A. (2010). *Sport policy and development: An introduction*. Routledge.
- Bouffard, L. (2017). Self-determination theory: Basic psychological needs in motivation, development, and wellness. *Revue Québécoise de Psychologie, 38*(3), 231.
- Coalter, F. (2013). Game plan and *The Spirit Level*: The class ceiling and the limits of sports policy? *International Journal of Sport Policy, 5*(1), 3–19.
- Dowling, M., Mackintosh, C., Lee, S., & Allen, J. (2021). Community sport development: Managing change and measuring impact. *Managing Sport and Leisure, 26*(1–2), 1–6.
- Edwards, M. B. (2015). The role of sport in community capacity building: An examination of sport for development research and practice. *Sport Management Review, 18*(1), 6–19.
- Efendi, F., Hadinata, R., & Adrizal, M. (2024). Survei standarisasi sarana dan prasarana olahraga di Kecamatan Kuala Jambi Kabupaten Tanjung Jabung Timur. *Indonesian Journal of Sport Science and Coaching, 6*(1), 96–111.
- Eime, R. M., Young, J. A., Harvey, J. T., Charity, M. J., & Payne, W. R. (2013). A systematic review of the psychological and social benefits of participation in sport for children and adolescents: Informing development of a conceptual model of health through sport. *International Journal of Behavioral Nutrition and Physical Activity*.
- Garcia, I. (2020). Asset-based community development (ABCD): Core principles. Dalam R. Phillips, E. Trevan, & P. Kraeger (Eds.), *Research handbook on community development*. Edward Elgar Publishing.
- Girardin, T., Roult, R., Sirost, O., & Machemehl, C. (2020). Social media and convergence culture: A scoping review of the literature on North American basketball. *SAGE Open, 10*(3).
- Green, G. P., & Haines, A. (2017). *Asset building and community development*. SAGE Publications.
- Green, M. (2006). From “sport for all” to not about “sport” at all?: Interrogating sport policy interventions in the United Kingdom. *European Sport Management Quarterly, 6*(3), 217–238.
- Habibie, M., Fitrianto, A. T., & Fauzi, A. (2023). Analisis dampak peraturan pemerintah desain besar olahraga nasional (DBON) terhadap perkembangan olahraga bulu tangkis. *Jurnal Porkes, 6*(2), 553–569.
- Harrison, R., Blickem, C., Lamb, J., Kirk, S., & Vassilev, I. (2019). Asset-based community development: Narratives, practice, and conditions of possibility—A qualitative study with community practitioners. *SAGE Open, 9*(1).
- Henry, A., Warjio, S., & Pemerintah Kabupaten Dairi. (2014). Partisipasi masyarakat dalam perencanaan pembangunan (studi kasus pada Kecamatan Sidikalang Kabupaten Dairi). *Public Administration Journal, 2*(2), 116.
- Houlihan, B., & Green, M. (2011). The influences on sport development. Dalam *Routledge handbook of sports development*. Routledge.
- Hoye, R., Smith, A. C. T., & Stewart, B. (2018). *Sport management principles and applications*. Routledge.
- Husain, A. B., & Ishar, A. A. (2025). Strategi pengembangan olahraga rekreasi dalam masyarakat di Kabupaten Sinjai. *Jambura Health and Sport Journal, 7*(2).

- Jones, G. J., Edwards, M. B., Bocarro, J. N., Svensson, P. G., & Misener, K. (2020). A community capacity building approach to sport-based youth development. *Sport Management Review, 23*(4), 563–575.
- Kidd, B. (2008). A new social movement: Sport for development and peace. *Sport in Society, 11*(4), 370–380.
- Lindsey, I., & Chapman, T. (2017). *Enhancing the contribution of sport to the sustainable development goals*. Commonwealth Secretariat.
- Macintosh, E., & Spence, K. (2012). An exploration of stakeholder values: In search of common ground within an international sport and development initiative. *Sport Management Review, 15*(4), 404–415.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Sage.
- Misener, K., & Doherty, A. (2013). Understanding capacity through the processes and outcomes of interorganizational relationships in nonprofit community sport organizations. *Sport Management Review, 16*(2), 135–147.
- Misener, K., Harman, A., & Doherty, A. (2013). Understanding the local sports council as a mechanism for community sport development. *Managing Leisure, 18*(4), 300–315.
- Misener, L., & Schulenkorf, N. (2016). Rethinking the social value of sport events through an asset-based community development (ABCD) perspective. *Journal of Sport Management, 30*(3), 329–340.
- Moustakas, L., Carney, S., Fischer, S. A. J., Richardson, A., Petry, K., Svoboda, A., Hofmann, A., & Sanders, B. (2025). Playing for progress: Policy advocacy in sport for development. *Frontiers in Sports and Active Living, 7*.
- Natasha, A. A., & Setyanto, Y. (2025). *Strategi komunikasi divisi partnership dalam membangun hubungan eksternal di PT. Liputan Enam Dot Com*. Prologia.
- Nazir, M. (2014). *Metode penelitian* (10th ed.). Ghalia Indonesia.
- Nurdiani, N. (2014). Teknik sampling snowball dalam penelitian lapangan. *Jurnal, 5*(2).
- Ramadan, J., Farhanto, G., & Setiawan, W. (2021). Studi analisis partisipasi masyarakat dalam berolahraga di RTH se-Kabupaten Banyuwangi. *SPRINTER: Jurnal Ilmu Olahraga, 2*.
- Răzvan, B. M. C., & Stefan, B. R. (2018). Governance structure of nonprofit sports organizations. *Annals of the University of Craiova: Economic Sciences Series*.
- Reyes-Molina, D., Zapata-Lamana, R., Nazar, G., Cigarroa, I., Ruiz, J. R., Parrado, E., Losilla, J. M., & Celis-Morales, C. (2025). Conceptual and evidence update on incidental physical activity: A scoping review of experimental and observational studies. *Scandinavian Journal of Medicine and Science in Sports, 35*(1).
- Riskiyono, J. (2015). Partisipasi masyarakat dalam pembentukan perundang-undangan untuk mewujudkan kesejahteraan. *Aspirasi*.
- Rosa, S. A. S. (2020). Partnership dalam produktivitas publikasi hasil penelitian di Lembaga Ilmu Pengetahuan Indonesia. *Jurnal Administrasi Publik (JAP)*.
- Rossi, L., Feiler, S., Dallmeyer, S., & Breuer, C. (2024). Organizational capacity building in non-profit sport clubs: Exploring the role of competition as a capacity building stimulus. *European Sport Management Quarterly, 24*(4), 857–875.
- Ryan, R. M., & Deci, E. L. (2022). Self-determination theory. In *Encyclopedia of quality of life and well-being research* (pp. 1–7). Springer.
- Schulenkorf, N. (2012). Sustainable community development through sport and events: A conceptual framework for sport-for-development projects. *Sport Management Review, 15*(1), 1–12.

- Sherry, E., Schulenkorf, N., & Phillips, P. (2016). *Managing sport development: An international approach*. Routledge.
- Skinner, J., Zakus, D. H., & Cowell, J. (2008). Development through sport: Building social capital in disadvantaged communities. *Sport Management Review*, 11(3), 253–275.
- Stenling, C., & Sam, M. (2020). Can sport clubs be represented? Pre-packed policy advocacy and the trade-offs for democratic responsiveness. *International Journal of Sport Policy and Politics*, 12(4), 583–598.
- Subandi, O., & Rahmawati, E. (2024). Pemahaman konseptual tentang standard operating procedure (SOP): Dasar, tujuan, manfaat, dan penerapan. *Jurnal Media Akademik (JMA)*, 2(6).
- Svensson, P. G., & Hambrick, M. E. (2019). Exploring how external stakeholders shape social innovation in sport for development and peace. *Sport Management Review*, 22(4), 540–552.
- Swierzy, P., Wicker, P., & Breuer, C. (2018). The impact of organizational capacity on voluntary engagement in sports clubs: A multi-level analysis. *Sport Management Review*, 21(3), 307–320.
- Undang-Undang Republik Indonesia Nomor 3 Tahun 2005 tentang Sistem Keolahragaan Nasional. (2005). Jakarta: Presiden Republik Indonesia.
- Undang-Undang Republik Indonesia Nomor 11 Tahun 2022. (2022). Jakarta: Presiden Republik Indonesia.
- Usman, B. (2024). *Syariat Islam di Aceh: Perspektif sejarah dan siyasah*. Yayasan PeNA Banda Aceh.
- Wicker, P., & Breuer, C. (2013). Understanding the importance of organizational resources to explain organizational problems: Evidence from nonprofit sport clubs in Germany. *Voluntas*, 24(2), 461–484.
- World Health Organization. (2018). *Global action plan on physical activity 2018–2030*. World Health Organization.
- Worldailmi, E., Azzam, A., Lestari, T., & Utami, W. T. L. (2022). Big data dan pemetaan masalah untuk keberlanjutan kelas khusus olahraga (KKO) di Kota Yogyakarta. *Journal of Appropriate Technology for Community Service (JATTEC)*.
- Yang, G., Nazarudin, M. N., Pei, X., Yan, T., & Universiti Kebangsaan Malaysia. (2025). Bridging policy and practice: A quantitative analysis of sustainable sports participation and institutional implementation in higher education in Sichuan, China. *Testing, Psychometrics, Methodology (TPM)*, 32(S7).