

Evaluation Of The Implementation Of The "Getting Zero To Halinar (Handphone, Pungli, Narkoba)" Program In The Correctional Institutions Of The Class I Cipinang Jakarta

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ABSTRACT

The aims of this study is to evaluate the implementation and regulations and legal policies regarding the "Getting Zero To HALINAR" program in The Correctional Institutions (LAPAS) of Class 1 Cipinang Jakarta and the HRM approach are used as treatments to realize zero halinar as one of the conditions required for the implementation of Vision Vision and Correctional Mission The existence of the program has not yet had a positive impact in fostering inmates proven to still be the abuse of the use of mobile phones, extortion and narcotics so that it raises illegal costs (extortion) .This study uses a qualitative approach, a policy evaluation research method. interviews, observations, and literature studies Analysis carried out by following the path determined in the difference evaluation model - DEM The evaluation results of the implementation of the program are relatively effective although they have not yet reached their ideal goals as the Director Circular Correctional Number: PAS-54.PK.01.04.01 of 2013 concerning the program to get zero for halinar. Based on primary data, there were still some problems found in almost every aspect evaluated. Therefore, researchers offer a number of recommendations including increasing integrity by internalizing the contents of the Getting Zero to Halinar program to Officers / Employees / Officers and prisoners in each LAPAS in order to improve HR competencies through education and training, increasing mutual trust in institutions to reduce or eliminate negative excesses from the sectoral egos of each party, strengthening the Employee Internal Control System - SPIP in Cipinang Class IA Laps by ensuring that the working mechanism of the SPIP team at LAPAS runs as it should, and periodic (2 years) evaluation and follow-up evaluation plans.

Keywords: Evaluation, Zero to Halinar Program, Correctional Institution (LAPAS), HRM.

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INTRODUCTION

HALINAR is an abbreviation for the word; Android, extortion and Narcotics. The implementation of the "Getting Zero To HALINAR" program in correctional institutions (Lapas) is only limited to coaching and has not been able to change the nature and attitude of officers who are immoral in fostering citizens. In the Indonesian criminal law system known as the State Detention House (Rutan) and Penitentiary (Correctional Institution). In other words, detention is part of a Detention Institution/ Detention Institution According to the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 33 Year 2015 Concerning Security at Institutions and Detention Centers in Chapter 1 Article 1 paragraph (1) Penal Institutions hereinafter referred to as Lapas is a place to carry out the formation of Prisoners and Penitentiary Students. Then, Article 1 paragraph (2) State Detention House, hereinafter referred to as Detention Center, is the place where a suspect or defendant is detained during the process of investigation, prosecution, and examination at a court hearing. In Article 1 paragraph (3), a convict is a convict who is a convict live a criminal lost independence in prison. Furthermore, detainees in Article 1 paragraph (4) are a suspect or defendant who is placed in the detention center.

Lapas is a formal institution that fosters perpetrators of crimes that have been decided through the justice system, court decisions with permanent legal force (in kracht van gewijsde) as regulated in Article 270 of the Criminal Procedure Code - KUHAP. In this context, the management of Lapas operations is thought to tend to have a risk factor for large internal conflicts between prisoners and officers / guards. Some of the factors that cause internal conflict within prisons and within state detention centers or detention centers (Asnedi, 2016) and the implications of overpopulation and overcrowding experienced by most Indonesian prisons are the main problems <https://nasional.kompas.com/read/2017/07/07/12130041/overcrowding.yang.menghantui.lapas.di.indonesia?page=all>. Accessed 3 October 2019). In general, it can be described that the current various problems relating to Lapas or State Detention Centers or Detention Centers in Indonesia are as follows: riots in the Banda Aceh Class IIA prison in January 2018, the escape of 113 inmates from the Banda Aceh Class IIA prison in November 2018; Head of Kalapas Sukamiskin, Catching Hands (OTT - Operasi Tangkap Tangan), which occurred in July 2018, is a case of receiving gifts or promises relating to the provision of facilities, permits, or other gifts at Sukamiskin Prison since April 2018 (Situmorang, 2019).

In this context, the seriousness of the Republic of Indonesia's Ministry of Law and Human Rights to fundamentally improve the management of prisons and state detention centers or detention centers is a strategic, important and urgent agenda to be immediately addressed to overcome various problems related to prisons and state or detention centers in Indonesia in general and in particular. Some of the problems that can be identified are: first, excess capacity in several prisons in Indonesia resulting in inaccessibility of prisoners and detainees in prisons and detention centers and a lack of staff skills; second, prison/detention officers have not been equipped with professional expertise to deal with prisoners, are less careful and cautious when dealing with detainees; third, another problem that needs attention is the lack of adequate equipment to handle prisons / detention centers.

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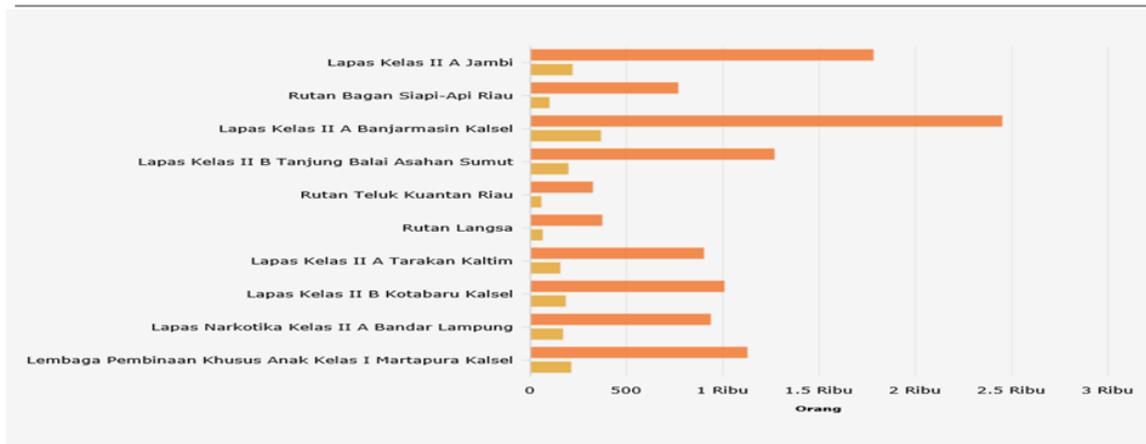


Figure.1: Overcapacity In Some Correctional Institutions (Lapas) In Indonesia

Source: Directorate General of Corrections of the Republic of Indonesia Ministry of Law and Human Rights, 2017.

Based on the table 1 above, it can be found that overcapacity in prisons has led to a very very alarming level. Situations and conditions like this should not be allowed because Lapas in Indonesia is bound by this basic principle stipulated in international law, which treats all detainees based on human rights. In this regard, all international standards relating to the treatment of detainees must be humane and respect the rights inherent in accordance with the dignity of the human person (UNODC, 2015: 3). On the other hand, several policies to reduce excess capacity appear to have been carried out by the government, among others by creating new rooms, rehabilitating buildings to building new prisons which have the primary goal of increasing prisoner capacity (Angkasa, 2010; 217-218). However, this effort does not seem to be able to significantly overcome excess capacity, given that there are far more prisoners than there are additional rooms or detainees who are released.

Therefore, various problems have been identified so that Lapas must be managed properly, both administratively or practically. So that the potential risk of conflict that will increase can be minimized so that it has implications for the success of the program "Getting Zero to Halinar (Mobile, Extortion and Narcotics)". Then, some facts and problems are revealed and there are formal rules for the "Getting Zero to Halinar" program, then the problem formulation is explained as follows:

1. What is the legal basis for an anti - halinar program?
2. How is the implementation of the anti-light program network in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta?
3. How is the implementation of performance in terms of program management and HR management of the anti-glare program in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta?
4. What are the results or implementation of the anti -inar program in The Correctional Institutions (LAPAS) of Class 1 Cipinang Jakarta?
5. What are the benefits of the Halinar program for prison management institutions and prison inmates in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta?

Thus, this research has a very strategic and important and urgent agenda because this research was conducted for the first time to identify the achievement of the Halinar program carried out from 2013 to 2017. Thus, the researcher tried to reveal and

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describe the factors considered as background behind the real problem. This has become the latest phenomenon in prisons, and through this research, researchers focus on the actual root causes that can be identified so that new findings in the form of Halinar practices in prisons can be eliminated.

RESEARCH METHODOLOGY

This study aims to evaluate the implementation or implementation of the Getting Zero to Halinar program (mobile phones, illegal fees and drugs) in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta. As an evaluative study, the writer wants to improve and increase the benefits (worth) and quality (merit) of the implementation of the policy so that it can be an input for policy improvement in the future. Specifically, this paper aims to answer the research questions that have been raised by comparing the standard (S) of legislation related to the Getting Zero to Halinar program in Penitentiary with implementation in the field or process (P) where the previous objective components can be elaborated as follows: (1) Improving the legal foundation through the design of the Getting Zero to Halinar program planning in Penitentiary, especially in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta; (2) Improve the implementation of the working network (installation) of the Getting Zero to Halinar program in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta; (3) Improving the performance of the program management and HR management related to the Getting Zero to Halinar program in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta; (4) Improving product results or implementation of the Getting Zero to Halinar program in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta Class 1 Cipinang Jakarta; (5) Increase the benefits of the Getting Zero to Halinar program in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta. Departing from these things, it is expected that later it can reveal the suitability (adequacy) and the gap (discrepancy) between the standards or regulations that have been set with the implementation of the Getting Zero to Halinar program for prisons or detention, especially in DKI Jakarta, so that it can be analyzed to provide an assessment and recommendations for action recommendations from results concluded using a combination of quantitative and qualitative approaches.

RESULTS AND DISCUSSIONS

Indications of the continued use of mobile phones, extortion and narcotics abuse (HALINAR) in correctional institutions (Lapas), imply the emergence of illegal fees (extortion) in correctional institutions and have always been a major problem in society. The existence of extortion and misuse of narcotics in the use of mobile phones, implies the emergence of illegal fees (extortion) in correctional institutions and has always been a major problem in the community. Situations and conditions that need to get a solution immediately given the availability of regulations or policies to eliminate this problem, including the program, "get zero for the halinar". The implementation of the Getting Zero to Halinar program in Penitentiary is only limited to guidance and has not been able to change the nature and attitude of officers who are immoral in fostering residents and the existence of the program has not had a positive impact in fostering prisoners. Then, the legal basis for the anti -inar program in Lapas which is an action program of the realization of the Law of the Republic of Indonesia Number 12 of 1995 concerning Corrections and their derivative regulations, Presidential Instruction Number 17 of 2011 concerning Corruption Prevention Acts, Presidential Instruction Num-

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ber 1 of 2013 concerning Actions to Prevent and Eradicate Corruption, Law Number 35 Year 2009 concerning Narcotics; and Presidential Regulation Number 23 Year 2010 concerning the National Narcotics Agency, and Director General of Correctional Circular Letter Number: PAS-54.PK.01.04.01 of 2013 concerning Guidelines for Correctional Institutions, Detention Centers, and Detention Centers Free from Mobile, Extortion and Drugs (Halinar).

According to Wirawan (2011:7), evaluation as research to collect, analyze, and present useful information about the object of evaluation, evaluate it and compare it with the evaluation indicators and the results are used to make decisions about the object of evaluation. According to Newcomer, Horry & Wholey (2009), evaluation of program implementation is a series of limited activities in one complex set of activities carried out by a series of public, non-profit, and private event providers to achieve certain outcomes or results (Van Marris & King, 2006 in *A Guide to Planning and Conducting Program Evaluation*, 2009: 10) and has an established theoretical and practical foundation (Guyadeen & Seasons, 2016). Thus, the evaluation of the implementation of the Halinar program in Lapas can be interpreted as a series of resources and activities directed at one or more common goals to achieve certain results as the implementation of actions to prevent the widespread use of cellular telecommunications equipment (HP), the occurrence of extortion (extortion) to trade drugs in prisons or detention centers.

According to Asnedi (2016: 24), Lapas operational management is suspected to have 4 (four) major risk factors as a potential for internal conflicts between prisoners and officers / guards. The four major risk factors are: first, there are several factors that cause internal conflict in the State Detention and Detention Center because detainees are not properly accommodated, there are guarantees of comfort and security for detainees, are treated with respect because of the dignity and values inherent as humans (United Nations Office on Drugs and Crime, 2015: 8). The situation and conditions at the State Detention and Detention Center were further exacerbated by the lack of skills of the officers; secondly, prison / prison staff are not yet equipped with professional expertise to deal with detainees, are less careful and alert in dealing with detainees; third, another problem to consider is the lack of adequate equipment to handle prisons; and fourth, the potential risk of conflict will increase if the management of the factors contributing to the conflict is not managed both administratively and practically.

The dynamics of life in prisons caused by staff shortages, detainees manage themselves, maintain prison facilities, run their own rehabilitation programs, and carry out many administrative tasks normally carried out by prison officials (Jones, 2014: 59), then according to Jones (2014), in prisons like this, 'multi-occupancy' type accommodations and other environmental conditions encourage the growth and development of gangs in prisons, which raises growing concerns about criminal gang members' criminal activities, both in correctional facilities, and also their outreach to community (Winterdyk & Ruddell, 2010: 730). On the other hand, prison managers are prohibited from discriminating against prisoners, employees or any public member based on race, sex, creed, or national origin, Staff Prohibitions and Penalties (Code of Ethics - The Nevada Department of Corrections, <http://doc.nv.gov/Inmates/Home/>. October 7, 2019). Situations and conditions of prison life like this also occur in Indonesia. Based on the writer's observation, the actual situation and conditions of prison life are generally influenced by the social structure and culture of the population in prison.

In this case, the writer's findings are that there are still gangs or groups of people who tend to control other prisoners to carry out their daily activities in prison. This

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view is in line with Narag & Jones (2016: 1-24) which states that prisoners' leaders tend to share government with prison administrators. Then, Narag & Jones (2016: 1), stated that the current prison management model strictly prohibits prisoners from assisting prison administration and management and the government must be able to provide adequate resources, security, personnel, and good and clean prison governance. Therefore, the implementation of good and clean prison governance is the organization of prisoners and must be arranged in such a way as to run perfectly, starting from interpersonal relations, warders, relationships with people outside the prison (Rumadan, 2013; 265-266) because prisoners have the same rights to health and well-being as others (UNODC, 2013: 15) so that prison authorities must respect the human rights and dignity of prisoners (American Bar Association - ABA, 2011: 16).

Meanwhile, to ensure good and clean governance, the implementation of the Getting Zero to Halinar program in Penitentiaries, the Government has provided a regulatory basis regarding the internal control of prison institutions through:

1. Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number M.HH-01.PW.01.01 2011 concerning Internal Control of Corrections Institutions; and
2. Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number M.HH-07.KP.05.02 2012 concerning the Code of Ethics of Civil Servants in the Ministry of Law and Human Rights.

However, the facts show that there is still a contradiction between the existence of the legal basis / existing legal norms and the application of these legal norms as evidenced by the increasing number of cases that have occurred and for example is the practice of extortion (extortion). Often the practice of extortion is found in prisons, detainees pay guards for special privileges by giving bribes to officers so as to put officers at risk and can damage the reputation of the institution (Ross, 2013: 110). According to Mahfud et.al. (December 2014: 540) extortion practices have an impact on at least 3 (three) things, first: the authority of the officer so that it will affect the equality of services with the population and there is no respect for officers because everything can be resolved with money; second, it has an impact on program implementation and rehabilitation of occupants where residents who are supposed to be required to attend certain programs have lost their obligations because they can be replaced with money; and third, illegal payments can affect security and lead to riots, for example: certain residents do not give money to citizens' coordinators or because of the uneven distribution of illegal payments.

Then, other problems that occur in prisons and detention centers, namely the existence of drug trafficking in prisons or detention centers, and drugs are an increasingly prominent problem in many prisons (Kolind & Duke, 2016: 89). According to Polomarkakis (2017: 397), law enforcement is used to reduce the adverse effects of drugs on humans and society at large (Taylor, Buchanan, and Ares (2016: 2). However, the authors' findings realiat that drug trafficking in prisons tends to be an economic attraction Prisoners will feel that they have the respect of fellow prisoners because they can import drugs that symbolize "courage", ambition and can have connections to organized drug networks outside of prison Transparency and accountability are very important (Carstens, 2005). (2019), official business transparency is carried out in such a way that substantive and procedural information is available to, and is widely understood by, people and groups in society, subject to reasonable limits protecting security and privacy, while the notion of accountability according to Johnston (2019), a procedure that requires officials and those who are trying to win guide them to follow the

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established rules, processes and results and ensure that they have followed the procedure. Referring to this understanding, the authors found that, the concepts of accountability and transparency of public officials in Lapas tend to have been reduced. As a result, officials often use the power of their discretion which hinders the goals and objectives of the program implementing the Getting Zero to Halinar program in Penitentiary.

Furthermore, if it is associated with Human Resource Management (HRM), the Getting Zero to Halinar program in Penitentiary does not run optimally. HRM is important to be implemented correctly in productive organizations, obtaining and applying human resources effectively and efficiently (Hamid, Maheen, Cheem & Yaseen, 2017: 1; Pasban & Nojedeh, 2016: 250) and can directly contribute to improving performance achieve organizational goals. According to Okoye & Ezejiofor (2013, 250), the greatest asset of any organization is its human resources that can ensure the achievement of the goals and objectives of the organization. According to Hasibuan (2011: 14), human resource management can be interpreted as the core of an organization, both public and non-public organizations to achieve goals that depend on policies and operations and systems that affect the behavior, attitudes, and performance of staff (Rafiei, N., & Davari, F., 2015: 35-36). These goals will be realized if each organization uses and empowers all its resources because one of the main objectives of human resource management is to improve organizational performance (Paauwe, Guest, Wright, 2013 in Vermeeren, Steijn, Tummers, Lankhaar, Poerstamper, & van Beek, 2014:1; Al Adresi, & Darun, 2017:2).

Thus, improving the quality of human resources is a fact that must be present and implemented in a planned, intensive, focused and affective, and efficient development process. According to Schuler and Jackson (1987); Danny et al., (2008) in Gill, & Meyer (2011: 5), the suitability between human resource management (HRM) and business strategy is important because business strategy is closely related to HRM strategy. According to Mwaniki & Gathenya (2015: 433), HRM aims to increase the effectiveness and capability of an organization's organizational capacity to achieve its goals by utilizing the resources available to it ... According to Ekwoaba, Ikeje, Okpara, & Ufoma (2015: 22), one of The most significant development in the field of organization today is the increasingly important role of HRM for organizations because HRM offers perspectives, values and attributes for organizational life. Therefore, attention to human resources or human capital as one of the main production factors for most organizations, including those in prisons, must be made a very strategic agenda in the "Getting Zero to Halinar" action program in prison (Lapas) besides several other factors such as: regulation, budget and technology.

The objectives of the "Getting Zero to Halinar" Action Program include

Realizing prison and state detention centers that are free from misuse of cell phones, illegal fees and drugs must be done by creating synchronization and harmonization in the movement and steps in implementing it. This research is based on the desire to illustrate how evaluating the implementation of the "Getting zero to HALINAR" action program can provide true and real solutions as constructive solutions for the future. Then, this research is considered very important because in addition to for the first time identifying the achievement of the Halinar program carried out from 2013 to 2017, researchers tried to reveal and describe the factors that were considered as the background of the occurrence of this phenomenon in prison, so that new findings were available. the root of the real problem.

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Prison management can be interpreted as human management that is closely related to the ethical framework and behavior of individual prison staff to detainees, humane treatment to avoid abuse of power. So that the prison management process can run from top to bottom, including emphasizing management by prison authorities on the processes and procedures correct (Coyle, 2009: 11-12). The realization of zero halinar is one of the conditions needed for the implementation of Correctional Vision and Mission. On a national scale the success of correctional practices in realizing its vision and mission is part of the implementation of national legal policies in the criminal justice system that involve elements of the police, prosecutors and judiciary and is very and related to the HRM. According to Al Adresi, & Darun (2017: 1), managers from all levels are involved in HRM practices for scanning internal and external environments, staffing and recruitment, strategy formulation, strategy implementation, and evaluation and control and are effectively managed so that they can be of great benefit to organizations (Ekwoaba, Ikeije, Okpara, & Ufoma, 2015: 22).

Therefore, the HRM approach can be used as a treatment to realize zero halinar as one of the conditions needed for the implementation of Correctional Vision and Mission. According to Truss (2001) in Veth, Korzilius, Van der Heijden, Emans, & De Lange (2017: 2), HRM is aimed at increasing individual welfare, productivity and overall company performance. In this case, there are very important and strategic elements in HRM to improve organizational performance (du Plessis, Douangphichit, & Dodd, 2016: 12) and at the same time can improve overall organizational competitiveness as follows:

1. Recruitment: This is an HR manager's job that requires a lot of attention and resources to attract, hire, and maintain employee retention rates. According to Shih, Chiang, Hsu (2006) in Hamid, Maheen, Cheem, & Yaseen (2017: 2) that part of the human resource development framework is retaining and recruiting employees.
2. Training and Development: Training and development can be provided by companies for both new employees and old employees with the aim of gaining knowledge and / or learning new skills for current or future work (Collin, Van der Heijden, & Lewis, 2012: 155) in their respective fields, and ensure that trained workers will be able to adapt to the changing needs of the times (Jagannathana, Rab and Maclean, 2019: 4).
3. Professional Development: This is a very important function of Human Resource Management (HRM) which aims to enrich and improve employee competence in terms of learning at work (Collin, Van der Heijden, & Lewis, 2012: 157) to be more capable . Includes skills, education and experience as well as behavior modification and improvement of working techniques that are better.
4. Compensation and Benefits: Companies can achieve their goals and objectives if they can adapt to new ways of providing benefits to employees such as: flexibility in working hours, long holidays, insurance / medical costs, leave and others; According to Darwish (2013) & Holbeche (2012) in du Plessis, Douangphichit, & Dodd (2016: 13), HR functions such as job analysis, employee selection, training and development, compensation management and motivational schemes are integrated with plans or strategic objectives in in order to improve organizational performance standards.
5. Performance Appraisal: Performance appraisal by supervisors is one of the most important human resource management practices (Murphy & Cleveland, 1995 in Kampkötter, 2016: 2) where employees will be evaluated and assessed by leaders according to their performance including feedback, setting goals, and train-

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- ing, and reward / compensation systems (DeNisi & Murphy, 2017: 421).
6. Ensuring Legal Compliance :. Ensuring legal compliance is carried out through compliance management which aims to detect, prevent crime and corporate mistakes (Benedek, 2012: 136) in carrying out its business activities..

Research Instruments

Instrument Box

Data collection is a systematic and standard procedure of obtaining the required data. The data collection process in this study includes three activities, namely getting a location, associating with a location and getting data collection (recording data). The main instrument of this research is the researchers themselves. According to Creswell (2007: 107), in qualitative research, researchers are key instruments. The function of the researcher is to determine the focus of the study, choose the informant as the source of the data, analyze the data, interpret the data, and make conclusions on their findings. Then, Creswell (2012: 225-227) states that data collection is done by interview, observation and documentation (supporting techniques) to conduct interviews, it is recommended to use a special design protocol. Protocol data recording is a form designed and used to record information during interviews and observations. The evaluation model used is the discrepancy evaluation model (DEM) which emphasizes gaps in program implementation.

According to Winkel (2004: 538) and Baumgartner & Jackson (1995: 179), the Discrepancy Evaluation Model (DEM) includes: (1) to generate organizational motivation, (2) provide feedback to the organization, (3) provide feedback to managers , (4) 5 provides information to institutions which in this case are faculties, (5) provides information on successful and unsuccessful activities, and (6) provides accountability for the implementation of program activities. According to Arifin, Zainal (2012: 71), the Provus model includes: design, program operation, interim products, and terminal products ". According to Eko (2010: 186-187), the discrepancy evaluation model is an evaluation model by comparing what is expected (standard) with what is happening in the field (performance) so that it can be found gaps / inequalities (discrepancy) which then from these results can improvements were made. According to Sutarto (2014: 4), the Provus-Discrepancy Model is the easiest model to do because it only compares the results and standards that have been determined. Thus, it can be described about the difference between the two, called discrepancy.

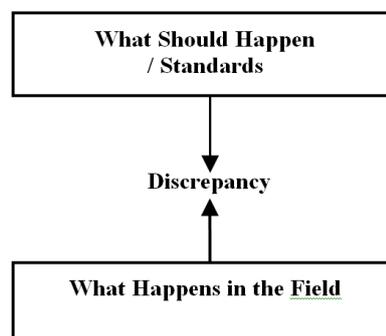


Figure.2: Description of the Discrepancy Evaluation Model

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In this paper, the purpose of the Discrepancy Evaluation Model (DEM) is to find out about the level of conformity between the standards set in the program and the actual appearance of the program. Standards, criteria that have been developed and established with effective results. Appearance, including resources, procedures, management and tangible results that are seen when the program is implemented. Then, to implement DEM in this writing, an action program is prepared, A Design as follows:

Table 1. Instrument Grid Stage Design Evaluation

Evaluation Problems	Component	Indicator	Data Collection Techniques	Instrument	Data source
1	2	3	4	5	6
Standard design criteria	Policy foundation program	Suitability of the legal basis on which the Getting Zero to Halinar	Program is based - Study of Documents	- Interviews - Primary and secondary documents	- Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta
	Program	Program Objectives To realize the goal of the Getting Zero to Halinar	- Interviews - Study of Documents	-Interviews - Primary and secondary documents	Guidelines for interviews : - Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
	The target of the program	The realization of prisons, detention centers and branches of detention centers that are clean from misuse of mobile phones, illegal levies and drugs	Study of Documents	Primary and secondary documents	Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
	Program Strategy	Implementation of the Getting Zero to Halinar program strategy	Study of Documents	Primary and secondary documents	Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta

a. Program Cooperation Network

Table 2. Grid of Installation Evaluation Instrument (Network) Instruments

Problems Evaluating	Components	Indicators	Technical Data Collec-	Instruments	Data Source
1	2	3	4	5	6
Correlation of Program Implementation	Collaborative program activities	Conformity of cooperation with stakeholders related to the Getting Zero to Halinar program	-Study of Documents	-Interviews - Primary and secondary documents	Guidelines for interviews - Directorate General of Corrections : - Head of Cipinang IA Class Correctional Institution Jakarta - Police - BNN - KPK - Ministry of Communication and Information - Private
	Program Coordination	The realization of coordination between stakeholders related to the Getting Zero to Halinar program	-Study of Documents -Interviews	Primary and secondary documents	Guidelines for interviews - Directorate General of Corrections : - Head of Cipinang IA Class Correctional Institution Jakarta - Police - BNN - KPK - Ministry of Communication and Information - Private
	Program Evaluation	Monitoring of the Getting Zero to Halinar program	-Study of Documents - Interviews	Primary and secondary documents	Guidelines for interviews - Directorate General of Corrections: - Head of Cipinang IA Class Correctional Institution Jakarta - Police - BNN - KPK - Ministry of Communication and Information - Private

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b. Anti Halinar Program Process

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Problems Evaluating	Components	Indicators	Technical Data Collection	Instruments	Data Source
1	2	3	4	5	6
Program Implementation	Program description	Implementation of the Getting Zero to Halinar program operating procedure	- Interviews - Study of Documents	Primary and secondary documents	Guidelines : - Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
		Implementation of monitoring in the Getting Zero to Halinar program	- Interview - Study of Documents	Primary and secondary documents	Guidelines : - Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
		The implementation of the quality assurance program Getting Zero to Halinar	- Interview s - Study of Documents	Primary and secondary documents	Guidelines : - Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta

c. Product Implementation Program

Tabel 4. Instrument Grid Stage of Product Evaluation

Problems Evaluating	Components	Indicators	Technical Data Collection	Instruments	Data Source
1	2	3	4	5	6
Results from Program Implementation	Program results	Conformity of the implementation of activities with a decrease in the number of violations at the Cipinang Class IA Correctional Institution in Jakarta	- Study of documents - Interviews	Primary and secondary documents	Interview guidelines : -- Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
		Conformity of the implementation of activities with changes in the behavior of the target program (inmates) at the Cipinang Class IA Correctional Institution in Jakarta	- Study of documents - Interviews	Primary and secondary documents	- Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
		Conformity of implementation of activities with changes in behavior of technical implementation units (officers) Cipinang IA Class Correctional Institution Jakarta	- Study of documents - Interviews	Primary and secondary documents	- Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta
		Conformity of the implementation of activities with the improvement of program support facilities at the Cipinang Class IA Correctional Institution in Jakarta	- Study of documents - Interviews	Primary and secondary documents	- Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta

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d. Program Benefits

Tabel 5. Instrument Grid Phase Benefit Evaluation

Problems Evaluating	Components	Indicators	Technical Data Collection	Instruments	Data Source
1	2	3	4	5	6
Benefits of the program	Program benefits for all components	There was an increase in awareness of the importance of the program by referring to the reduction in the number of violations significantly and improvement of existing supporting facilities	- Interviews -Study of documents	Interview Primary and secondary documents	Guidelines: - Directorate General of Corrections - Head of Cipinang IA Class Correctional Institution Jakarta - Cipinang Class IA Lapas Officer Jakarta

Based on the various descriptions above, it can be interpreted that the superiority of the Discrepancy Evaluation Model (DEM) is able to show the occurrence of discrepancies in a program from various aspects, including regulations and program benefits. The findings from the evaluation results are basic values that are important for the ongoing improvement of the program to be more efficient and effective in achieving program objectives.

Evaluate Standard Design Criteria

Based on the variant of the answers obtained from the informant, a description is obtained that explains the evaluation context in the design aspects. From the aspect of legality in the elements of program design, there are no problems that become obstacles in the implementation of the Anti-Halinar Program in Lapas. The author gets the impression that the legal basis that has been used, although only in the form of Circular issued by the Directorate General of Corrections, is still adequate. In the field findings also revealed the fact that the Directorate General of Corrections issued another Circular which also supports the implementation of the Anti-Halinar Program, namely through the Directorate General of Corrections Circular Letter Number: PAS-126.PK.02.10.01 of 2019 concerning Progressive Steps and Serious Eradication Efforts Drugs in the State Detention Centers / Branches of State Detention Centers, Corrections Institutions, and Special Child Development Institutions aim at Correctional Institutions throughout Indonesia to follow the intended progressive steps.

Based on the circular, the author's opinion that the truth can already be used as a legal basis in preventing the abuse of cell phone use, extortion and drug use in prison. However, the findings of the research result are that there is a perception from other informants that efforts to improve the degree of legality hierarchy from Circular Letter: PAS-54.PK.01.04.01 2013 concerning Guidelines for Correctional Institutions, Detention Centers and Free Detention Centers from Mobile, Extortion and Narcotics (Halinar) issued by the Director General of Corrections, for a basic legal hierarchy, it can be upgraded to a Regulation of the Minister of Law and Human Rights of the Republic of Indonesia. In this context, according to the author after seeing the existing situations and conditions related to the implementation of the Anti-Halinar Program, and improvement of the legal basis hierarchy that the PAS-54.PK.01.04.01 2013 circular letter does not significantly influence the achievement of Anti-Halinar.

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Then, the findings are based on program objectives, situations and conditions on the ground that reflect aspects of legality or the level of the hierarchy of regulations that constitute the legal umbrella of the *Anti-Halinar* Program. Informant perceptions tend to look at other elements, such as facilities and infrastructure as well as human resources. This can be logically accepted if seen from the work experience of each informant in his daily life that is directly related to the Correctional Institution Led by Correctional Institutions (WBP). The informant positions the legal basis available only as a reference to the regulations that must be carried out in prison settings, and as the norm governing actions that can be taken or actions that should not be taken. If the rules are broken, there will be logical consequences that must be faced in the form of sanctions which are also listed in the rules. According to the author, there are other factors that are more significant in supporting the achievement of the *Anti-Halinar* Program objectives in prison. These factors are in compliance with the law which states that the elements must be met so that people submit to the contents of the regulations. In this case, obedience to the law can be interpreted as awareness of the usefulness of the law which gives birth to a form of compliance with legal values and must be upheld in living together and manifested in the form of behavior that is clearly in accordance with the values of the law itself, can be seen and felt by fellow community members.

Furthermore, based on information conveyed by informants it can be seen that if evaluated from the design aspect, rules must be made in accordance with the program's objectives, namely realizing prisons, detention centers and detention branches that are clean from cellphone abuse, extortion and drugs and realizing harmony in movement and prison measures, detention centers and detention branches in implementing the *Anti-Glare* Program. In this case, according to several informants, especially officers, it is also known that there is an obligation for each UPT to make or make UPT a corruption free zone (WBK) and the Clean Presentation Bureaucracy Region (WBBM) so that officers are required to always provide the best services to the Citizens of Correctional Institutions and the community so that these obligations actually correlate with the *Anti-Halinar* Program.

The same thing can be seen in the program targets that are expected to achieve the program targets, namely to create security and order at the Correctional UPT through the application of security unit functions including the application of WBP security and order, law enforcement, protection, protection, and services to the public with uphold human rights; and overcoming conditions of overcapacity in prisons which have the potential to cause security and vulnerability, as well as giving birth to illegal levies practices both from fellow WBP and from Officers to WBP. However, according to several informants, there are still difficulties in implementing the strategy for the *Anti-Halinar* Program. The problem is as follows: first, constrained by the small number of Human Resources, especially Officers, who carry out the program due to excess capacity of The Correctional Institutions (LAPAS) of Class 1 Cipinang Jakarta so that supervision is less than optimal. Secondly, the lack of socialization of *Anti-Halinar* Program objectives, targets and strategies to the Officers and WBP, made the strategies implemented ineffective. Third, the main factor of the non-maximum strategy of this program and there are still many WBP in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta that do not yet have the awareness and compliance with the rules that have been made. Problems like this are the cause and serve as a gap for officers to provide opportunities for WBP who are not aware of their obligations while in prison.

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Correlation Evaluation of Program Implementation

There are two views that come from informants' answers related to the correlation of the Anti-Halinar Program implementation. The first view states that the implementation of a network of cooperation with institutions outside Penitentiary, such as the Indonesian National Police, Kodim 0505 East Jakarta under Korem 051 Wijayakarta and the National Narcotics Agency (BNN) has been effective in accordance with the objectives of the Anti-Halinar Program. IA Cipinang Lapas Klas, cannot work alone, in trying to implement the Anti-Halinar Program. Prisons require real support from outside parties such as the Indonesian National Police, Kodim in accordance with UPT and BNN Penitentiary Areas as mentioned earlier. Effective collaboration is seen and measured by conducting joint attacks, urine tests and rehabilitation for WBP conducted by BNN to detect drug users and their distribution in prison. With the Kodim as the command of fostering and operating the territory of the Indonesian Armed Forces (TNI), the Army has formed an agreement or readiness to anticipate security in the event of a disturbance in order and security. Synergic cooperation that has been carried out with several parties has been going well.

The implementation of other collaborative networks can also be seen from the collaboration between the Directorate of Security and Order Development, the Directorate General of Corrections, the Ministry of Law and Human Rights of the Republic of Indonesia with PT Pasopati Nusantara on Enhancing Integrated Wartelus Telecommunications and Information Technology (I-Wartelus) and Integrated CCTV Video (I-Video CCTV) at the Headquarters of the Directorate General of Corrections, Correctional Division, and Correctional UPT throughout Indonesia. Based on observations and answers obtained from informants, there are 10 units of Closed Circuit Television (hereinafter referred to as CCTV). There are several informants' views regarding the existence and effectiveness of CCTV operations in Cipinang First Class Prison. Installation of CCTV carried out to improve prison is considered a futile effort. This is because the use and supervision carried out through CCTV media is not optimal. CCTV in prisons is considered ineffective in reducing violations committed by WBP because of the limited number of units and human resources managing technology.

There are interesting things related to the collaboration that has been carried out by The Correctional Institutions (LAPAS) of Class 1 Cipinang Jakarta with BNN. This condition is considered as a negative excess that is felt unilaterally, namely from Correction. The context, when there are arrests of narcotics cases in prison. which appears to the public level through mass media coverage seems to be a claim of success from the National Narcotics Agency (BNN) because the perpetrators of the arrest and negative excesses were dropped on the prison where the incident took place. Another problem that became a challenge for Corrections was also when there were other institutions such as BNN that did not provide data and information related to drug networks involving WBP. There are concerns from BNN "leakage" of information so that data and information are only allowed for internal BNN. To overcome this problem, in the future it is necessary to set up a mechanism to build "mutual trust" between the National Narcotics Agency and Penitentiary related to information about drug networks in Penitentiary. Penitentiaries pay close attention to data and information in the drug network for the effectiveness of the Anti-Halinar Program and to improve security and order in prisons.

The author understands the argument that is built in collaboration must lead to mutual benefit of each party (mutual benefit), it should not be a cooperation that is built then it only benefits one party. The argument was built using a moral and ethical approach. This understanding is useful to ensure the sustainability of cooperation in a

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long time (sustainable corporation) in realizing the shared goals between the parties. While cooperation with the Indonesian National Police is relatively going well. This is by referring to standard operating procedures (SOP) for Correctional Findings on violations of cell phone use, extortion and drug trafficking in the *Anti-Halinar* Program that get different treatment. Findings on the misuse of cellphones by WBP will be confiscated which will be destroyed or returned to the family. Findings on the existence of cases of alleged extortion will be examined by WBP who are victims of extortion and will be given internal sanctions for employees and or Lapas Officers involved. The findings of drug cases must be reported to the authorities, in this case the Indonesian National Police. The strategic step that can be taken is to hold periodic meetings as a coordinating movement and joint activities with related parties in conducting joint activities to prevent and crack down on narcotics trafficking violations in prisons, especially The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta facilities.

Evaluating the Implementation of Program Management

Judging from the implementation of the program there are several aspects of the authors' attention. First, from the aspect of implementing Standard Operating Procedure (SOP), the findings can be seen that the Officer has carried out in accordance with the specified SOP. However, the SOP in question is the SOP issued from general rules, namely the SOP on Management of Disorders of Order and Security originating from the Penitentiary Law due to the unavailability of SOP specifically to support the *Anti-Halinar* Program. SOP Corrections for findings of cell phone violations, extortion and drugs are treated differently. Findings of cell phone violations by WBP, Officers are required to confiscate which will be destroyed or returned to the family.

With regard to the findings of alleged extortion cases, there will be an examination of WBP who are victims of extortion as well as individual officers suspected of being involved in extortion. If convicted of extortion then the officer will be given internal sanctions in accordance with applicable regulations. The sanctions include demotion that must be dismissed with no respect. In the case of drug trafficking, the existing SOP states that the Officer must report to the authorities, in this case the Republic of Indonesia Police, for further processing which will then be given a recommendation or follow up on the case from the Police. Another issue that arises is the real condition of the employee's competence and / or Officials directly related to WBP who have not met the competencies with the criteria set out in the Correctional Services Standards. In the future, a strategic step that must be taken is to conduct training for Employees and / or Officers to meet the intended competency criteria as this is an important part in achieving the objectives of the *Anti-Halinar* Program. Other aspects that make a significant contribution are leadership in the Lapas environment, cultural patterns that exist in Indonesian society are still patriarchal, leaders are positioned as role models who carry good positive values that are considered to guide behavior patterns. all employees and/or officers in prisons.

This has become a very strategic focal point in the effort to achieve the objectives of the *Anti-Halinar* Program, without good leadership, it is difficult for implementers under leadership to carry out their duties and functions as carried out in accordance with the mandate of the Lapas Law. The role of the leader as the activator of the organization has an important responsibility to manage prisons based on professionalism and HRM treatment approaches. The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta in the future has great challenges in building character and developing the quality of the competence of Employees and / or Lapas Officers. The existence of an organization is strongly supported by the existence of three main pillars

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in order to run well, one of which is the existence of quality human resources that can be assessed from three main aspects namely knowledge, abilities, and attitudes or behaviors. Therefore, it is very important to realize that whether an organization develops or not is greatly influenced by the presence and concern for the quality of human resources in moving the organization. Thus, the process of capacity building and character building for HR is an absolute thing to do. In this process, it can be done in various ways, both through education and training based on competence and fostering career patterns to improve HR performance.

Evaluation of Program Implementation Results

Related to the aspects of the results of the Anti-Halinar Program implementation, the authors found various variants of the answers from the informants. What's interesting is that the answer is influenced by the capacity of the informant's position in the context of implementing the Anti-Halinar Program. Internally the Penitentiary stated that the achievement of the *Anti-Halinar* Program in quantitative terms had reached 90%. While the Penitentiary's external view states that the program was not successful, the authors can understand the difference that occurs in conditions reflected in the reality on the ground that the ideal claim can only be said that the *Anti-Halinar* Program is successful if cellphone violations, extortion and circulation of clean drugs up to 100% does not occur in the Lapas environment. This condition is confirmed by internal claims that objectively the *Anti-Halinar* Program has not been 100% successful but it cannot be denied that the achievement has been realized even though it has not been 100%. An external view is that the *Anti-Halinar* Program has not been successful due to the fact that there are still many cases of cellphones, extortion and drugs. In this case the author holds that in carrying out correctional tasks tend to foster a process of "exchange" of interests between WBP with employees and or officers who are not moral. caused by the operation of the "supply and demand" principle. The effectiveness of the *Anti-Halinar* Program is doubtful by external views because it is influenced by the principles of supply and demand as described above.

When cell phone use (as well as drugs) is prohibited, while it is an important requirement for the lives of WBP, what happens is clandestine behavior in various ways so that they can meet those needs. This negative process has the potential to involve employees and / or officials who have low integrity quality. The author sees objectively from the two views above, there is a background of conditions that are not ideal, namely the condition of excess WBP capacity compared to the capacity of cell space available to accommodate WBP in prison. It is not possible to achieve the objectives of the Anti Halinar Program with very inadequate facilities and infrastructure where the in The Correctional Institutions (LAPAS) of Class 1 Cipinang Jakarta capacity is currently occupied by 4177 people so there is an excess capacity of 375%. In addition to the ratio of Lapas Officers to the number of occupants as WBP, with a total of 200 Officers having to oversee 4177 WBP, this condition will not be effective in carrying out the supervisory function. Based on the needs of the number of Officers with the number of WBP to be monitored, it is estimated that the ideal number is 1 Officer who oversees 20 (twenty) WBP people.

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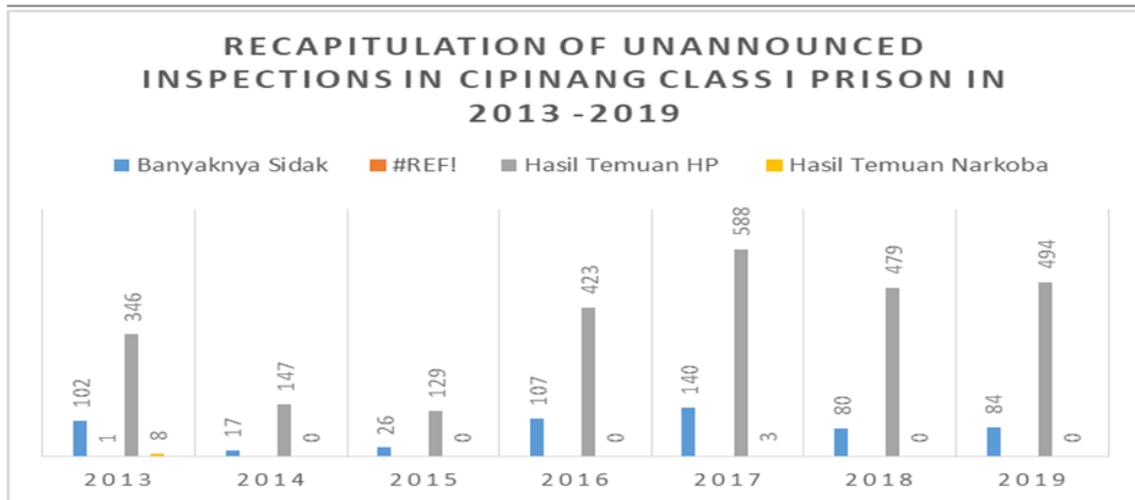


Figure.3: Recapitulation of Sudden Inspections in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta within 2013 - July 2019

Source: Security and Order Section (Kamtib) The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta

The author suspects there are several factors that cause the high violation of cell-phone findings in Lapas. One of these factors is the inability of Wartelsuspa as a means of communication needed by WBP to communicate with their families. On the other hand, weakness of supervision and search by the Main Door Officer (P2U) team should be suspected of visits made by officials, officers and visits to WBP. The results of interviews with informants showed that Officers were reluctant to conduct surveillance and search when faced with fellow The Correctional Institutions (Lapas) Officers and Employees. This has created opportunities for cellphones to enter Lapas. Seeing this condition, it becomes a joint challenge to improve the integrity of employees and / or officers in carrying out their duties, especially in supervising and searching to ensure the entry of mobile phones in the Lapas environment. There is an interesting thing related to the presence of cellphones in The Correctional Institutions (Lapas) of Class 1 Cipinang Jakarta environment where the WBP admitted that they got a cellphone from another WBP who had finished serving his sentence by compensating for some money. Other information obtained indicates the smuggling of cellphones from visitors to give to WBP who are in prison.

Evaluate Program Benefits

From the aspect of beneficiaries of the "Getting Zero to Halinar" program, it can be seen from two parties, first, officials / officers / employees as prison administrators; and second, in the case of the Lapas Guide as Lapas subject. Internal parties claim that the benefits of the "Getting Zero to Halinar" Program are obtained in the form of security and order in daily life at Lapas. As explained by the informant, by suppressing the use of mobile phones in correctional facilities could have an impact on the decline in drug trafficking in Indonesia given that most drug trafficking in Indonesia is still controlled by elements behind bars. Unfortunately, there are no numerical data that refer to a decrease in drug distribution. In the case of Guidance Corrections, the benefits of their "Getting Zero to Halinar" program are fulfilling their rights as Citizens Guidance Guidance (WBP). However, they are still experiencing things related to extortion imposed on the fulfillment of the rights of Criminal Citizens, both from room facilities to

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the right to get Conditional Exemption (PB), Mandatory Leave (CB) and Free Leave to Go (CMB). External parties have more or less the same view where they feel that if the program is successful, the Penal Guidance rights are fulfilled, from the variant of answers in the field that the Halinar Program is beneficial for all parties.

On the other hand, Lapas, which is the Task Force's Unit (UPT- Unit Pelaksana Tugas) from the Ministry of Law and Human Rights, does not seem to be able to do much with the real conditions where in terms of building infrastructure alone is very limited and inversely proportional to incoming supplies so this seems to cause no there are effective filters in the Criminal Justice System. For this reason, a paradigm needs to be built that imprisonment by including perpetrators of crimes in the Penitentiary as a last resort that must be done is not an initial choice. The paradigm of the Police institution will imprison as many drug offenses as possible, the Prosecutor's Office will prosecute as many suspects as the perpetrators of drug offenses while the Justice institution will impose a more dominant prison sentence. Penitentiary has no other effort than to accept. It's time to make corrections from the Criminal System in Indonesia.

CONCLUSIONS

The Getting Zero to Halinar Program is an action program run by the Director General of Corrections in an effort to uphold security and order in the context of realizing the Correctional vision and mission. This program is part of the Directorate General of Corrections policies that are implemented in every UPT Prison and Detention Center. Based on the evaluation of the Getting Zero to Halinar program in general, this shows relatively effective results based on a qualitative study of interviews with informants. The relatively effective purpose qualitatively means that the achievements reflected in field data have not yet been fully stated in Circular. However, existing achievements have led to the expected conditions.

Based on the components in the Inequality Evaluation Model, the results of the study revealed the main findings as follows: First, Circular of the Director General Number: PAS-54.PK.01 of 2013 concerning Penitentiary Guidelines, Drug Free Detention Centers and Prisons and Narcotics Branch Offices (Halinar) become the legal basis for program technical regulations. in addition to referring to several laws and regulations that are hierarchical in it. The legal basis used is considered adequate as a guideline, there are no strong arguments for making changes to the legal basis higher in the legal and regulatory hierarchy. Second, cooperation with institutions outside of prison is a must to support the realization of program objectives. Negative excess that appears allegedly occurs due to misunderstanding in carrying out the duties and functions of each party. On the other hand there are no periodic and ongoing evaluations that contribute to this condition.

Third, there is no specific SOP related to program implementation because technically it has been accommodated through SOP security and order. Inequality was found, namely the ineffectiveness of SPIP (Government Internal Control System) as a system that supports the achievement of program objectives. Another thing that arises is the unavailability of role models that can be role models in prison settings. Apart from that one of the main determinants is the integrity of each individual in the correctional environment as a soft skill that becomes the modality to ensure the achievement of program objectives. Fourth, there are conflicting views about the results of program implementation. In addition, findings from the field show that behavior change is unfortunately not permanent. Fifth, the condition of HR in prisons is actually aware of the importance of the program, unfortunately it is not followed by a permanent change

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in behavior in accordance with the program's objectives. Without denying the achievements obtained from the Anti-Halinar Program, it cannot be denied that there is still a difference between the success measures built from the legal basis of the Anti-Halinar Program's legal documents and reported field findings and from informant statements. This condition can be understood in a program evaluation because at the level of program implementation there are so many factors that affect the achievement of program goals ideally.

RECOMMENDATIONS

Some strategic steps that can be taken immediately by the stakeholders related to the management of Penitentiary with the Getting Zero to Halinar Program are as follows:

1. Improve integrity through internalizing the contents of the Getting Zero to Halinar program for Officials / Employees / Officers and WBP in each correctional institution / detention to the level of compliance, namely internalization and competency enhancement for human resources in the prison system including officials, employees and officers through education and training.
2. Increasing mutual trust towards related institutions that function to reduce or eliminate the negative excesses of each party's sectoral ego.
3. Regarding the implementation of Quality Assurance, what is more needed is the strengthening of SPIP in The Correctional Institutions (LAPAS) of Class 1 Cipinang Jakarta through the Correctional Institution whose job is to ensure that the SPIP team mechanism at the Correctional Institution really does as it should.
4. Periodic evaluation (2 years) and a follow-up plan for evaluation

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