Government Capability in Drug Control in East Kotawaringin Regency from The Dynamic Governance Perspective

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Abstract

Based on the rapid development and environmental conditions, the drug problems in East Kotawaringin Regency are serious issues that must be resolved. The study aims to describe the government's capability in preventing drugs in the East Kotawaringin regency in terms of a dynamic governance perspective as well as to fill the gap since there are not many scholarly works on this study specifically at the local level. This research uses a qualitative method with a descriptive research type. The research was conducted in East Kotawaringin Regency with data collection techniques sourced from primary data in the form of in-depth interviews with the Head of the Narcotics Investigation Unit and the Secretariat of the Regency Narcotics Agency, then secondary data in the form of official reports and scientific articles. Data analysis techniques used in this research are data reduction, data presentation, and conclusion. The results of the study indicate that there is a capability improvement effort, but it is still not running optimally. The elements of thinking ahead and thinking again need more attention. Constraints faced are the lack of human resources and budgeting, the role of inter-agency is not coordinated in a structured manner, and the absence of a definitive agency, namely the Regency National Narcotics Agency, which also has a major influence on operational implementation. Meanwhile, the element of thinking across can be understood by the ranks of the local government with the efforts for comparative studies.

Keywords: capabilities, drug control, dynamic governance

Abstrak

Berdasarkan perkembangan dan kondisi lingkungan yang cepat berubah, permasalahan narkoba di Kabupaten Kotawaringin Timur telah menjadi isu serius yang harus di selesaikan. Tujuan penelitian yaitu untuk menggambarkan kapabilitas pemerintah dalam pencegahan narkoba di kabupaten Kotawaringin Timur ditinjau dari perspektif *dynamic governance* sebagaimana untuk mengisi gap karena belum banyak yang membahas studi ini pada tingkat lokal. Pada penelitian ini menggunakan metode kualitatif dengan tipe penelitian deskritif. Penelitian dilakukan di Kabupaten Kotawaringin Timur dengan teknik pengumpulan data bersumber dari data primer berupa wawancara mendalam dengan Kepala Satuan Reserse Narkoba dan Sekretariat Badan Narkotika Kabupaten, kemudian data sekunder berupa laporan resmi dan artikel ilmiah. Teknik analisis data yang digunakan dalam penelitian yaitu reduksi data, penyajian data, dan menarik kesimpulan. Hasil penelitian menunjukan adanya upaya peningkatan kapabilitas namun masih belum berjalan dengan optimal. Elemen *thinking ahead* dan *thinking again* perlu mendapatkan perhatian lebih. Kendala yang dihadapi yaitu kurangnya sumber daya manusia dan anggaran, peran antar instansi tidak terkoordinasi dengan terstruktur, selain itu tidak adanya instansi definitif yaitu Badan Narkotika Nasional Kabupaten juga memiliki pengaruh besar dalam pelaksanaan operasional. Adapun, elemen *thinking across* sudah dapat dipahami oleh jajaran pemerintah daerah dengan adanya upaya untuk studi banding.

Kata kunci: dynamic governance, kapabilitas, pengendalian narkoba

INTRODUCTION

The government's success in preventing drug trafficking cannot be separated from the system implemented. The series of inputs, processes, and outputs need to be considered to maximize prevention goals. One of the important inputs in government work is human resources. Of course, the role of HR has different duties and functions at each level. The accuracy of planning to rational decisions in directing human resources can be a reference for reducing drugs. In other words, the government needs to pay attention to the alignment of resources and policies so that goals can be achieved (Sunarsi, 2018).

The challenges in managing good governance always increase every year. Efforts to be able to answer the challenge are by increasing the capabilities of the apparatus (Mahsyar & Malik, 2019). Competent human resource capabilities can be focused on preparing for the dynamics of problems in government. Of course, it is not easy to organize and manage staff because each agency has different abilities and perspectives to implement policies and management.

Capabilities have characteristics such as being able to feel the change, see opportunities, and can make organizational changes (Schoemaker, Heaton, & Teece, 2018). Improving the government's capability, basically takes time, therefore in catching up, the government can study the success of the organization in creating innovation (Hartley & Rashman, 2018).

In this fast-paced era, the government demands to act dynamically to have good governance qualities. Government governance tends to change from time to time along with the development of environmental changes, therefore a dynamic approach is needed to respond to it (Colm, Ordanini, & Bornemann, 2020). The dynamic approach in government institutions can be linked to dynamic governance. According to Neo and Chen (2007), dynamic governance is the ability of the Government to adopt policies and programs on an ongoing basis so that long-term interests can be achieved by paying attention to elements of culture and capabilities (think ahead, think again, think across) accompanied by driving factors within human resources such as able people and agile processes, besides that, external factors also influence the success or failure of the program that is formed. The attention that can be emphasized in dynamic governance thinking is that the government should be able to think of long-term actions to deal with dynamic

problems. The rapidly changing world can create uncertainty regarding current and future conditions.

Various kinds of situations faced by the Government have the potential to create new problems. Therefore dynamic governance is needed so that every policy process can be adaptive to respond to future situations (Rahmatunnisa, 2019). Besides that, the world is always developing due to the influence of increasingly advanced technology, as well as policies that will always adapt to technological advances. Competent human resources will quickly adapt to technological developments and can help the development of the organization.

Central Kalimantan is a vulnerable area that can become a place for drug trafficking. The Central Kalimantan regional police said several areas with a lot of drug trafficking were East Kotawaringin, West Kotawaringin, and Palangka Raya. This can not be separated from the many entrances by land, sea, and air from other provinces, especially in the Kotawaringin area. This prohibited item is also widely circulated in mining and plantation areas.

East Kotawaringin has a legal basis as a regulation in preventing illegal drugs. The legal basis is regulated in the East Kotawaringin Regency Regulation Number 1 of 2019 concerning the Prevention and Countermeasures of the Abuse and Illicit Trafficking of Narcotics, Psychotropics, and Other Addictive Substances. The regulation considers that East Kotawaringin Regency as a center of trade in Central Kalimantan is vulnerable to drug abuse. A large number of access to human traffic through land and water routes allows transactions for dangerous drugs to occur. Besides, various kinds of cultures that have blended in make it easier for people to influence each other in their environment.

As a preview of the empirical evidence that occurred based on a report on drug trafficking in East Kotawaringin in 2020 where the East Kotawaringin Police Narcotics Investigation Unit revealed 108 cases. Then in 2021, it increased to 121 cases. Drug trafficking cases in East Kotawaringin are known to have increased from the previous year and of course, the problem to be emphasized is that there are still more than 100 cases found.

Several international studies discuss drug problems, including research exploring the development and contemporary practice of drug policy in Queensland, Australia. The argument in the research assumes that drug control is mostly only symbolic to enforce safety

and security. then the reluctance of politicians to recognize the need for policy revisions has made the policy has failed to achieve the desired results (Pereira, Scott, & Beem, 2020). Then, there is the study that social workers can act as a safety net so that they have the potential to help prevent drugs. In line with this perspective, the findings suggest that drug prevention requires collaboration across policy lines. Partners can promote health issues and prevent drug use (Oldeide, Fosse, & Holsen, 2021). Turning to Southeast Asia to be precise in the Philippines, the Duterte regime frames the abuse of methamphetamine as a big problem. The abuse of methamphetamine in the Philippines carries the death penalty but does not create a deterrent effect. Therefore, the importance of constructing policies in interrogating drug objects as well as policy and communication interventions should be emphasized for the punishments received (Lasco & Yu, 2021).

Previous research at local related to drug problems in West Nusa Tenggara Province found several obstacles faced by the government in the implementation of drug prevention and control, including the lack of available resources that affect the implementation of tasks in the field, then the anti-drug area has not been implemented, and facilities that are still lacking to carry out implementation. (Awaluddin, 2020). Other research is related to the strategy of the Manado City National Narcotics Agency for drug control by conducting Primary Prevention by conducting socialization of the dangers of drugs, then secondary prevention, namely by early detection of children who abuse drugs, besides that there are several findings that in its implementation there is still a lack of cooperation from the National Narcotics Agency. In Manado the city and districts, there is still a lack of awareness from the community in helping the authorities, the lack of budget, and medical personnel (Lolong, Sambiran, & Pangemanan, 2020). Then there is research on the implementation of drug control policies in Yogyakarta with the findings that there are several obstacles such as the minimal number of personnel, employees who are not competent, top-down programs, budget for policy implementation needs that are not covered, and policy implementation that has not been running properly. good among students (Endang, 2021).

Previous studies on drug control issues have focused more on implementation and strategy. Looking at the development of drug problems and rapidly changing environmental

conditions, try to conduct research from another perspective, namely from the capability to control drugs in this dynamic era. The drug problem has become a serious issue that must be resolved. Looking at the empirical problems faced by East Kotawaringin Regency and previous studies related to drugs, this research aims to describe the government's capability in preventing drugs in East Kotawaringin Regency as well as to fill the gap since there are not many scholarly works on this - the study of government capability and dynamic governance in Indonesia specifically at the local level. Then, the final section concludes and discusses policy implications for drug abuse controls.

METHOD

This study uses qualitative methods. A qualitative approach can find out more about the meaning and value behind social phenomena to be able to provide a broad explanation when expressing problems (Neuman, 2014). This type of research uses descriptive research. The research was conducted in East Kotawaringin Regency with data collection techniques sourced from primary data in the form of in-depth interviews with the head of the drug detective unit and the secretariat of the regency narcotics agency, then

secondary data in the form of official reports and scientific articles. The data analysis technique used in the study has several stages including data reduction, data presentation, and conclusion. The data validity test technique uses triangulation of data sources, by centralizing the data obtained from informants so that the validity of the research can be accurate (Creswell & Cresswell, 2018).

RESULTS AND DISCUSSION

The journey towards dynamic governance holds a reference to the capabilities of human resources to overcome various problem conditions that occur (Neo & Chen, 2007). In answering the problems, the author uses indicators that consist of thinking ahead, thinking again, and thinking across which are influenced by able people and agile processes. This research reveals interesting findings and it can be a lesson in carrying out government from a dynamic governance perspective. The discussion focuses on capabilities, where these things become important points for analysis so that they can find out the details of events empirically.

Thinking Ahead

One of the institutions that have a function in preventing drug trafficking is

the National Narcotics Agency which is directly responsible to the President through the coordination of the Head of the Indonesian National Police. As an illustration, East Kotawaringin does not yet have a Regency National Narcotics Agency. In addition to the Police, the task of implementing prevention in the illicit traffic of narcotics, psychotropics, and other addictive substances is covered by the Regency Narcotics Agency which is domiciled under the Regional Government and is not responsible to the President. This organization is not definitive because it only serves as a support until the establishment of the Regency National Narcotics Agency. At the time the research was conducted, the Regional Government was still in the process of establishing and still awaiting approval from the Central Government. The obvious difference between the Regency Narcotics Agency and the Regency National Narcotics Agency is the availability of budget and limited human resources. The budget for the Narcotics Agency of the East Kotawaringin Regency is sourced from the APBD so that not much can be distributed for operational activities, while the available human resources are taken from the Regency Government Officials and Civil Apparatus with concurrent positions.

The ability to be able to see the development of environmental dynamics and community conditions in the community to solve problems in the future is part of thinking ahead (Neo & Chen, 2007). The ability to see the situation and strategy for the future will greatly affect the progress of the government. The researcher discusses that the East Kotawaringin Regency Government is still unable to maximize the resources to think further. Regarding drug control, it tends not to work in a coordinated manner and there are no binding rules for working together. This is none other than the absence of a definitive institution, namely the Regency National Narcotics Agency which is the axis for drug control. The absence of these institutions also causes a lack of available resources. It will indirectly affect the agency's desire to jointly eradicate drugs because the resources are not sufficient, then the apparatus and other workers will have limited space to coordinate with each other. Incidents like this must be avoided and addressed wisely so as not to become a sectoral ego.

The East Kotawaringin Regency Government has constraints on long-term resources due to lack of resources and lack of coordination between agencies, these conditions can have links

with thinking ahead elements. This shows the need for achievements to improve the capabilities of human resources so that policy implementation can be carried out properly. Generally, government officials have designs and innovations to aggressively eradicate drugs, but the changes they want to achieve are not adapted to the conditions of the rampant drug problem. This condition makes the government must always be able to improve communication and coordination skills as well as outreach to the public. If it is related to future challenges, the government needs to think outside the box to quickly educate the public about the dangers of drugs.

The less than optimal thinking ahead element can be realized that it is natural because it is influenced by able people and agile processes. Not all human resources can have the same competence, therefore competence is something of value and an element that is long-term oriented. Increasing competence is something that the government always strives to do to maximize its potential as a spearhead in providing a sense of security to the community. The lack of uniformity of competence and the addition of limited human resources make it only focus on

doing daily routines and lack depth in aspects that must be done in the future.

Thinking Again

To control drugs, the local government and the police are trying to review and evaluate data and information originating from drug victims or suspects. In terms of controlling drug cases, the East Kotawaringin Resort Police through its staff, both the Drug Investigation Unit and the Criminal Investigation Agency, are the most active institutions. This is based on the absence of the Regency National Narcotics Agency. That way, actions to overcome the problem of drug cases involve more police agencies.

Then, the Regency Narcotics Agency, which is a pioneering institution, participated in outreach efforts, then the Youth and Sports Service was actively involved through several youth empowerment programs and sports in the hope of instilling a mindset in the younger generation to stay away from drugs. Furthermore, the legislative body, namely the Regional House of Representatives, also contributes by always voicing that drug control must be addressed immediately. In preventing drugs in East Kotwaringin, it is hoped that the government can synergize with each other to overcome

the drug problem. However, for handling drug cases, only the police agency has the main focus to arrest and investigate drug trafficking.

The presence of drugs in the community is very intolerable. No one can predict how long the drug trafficking will end unless action is taken from now on. Threats to the community are not only to dealers and users but also to the surrounding community can be threatened because they feel unsafe living in drug areas. The rise of cases of drug abuse in East Kotawaringin Regency is a concern to be evaluated optimally because public safety must also be considered to avoid the dangers of drugs.

In this discussion, the ability to be able to use actual data, information, and feedback on problems that interfere with performance and then review them again is a step called thinking again (Neo & Chen, 2007). Drug trafficking which is still high can increase the threat to society, therefore the East Kotawaringin Regency Government is also trying to rethink finding the right way to prevent it. If you are complacent in controlling drugs, the safety of the community will be threatened. In addition, the large number of drug use is a concern for the Regency Government, because a relatively high number of drug

enthusiasts can attract drug networks to distribute more to the area and become a target for expanding drug distribution locations. Then places such as plantations on the outskirts of the area also have the potential to spread drugs to the workers there.

In the development of drug cases, the increase in the distribution of drugs cannot be separated from the conditions of the Covid 19 pandemic which triggers people to use them. Before the pandemic hit, it was known that drug abuse was already circulating. When entering the pandemic era, this is what drug dealers expect to expand their business reach. People who have high-stress levels to anxiety to get through the pandemic are the targets of drug sales.

There are no drug production activities in East Kotawaringin, but there are individuals who operate the goods secretly. Drug makers desire to cultivate dangerous drugs because they have a target to sell to. The addictive nature of drugs makes users continue to depend on them, so they continue to look for where to buy them. Gradually, the circulation of drugs has been massively diverted by irresponsible parties. In plain view, the use of narcotics has an impact on oneself first. Gradually shifted to the closest friends and family, and finally to the wider community. It should be noted that

drug use activities do not only end with users but can spread to all levels of society. In other words, the prevention of drugs must be dealt with firmly to maintain the safety and comfort of citizens.

Various information related to data on drug problems has been sought by the East Kotawaringin government, then studied to form a control strategy. However, this cannot be said to be integrated because each agency is still running independently and has not been fully coordinated. The police have their actions, and local government agencies and institutions also have their ways. Judging from the function of the institution, it can be said that they have their functions but it would be nice if they could sit together more and coordinate with each other to discuss common strategies.

Thinking Across

The process of controlling drugs, of course, cannot only be carried out by government parties, therefore the East Kotawaringin Regency seeks to learn how to work in other areas in cracking drugs. The Deputy Regent who also serves as the Head of the Regency Narcotics Agency, as well as other regional officials, have made visits to other areas such as Kotabaru Regency and Tanah Laut Regency.

The visit was carried out as an effort to gain lessons and ideas from the experiences of other regions in the administration of drug control. Some of the lessons that can be learned from the series of visits are related to the facilitation of prevention and eradication of abuse and illicit trafficking of narcotics and narcotics precursors.

The ability to learn new ideas for a policy or program from the experiences of others and then adopt them is an effort of thinking across (Neo & Chen, 2007). In discussion, comparative studies related to the implementation of standard operating procedures in the prevention and eradication of drugs, although East Kotawaringin is still in the process of establishing the Regency National Narcotics Agency, the efforts made by the Deputy Regent and his staff need to be appreciated. This cannot be separated from the drug problem that cannot be resolved by each unit such as the Narcotics Agency and the Police. No region in Indonesia can solve the drug problem if it only depends on the authorities. Reflecting on these conditions, all parties need to contribute, especially the local government which must have a commitment to drug

prevention and invites the community to participate in control efforts.

The discussion during the comparative study also exchanged information related to the geographical layout of the area. The East Kotawaringin area has similarities with Tanah Laut Regency and Kotabaru Regency which have sea routes. The existence of the sea route is a common fact that there is often drug trafficking. The sea route makes it easier for drug networks to distribute their goods through ports, especially areas that have access to and are connected to the mouse port. Then the determining factors, such as areas that are centers of trade or densely populated areas, become a problem with the rapid spread of drug trafficking. This condition should be a threat to the progress of the nation if the circulation of drugs does not decrease sharply. Learning about drug trafficking routes encourages East Kotawaringin to pay more attention to vulnerable areas that can become places for drug transactions.

The task that is carried out to make the people of East Kotawaringin free from the dangers of drug abuse and illicit trafficking is a big job that is impossible for the local government to do alone. Active community participation is also needed, supported by the seriousness of

the ranks of state administrators and law enforcers. This is a requirement to be able to meet the expectations of a drug-free area. The problem of drug abuse and illicit trafficking is a societal disease whose handling must involve many elements. The agenda for the creation of public security that protects all groups is the hope that the community wants. Public security is part of public services as a series of activities to fulfill security by the laws and regulations for every citizen who is entitled to protection from the state. The aim of realizing public safety that truly protects the community is important when it is associated with the rampant circulation of drugs because the shift in the times that are developing makes it easier for people to get these prohibited items. Therefore, learning from experiences from other regions can help to see problems that may occur in our area.

CONCLUSION

The government's capability in controlling drugs in East Kotawaringin from the perspective of dynamic governance has made efforts to increase but it is still not running optimally. The conclusions obtained are, that the local government's ability to think ahead has not been fully optimized due to the lack of uniformity of competence and the

limited number of human resources and budgeting makes it only focused on doing daily routines and not exploring the aspects that must be done in the future. Then, the absence of a definitive agency, namely the Regency National Narcotics Agency, also has a major influence on operational implementation. In the process of thinking again, the local government and the police through the drug detective unit reviewing data and information have been carried out and have made more efforts to improve drug control, but the roles between agencies are not coordinated in a structured way so that they tend to run separately and there is a lack of communication to each other in discusses the core issues of increasing drug cases. Leveraging factors such as able people and agile processes also affect the elements of thinking ahead and thinking again because the competence of resources is still not linear in drug counseling and the number of employees is not adequate to cover the very wide area of East Kotawaringin. Meanwhile, the element of thinking across has been understood by the ranks of the Regional Government. The government's capability is good in thinking across with efforts for comparative studies and trying to learn from the experience of regions that have sea routes in increasing surveillance in drug-prone areas.

In connection with the conclusions obtained, there are policy implications that can be discussed and need to be considered by the Government. If the government does not have a strong policy and a lack of anticipation of drug problems, it will have an impact on public safety and health. The trend of drug use is a part that needs attention to create a healthy and free society from dangerous goods, at the same time the government's ability to make and strengthen policies is important to improve drug control. The government can make policies related to decrees to agencies that have a major role in controlling drug abuse so that they can have specific tasks in carrying out Regional Regulations related to drug abuse. Then, drafting a Regional Regulation on Facilitation of Drug Prevention and Eradication, with optimization related to facilities, will be able to increase the government's role and community participation in overcoming drug abuse.

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