
IMPLEMENTATION OF GUIDANCE PROGRAMS FOR PRISONERS IN THE CLASS I DETENTION CENTER LABUHAN DELI

Dia Nita Laurellia br Tarigan¹, Siti Hazzah Nur R. S.Sos, M.AP²

¹ Universitas Sumatra Utara, Mansur Street No. 9, Padang Bulan, Medan Baru District, Medan City, North Sumatra

² Universitas Sumatra Utara, Mansur Street No. 9, Padang Bulan, Medan Baru District, Medan City, North Sumatra

Corresponding Author Email: diantarigan14@gmail.com

ABSTRACT

Received: 14 January 2023

Accepted: 2 February 2023

Keywords:

Detention Center, Guidance Programs, Implementation, Prisoners

The prisoner guidance programs are part of the correctional system, which is carried out in the penitentiary (Lapas). The problem that occurs is that most of the conditions in Lapas have exceeded capacity, so the guidance programs must also be carried out at the Detention Center (Rutan). This increased Rutan's function and caused Rutan to face a number of challenges. The purpose of this study is to describe the implementation of guidance programs for prisoners at the Labuhan Detention Center. This study uses a qualitative research method with a phenomenological approach. The obtained data were analyzed using the implementation theory put forward by Charles O. Jones, including organization, interpretation, and application. Through this research, it is known that the guidance programs for prisoners in Class I Detention Center Labuhan Deli are running quite well. It can be seen in the existence of an organizational structure and a clear division of tasks, adequate resources, work procedures, activity schedules, and good communication with other organizations. However, the socialization carried out by the detention center has not been optimal, and the marketing of products made by prisoners is still limited.

1. INTRODUCTION

Along with the times, the application of values and norms in society is increasingly colored by the many acts of crime. Factors that lead to crime, including economic problems, make individuals

choose to commit various crimes in order to fulfill their basic needs. In addition, crimes also originate from the upper middle class, such as corruption, collusion, and nepotism (KKN), which shows that there will always be social tensions and creates

social jealousy between levels of society and triggers increasingly widespread crime.

Especially during the COVID-19 pandemic, the crime rate in Indonesia decreased. However, several types of crimes have actually increased, such as acts of decency and the use of narcotics. This is because the COVID-19 virus outbreak affects all sectors of life, both economic, cultural, social, and political. Many people have experienced termination of employment (PHK) and also restrictions on activities outside the home, so these people have to stay at home for quite a long time and experience depression. This affects the increasing demand for narcotics and the increasing crime of decency.

The problems that arise contain elements of social values and are related to social institutions, which are then called social problems. Social problems are discrepancies between cultural elements and reality that occur in society and can endanger social life. Every act that exceeds the limit and can harm oneself or others must be punished. Under the form and sovereignty of Indonesia as a rule-of-law state, every crime committed by someone will be subject to punishment according to the article on the accusation committed by the suspect.

What must be eradicated are the factors that cause crime, not the perpetrators. For this reason, a legal product that can uphold justice and be nurturing is needed. One of the institutions in Indonesia that has the principle of protection is the penitentiary (Lapas). Lapas is a place for convicts to receive guidance during their sentences. Since 1995, the provision of punishment to suspects is no longer based on the concept of imprisonment but has changed to the "correctional system."

The concept of imprisonment is seen as inconsistent with the values contained in Pancasila. Where implementation in prison is oppressive, increasing the maximum guard is accompanied by harsh regulations that can cause physical and psychological suffering. Unlike the criminal justice system, in its implementation there is a process of social rehabilitation and reintegration. Every convict who is in prison will be given a coaching program while serving his sentence. so that prisoners can still improve their abilities and actualize themselves or participate in various activities according to the specified stages.

The guidance programs for convicts are very important to carry out because, in their implementation, they balance material and

spiritual needs and make an effort to return convicts to a good society. In accordance with Government Regulation of the Republic of Indonesia Number 31 (1999) concerning Guidance and Guidance of Fostered Residents Corrections, Article 2, Paragraph 1, the coaching and mentoring program includes personality and independence coaching and mentoring activities (BPHN 2000). The guidance programs is aimed at: during the coaching period and after completing the criminal period, the prisoner regains his self-esteem and self-confidence, acquires skills as provisions for being able to live independently, and becomes a good citizen who is law-abiding.

Penitentiaries, in carrying out their duties, are not free from problems. The problem that often occurs in penitentiaries is overcapacity, which is the cause of other issues such as discriminatory acts by officials, unfulfilled needs of prisoners, and disturbing prison security. Many cases of riots have occurred in prisons, which illustrate the condition of overcrowded prisons in Indonesia, inadequate facilities and infrastructure, and unsafe conditions.

In fact, in the field, many prisoners are eventually placed in Rutan. One factor is that not every city or district has a penitentiary, and those that do are frequently overcrowded. This transfer of function was then regulated in the Regulation of the Minister of Justice, Number M.04-UM.01.06 of 1983, concerning Procedures for the Placement, Treatment of Detainees, and Rules of Detention Centers, which stated in general that when certain prisons were designated as Detention Centers, penitentiaries could change their function to become Detention Centers or otherwise.

Detention Centers and penitentiaries have different functions and responsibilities. Therefore, the pattern of guidance programs carried out in Detention Centers will be different from the pattern of guidance programs carried out in penitentiaries. However, what must still be considered in the implementation of coaching in Detention Centers is carrying out guidance programs in accordance with correctional principles. One of the Detention Centers in the city of Medan and the location for this research is the Class I Detention Center Labuhan Deli, which is located at Jl. Titi Pahlawan SD 34/35 Labuhan Deli Kec. Labuhan Deli. The Class I Detention Center Labuhan Deli is a technical implementation unit under the Regional Office of the Ministry of Law and Human Rights of North Sumatra.

Based on the results of the pre-research, the Class I Detention Center Labuhan Deli has exceeded the occupant capacity of 1,696 people with a land area of only 6,650 m². This resulted in the residential blocks of the inmates being full and overcrowded, and the Detention Center also has limited buildings for worship. The Class I Detention Center Labuhan Deli also experienced obstacles related to budgetary issues. The Detention Center does not receive a budget from the government because, basically, its function is not as a place for coaching. In carrying out the guidance programs, the Class I Detention Center Labuhan Deli uses cooperative funds to provide facilities and infrastructure that support coaching. So, in this case, the Detention Center has budget constraints, so it cannot renew the existing facilities and infrastructure. Apart from that, the marketing of original products made by prisoners, also known as WBP (Warga Binaan Pemasarakatan), is also still limited, and there is a lack of socialization carried out by the Detention Center, so there are still many inmates whose families do not care about them.

The aim of the guidance programs for prisoners is that during the coaching period and after completing their sentence, prisoners regain their self-esteem and confidence, acquire skills as provisions so they can live independently, become good citizens who comply with the law, and do not repeat their crimes. Therefore, the guidance programs for prisoners must be carried out by existing rules and supported by interested parties such as officers who carry out coaching, related agencies, families, and environmental officials where the convicts live, as well as support from the community, so that the program can run properly. Based on the background above, the formulation of the problem in this study is "How to Implement the Guidance Programs for Prisoners in Class I Detention Center Labuhan Deli."

Each proposed piece of research has a goal to be achieved, or what is the goal of a study. A special research program in empirical knowledge generally aims to discover, develop, and test the truth of the science itself. As for the purpose of this research, it is to find out and analyze how the implementation of the guidance programs for prisoners in the Class I Detention Center (Rutan) Labuhan Deli has gone.

2. METHODS

This study uses a qualitative research method with a phenomenological approach. The researcher chose to use a qualitative method with the consideration that the research conducted required in-depth observation and data collection. While the phenomenological approach aims to describe the meaning of individual life experiences about certain phenomena by exploring the structure of human consciousness, In other words, phenomenological research is an attempt to find the psychological meaning of an individual's experience of a phenomenon through in-depth research in the context of the everyday life of the subject under study. (Herdiansyah, 2012). This research was conducted at the Class I Detention Center Labuhan Deli, which is located at Jl. Titi Pahlawan SD 34/35 Labuhan Deli Kec. Labuhan Deli.

The data collection technique used in this study is the primary data collection technique, which consists of in-depth interviews and observation. Then the secondary data collection techniques consist of documentation studies and literature studies. As for determining the informants in this study, researchers used purposive sampling and snowball sampling techniques. Data collection was directed according to the needs of researchers and the determination of informants who mastered the information needed. If the few data sources have not been able to provide satisfactory data, then look for other information that is used as a data source. The informants in this study are:

Table 2.1 Research Informant

No.	Informant Status	Total
1.	Head of Prison Service Section	1 person
2.	Head of the Activity Guidance Sub-section	1 person
3.	Head of the Legal Aid and Counseling Sub-section	1 person
4.	Correctional Coach	1 person
5.	Prisoners	3 persons
6.	Social Advisor	1 person
7.	Correctional Client	3 persons
	Total	11 persons

After the information is collected, the writer will carry out an analysis using qualitative data analysis techniques, namely by reducing data,

presenting data, and drawing conclusions. Then, to check the validity of the data, researchers used data triangulation and theory triangulation. The data triangulation technique was carried out by comparing the data obtained through interviews between one research subject and another. Theory triangulation is carried out by using various scientific backgrounds to assess data/information.

3. RESULTS AND DISCUSSION

Implementation refers to actions taken either by individuals, officials, or government or private groups directed at achieving the goals outlined in policy decisions. The implementation of the coaching program for prisoners can be seen through several indicators. Charles O. Jones said there are three indicators that must be considered in program implementation, namely: organization, interpretation, and application. These indicators are then used to describe and analyze how the development program for prisoners at the Class I Detention Center Labuhan Deli is being implemented, as follows:

Organization

Organizing is the activity of determining and grouping activities so that the organization has a clear structure. The organizational structure contains the holders of authority and executors of certain tasks. so that individuals will carry out tasks according to their abilities. The division of tasks aims to make each job run more effectively and efficiently. Although each section has its own tasks, they are still related to each other to achieve the desired goals.

In implementing the training program for prisoners, the Detention Center involves various organizations and other institutions to support the development of the Detention Center. Furthermore, the Class I Detention Center Labuhan Deli is directly responsible to the Regional Office of the Ministry of Law and Human Rights of North Sumatra for the implementation of the coaching program for convicts. The organizational structure in the Class I Detention Center Labuhan Deli refers to the provisions of the Decree of the Minister of Justice of the Republic of Indonesia that the organizational structure consists of the Head of the Detention Center, who oversees the Head of the Detention Service Section, the Head of the Security Unit, the Head of Rutan

Management, and the Head of Administrative Affairs. In addition, the Head of the Prisoners Services Section supervises the Heads of Administration and Treatment, Activity Guidance, and Legal Aid and Counseling for Prisoners. Then, the head of the security unit is in charge of the security officer. The Head of the Detention Management Section is in charge of the general sub-section, as is the Head of the Finance and Equipment sub-section. Next, each Head of Subsidy oversees members in their respective fields.

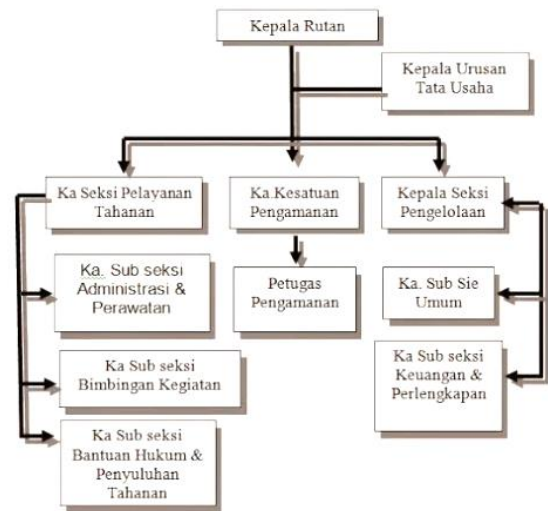


Figure 3.1 Organizational Structure of Class I Detention Center Labuhan Deli

From the composition of the structure, we can see the division of labor and the existence of organizational hierarchies between superiors and subordinates.

The success of program implementation is very dependent on quality resources, which are categorized into human resources, financial resources, facilities, and infrastructure that can support the program to run well. Qualified and competent human resources (HR) are needed to run the program. The Class I Detention Center Labuhan Deli has 111 employees, including the Head of the Detention Center, who is responsible for implementing the coaching program for inmates at the Detention Center. Detention staff also have varied educational backgrounds, starting from high school, D3, S1, and S2 from the Department of Correctional Sciences, Law, and others, so that the Detention Center has employees who are able to carry out tasks according to their respective fields.

Every implementation of the program must have financial resources. Without a budget, the

program cannot be implemented, so the program objectives cannot be achieved. This is different from the Class I Detention Center Labuhan Deli, which does not receive a budget from the central government, considering that the basic function of the Detention Center is not to provide guidance but only temporary detention. But through a policy made by the Head of Class I Detention Center in Labuhan Deli, namely, cooperating with a cooperative whose funds come from Rutan employees, the coaching program can run. Cooperative funds come from personal money belonging to prison employees and are used to support various coaching activities and also provide the needed facilities. The results of coaching activities will be returned to employees, provide premiums or wages for work carried out by assisted citizens, and provide non-tax state income (PNBP) in accordance with correctional resolutions. In the absence of a budget provided by the government, Detention Centers have limited budgets and have not been able to renew existing infrastructure.

In addition to human and financial resources, what must be considered to support the development program in Detention Centers is the provision of adequate facilities and infrastructure. The Class I Detention Center Labuhan Deli has adequate building facilities by providing various rooms and different facilities according to the training activities carried out. What has become the focus of attention are the residential blocks of the assisted residents, which have exceeded capacity, so that conditions are full and crowded. This, of course, will cause other issues, such as health issues and disruptions in Detention Center security.



Figure 3.2 Prisoners Residential Block in Class I Detention Center Labuhan Deli

Until now, the Class I Detention Center Labuhan Deli could not carry out major renovations to increase the number of cells because it is located in a densely populated area. Other efforts that can be made are transferring convicts to prisons or other Detention Centers where security is better or planning to relocate buildings.

Interpretation

Charles O. Jones also stated that the most important thing in program implementation is interpretation or understanding. Implementers must have a thorough understanding and knowledge of a policy so that they can carry out their duties properly and the program can run smoothly. Program implementers and their targets must first understand the aims and objectives of a program. Thus, both implementers and targets can accept and run the program.

In keeping with the transformation of the prison system into a correctional system. There has been a change in the behavior of inmates at the Detention Center, which was originally carried out in an oppressive manner by increasing maximum security accompanied by strict regulations that can cause physical and psychological suffering. At present, the coaching program carried out in Detention Centers applies the principles of protection, equality of treatment, guidance, respect for human dignity, guaranteeing the right to keep in touch with family, and loss of independence being the only suffering experienced during a sentence. So as the executor of the coaching program, Class I Detention Center Labuhan Deli staff always approach the correctional assisted residents so that any directions given can be accepted and carried out properly by the correctional assisted residents.

In this case, the Class I Detention Center Labuhan Deli has carried out training in accordance with established standards so that the Class I Detention Center Labuhan Deli is one of the best work units and has received an award from the Inspectorate General of the Ministry of Law and Human Rights. The award consists of an internal assessment team and a national assessment team working towards a corruption-free area and a clean and friendly bureaucracy. This shows that the Class I Detention Center Labuhan Deli employees understand the coaching program so that they are able to carry out their duties properly and meet the criteria based on the assessment of providing good and friendly service and becoming a corruption-

free area (WBK) and a clean bureaucratic area (WBB).

Furthermore, in implementing the program, there must be good communication between implementing agencies. Communication is one of the important elements that mark the life of an organization. This activity is a very basic requirement for any organization to achieve its goals. Communication is divided into two categories: internal communication and external communication. The director of the Detention Center is the main person in charge of implementing the coaching program for prisoners. But the success of the coaching program requires collaboration with other institutions and organizations that support it. So, to achieve the goal of coaching, the Rutan integrates with the Bapas to run a coaching program for convicts. Whereas the task of the Bapas is to provide information about the prisoner in question obtained through community research (Litmas) so that when he is in the Detention Center, the prisoner receives a coaching program according to his needs. The Bapas also have the task of supervising and providing an assessment of the changes in inmates while in the Detention Center and even after they leave the Detention Center. So even though they have been released from the Detention Center, prisoners who have finished serving their criminal term will also receive supervision from the Bapas. Convicts will become "correctional clients" and receive guidance from the community counselor concerned until they can truly be accepted back into their environment. In conducting external communication, the Rutan collaborates with LBH Medan, Isaiah 56 Medan, LBH UMSU, Pasewaran Medan, the Di Zi Gui Foundation in Medan, PT Asia Karet, the Indonesia Building Foundation (MAIMUN), and other UMKM.

Detention Centers are very open to collaborating with organizations or institutions that can support existing development programs.

Correctional assisted residents create high-quality products with a market value. Unfortunately, product marketing is still limited; products made by assisted residents can only be traded with visitors or special guests who come to the Detention Center. In addition, these products are sold at certain activities by holding a bazaar for original products made by residents of the Class I Detention Center Labuhan Deli. To increase sales, the Detention Center should utilize external communication media, namely the internet. The

Class I Detention Center Labuhan Deli can create a special website to sell original products made by assisted residents so that they can be recognized by the wider community. The Detention Center can also train its assisted residents to manage the website so that they can become insights for assisted residents and gain skills that can be developed after leaving the Detention Center.

Detention Center conducts socialization using Instagram social media. Through the Instagram account `rutanlabuhandeli_kumhamsumut`, the Detention Center shares all activities carried out to provide information to families and the general public about the activities of convicts during their sentences. The coaching program desperately needs community support, especially in the reintegration of convicts. With the information that is shared, it is hoped that it can raise awareness in the community so that they no longer give negative views to inmates who have finished receiving guidance at the Detention Center and eliminate acts of discrimination against ex-convicts.

The lack of family care and the lack of understanding of other officials as guarantors for the convict are the impediments to further coaching. The family and officials where the prisoner lives have a role as guarantors during the social reintegration stage, which is the final stage of coaching. The party is the one that will provide assistance to guide and supervise convicts when they return to the community environment.

Efforts made by the Detention Center, namely by contacting and even visiting the family and officials who are in the environment where the inmate lives, Then, another effort was made to innovate by creating the NapiGO 2.1 application, which can be downloaded for free on the Play Store. This application can be used by families to access visitation services, complaint services, view convict expiration, view coaching activities in Detention Centers, and download parole and parole guarantee letters.

However, not many people know about the existence of this application, and the information in the application is also not always up to date because the socialization and management of the website have not been carried out optimally. The Class I Detention Center Labuhan Deli must be more active in conducting outreach, especially to the families of the prisoners. Socialization can be done by holding meetings with the prisoners' families on a regular basis and updating information regularly.

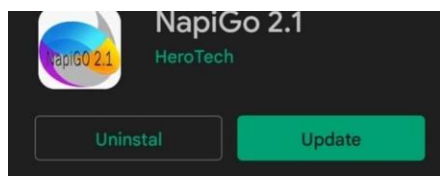


Figure 3.3 NapiGo 2.1 Application

Application

The application or application contained in the Program Implementation Theory by Charles O. Jones is explained as a work procedure that is adjusted to the program objectives. The purpose of the coaching program for prisoners, as explained in Law Number 12 of 1995 concerning Corrections, is to make correctional assisted citizens realize their mistakes, improve themselves, and not repeat criminal acts so that they can be accepted back into society, play an active role in development, and live normally as good and responsible citizens. The target of the coaching program is that all prison inmates, while serving their sentence, can still actualize themselves and improve their abilities by participating in various activities according to the specified stages.

The Class I Detention Center Labuhan Deli determines the types of activities in the coaching program that will be given to the assisted residents. The coaching programs in the Class I Detention Center Labuhan Deli include:

Table 3.1 Schedule of Coaching Activities in Class I Detention Center Labuhan Deli

No.	Activity	Day	Time
1.	Christian Religious Spirituality	Every day	10.00-12.00
2.	Islamic Religious Spirituality	Every day	10.00-12.00
3.	Buddhist Spirituality	Every day	10.00-12.00
4.	Arsts and Sports	Thursday, Saturday	13.00-14.30
5.	Morality Training	Incidental	
6.	Health Counselling	Incidental	

7.	Legal Aid Counselling	Incidental	
8.	Library	Monday-Saturday	13.00-15.00
9.	Car Wash	Monday-Friday	10.00-17.00
10.	Barbershop	Monday-Friday	11.00-16.00
11.	AC Service	Monday-Friday	11.30-15.00
12.	Broom Making	Wednesday, Thursday	12.00-15.00
13.	Soap Making	Tuesday, Friday	12.00-15.00
14.	Sew	Monday-Friday	14.00-15.30
15.	Screen Printing	Saturday	14.00-16.00
16.	Corn Farming	Tuesday, Thursday, Saturday	11.00-Finished

All types of coaching activities are basically very beneficial for the life of convicts after they are released from detention. However, some inmates did not participate in coaching according to a predetermined schedule; for example, they did not attend the service. To overcome these obstacles, correctional facilitators at Detention Centers must increase their outreach to assisted citizens regarding the benefits of coaching activities in Detention Centers and pay attention to the methods used in providing guidance so as to foster the interest of assisted residents in taking part in coaching activities.

The guidance programs in Class I Detention Center Labuhan Deli continues to develop. As time went on, the types of activities became more and more varied. The coaching program in Detention Centers is not as complex as the coaching programs in correctional institutions. This is because the Detention Center's primary function is to house detainees temporarily. Some coaching activities in Detention Centers are not permanent because they depend on requests for cooperation with other organizations.

Every prisoner in the Detention Center will be given guidance according to his needs. So, the correctional supervisor who interacts directly with inmates will provide direction and supervision during the coaching process. Guidance, giving instructions, and instructions are used to carry out directions in accordance with the established

plan. Coaching must be carried out in accordance with the stages so that it can run well and on target. The registration stage is the initial stage required for the placement of detainees according to the type of crime. Then, before coaching is carried out, the officer will first approach the assessment in order to find out more about what coaching program will be suggested to prisoners. So, with the direction carried out by the Head of Subsidy and the Community Coaches, the Assisted Residents can receive guidance, instructions, advice, and also direct correction in the coaching process. so that coaching can run smoothly and in accordance with what is needed by the inmates. Because basically, inmates have different needs and skills.

Meanwhile, supervision is a continuation of the task to ensure that activities are carried out as planned. Supervision is carried out along with the process, from start to finish. Therefore, supervision also includes monitoring and evaluation. Monitoring activities are an effort to carry out evaluations based on strict supervisory standards and seek appropriate follow-ups for future improvements. Supervision is the overall effort to observe the implementation of operational activities in order to ensure that these activities are in accordance with a predetermined plan. The Detention Center supervises convicts, with different levels of supervision for new convicts and convicts who have served 2/3 of their sentence. Changes in behavior that occur in convicts are inseparable from the supervision of correctional advisors and social advisors and provide material for evaluating the transfer of coaching from one stage to the next.

The achievement of objectives concerns the extent to which the initial objectives established have been achieved based on work results, which can be assessed from the responses of correctional inmates as recipients of the coaching program. Based on the results of interviews with several correctional families, the coaching program had a positive impact on these prisoners while in the Detention Center and even after they left the Detention Center. With the skills they acquire, they can motivate them to become better individuals and leave their old deeds behind.

Furthermore, convicts who have completed their coaching period should be given a certificate that can show that they have been fostered and trained so that they have skills. However, the Detention Center does not have the right to issue

certificates for its inmates, especially the Class I Detention Center in Labuhan Deli. The Class I Detention Center Labuhan Deli needs to collaborate with the Department of Manpower in providing skills training and certification for assisted residents. These skill certificates can later be used by assisted residents to apply for jobs in the future according to the skills they have.

After the researchers conducted interviews with several ex-convicts, it was found that not all inmates who were in the Detention Center made mistakes. There were those who really made mistakes, and there were also those who got into trouble and had to be arrested. However, negative views have been attached to them, and they have lost the confidence to return to society. And as a consideration, seeing the number of ex-convicts who are acting up again after receiving the CO-19 assimilation program, in addition to the type of personality development that already exists in Detention Centers, researchers feel that mental guidance activities are also needed for assisted residents ahead of the prison-free period. Because the process of correction cannot be separated from the psychological aspect, Mental relates to the soul, character, character, mind, and so on. Mental is something that is inside a person related to psychology or that drives a person's personality and behavior. So, a healthy mentality will produce healthy behavior and personality as well.

Then, prisoners who have been released from detention are faced with the fact that it is difficult to find work. Even though they have the skills and have become better people, this does not guarantee that ex-convicts will be able to easily get a job again. In society, ex-convicts are regarded as individuals who should be wary of and viewed negatively. so that the individual does not get a wide enough space for movement.

There will be 2 possibilities that occur after the convicts are free and live life in society, namely: First, freed convicts have changed to be good and have the skills and capital to start a business according to the skills they have. Second, freed convicts have become good, have skills, but do not have the capital to start a business. if it is associated with the high number of ex-convicts who are acting up again. So, the second possibility is one that happened a lot. When his life needs are not met, the ex-convict will commit another crime.

One of the ex-convicts who showed the results of coaching at the Detention Center, namely Mr. Hardadi, A former convict who was previously

caught in a drug case and served a criminal term at the Surakarta Detention Center for 6 months. After being released, he started a business selling cassava by using a cart with an average sales volume of 5 kilograms of cassava. They then innovated, selling cassava cheese and gaining a large following. The business, which was started in 2009, has produced results so that, until now, it has opened many outlets and has its own brand called Cassava D-9. (<https://www.ditjenpas.go.id/kisah-nyata-mantan-napi-narkoba-sukses-bisnis-cassava-d-9>, accessed on May 21st, 2022).

The purpose of the training program for convicts in its implementation is appropriate because there is a process of reintegration and social rehabilitation. It's just that after being released from detention, ex-convicts will face various factors in their environment. So, the government should have held an empowerment program for ex-convicts as a follow-up to the coaching program in Detention Centers so that prisoners who do not have their own capital have at least the same opportunity to improve their quality of life.

Usually, ex-convicts will find it difficult to apply for People's Business Credit (KUR) and even get rejected. One of the steps the government can take is to rearrange the KUR program regulations for ex-convicts, as was done by the Ministry of Law and Human Rights and Bank Indonesia, which work together to increase the independence of prisoners and correctional clients, through the provision of programs in the form of skills and mental training from Bank Indonesia for several months. Then the prisoners and correctional clients who take part in the program will have their data stored by Bank Indonesia to make it easier if they intend to open an MSME business later. Bank Indonesia can also assist through consultations with MSME business incubators. (<https://www.beritasatu.com/economy/210935/bi-mantan-narapidana-masih-bisa-obtain-bank-credit>, accessed on May 23rd, 2022).

Apart from being able to provide capital assistance, Bank Indonesia provides training, mentoring, and supervision. Programs like this are what ex-convicts really need because to start their own business, of course, they need quite a lot of capital, both in terms of funding and also direction that can motivate ex-convicts to be able to live independently after leaving the Detention Center in various fields and public services. They get social sanctions in the form of discrimination in society.

Ex-convicts should get a second chance to improve themselves and their quality of life. They also need income to make ends meet and continue their lives. Through the coaching provided, ex-convicts are expected to be able to live independently in society with the skills they have.

4. CONCLUSION

According to the findings of this study, the implementation of guidance programs in the Class I Detention Center Labuhan Deli is going well. The Detention Center has a clear organizational structure, and there is a division of tasks and responsibilities among employees according to their respective capabilities so that the program can run smoothly. Detention Center has adequate human resources, facilities, and infrastructure to support the development carried out at Detention Center. However, the Detention Center has not been able to upgrade the existing facilities and infrastructure due to its limited budget. This was triggered because the government did not provide a budget for the Detention Center to carry out coaching, considering that the basic function of the Detention Center is not as a place for coaching but only as a place for temporary detention.

In terms of inter-organizational communication, the executors had excellent communication and synergy. The Class I Detention Center Labuhan Deli integrates with the Bapas in carrying out the coaching program, namely by providing recommendations for the coaching program needed by the convicts concerned through Litmas activities. The Bapas also provides supervision to the convicts while they undergo coaching and after completing their sentence at the Detention Center. In addition, the Detention Center also collaborates with several other institutions or organizations that can support the coaching program. However, the socialization activities carried out by the Detention Center are still not good. Socialization is still not optimal, especially in terms of providing an understanding regarding the role of the family and other officials in the implementation of advanced coaching programs. Even though the Detention Center has created the NapiGo application, which can be used by families, and which contains visiting services, complaint services, viewing prisoners' experiences, viewing coaching activities in Detention Centers, and downloading guarantee

letters for parole and parole leave, they are not yet aware of the existence of these applications.

To achieve the objectives of the coaching program in accordance with what is stated in Law No. 12 of 1995 concerning correctional. The coaching program implemented at the Detention Center consists of two types of coaching: personality coaching and independence coaching. The Detention Center has determined the types of activities that will be given to prisoners. And the rutan has assigned a schedule to each activity, which will be carried out according to a predetermined schedule. Although some activities are not permanent due to requests for cooperation with other organizations, The correctional coach will provide direction so that the guidance provided to the assisted citizens is in accordance with their needs and has a positive impact on them. In addition, supervision is also carried out during the coaching process.

As for the suggestions that the author can make after conducting this research, the first is to increase socialization activities for families and officials in the residential area of the assisted residents in question so that they can understand their role as guarantors and the coaching program that will be given is not hampered. Socialization must be carried out thoroughly and intensively. Second, create a product marketing website and provide website usage training. Through the use of the website, it is hoped that the products created by the Labuhan Deli Class I Correctional Families can be recognized and traded with the wider community. so that it can increase income for the Detention Center and the funds can be managed again for the benefit of the Detention Center. In addition, through website management, it can provide additional skills for inmates that can be

REFERENCES

Book:

- Abdul, Wahab. 2004. *Analisis Kebijakan dari Formulasi ke Implementasi Kebijaksanaan Negara*. Jakarta: Bumi Aksara.
- Agustino, Leo. 2006. *Dasar-Dasar Kebijakan Publik*. Bandung: CV. Alfabeta.
- Agustinova, Danu Eko. 2015. *Memahami Metode Penelitian Kualitatif: Teori dan Praktik*. Yogyakarta: Calpulis.

developed after leaving the Detention Center. Third, the Detention Centers need to collaborate with the Office of Manpower in terms of making certificates for prisoners who have completed their training period, which can show that these prisoners have the expertise and are ready to reintegrate into society and can be used by ex-convicts to apply for jobs in the future. Fourth, look at the condition of the Class I Detention Center in Labuhan Deli, which is currently over capacity and cannot carry out major renovations because it is in a densely populated area. It is very necessary to follow up on the building relocation plan so as not to cause new problems. Fifth, the government needs to develop an empowerment program for former convicts as a follow-up to the guidance program that has been provided at Detention Centers so that ex-convicts can live independently in society and minimize the possibility of committing another crime.

ACKNOWLEDGMENT

This research was successful because of the support of the Public Administration Study Program, Faculty of Social and Political Sciences, University of North Sumatra. In addition, those who played an important role in this study were informants from the class I Detention Center in Labuhan Deli and informants from the Medan class I correctional center, especially regarding the information provided about the implementation of the guidance programs for prisoners. The researcher also thanks several prisoners and correctional clients who have been willing to take their time for interview sessions regarding their experiences while participating in coaching at the Detention Center.

- Akib, Haedar. 2009. *Dasar-Dasar Teori Organisasi*. Makassar: Universitas Negeri Medan
- Arni Muhammad. 2005. *Komunikasi Organisasi*. Jakarta: Bumi Aksara
- Djudju, S. (1992). *Pengantar Manajemen Pendidikan Luar Sekolah*. Bandung: Nusantara Press.
- Dunn, W. N. (2003). *Pengantar Analisis Kebijakan Publik*. Yogyakarta: Gadjah Mada University Press.
- Grindle, Merilee S.(ed). 1980. *Politics and Policy Implementations in the Third World*. New Jersey: Printcetown University Press.

- Hardiansyah. 2011. *Kualitas Pelayanan Publik*. Yogyakarta: Gava Media.
- Harsono. (1995). *Sistem Baru Pembinaan Narapidana*. Jakarta: Djambatan.
- Jones, O. Charles. 1996. *Pengantar Kebijakan Publik*. (terjemahan). Jakarta: PT. Raja Grafindo Persada
- Juliantara, D. (2005). *Peningkatan Kualitas Pemerintah Daerah dalam Pelayanan Publik*. Yogyakarta: Pembaruan.
- Kuswarno, Engkus. 2009. *Fenomenologi*. Bandung: Widya Padjajaran
- Marlina. (2001). *Pembinaan Narapidana di Lembaga Pemasyarakatan Menurut Undang-undang Republik Indonesia Nomor 12 Tahun 1995 Tentang Lembaga Pemasyarakatan*. Yogyakarta: Usaha Penerbitan Goentoer.
- Moelong, J. Lexy. 2006. *Metode Penelitian Kualitatif*. Bandung: PT. Remaja Rosdakarya
- Moenir. 2010. *Manajemen Pelayanan Umum Di Indonesia*. Jakarta: Bumi Aksara
- Noor, J. 2011. *Metodologi Penelitian*. Jakarta: Prenada Media Group.
- Rohman, Arif. 2014. *Kebijakan Pendidikan*. Yogyakarta: Aswaja Pressindo.
- R. Terry, George. 2006. *Prinsip-Prinsip Manajemen*. Jakarta: Bumi Aksara
- Sinambela. 2010. *Reformasi Kebijakan Publik*. Jakarta: Bumi Aksara
- Siswanto, H. B. 2009. *Pengantar Manajemen*. Jakarta: Bumi Aksara
- Soerjono Soekanto. 1995. *Penelitian Hukum Normatif Suatu Tinjauan Singkat*. Jakarta: Raya Grafindo Persada
- Sugiyono. 2012. *Metode Penelitian Kuantitatif dan Kualitatif*. Bandung: Alfabeta
- Suryana, Siti Erna Latifi. 2009. *Implementasi Kebijakan Tentang Pengujian Kendaraan Bermotor di Kabupaten Aceh Tamiang*. Sekolah Pasca Sarjana Universitas Sumatera Utara
- Wahid, Maksyur. 2015. *Teori Interpretasi Paul Ricouer*. Yogyakarta: PT. Lkis Printing Cemerlang
- Westra, P. Sutarto. 1989. *Ensiklopedia Administrasi*. Jakarta: CV. Haji Masagung
- Widjaja, H. A. (2002). *Komunikasi (Komunikasi dan Hubungan Masyarakat)*. Jakarta: Bumi Aksara.
- Wirawan. 2012. *Evaluasi; Teori, Model, Standar, Aplikasi, dan Profesi*. Depok: PT Raja Grafindo Persada
- Journal/Thesis:**
- Akib, Haedar. (2010). Implementasi Kebijakan: Apa, Mengapa, dan Bagaimana. *Jurnal Administrasi Publik*. 1(1), 3.
- Akib, Haedar dan Antonius Tarigan. 2000. Artikulasi Konsep Implementasi Kebijakan: Perspektif Model dan Kriteria Pengukurannya. *Jurnal*
- Cahyono, A. S. (2014). Pemberdayaan dan Pengembangan Keterampilan Warga Binaan di Lembaga Pemasyarakatan Kelas II B Tulungagung. *Jurnal Universitas Tulungagung*, 1-2.
- Equatora, M. A. (2018). Efektivitas Pembinaan Kemandirian Narapidana di Lembaga Pemasyarakatan Wirogunan. *Jurnal Ilmu Kesejahteraan Sosial*, 20-26.
- Krismawati. (2020). *Metode Bimbingan Mental Pada Narapidana di Masa Pandemi Covid-19 Menjelang Masa Bebas Tahanan di LPKA Kelas II A Pekanbaru*. Skripsi. Program Sarjana Sosial. Universitas Islam Negeri Sultan Syarif Kasim Riau. Pekanbaru.
- Maryani, D. (2015). Faktor-Faktor Penyebab Tidak Tercapainya Tujuan Pemindaan Lembaga Pemasyarakatan di Indonesia. *Jurnal Hukum Sehasen*, 1-24.
- Mas'ud, Megawati. (2018). *Optimaliasasi Pembinaan Narapidana di Rutan Sebagai Upaya Mencegah Residivis di Rutan Kelas II B Bantaeng*. Skripsi. Program Sarjana Hukum. UIN Allaudin Makassar. Makassar.
- Rian, R. A. (2018). *Pembinaan Narapidana (Studi di Rumah Tahanan Negara Kelas II B Sengkang)*. Skripsi. Program Sarjana Hukum. Universitas Hasanuddin. Makassar.
- Sibarani, S. Y. (2019). *Pelaksanaan Pembinaan Terhadap Narapidana di Lembaga Pemasyarakatan Kota Tanjung Balai*. Skripsi. Program Sarjana Hukum. Universitas Sumatera Utara. Medan.
- Wangsa, G. N. (2020). Persetujuan Keluarga Sebagai Syarat Dalam Pemberian Pembebasan Bersyarat Kepada Narapidana. *Jurnal Prefensi Hukum*, 1(2), 106-110.

Regulation:

Decree of the Minister of Administrative Reform
Number 63 of 2003 concerning General Guidelines
for the Implementation of Public Services

Regulation of the Minister of Law and Human
Rights Number 6 of 2013 concerning Rules of
Correctional Institutions and State Detention
Centers

Regulation of the Minister of Law and Human
Rights Number 33 of 2015 concerning Security in
Correctional Institutions and State Detention
Centers

Government Regulation of the Republic of
Indonesia Number 31 of 1999 concerning
Guidance and Guidance of Correctional Inmates

The 1945 Constitution CHAPTER I concerning
Forms and Sovereignty

Law Number 12 of 1995 concerning Corrections

Law Number 25 of 2009 concerning Public
Services

Law Number 8 of 1981 concerning the Criminal
Procedure Code

Internet:

Databoks.katadata.co.id, 23rd December 2019. 10
Regions with the Most Crime Reports.
<https://databoks.katadata.co.id/datapublish/2019/12/23/10-dinding-database-report-kejahatan-ter>
mostly accessed on 4th December 2021.

Ditjenpas.go.id, 26th August 2016. The True Story
of a Former Drug Convict Successfully D-9
Cassava Business.

<https://www.ditjenpas.go.id/kisah-nyata-mantan-napi-narkoba-sukses-bisnis-singkong-d-9>
accessed on 21st May 2022).

Beritasatu.com. 18th September 2014. Former
Prisoners Can Get Credit from Banks.

<https://www.beritasatu.com/economy/210935/bi-mantan-narapidana-masih-bisa-mendapatkan-credit-dari-bank>, accessed on 23rd May 2022.

News.detik.com, 03rd February 2022. Crime Rate
During the Pandemic.

<https://news.detik.com/kolom/d-5926380/level-kejahtan-selama-pandemi> accessed on 12th July 2022.

CNNIndonesia.com, 13th July 2020. Rows of
Problems at Yasonna Laoly Era Prison-Prison.

<https://cnpnindonesia.com/nasional/20200713125546-12-524001/deretan-hasil-di-Rutan-Lapas-era-yasonna-laoly>, accessed on 12th July 2022.