

Pinisi Discretion Review Volume 5, Issue 2, March 2022 Page. 309-318 ISSN (Print): 2580-1309 and ISSN (Online): 2580-1317

Implementation of Enforcement of Regional Regulations (PERDA) in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency

Baharuddin¹, Alifa Nailatul Izzah², Makmur³ Universitas Muhammadiyah Sinjai, Indonesia E-mail:<u>baharuddin110985@gmail.com</u>

This is an open access article distributed under the Creative Commons Attribution License CC-BY-NC-4.0 ©2022 by author (https://creativecommons.org/licenses/by-nc/4.0/)

ABSTRACT

Local regulation concerning the Implementation of Public Peace and Order and Community Protection aims to realize the order of life in society, nation and state which ensures that every person or entity can carry out their rights and obligations in a harmonious and balanced manner. The location of the research was carried out at the Civil Service Police Unit and the Sinjai Regency Fire Department. This study aims to determine the implementation of local regulation enforcement (PERDA) in the implementation of public peace and order and community protection in Sinjai Regency. The approach used in this research is qualitative. Data collection techniques used are observation, interviews, and documentation. The data analysis techniques are data collection, data reduction, data presentation, and drawing conclusions or verification. The results of this study indicate that the implementation of Regional Regulation Enforcement (PERDA) in the administration of peace and public order as well as the protection of the community in Sinjai Regency with a focus on communication research, bureaucratic structure, resources, and disposition goes well and effectively.

Keywords: Implementation; PERDA; Police.

INTRODUCTION

According to Peraturan Daerah Sinjai Nomor 4 Tahun 2015 Tentang Penyelenggaraan Ketentraman Dan Ketertiban Umum Serta Perlindungan Masyarakat that in order to realize the orderly life of the people of Sinjai Regency in accordance with norms, free from threats and disturbances and to increase community participation to maintain peace, order and social activities, it is necessary to regulate in the field of peace and public order as well as community protection that is able to protect citizens and Regional Government infrastructure and its accessories. The purpose of this Regional Regulation is as a legal basis that harmonizes the interests of the community so as not to interfere with or harm each other so as to create an orderly, safe, comfortable and friendly condition for the community. The purpose of this Regional Regulation is to create a social, national and state life order that ensures that every person or entity

Volume 5, Issue 2, march 2022 Page. 309-318

can carry out their rights and obligations in a harmonious and balanced manner (Ayu et al., 2019; Cahaya et al., 2019; Conchie et al., 2013; Wader et al., 2020). The purpose of maintaining peace and public order as well as protecting the community is to create a safe, peaceful, orderly and comfortable atmosphere for people's lives; and as an effort to provide direction and guidance to always obey the prevailing life in society (Yusriadi & Farida, 2019; Sijaya, 2019).

The duties of the Civil Service Police Unit are stated in the following Peraturan Pemerintah Nomor 16 Tahun 2018 Article 5, namely Enforcing Regional Regulations and Regional Regulations; Organizing public order and peace; Organizing community protection. Then in carrying out its duties and functions, the Civil Service Police Unit has the authority as outlined in the Civil Service Police Unit Peraturan Pemerintah Nomor 16 Tahun 2018 Article 7, carry out the duties and functions as referred to in Article 5 and Article 6, Satpol Perda Number 4 of 2015, in which the task of Satpol PP to maintain public order and peace is described in its authority, namely; carry out non-judicial enforcement actions against community members, apparatus, or legal entities that violate regional regulations and/or regional regulations; take action against community members, apparatus, or legal entities that disturb public order and public peace; carry out investigations against community members, apparatus, or legal entities that violate against community members, apparatus, or legal entities suspected of violating Regional Regulations and/or Regional Regulations; and take administrative action against community members, apparatus, or legal entities that violate local regulations and/or local regulations.

The inclusion of this article in the Civil Service Police Unit Law means that the existence of the Civil Service Police Unit is an institution that must exist and be independent, and is needed in the regional government order, both provincial and district/city governments. Looking at the authority given to the Civil Service Police Unit, it cannot be denied that the existence of the Civil Service Police Unit is very important and strategic in the administration of regional government in accordance with the scope of its duties, including the implementation of public peace and public order (Ihlen & Verhoeven, 2012; Seaden & Manseau, 2001; Wawointana et al., 2016).

The implementation of the functions, authorities of the Civil Service Police Unit is always influenced by the conditions that occur, where reform is able to create a more solid and transparent foundation of democratic life, but it must be admitted that reform has also resulted in public unrest, class conflicts and horizontal conflicts that are increasingly explicit as well as the behavior of the community and society. Actions of political elites that can trigger disturbances in public peace and public order, as well as in the era of regional autonomy when each Regional Government issues Regional Regulations (Alfian et al., 2019; Saggaf et al., 2017) while the Central Government also tries to fix the existing socio-political system through law enforcement efforts, it turns out that what appears is not always consistent actions and the inconsistency of the main tasks and functions between the relevant agencies/agencies/institutions in many ways makes it difficult for efforts to enforce sustainable regional regulations.

Sinjai Regency as one of the regencies that must be able to create and maintain an orderly, peaceful and orderly society in a sustainable manner. For this reason, the implementation of Enforcement of Regional Regulations in the Implementation of Peace and Public Order and Community Protection in Sinjai Regency must be carried out. If it is detailed more closely, perhaps there will be many challenges, problems and workloads that must be borne by the Civil Service Police Unit when it is associated with the task of implementing the Enforcement of Regional Regulations, it feels increasingly difficult because the number of Regional regulations issued continues to increase, so there is a possibility of cases of violating the Regulations. Regions are increasingly likely to emerge, plus the tendency as a community that is always trying to get around or not obeying the law.

Based on the results of observations and information, it is known that in implementing the duties and authorities of the Civil Service Police Unit such as enforcing Regional Regulations

and Regulations, maintaining public order and peace, and carrying out community protection, it is carried out as directed by both the leadership and the local government of Sinjai Regency. For example controlling school children, controlling wild animals, selling alcohol illegally. For more details on the number of cases that have been handled can be seen in the following table.

Table 1.

Number of Cases in the Implementation of Satpol PP's Duties and Authorities

No	Case	Year		
		2018	2019	
1	Big livestock security	20 tails	10 tails	
2	Handling small livestock	80 tails	50 heads	
3	School children	45 people	25 people	
4	liquor seller	50 stalls	-	

Data source: Research results, 2020

Based on the information from table 1, it shows that the area that is quite vulnerable in Sinjai Regency will be security and order disturbances, namely in the Lappa Village. Lappa Village which is one of the areas in North Sinjai District, Kab. Sinjai has a level of vulnerability to the occurrence of security problems for residents, this is due to the characteristics of its citizens and the lack of legal awareness about social life. For example, the residents of the Lappa community who have received security by the Satpol PP for the system of raising cattle or goats that are wildly bred, are still left without any deterrent effect.

METHOD

This study uses a qualitative approach because this research seeks to produce findings through various ways of collecting data, namely interviews, observations, other documents (Sugiyono, 2016). The location of the research was carried out at the Civil Service Police Unit and the Sinjai District Fire Service, this research focuses on about Implementation of Enforcement of Regional Regulations in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency. Sources of data used primary data is data obtained directly from the first data source. The data that contains the place where the research was carried out is in the form of direct interviews withat the Civil Service Police Unit and the Sinjai District Fire Service. Secondary data sources are obtained through documentation studies and literature studies related to the programat the Civil Service Police Unit and the Sinjai District Fire Service. The data analysis techniques in this study are data collection, data reduction, data presentation, and conclusion drawing/verification (Miles et al., 2014).

RESULTS AND DISCUSSION

Results

The Sinjai Regency Regional Regulation concerning the Implementation of Peace and Public Order as well as Community Protection is regulated in PERDA Number 4 of 2015. The regulation emphasizes that in order to realize an orderly life order for the people of Sinjai Regency

Volume 5, Issue 2, march 2022 Page. 309-318

in accordance with the norms, free from threats and disturbances as well as increasing community participation in To maintain peace, order and social activities, it is necessary to regulate public peace and order as well as community protection which is capable of protecting residents and the infrastructure of the Regional Government and its accessories. Since its stipulation, in 2016 the PERDA has been implemented and has been in stages until now. In its implementation, of course, all implementers carry out full responsibility, because the implementers, namely the local government of Sinjai Regency, communicate with each other, develop a bureaucratic structure, place and use existing resources, the attitude of the implementers in implementing the Regional Regulation. From the results of the research conducted, the following results were found:

1. Communication

There is also the purpose of communication, namely the process of information about policies from the top level to the implementing officials at the lower level(Assar, 2015;de Vries et al., 2010;Yu & Ko, 2017). This process is very important and supports the implementation of the duties of the Civil Service Police Unit and the Fire Department, especially in the enforcement of regional regulations. Based on the results of research conducted that the Enforcement of Regional Regulations (PERDA) in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency Number 4 of 2015 was born from seeing the circumstances and conditions of Sinjai Regency at that time reaping many problems of peace and public order and community protection even though in fact there has been security carried out by the police,

2. Bureaucratic Structure

The purpose of the bureaucratic structure includes the organizational structure of the Civil Service Police Unit and the Sinjai District Fire Department and the division of tasks. Based on the results of observations made based on the provisions of Government Regulation No. 32 of 2004 and amended in Government Regulation No. 6 of 2010. Furthermore, the Sinjai Regency Government made the composition of the Organization, Position, Main Duties and Functions and Work Procedures of the Civil Service Police Unit and the Fire Department. which is stated in the Regulation of the Regent of Sinjai Number 61 of 2016. The division of tasks in the Organizational Structure of the Civil Service Police Unit and the Sinjai Regency Fire Department is as follows: a. Head of the Civil Service Police Unit and the Fire Department;

- b. Secretariat: 1) Program Sub Division; 2) Finance Sub Division; and 3) General and Personnel Sub-Section
- c. Regional Regulation Enforcement Sector: 1) Enforcement Section; 2) Inter-Institutional Relations Section; and 3) Supervision Section.
- d. Public Order and Peace Sector: 1) Operation and Control Section; 2) Public Order Section; and3) Community Protection Section.
- e. Apparatus Resources Field: 1) Basic Training Section; 2) Functional Technical Section; and 3) Data and Information Section.
- f. Fire Department; 1) Operational section; 2) Fire prevention and development section and 3) 3) Facility section and fire fighting infrastructure
- g. Functional.

3. Resource

The purpose of the Resources in this study include humans, information, infrastructure(Aeni et al., 2020), which is available which is used by the implementer in this case the Civil Service

Police Unit of Sinjai Regency in the Implementation of Regional Regulations in the Implementation of Public Order and Order and Community Protection in Sinjai Regency.Resources relate to personnel or members of the Sinjai Regency Satpol PP who are actually people who have gone through a selection process and are considered to have the ability, good mentality, intelligence and good character.

4. Disposition (Attitude)

Disposition (attitude/character) is a tendency or it can be said that the attitude/disposition of policy implementing officers, in the Enforcement of Regional Regulations in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency. Based on the results of observations made by the Civil Service Police Unit of Sinjai Regency, they are very enthusiastic in carrying out their duties, including in the implementation of community protection. This is evidenced by the services they provide as well as the SOPs made.

Discussion

1. Communication

This Regional Regulation Number 4 of 2015 has aims and objectives. The purpose of this regional regulation is regulated in article 2, namely as a legal basis that harmonizes interests not to interfere with or harm each other so as to create orderly, safe, comfortable and peaceful conditions. While the purpose of this regional regulation is explained in article 3.

The information submitted by the chairman of the Bapemperda DPRD of Sinjai Regency certainly has a basis that has become a stipulation in establishing a regional regulation. The terms and principles in question can be seen in the following table:

Table 2

Terms and Principles in Stipulating PERDA

Terms of Determination of Regional Regulations			Principles in Stipulating PERDA	
1.	Philosophical requirements; has to do with the moral values of a nation as a way of life, namely maintaining security and	1.	It begins with a discussion between the Regional Government and the Regional Head.	
2.	order in the society of Kab. Sinjai Juridical Terms; the existence of a legal basis for the 1945 Constitution, Law Bo.23/2014, Government Regulation Number 32 of 2004 and amended in Government Regulation Number 6 of 2010, PP No. 16 of 2018	3. 4.	The stipulation is adjusted to the Regional Revenue and Expenditure budget. Local regulations are formed in the context of implementing regional autonomy. Perda cannot conflict with law There is implementation of supervision	

Data source: Guidelines for Drafting Regional Regulations

Based on the information from table 1, it is known that the stipulation of a regional regulation requires a stipulation of conditions and has principles. From this, the requirements of Regional Regulation Number 4 of 2015 have been communicated in its stipulation between the DPRD/Regent of Sinjai and the implementers of the Regional Regulation.

Volume 5, Issue 2, march 2022 Page. 309-318

2. Bureaucratic Structure

Specifically in the implementation of the Implementation of Public Order and Public Order and Community Protection in Sinjai Regency, the two areas that implement it are: the Enforcement of Regional Regulations, the Sector of Public Order and Peace. However, in carrying out their duties and functions, the two fields continue to coordinate with other fields. The implementation of the Perda carried out by the Civil Service Police Unit is carried out as its main task, namely the Sinjai Regency Regional Regulation Number 4 of 2014 concerning the Implementation of Public Order and Order and Community Protection. Then in its implementation, Satpol PP has played a role in its implementation in the form of:

Table 3

Contents of Regional Regulation No. 4 of 2015 implemented

No	Control Type	Contents of Articles in Perda			
1	Orderly residence documents	Article 6			
2	Orderly roads, road transportation and	Article 7, Article 8, Article 9, Article			
	river transportation	10, Article 11, Article 12, Article 13,			
		Article 14, and Article 15			
3	Orderly business and certain businesses	Articles 16 to 20			
4	Orderly environment	Articles 21 to 32			
5	Building order	Article 33 to Article 35			
6	Orderly layout	Article 36			
7	Orderly green lanes, parks and public places/facilities	Article 37			
8	Orderly tourist attractions, entertainment venues and crowded places	Article 38 to Article 43			
9	Orderly street vendors	Article 44 and Article 45			
10	Orderly landing of fishery products	Article 46			
11	Orderly livestock maintenance	Article 47 to Article 53			
12	Orderly rivers, ponds, waterways, water sources and beaches	Article 54 to Article 55			
13	Orderly prostitutes, social tuna and street children	Article 56 to Article 57			
14	Orderly hotels, guesthouses, inns and boarding houses	Article 58 to Article 63			
15	Orderly students	Article 64			
16	orderly health	Article 65			
17	Orderly community participation	Article 66			
Data sc	Data source: Sinjai Regency Civil Service Police Unit in 2020.				

Data source: Sinjai Regency Civil Service Police Unit in 2020.

Based on information from table 2 shows that there are 17 control items carried out by the Civil Service Police Unit in carrying out their duties as regulated in Regional Regulation Number 4 of 2015, but from the control data the most prominent are controlling animals/livestock, controlling street vendors. Based on the results of research conducted that as the purpose and function of the existence of the Civil Service Police.

The information obtained shows that there are 24 government agencies that partner with the Civil Service Police Unit of Sinjai Regency in carrying out their duties, namely carrying out

security both on workdays and security at night. Then to provide a smooth task for the Civil Service Police Unit who is given the responsibility for guarding and picketing, work partners or the Sinjai Regency Regional Government Organization provide rewards in the form of wages for the work of members of the Civil Service Police Unit. Not all OPD which are government agencies provide compensation for the use of guard or picket services to members of the Satpol PP, of the 26 working partners of the Civil Service Police Unit there are 8 (eight) places that do not provide compensation for providing services to members of the Civil Service Police Unit. Based on the results of observations and interviews that have been carried out, the conclusions that can be drawn from the implementation of Enforcement of Regional Regulations (PERDA) in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency are that the implementing Regional Regulations in this case the Civil Service Police Unit of Sinjai Regency have an organizational structure in implementation. The organizational structure aims to regulate job positions as well as the formation of a job in one field and launch activities so that they are more effective. The organizational structure of the Satpol PP of Sinjai Regency is stipulated in a regulation, namely PERBUP Number 61 of 2016.

3. Resource

Based on the results of observations from research that has been carried out, it shows that the Civil Service Police Unit of Sinjai Regency continues to make efforts in terms of increasing the ability of personnel to carry out their duties in terms of providing services to the community. Therefore, the Head of the Sinjai Regency Civil Service Police Unit gave instructions to conduct training activities for all personnel or members of the Sinjai Regency Civil Service Police Unit. It should be noted that the number of members or personnel from the Civil Service Police Unit of Sinjai Regency for the 2021 fiscal year is 334 people, of which the number of female Civil Service Police Unit personnel is 34 people and male personnel are 211 people, while female Firefighters are 5 and male personnel. there are 84 men. The education level of the Civil Service Police Unit personnel and firefighters consists of high school graduates, Strata 1 and Strata 2. The groups contained in the Civil Service Police Unit start from the Kindergarten Young Registrar group. I, Organizers, Young Organizers, Young Tk.I Arrangers, Stylists, Trustees, Young Kindergarten Leaders. I and Tk. I.

The work skills given to members of the Civil Service Police Unit of Sinjai Regency can be categorized into knowledge skills, interpersonal skills, and technical skills. The purpose of providing work skills which is an activity to improve the ability of members of the Civil Service Police Unit which is the obligation of members to continue to be carried out as the spearhead in enforcing regional regulations (Perda) of Sinjai Regency and providing services to the people of Sinjai Regency. Based on the results of observations made by the Civil Service Police Unit of Sinjai Regency, they are very enthusiastic in carrying out their duties, including in the implementation of community protection.

4. Facilities and infrastructure

Based on the results of observations and interviews that have been carried out, conclusions that can be drawn from resources on the implementation of Enforcement of Regional Regulations (PERDA) in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency are where the personnel or members of the Civil Service Police Unit in Sinjai Regency are actually people who have gone through a selection process and are considered to have the ability, good mentality, intelligence and good character. And in carrying out a fairly heavy task, of course, they continue to receive physical and mental guidance to prepare themselves for a fairly

Volume 5, Issue 2, march 2022 Page. 309-318

heavy task, provided with equipment in the form of facilities and infrastructure and they must understand the flow of services to the community. The facilities include: four-wheeled vehicles, two-wheeled vehicles, flashlights, batons, riot gear, cameras. Meanwhile, the infrastructure includes: complaint post for quick response praja.

5. Disposition (Attitude)

Based on the data obtained, the Lappa Village is a sub-district in North Sinjai Subdistrict which causes many cases of violations that result in disrupted public order and maintaining public peace, for example, the residents of Lappa Village in raising large livestock (cows and goats) they do not build cages but are left for livestock. They look for food anywhere so that it is very disturbing for road users because in addition to the presence of these animals, the rest of the animal waste disposal can be found in the middle of the highway.

CONCLUSION

Communication in the implementation of Enforcement of Regional Regulations (PERDA) in the Implementation of Public Order and Public Order and Protection of the Community in Sinjai Regency, namely between policy makers, namely the DPRD / Regent / Deputy Regent, communicating with each other with implementing regulations, namely the Civil Service Police Unit which does have a function to maintain public order and public order and protect the community.

Implementation of Regional Regulation Enforcement (PERDA) in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency, namely that the implementing Regional Regulation in this case the Sinjai Regency Civil Service Police Unit has an organizational structure in its implementation. The organizational structure aims to regulate job positions as well as the formation of a job in one field and launch activities so that they are more effective. The organizational structure of the Sinjai Regency Civil Service Police Unit is stipulated in a regulation, namely PERBUP No. 61 of 2016.

Resource; namely where the personnel or members of the Sinjai Regency Civil Service Police Unit are actually people who have gone through a selection process and are considered to have the ability, good mentality, intelligence and good character. And in carrying out a fairly heavy task, of course, they continue to receive physical and mental guidance to prepare themselves for a fairly heavy task, provided with equipment in the form of facilities and infrastructure and they must understand the flow of services to the community.

The disposition or attitude of the implementer of the implementation of Enforcement of Regional Regulations (PERDA) in the Implementation of Public Peace and Order and Community Protection in Sinjai Regency, namely personnel or members of the Civil Service Police Unit in carrying out their duties must instill a firm attitude but not easily provoked by emotions, even on the contrary they must be able to dialogue with the community in providing services. Because in implementing the duties of the members of the Civil Service Police Unit who are also part of the community, of course they already know the life, mindset and condition of the people in Sinjai Regency.

REFERENCES

- Aeni, S., Wahyuni, S., Onasis, A., Awaluddin, M., & Siraj, M. L. (2020). Human Resource Development for Farmers and Extension Officers in Supporting Farming Business Management in Bone Regency. *Jurnal Ad'ministrare*, 7(2), 355–362.
- Alfian, M., Niswaty, R., Darwis, M., Arhas, S. H., & Salam, R. (2019). *Motivasi Kerja Pegawai* pada Sekretariat Dewan Perwakilan Rakyat Daerah Kabupaten Gowa. 1, 35–44.
- Assar, S. (2015). Information and Communications Technology in Education. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition*. https://doi.org/10.1016/B978-0-08-097086-8.92104-4
- Ayu, A., Niswaty, R., Darwis, M., & Arhas, S. H. (2019). Applying the Principles of Good Governance in the Efforts of Guiding Out-of-School Children at Social Service Offices Takalar Regency. *Jurnal Office*, 5(2), 51–58.
- Cahaya, A., Akib, H., Said, F., & Yahyaddin, M. (2019). SNAPSHOT OF THE SOCIO-ECONOMIC LIFE OF FISHERMEN COMMUNITY BASED ON SOCIAL ENTREPRENEURSHIP IN BONE REGENCY, INDONESIA. Academy of Entrepreneurship Journal, 25(1), 1–11.
- Conchie, S. M., Moon, S., & Duncan, M. (2013). Supervisors' engagement in safety leadership: Factors that help and hinder. *Safety Science*, *51*(1), 109–117. https://doi.org/10.1016/j.ssci.2012.05.020
- de Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of Business and Psychology*. https://doi.org/10.1007/s10869-009-9140-2
- Ihlen, Ø., & Verhoeven, P. (2012). A public relations identity for the 2010s. *Public Relations Inquiry*. https://doi.org/10.1177/2046147x11435083
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed). Sage Publications.
- Peraturan Daerah Sinjai Nomor 4 Tahun 2015 tentang Penyelenggaraan Ketentraman dan Ketertiban Umum serta Perlindungan Masyarakat.
- Peraturan Pemerintah Nomor 16 Tahun 2018.
- Saggaf, M. S., Salam, R., Darwis, M., & Jamaluddin, M. (2017). Examining Academic Service using Importance Performance Analysis (IPA). 2nd International Conference on Education, Science, and Technology (ICEST 2017).
- Seaden, G., & Manseau, A. (2001). Public policy and construction innovation. Building Research and Information. https://doi.org/10.1080/09613210010027701
- Sijaya, E. (2019). The Role of the Government in Increasing Community Welfare in Pohuwato Regency. *Jurnal Ad'ministrare*, 6(1), 9–16.
- Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Alfabeta.
- Wader, N., Darwis, M., Salam, R., & Baharuddin, A. (2020). Application of the Transformational Leadership Style at the BKKBN office in South Sulawesi Province. *PINISI Discretion Review*, 1(1), 7–12.

Volume 5, Issue 2, march 2022 Page. 309-318

- Wawointana, T., Akib, H., Tahmir, S., & Kerebungu, F. (2016). Role of Local Institutions "Mapalus" as a Basis of Public Service in the Field of Security and Public Order in Minahasa, Indonesia. *The Social Sciences*, 11(13), 3370–3374.
- Yu, S., & Ko, Y. (2017). Communication competency as a mediator in the self-leadership to job performance relationship. *Collegian*, 24(5), 421–425. https://doi.org/https://doi.org/10.1016/j.colegn.2016.09.002
- Yusriadi, Y., & Farida, U. (2019). Bureaucracy Performance in Public Services in Indonesia. Jurnal Ad'ministrare, 6(1), 17–24.