

## Collaborative Governance Analysis in Eradication of Narcotics in the Province of the Special Capital Region of Jakarta

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### Abstract

*Collaborative Governance in eradicating drugs in Indonesia is essentially one solution. However, in reality, in the Province of the Special Capital Region of Jakarta, collaboration in the eradication of drugs is still ongoing. This research is based on the concept of collaborative governance theory according to Morse and Stephens (2012: 565-569). The concept of collaborative governance theory includes Assessment, Initiation, Deliberation and Implementation, while the theoretical concept includes strengths, opportunities, weaknesses and threats. The method used in this study is a qualitative research method with construction characteristics built based on natural conditions, more descriptive in nature while the data obtained through the collection of observation data, interviews and documentation. The results of the study indicate that Collaborative Governance in the Eradication of Narcotics between the National Narcotics Agency Intelligence and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta is still not going well, this is indicated by the weak assessment, in contextual understanding of collaboration, identification of collaborative stakeholders. Lack of initiation of sponsorship roles that may become human resources and funding sources for implementing collaboration and gathering stakeholders to develop working groups in the design process for implementing collaborations. The deliberation is still weak in establishing the basic rules for the implementation of collaboration, deliberation and stakeholder dialogue for the implementation of collaboration and collaboration agreements. Lack of implementation of collaboration structure design, monitoring of agreements and commitments, delivery of results and collaboration. The strategic steps that are the main priority of the coordination procedure are the formation of Early Detection Cadres and Network Mapping with a total average score of 2.7. The model produced in this study is the model of the National Narcotics Agency Deputy for Eradication through the establishment of an Early Detection Cadre and Network Mapping in collaboration with the Provincial/Regency/City/Sub-district Early Awareness Team in the Province of the Special Capital Region of Jakarta. Suggestions to develop Collaborative Governance theory in Narcotics, which include Collaborative Governance theory and Strategy Theory.*

### Keywords

*Collaborative governance; eradication; narcotics*



## I. Introduction

The Province of the Special Capital Region is one of the regions with the second highest rate in Indonesia of drug and addictive substance cases per region in Indonesia, the existing data shows that the ranking of cases of narcotics, psychotropic and other

substances per region in Indonesia, the number of cases that can be As many as 46,283 cases were disclosed, consisting of 45,224 cases revealed by the National Police and 1,039 cases by the National Narcotics Agency. Meanwhile, the next province ranked first with the highest number of cases, North Sumatra province with 5,699 cases and the province ranked last with the least number of cases, the National Narcotics Agency of the Republic of Indonesia with 75 cases. The Province of the Special Capital City Region of Jakarta is ranked 2nd with a total of 5,880 cases, of which the National Police can disclose as many as 5,857 cases which can be disclosed by the National Narcotics Agency as many as 23 cases. This data means that the Special Capital Region of Jakarta is very influential in drug trafficking.

As the implementer of the P4GN program by the four pillars of the National Narcotics Agency. In the implementation of the P4GN program, it is carried out with four pillars, namely: the pillar of prevention to increase the community's deterrence against the dangers and circulation of Narcotics and to increase people's behavior to live a healthy life without drugs. The pillar of community empowerment is carried out to increase public awareness and concern in handling P4GN and increase public awareness, participation, and independence in efforts to prevent and illicit drug trafficking. The rehabilitation pillar is carried out to improve the recovery of drug addicts through comprehensive rehabilitation services and improve the ability of drug addicts who are rehabilitated at the Rehabilitation Institute for Government Agencies as well as community components and ex-drugs undergoing post-rehabilitation rehabilitation. Pillars are carried out to increase networks, confiscate evidence, and set up drug trafficking syndicates and increase the network of drug crime syndicates.

Meanwhile, the role of the early warning team for the Special Capital Region of Jakarta based on the Governor of the Special Capital Region of Jakarta Regulation Number 138 of 2019 concerning the Implementation of Early Alertness in the Province of the Special Capital Region of Jakarta are: a. Planning, implementing and the Province formulating Early Alert activities in the DKI Jakarta Province; B. Seek, collect, coordinate, and communicate data and information/informational materials with various other state intelligence regarding the potential, symptoms, or events of ATHG occurrence in DKI Jakarta Province; C. Coordinate the functions and activities of the City/Regency Early Awareness Team and Provincial FKDM in implementing Early Alertness towards potential, symptoms, or occurrences of ATHG in DKI Jakarta Province; and D. Provide recommendations to the Governor as material for policies related to the Early Detection and Prevention of ATHG in DKI Jakarta Province.

The implementation of the P4GN Program so far has not thought about Whole of Government (WOG), where the stakeholders are still running individually or Ego Sectoral (not yet Eco Sectoral), as happened in the Province of the Special Capital City Region of Jakarta where all cities/regencies have not yet made a legal umbrella. the involvement of stakeholders in jointly implementing P4GN, so that in the city/regency of the Special Capital Region of Jakarta, a Perwali or Perhub is created, to be able to collaborate in implementing the P4GN program. As stated by the head of BNN that the collaboration of three parties or also known as government collaboration is a collaboration between the government, the community, and also the private sector. It is hoped that this collaboration can encourage the optimal implementation of P4, especially in the four priority areas of the Presidential Decree No. The year 2020 is prevention, eradication, rehabilitation, and R&D.

Epistemologically, the word collaboration comes from English, namely co-labour, which means working together. In the 19th century the word Collaborative came into use when industrialization began to develop. Organizations at that time became increasingly

complex. Divisions in making the organizational structure began to be made for the division of tasks for workers in the organization. Organizational complexity is the starting point for collaboration in various organizations (Wanna, 2008: 3). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019). The development of governance, collaborative governance (collaborative governance) is a new trend and phenomenon that is interesting to research and study. "Collaborative governance itself has been developed over the last two decades" (Ansell and Gash, 2008:543). Collaborative governance is a government order step in which there is involvement of all parties between government, civil society, and the private sector in the administration of government within the framework of egalitarianism and democracy giving birth to governance that puts the interests of society first.

Collaboration between government, civil society, and the private sector is a step in optimizing the role of government in implementing public policies and providing public services. In general, Subarsono, (2016:174) explains that "Collaborative Governance is something in which to promote the interests of each agency in achieving common goals". According to Sudarmo, (2010: 195) collaborative governance emerges and is developed adaptively to respond to complexities and conflicts with political nuances or issues that demand the adoption of democratic values, but the concept is not or has not been inspired by the political philosophy of a particular theory. The tendency that collaborative governance is carried out is driven by pragmatism efforts in solving problems that have not been resolved through the application of conventional theories which have been believed to be able to solve problems.

Furthermore, wanna (2008:5) reveals that: collaboration is not something that happens in an empty space, it involves certain situations and conditions, various desires and motivations owned by each party involved in the collaboration process which then gives birth to 8 levels of escalation in context and goals. namely: power dimension, commitment level, cultural internalization, strategic dimension, ascending dimension, goal dimension, visibility and awareness dimension and problem applicability (dimension of power, level of commitment, cultural internalization, strategic dimension, ultimate goal dimension, goal dimension, dimension of caring and possibilities and implementation problems).

## **II. Research Method**

In this study, researchers used qualitative research methods. The reason is because the researcher wants to describe the situation at the research site. Descriptive method according to Effendy (2010:117) Qualitative research is research that explains and analyzes human behavior individually and in groups, principles or beliefs, understandings or thoughts, and perceptions or assumptions. Qualitative methods are basically used to obtain clarity of meaning (meaning) from each behavior pattern shown by research subjects which may be less exposed to the surface if only examined through quantitative methods.

Based on the description above, the writer can add that with qualitative research methods, it is hoped that more in-depth and thorough observations can be made on the object of research, so that the data obtained is more accurate and basic which can then describe or explain the things being studied in accordance with the circumstances as they are or actually.

Data collection techniques used by researchers in this study are:

- 1) Interview, with interviews, researchers can find out and listen to the opinions and ideas of informants. In this study, the researchers conducted interviews with the Director
- 2) General of Politics and General Administration of the Ministry of Home Affairs, the Head of the National Narcotics Agency (BNN), the Deputy for the Eradication of BNN, the Head of the BNN for the Special Capital Region of Jakarta, the Head of the National Unity and Political Affairs Agency for the DKI Jakarta Province, the Head of the Bureau of Regional Secretariat of DKI Jakarta Province, Staff of the Head of Sub-department of Special Autonomy for the DKI Jakarta Regional Government, Head of Tribal Unity and Political Affairs of Central Jakarta and South Jakarta. Camat, Lurah, Secretary of the Village and Head of the Community Early Awareness Forum at the District level.
- 3) Observation, in observation, the researcher always records every finding in the field without missing any related information, notes are made after observation and immediately analyzes it, arranges an observation schedule, and always maintains reliability consistently in the same decision about an event or events under observation.
- 4) Documentation, documentation technique carried out by researchers by collecting various legal products related to the eradication of narcotics in the Province of the Special Capital City Region of Jakarta, collecting various quantitative data related to the eradication of narcotics in the Province of the Special Capital Region of Jakarta and various other data that can be used by researchers to support explanations related to collaborative governance in the eradication of narcotics.

### **III. Result and Discussion**

According to Morse and Stephens (2012: 565-569), the collaborative governance model consists of four dimensions including: Assessment, Initiation, Deliberation and Implementation. The four dimensions in this study were examined as follows:

#### **3.1 Assessment**

The eradication of narcotics in the Special Capital Region of Jakarta is a cross-institutional collaboration, both ministerial and non-ministerial to the local government level. Head of the National Narcotics Agency (BNN) Drs. Heru Winarko, SH on Friday, December 4, 2020 stated that "BNN builds cooperation with government institutions, both ministerial and non-ministerial, including local governments". The view explains that the National Narcotics Agency builds cooperation with all existing agencies in the context of eradicating narcotics, especially in the Province of the Special Capital Region of Jakarta. Deputy for Eradication of BNN Drs. Arman Depari on Monday, November 30, 2020 stated that: "Broadly speaking, the role of the Deputy for Eradication in terms of building cooperation, especially with the DKI Jakarta Provincial Government in the context of eradicating illicit narcotics trafficking in the jurisdiction of DKI Jakarta Province, is as follows:

- 1) Formulate policies and formulate various norms/rules related to narcotics eradication. The norms/orders will be implemented in various forms of legal products according to their level;
- 2) Carry out coordination, integration and synchronization with K/L/PD in the context of eradicating narcotics; and
- 3) Implementation of technical activities related to narcotics eradication as regulated in the legislation".

The view above illustrates that the role of the Deputy

Eradication in terms of building cooperation, especially with the Provincial Government of DKI Jakarta in the context of eradicating illicit narcotics trafficking in the jurisdiction of DKI Jakarta Province by formulating policies, implementing coordination and technical implementation of eradication. According to the Head of the DKI Jakarta BNN, Drs. Tagam Sinaga on Monday, December 21, 2020 stated that: "the way of exchanging information through the Regional Intelligence Communication Forum (FORKOMINDA), is involved in the foreigner surveillance team". This view illustrates that the role of the National Narcotics Agency of DKI Jakarta Province plays a role in eradicating narcotics in the DKI Jakarta Province through the exchange of information through regional intelligence communication forums.

Head of the National Unity and Political Agency of DKI Jakarta Province, Drs. Taufan on Tuesday, September 8, 2020 stated that "the role of the National Unity and Political Agency of DKI Jakarta Province is to build cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Special Capital Region of Jakarta. Making BNNP a working partner". The above view is the role of the National Unity and Political Agency of DKI Jakarta Province in building cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Province of the Special Capital Region of Jakarta. Making BNNP a working partner. The Head of the Government Bureau of the DKI Jakarta Provincial Secretariat Premi Lasari, AP., M.Si on Tuesday, January 19, 2021 stated that: "The government bureau in accordance with Pergub Number 150 of 2019 concerning the regional secretariat OTK currently does not handle the implementation of good cooperation between governments regions as well as with agencies/institutions, the implementation of cooperation is currently included in the duties and functions of the regional cooperation bureau of the DKI Jakarta Provincial Secretariat". Padangan explained that the role of the Government Bureau was not to handle the implementation of cooperation".

The lowest government in DKI Jakarta Province gave information on narcotics eradication in DKI Jakarta Province as revealed by Central Jakarta Head, M. Hari Ananda, S.STP, MA on Wednesday, December 6, 2020 stating "there has been no collaboration with the National Narcotics Agency. . According to the Village Head of IGK Windratma, AS, ST, M.A on Tuesday, January 5, 2021 stated that: "There is no cooperation with the National Narcotics Agency". Lurah Achmad Yani S.Sos said on Tuesday, January 5, 2021, "Yes, urban villages are building cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Special Capital Region of Jakarta". Head of Hj. Purwati, S.AP on Wednesday, January 6, 2021 stated yes, "the urban village is building cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Province of the Special Capital Region of Jakarta". Head of Drs. Merinta Hendri Purnomo on Monday, January 4, 2021, stated "Yes, urban villages are building cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Special Capital Region of Jakarta". The Secretary of the Guntur Village on Monday, January 4, 2021 stated yes, "the sub-district is building cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Special Capital Region of Jakarta Province". Lurah Kiki M Akbar said on Monday, January 4, 2021, "Yes, urban villages are building cooperation with the National Narcotics Agency in the Eradication of Narcotics in the Special Capital Region of Jakarta".

The views of the kelurahan level leaders in DKI Jakarta Province above explain that at the kelurahan level there are those who have developed cooperation and some have not with the National Narcotics Agency in narcotics acidification. Meanwhile, the Head of the Community Early Awareness Forum at the District level, Ahmad Syafrizal, on Thursday,

December 7, 2020, stated "according to Permendagri 2 of 2018, Pergub 138 of 2020, one of the tasks of FKDM is to provide recommendations to regional heads as policy material related to Early Detection and Early Prevention of ATHG in area". Referring to the various facts and descriptions above, that the contextual understanding of the collaboration between the Intelligence of the National Narcotics Agency and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta is still weak.

### 3.2 Initiation

Resources are also the key that determines the development of cooperation. In essence, resources can be in the form of humans as movers, thinkers and planners to achieve common goals and funds as well as physical facilities are also resources that can support work in an organization. The source of funds is a financial tool used to find out where the funds are obtained and for what purposes the funds are used, the source of funds is the point where a process of implementing collaboration between the National Narcotics Agency Intelligence and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta can run in the eradication of narcotics. Director General of Politics and General Administration of the Ministry of Home Affairs, Dr. Drs. Bahtiar, M.Si. on Tuesday, August 25, 2020 stated "The Regional Government Early Awareness Team at the Provincial Level is Appointed by the Governor. The membership is the Governor as the Chairperson, the Head of the National and Political Unity of the Province as the Secretary/Daily Chairperson and Elements of the Regional Apparatus in the Province as needed. The Regional Government Early Alert Team at the Regency/City Level is appointed by the Regent/Mayor. The membership is the Regent/Mayor as Chair, Head of Regency/City National and Political Unity as Secretary/Daily Chairperson and Elements of Regional Apparatus in Regency/City as needed. Regional Government Early Awareness Team at the District Level Appointed by the Regent/Mayor. The membership is the Camat as the Chairperson, the Camat Secretary as the Secretary/Daily Chairperson and the Head of the Service Technical Implementation Unit and the Lurah/Village Head.

Membership of the Regional Government Early Awareness Team in the provinces and districts/cities may involve state intelligence administrators in the regions as needed. The administration of intelligence in the regions includes the State Intelligence Agency; Indonesian National Army Intelligence; Intelligence of the Indonesian National Police; Intelligence of the Prosecutor's Office of the Republic of Indonesia; and Intelligence of Ministries/Non-ministerial Government Agencies".

The view above explains that the human resources of the Regional Government Early Awareness Team consist of the provincial level chaired by the Governor, the district/city level chaired by the Regent/Mayor, and the sub-district level chaired by the Camat. Furthermore, the Head of the National Narcotics Agency (BNN) Drs. Heru Winarko, SH on Friday, December 4, 2020 stated "The National Narcotics Agency has sponsors (HR and sources of funds) from State-Owned Enterprises that block drug-prone areas through CSR funds". Deputy for Eradication of BNN Drs. Arman Depari on Monday, November 30, 2020 stated "Funding for narcotics eradication activities carried out by the Deputy for Eradication is charged to the State Revenue and Expenditure Budget and its implementation is carried out by the personnel of the Deputy for Eradication in accordance with their main duties, functions and authorities". Head of BNN for the Special Capital Region of Jakarta, Drs. Tagam Sinaga on Monday, December 21, 2020 stated "The National Narcotics Agency of DKI Jakarta Province has sponsors (HR and sources of funds) in eradicating Narcotics in the Special Capital Region of Jakarta, including the APBN and Grants/CSR.

Based on the views of the regional work units of DKI Jakarta Province, it is explained that in the eradication of narcotics there has been sponsorship of grant funds sourced from the Regional Revenue and Expenditure Budget of DKI Jakarta Province. Furthermore, Central Jakarta Head M. Iqbal Akbarudin on Wednesday, December 6, 2020 stated "the current budget does not include a budget related to drug eradication, but in the implementation of activities involving community leaders and residents it is always conveyed and encouraged regarding drug eradication". The same thing was conveyed by the Head of the South Jakarta Sub-district Sri Yuliani Saraswaty on Wednesday, December 6, 2020 stating "the current budget does not include a budget related to drug eradication, but in the implementation of activities involving community leaders and residents it is always conveyed and encouraged regarding drug eradication".

Central Jakarta Lurah M. Hari Ananda, S.STP, MA on Wednesday, December 6, 2020 stated "For now the Kelurahan does not have a funding sponsor but in terms of human resources, we are ready to support the program". The Head of IGK Windratma, AS, ST, M.A on Tuesday 5 January 2021 stated "None". Head of Hj. Purwati, S.AP on Wednesday, January 6, 2021 stated "the current budget does not include a budget related to drug eradication, but in the implementation of activities involving community leaders and residents it is always conveyed and encouraged regarding drug eradication". Head of Drs. Merinta Hendri Purnomo on Monday, January 4, 2021 stated "For the current budget, there is no budget related to drug eradication, but in the implementation of activities involving community leaders and residents it is always conveyed and encouraged regarding drug eradication". The Secretary of the Guntur Village on Monday, January 4, 2021 stated "the current budget does not include a budget related to drug eradication, but in the implementation of activities involving community leaders and residents it is always conveyed and encouraged regarding drug eradication". Lurah Kiki M Akbar on Monday 4 January 2021 stated "There was once from the Management of Jakarta Setiabudi International for the socialization of Drug Prevention by the Kelurahan Karang Taruna.

The views of the kelurahan level leaders in DKI Jakarta Province above explain that at the kelurahan level there are those who have sponsors and others who have not been in the narcotics exploitation of DKI Jakarta Province. Meanwhile, the Head of the Community Early Awareness Forum at the District level, Ahmad Syafrizal, on Thursday, December 7, 2020, stated "Human resources for FKDM members cannot hold concurrent positions and the sub-district level FKDM sponsorship is mostly financed by the regional government". Referring to the various facts and descriptions above, that the role of sponsors who may become human resources and funding sources for the collaboration between the National Narcotics Agency Intelligence and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta is still weak.

#### **IV. Conclusion**

Collaborative Governance in the Eradication of Narcotics between the Intelligence of the National Narcotics Agency and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta is still not running well according to theory or less successful. Indications of this can be seen in the following: a. Dimensions of Assessment, still weak in contextual understanding of collaboration, identifying collaborative stakeholders, General agreement on collaboration commitment to carry out collaboration between the National Narcotics Agency Intelligence and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta in eradicating narcotics. b. The Initiation dimension, the lack of a sponsor role that might

become human resources and funding sources for the implementation of collaboration and gathering stakeholders to develop a working group in the process design process of collaboration between the National Narcotics Agency Intelligence and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta in eradicating narcotics. c. The Deliberation dimension is still weak in establishing the basic rules for implementing collaboration, deliberation and stakeholder dialogue for the implementation of collaboration and collaboration agreements between the National Narcotics Agency Intelligence and the Early Awareness Team for the Provincial Government of the Special Capital Region of Jakarta in eradicating narcotics. d. Implementation dimension, lack of implementation of collaborative structure design, monitoring collaboration agreements and commitments, evaluating results and managing collaboration between the National Narcotics Agency Intelligence and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta in eradicating narcotics.

Strategic steps that can be taken by Collaborative Governance in the Eradication of Narcotics between the Intelligence of the National Narcotics Agency and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta based on the SWOT analysis gave birth to 12 strategies and the main priority is to simplify coordination procedures through the formation of Cadres of Early Detection and Mapping Network with a total average score of 2.7.

The Collaborative Governance model used in the eradication of narcotics between the Intelligence of the National Narcotics Agency and the Early Awareness Team of the Provincial Government of the Special Capital Region of Jakarta based on the results of the discussion of collaborative governance analysis and strategy, the model that is considered relevant and good to be used in efforts to eradicate narcotics is the formation of Cadres Early Detection and Network Mapping in collaboration with the Regional Government Early Awareness Team PROV/KAB/KOT/KEC in the Province of the Special Capital Region of Jakarta.

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