

Partnerships Model: Combining Evidence-Based Sports Policy and Technopreneurship to Support SDGs Achievement in South Sumatra



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KEY WORDS	ABSTRACT
Evidence-Based Policy, SDI, SDGs, Technopreneurship, Sports Development, South Sumatra	The third SDG target is good health and well-being to ensure healthy living and promote well-being for all ages. Indonesia has an average Sport Development Index (SDI) of 0.334 on a scale of 0-1, indicating that Indonesian public participation in sports has increased. South Sumatra Province has an SDI of 0.305, lower than the national average. Therefore, an overall SDI improvement strategy is needed, especially regarding developing sports policies in South Sumatra Province. Evidence-based sport policies are an SDI improvement strategy that can be developed to encourage increased community participation. This study aims to develop evidence-based sports policies combined with the community's active role through a partnership model that provides facilities and infrastructure to encourage policy implementation. The spirit of technopreneurship will encourage the provision of necessary facilities and infrastructure with a partnership model and accurate data collection to measure the implementation of the policies prepared. This study will explore previous research on developing evidence-based sport policies through qualitative methods. Furthermore, in-depth interviews were conducted with nine experts to confirm and validate the policy draft, which combines the role of innovation and entrepreneurial strategies in shaping effective sports policy governance and implementation. The research findings indicate that technopreneurship plays a crucial role in addressing challenges related to infrastructure, youth engagement, and capacity building in the sports sector. Integrating innovative solutions and business-oriented strategies in policy formulation significantly improves the effectiveness of sports policies in achieving SDI targets in South Sumatra. This study concludes that integrating evidence-based sports policies with a technopreneurial approach can significantly improve South Sumatra's sports governance, encourage innovation, and contribute to achieving the third SDG goal of good health and wellbeing. The benefits of this research can be a reference for policymakers and technopreneurs in establishing partnerships to realize sustainable sports infrastructure that benefits local communities and future leadership development.

INTRODUCTION

The third Sustainability Development Goal (SDG) target is to achieve good health and wellbeing, live a healthy life, and promote

wellbeing for all ages. With a population of over 270 million, Indonesia plays a role in achieving the third SDG. Through the Ministry of Youth and Sports, the Indonesian Government has encouraged the achievement of this indicator by

measuring the Sports Development Index (SDI). In 2024, Indonesia's SDI achievement increased by 0.007 points from the previous year's figure of 0.334. This represents new hope for sports development in Indonesia. In South Sumatra, Indonesia, the sports sector has the potential to significantly contribute to SDG targets, especially in health, education, and social inclusion. [1] . Implementing evidence-based sports policies is pivotal to achieving these objectives, providing a structured and scientifically supported approach to policy formulation [2] . However, challenges persist in translating these policies into practical actions that benefit communities at the local level [3], [4], [5].

Ouyang Y et.al [6] The advocacy coalition framework offers a more comprehensive explanation than conventional top-down or bottom-up models in formulating and implementing policy, requiring policy-oriented beliefs and values, inter-subsystem coordination through the intervention of intermediaries to produce a policy basis. Côté et.al.[5] states that designing sports-based policies requires the 3Ps: performance, participation, and personal development. Evidence-based measurement is needed to demonstrate the success of the 3Ps program. Many researchers believe that sports are ideal for teaching and transmitting positive life values to young people[5]. Several sports programs, such as Sports United to Promote Education and Recreation, Play it Smart, and First Tee, are specifically designed to facilitate personal development through sport. These program examples align with the diverse view that sport has the power to increase physical activity participation, elite performance, and development[5]. In developing programs related to sports policy, the Government must involve the role of the private sector through

Public Private Partnerships (PPP). This concept is developing in almost all areas without limitation [7] . PPP partnerships foster innovation and trust to achieve the outcomes needed to implement and measure the effectiveness of policies. [7], [8], [9].

In recent years, technopreneurship has emerged as a driving force in various sectors, including sports, with integrating technological innovation and entrepreneurial strategies into policy development and governance[10] Technopreneurs, leveraging cutting-edge technologies and business acumen, are uniquely positioned to address gaps in infrastructure, resource management, and policy implementation in the sports sector [11] . The convergence of evidence-based policy and technopreneurship offers a promising avenue for overcoming these challenges and advancing the sports sector's contribution to SDI in Sumatera Selatan[12][13].

Previous studies have explored the role of policy frameworks in sports development, emphasizing the importance of evidence-based strategies in achieving long-term social and economic benefits [14]. Furthermore, research has highlighted the potential of technopreneurship in fostering innovation within various sectors, but few studies have specifically addressed its impact on sports policy implementation [15] . Three forms of intertemporal policy dilemmas. In each variant, policymakers choose between policy A, which provides a smaller but more immediate net social benefit, and policy B, which provides a larger stream of net social benefits in the long run[14].

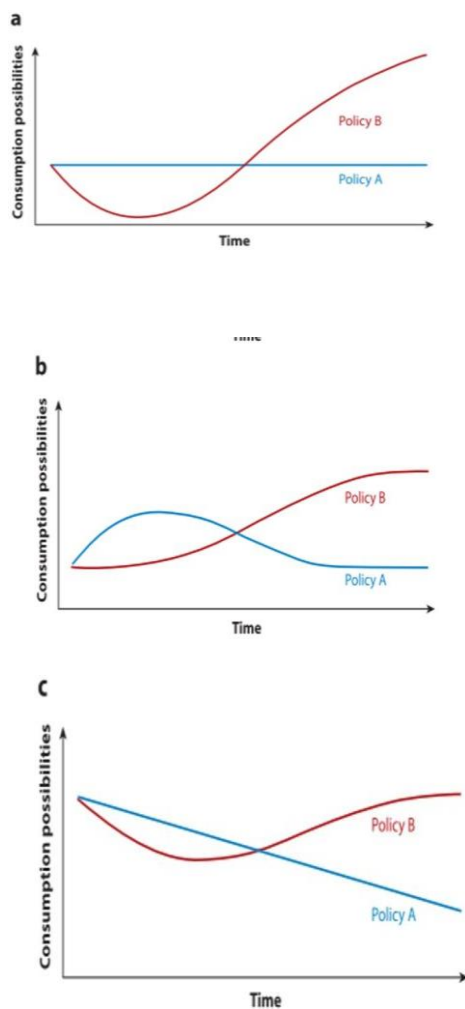


Figure 1. Three types of policy making

Figure 1 above depicts three forms of policy: (a) Policymakers choose to maintain the status quo level of welfare or invest in long-term welfare improvements. (b) The choice is between immediate consumption of abundant resources and their investment in long-term goals. (c) Policymakers accept either a more immediate but more minor loss or a longer-delayed but larger loss[14]

The role of sports in national development and the achievement of SDGs has been recognized in various government policies. Sport for Development projects (interventions, programs, and initiatives) have proliferated worldwide in

the past 20 years. Operating in diverse contexts, these projects have used sport to address a range of personal and social outcomes, such as empowering and enhancing self-esteem, addressing health and inactivity, building community cohesion, and addressing antisocial behaviour. Harris K [12] highlights the strategic importance of sports as a tool for fostering community development and improving public health in Indonesia. Kurniawan & Siregar (2020) [10] emphasize the need for innovation and improvement in sports policies, especially in infrastructure and youth engagement, to foster sustainable development in Indonesia. Moreover, the achievements of Indonesian athletes in various international competitions demonstrate the significant impact of well-structured sports policies on national pride and global recognition[12].

This research aims to explore the role of evidence-based sports policies in South Sumatra and investigate how technopreneurship can facilitate their implementation. Specifically, the study seeks to analyze the impact of innovative policy frameworks on achieving SDGs and fostering leadership in the sports sector. By examining the intersection of policy, innovation, and entrepreneurship, this research provides valuable insights into the strategic role of technopreneurs in shaping the future of sports governance in South Sumatra.

The significance of this research lies in its potential to inform policymakers, sports organizations, and technopreneurs about the synergistic benefits of integrating evidence-based policy with entrepreneurial innovation. Ultimately, this study aims to contribute to the broader understanding of how technopreneurship can drive sustainable change and leadership in sports, promoting a

more inclusive and forward-thinking approach to sports development in South Sumatra.

METHOD

Research Approach

This research employs a qualitative approach to obtain a more accurate understanding of the implementation of Law No. 11/2022 concerning sports in South Sumatra. Agus Subagyo et al. [30] describe qualitative research as a research procedure that produces descriptive data in the form of written or spoken words from people and their behaviour, which can be observed or interviewed. This study describes an event or phenomenon as naturally occurring (naturalistic inquiry).

In qualitative research, the focus is crucial. Unlike quantitative studies that limit research to one or more variables (as boundaries), qualitative research focuses on understanding the phenomenon more deeply [30]. In this case, the focus is on implementing Law No. 11/2022 about Sports in South Sumatra, particularly in areas related to communication, human resources, funding resources, dispositions, and bureaucratic structure. Detail untuk langkah-langkah penelitian ini disampaikan pada gambar 3.

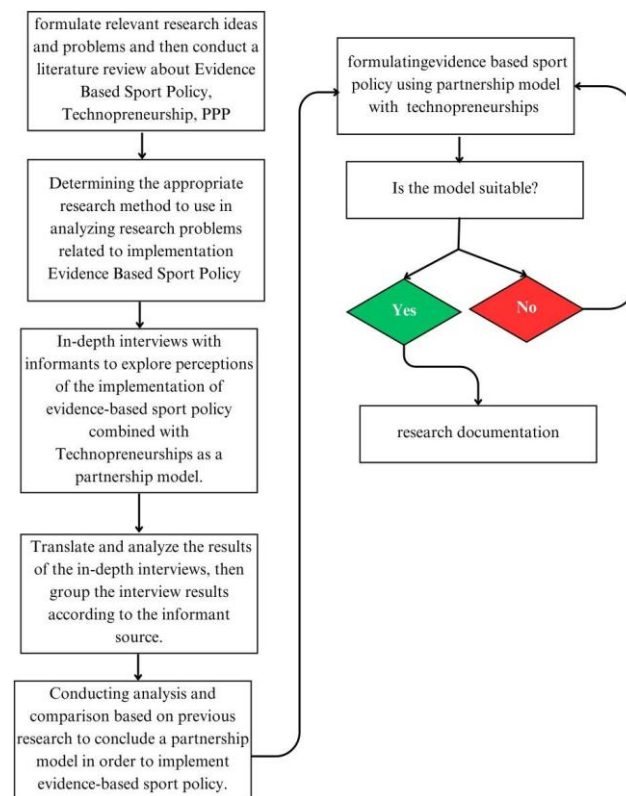


Figure 3. Research Methodology

Figure 3 shows the research methodology: studying literature related to the topic, then conducting in-depth interviews with informants, analyzing the interviews, and comparing them with previous studies related to the topic.

Data Collection Techniques

This study uses interviews and documentation as primary data collection techniques. Semi-structured interviews were conducted with key informants and additional informants, such as government officials, policymakers, sports administrators, and athletes, who can provide relevant insights on the policy's implementation.

1. Documentary analysis complements the interview data. The researcher collects secondary data from official documents, such as legal texts, government regulations, policy drafts, research

articles, journals, and media reports.

2. In this research, purposive sampling is used to select informants who can provide maximum information based on their knowledge of the studied issue. To ensure that the sample evolves as needed, participants with the most in-depth knowledge of the subject matter are involved [31]. This technique allows for the collection of data from hidden or hard-to-reach sources, which is crucial in research involving evidence-based sports policies and innovation in technopreneurship

Data Analysis

For data analysis, this study follows the Miles and Huberman (1992)[32] model, which consists of four stages:

1. Primary and secondary data are collected through interviews, documentation, and observations.
2. This involves selecting, focusing, simplifying, abstracting, and transforming the data into more meaningful units.
3. Using narrative texts to present the results enables the development of concepts, themes, and categories.
4. Conclusions are drawn from the analyzed data, ensuring the findings are verified for reliability and validity.

This study applies triangulation to ensure the credibility of the findings. Data triangulation involves using multiple data sources, and methodological triangulation involves collecting data through different methods, such as interviews and document analysis.

Validity and Reliability

To ensure rigour and trustworthiness, several

strategies were employed:

1. Member Checking: After interviews, key findings were shared with participants to verify data accuracy and interpretation.
2. Peer Review: Colleagues and experts in public policy and technopreneurship reviewed the research process and findings.
3. Rich, Thick Descriptions: The study includes detailed descriptions of the context, participants, and findings to allow transferability to other settings.

Qualitative Data: The study relies on qualitative data, which provides depth and insight but lacks generalizability. Focusing on specific case studies and in-depth interviews offers a deep understanding of the issue, but does not allow for broader statistical claims.

RESULT AND DISCUSSION

This section presents the key findings from the study on the implementation of Evidence-Based Policies (EBP) in the sports sector in South Sumatra and the role of technopreneurship in enhancing the effectiveness of these policies. The discussion focuses on how EBP has been incorporated into sports policy formulation, the challenges faced during implementation, and the opportunities for improvement. Additionally, the role of technological innovations and entrepreneurial initiatives in overcoming barriers and driving forward sports development aligned with the Sustainable Development Goals (SDGs) is examined. By analyzing the data gathered from interviews, document reviews, and field observations, this section provides insights into the effectiveness of current sports policies and highlights areas that need further attention to ensure their success.

The study involved 11 informants, selected through purposive sampling to ensure

participants had in-depth knowledge of Evidence-Based Policies (EBP) and technopreneurship in the sports sector. These informants were divided into several key groups, each contributing to a comprehensive

understanding of the research topic. Below is a detailed analysis of their backgrounds and characteristics:

Table 1. Description of Informants

Group	Number of Informants	Gender Distribution	Experience	Roles and Responsibilities
Government Officials	3	2 males, 1 female	5-20 years in public policy and sports management	Involved in the formulation and implementation of sports policies, particularly in EBP and SDGs
Technopreneurs	3	2 males, 1 female	technopreneurship, focused on sports-related innovations	Develop tech solutions like mobile apps, sports data platforms, and digital solutions for sports governance
Sports Organizations	3	2 males, 1 female	5-15 years in sports administration and event management	Coordinate sports events, manage athlete training, and implement sports policies at the grassroots level
Athletes and Community Representatives	1	1 male, one female	Varies (from amateur athletes to national-level competitors)	Provide insights into access to sports facilities, training programs, and the impact of sports policies

Table 1. Describes the informants used to explore this research towards developing evidence-based sport policy in South Sumatra.

- Government: The implementation of Evidence-Based Policy (EBP) in the sports system in South Sumatra is still a work in progress. Although the regional Government has tried to integrate empirical data into policy decisions, the integration and application of this data remain limited. As one government official stated, "While we have made progress in integrating empirical data into sports policy decisions, the integration of this data is still very limited. Our focus has primarily been on identifying the needs for sports

- infrastructure, such as upgrading facilities, and designing athlete development programs." (Interview with Informant 3 on December 23, 2024). Similarly, a local sports organization representative added, "Our policies are often based on the data available at the time, but there is a clear gap in our ability to analyze this data effectively. We have data on athlete participation and facilities, but this data is not always up-to-date or comprehensive enough to guide policy decisions." (Interview with Informant 3 on December 11, 2024).
- Technopreneur: The lack of a data-driven decision-making process. Decision-making in the sports policy sector is still largely driven by intuition rather than

being based on empirical evidence. As one technopreneur in the sports sector stated, "The decision-making process is still dominated by intuition, not data. We do not have a systematic way of collecting and analyzing data that can guide us in making better decisions." The reliance on subjective judgment in decision-making hinders the creation of more targeted and effective policies. (Interview with the Chairman of KONI South Sumatra on November 22, 2025). Keterlibatan sektor swasta menjadi penting dalam memberikan layanan sport dan berbasis data dan informasi sehingga dapat mengukur SDI secara sistematis dan jangka Panjang. Model kemitraan harus dikembangkan dengan win win solution antara pemerintah dan swasta untuk mengembangkan policy ini. Technopreneurship is pivotal in effectively implementing evidence-based sports policies (EBP). Technological solutions such as sports data platforms, mobile apps, and data-driven decision-making tools have been introduced to bridge the data collection and policy analysis gap. One technopreneur noted, *"Our technology solutions provide real-time data that can help policymakers make decisions based on actual performance and needs, not just intuition."* (Interview with a technopreneur in the sports sector, December 05, 2024). These solutions offer valuable tools to enhance the accuracy and timeliness of policy decisions, thereby supporting the development of more targeted and effective sports policies.

- **Sport Organization & Community:** However, adopting these technologies remains slow, and the Government still faces significant challenges in integrating technological innovations into the sports policy framework. As an interview with a government official mentioned, *"The lack of a centralized data management*

system hinders our ability to leverage technology in making evidence-based decisions. Without real-time, reliable data, creating policies that address community needs effectively is difficult." (Interview with the Chairman of KONI South Sumatra, November 22, 2025). This highlights a key barrier to the successful implementation of EBP: the absence of an efficient, integrated system for managing and utilizing data

Discussion

This research also revealed that the policy formulation process in South Sumatra remains top-down, with limited input from the grassroots level. Many policies are designed without incorporating community feedback or local needs assessments. One key informant remarked, "The decision-making process is still dominated by intuition; decisions are based on experience, not solid data." This gap in involving local stakeholders limits the policy's ability to address the challenges faced by the community. Furthermore, the focus of sports policies is often misdirected, prioritizing infrastructure development over achieving measurable outcomes. One informant stated, "The planning process is not based on the available input; it lacks focus on the outcomes of these initiatives and whether they truly achieve the goals set in the SDGs.

The dependence on intuition and the lack of further empirical analysis complicates the development of effective and sustainable evidence-based policies. This highlights the need to integrate data analysis and evidence-based frameworks in the decision-making process to ensure policies are grounded in real-world insights and community needs. According to Head B (2020) [2], [33] , evidence-based decision-making is essential for creating policies that are both responsive and accountable, and it ensures that policies are not only practical but also sustainable in the long term. In the context of sports policy, Mujahid and Ismail (2021) [23] also emphasise that failing to use data in decision-

making processes leads to ineffective policies that often miss the mark in addressing community needs. This is particularly important for regions like South Sumatra, where local context and stakeholder feedback are crucial for developing relevant and impactful policies.

These findings align with previous research that underscores the importance of data integration and analytical frameworks in policy development [34]. Hurt et.al [16] further argue that without a structured approach to data collection and analysis, policies rely on intuition and assumptions, leading to misinformed decisions that ultimately fail to deliver the intended result.

Previous research supports the importance of technopreneurship in sports policy innovation. Mujahid and Ismail (2021)[23] emphasize that technopreneurs bring essential technological solutions that improve sports governance and data analysis, enabling more informed and responsive policymaking. Moreover, Laaroussi A[35] argue that technological innovations in sports governance can significantly enhance the effectiveness of policies, particularly in tracking athlete performance and improving the accessibility of sports programs. Head B[2] also points out that data-driven tools are crucial in aligning sports policies with SDG 3 (Good Health and Well-being) and SDG 4 (Quality Education), helping to ensure that policies are more sustainable and outcome-oriented. Despite these advancements, Mujahid and Ismail (2021)[23] also note that slow adoption and lack of infrastructure continue to limit the broader impact of these innovations in many regions, including South Sumatra.

Implementing Evidence-Based Policy (EBP) in South Sumatra's sports sector faces several significant challenges. One relevant theory for understanding these challenges is Edward III's Public Policy Theory. This theory argues that effective policy implementation requires various interconnected factors, including

resources, communication, policy strategy, and commitment from policy actors. In this context, the challenges in implementing EBP can be analysed using the four main dimensions: planning, organising, communication, and monitoring.

The study identified several key challenges that significantly hinder the implementation of Evidence-Based Policy (EBP) in South Sumatra's sports sector. These challenges are rooted in structural, procedural, and practical issues that must be addressed to ensure the successful integration of EBP. The following are the main challenges identified:

1. **Planning Based on Inadequate Data:**
Planning processes often lack sufficient, accurate, and relevant data. As a result, policies focus more on infrastructure development than measurable outcomes, making it challenging to align policies with community needs and achieve the goals set in the Sustainable Development Goals (SDGs).
2. **Inefficient Organization:**
The lack of coordination between the local Government, industry partners, and other stakeholders has led to delays in policy implementation. An intuitive decision-making process, rather than data-driven decisions, further exacerbates inefficiencies in policy execution.
3. **Limited Communication**
Communication between policymakers and the public is crucial for effective policy implementation. However, the top-down approach with limited involvement from grassroots stakeholders reduces the relevance and impact of policies, making them less likely to be accepted by the communities they aim to serve.
4. **Suboptimal Monitoring and Evaluation**
The absence of a structured monitoring and evaluation system makes it difficult to assess the effectiveness of policies and make timely adjustments to

improve outcomes. Policies may lose relevance without regular evaluation, and necessary changes cannot be implemented efficiently.

However, despite these challenges, there are clear opportunities for enhancing the implementation of EBP in South Sumatra:

1. **Improving Data Integration,**
strengthening data collection systems and integrating accurate and real-time data into decision-making processes will improve the alignment of policies with actual community needs and performance outcomes.
2. **Fostering Collaboration**
Strong partnerships between the Government, the private sector, and local communities are essential for successfully implementing sports policies. Public-private partnerships (PPPs) can provide critical infrastructure development resources and enhance sports program delivery.
3. **Stakeholder Engagement**
Actively involving grassroots stakeholders and incorporating community feedback into policy development will make the policies more inclusive and effective. Stakeholder engagement is important in creating responsive and sustainable policies.
4. **Improvement of Human Resources.**
Policymakers and sports managers must have the skills to understand and apply data-driven decisions. Offering training programs and improving data analysis capabilities will bridge the gap between data collection and policy application, ensuring better policy outcomes.

In conclusion, the successful implementation of EBP in South Sumatra's sports sector hinges on improving data infrastructure, enhancing

stakeholder coordination, and increasing human resource capacity. By addressing the challenges of inadequate data, inefficient organisation, and limited stakeholder participation, there are significant opportunities to improve the effectiveness of EBP and ensure that sports policies in the region are more aligned with community needs and the SDGs. With stronger public-private partnerships and an emphasis on data-driven policy design, the potential for a more effective and sustainable sports policy in South Sumatra can be realized.

The following managerial implications translate our findings into five actionable strategies based on the study's insights into evidence-based policy and technopreneurial approaches in sports governance. These recommendations help managers and policymakers establish data-driven processes, strengthen partnerships, and continuously monitor performance to achieve lasting impact.

1. **Develop an Integrated Data Management System**
Establish a centralised platform to collect, process, and analyse real-time sports participation and performance data, ensuring that decision-making is evidence-based rather than intuition-driven.
2. **Enhance Human Resource Capacity through Data Analytics Training**
Provide training programs for policymakers and sports managers in data analysis techniques and the Evidence-Based Policy framework to bridge the gap between data collection and policy implementation.
3. **Strengthen Public-Private Partnerships (PPP)**
Actively engage technopreneurs and private sector partners to co-develop innovative solutions and leverage private investment for sports infrastructure and program delivery.
4. **Establish Grassroots Stakeholder Engagement Mechanisms**
5. **Create inclusive forums and feedback channels** involving community organisations and athletes at the local level, ensuring that policies reflect the

6. community's real needs.
Implement a Rigorous Monitoring & Evaluation Framework
Design and execute an M&E system with clear indicators and regular review

schedules, which will enable measurement of policy effectiveness and timely adjustments.

CONCLUSION

This study has explored the multi-phase process of sports policy formulation in South Sumatra, emphasizing the integration of evidence-based policy and technopreneur approaches. By mapping each agenda-setting stage to implementation and examining the role of real-time data, stakeholder collaboration, and private-public partnerships, we have demonstrated how data-driven decision-making can enhance the effectiveness and sustainability of sports governance. Our findings underscore the critical need for centralized data management, capacity building in data analytics, and inclusive engagement mechanisms at the grassroots level. Furthermore, establishing robust monitoring and evaluation frameworks ensures that policies remain responsive to community needs and evolving challenges. These insights provide a comprehensive blueprint for managers and policymakers seeking to foster innovation, accountability, and long-term impact in the sports sector.

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