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STRATEGY FOR PREVENTING DRUG ABUSE AMONG ADOLESCENTS BY THE NATIONAL UNITY AND POLITICS AGENCY OF SOUTH LABUHANBATU REGENCY

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ABSTRACT

This research aims to describe and analyze strategies for preventing narcotics abuse by the South Labuhanbatu Regency National and Political Unity Agency (Bakesbangpol) and identify obstacles in its implementation. The main problem addressed by this research is that South Labuhanbatu Regency ranks among the top five areas in North Sumatra Province for narcotics danger, with 371 suspects reported between 2023 and October 2024, primarily from the productive age group and teenagers. The research method used is a descriptive qualitative approach. Data collection techniques were carried out through triangulation, which included semi-structured interviews with key informants, observation, and documentation studies. "Data analysis" refers to Hunger and Wheelen's strategic management model, which includes four elements: environmental observation, strategy formulation, strategy implementation, and evaluation and control. The research results show that at the environmental observation stage, Bakesbangpol has strong operational facilities but is weak in the quantity and competency of human resources and does not yet have a narcotics specialization unit. The strategy formulation is considered to be still general and not sharp enough, as the target performance indicators (150 students) are very disproportionate compared to the youth population, which reaches 63,272 people. The implementation stage was hampered by budget limitations, with realization of only 61% and a long gap in outreach activities since 2022. At the evaluation stage, data asymmetry was found because performance achievements were not included in the 2024 Performance Accountability Report. In conclusion, the prevention strategy has not been effective and consistent due to weak policy focus and budget support. Researchers suggest the establishment of the South Labuhanbatu BNNK and a special youth unit at Bakesbangpol to increase the effectiveness of prevention on an ongoing basis.

Keywords: *Prevention, Narcotics, Youthl, Strategic Management.*

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INTRODUCTION

The 2025 United Nations Office on Drugs and Crime (UNODC) report states that Indonesia is in first place for narcotics use in the Southeast Asia region, followed by the Philippines and Malaysia. This ranking has never decreased from 2020 to 2023. The problem of narcotics abuse in Indonesia has become a very urgent challenge. Adzkiya et al. (2023) say that the problem of narcotics abuse in Indonesia shows a trend that continues to increase. This is a serious threat not only to the survival and future of the perpetrators but also very dangerous to the lives of society and the nation. The problem of narcotics abuse is a breeding ground for crime, so it has a negative impact on the nation's image and is very contrary to national development goals.

Heriyanto (2023) said that in recent years the problem of narcotics abuse has become increasingly widespread, as evidenced by the continued and significant increase in narcotics cases; this is, of course, in line with the increasing development of patterns and syndicates. General narcotics crimes occurring in Indonesia from 2023 to September 2025 continue to increase. There was a fairly high spike in cases of 5,870 between 2023 and 2024. The same spike also occurred for 389 cases between 2024 and September 2025. This figure is quite large because it has been less than a year since there has been an increase in cases.

The results of a research survey conducted by a collaboration between the National Innovation Research Agency (BRIN), the Central Statistics Agency (BPS), and the National Narcotics Agency (BNN) stated that the prevalence of narcotics users in Indonesia in 2023 will reach 1.73 percent of the total population aged 15-64 years, or 3,337,911 users. This figure has decreased from research results in 2021, namely, 1.93 percent, or 3,662,646 users. This issue provides a manifestation that even though there has been a decline in prevalence in the category of those who have used preventive measures in dealing with narcotics, this must remain the main focus.

Wahyu (2022) said that narcotics abuse has spread to all levels of society, not only in urban areas but has also reached rural areas. The Indonesia Drugs Report 2025 does not explicitly present the prevalence of narcotics users per province but provides more relevant information. North Sumatra Province ranked second out of five provinces with the most positive indications after East Java Province; out of 21,860 participants, 260 participants indicated positive. First place was East Java Province; out of 26,316 participants, 473 participants were indicated as positive. The third predicate is West Java Province, where, from 18,084 participants, 64 participants indicated positive; followed by East Kalimantan Province, where, from 16,398 participants, 113 people tested positive; and Central Java Province, where, from 14,340 participants, 8 people indicated positive.

The Indonesia Drugs Report 2025 provides information that North Sumatra Province is also included in the five provinces with the most cases and suspects for narcotics crimes after DKI. Jakarta and East Java. North Sumatra Province contributed eleven percent of the most cases and suspects in Indonesia, or the equivalent of 5,540 cases and 69,987 suspects out of a total of 46,748 cases and 61,439 suspects in Indonesia. An even more interesting fact is that in the last two years, namely 2023 to 2024, the number of convicts and detainees for narcotics crimes in North Sumatra Province was the largest. Ironically, this amount was mostly contributed by the children and adult age groups. Rahmadani (2022) said that drug abuse in children can disrupt ongoing brain development and, of course, affect learning abilities in adults. Sudaryono et al. (2025) say that narcotics abuse can reduce worker productivity and cause socio-economic losses.

In the Indonesia Drugs Report 2024, North Sumatra Province ranks first in areas that have narcotics danger, with a total of 1,114 areas. The results of research conducted by Tengku Irmayani and Rosenna Roha Sihaloho say that in 2021 North Sumatra Province will still be in first place in areas prone to narcotics, with 305 areas in the danger category. This shows that in the last three years, the first rank has continued to be attached to North Sumatra Province; sadly, areas with danger categories have increased very significantly.

The regional classification is based on the highest number of cases in the village/sub-district. The National Narcotics Agency (2021) states that alert areas are areas that have a higher potential for narcotics trafficking if there is no intervention, while danger areas are areas that already have high indications of narcotics abuse. South Labuhanbatu Regency, as one of the regions in North Sumatra Province, contributes to the top five in the percentage of areas in the danger category. The percentage of narcotics abuse in South Labuhanbatu Regency is lower compared to Langkat Regency or Mandailing Natal Regency; this is actually a strategic reason

for conducting research, with a lower percentage figure having greater potential to develop and implement effective prevention strategies before the problem becomes more serious. Elisabet et al. (2022) say that one of the causes of narcotics abuse in teenagers is factors from an unhealthy community environment and the existence of narcotics syndicates that try to influence teenagers as the nation's next generation.

This ranking is also very sad because in the top five percentage areas in the danger category, only South Labuhanbatu Regency is one of the youngest districts based on its formation in Law Number 22 of 2008 concerning the establishment of South Labuhanbatu Regency. This condition shows that even though this district's administrative age is relatively new, the challenges in overcoming narcotics abuse among teenagers are already very significant. Rahmat et al. (2022) said that regions with a young level of administrative development often face limitations in institutional capacity and resources, which has an impact on narcotics prevention strategies. This matter must be given special attention to local regional governments to strengthen efforts to prevent narcotics abuse, especially among teenagers, by taking into account local demographic and socio-cultural characteristics.

Jamaldi et al. (2024) said that narcotics abuse occurs in all groups from upper to middle to lower levels and mainly in the younger generation. The Ministry of Health of the Republic of Indonesia classifies age categories, namely, the category of babies and toddlers aged under five years, the category of children aged five to nine years, the category of teenagers aged ten to eighteen years, the category of adults aged 18 to 59 years, and the category of elderly people over sixty years. Sumiati et al. (2025) said that teenagers or young people who are of productive age really need special attention because at this age it is a stage of searching for identity, which tends to be unstable. The mindset of young people when facing difficult situations tends to be instant and look for the easiest solution.

South Labuhanbatu in Figures 2024 provides the fact that based on the age group, the population of South Labuhanbatu Regency is mostly in the youth group, namely ten to eighteen years old. This gives an idea of the population in the future. Aziz et al. (2025) say that teenagers are a productive age group as the main asset in national development and, of course, will become the nation's leaders in the future. The number of suspects in narcotics cases in South Labuhanbatu Regency for the period 2023 to October 2024 is 371 cases. This number mostly comes from the adult age group. This condition raises concerns regarding the increase in narcotics cases in South Labuhanbatu Regency. An intensive prevention strategy from the local government is really needed to avoid fears of an increase in cases. Wahyu (2022) said that the level of drug abuse cases among teenagers in Indonesia is relatively high, so efforts to overcome this problem are very crucial. Handling not only needs to be carried out massively but also needs to be more aggressive, especially for youth groups. This is because this generation is a national asset that will be the successor to Indonesia's future. If this problem is not handled well, it will certainly become a serious threat to the future of the nation and state.

Labuhanbatu Regency is located in North Sumatra Province. The geographical position of South Labuhanbatu Regency is located in the middle of several districts in North Sumatra Province and is at the gateway to Riau Province; to the north it borders Labuhanbatu Regency, to the south it borders North Padang Lawas Regency, to the west it borders North Padang Lawas Regency, and to the east it borders Riau Province. Information conveyed by the head of the South Labuhanbatu Resort Police Narcotics Research Unit, Mr. AKP Iwan Mashuri, S.H., M.H., South Labuhanbatu Regency has a strategic position that can serve as a link between several other regencies and the neighboring province of Riau. This presents both opportunities and challenges in terms of population and goods mobility. South Labuhanbatu Regency's geographical location, bordering several regencies and provinces, creates dynamic population movement. This mobility is a driving factor in the spread of narcotics, as individuals can move from one area to another without adequate supervision. This geographic location also supports the emergence of trade routes, which are exploited by narcotics networks to smuggle illegal goods.

Research conducted by Dwi and Endang (2023) resulted in the fact that the role of parents is very much needed in narcotics abuse because the role of parental supervision can influence adolescent behavior. Lutfiyah and Abdur Rohman (2025) said that several factors that influence teenagers in narcotics abuse can be classified into two types, namely internal factors and external factors. Internal factors include the teenager's personality, family conditions, and economic situation. Adolescents with unstable personalities or who come from

troubled families tend to fall more easily into narcotics abuse. Apart from that, poor economic conditions can also encourage teenagers to get involved in narcotics trafficking. Meanwhile, teenagers from families who are financially sufficient but receive less attention are also more susceptible to being influenced by the negative environment around them. Family structure in South Labuhanbatu Regency is influenced by socio-economic factors. Economic instability can cause social stress and increase adolescents' vulnerability to drug abuse. Teenagers who face economic difficulties tend to be more easily influenced by the offer of narcotics as an escape from their economic problems. Research conducted by Fuad and Susi (2021) resulted in the fact that the low level of education among prisoners is inseparable from poor economic conditions, which force them to work and hinder the continuation of their education. This condition then encourages them to become involved as drug dealers and users. When education is interrupted, individuals often face difficulties in finding decent work, so they are encouraged to seek income in other ways, including engaging in drug abuse. Apart from that, lack of education also reduces understanding of the risks and negative impacts of narcotics, resulting in people falling into narcotics abuse. Not working dominates the suspects in narcotics crime cases in South Labuhanbatu Regency; there are zero student suspects in narcotics cases in 2024 and only two in 2023. This happens because low economic conditions cause limited access and opportunities to continue education. Thus, the preventive strategy for preventing narcotics abuse for students is to reduce the amount of narcotics abuse.

Hastiana et al. (2020) said that the factors that cause narcotics abuse include individual personality, anxiety and depression, family conditions, influence of peer groups, and availability of drugs, as well as the school and community environment. Positive activities for teenagers in South Labuhanbatu Regency, such as arts and sports groups, are rarely found. The absence of a platform, facilities, infrastructure, and a community to accommodate the creativity of these teenagers makes it difficult to obtain a healthy friendship environment. This lack of alternatives causes teenagers to seek escape into narcotics abuse.

This research departs from the inconsistency between formal policies and implementation in the field. Even though the South Labuhanbatu Regency Government has a legal basis through Regent's Regulation Number 38 of 2018 concerning the Task Force for Eradicating and Preventing Abuse and Illegal Trafficking in Narcotics in South Labuhanbatu Regency and the Prevention, Eradication, Abuse, and Illicit Drug Trafficking Program, efforts to prevent narcotics use for teenagers are still administrative and reactive. The fundamental research gap in this research is that there is no comprehensive study using the Hunger & Wheelen Strategy Management Model to dissect the institutional capacity of the National Unity and Political Agency of South Labuhanbatu Regency. Without analysis that touches aspects of environmental scanning to evaluation and control, the current strategy is difficult to measure in response to sociopolitical dynamics and specific vulnerabilities in the South Labuhanbatu area.

METHODOLOGY

This research uses a qualitative approach for several reasons. Creswell (2014) said that qualitative research provides deeper insight into individual experiences and views in a particular context. Researchers need in-depth study and experience from informants to analyze the social environment, structure, and culture of society related to preventing narcotics abuse. Patton (2015) said that a qualitative approach can explore the meaning that individuals give to their experiences. This is important because it can provide a more statistical analysis of complex problems; a descriptive, qualitative approach also gives researchers the freedom to understand the social and cultural context of narcotic abuse behavior, especially in teenagers.

To provide a more comprehensive picture of research related to strategies for preventing narcotics abuse, the researchers used triangulation in data collection techniques, namely semi-structured interviews, structured observation, and documentation. The reason for using this technique is that Mariyono (2024) said that research using semi-structured interviews uses a list of questions and can adjust the conversation based on the interviewee's responses so that flexibility and depth can be achieved when collecting data. Researchers need flexible information in exploring the culture and performance of informants in strategies to prevent narcotics abuse until in-depth information is found. To increase the accuracy of the data obtained, researchers also used structured observation because Shaliza et al. (2025) said that structured observation is a method that has been determined in detail regarding the time and objects observed,

behavioral guidelines, and events observed. So that the research carried out has a structured direction and objectives. Subandi (2025) said that documentation is the involvement of secondary data such as annual reports, journal articles, and archives related to research topics. The level of credibility of research results is partly determined by how these documents are used. So that researchers can see real evidence from existing documents related to procedures, programs, and even budgets that have been implemented.

This research uses Miles and Huberman's data analysis techniques, namely data reduction (reduction), data presentation (display), and drawing conclusions (conclusion) because this technique is able to help researchers filter the information obtained so that they find the most relevant data and increase its clarity; then they are also able to display the information in a systematic and easy-to-understand display so that they are able to help draw conclusions from the information that has been analyzed. Miles et al. (2014) say that data reduction is a process that allows researchers to reduce raw data into more focused and structured information, which is very important in the context of development studies. This is important because data reduction helps researchers filter relevant information from the data collected, thereby highlighting the most important aspects related to drug abuse prevention strategies. Creswell (2014) said that by reducing data, researchers can organize information in a clearer way, thus facilitating deeper analysis and interpretation of the results. Miles et al. (2014) said that data presentation can be in the form of tables, graphs, or narratives that describe key information, functioning to present data in a systematic and organized manner, making it easier to understand. This is important because it is able to describe the narcotics abuse prevention strategy being implemented. Miles et al. (2014) say that drawing conclusions is the stage where researchers interpret the data that has been analyzed to draw meaning from the findings, and this process involves testing and ensuring the validity of conclusions based on existing data.

RESULTS AND DISCUSSION

1. Strategic Factor Analysis

Scanning the internal and external environment at the South Labuhanbatu Regency National and Political Unity Agency produced strengths, weaknesses from the results of the internal environmental scan and opportunities, and threats from the results of the external environmental scan. These results are then combined into a strategy that uses strengths to get opportunities (SO), a strategy that minimizes weaknesses to get opportunities (WO), a strategy that uses strengths to achieve threats (ST), and a strategy that minimizes weaknesses to avoid threats (WT).

Priority 1 strategy is WO (Weakness–Opportunity). This priority setting stems from the need to cover weaknesses in the form of a lack of unit specialization, while policy opportunities have opened up through the draft Regional Regulation on Prevention, Eradication, Abuse, and Illicit Narcotics Trafficking (P4GN). The reason for its establishment is so that programs that so far have not been specific can immediately become real services for teenagers, not just general ideas. The formulation of action is focused on establishing a narcotics abuse prevention unit or service specifically for teenagers under the South Labuhanbatu Regency National and Political Unity Agency by utilizing the basis of the Regional Regulation on Prevention, Eradication, Abuse, and Illegal Trafficking in Narcotics (P4GN) as an operational basis. By having a specific unit, implementation will have clear direction, service standards, and target focus. The main focus is directed at closing specialization gaps so that regulatory opportunities turn into programs that actually work, are measurable, and are consistent in reaching teenagers.

The priority of two SOs (Strength-Opportunity) was determined because there is strength in the form of sufficient operational facilities, but a plan is needed that is ready to be executed when the Regional Regulation on Prevention, Eradication, Abuse, and Illicit Narcotics Trafficking (P4GN) is passed. The reason for this determination is to ensure legal legitimacy and the readiness of facilities not only in documents but also directly turned into a fast-moving program. The formulation of actions includes the preparation of program plans and budgeting that are ready to be implemented once the Regional Regulations on Prevention, Eradication, Abuse, and Illicit Narcotics Trafficking (P4GN) are established, including the preparation of operational facilities for socialization, material modules, and reporting systems. Thus, the administrative process does not become an obstacle in the early stages of implementation. The main focus is directed at transforming legal legitimacy and readiness of facilities into immediate implementation so that prevention programs are not delayed, do not

lose momentum, and can have an impact from the start of regulations coming into effect.

The three ST (Strength-Threat) priorities were chosen because the threat of bureaucratic stagnation could hinder the flow of information, while the available forces need to be directed to speed up cross-party coordination. The reason for this determination is to prevent the impact of delays in decision-making and to ensure that data exchange runs stably. The formulation of action is to strengthen the coordination mechanism through an MoU scheme with the Labusel Police Narcotics Unit so that the division of roles and information channels becomes clear. With this framework, administrative obstacles can be minimized, and responses to field needs are faster. The main focus is directed at dealing with bureaucratic stagnation while ensuring the flow of information continues to flow, both for case mapping and prevention planning. Ultimately, organized coordination strengthens consistency of action and reduces opportunities for data gaps between agencies.

The four WO (Weakness-Opportunity) priorities are set to cover the weakness of a lack of increased employee competency by taking advantage of programme needs that demand better prevention strategy capabilities. The reason for its determination is that regulations and programme plans will not be effective without adequate human resource capacity. The formulation of action is focused on designing competency improvement through training in strategies for preventing narcotics abuse. The training material is directed at the ability to develop prevention approaches, set target priorities, and translate policies into activities that can be implemented in the field. The main focus is directed at closing the weakness of not increasing competence, because the absence of increasing capacity has the potential to make implementation non-uniform, less targeted and difficult to evaluate. By strengthening competencies, organisations can run programmes in a more measurable, consistent and sustainable manner.

The five WT (Weakness-Threat) priorities were determined because there was a threat in the form of a lack of operational legal basis, while weaknesses could trigger a cessation of follow-up. The reason for this determination is to ensure that prevention does not stop just because operational regulations have not been fully strengthened. The formulation of actions is carried out through the development of continuity mechanisms before operational regional regulations take effect, including making hearings with key parties a routine activity. These hearing activities are used to maintain synchronisation of roles, align the direction of action, and ensure service readiness while waiting for the operational legal basis to be ratified. The main focus is directed at reducing the impact of the unavailability of an operational legal basis and the risk of discontinuing follow-up. With a continuity mechanism, the programme continues to have an implementation rhythm, support from related parties is maintained, and plans can be immediately activated when the operational legal basis is available.

The six ST (Strength-Threat) priorities were set to respond to the threat of distance and delays in responding to specific cases, while there is a need for mitigation due to the absence of a Labusel BNNK. The reason for this determination is so that handling does not always wait for the availability of central services, so that responses can be carried out early and not too late. The formulation of action is to mitigate the impact of the absence of the Labusel BNNK through a scheduled long-distance service scheme with partners. In addition, it is necessary to establish an assessment and rehabilitation schedule that is coordinated early on, so that the treatment flow does not emerge reactively only when the case has developed. The main focus is directed at dealing with distances and delays in response to specific cases. With planned remote mechanisms and coordination from the start, services become faster, more targeted, and have the potential to reduce the impact of cases on individuals and the environment.

The seven SO (Strength-Opportunity) priorities were chosen because there are already good relationship strengths, but the socialisation programme risks becoming a routine activity without real results if it is not sharpened. The reason for this determination is to maximise relationship support so that socialisation is right on target, not just fulfilling an agenda. The formulation of actions is directed at optimising existing relationship support to improve the quality of socialisation, including sharpening the message, determining the audience, and aligning implementation with relevant data or evidence. Thus, activities do not stop at conveying information but lead to prevention, whose impact can be assessed. The main focus is directed at strengthening synergies for evidence-based prevention. When synergy and evidence become the basis, the programme is

more consistent, more measurable, and better able to answer target needs precisely.

The eight WT (Weakness-Threat) priorities were determined because the weakness of the minimum number of employees is directly faced with the threat of the risk of double work and the accumulation of tasks for a small number of employees. The reason for this determination is to maintain operational sustainability and prevent a decline in service quality due to unbalanced workloads. The formulation of action is focused on accelerating internal consolidation and team-based workload sharing. With team-based assignments, work does not rely on a few employees, so the organisation's response is more stable, coordination is neater, and programme implementation can run without interruption. The main focus is directed at reducing the risk of double work due to limited staff. Through a more even distribution of tasks, organisations can reduce work fatigue, reduce the potential for errors, and maintain consistent implementation of prevention.

2. Strategy Formulation

Elbanna, Said, et al. (2015) say that the strategy determined must answer the questions of where we are going and how we can get there. Strategic management planning at the National Unity and Politics Agency of South Labuhanbatu Regency shows that there is a link between mission formulation and goal setting. This can be seen from the third mission of the South Labuhanbatu Regency National and Political Unity Agency, namely the realization of a society free from social ills. This mission formulation has strong relevance to efforts to prevent narcotics abuse, because narcotics abuse is included in the category of deviant behavior that can damage social order and have a negative impact on the welfare of society. Thus, the third mission is not just a statement of purpose but rather becomes the basis for the direction of prevention policies through a social approach and community protection.

Based on this mission, the National Unity and Political Agency of South Labuhanbatu Regency set a goal, namely the realization of welfare and protection of the community. This goal setting is then translated into targets for increasing welfare and community protection, which indicates that the success of the program is measured by increasing social conditions that are safer, more orderly, and protected. To achieve the targets of the South Labuhanbatu Regency National Unity and Politics Agency, it uses a strategy of coordinating and outreaching with related agencies and the community. In practice, this strategy is considered to be in line with the need to prevent narcotics abuse. Coordination with relevant agencies is needed to unify data, actions, and workspace for each party, while outreach to the public plays a role in building understanding, increasing awareness, and encouraging public participation in suppressing narcotics abuse.

However, there are findings that need attention in the policy direction section. The policy direction of the National Unity and Politics Agency for South Labuhanbatu Regency is to collect action plans for the Integrated Team for Handling Social Conflict. In principle, the existence of an integrated team can strengthen program implementation through the preparation of a more coordinated action plan. However, the direction of the policy does not yet show the specific focus of the social conflict that is to be handled, especially regarding whether the social conflict in question is a conflict that is directly related to narcotics abuse or includes other, broader conflicts. This lack of clarity can lead to different interpretations in the preparation of action plans so that the substance of narcotics prevention has the potential not to be a top priority in the integrated team's action plan.

As a result, the strategic direction that was initially aligned with preventing narcotics abuse could experience weakening at the implementation stage because the action plan that was put together was not directed firmly at the issue of narcotics. Thus, synchronization between mission, goals, objectives, and policy focus becomes less strong, and implementation can become more general. In the end, this condition can make it more difficult to ascertain program achievements related to efforts to prevent narcotics abuse, and strategy evaluations are not fully able to measure the direct impact on protecting society from narcotics abuse.

Strategic management planning at the National Unity and Political Agency of South Labuhanbatu Regency also needs to be understood as a process that links goals and targets with performance indicators and agreed targets. Performance indicators must represent real needs in the field and at the same time allow logical measurement of expected changes. The performance indicator for the goal of realizing the welfare and protection of society and the target of increasing the welfare and protection of society is the number of participants in the

socialization of drug abuse prevention in schools, with a target of 150 students. This indicator shows efforts to prevent drug abuse through outreach activities in the school environment. However, when the target is linked to the demographic conditions of the region, there appears to be a mismatch between the size of the target and the relevant population base. South Labuhanbatu Regency has a total age group of 10–14 years and 15–19 years for 63,272 people. These two groups are a phase of adolescent development and are generally still at the middle or high school level, so conceptually they are the main target population for interventions to prevent narcotics abuse. The target of 150 students compared to a total of 63,272 teenagers results in a very small proportion equivalent to about 0.24%. This means that the target of new socialization participants covers less than one per thousand of the entire youth age group who are volunteering. van for the drug prevention program. These indicators and targets do not fully reflect the breadth of the problem being addressed. This occurs because:

1) The target participants were not based on a population-based needs calculation for adolescents.
2) The target of 150 students was merely a formality, reflecting the number of participants in attendance, and therefore did not reflect the scope of changes in the broader adolescent population.

The target should be adjusted so that performance indicators are more aligned with the demographic characteristics of the target population. The target can be reviewed through an approach based on the proportion of the adolescent population, a more equitable scheduling of outreach activities, and the establishment of more meaningful follow-up indicators. Target revisions are necessary so that measured performance truly aligns with prevention goals and provides a more tangible impact.

In addition to the inadequate target of 150 students, the implementation of the drug abuse prevention strategy by the National Unity and Politics Agency of South Labuhanbatu Regency did not target the adolescent group.

3. Strategy Implementation

Implementation of strategic management in the context of preventing narcotics abuse at the National Unity and Political Agency of South Labuhanbatu Regency takes the form of outreach activities with the community as well as cross-sector coordination carried out by the Economic Resilience, Socio-Cultural, and Community Organization Sectors. This implementing arrangement shows that the narcotics abuse prevention program is part of strengthening social and cultural resilience at the community level.

The main tasks and functions of the economic resilience, socio-cultural, and community organization sectors provide a relevant framework to support the implementation of prevention programs. This sector is responsible for formulating and implementing operational policies as well as controlling economic, socio-cultural, and social organization resilience tasks. The functions described range from collecting information and mapping resilience in social aspects to monitoring and evaluation, placing the economic, socio-cultural, and community organization resilience sectors as units that can build a knowledge base regarding social vulnerabilities and socio-cultural conditions that influence the stability of domestic government. The Economic Resilience, Socio-Cultural, and Community Organization sectors have a budget ceiling of IDR 530,782,729, so they lack the financial capacity to carry out quite diverse functions.

The Economic, Socio-Cultural, and Community Organization Resilience Sector, amounting to IDR 530,782,729, is considered inadequate to support the two main programs, namely the Community Organization Empowerment and Supervision Program and the Economic, Social, and Cultural Resilience Development and Development Program. The minimal budget creates activity efficiency and reduces scope. One of the activities in the Program for the Development of Economic, Social, and Cultural Resilience is the implementation of policies in the field of economic, social, and cultural resilience and facilitation of the prevention of narcotics abuse and facilitation of religious harmony and faith in the regions with a budget of IDR 293,313,305. Realization in 2024 will only be IDR 179,041,100, or around 61.04%. This low realization indicates that the activity is not the main focus in its implementation, so it has the potential to take place in a minimalist manner.

4. Evaluation and Control

Once a policy or program has been established and implemented, this process cannot simply be ignored but must continue to

be monitored on an ongoing basis. One of the methods used in monitoring is strategy evaluation. Strategy evaluation is a process that allows a comprehensive review of policies to determine their effectiveness and the resulting impacts.

The evaluation stage is an important part so that socialization and coordination of narcotics abuse prevention can run appropriately and in accordance with organizational goals. Through the evaluation of the National Unity and Politics Agency, South Labuhanbatu Regency, we can obtain information about strategies that have not worked optimally. In addition, analysis of internal and external factors that continue to change is needed as a basis for making strategy adjustments in the future.

Evaluation not only aims to find errors in the implementation of policies or programs but also to assess the level of success of policies and programs in achieving predetermined targets. After the assessment is carried out, the next step is to identify actions that can reduce or close the gaps found. Jeane Mantiri and Abdul R. Dilapanga (2019) said that policy valuation plays a role in identifying weaknesses as well as determining improvement efforts to overcome these weaknesses.

Djuanda (2020) states that the evaluation tools used must be adjusted to the goals and strategies that have been previously determined. Effective evaluation refers to criteria that have been designed in strategic planning. Through evaluation, performance can be measured both qualitatively and quantitatively. The measurement results are then compared with the predetermined goals to find out whether the strategy implemented has succeeded in achieving the target or not. Therefore, effective evaluation can help strategic planners understand the success of the strategy being implemented as well as determine corrective steps so that the goals that have been set can be achieved.

Based on this, evaluation and control of strategic management at the National Unity and Political Agency of South Labuhanbatu Regency is a mechanism to ensure that strategic plans are truly translated into consistent, measurable, and accountable program implementation.

The 2024 South Labuhanbatu Regency Performance Accountability Report shows that the performance indicators for the number of participants in the socialization of drug abuse prevention in schools are not included in the 2024 performance achievements. Ideally, each performance indicator that has been determined in the planning document must be clearly reflected in the annual performance achievements, both in terms of quantity, output, and achievements achieved. There are problems with performance administration, especially at the achievement data consolidation stage. Indicators that should have been reported were not calculated due to insynchronization between planning documents and reporting documents. This can happen because the performance indicator management mechanism does not work as it should; for example, there is no cross-verification between the planning team, activity implementers, and the performance report preparation team. Apart from that, it is made worse by the lack of coordination between the National Unity and Political Agency of South Labuhanbatu Regency and the National Narcotics Agency of North Labuhanbatu Regency (BNNK), which does not provide data on basic needs such as prevalence, mapping, rehabilitation, and assessment so that the National Unity and Political Agency of South Labuhanbatu Regency is also unable to measure the achievement of socialization with the community and cross-sector coordination carried out. In line with what was conveyed by staff in the Economic, Social, Cultural, and Community Organization Resilience Sector, Mr. Zunaedi, S.E.:

"When it comes to the results of the socialization, what percentage of data do we carry out? We asked BNN Labura, but they didn't give us the data, so that's how it happens to be seeing feedback from the socialization. There's no data."

Indicators are not displayed on performance achievements, meaning that control over reporting by the South Labuhanbatu Regency National Unity and Political Agency is not good. The impact is that strategic management has difficulty assessing the performance of the South Labuhanbatu Regency National Unity and Political Agency comprehensively. Interpretations of program success can be biased. Corrective action was not taken because management did not have an adequate information base. The National Unity and Political Agency of South Labuhanbatu Regency missed the opportunity to improve the process from the start. Accountability for the performance of the National Unity and Political Agency of South Labuhanbatu Regency is also weak due to the loss of performance achievements. Absence of indicators for achievement. This raises questions about the accuracy of performance measurement,

consistency of reporting, and internal control discipline.

5. Obstacles to the Strategy for Preventing Narcotics Abuse by the National Unity and Political Agency of South Labuhanbatu Regency

1) Internal Inhibition

The first internal obstacle is the minimal number of employees. This condition has implications for the limited ability of the South Labuhanbatu Regency National Unity and Political Agency to carry out comprehensive activities, starting from planning, coordinating, implementing socialisation, and evaluating. Apart from that, the lack of specialisation in units dealing with the prevention of juvenile narcotics abuse means that the work is attached to general functions which do not necessarily have the right focus for the teenage age group. The lack of specialisation also results in weak work standardisation. The next obstacle is the lack of continuous improvement in employee competency. As a result, strengthening capacity to design programmes based on youth needs, updating prevention education methods, and building cross-sector coordination are not running optimally.

2) External Inhibition

The most prominent external obstacle is the absence of the South Labuhanbatu Regency National Narcotics Agency (BNNK). The absence of an institutional structure for enforcement and technical coordination at the district level means that strategies for preventing narcotics abuse are less integrated, especially in the aspects of referrals, rehabilitative programme synergy, and data strengthening. Furthermore, bureaucratic stagnation also slows down the decision-making process and approval of cross-agency support, making it difficult for strategies to prevent narcotics abuse to move quickly when an urgent response is needed. The next external obstacle is the unavailability of an operational legal basis. When the implementation basis is not specific enough, the programmes implemented tend to be routine and administrative, rather than oriented towards measurable and sustainable performance targets.

3) Strategy Formulation Inhibition

At the formulation stage, the policy direction is still generally directed and has not made the issue of narcotics a sharp focus. This can be seen in the elaboration of policy directions which do not fully place teenagers as the main target group with specific needs. On the other hand, the target for performance indicators is less than 150 students, while there are 63,272 teenagers in the youth age group who should be the target. This makes the measure of success more difficult to measure.

4) Inhibiton to Strategy Implementation

Implementation barriers are mainly influenced by budget shortfalls. Budget limitations cause strategies to prevent narcotics abuse to operate on a limited scale. Apart from that, it is made worse by the fact that budget absorption is only 61%, which shows that there are planning or implementation constraints that result in non-optimal realization. In terms of the reach of the location, the socialization is only in the sub-district, and it coincides with other activities so that the distribution of the benefits of narcotics abuse does not reach all the needs of teenagers at a level that is closer to their daily lives. Furthermore, the last socialization will be carried out in 2022. There is a long time lag, which means the program is no longer able to keep up with the dynamics of circulation and changes in adolescent behavior patterns.

5) Inhibition to Strategy Evaluation and Control

At the evaluation and control stage, it was found that the performance indicators for the number of participants in the socialization of preventing narcotics abuse in schools and their achievements were not available in the 2024 South Labuhanbatu Regency Performance Accountability Report. The unavailability of achievement data weakened the evaluation process because there was no structured information regarding output achievements. Without clear indicators and verifiable achievement reports, strategic improvements tend not to have a strong basis, so the planning, implementation, and evaluation cycle does not work as a real control mechanism.

CONCLUSION

In the internal environment, there are several strengths that are the initial capital for implementing the prevention of narcotics abuse, namely, the availability of sufficient operational facilities and complete structures that have been accommodated within the organization, as well as work that can be carried out by supporting staff according to the existing division of roles. This condition shows that administratively the National and Political Unity Agency has a basis for carrying out preventive activities. However,

internal weaknesses were also found, namely the limited number of employees, the lack of a specialized unit that specifically handles the prevention of narcotics abuse in teenagers, and the absence of a structured increase in employee competency. These three weaknesses cause strategy implementation to tend to be less focused and less responsive to the dynamic needs of teenagers, and there is no strengthening of methods or capacity in the medium term.

In the external environment there are opportunities that can be exploited to accelerate strategy effectiveness. The Draft Regional Regulation concerning the Prevention, Eradication, Abuse, and Illicit Trafficking of Narcotics (P4GN) has entered the discussion stage; there is positive synergy with the South Labuhanbatu Resort Police Narcotics Research Unit, and there is an urgency that is in line with the national regional regulation program on the Prevention, Eradication, Abuse, and Illegal Trafficking of Narcotics (P4GN). However, this opportunity is faced with real threats, namely the absence of the South Labuhanbatu Regency National Narcotics Agency (BNNK); bureaucratic stagnation, which slows down smooth coordination and program execution; and the lack of a clear operational legal basis. In the context of narcotics prevention, the absence of a National Narcotics Agency and weak operational legal foundations have the potential to reduce program sustainability because coordination, service standards, and referral mechanisms cannot run optimally.

The policy direction is not yet fully directed at the specific issue of narcotics, so it is still general in nature. The impact can be seen in the quality of target performance indicators, which are not yet sufficient to measure the desired achievements clearly. Lack of budget has a direct impact on the scale and reach of the program. Budget absorption is only 61%; the location for socialization is only at the sub-district level, and the last socialization will be held in 2022.

The most worrying conclusion is that achievements and performance indicators are not available in the 2024 South Labuhanbatu Regency Performance Accountability Report. The unavailability of achievement data weakens the evaluation mechanism so that strategy improvements cannot be carried out in a measurable, targeted, and consistent manner. Thus, the strategic management of the South Labuhanbatu National Unity and Political Agency shows the existence of institutional capital but requires strengthening capacity, sharpness of formulation, sustainability of implementation, and transparency of indicators to ensure that the prevention of narcotics among teenagers runs effectively and sustainably.

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