

Strategy of the National Narcotics Agency of North Sumatera in Effort to Prevent Drug Abuse in Medan City

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ABSTRACT

Drug abuse and distribution remain critical challenges in Indonesia, with Medan City experiencing notably high case rates. This research responds to the growing urgency for effective governmental intervention. The study explores the implementation of preventive strategies by the National Narcotics Agency of North Sumatera in addressing drug abuse in Medan. Using a qualitative research design, data were collected over three months through observation, document analysis, and interviews with five purposively selected respondents. The study employs the strategic implementation framework of Hunger and Wheelen, focusing on program, budget, and procedural indicators. Results show that the agency has initiated various preventive measures, including awareness campaigns, counseling sessions, urine testing, technical training, and the development of drug-free sub-districts. Budget planning is managed effectively, with national funds allocated through detailed operational plans, while procedures are followed consistently to ensure structured program execution. Additionally, the reach of these initiatives remains suboptimal, primarily due to resource constraints. This study contributes to the literature by applying a managerial strategy lens to public drug prevention. The study underscores the necessity to increase resources, expand personnel, and establish a dedicated National Narcotics Agency office in Medan to enhance future prevention efforts.

Keywords: Strategy; Prevention; Drug Abuse



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INTRODUCTION

The circulation of narcotics in Indonesia has reached a deeply concerning level, driven in part by the country's strategic geographical location at the crossroads of two continents, which makes it a key route for international trade and, unfortunately, a target for narcotics trafficking (Cahyani, 2023). Moreover, the growing influence of globalization along with rapid advancements in science and technology has further facilitated the spread of narcotics across the nation. The distribution and abuse of narcotics constitute an extraordinary and organized crime that poses a serious threat to national security and stability, with potentially devastating consequences for the country's future. Despite various national and regional policies to curb the drug epidemic, the persistent rise in cases suggests that existing prevention strategies may not yet be effectively operationalized, highlighting the urgent need for a deeper investigation into how these strategies are being implemented, particularly at the local level.

According to the Law of the Republic of Indonesia Number 35 of 2009, narcotics are defined as substances or drugs derived from plants or non-plant sources, either synthetic or semi-synthetic, that can cause a decrease or alteration in consciousness, loss of sensation, reduction or elimination of pain, and may lead to dependence. In principle, the use of narcotics is not prohibited when intended for medical or scientific purposes, as narcotics are part of chemical substances that serve essential medical functions when used according to scientifically recommended dosages. However, in practice, narcotics are frequently misused by various groups for personal gratification under various pretexts, and such abuse poses serious long-term risks to both physical and mental health (Adhima, 2023).

The issue of narcotics abuse and trafficking in Indonesia represents a serious problem for both the state and its citizens. According to the National Narcotics Agency, approximately 4.8 million Indonesians from both urban and rural areas reported having used narcotics between 2022 and 2023. The high number of individuals who have used narcotics clearly indicates that drug abuse and distribution have spread extensively across the country, reaching not only major urban centers but also regional areas, including the city of Medan.

Medan is one of the metropolitan cities in Indonesia, located in North Sumatra Province, with a population of approximately 2,486,283 people in 2024 (Badan Pusat Statistik Kota Medan, 2025). The city's heterogeneous society reflects diverse lifestyles shaped by various social, economic, and cultural activities. However, this high population density and intense social interaction contribute to an increased risk of drug abuse. Medan has become one of the regions with the highest number of reported drug-related cases, ranking third among the top five cities in Indonesia for drug case disclosures (Badan Narkotika Nasional, 2025). In 2023, a total of 815 drug abuse cases were reported in the city of Medan. This figure followed 924 cases in 2022 and was slightly surpassed by 828 cases in 2024. Based on data, it is evident that Medan continues to face persistent drug-related issues that remain unresolved from year to year. The statistical trend does not indicate any significant improvement, highlighting the ongoing and serious nature of the narcotics problem in the city.

Considering the high level of drug abuse in the city of Medan, efforts from various stakeholders are urgently required, including the National Narcotics Agency itself. Therefore, the National Narcotics Agency must adopt effective strategies to reduce drug-related cases and address narcotics abuse in North Sumatra, particularly in Medan. The National Narcotics Agency implements strategic policies based on Presidential Instruction No. 2 of 2020 through the P4GN program (Prevention and

Eradication of Drug Abuse and Illicit Trafficking), which was initiated by the government. The main objective of this policy is to empower all elements of society to actively and consciously participate in efforts to reject and resist drug abuse and illicit trafficking. The P4GN framework emphasizes two core strategies: the dissemination of information and the empowerment of community participation. The information dissemination strategy involves spreading comprehensive awareness about the dangers of drugs and the importance of collective action, both directly through educational outreach, campaigns, and seminars, and indirectly through print and digital media. Meanwhile, community empowerment is aimed at creating drug-free environments by mobilizing citizens, enhancing the capacity of individuals and communities, and providing positive and productive alternative activities, especially for those living in high-risk areas.

Although numerous studies have addressed drug prevention strategies, many focus primarily on program design and community-based efforts without examining how these strategies are managed, executed, and integrated at the institutional level, especially in high-risk urban environments. Prior literature also tends to overlook the role of internal management components such as budgeting, program coordination, and procedural alignment within public institutions responsible for drug control. Consequently, there is a lack of empirical research that examines the implementation of narcotics prevention strategies through the lens of strategic management practices, particularly those relevant to public sector governance.

This study addresses that gap by systematically analyzing the implementation of prevention strategies by the National Narcotics Agency of North Sumatra in Medan City using the strategic management framework proposed by Hunger and Wheelen. This framework is widely recognized for its relevance in analyzing organizational strategy, especially regarding how programs are designed, resources are allocated, and procedures are standardized to meet institutional goals.

The selection of the Hunger and Wheelen framework is theoretically grounded in its comprehensive view of strategic management, which is particularly well-suited for evaluating public sector interventions. The framework allows for an in-depth analysis of the strategic components necessary for program effectiveness, such as environmental scanning, strategy formulation, implementation, and evaluation (Efawati et al., 2024). When applied to the context of drug policy, it provides valuable insights into how institutions like the National Narcotics Agency can translate national directives into coherent, effective local action plans. Moreover, it helps uncover operational bottlenecks, misalignments, and resource inefficiencies that may hinder the success of drug prevention programs in cities like Medan.

The high number of drug cases in the city of Medan forms the core research problem addressed in this study. The novelty of the research lies in its integrative approach, which combines qualitative fieldwork with the strategic management framework of Hunger and Wheelen. This framework emphasizes the interplay between program design, budget management, and procedural standardization. By focusing on the operationalization of these key elements, the study aims to generate actionable insights for policymakers and practitioners seeking to improve the effectiveness of drug abuse prevention initiatives in urban Indonesia. The anticipated outcomes include a nuanced understanding of the dynamics that shape drug prevention policy at the provincial level, along with practical recommendations for optimizing resource allocation and program coverage.

LITERATURE REVIEW

Public management is widely recognized as a multidisciplinary field that draws from public administration, public policy, political science, and management studies. This integrative nature has positioned public management as a distinct domain of inquiry that focuses on the administration of public sector institutions in achieving societal goals (Satibi, 2023). It focuses on how the public sector utilizes human, financial, and technological resources to fulfill societal goals while navigating complex political environments. Public management in this study refers to the systematic coordination of public resources, functions, and values to address collective problems, including narcotics abuse.

Effective public management requires not only technical competence but also strategic thinking. Firdausijah (2023) emphasizes the importance of integrating planning, organizing, and controlling functions to optimize performance. Strategy, as defined in management literature, refers to a long-term plan designed by top leaders to achieve organizational objectives (Sudiantini, 2022). Glueck and Jauch describe strategy as an integrated and unified pattern of actions that aligns internal capacities with external challenges (Yatminiwati, 2019). This leads to the broader concept of strategic management, which is the process of formulating, implementing, and evaluating strategies for long-term success (Handayani, 2021). As a keyword in this study, strategic management refers to the deliberate use of strategic tools and thinking in guiding public institutions, particularly in managing complex social issues like narcotics.

The relevance of strategic management becomes apparent when examining narcotics prevention policies. Narcotics are defined as chemical substances that can alter psychological and behavioral functions, often leading to dependence and social dysfunction (Darwis, 2017). Mintawati (2021) outlines three core prevention strategies: law enforcement, treatment, and community-based prevention. However, these efforts are often fragmented. International literature emphasizes the importance of an integrated, multi-sectoral strategy. For example, the UNODC (2023) and Caulkins (2016) highlight the effectiveness of combining public health, social support, and enforcement in a single national strategy. This study seeks to explore the strategies implemented to better comprehend how strategic management strengthens public sector responses to narcotics problems.

RESEARCH METHOD

This study adopts a qualitative descriptive approach to explore in depth the implementation of drug abuse prevention strategies by the National Narcotics Agency of North Sumatra in Medan City. This approach was selected for its ability to capture the dynamics and complexities of program implementation from various stakeholder perspectives, allowing for a contextualized understanding of preventive efforts at the institutional level (Sugiyono, 2016).

Data collection was conducted through three primary methods which direct observation of the National Narcotics Agency of North Sumatra prevention-related activities, document analysis of official reports, strategic plans, and relevant internal publications; and semi-structured interviews with key informants. The interview format was designed to elicit in-depth information while remaining flexible enough to follow the unique experiences and insights of each respondent.

Informants were selected purposively to ensure that the data collected would be relevant and aligned with the research objectives. A total of five individuals participated

in the interviews. These included one coordinator from the Division of Prevention and Community Empowerment, three staff members from the same division, and one general affairs staff member of the National Narcotics Agency of North Sumatra.

These individuals were chosen based on their strategic roles within the agency, ranging from division-level coordination and institutional planning to field-level implementation. Their selection was justified by their direct involvement in, and practical experience with, the planning, management, and execution of drug prevention strategies at the provincial level. Their insights were considered essential for understanding how prevention programs are formulated and operationalized within the institutional framework of the National Narcotics Agency of North Sumatra.

In this study, the three key indicators derived from the strategic management framework of Hunger and Wheelen (2010), namely program implementation, budget management, and procedural adherence, were operationalized into research instruments, particularly within the interview guidelines and observation protocols. The first indicator, program implementation, was translated into questions that explored how drug prevention initiatives were conducted by the National Narcotics Agency of North Sumatra. The main focus included the types of activities carried out, the targeted groups or communities, and the outcomes achieved during the implementation process. These questions aimed to capture the practical and contextual effectiveness of the programs in the field. Budget management was examined through questions addressing budget allocation, funding sources, financial constraints, and the impact of financial management on program sustainability. This line of inquiry was essential for understanding the extent to which financial aspects supported or hindered the execution of prevention strategies. Procedural adherence, focused on how the program implementation conformed to established Standard Operating Procedures, the level of inter-agency coordination, and compliance with national guidelines and oversight mechanisms. This dimension was crucial for assessing the professionalism and consistency of program delivery within a regulatory framework.

Data analysis was carried out using the Miles and Huberman model, which involves data reduction, data display, and conclusion drawing (Sugiyono, 2016). The analysis focused on three main indicators derived from the Hunger and Wheelen framework, like program implementation, budget management, and procedural adherence. Ethical considerations were observed throughout the research process, including informed consent and confidentiality for all participants (Sugiyono, 2016).

RESEARCH RESULTS

Narcotics and psychotropic substances are drugs or materials that offer significant benefits in the fields of medicine and health science development. However, without strict limitations, regulation, and supervision, they can also lead to dependency and abuse. Therefore, the government, through the National Narcotics Agency, strives to protect society from the dangers of drug abuse and illicit drug trafficking by implementing the Prevention and Eradication of Drug Abuse and Illicit Drug Trafficking (P4GN) policy. This macro-level policy and strategy developed by the National Narcotics Agency is subsequently specified and adapted to the actual drug-related issues occurring at the provincial level. In the context of this study, which focuses on North Sumatra, particularly the city of Medan, the authority responsible for addressing drug-related issues is the National Narcotics Agency of North Sumatera. The strategies implemented by the Division of Prevention and Community Empowerment in

preventing drug abuse in Medan include information dissemination and community engagement initiatives.

This study specifically focuses on the implementation of these strategies, which is considered a critical stage in achieving organizational goals. Strategy implementation not only serves as the link between planning and outcomes but also functions as an indicator of a plan's success, since without effective implementation, even the most well-designed plans will yield no tangible impact (Hunger & Wheelen, 2010). To address the problems or phenomena outlined in the research questions, the data presentation and analysis in this study are based on Hunger and Wheelen's theory of strategy implementation, which includes three key indicators which are programs, budgets, and procedures. These three elements serve as the analytical framework to examine the efforts of the National Narcotics Agency of North Sumatera in preventing drug abuse in the city of Medan.

Programs

A program is a statement of activities or concrete steps required to achieve the strategic objectives of an organization. While strategy provides guidance on what the organization aims to accomplish as a whole, the program explains how those goals will be operationally implemented (Hunger & Wheelen, 2010). In the strategic management model, programs play a vital role in connecting strategy formulation with outcome evaluation. Programs serve as a bridge between strategic planning on paper and actual implementation in the field, making the success of a strategy highly dependent on the effectiveness of the programs carried out (Hunger & Wheelen, 2010). Programs typically take the form of specific activities or initiatives with defined objectives, timelines, and clearly allocated resources.

Framework of strategic management, a program serves as a critical link that connects the formulation of strategy to its actual implementation in the field. Program refers to a statement of concrete activities or operational steps required to achieve an organization's strategic objectives (Hunger & Wheelen, 2010). While strategy provides the overarching direction or vision of what an organization intends to accomplish, the program details how this direction will be operationalized into measurable actions. Therefore, programs play an essential role in transforming strategic plans from conceptual documents into practical actions that can be implemented, monitored, and evaluated.

The programs designed to prevent drug abuse in Medan City are integral components of the implementation of the *National Action Plan for the Prevention and Eradication of Drug Abuse and Illicit Trafficking* (P4GN). These programs are structured to address the complexity of drug-related problems in Medan, which is recognized as one of the most vulnerable regions in terms of drug abuse in the province. The agency's programs encompass a range of promotive, preventive, and participatory efforts, aiming to mobilize all segments of society in a concerted movement against drugs. Among these initiatives are public education campaigns and direct outreach activities targeting students, university communities, workers, and the broader public. These activities take the form of seminars, workshops, talk shows, and focus group discussions conducted either face-to-face or via mass communication media, including print media, social media, radio, and local television channels. The core messages conveyed focus on raising awareness of the dangers of drug abuse, preventive measures, and the importance of collective involvement in creating drug-free environments.

The National Narcotics Agency of North Sumatra also conducts extensive anti-drug campaigns using various communication channels. These campaigns aim to

amplify the reach of prevention messages by utilizing outdoor media such as billboards, banners, and digital displays in strategic locations across Medan. Official social media accounts of the agency serve as additional platforms to disseminate information widely, particularly targeting young people who are considered highly vulnerable to drug abuse. Furthermore, the agency implements early detection programs through random urine testing at schools, government offices, and private institutions. The primary goal of these activities is to identify potential cases of drug abuse at an early stage and follow up with appropriate interventions such as counseling or rehabilitation.

Beyond awareness and detection efforts, the agency focuses on community empowerment through technical training in soft skills and life skills. These initiatives target individuals and groups in high-risk areas by equipping them with basic personal development competencies, stress management techniques, and entrepreneurial skills. Such programs are designed to provide positive alternatives and meaningful engagement to prevent individuals from turning to drugs due to a lack of productive activities. A notable initiative is the establishment and strengthening of “*Kelurahan Bersinar*” which function as community-based prevention hubs. These hubs facilitate coordination between local stakeholders, including religious leaders, traditional leaders, and local government officials, to support grassroots-level drug prevention efforts.

Each program undertaken by the National Narcotics Agency of North Sumatra is defined by clear objectives, measurable targets, allocated resources, and specified timelines. The programs are funded through the national budget as stipulated in the Budget Implementation List. In conclusion, the programs implemented by the National Narcotics Agency of North Sumatra reflect the essential characteristics of programs as defined by Hunger and Wheelen theory's. They represent the operationalization of strategic plans into concrete, field-level actions aimed at fostering a safer, healthier, and drug-free society.

Budgets

A budget is a plan consisting of cost estimates that comprehensively break down each program in detail. The budget functions not only as an administrative tool but also as a strategic element that plays a critical role in supporting the success of each phase of the strategy implementation process (Hunger & Wheelen, 2010). A well-prepared budget reflects the organization's commitment to formulating strategic priorities and ensures that all resources are optimally managed to achieve predetermined objectives. Therefore, the success of strategy implementation within a public organization, including the National Narcotics Agency of North Sumatra largely depends on how accurately and appropriately its budget is planned, allocated, and utilized.

In the context of implementing the drug abuse prevention strategy in North Sumatra, the budget occupies a central position. National Narcotics Agency of North Sumatra main financial support is derived from the State Budget, outlined in the Budget Implementation List. The Budget Implementation List serves as the official planning and financial control document that details the allocation of funds for every strategic program and activity, including prevention, community empowerment, rehabilitation, and eradication of drug abuse. In addition to State Budget funds, National Narcotics Agency of North Sumatra also manages non-Budget Implementation List funds, typically sourced from local government grants, private sector contributions, or community support. These additional funds are used to finance supplementary activities such as community-requested outreach programs or collaborative initiatives with non-governmental organizations.

Practically, for fiscal year of 2024, National Narcotics Agency of North Sumatra was initially allocated IDR 25.5 billion, which was later revised to IDR 26.27 billion to accommodate growing operational needs. The budget realization reached 97.27%, indicating effective and accountable financial management. Specifically, the prevention division was allocated approximately IDR 660 million, with a budget absorption rate of 99.15%, reflecting that most activities were executed as planned and that budget planning was carried out meticulously. This budget was used to support various prevention initiatives, such as educational outreach in schools, anti-drug campaigns via electronic and non-electronic media, early detection programs, and technical guidance.

The preparation and management of the National Narcotics Agency of North Sumatra's budget is conducted through a systematic and hierarchical process. This begins with the preparation of the annual work plan, followed by budget proposals to the central government, fund disbursement, utilization in accordance with the Budget Implementation List, and reporting and evaluation as mandated by financial regulations. Therefore, the budget functions not only as a technical financing document but also as a strategic control tool that ensures each program operates efficiently, effectively, accountably, and transparently.

From the study's findings, it can be concluded that while the National Narcotics Agency of North Sumatra's budget has been managed relatively effectively and efficiently, further efforts are required to enhance budgetary support, particularly to address the challenges posed by the wide geographical scope and the complexity of drug-related issues. A key recommendation is for National Narcotics Agency of North Sumatra to strengthen collaboration with local governments and private sectors to mobilize additional resources, as well as to advocate for greater central government budget support proportionate to the level of regional vulnerability. This is essential to ensure that the prevention strategy can be implemented more comprehensively, equitably, and sustainably.

Procedures

Procedures are defined as a system of sequential steps or techniques that describe in detail how a task or job is to be accomplished (Hunger & Wheelen, 2010). These procedures are often formalized as Standard Operating Procedures (SOP), representing a series of structured and systematic instructions that must be followed to complete a task or achieve a specific objective. Procedures serve several essential purposes, including standardization, efficiency, managerial control, and as an effective training tool for new employees.

In the context of this study, the procedures implemented by the National Narcotics Agency of North Sumatra are formally documented through SOPs that govern various drug abuse prevention programs. These SOPs outline detailed workflows for activities such as outreach, counseling, early detection through urine tests, rehabilitation, and case handling. The formulation of these procedures begins with a comprehensive situational analysis of local conditions, including the identification of high-risk areas, followed by the design of appropriate interventions. This reflects that the procedures adopted by the National Narcotics Agency of North Sumatra are aligned with the guidelines set by the National Narcotics Agency of Indonesia and integrated into national policies.

The primary purpose of these procedures is to ensure consistency in program implementation across organizational units, thereby minimizing errors and enhancing the quality of prevention efforts. Moreover, the procedures contribute to organizational efficiency by optimizing the use of time, budget, and other resources, while facilitating managerial control and performance evaluation. In conclusion, the procedures employed

by the National Narcotics Agency of North Sumatra conform to the principles set forth by Hunger and Wheelen (2010). However, optimizing their implementation requires strengthening organizational capacity through increased funding, improved human resources, and enhanced infrastructure to ensure that strategic objectives for reducing drug abuse in Medan City are effectively met.

Overall, the implementation of the strategy by the National Narcotics Agency of North Sumatra through its programs, budget, and procedures has adopted the principles of strategic management based on the theory of Hunger and Wheelen, which emphasizes the importance of integrating these three aspects to support the organization's long-term success. Although the levels of program and budget realization are relatively high, limitations in resources both financial and human remain serious challenges that must be addressed promptly to ensure that the drug prevention strategy can be carried out more optimally and reach all drug-prone areas in Medan City and its surroundings. Therefore, a strong commitment from the central government, regional government, and broad community support is required to strengthen the programs, increase the budget, and refine the implementation procedures as concrete steps in responding to the narcotics emergency in North Sumatra.

DISCUSSION

The implementation of prevention strategies by the National Narcotics Agency of North Sumatra reflects a firm alignment with Indonesia's national drug policy directives, particularly those outlined in the Grand Design of the National Narcotics Prevention 2020–2024 (BNN, 2020). The agency adopts a structured and multi-pronged approach, encompassing public education, community engagement, and capacity-building efforts that correspond with international best practices (Adhima, 2023). However, the analysis reveals that the overall effectiveness of these strategies is significantly mediated by several interrelated institutional and contextual constraints.

First, resource limitations, including restricted budget allocations and understaffing, have a cascading effect on various dimensions of the agency's operations. As Wahyu (2022) argues, limited resources also restrict the scope and effectiveness of both program implementation and institutional performance. For instance, budget shortfalls inhibit the expansion of educational campaigns and the recruitment of local facilitators, which in turn restricts the agency's ability to penetrate high-risk urban zones such as informal settlements and densely populated neighborhoods in Medan.

Second, the absence of a city-level National Narcotics Agency office in Medan, despite the city's significance as a transit and consumption hub, poses structural challenges. According to Sukoco (2017) decentralization of narcotics governance improves local responsiveness and coordination, particularly in areas with complex socio-demographic compositions. The current structure places a disproportionate burden on the provincial agency, limiting its capacity to conduct real-time monitoring and tailor strategies based on local feedback loops.

Lastly, the limited dissemination of programs reflects a misalignment between program design and population needs. This is particularly salient in multi-ethnic urban contexts like Medan, where the success of preventive efforts hinges on culturally tailored interventions. A critical gap exists in the agency's outreach to youth subcultures and informal networks, which serve as key factors in drug-related behavior patterns.

To address these interlocking challenges, a more integrative and analytical policy design is required. This would include increasing the agency's operational budget, expanding personnel training, establishing a BNN Kota Medan office, and embedding

adaptive mechanisms into strategy formulation. Moreover, reinforcing partnerships with local NGOs, religious leaders, and youth organizations can create a synergistic effect, amplifying the reach and legitimacy of anti-drug norms. Such a relational and ecosystem-based approach aligns with the frameworks of collaborative governance and provides a more robust foundation for sustainable and impactful drug prevention in urban Indonesia.

CONCLUSIONS

The strategy of the National Narcotics Agency of North Sumatra in efforts to prevent drug abuse in Medan City is implemented through a combination of preventive programs such as public socialization, school and community counseling, anti-drug campaigns, early detection efforts, and the development of drug-free urban units under the “*Kelurahan Bersinar*” initiative. These programs are primarily financed through the State Budget and non-Budget Implementation List sources, although persistent financial constraints continue to limit their reach, especially in high-risk and underserved urban zones.

While the National Narcotics Agency of North Sumatra has established comprehensive Standard Operating Procedures to guide its activities, the practical implementation faces structural limitations, particularly in relation to budgetary insufficiency, infrastructure deficits, and a shortage of trained personnel. These constraints have reduced the adaptability and responsiveness of the agency’s field operations. Although early indications suggest a positive impact, such as increased public awareness and limited reductions in localized drug activity, the overall outcomes remain suboptimal and uneven across districts.

From a public management theory perspective, this research contributes to the ongoing discourse on performance-based governance and adaptive public sector management, particularly in decentralized and resource-constrained contexts. The National Narcotics Agency of North Sumatera efforts exemplify the challenges of translating national directives into effective local action, illustrating the importance of aligning strategic planning with operational capacity. Moreover, the case highlights the necessity of collaborative governance in public health and safety policy, where inter-agency coordination, stakeholder inclusion, and local empowerment are essential to policy success. The study reinforces the argument that rigid procedural compliance must be complemented by adaptive learning and institutional innovation, especially in tackling complex and evolving social problems like narcotics.

To improve performance, the National Narcotics Agency of North Sumatra must intensify the scale and reach of its prevention programs by increasing the frequency of outreach activities, engaging more actively with civil society organizations, and building more robust partnerships across sectors. This also necessitates additional financial support, not only from central and local governments but also through sustainable collaboration with the private sector and international donors. Furthermore, the establishment of a dedicated city-level office is a strategic step that could enhance program responsiveness, improve territorial coverage, and enable more nuanced, data-driven interventions at the neighborhood level.

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