



The Implementation of Prevention, Eradication, Abuse, and Illicit Trafficking of Narcotics (P4GN) Policy at the National Narcotics Board of Banyumas Regency in 2023

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Abstract


This research is motivated by the increase in drug cases in Banyumas Regency in 2023 which ranks 3rd in Central Java. This study aims to determine how the Implementation of the Prevention, Eradication, Abuse, Illicit Trafficking of Narcotics (P4GN) Policy at the National Narcotics Agency of Banyumas Regency in 2023. This study uses a qualitative method with a case study approach and purposive sampling data collection techniques carried out through observation, interviews, and documentation. This research was conducted at the National Narcotics Agency of Banyumas Regency. The data analysis used is according to Miles and Huberman which consists of: data reduction, data presentation, and conclusions. The focus of this study is adjusted to the theory of George Edward III, namely: communication aspects, resource aspects, disposition aspects, and bureaucratic structure aspects. The results of the study show that the implementation of the P4GN policy at the BNN of Banyumas Regency has been running quite well in terms of communication, disposition, and bureaucratic structure. However, the resource aspect, especially human resources, is still the main obstacle in optimizing policy implementation. The conclusion of this study is that the implementation of the policy has not been fully effective due to limited resources owned by the implementing agency. It is necessary to increase the capacity of human resources as well as budget support and facilities to strengthen the implementation of the policy in the field. It is hoped that the results of this study can be input for the Banyumas Regency government and the Banyumas Regency National Narcotics Agency to evaluate and improve the implementation of the P4GN policy in the future, in order to significantly reduce the number of drug abuse in Banyumas Regency.

Keywords: Policy implementation · Prevention · Eradication · Abuse, Illicit trafficking of narcotics (P4GN)

BACKGROUND

The policy implementation is a dynamic process, where policy implementers carry out an activity or activity so that in the end they will get a result that

is in accordance with the goals or objectives of the policy itself. Implementation of public policy occurs because of government actions in overcoming problems that arise in society so as to give birth to these decisions. This policy is seen as a process of formulating policies that are implemented, implemented and evaluated through stages (Awang, in Yuliah, E., 2020). Policy implementation is also one of the many stages of public policy, as well as being the most important variable that has a huge influence on the success of policies related to solving public problems such as

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drug abuse (Chazali, in Mansur J., 2021). As well as ensuring that the policies that have been designed can be implemented effectively and have the desired impact by the relevant institutions. One of them is the National Narcotics Agency (BNN) which is tasked with tackling the drug problem.

Recent studies reveal that the successful implementation of policies is significantly influenced by the effectiveness of communication, the quality of available resources, inter-sectoral collaboration, and the active participation of the community. A study by Sari and Samputra (2021) identified that weak inter-agency coordination, as well as budget and workforce limitations, are major obstacles in the implementation of the P4GN (National Narcotics Prevention and Eradication Policy) in Prabumulih City. Research conducted by the Indonesian Defense University (2021) highlighted the effectiveness of the "Shining Village" program in reducing drug abuse cases, demonstrating the importance of support from local communities. Furthermore, Wahyudi et al. (2021) found that poor communication and low commitment from policy implementers are key barriers in Mempawah Regency. Suri and Kismartini (2022) also highlighted the role of educational institutions in increasing anti-narcotics awareness through drug-free campus programs in Semarang City. Haerana (2021) added that rehabilitation programs are only effective when accompanied by continuous guidance.

From these studies, it can be concluded that obstacles in policy implementation are often not caused by the substance of the policy itself, but rather by inconsistencies in its execution, weak structural support, and a lack of monitoring and evaluation systems. Therefore, it is not surprising that in some regions, even though the P4GN program has been implemented, drug abuse cases continue to increase because the implementation process has not been maximized.

The National Narcotics Agency is a non-structural institution domiciled under and directly responsible to the President and has the task of assisting the President in coordinating relevant government agencies in the formulation of policies and implementation of operational policies in the field of Prevention of Eradication of Abuse and Illicit Trafficking of Narcotics or can be abbreviated as P4GN and implementing P4GN by forming a task force consisting of elements of relevant government agencies in accordance with their

respective duties, functions and authorities (Jannah et al., 2024). In dealing with the drug problem, the Indonesian government responded by passing Law Number 35 of 2009 which regulates narcotics. The regulation also explains the role of the National Narcotics Agency (BNN) as a government agency tasked outside the ministry to deal with this problem (Nurmalita & Megawati, 2022). As well as implementing policies that have been planned by the government.

One of the main policies implemented to address drug trafficking in Indonesia is the Prevention, Eradication of Abuse and Illicit Trafficking of Narcotics (P4GN) Policy. The main objective of the P4GN policy is to reduce, prevent, and eradicate the circulation of narcotics, psychotropic substances, and narcotic precursors through a series of organized and coordinated steps (Latifah & Maesaroh, 2021). This policy focuses on the prevention of drug abuse, eradication of drug trafficking networks, rehabilitation for victims of drug abuse, and strict law enforcement. Drug abuse in Indonesia is currently widespread in provinces and regencies/cities. One of them is in Central Java Province, the following is data on drug abuse cases in Central Java Province in 2022-2023.

Table 1. Number of drug abuse cases in Central Java Province, 2022-2023.

No.	Regencies	Year	
		2022	2023
1.	Semarang	167	189
2.	Surakarta	128	130
3.	Banyumas	89	99
4.	Cilacap	61	81
5.	Pati	50	57

Source: BNNK Banyumas (2024)

From the data, it can be concluded that Banyumas Regency is in a vulnerable condition, because it occupies the 3rd position in Central Java after Semarang and Surakarta and has experienced an increase in drug abuse cases in 2023. The complete data related to drug abuse cases in Banyumas Regency in 2022-2023:

Table 2. Number of drug abuse cases in Banyumas Regency in 2022-2023.

Year	Kasus	Tersangka
2022	89	111
2023	99	122

Source: BNNK Banyumas (2023)

In addition to the increase in the number of drug abuse cases, the number of types of drug abuse in the Banyumas Regency area in 2023 also increased. including the following:

Table 3. Total increase in types of drug abuse in 2022-2023.

No	Types of drugs	Year	
		2022	2023
1.	Methamphetamine/Sabu-sabu)	538,54 gr	414,39 gr
2.	Marijuana (Ganja)	2.728,9 gr	167,4gr
3.	Synthetic tobacco	4,3 gr	1.724,01 gr
4.	Ecstasy	17 butir	210 grains
5.	prescription drugs (G-listed drugs)	117.401 grains	192.943 grains
6.	Psychotropics	6,863 grains	8.867 grains

Source: BNNK Banyumas (2023)

Based on the data, prominent drug cases in 2023 included synthetic tobacco drug cases amounting to 1,724.01 grams, ecstasy 210 grains, List G drugs 192,943 items and psychotropic drugs 8,867 items. The evidence of narcotics cases generally increased from the previous year. In 2022, for Synthetic Tobacco 4.3 grams, Ecstasy 17 grains, List G drugs 117,401 items, Psychotropic 6,863 items. For evidence of methamphetamine and marijuana in 2023 decreased, because in 2022 the evidence of methamphetamine was 538.54 grams and marijuana was 2,728.9 grams.

Various efforts in overcoming drug abuse have been made by the Banyumas Regency National Narcotics Board. In carrying out its duties and authorities, the National Narcotics Board of Banyumas Regency is supported by Banyumas Regency Regional Regulation No. 12 of 2019 concerning Prevention and Eradication of Abuse and Illicit Trafficking of Narcotics and Narcotics Precursors. The Banyumas Regency National Narcotics Board seeks to reduce cases of narcotics abuse in Banyumas Regency by carrying out activities to prevent the eradication of narcotics abuse and illicit trafficking (P4GN), which is one of the policies and strategies of the Indonesian government in making efforts to combat the dangers of narcotics. The programs that have been carried out by the National Narcotics Board of Banyumas Regency are:

Table 4. Programs that have been implemented by the National Narcotics Agency of Banyumas Regency in 2022-2023.

No	Prevention and Community Empowerment Devison	Eradication Devison	Rehabilitation Devison
1	Socialization and education to the community	Drug trafficking eradication operation	Drug abusers rehabilitation
2	Desa Bersinar program	Prosecution of drug trafficking networks	Free rehabilitation services
3	Prevention in schools, campuses and government institution	Improved surveillance in drug prone areas	Reintegration program
4	Family drug awareness program (KSN)	Early detection program	SKHPN creation

Source: BNNK Banyumas (2023)

Although the policy has been implemented, the reality in the field shows that in 2023, drug problems in Banyumas Regency actually increased. This indicates that the P4GN policy implemented by BNN Banyumas Regency has not run optimally or there are other factors that hinder the successful implementation of this policy in Banyumas Regency. In other words, the implementation of the Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) policy in Banyumas Regency has not achieved the expected results.

Therefore, researchers want to know the extent to which this policy is implemented in Kabupaten Banyumas, because this implementation stage is a very important stage to determine the success of a policy. If the implementation stage of this policy is good and has been implemented in accordance with what has been determined by the government, then it is certain that this policy will be successful. However, when this policy has not succeeded in solving the existing problems and has even made the problems increase, then what is behind the implementation of this policy.

METHODS

This research method uses qualitative research methods with a Case Study approach. Case Study is a research method used to analyze and understand a

phenomenon or problem comprehensively (Fadli, 2021). The purpose of researchers using qualitative methods with a case study approach is to answer questions related to the Implementation of the Policy on Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) at the National Narcotics Board of Banyumas Regency in 2023. Researchers took the research location at the National Narcotics Agency of Banyumas Regency.

Primary data collection in this study was obtained through direct interviews regarding policies that have been formed with related parties, namely the Head of the Banyumas Regency Narcotics Board, Head of the Prevention and Community Empowerment Division, Head of the Eradication Division, Head of the Rehabilitation Division, and the Banyumas Regency Community who are aware of the P4GN policy. While secondary data is a data source that does not directly provide data to data collectors, for example through documents, the secondary data of this study is to make observations at the Banyumas Regency National Narcotics Agency Office (Habibur, 2017).

This research uses informant selection techniques with purposive sampling method, researchers chose 6 informants who are considered to represent the characteristics, characteristics, criteria, and experiences related to the Implementation of the Policy on Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) at the Banyumas Regency National Narcotics Board in 2023, namely the Head of the Banyumas Regency Narcotics Board, Head of Prevention and Community Empowerment, Head of Eradication, Head of Rehabilitation, and Banyumas Regency Community who are aware of the P4GN policy (Fauzy, 2019).

RESULTS AND DISCUSSION

This research was conducted at the National Narcotics Agency of Banyumas Regency, which is one of the institutions responsible for handling drug problems in the Banyumas Regency area. The National Narcotics Agency of Banyumas Regency is located at Jalan Raga Semang, No. 46, Sokanegara, East Purwokerto, Banyumas Regency, Central Java 53115.

Implementation of the Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) Policy at the National Narcotics Agency of Banyumas Regency in 2023.

Policy implementation is a stage that determines the process of each policy because without an effective implementation, a decision or policy will not be successfully implemented. Policy implementation leads to a process of implementing a policy which in practice is often politically charged with the intervention of various interests (Panjaitan 2024). Or it can be interpreted as an activity that is seen after the legal direction of a policy effort to manage inputs in order to produce outputs for the community. Implementation will be carried out if the goals and objectives have been set, then the activity program has been arranged.

The Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) policy is one of the Indonesian government policies which aims to reduce, prevent, and eradicate the circulation of narcotics, psychotropic substances, and narcotic precursors through a series of organized and coordinated steps. The Banyumas Regency National Narcotics Board has 22 employees consisting of Polri and State Civil Apparatus and has 4 fields including the general field, the field of prevention and community empowerment, the field of eradication and the field of rehabilitation. In implementing the Policy on the Prevention, Eradication, Abuse and Illicit Distribution of Narcotics (P4GN), of course, it is based on Banyumas Regency Regional Regulation No. 12 of 2019 concerning Prevention and Eradication of Abuse and Illicit Distribution of Narcotics and Narcotics Precursors. Where the Banyumas Regency government fully supports the efforts made by the Banyumas Regency National Narcotics Agency to solve the drug problem in the Banyumas area.

The Policy on the Prevention and Eradication of Narcotics Abuse and Illicit Trafficking (P4GN) has three policy pillars to be implemented, among others:

1. Prevention and Community Empowerment, this program includes education and counseling to the community about the dangers of drug abuse. This can be done through information campaigns, seminars and training involving various groups, especially the younger generation (Anggraini et al., 2022).
2. Eradication, in the form of cutting the network between suppliers and users and carrying out tasks that include investigation, prosecution by means of forced efforts

- (raids) and early detection efforts (urine tests) and pursuit in order to break the network of organized crime of abuse and illicit trafficking of narcotics, psychotropic substances, precursors and other addictive materials except addictive materials for tobacco and alcohol (Widiastuti et al., 2021).
3. Rehabilitation, the rehabilitation program aims to help individuals who have already used drugs to recover and return to social functioning. This rehabilitation must be carried out comprehensively, covering medical, psychological and social aspects (Andriani et al., 2020).

This policy is in line with the vision and mission of the National Narcotics Agency of Banyumas Regency, namely: The realization of a Banyumas Regency free from drug abuse and illicit trafficking through prevention and community empowerment, eradication, and rehabilitation efforts. Indicators to measure success or failure in the process of implementing the Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) Policy at the Banyumas Regency Narcotics Board by using the George Edward III implementation model which has 4 variables, namely:

1. Communication, including: transmission, clarity of information, and consistency of information delivery.
2. Resources, including: human resources and material resources.
3. Disposition, including: leader commitment and behavioral attitudes.
4. Bureaucratic structure, including: standard operational procedure (SOP) and division of duties and functions.

Communication of narcotics prevention, eradication, abuse and illicit trafficking (P4GN) policy

Communication has a role/function that is quite important to determine the success of public policy in its implementation. The intensity of communicating public policy at the implementation level is needed so that the support and commitment of related parties can be formed (Edward in Sahya, 2014). The results showed that the communication aspect in the P4GN policy at the Banyumas Regency National Narcotics Board has been well implemented through three main sub-aspects, namely information clarity, information

transmission, and consistency of information delivery. The clarity of information conveyed uses simple language, is well structured, and is easily accessible to all levels of society. This aims to facilitate understanding of the objectives and steps of the P4GN policy in preventing drug abuse in Banyumas Regency. The use of simple language reflects an orientation towards the needs of the community as recipients of information, which is very important in public policy communication. BNNK Banyumas not only conveys messages formally, but also ensures that the messages can be well understood by people from various social and educational backgrounds.

Information transmission is also well done through various communication channels, both directly such as through socialization and counseling activities, and indirectly through mass media, social media, and websites. This multichannel approach allows P4GN policy messages to be received by a wider community, including those living in remote areas. This strategy also reflects smart adaptation to changes in information consumption behavior in modern society, especially the younger generation who are more familiar with digital media. By utilizing various media, BNNK Banyumas has managed to reach a more diverse audience and increase the chances of effective message delivery.

In addition, consistency in the delivery of information by BNNK Banyumas is considered good enough, where all parties involved consistently convey harmonized and uniform messages regarding this policy. This consistency is very important in maintaining message clarity amidst the swift flow of information circulating in the community. When the message is uniform and unchanging, it not only prevents public confusion, but also builds institutional credibility. Public trust in the government's efforts to eradicate drug abuse is strengthened because they see the seriousness and professionalism in policy communication.

Through the application of these three aspects of communication, it can be seen that BNNK Banyumas has a strategic understanding of the importance of communication as a bridge between policy and society. However, the effectiveness of communication is not only determined by the quality of delivery, but also by how the community responds to it. Therefore, in the future, it is necessary to conduct continuous evaluation to measure the extent to which the

messages delivered are truly understood and internalized by the community. Efforts to build two-way communication-such as community discussions, public perception surveys, or participatory forums-could be a further step to strengthen this approach.

Overall, the implementation of communication in the P4GN policy in Banyumas Regency can be said to be on the right track. By maintaining the quality of communication and opening up more space for public participation, the effectiveness of the P4GN policy in combating drug abuse in this area will be stronger and more sustainable.

Resources supporting narcotics prevention, eradication, abuse and illicit trafficking (P4GN) policy

Resources play an important role in policy implementation. Resources include Human Resources in implementing P4GN policies and Material Resources such as facilities and infrastructure in supporting P4GN policies (Azzahra et al., 2023).

1. Human Resources in implementing the P4GN policy

At BNNK Banyumas, there are 22 employees consisting of Polri and ASN, who have competence in their respective fields. Structural officials have attended leadership training in accordance with their echelon, while functional officials have also attended training in accordance with their duties, such as Training for Counselors, Investigators, Counselors, and Financial Management and Planning. However, in the area of prevention and community empowerment, the number of resources is still considered insufficient. In particular, the number of employees in the junior and intermediate functional positions that should be the standard in counseling is very limited, with none meeting the standard.

In addition, there is a shortage in the number of investigators, which ideally requires 5 people, but there are only 2 investigators, and intelligence analysis is also not yet available. To improve the quality of human resources, BNNK Banyumas continues to participate in training and education provided by BNN RI. They also hold discussions among members to share experiences on how to conduct counseling in schools and communities. Although the current human resources are still lacking, most are trained and competent, especially

in terms of understanding the dangers of drugs and prevention efforts.

2. Material Resources such as facilities and infrastructure in supporting P4GN policies

Supporting facilities at BNNK Banyumas to support P4GN policies are quite complete. There are various means of transportation consisting of 4 units of two-wheeled and four-wheeled vehicles. In addition, administrative support facilities such as computers, laptops, printers, and Wi-Fi connections have also been fulfilled. Even so, there are shortcomings related to the use of laptops that still rely on personal devices from extension workers, because not all extension workers have official laptops. The BNNK Banyumas office, although functional, is small enough to accommodate all activities, but there is a rehabilitation room for officers and a private clinic for outpatient care and addiction rehabilitation. In addition, facilities to support field operations, such as intelligence tools and weapons, are adequate. Overall, the facilities at BNNK Banyumas support the implementation of P4GN policy, although there are some areas that need to be improved, such as the expansion of office space and the fulfillment of laptop devices for extension workers.

The implementation of the P4GN policy at BNNK Banyumas shows that although there are competent human resources, the number is still insufficient, especially in key functional positions such as instructors and investigators. This limitation can hamper the effectiveness of prevention and community empowerment programs. Meanwhile, operational support facilities are adequate, although there are shortcomings such as limited office space and uneven distribution of work equipment. To improve the effectiveness of the P4GN policy, it is necessary to strengthen human resources and fulfill more optimal facilities so that the program can run more optimally and sustainably.

Disposition of actors in the prevention, eradication, abuse and illicit trafficking of narcotics (P4GN) policy

Disposition is the attitude and commitment of the implementer to the policy or program that must be implemented because every policy requires implementers who have a strong desire and high commitment in order to achieve the expected policy objectives (Junaidi et al., 2022). Based on information obtained from the research that has been conducted, leaders at BNNK Banyumas show

a very high commitment to the P4GN policy, by being directly involved in various activities related to the socialization of the dangers of drugs. Leaders not only provide direction, but also actively monitor and support every activity carried out, both at the village and school levels. This commitment is very important considering that Kabupaten Banyumas occupies a drug-prone position at the regional level. Leaders also divide tasks normatively according to their respective fields, so that all members can work well.

In addition, the behavior of BNNK Banyumas leaders is very supportive, always motivating members to work professionally and cooperate with each other. Although there are challenges in terms of working hours that are not bound and sometimes difficult for some members to accept, leaders try to overcome this problem by providing understanding and upholding professionalism, because they believe that this task is part of service to the community. Internal conflicts are also handled with a family approach, and each member is expected to work optimally. Some members also show full support for the P4GN policy by actively participating in counseling and socialization activities, and spreading information about the dangers of drugs to their family and friends.

Active leadership and team management based on professionalism and mutual support greatly support the effectiveness of the P4GN policy. Leaders who not only give directions but also directly participate in socialization show examples that can inspire members. However, challenges related to the flexibility of working hours and uneven task load should be given more attention, especially in creating a balance between personal and professional life. The family approach in resolving internal conflicts is good enough, but a more open and transparent communication system would further strengthen relationships between members and accelerate the achievement of P4GN goals. Overall, despite some challenges, the quality of the existing leadership is very supportive of the success of this policy, and if these challenges are addressed wisely, it will further enhance its effectiveness.

Bureaucratic structure in narcotics prevention, eradication, abuse and illicit trafficking (P4GN) policy

The Edwards III bureaucratic structure is a working mechanism established to manage the implementation of a policy. This stage of course involves all existing stakeholders. Both private and public sectors as groups and individuals. Bureaucratic structure is very important in policy implementation (Putri, 2023). Based on information obtained from the research that has been conducted, at BNNK Banyumas, the implementation of tasks in the P4GN policy has been carried out in a clear and structured manner, guided by statutory provisions and predetermined operational standart. Each field, both prevention and community empowerment, rehabilitation, and eradication, has a clear SOP that becomes a reference in every activity.

This operational standart is important to maintain smooth operations and avoid chaos in carrying out tasks. In addition, the division of duties and responsibilities is also in accordance with their respective fields. In the field of prevention and community empowerment, although there is a shortage of members, the division of duties and responsibilities has gone well and members work together to support existing activities. Each field has a clear division of tasks, such as the team leader, treasurer, and administrative staff who take care of archives and accountability letters. Similarly, in the field of eradication and rehabilitation, the division of tasks is in accordance with their respective specializations, and if there are difficulties in carrying out their duties, other members are ready to help. This organized structure provides an advantage in implementing the P4GN policy, as each member clearly knows their roles and responsibilities.

A clear division of tasks, both at the administrative and operational levels, allows for efficiency in the implementation of activities. Although the shortage of members is a challenge, solid teamwork can be an effective solution to overcome the shortage. However, in the long term, there needs to be an effort to increase the number of human resources so that each field, especially prevention and community empowerment, can operate more optimally without being overburdened. This will also reduce dependency on existing members and strengthen the institution's capacity to face greater challenges. Therefore, although the division of tasks and responsibilities is good, additional human resources and capacity building of members will greatly support the

sustainability and effectiveness of P4GN policies in the future.

The implementation of the Policy on the Prevention, Eradication, Abuse, and Illegal Trafficking of Narcotics (P4GN) at the National Narcotics Board of Banyumas Regency in 2023 demonstrated reasonably good results, although there were several challenges that need improvement. Utilizing George Edward III's policy implementation theory, which encompasses four variables: communication, resources, disposition, and bureaucratic structure, can provide a clearer picture of how this policy was executed. The communication aspect of the policy has been implemented effectively, with the use of easily understandable language, the utilization of various communication channels, and consistency in information dissemination, which has enhanced public understanding and support.

The good implementation of communication is reflected in the clarity of information, proper transmission through various media, and message consistency, which supports the effective spread of information to the community. Human resources at BNNK Banyumas are well-trained and possess relevant expertise; however, the number of personnel in several vital positions, such as counselors and investigators, is still insufficient, thereby hindering the effectiveness of the program. This limitation is related to the resource variable in Edward III's theory, which highlights the importance of the availability of human and material resources in supporting policy implementation. The head of BNNK Banyumas demonstrated active commitment and leadership (disposition), although challenges related to inflexible working hours and uneven task distribution still exist. Leaders play a crucial role in creating a positive attitude and motivation among members, enabling them to work well despite limitations. The clear and organized bureaucratic structure allows the policy to run smoothly, in accordance with established procedures (bureaucratic structure); however, the addition of human resources and the enhancement of institutional capacity are greatly needed to ensure the sustainability and effectiveness of the P4GN policy implementation. With the strengthening of these elements, it is hoped that the P4GN policy can be more successful in addressing drug abuse in Banyumas Regency.

CONCLUSION

Based on the results of the research and discussion described above, it can be concluded that the implementation of the Policy on the Prevention, Eradication, Abuse and Illicit Trafficking of Narcotics (P4GN) at the National Narcotics Agency of Banyumas Regency has gone well. The communication aspect between BNNK Banyumas and the community runs effectively, without obstacles that interfere with the delivery of information. Although there are challenges related to the shortage of employees in several key areas, efforts to improve through training and training continue, and the existing facilities are sufficient to support the implementation of P4GN policies. The disposition aspect shows high commitment from leaders who are directly involved in program implementation, as well as professionalism and kinship among team members. The division of tasks and responsibilities at BNNK Banyumas has also gone well, with clear SOPs as guidelines, although the shortage of members in several fields can be overcome with solid teamwork. Overall, the implementation of P4GN policy at BNNK Banyumas is quite effective, although some aspects, such as the addition of human resources, need to be considered to improve optimal results.

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