

Transformation Of Narcotics Evidence Supervision At Banjarbaru Police Resort, South Kalimantan Regional Police In Realizing Accountability And Public Trust

Prayuda Bima Wibawa¹, Elvianus Laoli², Novi Indah Earlyanti³, Oscarius Yudhi Pratama⁴,
¹Polres Banjarbaru Polda Kalimantan Selatan, ²Sekolah Tinggi Ilmu Kepolisian, ³Akademi Sekretari Dan
Manajemen Indonesia (ASMI) Surabaya,

Email: bimawibawa6@gmail.com¹, e.laoli98@gmail.com², noviindahearlyanti@stik-ptik.ac.id³, oscar@asmisurabaya.ac.id⁴

Abstract

Keywords:

Supervision, Narcotics Evidence, Accountability, Public Trust, Police Transformation

This study discusses the transformation of the supervision system of narcotics evidence at the Banjarbaru Police Resort as an effort to enhance accountability in evidence management and to build public trust in the police institution. The focus of this research is to analyze how the transformation of narcotics evidence supervision is implemented at the Banjarbaru Police Resort, to identify the obstacles encountered, and to evaluate its impact on improving accountability and public trust.

This study employs public trust theory and POAC (Planning, Organizing, Actuating, Controlling) theory, as well as the concept of internal supervision as the analytical framework. The research method used is a qualitative approach with primary data obtained through in-depth interviews and field observations, and secondary data derived from official documents, laws and regulations, literature, and related reports. Data collection techniques include observation, interviews, documentation, and data triangulation to ensure data validity. Data analysis is conducted through data reduction, data presentation, and conclusion drawing and verification.

The results and discussion indicate that the transformation of narcotics evidence supervision at the Banjarbaru Police Resort has been carried out through the implementation of stricter standard operating procedures (SOP), the use of digital-based administrative systems, enhanced layered supervision by direct supervisors, and the strengthening of internal supervisory functions. However, in practice, there are still several obstacles such as limitations in facilities and infrastructure, suboptimal integration of digital systems, and uneven human resource capacity in understanding and complying with procedures. This transformation has gradually improved transparency and accountability in evidence management, thereby positively impacting the increase of public trust, although continuous improvement is still required.

In conclusion, the transformation of narcotics evidence supervision at the Banjarbaru Police Resort is a strategic step in realizing accountability and public trust. The success of this transformation is highly influenced by the consistency in implementing SOPs, the utilization of information technology, and the enhancement of human resource capacity. Therefore, continuous efforts are needed in strengthening digital systems, improving facilities and infrastructure, and providing more intensive training and supervision to ensure that narcotics evidence management is carried out in a professional, transparent, and accountable manner.

INTRODUCTION

Law enforcement against narcotics crimes in Indonesia is one of the main priorities in maintaining public security and order. Narcotics crimes not only have an impact on health aspects but also threaten social stability, the economy, and the nation's future generations. Therefore, the police play a strategic role in carrying out enforcement, investigation, and the professional and accountable management of narcotics evidence. In the handling of narcotics crimes, evidence plays a crucial role as it serves as the basis for proof in judicial proceedings. The management and supervision of narcotics evidence must be conducted strictly, transparently, and in accordance with applicable procedures to prevent misuse, loss, or manipulation of evidence. However, in practice, several problems still exist in the evidence control system, such as weak internal supervision, suboptimal administrative systems, and limited use of technology to support transparency (Sedarmayanti, 2017:33). These conditions have the potential to cause irregularities that may damage the integrity of the police institution. Cases of narcotics evidence abuse by certain officers in various regions show that an inadequate supervision system can reduce public trust in law enforcement agencies. Public trust is a crucial element in supporting the effectiveness of law enforcement, as without trust, institutional legitimacy will weaken.

The Banjarbaru Police (Polres Banjarbaru), as one of the regional units under the South Kalimantan Regional Police (Polda Kalimantan Selatan), is responsible for handling narcotics cases, including the management and supervision of evidence. In its implementation, several challenges still exist, such as the lack of a technology-based monitoring system, limited human resources, and an unintegrated supervision system. This indicates the need for transformation in the narcotics evidence management system. Based on data from the National Narcotics Agency (BNN) and the Central Statistics Agency (BPS) in the National Survey on the Development of Drug Abuse in Indonesia (2023–2024), the prevalence of drug abuse in Indonesia reaches 1.80% of the total population or approximately 3.6 million people. Around 69% of drug users are within the productive age group of 15–64 years. The most commonly abused drugs include cannabis (37.4%), methamphetamine (31.4%), and ecstasy (9.3%). According to the Provincial BNN of South Kalimantan (2023), the prevalence of drug abuse in South Kalimantan is estimated at 1.85% of the population, slightly above the national average, or around 48,000 people, with the highest prevalence found in Banjarbaru and Banjarmasin, which are the economic and population centers of the province. These data highlight the importance of drug control efforts in Indonesia, particularly in Banjarbaru, South Kalimantan.

Narcotics evidence (BB) holds a unique and critical position in the criminal justice system. It is not merely an object that proves a criminal act but also a highly vulnerable legal asset. Its vulnerability is particularly evident during the storage phase, where its integrity can easily be lost, damaged, or deliberately altered, potentially undermining legal proceedings and public trust. Theoretically, this vulnerability can be understood through the concept of the “Chain of Custody.” According to Black's Law Dictionary, chain of custody is a documentation process that records every individual who possesses, stores, or transfers evidence from the moment it is found until it is presented in court. Each link in this chain is a critical point that, if not properly maintained, can break the integrity of the evidence. Public asset management theory also emphasizes that state assets, including narcotics evidence, must be managed based on accountability, transparency, and economic value principles (Soerjono Soekanto, 2014:27). The phenomenon of narcotics abuse in Indonesia still shows a high trend and remains a serious concern for law enforcement agencies. Based on data from the National Narcotics Agency, the prevalence of drug abuse in Indonesia remains significant, with millions of people indicated as drug users. This shows that drug distribution is still widespread and requires systematic handling, including in evidence management. At the regional level, South Kalimantan is considered a vulnerable area for drug

distribution. This is reflected in the increasing number of narcotics cases handled by the police, especially in the jurisdiction of Polres Banjarbaru. Each narcotics case results in evidence such as methamphetamine, ecstasy, and other types of drugs that must be stored, monitored, and accounted for strictly.

From an accountability perspective, the public is now increasingly critical of law enforcement performance. The high public expectation for transparency and professionalism demands a more open and accountable supervision system. When irregularities occur in evidence management, it directly leads to a decline in public trust in the police institution. Another issue is the limited human resources in evidence management, both in terms of quantity and technical competence. Not all personnel fully understand the standard operating procedures (SOP) for narcotics evidence management, especially regarding security, documentation, and reporting aspects. Narcotics evidence supervision is a crucial aspect of law enforcement because it is directly related to the validity of court evidence and the integrity of law enforcement officers. However, in practice, narcotics evidence supervision within the police institution, including at Polres Banjarbaru, still faces various complex and multidimensional problems.

One of the main issues is the suboptimal supervision system. Narcotics evidence management is still largely conducted through conventional administrative methods and has not been fully integrated with digital systems that can ensure transparency and real-time monitoring. This condition creates potential gaps for recording errors, data inconsistencies, and risks of loss or misuse of evidence. In addition, internal supervision has not been fully effective in preventing irregularities. Existing control mechanisms are still largely formal and not supported by a strong and sustainable monitoring system. This is worsened by limited human resources in terms of both quantity and technical competence in handling narcotics evidence according to standard procedures. Another issue lies in the lack of optimal utilization of technology in supporting the supervision system. In today's digital era, information technology should serve as a solution to improve transparency and accountability. However, the implementation of technology-based systems in narcotics evidence management is still not optimal, resulting in ineffective and inefficient supervision processes (Lawrence M. Friedman, 2001:54).

METHOD

This study uses a qualitative approach with a descriptive research design, aiming to provide an in-depth description of the transformation of narcotics evidence supervision at the Banjarbaru Police Resort (Polres Banjarbaru), South Kalimantan Regional Police (Polda Kalimantan Selatan), in order to enhance accountability and strengthen public trust. The qualitative approach was chosen because it allows the researcher to comprehensively understand the phenomenon, particularly regarding practices, procedures, and dynamics in the management of narcotics evidence within the police institution.

The research was conducted at the Banjarbaru Police Resort, South Kalimantan Regional Police, focusing on the work units responsible for the management and supervision of narcotics evidence. This location was selected based on the consideration that Polres Banjarbaru plays a strategic role in the enforcement of narcotics-related criminal law and in the management of evidence that must adhere to the principles of accountability and transparency. The data sources in this study consist of primary and secondary data. Primary data were obtained directly from informants through in-depth interviews involving investigators, evidence officers, and authorized narcotics unit officials. Meanwhile, secondary data were collected through document analysis, including evidence management reports, Standard Operating Procedures (SOP), applicable laws and regulations, and relevant academic literature.

Data collection techniques were carried out in three ways: in-depth interviews to obtain detailed information from informants, direct observation to empirically examine the process of evidence management and supervision in the field, and document studies to collect supporting data from official police documents and academic references. Data analysis in this study used the interactive model of Miles and Huberman, which consists of three main stages: data reduction, data display, and conclusion drawing. Data reduction was conducted by selecting information relevant to the research focus, followed by systematic presentation of the data to make it easier to understand, and finally drawing conclusions based on patterns and findings emerging from the analysis results.

RESULT AND DISCUSSION

1. Existing Conditions of the Narcotics Evidence Supervision System at Banjarbaru Police Resort, South Kalimantan Regional Police in Supporting Accountability

The existing condition of the narcotics evidence supervision system at Polres Banjarbaru shows that, in principle, it has been implemented in accordance with the applicable Standard Operating Procedures (SOP). All stages of evidence management, starting from seizure, recording, storage, to destruction, have been carried out systematically by relevant personnel. This indicates that normatively, the system already has a clear procedural foundation in supporting accountability implementation. In addition, a layered supervision mechanism is in place involving supervisors, technical units, and built-in control at every stage of evidence handling. This reflects internal control efforts to minimize potential deviations. However, accountability is not only measured through procedural compliance, but also through transparency, traceability, and openness of information, which in practice still require improvement.

In implementation, the narcotics evidence supervision system at Polres Banjarbaru is still dominated by manual recording systems. This condition results in slower data retrieval processes and limited capability in tracing evidence quickly and accurately. The manual system also increases the risk of administrative errors or human error, such as data inconsistencies and delays in reporting. When associated with the concept of public accountability, particularly transparency and traceability aspects, this condition shows that the existing system has not fully supported modern, fast, and real-time accountable evidence management (Sedarmayanti, 2017:33). In addition to system aspects, limitations in human resources are also an important factor affecting supervision effectiveness. The research findings show that not all personnel have adequate technical competence in managing evidence administration, particularly in recording and reporting systems. This indicates that personnel capacity still needs to be improved in order to keep up with technological developments and modern accountability demands. Without competent human resources, even a good system cannot function optimally.

Limitations in facilities and infrastructure, especially evidence storage rooms, are also a significant constraint. Storage facilities that do not fully meet ideal standards may affect the security and order of evidence administration. In the context of accountability, adequate facilities and infrastructure are an important part of ensuring that evidence is managed securely, orderly, and responsibly. Therefore, this limitation requires serious attention. Despite various limitations, coordination among units within Polres Banjarbaru, including investigators, evidence managers, and operational units, has been relatively well implemented. The layered supervision mechanism is also a strength of the current system. However, this coordination is not yet supported by an integrated information system. As a result, data exchange still relies on manual processes that are time-consuming and reduce work efficiency.

From the community perspective, there is a high expectation that narcotics evidence management will be conducted more transparently and openly. The public assesses that although efforts to maintain integrity have been made by the police, the level of information transparency still needs to be improved. This shows that public trust is not only built through procedural compliance, but also through transparency and communication between law enforcement institutions and society. Overall, the narcotics evidence supervision system at Polres Banjarbaru can be considered to have operated in accordance with procedures, but it is still at a conventional system stage. There is a gap between existing administrative implementation and modern accountability demands that emphasize transparency, digitalization, and data traceability. This condition indicates that the system still needs to be developed so that it does not only meet formal aspects, but is also able to provide substantive and sustainable accountability assurance.

This research finding has several important implications, namely that improving accountability is not sufficient only through strengthening SOPs, but also requires technological support, human resource development, and improvement of facilities and infrastructure. In addition, a more transparent supervision system is needed to increase public trust in the police institution. When analyzed using public accountability theory, the existing system is still at the level of formal accountability. Administratively, the system has followed procedures. However, in terms of transparency and social accountability, limitations still exist. This indicates that accountability is not yet fully substantive because it is not supported by an information system that allows openness and real-time access to data.

There is a gap between ideal and actual conditions. Ideally, the evidence supervision system should be digital-based, integrated, and equipped with a clear audit trail. However, in reality, the system is still manual, not integrated, and has limitations in data tracing. This gap shows the need for comprehensive system transformation to improve supervision effectiveness. This research is also related to the Polri bureaucratic reform agenda, particularly in realizing clean, transparent, and accountable governance. Evidence supervision is an important part of law enforcement, so weaknesses in this system can affect public trust in the police institution. Therefore, digitalization of the supervision system is an important part of modern bureaucratic reform.

Based on the research findings, strengthening the evidence supervision system can be formulated using an input–process–output–outcome model. Inputs consist of human resources, SOPs, and infrastructure; processes include management and supervision; outputs are accurate data; and outcomes are increased accountability and public trust. In this model, information technology plays a key role in accelerating processes and improving transparency. In the future, narcotics evidence supervision systems should be directed toward digital transformation through the development of an integrated information system, the implementation of barcode or QR code-based tracking for evidence, and the strengthening of a centralized database. In addition, improving human resource competence and infrastructure is also an important factor in supporting a more modern, transparent, and accountable system.

Based on Chapter II of Public Accountability Theory and its relation to the existing conditions of narcotics evidence supervision at Polres Banjarbaru, public accountability theory emphasizes that public institutions act as agents responsible for all actions to society as principals. In this context, the narcotics evidence supervision system at Polres Banjarbaru has generally been directed toward fulfilling this principle through structured and procedure-based management mechanisms.

In practice, evidence supervision at Polres Banjarbaru already refers to police SOP regulations that clearly regulate the entire process, from seizure, recording, storage in evidence storage rooms, to periodic destruction carried out in the presence of relevant parties such as

prosecutors, courts, and supervisory institutions. From a transparency perspective, the existing condition shows that Polres Banjarbaru has implemented both manual and digital-based evidence recording systems (evidence registers), allowing each item of evidence to be traced in terms of status and location. In addition, narcotics evidence destruction activities are carried out openly involving external institutions as a form of public control. This is in line with transparency principles in public accountability that require openness of information to prevent abuse of authority.

2. Model or Strategy for Transforming Narcotics Evidence Supervision to Achieve Accountability and Public Trust

Based on interviews with all informants, it is understood that the model or strategy for transforming narcotics evidence supervision at Polres Banjarbaru generally leads to a comprehensive system change. This transformation is not limited to administrative improvement, but includes fundamental system reform, especially through the utilization of integrated information technology. All informants, including leadership, operational officers, and evidence managers, share the same view that the current supervision system needs to be improved through digitalization, data integration, and strengthened internal control. In addition, the community also emphasizes transparency as the main factor in increasing public trust. Thus, the expected transformation model is one that integrates technological, institutional, human resource, and public transparency aspects into a unified supervision system.

a. Digitalization as the Main Pillar of Supervision Transformation

Digitalization is considered the main foundation of evidence supervision transformation. This is because manual systems are no longer able to meet increasingly complex supervision needs. Through digitalization, all evidence management processes—from seizure, recording, storage, transfer, to destruction—can be recorded in real-time within an integrated system. This system also enables a digital audit trail that allows every data change to be tracked transparently and accurately. Theoretically, this aligns with the concept of e-governance, which emphasizes the use of information technology to improve efficiency, transparency, and public accountability. With a digital system, human error can be minimized and the risk of data manipulation can be significantly reduced.

b. System Integration as a Key to Supervision Effectiveness

In addition to digitalization, system integration is also a crucial aspect of transformation. One of the main problems identified is the lack of integration between investigator units, evidence managers, and administrators. This condition often causes data discrepancies, delayed information, and difficulties in verification processes. Therefore, a system that connects all work units into a centralized database is needed. With an integrated system, every data change is automatically recorded and can be accessed quickly and accurately by authorized personnel. This not only improves efficiency but also strengthens coordination between units within the police organization.

c. Strengthening Human Resources in Transformation

System transformation will not run optimally without competent human resources. The research shows that one of the main challenges is the limited competence of personnel in operating modern evidence management systems. Therefore, capacity building through training, technical education, and digital literacy improvement is required. Personnel involved in evidence

management must understand chain of custody procedures, evidence security standards, and the use of digital systems. With improved competence, personnel are expected to perform their duties more professionally, carefully, and in accordance with SOPs.

d. Internal Supervision and Layered Control Systems

In strengthening accountability, internal supervision is a crucial element. Supervision must not only be structurally conducted by leadership but also implemented through layered control systems. This includes internal audits, built-in supervision, and periodic verification of all evidence management processes. The purpose is to ensure that every stage of evidence handling complies with established procedures. With strong internal control, potential deviations can be prevented early, and every process can be legally and administratively accounted for.

e. Supporting Operational Technology for Supervision

In addition to the main system, supporting technologies are also an important part of transformation. These include barcode or QR code systems for evidence identification, CCTV for storage room monitoring, and body cameras for documentation of seizure processes in the field. These technologies play a strategic role in strengthening transparency and evidence security. Barcode or QR code systems allow fast and accurate tracking of evidence, while CCTV and body cameras serve as additional evidence supporting legal validity. Overall, these technologies strengthen the chain of custody concept, ensuring continuous evidence integrity from beginning to end.

f. Transparency and Public Information Openness

Transparency is one of the most emphasized aspects in this study, particularly from a public perspective. The community expects openness regarding narcotics evidence management, especially regarding the amount of evidence seized and destroyed. However, transparency does not mean unrestricted disclosure of all information, but rather proportional openness that does not violate investigation confidentiality. In the context of good governance, transparency is essential to build public trust. With transparency, the public will have confidence that evidence management is conducted professionally, accountably, and free from abuse of authority.

CONCLUSION

Based on the discussion regarding the existing condition of the narcotics evidence supervision system at Polres Banjarbaru, South Kalimantan Regional Police in supporting accountability, it can be concluded that, in general, the supervision system has been implemented in accordance with the applicable Standard Operating Procedures (SOP). All stages of evidence management, ranging from seizure, recording, storage, to destruction, have been carried out systematically and accompanied by a layered supervision mechanism, including built-in supervision, internal control, and external oversight. This indicates that normatively, the principle of accountability in the form of procedural compliance and institutional responsibility has been implemented fairly well.

However, when analyzed from the perspective of public accountability that emphasizes transparency, traceability, and substantive accountability, the existing system still has several limitations. The use of manual recording systems still dominates, which results in slower data access, potential human errors, and limited capability in tracing evidence in real-time. In addition,

limitations in human resource competence as well as suboptimal facilities and infrastructure also affect the effectiveness of evidence management. Thus, the accountability that has been formed is still at a formal-procedural level and has not fully reached modern, transparent, and digitally based accountability. The transformation model of narcotics evidence supervision is directed toward five main pillars, namely system digitalization, data integration, human resource strengthening, layered internal supervision, and transparency and public information disclosure. These five pillars are interconnected and form an integrated supervision system. Digitalization and system integration serve as the main foundation in creating real-time, accurate evidence management with an audit trail, thereby strengthening accountability and minimizing potential errors and irregularities.

From the human resource aspect, the success of transformation is highly determined by improving the competence, professionalism, and digital literacy of personnel involved in evidence management. Without adequate human resources, digital systems and data integration cannot function optimally. Meanwhile, strengthening internal supervision through a layered control system becomes an important instrument in ensuring that every stage of evidence management is carried out in accordance with procedures and can be accounted for.

REFERENCE

Book

- George R. Terry. (2006). *Principles of Management*. Homewood: Richard D. Irwin.
- Klaus Krippendorff. (2018). *Content Analysis: An Introduction to Its Methodology*. Thousand Oaks: Sage Publications.
- Lawrence M. Friedman. (2001). *American Law: An Introduction*. New York: W.W. Norton & Company.
- Lexy J. Moleong. (2018). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- Robert K. Yin. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). Thousand Oaks: Sage Publications.
- Suharsimi Arikunto. (2013). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Westerman George., Didier Bonnet., & Andrew McAfee. (2014). *Leading Digital: Turning Technology into Business Transformation*. Boston: Harvard Business Review Press.

Regulation

- Undang-Undang Dasar Negara Republik Indonesia Tahun 1945
- Undang-Undang Nomor 2 Tahun 2002 tentang Kepolisian Negara Republik Indonesia
- Peraturan Kepala Kepolisian Negara Republik Indonesia Nomor 10 Tahun 2010 tentang Tata Cara Pengelolaan Barang Bukti di Lingkungan Polri
- Peraturan Kepolisian Negara Republik Indonesia Nomor 6 Tahun 2019 tentang Penyidikan Tindak Pidana

Article

- Tesis Ahmad Rizky Pratama 2021 Universitas Indonesia Judul Pengelolaan Barang Bukti Narkotika dalam Mendukung Akuntabilitas Penegakan Hukum di Kepolisian Republik Indonesia

Skripsi Dwi Lestari Tahun 2020 Universitas Brawijaya
Judul Pengawasan Pengelolaan Barang Bukti Narkotika oleh Satuan Reserse Narkoba dalam
Menunjang Akuntabilitas Penegakan