

Evaluation of Achievement Development Programs Using the Cipp Model for Sepak Takraw in Demak Regency

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Abstract

The achievement coaching program is a program used by local governments to improve the performance of athletes in various sports. One of the programs implemented by the Demak Regency Government is to enhance the achievements in sepak takraw. This research describes the achievement coaching program for sepak takraw in Demak Regency and evaluates the program using the CIPP model (Context, Input, Process, Product) as well as the obstacles that occurred during the coaching and evaluation process. The method used is qualitative, with primary and secondary data analyzed using descriptive presentation. Data and information were collected through secondary document observation, observation, and interviews with relevant stakeholders. The results show that performance improvement uses 3 main programs, namely the achievement coaching program, education and training for athletes, and coach development. Meanwhile, the evaluation findings in the Context indicate that there is consistency between the vision and mission and that the formulation of the vision and mission is objective. Input on find 4 aspects of analysis namely Human Resources, training programs, funding, and infrastructure. The PSTI process has adopted management *principles* including planning, organizing, leading, and controlling, in addition to coordination and implementation. Finally, there is a product analysis that measures the success of the achievement coaching program from several sub-aspects, namely the results of the program, academic achievements, national achievements, Asian achievements, and Asian Games achievements. There are hurdles, namely public enthusiasm to become athletes, budget constraints, and motivation.

Keywords: evaluation; model; program development

1. Introduction

Evaluation is a series of planned, systematic, and measurable activities used to review the suitability of program implementation, identify potential problems, and address them early on (Saharullah, 2021). This evaluation is designed with standard criteria, measurement methods, assessment indicators, analysis techniques, and the ability to describe findings (Rahman, 2022). All projects or programs certainly require periodic evaluations to ensure that everything is going according to plan and to detect potential deviations or problems early on. Sports program evaluation is an evidence-based strategy for improving sports performance (Alhumary et al., 2025), which is derived from findings. This is because the sport of sepak takraw has attracted interest from students participating in extracurricular activities in this sport (Amanullah et al., 2024). Therefore, programs and program evaluations are essential to not only increase interest but also improve performance in the sport of sepak takraw.

The evaluation of sports achievement development programs is expected to ensure that implementation is carried out according to plan and to identify weaknesses so that they can be corrected immediately or used as a reference for future planning. The evaluation of the Sepak Takraw achievement development program is the focus of this study as an instrument to ensure that the program runs smoothly and has an impact on performance. Sepak Takraw performance coaching is a priority for local governments, which prepare athletes to participate in regional and national competitions. Sepak Takraw development in Indonesia is carried out in every region through the local Youth and Sports Agency (Rohendi, 2020). This is done through the formation of a community association called Perserast (All Indonesia Sepak Raga Association) or the Indonesian Sepak Takraw Association (PSTI) (Muharram, 2017).

Sports that aim for achievement are intended for development (Sin et al., 2023). Achievement is pursued through competitive activities in regional, national, and international championships (Reri Arifan, 2020). Various regions compete to form PSTIs to ensure that sepak takraw becomes the champion in achievement events and also create coaching programs. Various performance development instruments are also provided by local governments to improve sepak takraw performance. Previous research has shown that performance development requires organizational management, human resources, performance development and training programs, facilities and infrastructure, and commitment (Anggoro and Royana, 2024). In addition, periodic evaluations of the development are also needed to improve the success and performance of sepak takraw (Prayogi, Muntahar, 2019).

Evaluations of each performance development program are needed to ensure implementation is in accordance with the plan and to identify problems early on so they can be corrected immediately. Periodic evaluations and evaluation results are used by the Jakarta Sepak Takraw management to assess the quality of coaches, the consistent implementation of programs, the provision of management motivation, and the need for clear targets (Ali & Basyiruddin, 2023).

The development of sepak takraw achievements in various regions encountered problems when evaluated. In addition, the evaluation results also served as a reference for the preparation of programs for the coming year. The development of sepak takraw achievements in Boyolali Regency, which did not conduct regular evaluations, found that the program was not running well, the breeding system was not measurable, and the facilities and infrastructure and budget allocation were not being utilized (Said Junaidi, 2021). Talent scouting is an initial problem because not all children aged 9-11 years who are considered effective as talented recruits participate in any sport, depending on their anthropometric, physical, fitness, and motor characteristics (Darmanto et al., 2024). In addition, other studies have reported that the results of performance development evaluations show that the focus of improvement is on recruitment, performance, organization, training programs, human resources, facilities and infrastructure, and funding (Assegaf & Akhiruyanto, 2021). Therefore, previous studies have also conducted evaluations using the CIPP (Context, Input, Process, Product) model to ensure that the program runs well in Gresik Regency (Muhyi, 2025), Pariaman City (Saputra & Argantos, 2020), and Brebes Regency (Prayogi, Muntahar, 2019).

Given the importance of program evaluation in Sepak Takraw achievement coaching activities, the Gresik Regency Government has implemented sports sciences to coach PSTI clubs (Hakim et al., 2023). Sports sciences are needed to provide theoretical and practical knowledge to sepak takraw

managers and coaches so that performance can be maximized. An evaluation of sepak takraw management also found that consistent training programs accompanied by quality facilities and coaches can increase performance potential (Sin et al., 2023). Based on findings regarding sepak takraw performance achievements in Indonesia, program management evaluation is certainly needed to identify findings and needs that must be immediately followed up to achieve performance. That is why sepak takraw management did not work in Demak Regency and has not achieved performance due to the absence of periodic evaluations in 2019 (Ratna, 2021).

Demak Regency is one of the local governments that develops and promotes Sepak Takraw under the Youth and Sports Agency (Dinpora). Sepak Takraw is promoted by the development and sports division in accordance with Demak Regency Regulation No. 67 of 2021. The achievements of Sepak Takraw in Demak Regency have not yet reached the national level, but at least they always qualify and participate in competitions at the Central Java Provincial level. In the last two years, there have been two second place winners who went on to compete at the provincial level in 2023 and 2024. The Regional Student Sports Week (POPDA) of Demak Regency in 2025 was also held at the beginning of the year, and one of the competitions was Sepak Takraw (Demak Regency Government website, accessed on March 1, 2025).

Further research needs to be conducted in Demak Regency as an area that consistently holds Sepak Takraw training and always qualifies for provincial competitions, but unfortunately none have made it to the national level. The Demak Regency government pays close attention to several sports, including Sepak Takraw, which is managed under the coaching and sports division. Therefore, in order to improve the performance of Sepak Takraw coaching, it is necessary to investigate the evaluation activities that have been carried out and describe the mechanisms and findings. Several areas of research include the performance coaching program, evaluation stages, and obstacles encountered, in accordance with the problem formulation.

The evaluation of the achievement development program in the research conducted in Demak Regency used the Context, Input, Process, Product (CIPP) model. The CIPP model is an evaluation model that is widely used to evaluate programs because it is considered to be more comprehensive from start to finish. Stufflebeam & Zhang (2017) describe how using the CIPP model can evaluate broadly and comprehensively, involving many important factors that support the program based on evaluation elements (Stufflebeam, 2017). This model refers to four stages of evaluation, namely context, input, process, and product evaluation (Stufflebeam & Coryn., 2014). This is seen from the perspective that the most important goal of evaluation is to improve the function of a program.

The CIPP model was chosen to analyze this study because it is more comprehensive in terms of context, input, process, and product in examining the Sepak Takraw achievement coaching program. The acronym CIPP stands for the stages of evaluation target analysis, namely context, input, process, and product, with the following details (Saharullah, 2021) (Stufflebeam & Coryn., 2014) (Stufflebeam, 2017). This model consists of (1) Context Evaluation, which is the activity of collecting data and processing it into information to determine objectives and classify the relevant environment. (2) Input Evaluation, which is input-oriented, determines the techniques for achieving program objectives and can help in considering decisions, determining the resources needed, the alternatives taken, the development of plans and strategies to achieve objectives, and the work procedures to achieve them.

Input evaluation components include: (a) human resources, (b) supporting facilities and equipment, (c) funds/budget, and (d) various necessary procedures and regulations.

Evaluation The next model (3) Process Evaluation is a check on program implementation. The goal is to provide feedback to stakeholders on how the program is running according to plan and using resources efficiently. Finally, Product Evaluation is used to measure, interpret, and determine the achievement of a program's results, ensuring the extent to which the program has met the needs of the program group being served. Thus, the purpose of this study is to evaluate the achievement-building program and describe the findings so that they can be considered in future policy-making. In addition, it aims to identify challenges and obstacles as well as ideal strategies for policy-making in formulating future programs.

2. Method

The descriptive qualitative approach uses observation, interviews, and document analysis techniques to describe situations or events objectively. This approach involves research procedures that produce descriptive data in the form of written or oral information and observable behavior from informants (Lexy J. Moleong, 2014). The advantage of the qualitative approach is that it can analyze in-depth deductive and inductive reasoning (Hikmawati, 2020) (Creswel, 2013). The data sources use primary data or data from the first source (Sahir, 2022) and secondary data, which is data that has the required information through the media or processed data (Sahir, 2022) (Lexy J. Moleong, 2014). Data collection techniques used (1) Observation, (2) Interviews, and (3) Documentation.

Table 1. Data collection techniques and instruments

Technique	Instrument	Informant/object	Data and information description
Observation	Observasi sheet	Demak Regency Youth and Sports Agency Demak Regency Indonesian Sepak Takraw Association Demak Regency Sepak Takraw Facilities and Infrastructure	This technique is used to ensure sufficient information regarding general information relevant to the title of this study. From the general information, credible informants will be classified and obtained according to their capacity to be interviewed
Interview	Interview guidelines	Siti Kumala as Staff Member for Development on 12 May 2025 Hindriawan Admiko as Head of Organisation on 12 May 2025 Winarno as Head of Performance Development on 14 May 2025	Obtaining the Sepak Takraw achievement development programme and its implementation as triangulation (comparative

		Nikmah Diana as Staff Member of the Sports Division of the Youth and Sports Agency on 13 May 2025 Masriyanto as Sepak Takraw Coach on 14 May 2025	information from each informant)
Documentation	Observation sheets and cameras	2023 and 2024 Annual Programme Documents for Sepak Takraw Achievement Development; Budget Allocation, 2023 and 2024 programme implementation/accountability reports; Images of activities/training and others	To record empirical data findings, both directly and through secondary data (documents from the department and PSTI)

3. Result

Research on the evaluation of the performance development program in the sport of Sepak Takraw using the CIPP Model in Demak Regency. Several findings have been broken down to answer the research questions. The research questions answered in the field research results are: What programs have been implemented, what evaluation mechanisms have been carried out, and what obstacles have been encountered. This study evaluated the development program at PSTI Demak Regency. According to Raman (2022), this evaluation must meet the criteria standards, measurement techniques, assessment indicators, analysis methods, and be able to describe recommendations (Rahman, 2022).

The purpose of this study is to examine the Sepak Takraw Achievement Development Program, the Program Evaluation Mechanism, and the obstacles faced by the Demak Regency Government in improving Sepak Takraw achievements in 2023 and 2024.

Performance Development Program

Overview The sepak takraw performance improvement program in Demak Regency is a collaborative program between the Youth and Sports Agency (Dinpora), the Indonesian Sepak Takraw Association (PSTI), and the Indonesian National Sports Committee (KONI). The performance improvement program is included in the annual work program to improve the performance of sepak takraw athletes at the regency and national levels. The orientation of the program is at least to achieve achievements in sports (Saharullah, 2021), one of which is sepak takraw. Field findings show that there are 7 (seven) priority programs for 2023 and 11 (eleven) priority programs for 2024. The number of programs has increased significantly from 7 to 11 programs in two consecutive years, namely 2023 and 2024. This reflects the seriousness of the local government, through Dinpora and PSTI, to encourage and improve takraw performance in Demak District. The programs in question can be seen in Table 2 as follows:

Table 2. Takraw performance improvement program 2023 and 2024 in Demak regency

N	2023	2024
u		

1	Provincial, National, and International Sepaktakraw Championship Dispatch	Provincial, National, and International Sepaktakraw Championship Dispatch
2	Sepaktakraw Try Out Dispatch Within and Outside the Province in Preparation for the Pati Raya Provincial Sports Week	Sepaktakraw Tryouts Within and Outside the Province in Preparation for the Provincial Sports Week (Porprov)
3	Long-Term S.Takraw Tc Coaching for Juniors and Seniors	Long-Term S.Takraw Tc Training for Juniors and Seniors
4	Reception of Try Out/Try In Guests from Central Java Regencies/Cities and Outside the Province, Both Juniors and Seniors	Reception of Tryout/Try-in Guests from Central Java Regencies/Cities and Outside the Province, Both Juniors and Seniors
5	Sepaktakraw Training for Pati Raya Provincial Games Preparation	Sepaktakraw Training for Provincial Sports Week Preparation
6	Holding Sepaktakraw Championships for Age Groups (Ku)/Open (Free) at the Demak Regency/Provincial/National Levels	Holding Sepaktakraw Championships for Age Groups (Ku)/General (Open) at the Demak Regency/Provincial/National Levels
7	Sending Sepaktakraw Coach/Referee/Judge Training at the Regency/Provincial/National/International Levels and Others	Sending Sepaktakraw Coaches/Referees/Judges for Training at the Regency/Provincial/National/International Levels and Others
8		Organising Outbound Activities for Athletes, Coaches, Administrators, and Related Organisations
9		Organising Character Building for Athletes, Coaches, Administrators, and Related Organisations
10		Organising Referee/Judge Training and Coach Training at the Regency, Provincial, and National Levels
11		Organising Discussions for Athletes, Coaches, Administrators, Sepak Takraw Clubs in Demak Regency, Related Agencies, and Related Organisations

Source: PSTI Demak regency work program for 2023-2027

Table 2 shows that one of the programs will always be available in 2023 and 2024. Uniquely, there is a cross-generational cadre program for long-term junior and senior S.Takraw. Referring to the national sports system (SKN) regulations, the training standards outlined by Sukendro (2017) are tiered. Therefore, what PSTI Demak Regency is doing is appropriate, namely tiered training across generations, starting from the early stages of training to trained athletes who will be empowered to become future coaches.

It can be concluded that the Demak Regency Government, through Dinpora, is committed and serious about developing the sport of Sepak Takraw. Starting from the achievement development

program and ensuring other supporting facilities, the regency government, PSTI, and KONI in Demak Regency always communicate and interact to improve regional achievements.

Achievement development can also be explained in Table 2, which consists of:

Education and Training for Sepak Takraw Athletes

The knowledge and skills of Sepak Takraw athletes are prioritized, so the Demak Regency Government has improved the facilities and intensity of athlete training. Education and training through these clubs are expected to prepare athletes through recruitment by branches Club branches that have been established in certain areas in Demak Regency. Table 1.3 shows the number of sports clubs in Demak Regency as follows:

Table 3. Sports clubs, facilities, and infrastructure in Demak regency, 2024

Nu	Club, facilities and infrastructure	Quantity
1	Number of Volleyball Clubs	27
2	Number of Basketball Clubs	3
3	Number of Football Clubs	32
4	Number of Futsal Clubs	9
5	Number of Sepak Takraw Clubs	9
6	Number of Tennis Clubs	4
7	Number of Table Tennis Clubs	8
8	Number of Badminton Clubs	9
9	Number of Swimming Clubs	9
10	Number of Boxing/Martial Arts Clubs	35
11	Number of Bodybuilding Clubs	6
12	Number of Archery Clubs	1
13	Number of Other Sports Clubs	39
Total		190

Source: Data processed from the 2023 and 2024 activity profile reports

Table 3 confirms that the results of interviews with informants regarding the seriousness of the local government in developing facilities and facilitating Sepak Takraw are inaccurate. Based on the data, there are only 9 Sepak Takraw clubs, which is far fewer than the 27 volleyball clubs, 32 soccer clubs, and 35 martial arts clubs. Sepak Takraw is one of the Demak government's development priorities, but the enthusiasm or interest of the community, even among the younger generation, in registering for this sport is still low. However, the Demak Regency Sports and Youth Agency guarantees that although there are not as many facilities as for other sports, the quality of education and facilities will still be taken into consideration. Table 3 includes the Sepak Takraw Tryout Program within and outside the province in preparation for the Pati Raya Provincial Sports Week. The tryout program is not only about physical facilities but also activities that support performance.

The Try Out for Sepak Takraw athletes in Demak, Central Java Province, is often held in Semarang, Pati, and Blora. The three cities/regencies in 2023 and 2024 are as follows:

Table 4. Try out delivery

District/Regency Year	Semarang	Pati	Blora
2023	6	5	3
2024	7	6	4

Source: Data processed from the 2023 and 2024 activity reports

Table 4 explains that there are annual activities such as mentoring and joint training with teams from outside the city. These tryouts are conducted annually to train athletes to familiarize themselves and adapt to competition conditions. However, these tryouts are not exclusively for Sepak Takraw athletes; athletes also receive regular training twice a week (2024 training schedule data).

Coach Development

Sepak takraw coaches are also a concern for local governments, as coaches greatly influence the development and performance of athletes, as well as the coaching of junior athletes. This seriousness has made it one of the priority programs of the Youth and Sports Agency, which has been included in the annual program as shown in Table 1.2, namely Sending Coaches/Referees/Judges for Sepak Takraw Training at the District/Provincial/National/International Levels and Others. A coach must enhance their abilities in leadership, knowledge, and skills, maintain emotional stability and balance, and be imaginative and humorous. Coaches are key to the education and training process for achieving performance (Sin et al., 2023). Therefore, PSTI and the Demak Sports and Youth Affairs Agency recognize the importance of improving coaches' capabilities.

From the observations of the coaches, who number less than 23, they always take turns to improve their skills, such as through comparative studies or judging in other regions. This not only prevents boredom but also increases their knowledge so that their experiences in other places can be shared with the athletes in Demak.

4. Discussion

Evaluating the Sepak Takraw Program to Improve Performance the Sepak Takraw program of the Indonesian Sepak Takraw Association (PSTI) of Demak Regency was evaluated using the CIPP model. By evaluating the Sepak Takraw coaching program in Demak Regency from the aspects of Context, Input, Process, and Product, it was determined what truly needed to be done. This standard selection (Stufflebeam & Coryn., 2014) places more emphasis on measuring clear standards, performance, and discrepancies. This evaluation aims to and summarizes to obtain accurate and objective information about the program (Rahman, 2022).

Context evaluation analysis

The context evaluation analysis of PSTI consists of vision, mission, goals, and objectives (VMGO), which are the direction of the organization's strengths that must be carried out well. Context evaluation looks at activities from data and observations processed into information to determine goals and classify the relevant environment (Saharullah, 2021). The formulation of the VMTS involves several elements, making it a benchmark for its goals and achievements. Based on the

results of the audience and data, VMTS at PSTI is a product of the Demak District Government's support for the sepak takraw development program in Demak, with the sport even becoming a flagship in Demak District. PSTI Demak Regency has the following Vision and Mission (PSTI Demak Profile 2020-2025):

- a. Vision: To become an outstanding organization in the development and coaching of sepak takraw at the local, national, and international levels, and to improve the performance of Demak sepak takraw in various competitions.
- b. Mission: 1) Quality Improvement: The quality referred to is the ability of athletes, coaches, and referees thru coaching, training, skills, and education, which are part of technical and tactical development. 2) Performance Improvement: Achieving the best performance at every level of competition, from recruitment, coaching, and full support. 3) Sepak Takraw Development: Improving sepak takraw infrastructure, promoting it to all levels of society, and establishing cooperation with stakeholders to support the development of sepak takraw in Demak.

Regarding the direction of sepak takraw policy in Demak, it can be seen from the vision and mission of PSTI, which is the product of discussions with stakeholders consisting of KONI, the Demak District Department of Youth and Sports, coaches, and players.

Table 5. Context evaluation analysis of PSTI in Demak regency

Nu	Components	Description	Assessment Criteria		
			G	A	P
1.	Vision	VMTS is formulated with stakeholder participation to ensure greater transparency and accountability. The future orientation is clear and can be implemented rationally	√		
2.	Mission		√		
3.	Objectives		√		
4.	Goals		√		

Source: Data processing of interviews, observations, and documentation

Vision and mission are contextually formed from a collection of information and future desires involving stakeholders. Vision and mission are also information between desires reflected in programs and their implementation, and they determine alternative decisions to achieve goals (Ananda & Rafida, 2017). PSTI has VMTS as a guideline for the direction of sepak takraw in Demak, at least there is a definite measure: to excel at the local/regional, national, and international levels.

Input evaluation results

The input evaluation analysis of the sepak takraw club management under PSTI Demak Regency involved several important components supporting the success of the organization and athletes' achievements. The inputs for analysis are Human Resources (HR), Training Programs, Funding, and Facilities. Because the evaluation used: (a) human resources, (b) supporting facilities and equipment, (c) funds/budget, and (d) various necessary procedures and regulations (Stufflebeam, 2017).

In Demak Regency, there are 9 PSTI Demak clubs, each club having human resources, fund allocation, training facilities, and programs in place. This is as illustrated in Table 6 as follows:

Table 6. Analysis of organizational input evaluation at PSTI Demak regency

Nu	Components	Description	Assessment Criteria		
			G	A	P
1.	Human Resources	There are 15 coaches spread across 9 clubs, with 20 senior athletes and 57 junior athletes. Each club has one coordinator and one secretary in charge	√		
2.	Training Programmes	Regular weekly training programmes, club visits to other cities, tryouts, and so on	√		
3.	Funding	Budget allocation comes from member contributions, the Demak local government, the central government, and grants	√		
4.	Facilities and Infrastructure	Equipment is in good condition and fully functional. All instruments are complete and only require maintenance and updates	√		

Source: Data processing of interviews, observations, and documentation

The analysis results from Table 4 regarding inputs show good results, as evidenced by the completeness of each core component, such as having human resource personnel consisting of 1 coordinator, 1 secretary, 26 senior athletes, and 57 junior athletes. Funding clearly comes from several sources of income, namely member self-funding, the Demak local government, the central government, and other grants used for operations. This mentions that Sepak Takraw management must be consistent with training programs accompanied by quality facilities, training, and costs to enhance performance potential (Sin et al., 2023).

The results of the input evaluation analysis related to coaches and athletes show good results. The available human resources consist of 83 active athletes, including 26 senior athletes and 57 junior athletes. With strong and high-quality input from the PSTI organization, it is hoped that Demak's sepak takraw athletes will win competitions at various levels. One of the achievements of Demak Regency's sepak takraw athletes is being the overall provincial champion for the past 4 consecutive years, with several athletes representing the region in the PON, Sea Games, and other competitions. Although there haven't been any major champions at the national and international levels yet, the selection for participation in competitions and qualifying at the regional level is still an achievement for the area.

Process analysis

The results of the Process analysis, based on the functioning of the PSTI management in Demak Regency, include planning, organizing, leading, and controlling. From this function, the results of planning, technical coordination, and program implementation by coaches and managers will be determined. The research results show that the PSTI in Demak Regency is already running well, although efforts to improve it must always be made, as indicated by the annual evaluation results. The purpose of process evaluation is to provide feedback to stakeholders on how the program is progressing according to the agenda and using resources efficiently (Saharullah, 2021).

Table 7. Results of PSTI product analysis in Demak regency

Nu	Components	Description	Assessment Criteria		
			G	A	P
1.	Planning	Planning is carried out annually, documented in the Annual Operational Plan (Renop), and involves stakeholders in its formulation	√		
2.	Organisation	The organisation is clear: at the Demak Regency level, it falls under the Demak Youth and Sports Agency (Dinpora Demak), which oversees the PSTI, with the smallest organisational unit being the sepak takraw club. There is interaction across levels and organisations	√		
3.	Leadership	In accordance with the coordination level, each group has a coordinator who must possess leadership principles and implement good governance	√		
4.	Supervision	Supervision is carried out effectively, with supervision periods and aspects such as athletes, programmes, facilities and finances being monitored by the public	√		
5.	Coordination	Coordination is carried out effectively	√		
6.	Programme Implementation	The coaching team has implemented the Training Programme in accordance with the agreed programme	√		

Source: Data processing of interviews, observations, and documentation

Table 7 explains that conceptually, the ideal organization is already functioning well and is being implemented by the Demak District PSTI. There are 6 aspects that drive planning, organizing, leading, controlling, coordinating, and program implementation.

Product stage analysis

The success of the product, based on football performance, is evaluated across two components consisting of one aspect (training program) and five sub-aspects (training results, academic achievement, national and international achievements). Of the one component and five sub-components evaluated, the findings meet the standard for one aspect and three sub-aspects. One sub-aspect did not meet the standard, although it was tolerable, including the achievements of Asian students. One sub-aspect requiring special attention was the academic achievement of the students. Table 8 presents the results of product analysis as follows:

Table 8. Results of PSTI product analysis in Demak regency

Nu	Components	Description	Assessment Criteria		
			G	A	P

1	The Success of the Achievement Development Programme		√
2	a. Training results	Academic achievement is still considered adequate or below average compared to other areas of achievement. In addition, there are indicators of underachievement in Asian studies	√
3	b. Academic achievements		√
4	c. National achievements		√
5	d. Asian achievements		√
6	e. Asian achievements		√

Source: Data processing of interviews, observations, and documentation

This finding was also shared by several interviewees, namely Hindriawan Admiko, Nikmah Diana, and Masriyanto, who stated that the overall performance of sepak takraw athletes in academics was not particularly outstanding. This is because they have different academic potential and individual skills for each athlete. For an athlete to think academically and scientifically is very difficult, but conversely, athletes are more proficient in on-field strategies and techniques, or what can be called practical rather than analytical abilities. The results of interviews and observations from year to year show that PSTI Demak athletes have not yet competed internationally in the Asian region. Therefore, current efforts thru athlete performance training and mentoring programs are directed toward achieving international championships.

Obstacles to improving sepak takraw performance

The research results indicate that there are several factors hindering the development of improved performance in the sport of sepak takraw at the PSTI Demak Regency. The dominant factors influencing potential obstacles are Seeds and Seedlings, Budget, and Motivation. These factors are the result of interviews with several informants who have a dominant influence on achievement in various sports in Demak Regency, especially sepak takraw. This is the same as the factors found in the research that developed the program's seed, financial and team motivation (Zahroh & Junaidi, 2022). The first obstacle is the seedlings, which show no significant improvement each year and are far behind other sports in Demak Regency. This can be seen from Table 9, which illustrates the number of applicants for three consecutive years.

Table 9. List of sepak takraw athlete registrants 2023-2025/February

Year	Registrants		Quantity
	M	F	
2023	15	4	19
2024	9	6	15
2025	7	5	12
			46

Source: Data processing of interviews, observations, and documentation

Table 9 illustrates the distribution of registered sepak takraw seed candidates from 2023 to 2025, which even shows a decline. 2023 was the most outstanding year out of three consecutive years,

with 19 applicants. It was followed by 2024 with 15 applicants, but as of February 2025, there were only 12 applicants.

The second obstacle is the budget; funding for sepak takraw is also very limited compared to other sports. The largest funding comes from corporate grants and community self-funding, rather than relying on the very limited government. If, based on interviews with the organization department, the estimated funding from the center and regions per year is only approximately Rp. 125,000,000. This amount is very small compared to other sports and also for operational use for 1 year. The sources of income from member contributions, the Government, grants, and KONI are uncertain each year, so they must be allocated proportionally to each program and expense.

The third obstacle is motivation; this obstacle is very important because increasing and decreasing motivation is influenced by many factors. Motivation includes coaches and athletes. Research results from interviews and data show no real study on motivation, but it was found thru observation and interpreted that there are several causes of decreased motivation. Among the motivations of coaches and athletes are determined by competitions that are not as frequent as other sports, the prizes offered are relatively small, and operational funding is limited. Additionally, consistency, management motivation, and clear targets are required (Ali & Basyiruddin, 2023).

5. Conclusion and Recommendation

The research found the sepak takraw achievement improvement program, evaluation using CIPP, and the obstacles faced by PSTI Demak Regency. Performance improvement utilizes 3 main programs: performance development, athlete education and training development, and coach development. These programs are intended to increase athlete involvement in the international arena thru mentoring and education, not only for athletes but also for coaches. Coaches and athletes are key resources, so PSTI and the Demak Department of Youth and Sports are implementing intensive programs for both.

Meanwhile, the evaluation using the CIPP model in the Context findings shows an alignment between the vision and mission, which is logical and measurable. Stakeholder involvement is convincing in the formulation of the vision and mission, which is also objective. The findings of the input analysis revealed 4 aspects: human resources, training programs, funding, and facilities. From the four aspects, all received good ratings due to the clarity of the data. The findings of the PSTI process already adhere to management principles including planning, organizing, leading, and controlling, in addition to coordination and implementation. Finally, there is product analysis, which measures the success of the achievement development program across several sub-aspects: program outcomes, academic achievement, national achievement, Asian achievement, and Asian achievement. The findings indicate that out of these five sub-aspects, one sub-aspect was rated as sufficient (the academic field), while the Asian achievement was rated as insufficient.

In its efforts to improve PSTI's achievements, there were also obstacles. Some of the obstacles found were public enthusiasm to become athletes, budget, and motivation. When these obstacles dominated during the audience and sepak takraw was still looked down upon compared to other sports like football and volleyball. Budget is also the second constraint because the largest allocation of funds relies solely on the very limited government, and motivation is the final challenge as there is no desire from athletes and coaches to improve performance.

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