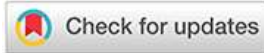


COLLABORATIVE GOVERNANCE IN IMPROVING THE CULINARY AND SASIRANGAN INDEPENDENCE COACHING PROGRAM IN CLASS IIB BANJARBARU PRISON INSTITUTION



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ABSTRACT

This study evaluates collaborative governance in the culinary and Sasirangan self-reliance coaching program at the Banjarbaru Class IIB Correctional Institution. This research uses qualitative methods to obtain accurate study results. The research shows that effective face-to-face dialogue, strong trust, and commitment to the process have supported the program's success. Good communication between the Correctional Institution, CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru, and Lembaga Pelatihan Keterampilan (LPK) Melati facilitated understanding and productive collaboration. The program has also shown progress through positive interim outcomes, such as inmate certification in Sasirangan making. However, constraints such as budget limitations and human resource issues, including lack of inmate motivation and officer understanding, hinder the effectiveness of the program. Despite progress, these issues need to be addressed to achieve optimal long-term results. This research underscores the importance of communication and resource support in the implementation of self-reliance coaching programs.

Keywords: Collaborative Governance; Self-Reliance Development Program; Correctional Institution



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INTRODUCTION

Indonesia is a country of law, all regulations made must be obeyed and if violated, sanctions will be applied in accordance with applicable regulations. One of the sanctions that can be given to violators of the law is confinement. As one of the sufferings of confinement punishment is felt by someone who is arrested, detained, charged, examined, and also tried in a criminal process. If someone who has undergone a criminal process and received a verdict from the court with a verdict which has permanent legal force (*inkracht*) (Rachmayanthy & Anwar, 2023). The imposition of imprisonment has the purpose of protecting the community and also to improve the life of the offender. In the correctional system, the implementation of imprisonment does not only aim to maintain and protect the community from the dangers of crime, but also aims to nurture by providing knowledge and skills so that the offender can make it a provision for life for offenders who are lost because they are involved in committing crimes. The purpose of imprisonment is to prevent individuals from committing crimes and not as revenge on the community who made a mistake. The correctional system with the issuance of Correctional Law Number 22 of 2022, the correctional system has the basic principles of protection, non-discrimination, mutual cooperation, humanity, proportionality, and guidance, the only suffering is loss of independence (Fatahilah, 2023).

Corrections is the basic concept of implementing activities carried out for the development of prisoners. It is hoped that through the provision of guidance given to them, inmates can help them and improve the quality of personality and independence of prisoners (Fatahilah, 2023). This correctional system is present to direct prisoners to become full human beings who realize mistakes, which are in accordance with the objectives of social reintegration, namely the essence and purpose of the correctional itself, namely efforts to restore relationships, life, and livelihood of prisoners. Corrections also have the meaning of a criminal justice subsystem which is responsible for enforcing the law in the treatment of prisoners, children, and prisoners, this is the task and function of the establishment of correctional institutions in Indonesia. In the formulation of correctional principles, it is mentioned that *ayomi* is given provisions as a prisoner to become a good member of society and have an active role. The provision of criminal punishment is not a retributive measure by the state. Correcting prisoners is achieved through guidance and not punishment. The state cannot make a prisoner more evil after being sentenced to criminal punishment. When a prisoner loses or is restricted in freedom of movement, prisoners and protégés must still be connected to society. The work given to them should not be a waste of time without a clear purpose. In its implementation, the correctional system aims to restore prisoners so that they become obedient citizens, do not repeat past mistakes, and protect society from the potential recurrence of crimes committed by prisoners (Rahmat & Santoso, n.d.).

According to Law No. 22 of 2022 concerning Corrections, it is explained that the correctional system is an activity carried out by rules and correctional functions carried out in a structured manner. This regulation also explains the importance of coaching in articles 38 and 39 which specifically refer to the development of prisoners, emphasizing the importance of coaching. Guidance is an activity carried out with prisoners to achieve correctional goals, stated in article 38 "Based on the results of Litmas, prisoners are given guidance in the form of: a. personality development; and b. independence development." while in article 39 paragraph (1) "Independence development as referred to in Article 38 letter b can be increased to activities to produce goods and services that have benefits and added value." In changing the behavior of prisoners and to return to society, the guidance provided must be carried out in the community to facilitate the process of

readjustment of prisoners to society after the expiration of their sentence. Correctional Institutions become a bridge between people who have problems with the law, if the problem has been found then only make efforts to change the inmate into a better individual from personality and also independence. In changing prisoners for the better, the factors of officers, prisoners, and society become important factors.

The Correctional Institution functions as an implementer of inmate development so that prisoners can realize the mistakes they have made so that they are no longer involved in crimes that cause criminal punishment, so that the hope is that prisoners will be able to have a role back in the development of the country. This is where the role of society becomes important in order to be able to accept prisoners back in the midst of society. Quoting article 1 paragraph (1) of Government Regulation No. 31 of 1999 concerning the guidance and guidance of correctional prisoners "Guidance is an activity to improve the quality of devotion to God Almighty, intellectual, attitudes and behavior, professional physical and spiritual health of prisoners and correctional students". In providing guidance, the correctional institution has an important role, especially in the Banjarbaru Class IIB Correctional Institution, which is a Correctional Technical Implementation Unit under the auspices of the Regional Office of the Ministry of Law and Human Rights of South Kalimantan. Based on the latest data, the number of residents of Banjarbaru Class IIB Penitentiary on February 1, 2023 was 125 detainees, and 1578 prisoners, a total of 1703 prisoners and detainees at Banjarbaru Class IIB Penitentiary. The coaching provided to prisoners is classified into two types, namely coaching the personality of prisoners and fostering the independence of prisoners.

The coaching program which includes personality coaching and independence coaching, has a personality aspect that includes several things, namely spiritual and physical coaching, not only that, personality coaching is also involved in education and teaching, as well as nation and state, while independence coaching includes skills in helping entrepreneurs such as handicrafts, machine repairs, workshops and similar activities, in small industrial skills, for example processing from agriculture into tempeh chips from soybeans, and banana chips, there is also fostering independence in supporting industrial businesses, agriculture, plantations, fisheries and in high and medium technology industries such as printing, screen printing and furniture, not only that fostering independence also supports the development of the interests and talents of prisoners, for example such as painting. In providing personality and independence coaching, correctional officers are expected to provide equal treatment to each prisoner, where all eligible prisoners are entitled to get personality and independence coaching which must be included by the correctional institution, to achieve equal treatment of all prisoners in correctional institutions, therefore steps or tactics are needed to improve personality and independence coaching programs.

Self-reliance coaching is a skills training activity given to prisoners, given work skills activities are expected to be able to help prisoners choose interests and talents that can be channeled and then developed so that they can be processed into valuable things. Where it is expected that when the prisoners have received independence coaching after completing the criminal sentence, it can be a provision so that they can live independently and have work skills that can make prisoners become part of a productive, good, useful society, and are ready to become a workforce that can work in a trained and skilled manner, able to become a society that maintains the stability of order and security with the independence coaching provided, and does not repeat the mistakes that have been made (recidivists), and is able to improve the welfare of prisoners and their families.

The implementation of fostering independence carried out by the Correctional Institution really needs support from related parties, therefore there are rules regarding collaboration or cooperation with various parties regulated in Law Number 22 of 2022 concerning Corrections in CHAPTER IX concerning cooperation and community participation article 89 point (1) "In the context of carrying out correctional duties, the minister / head of the institution can cooperate with ministries, local governments, institutions, and individuals whose activities are in accordance with the implementation of the Correctional System." and Government Regulation Number 57 of 1999 concerning Cooperation in the Implementation and Guidance of Correctional Prisoners article 1 point (1) "Ministries, local governments, and institutions can also provide assistance and support for correctional programs." Point (2) "Ministries, local governments, and institutions can also provide assistance and support for correctional programs." and Government Regulation No. 57 of 1999 concerning Cooperation in the Implementation and Guidance of Correctional Prisoners article 1 point (1) "Cooperation is an activity organized by the Minister with related agencies, community bodies or individuals in the context of coaching and / or guidance of Correctional Prisoners, whose activities are in line with the implementation of the correctional system." Departing from this regulation, collaborative governance is needed in an effort to develop, improve, and expand the independence coaching program, this coaching cooperation relationship is the basis for a coaching program aimed at improving the skills and quality of prisoners at the Banjarbaru class IIB correctional institution.

The implementation of the coaching program for prisoners is important because it aims to return prisoners to society, not only limited to material or spiritual, but must run simultaneously. Coaching in correctional institutions is aspired to be able to create a good mentality and personality for prisoners (Herliansyah, 2020). Thus, the coaching program is expected to form individual prisoners who are able to contribute positively to society after returning to their social environment, it is very important to provide an environment that supports personal growth and sustainable social integration for prisoners. The Banjarbaru Class IIB Penitentiary implements self-reliance coaching specifically for prisoners in order to improve the skills of prisoners who are convicted in the place. Banjarbaru Class IIB Penitentiary has several independence programs for prisoners in developing skills and optimizing their skills. This independence coaching is useful for when prisoners are free from correctional institutions so that they can develop into individuals who are whole, independent, and have skills so that they can be used in social life. Banjarbaru Class IIB Correctional Institution has collaborated with Commanditaire Vennotschaap (CV) and Job Training Institution (LPK), where the aim is to facilitate the independence coaching program to prisoners where independence coaching is important for prisoners, which can direct and shape attitudes in understanding themselves and their abilities. In finding and developing their abilities, prisoners need a variety of independence coaching in Banjarbaru class IIB correctional institutions for prisoners. One way to improve the independence coaching program is by collaborating with various parties from the government and also the private sector.



Source : lapasbanjarbaru.kemenkumham.go.id, 2024

Figure 1
CV Yana Snack Food Cooperation for Culinary Training

With this collaboration established by the Banjarbaru class IIB correctional institution with CV. 2 Putra Mandiri Yana Snack and Food about culinary training proves that coaching in correctional institutions can provide opportunities for prisoners to be able to change their lives towards a better direction, which aims to provide inmates with skills in the hope that they can be utilized to continue a better life after returning to society. Not only in culinary training, Banjarbaru Class IIB Penitentiary also collaborates with the Banjarbaru Melati Skills Training Institute in training in making sasirangan cloth, which after being given training inmates get a certificate which is expected to provide provisions for inmates to get a job or create their own work space and can help the economy of the inmate's family after serving a criminal period. Because of this, the provision of independence coaching to prisoners is needed with cooperation or collaboration which is expected to improve the independence coaching program even better, and can involve prisoners to be given similar trainings such as culinary and sasirangan. Thus, prisoners can gain new skills that are beneficial for their lives after release, and it is hoped that the provision of this independence coaching can return narapidana to society, and reduce the risk of returning to criminal behavior.

The provision of independence coaching in Banjarbaru class IIB correctional institutions, it is hoped that in collaboration with third parties or stakeholders to support the independence coaching program can also be implemented in other independence coaching. Good collaboration between correctional institutions and stakeholders or cooperation partners is very important to expand the scope of independence coaching and ensure that various aspects of prisoners' lives can be thoroughly empowered. However, various problems in establishing cooperation also often occur such as problems with the budget.

DAFTAR ISIAN PELAKSANAAN ANGGARAN PETIKAN					TAHUN ANGGARAN 2023	
NOMOR : DIPA-013.05.2.684001/2023					I.A. INFORMASI KINERJA	
Kementerian Negara/Lembaga : (013) KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA RI					Halaman : I.A. 1	
Unit Organisasi : (06) Ditjen Pemasyarakatan					15.220.269.000	
Provinsi : (15) KALIMANTAN SELATAN					15.220.269.000	
Kode/Nama Satker : (884001) LAPAS KELAS IIB BANJARBARU						
Program : 013.05.8F Program Penegakan dan Pelayanan Hukum						
Kegiatan : 5252 Penyelenggaraan Pemasyarakatan di Wilayah						
Indikator Kinerja Kegiatan :						
Klasifikasi Rincian Output 1 : 5252.B0C Fasilitas dan Pembinaan Masyarakat					4.223.000	15.164.969.000
Rincian Output :						
01 B0C.002 Pembinaan Ketrampilan Dan Layanan Integrasi Narsipidana					2000.000	59.100.000
02 B0C.004 Kebutuhan Dasar dan Layanan Kesehatan					2003.000	14.439.448.000
03 B0C.506 Pembinaan Kemandirian Narapidana					40.000	76.600.000
04 B0C.007 Pelaksanaan Kegiatan Rehabilitasi Sosial					180.000	593.820.000
Klasifikasi Rincian Output 2 : 5252.B0B Operasi Bidang Keamanan					12.000	55.300.000
Rincian Output :						
01 B0B.002 Layanan Keamanan dan Keterlibatan					12.000	55.300.000
Program : 013.05.9A Program Dukungan Manajemen					7.884.033.000	
Kegiatan : 6231 Dukungan Manajemen dan Teknis Lainnya UPT Pemasyarakatan					7.884.033.000	
Indikator Kinerja Kegiatan :						
Klasifikasi Rincian Output 1 : 6231.EBA Layanan Dukungan Manajemen Internal					4.000	7.647.253.000
Rincian Output :						
01 EBA.956 Layanan BMN					1.000	960.000
02 EBA.958 Layanan Hubungan Masyarakat					1.000	13.200.000
03 EBA.962 Layanan Umum					1.000	58.190.000
04 EBA.994 Layanan Perkantoran					1.000	7.574.883.000

Source : lapasbanjarbaru.kemenumham.go.id, 2024

Figure 2
DIPA Class IIB Banjarbaru Correctional Institution Year 2023

It can be seen in Figure 2 that those included in the Budget Implementation List (DIPA) on fostering the independence of prisoners are only budgeted for 40 people where the Budget Implementation List (DIPA) serves as the basis for implementing activities and budget allocations because this is constrained by an inadequate budget, especially in the prisoner independence development program which has great potential. Therefore, steps need to be taken to overcome this obstacle, as well as to utilize the available budget. In addition, it is also important to build good and sustainable relationships with relevant stakeholders to expand the reach and improvement of the independence coaching program at the Banjarbaru Class IIB Penitentiary. By involving prisoners in independence coaching activities, it is hoped that prisoners can learn and get certificates as well as the values of hard work, tenacity, and patience. In addition, this coaching program can help prisoners develop new skills that can increase opportunities to find work after release. Thus, this self-reliance development program can play a role in the process of rehabilitation and social reintegration for prisoners. In this context, it is important to create a collaborative mechanism that includes all relevant stakeholders, both internal and external, in the planning, implementation, and evaluation of self-reliance coaching programs at the Banjarbaru class IIB penitentiary, the expected collaboration includes handicraft training, expertise, skills, thus the hope is that through cooperation with various parties can support the self-reliance coaching program, Banjarbaru class IIB penitentiary can achieve the goal of fostering independence more effectively and sustainably.

Based on the explanation and the things that researchers think are important to carry out related to improving the independence coaching program, which in improving the culinary and sasirangan independence coaching program is expected to be a reference in working with various stakeholders or it can be interpreted that collaboration is needed in improving the independence coaching program. In this study, the authors aim to understand more deeply about improving the independence coaching program in collaboration or cooperation with various stakeholders. Therefore, the author took the

title “Collaborative Governance in Improving the Culinary and Sasirangan Independence Development Program at the Banjarbaru Class IIB Penitentiary”.

LITERATURE REVIEW

Collaborative, according to Wanna (2008), collaboration means joint working or working in conjunction with others. It implies actors-individuals, groups, or organizations cooperating in some endeavor. The participants are 'co-labouring' with others on terms and conditions that, as we know, can vary enormously. It can be interpreted to mean that collaboration refers to efforts to work with others, which implies individuals, groups, or organizations cooperating in some endeavor. Stakeholders collaborate with others under varying terms and conditions. Collaboration can also be defined as the engagement and joint process of all parties involved to address the problem at hand. Therefore, the concept of collaboration affects the formation of mutual trust between them in various situations, times, and opportunities, and their efforts and dedication (Saleh, 2020).

Governance means a representation of values, rules, and structures related to government programs, including financial, political, social aspects, and human resources, which involves the interrelationship of society, government, and the private sector in carrying out interactions to achieve their respective roles in the collaborative decision-making process (Noor et al., 2022). According to Smith and Osborn (2007), the concept of governance emphasizes the importance of the involvement of the private sector, non-governmental organizations, and the general public in planning and implementing public policies jointly and collaboratively for the public interest.

In addition, Alter and Hage (1993) explain that collaboration exists because it is an important approach to achieving goals flexibly and faster in generating creativity when compared to organizations that operate independently. Alter and Hage added that in a global economic period, collaboration is the most competitive direction in producing new goods or services, where collaboration is expected to expand knowledge (Islamy, 2018).

Ansell and Gash termed collaborative governance as a description of a method of managing government that is directly involved with stakeholders who are outside the government or state. Through an approach that focuses on reaching mutual agreement and joint deliberation, the aim is to design and implement policies for the public interest and publicly organized programs. It is explained that Collaborative Governance is a set of arrangements in which public institutions with real involvement from non-state stakeholders, are involved in the official decision-making process. Its approach focuses on achieving consensus and in-depth discussions, to formulate or implement public policies, manage public programs, or manage assets (Astuti, et al, 2020).

Collaborative Governance theory is part of the development of governance composition where there is the involvement of external government actors who dialogue to reach an understanding in designing policies and conducting evaluations to achieve development programs. Based on this, Ansell and Gash argue that the purpose of Collaborative Governance is an innovative approach to the concept of governance to deal with the complexity of public problems by reaching an agreement between interested parties in a deliberative forum (Noor et al., 2022). Collaborative Governance aims to make public administration more efficient. The stakeholders involved are accountable for the policy outcomes that result from their involvement in formalized mechanisms for decision-making in government agencies (Ansell & Gash, 2008).

METHOD

This research uses qualitative research methods to understand social reality with an inductive approach. The researcher is directly involved in the context of the phenomenon being investigated, and the main focus is in-depth understanding and interpretation. Data is collected through interviews, observations, and documentation studies, all of which serve to obtain a comprehensive and detailed picture. In terms of data sources, this research uses primary data obtained directly from observations and interviews at the Banjarbaru Class IIB Penitentiary, as well as secondary data which includes documents and records relevant to the research topic. This research design is descriptive, which aims to present a clear and detailed picture of the phenomenon under study. Data collection was conducted by integrating observation, interviews, and documentation, where each technique was used to ensure data validity through triangulation. Direct observation in the field allows researchers to gain a deeper understanding of the collaborative process that occurs in the independence coaching program at the correctional institution. Interviews were used to gather information directly from relevant informants, both from the management of the institution and the program participants.

In addition, literature study and documentation studies were used to complement the data obtained from the field. The documents collected assisted the researcher in understanding the broader framework, as well as supporting the analysis conducted. Data were analyzed systematically using data reduction techniques, which involved sorting, simplifying, and categorizing data to find relevant patterns and draw conclusions. This analysis process was carried out continuously throughout the research until the data obtained reached a point of saturation, where no more new information emerged. This method allows researchers to develop hypotheses based on the data obtained and provide an in-depth analysis of the phenomena observed. With a qualitative approach, the researcher focuses on the reality faced by the research participants, interpreted from their point of view, and ensures that the data produced is the result of a thorough reflection on the phenomena that occur in the Banjarbaru Class IIB Penitentiary.

RESULTS AND DISCUSSION

The Correctional Institution functions as an implementer of inmate development which aims one of them so that prisoners can realize the mistakes they have made. Prisoners also have rights, namely the fulfillment of rights for prisoners serving a sentence of confinement, one of which is given independence coaching where providing guidance the correctional institution has an important role, especially in the Banjarbaru Class IIB Correctional Institution has provided independence coaching carried out on prisoners, namely culinary and sasirangan independence coaching. In Collaborative Governance in Improving the culinary and Sasirangan Independence Coaching Program at the Banjarbaru Class IIB Penitentiary, the author uses a direct observation method in the field and conducts direct interviews with sources. The purpose of this research is to provide an overview of the implementation and to find out the supporting and inhibiting factors in implementing collaborative governance in improving the culinary and sasirangan independence coaching program at the Banjarbaru Class IIB Penitentiary. Collaborative governance is a description of a method of managing government that is directly involved with stakeholders who are outside the government or state, later the cooperation that is established can provide benefits for each stakeholder.

Previously, there was no cooperation with third parties, then cooperation in fostering the independence of culinary and sasirangan began to be carried out in 2023 which collaborated with third parties, namely CV. 2 Putra Mandiri Yana Snack & Food

Banjarbaru and Skills Training Institute (LPK) Melati through a cooperation agreement between Class IIB Banjarbaru Correctional Institution and CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru on November 13, 2023 and also with the Melati Vocational Training Institute (LPK) on December 6, 2023 and updated on April 01, 2024. With the letter of cooperation agreement that has been agreed upon, the coaching of culinary and sasirangan is carried out. Coaching the independence of culinary and sasirangan is coaching that has established cooperation compared to other coaching work programs that still do not cooperate with third parties.

The extension of the cooperation agreement between the Banjarbaru Class IIB Penitentiary and the Melati Job Training Institute (LPK) which is so that the cooperation in fostering the independence of sasirangan continues. This is what is regulated in the basic rules in collaboration or cooperation with various parties in Law Number 22 of 2022 concerning Corrections in CHAPTER IX concerning cooperation and community participation article 89 point (1), and Government Regulation Number 57 of 1999 concerning Cooperation in the Implementation of Development and Guidance of Prisoners of Corrections article 1 point (1). Departing from this basic rule, collaboration in an effort to develop, improve, and expand the culinary and sasirangan self-sufficiency coaching program.

To see how collaborative governance improves the culinary and sasirangan independence coaching program at the Banjarbaru Class IIB Penitentiary, the author uses Collaborative governance theory as a tool or guide. The author of this study uses the collaborative governance theory of Ansell and Gash to see there are five dimensions to determine the collaborative governance process according to the views of Ansell and Gash (Noor et al., 2022), namely :

a. Face-to-face dialogue

Effective communication plays an important role in building strong collaboration in various programs, including at the Banjarbaru Class IIB Penitentiary. Good collaboration between the parties involved, such as CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and Lembaga Pelatihan Keterampilan (LPK) Melati, relies heavily on direct communication through face-to-face dialog. In this context, face-to-face dialog not only facilitates a clear exchange of information, but also strengthens trust and goodwill between the cooperating parties. The results of observations and interviews conducted in the field show that the parties involved in the culinary and sasirangan self-reliance coaching program at the Banjarbaru Class IIB Penitentiary have conducted good communication. Face-to-face dialogue is used to negotiate and build agreements on the basis of honesty and mutual respect. The Correctional Institution, especially through the Work Activity Sub Section, routinely coordinates with external parties such as CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and LPK Melati, to ensure the continuity of the program. This communication process is carried out both through direct visits to prisons and through meetings outside prisons, which aim to ensure the quality of training and products produced.

Observations show that face-to-face communication is not only conducted formally within the framework of cooperation, but also informally, focusing on direct monitoring in workshops during the sasirangan self-reliance training. This reflects continuous coordination and efforts to maintain the quality of the training as well as the active involvement of all stakeholders. The presence of external parties, such as LPK Melati, in monitoring the progress of the program in prisons indicates a solid relationship and structured cooperation. In this process of

negotiation and cooperation, the principle of good faith negotiation is an important guideline. This term refers to the negotiation process carried out with the aim of reaching an agreement or problem solving with honesty, fairness and mutual respect. This principle can be seen in how each party communicates with each other openly and upholds their commitment to program implementation, thus increasing mutual trust between them. Seriousness in communication and transparency in discussions are very helpful in reaching agreements that are beneficial to all parties, both from prisons and external partners. Thus, the success in improving the culinary and sasirangan self-reliance coaching program is greatly influenced by the quality of communication established through face-to-face dialogue, which is carried out regularly and intensively. This not only helps overcome obstacles that may arise during the program, but also strengthens the beneficial cooperation between Banjarbaru Class IIB Correctional Institution and its partners.

b. Trust Building

Trust building is one of the key factors in an effective communication process, especially in the context of collaboration between stakeholders. Trust is an important foundation because, without trust among stakeholders, the collaboration process will be difficult to implement properly. In a situation such as in the Banjarbaru Class IIB Penitentiary, where the culinary and sasirangan self-reliance coaching program is ongoing, stakeholders, such as the training institution and CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru, must be able to understand and carry out their respective roles and responsibilities optimally. This trust is built through a deep understanding of the main tasks and functions (tupoksi) of each stakeholder, as expressed in interviews with various informants. Each stakeholder is expected to carry out their duties in accordance with the rules that have been determined jointly. With clear rules agreed upon by all parties, trust will naturally build as each stakeholder feels valued and has clear responsibilities. This is very important to ensure that each party carries out its obligations and responsibilities properly, and supports each other in achieving common goals.

In the implementation of the culinary and sasirangan independence coaching program at the Banjarbaru Class IIB Penitentiary, the CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru together with the Melati Skills Training Institute (LPK) is actively involved in providing training to prisoners. Through this collaboration, trust between the parties is built based on a cooperation agreement that contains the rights and obligations of each. Each step in the training process has been regulated through an agreed agreement, including financing, technical responsibilities, and the rights that must be obtained by each party. Trust in this collaboration is further strengthened through the implementation of regulations that have been agreed upon by all stakeholders. Stakeholders from both external institutions, namely CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and LPK Melati, feel valued and have a clear role in the implementation of the coaching program. In addition, stakeholders from the Banjarbaru Class IIB Correctional Institution, including the Head of the Inmate and Student Guidance Section and the Head of the Work Activity Subsection, play an important role in ensuring that each party carries out its duties in accordance with existing regulations.

In the context of collaborative governance applied at the Banjarbaru Class IIB Penitentiary, each party has clear responsibilities, both in terms of coaching,

training, and providing materials to prisoners. This process is organized in such a way that all parties have mutually beneficial contributions, so that cooperation becomes more effective and efficient. The trust built through this collaboration not only increases the effectiveness of the program, but also strengthens the relationship between stakeholders, which in turn has a positive impact on the success of the culinary and sasirangan self-reliance coaching program in this institution. Thus, trust as an important element in collaborative governance has become a strong foundation in improving the coaching program at the Banjarbaru Class IIB Penitentiary. Through a clear understanding of roles and responsibilities, as well as mutually agreed rules, each stakeholder is actively involved in creating an environment that supports each other and makes a positive contribution to this coaching program. The result of this trust not only provides direct benefits to the prisoners, but also improves the quality of relationships and collaboration between the institutions involved in the program.

c. Commitment to the Process

Commitment to the process in collaborative governance is a crucial factor that reflects the active involvement and contribution of all stakeholders. In the context of the culinary and sasirangan self-reliance development program at the Banjarbaru Class IIB Correctional Institution, this commitment is seen through various indicators that reflect the interdependent relationship between the prison and external partners such as CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and the Melati Skills Training Institute (LPK). One important indicator is the recognition of mutual interdependence, where each party realizes that the success of the program depends on the contribution and participation of all parties involved. Observations and interviews show that the prisons recognize their dependence on external partners, who provide skills training to prisoners. In contrast, CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and LPK Melati are also in dire need of trained labor that can assist their operations. This synergy creates a mutually beneficial relationship that ensures the continuity of the self-reliance coaching program.

In addition to interdependence, another indicator that illustrates commitment to process is shared ownership of process. In this case, both parties have equal responsibility in decision-making, implementation, and program evaluation. The Banjarbaru Class IIB Penitentiary openly accepts input and suggestions from external partners, as revealed in the interview results. CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and LPK Melati are actively involved in determining the direction of the program and its implementation, thus creating a sense of shared responsibility. This reflects that the collaborative governance process is not one-way, but involves strong two-way communication, where all parties can contribute and play an active role. The third important indicator of commitment to process is openness to exploring mutual gains. This principle encourages all stakeholders to jointly seek solutions that can benefit all parties. In this independence development program, the Banjarbaru Class IIB Penitentiary seeks to ensure that the program does not only benefit the prisoners, but also provides added value to external partners. This is done through program development that focuses on clear objectives and benefits both parties. For example, inmates receive training that improves their skills, while external partners receive a trained and ready workforce.

Through this commitment to the collaboration process, both parties can maintain good and sustainable cooperation. The Banjarbaru Class IIB Correctional Institution benefits from improving the quality of mentoring of prisoners through skills training, while external partners gain access to a skilled and committed workforce. This commitment is not only limited to program implementation, but also to ongoing development and evaluation that ensures the program remains relevant and effective in the long term. As such, the collaboration operates within a mutually supportive framework, where all parties work together to achieve the common goals that have been set. Overall, commitment to the processes in collaborative governance plays an important role in ensuring the success of the culinary and sasirangan self-reliance coaching program at the Banjarbaru Class IIB Penitentiary. Recognition of interdependence, shared ownership of the process, and openness to exploring mutual benefits create a strong foundation for effective collaboration. All parties involved have an equally important role in creating and maintaining program sustainability, ensuring that program objectives are achieved and all parties benefit according to their expectations.

d. Shared Understanding

Shared understanding is an important element in collaboration, especially when it involves multiple stakeholders with a common goal. In the context of the independence development program at the Banjarbaru Class IIB Correctional Institution, shared understanding is needed to create an understanding between the correctional institution and external parties such as CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and the Melati Skills Training Institute (LPK). The aim is to ensure that all parties have the same vision, mission and goals in an effort to foster the independence of prisoners through culinary and sasirangan programs. With this shared understanding, both parties can exchange ideas, discuss, and reach a clear agreement on the steps to be taken for the success of the program. One of the main indicators in achieving a common understanding is having a clear mission. A clear mission ensures that all parties involved understand the reasons for their participation in the program and work together towards the same goal. In this case, both the correctional institution and CV. 2 Putra Mandiri and LPK Melati, have a clear objective to provide training to prisoners so that they can develop productive skills, thus preventing them from re-engaging in negative activities. This mission directs all stakeholders to work in a harmonious and coordinated manner in improving the quality of existing independence coaching programs.

In addition to a clear mission, the second indicator that needs to be considered is the common problem definition. The common problem definition helps all stakeholders to understand the challenges and obstacles that may arise during the collaboration process, as well as find appropriate solutions. In the implementation of the coaching program at the Banjarbaru Class IIB Penitentiary, one of the problems that often occurs is the absence of a formal cooperation agreement with third parties. This is important to be agreed upon so that the collaboration can run smoothly and all parties have the same commitment. The cooperation agreement must be outlined in the form of an official agreement approved by both parties. The third indicator of shared understanding is the identification of common values. This process ensures that all parties involved have aligned values that become the basis for decision-making and action. In this case, the Banjarbaru Class IIB Penitentiary and CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and LPK

Melati agreed to prioritize values that encourage the development of a sustainable independence coaching program. These values include responsibility, sustainability, and alignment with the coaching mission which aims to provide long-term benefits for prisoners. By applying a common understanding that includes a clear mission, precise problem definition, and agreement on common values, the culinary and sasirangan self-reliance coaching program at the Banjarbaru Class IIB Penitentiary can run more effectively. This is also supported by concrete steps such as continuous skills training, production and sales of inmates' work, and extension of cooperation agreements with external parties. Ultimately, the success of this program is expected not only in improving the skills of prisoners, but also in their rehabilitation efforts so that they can return to society better.

e. Intermediate Outcomes

Intermediate Outcomes are an important aspect in the evaluation process of a program, showing the progress that has been made towards the final goal. In the context of collaborative governance in improving the culinary and sasirangan self-reliance coaching program at the Banjarbaru Class IIB Correctional Institution, intermediate outcomes are used to assess whether the collaboration is in line with the program's ultimate goals. Small wins are an important indicator of this progress. Small wins are significant short-term achievements that motivate stakeholders and encourage innovation in achieving the ultimate goal of providing inmates with skills to enable them to be self-sufficient upon release. Based on interviews, several inmates have obtained certificates of expertise in baking and marketing their products. This indicates that the program has succeeded in providing skills to prisoners, so that when they are free, they already have the basis to start their own business. In addition, products made by prisoners are also bought back by CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru, indicating an increase in the culinary independence coaching program, especially in terms of sustainable production. This success is also reflected in the sasirangan sector, where the Melati Skills Training Institute (LPK) completely leaves the jelujur work to the inmates, as the quality of their work is considered better than that of outside labor. The second indicator used in assessing interim results is the Strategic Plan. This strategy is a long-term action that is prepared to direct decisions in the culinary and sasirangan self-reliance coaching program. The strategic plan is important to ensure alignment of vision between the parties involved, so that there are no differences in perception in the implementation of cooperation. From the results of observations and interviews, there were no differences in views between the Correctional Institution, CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru, and LPK Melati in understanding the purpose of this collaboration. All parties have a strong understanding of the direction and objectives of the program, so that collaboration can run smoothly.

The third indicator is Joint Fact-finding, which is the process of collecting and analyzing information by interested parties to create a better understanding. This fact-finding is important to reduce the potential for conflict and find the right solution in the implementation of the coaching program. Collaboration between the Correctional Institution and third parties is considered essential, especially in terms of budget and training activities. Based on the interview results, third parties such as CV. 2 Putra Mandiri and LPK Melati help provide training and certification to prisoners, so that the independence coaching program can run

more effectively. This joint fact-finding process shows the importance of collaborative governance in maintaining program sustainability, while providing benefits for all parties involved. From the results of observations, it can be concluded that collaborative governance in the culinary and sasirangan self-reliance development program at the Banjarbaru Class IIB Penitentiary has been running well. Small successes such as the certification of inmates' expertise and the utilization of their products by outside parties are clear evidence that this program not only provides skills to inmates, but also opens up employment opportunities after their release. A well-thought-out strategic plan and a joint fact-finding process involving all parties have prevented the program from conflict and differences in perception. Good collaboration between the Correctional Institution, CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru, and LPK Melati also show a strong commitment to continue improving the quality of this independence coaching program in the future.

Supporting and Hindering Factors of Collaborative Governance

In the implementation of the culinary and sasirangan independence coaching program at the Banjarbaru Class IIB Penitentiary, there are several supporting factors that play an important role in creating effective collaboration between the prison and third parties, such as CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and the Melati Skills Training Institute (LPK). One of the main factors supporting the implementation of this program is good communication between stakeholders. Clarity in conveying the goals, vision and mission of the program is the key to the success of this collaboration. The prison is able to convince stakeholders through open and structured communication, so that they are willing to support and contribute to the coaching program. In addition, this collaboration also provides benefits for both parties. For example, prisons get a ready-to-use workforce, while third parties benefit from the involvement of skilled prisoners. With the well-established communication, both parties managed to create a beneficial synergy in the implementation of this coaching program. This collaboration also has a positive impact, both for prisons in terms of managing prisoners, and for prisoners who get skills that can be useful after release.

However, the implementation of this collaborative governance program is inseparable from various obstacles that hinder the running of the culinary and sasirangan independence coaching program. One of the biggest inhibiting factors is the limited budget. The available budget is often not proportional to the number of prisoners who must take part in the training program. This limited funding makes the implementation of the coaching program less than optimal. By only having a budget of Rp. 76,600,000 for 40 prisoners, the coaching program cannot reach all prisoners who should receive training. In fact, the budget is an important element that determines the success of program implementation starting from planning, providing facilities, to implementing training. Therefore, more intensive collaborative efforts are needed to overcome this budget limitation, either through broader cooperation or the search for additional funding sources.

In addition to budget issues, another obstacle faced in implementing this program is the limited human resources (HR), both from prison officers and prisoners. As the culinary and sasirangan self-reliance development program is a new program, many prison officers still feel unfamiliar with this program and need time to adapt. They must be convinced of the importance of this program for prisoners and their future after being released from prison. This certainly affects the effectiveness of the program

implementation, especially at the beginning of its implementation. Meanwhile, from the side of the prisoners, not all participants have a high interest in participating in this coaching program. The varied interests among prisoners lead to uneven application of the skills provided during the training. There are prisoners who are enthusiastic about learning, but there are also those who are not interested, so that the absorption of the material becomes less than optimal. This is a challenge for officers and instructors in maintaining the enthusiasm and motivation of prisoners so that they can make the most of this training. Overall, budget constraints and limited human resources are the two main factors that hinder the effectiveness of the implementation of collaborative governance in the culinary and sasirangan self-sufficiency coaching program at Banjarbaru Class IIB Prison. To overcome these obstacles, better strategies are needed in budget management as well as more innovative approaches in motivating prisoners and preparing officers to be better prepared to face the challenges of program implementation.

CONCLUSION AND SUGGESTION

The conclusion of the analysis of collaborative governance in the culinary and sasirangan self-reliance development program at the Banjarbaru Class IIB Penitentiary shows several key findings. First, effective face-to-face communication, trust built between relevant parties, and a strong commitment to the process have contributed to the success of this collaboration. Open and honest dialogue between the Correctional Institution and external partners, such as CV. 2 Putra Mandiri Yana Snack & Food Banjarbaru and Lembaga Pelatihan Keterampilan (LPK) Melati, facilitated clear understanding and strengthened cooperation. Secondly, a shared understanding of the program's mission and objectives and encouraging interim results indicate progress towards achieving the coaching objectives. However, there are several inhibiting factors that affect the effectiveness of the program, including limited budget and human resources. The limited budget makes it difficult to implement the program optimally, while the lack of knowledge of officers and the lack of motivation among prisoners hinder the achievement of the desired results. Despite progress and positive results, these issues need to be addressed to ensure the long-term success of the self-reliance coaching program at the Banjarbaru Class IIB Penitentiary.

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