
MODEL OF ACTOR CAPABILITY IN THE IMPLEMENTATION OF RESTORATIVE JUSTICE POLICIES TO ACHIEVE THE PERFORMANCE OF THE OGAN ILIR DISTRICT ATTORNEY'S ORGANIZATION

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ABSTRACT

The restorative justice approach has been applied in Indonesia, especially in the settlement of juvenile criminal cases and complaints, based on Law Number 11 of 2012 and the Criminal Code. This study analyzes the Actor Capability Model in the Implementation of Restorative Justice Policy at the Ogan Ilir District Attorney's Office, referring to the Attorney General's Regulation No. 15 of 2020. The theory used includes the concept of restorative justice, the capability model, and the relationship between the prosecutor's ability to apply the concept. The research method is qualitative descriptive, with data obtained through interviews, surveys, observations, and documentation. Data analysis is carried out through collection, reduction, presentation, and the drawing of conclusions. The results show that the ability of the Ogan Ilir District Prosecutor's Office to implement restorative justice is quite good, covering technical, social, and conceptual aspects. However, there are challenges in the dimension of idealized policy, especially in the pattern of interaction between policymakers and target groups. The importance of the role of law enforcement officials—the police, prosecutors, and courts—in the implementation of this policy emphasizes the need for a dedicated organizational unit to focus on the tasks and objectives of restorative justice.

KEYWORDS *Policy Implementation, Restorative Justice, Actor Capabilities, and Prosecutor's Organization Performance.*



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INTRODUCTION

Law is a means of society; humans always interact with others, so change is necessary (Jeremia Alexander Wewo, 2023; Roseffendi, 2018). Law can be used to make social changes in society, namely removing obsolete habits that are no longer considered appropriate, directing society to the desired goal, and regulating people's lives, but an interesting thing to study philosophically is that law always lags behind the object it regulates. Therefore, in order for the legal goals to be achieved, it is necessary to make changes to realize a better and fairer order (Anggraeni, 2019; Djaenab, 2018; Mushafi & Marzuki, 2018; Nora, 2023; Yudho & Tjandrasari, 2017).

In the constellation of modern countries, law can function as *a tool of social engineering*. Roscoe Pound (1978: 43) emphasized the importance of law as a means of social engineering, especially through the mechanism of case settlement by judicial bodies that would result in jurisprudence. In the context of Indonesianness, such a legal function, by Mochtar Kusumaatmadja, is interpreted as a means of driving social renewal (1978: 11).

A democratic nation utilizes the principle of legal justice to establish a legal system that ensures fairness for every citizen through organized enforcement regulations. This aims to create effective and quality laws to fulfill the objectives of justice and welfare for the Indonesian populace, who are the bearers of state power and sovereignty (Hayat, 2015; Ibad, 2021; Siswoko, 2022; Wigiyanto, 2022).

According to Satjipto Rahardjo, law enforcement is a process aimed at turning the desires of the law into actual outcomes (1983: 24). The legal intentions mentioned here are the ideas of the legislative body expressed in the legal rules. The way a lawmaker thinks, as described in legal rules, also influences how laws are enforced. Jimly Asshiddiqie stated that law enforcement involves the application and execution of legal standards in practical situations, serving as a framework for conduct in both traffic matters and legal interactions in everyday life of society and the state. (http://www.jimly.com/makalah/namafile/56/Penegakan_Hukum.pdf). Therefore, the process of law enforcement concludes with its execution by the officials responsible for enforcing the law. From this scenario, one could assert in a strong manner that the effectiveness or ineffectiveness of law enforcement officials in performing their responsibilities began with the establishment of the legal rules that they are required to implement.

The Indonesian nation is currently experiencing multiple crises, one of which is a crisis in *law enforcement*. The indication is that law enforcement solely prioritizes the aspect of legal certainty (*rechtssicherheit*) by ignoring the aspects of justice (*gerechtigkei*) and the usefulness of law (*zweckmassigheit*) for the community (Anene et al., 2023; Axtell et al., 2022; "Police Ethics: Crisis in Law Enforcement," 1998; Rampersad, 2023; Wood et al., 2024).

In addition to the crisis in law enforcement, there is also a disregard for the law, disrespect, and distrust of the public towards the law. For example, a number of public perceptions of distrust in the law are (1) the existence of legal instruments, both legislative and executive products that are considered not to reflect social *justice*; (2) judicial institutions that are not yet independent and impartial; (3) law

enforcement that is still inconsistent and discriminatory; (4) legal protection in communities that have not reached *the satisfactory* point (2007: 275).

The matter of ensuring justice and human rights in relation to the enforcement of criminal laws is truly a challenging task to achieve. An example illustrating the neglect of justice and human rights concerns within criminal law enforcement pertains to the legal safeguards available to victims. Victims are individuals who endure physical and emotional pain due to the actions of others who pursue their own desires or who act against the interests and rights of those who are harmed (2012: 2). Individuals affected by crime, who are the ones that endure the greatest harm in a criminal event, do not obtain the legal protection that is required by law. Consequently, when the individual responsible for the crime receives a court-imposed penalty, the situation of the crime victim appears to be entirely overlooked.

According to the criminological and criminal law view, crime is a conflict between individuals that causes harm to the victim, society and the offender himself, where of the three groups, the interests of the "victim of crime" are the main part of the crime, as according to *Andrew Ashworth: "primary an offence against the victim and only secondarily an offence against the wider community or state"* (2012: 2). The criminal justice system is *offender oriented*, which is too prioritizing the rights of suspects or defendants.

As stated by Andi Hamzah: "In discussing criminal procedure law, especially those related to human rights, there is a tendency to discuss matters related to the rights of suspects without paying attention to the rights of the victims. The victim is not given authority and is not actively involved in the investigation and trial process, so he loses the opportunity to fight for his rights and recover his situation due to a crime". (2008: 2005).

Regarding Law Number 8 of 1981, the Criminal Procedure Code (KUHAP), which prioritizes suspects' rights, Romli Atmasasmita also acknowledged that "the function of the Criminal Procedure Code mainly emphasizes the protection of the dignity of suspects or defendants." (Antonio et al., 2023; Budianto & Wulandari, 2020; Laia, 2022; Republik of Indonesia, 1981). The protection of victims in the Criminal Procedure Code is only regulated in Chapter XIII, Articles 98-101 of the Criminal Procedure Code regarding the merger of compensation lawsuits. However, the regulation's process/procedure and substance are considered to contain weaknesses (2012: 2). In practice, it is also rare or almost never to merge compensation lawsuits. This happens because the victim does not know their rights, the public prosecutor does not inform them of these rights, the legal advisor does not want to be bothered, and the judge does not offer this process. So this problem is quite complex.

Due to the offender-oriented criminal justice system, victimology, as a victim-oriented study, provides the basis for the need for case settlement outside the criminal justice system. The solution offered is the settlement of criminal cases in the context of restorative justice (*Restorative Justice*). The Restorative Justice approach focuses more on the conditions for creating justice and balance for victims and perpetrators (2015: 341-350).

The concept of restorative justice is a criticism of the criminal justice system, which sees crime as a violation of state rules. The state has the right to

punish violators to create social stability. The victim's suffering is considered to be over/or break-even, if the state has made the perpetrator suffer. However, this is a concept of colonial heritage that is considered not to have a positive impact on reducing crime and recidivism (2015: 341-350). Offender-oriented criminalization *makes the perpetrator* the main subject in a crime, so the sanctions sometimes cause a sense of injustice for the perpetrator. Crimes in general must involve two parties, namely the perpetrator and the victim, although in reality several crimes occur without the victim, in the sense that the perpetrator of the crime is also the victim, such as gambling and drug abuse (2014: 5).

The settlement of criminal cases with a restorative approach has begun to be implemented in Indonesia, but its implementation is only related to the settlement of child criminal cases (Law Number 11 of 2012) and criminal acts that include complaints (according to Articles 72-72 of the Criminal Code). In practice, the restorative justice approach is often applied in cases outside the normative rules, such as the traffic case that befell Dul, the son of musician Ahmad Dhani, and the case of domestic violence of Brigadier "E" in Tasikmalaya.

Restorative Justice is the settlement of criminal cases by involving the perpetrator, the victim, the family of the perpetrator/victim, and other related parties to jointly seek a fair settlement by emphasizing restoration to the original state, and not retaliation. The termination of prosecution based on restorative justice is carried out with the principles of justice, public interest, proportionality, and crime as a fast, simple, and low-cost last resort.

The law enforcement process through a restorative justice approach in the settlement of criminal cases carried out by the Prosecutor's Office refers to Perja No. 15 of 2020 (<https://kejari-batam.go.id/2021/06/01/restorative-justice-side-humanist-prosecutor's-office-which-prioritizes-peace/>). This regulation is one of the innovations from Attorney General ST Burhanuddin that provides legal certainty for ordinary people. This policy was echoed by ST Burhanuddin at the international level. In the event themed "*Integrated Approaches to Challenges Facing the Criminal Justice System*", Burhanuddin said that the *restorative justice* method in Indonesian criminal justice is an integrated approach from investigation, prosecution, to the imposition of court decisions. Burhanuddin said that *restorative justice* can shorten the prolonged judicial process and solve the issue of overcapacity of inmates in correctional institutions. (<https://kejari-batam.go.id/2021/06/01/restorative-justice-side-humanist-prosecutor's-office-which-prioritizes-peace/>).

The *Restorative Justice* policy through the Attorney General's Regulation (Perja) No.15 of 2020, which was promulgated on July 22, 2020, is expected to be able to resolve criminal cases without going to the green table. Since the issuance of the Perja until 2023, 4,494 cases have been stopped by prosecutors throughout the country. The issuance of this Perja is to restore the condition to the original state before the "damage" caused by a person's behavior (the suspect). The conditions for a person who is "entitled" to receive *Restorative Justice* are:

1. A crime committed for the first time
2. Criminal acts are only threatened with imprisonment for not more than 5 years
3. Losses below IDR 2.5 million

4. There is an agreement between the perpetrator and the victim

Similarly, what happened in Ogan Ilir Regency, South Sumatra Province, the Ogan Ilir District Prosecutor's Office in 2022 has acquitted three suspects from two different cases through *Restorative Justice* (Sumatra Express, Thursday, September 1, 2022). The three suspects who were given *Restorative Justice* are Oktavianus (38), a resident of Ibul Besar 1 Village, Pemouthan District, Ogan Ilir Regency; Rizal Muhaimin (19), a resident of Tanjung Bulan Village, Rambang Kuang District, Ogan Ilir Regency; and Mashudi (18), who is also a resident of Tanjung Bulan Village, Rambang Kuang District, Ogan Ilir Regency.

Regarding the case that ensnared the suspect Oktavianus (38), on June 19, 2022, the suspect committed the crime of stealing stolen goods. Rapiansa (suspected of theft) visited the suspect and sold four pieces of excavator iron for Rp 200 thousand. In this case, Oktavianus is suspected of Article 480 Paragraph 1 of the Criminal Code.

Meanwhile, the case faced by Rizal and Mashudi began on April 7, 2022, at around 20.00 WIB at Warung Simpang, Sunur Village, precisely in Tebedak II Village, Payaraman District, Ogan Ilir Regency. These two suspects committed acts of persecution against the victim, Mutaman. This persecution case originated from a misunderstanding, where when they came home from school, the two suspects were stoned by the victim. Then, in the evening, the three of them met at the stall, and a fight broke out. As a result of the battle, the victim suffered abrasions on the nose, neck, and lower lip.

According to the Head of the Ogan Ilir District Prosecutor's Office, Marthen Tandi, the granting of *Restorative Justice* to the three suspects was based on the fact that the suspects had committed a criminal act for the first time, and the threat of a fine or imprisonment of no more than five years. Then, there has been a peace agreement between the victim and the suspect, and there has been a positive response from the community to the suspect "Especially for the suspects Rizal and Mashudi, they are still active in school at the high school level," With the provision of *Restorative Justice* to these three suspects, the prosecution process in the three cases was automatically stopped. And the three were released and allowed to go home with their respective families.

The application of *restorative justice* to criminal acts in Indonesia encounters obstacles in terms of regulations, readiness of facilities, and human resources. This finding was revealed in a *Focus Group Discussion* (FGD) Policy Recommendations on the Implementation of *Restorative Justice* in Child Crime held by the Center for Data and Information Development (Pusbangdatin) in the field of Meta Analysis ([https:// www.balitbangham.go.id/detailpost/kendala-penerapan-restorative-justice](https://www.balitbangham.go.id/detailpost/kendala-penerapan-restorative-justice)).

Furthermore, based on the analysis of the problems found, Pusbangdatin researcher, Josefin Mareta, proposed recommendations that the government could consider. He further stated that four things must be done. First, the role and function of the family should be increased as a form of prevention of child crimes. Second, the infrastructure, officers, and activities that align with educational prisons should be improved in collaboration with the Ministry of Education and Culture. Third, considering the existence of Article 7, paragraph 2 of the SPPA Law, to make the

diversion process a must. Fourth, mediator certification training for relevant law enforcement officials on dispute resolution should be held.

Based on the description and opinion of Josepin above, the most important thing in implementing this *restorative justice policy* from the side of law enforcement is his ability as a mediator in dispute resolution. The role of law enforcement in the implementation of restorative policies deserves attention and great appreciation, especially considering that there are still many law enforcement officials who hold a retributive view. The absence of a strong legal umbrella and the fear of law enforcement being blamed by superiors/supervisory committees are among the obstacles to implementing restorative justice policies.

In the study and study of public policy and public policy implementation, much literature discusses the role of policy actors or implementers as components that determine success in the process and results of the implementation or implementation of public policy. In his book, *"Implementing Public Policy"* (1980), Edwards III formulated four factors or variables that are the most important conditions for the success of the implementation process. One of them is *Resources*, which includes four components: sufficient *staff* (quantity and quality); information needed for decision-making; *authority* to carry out duties and responsibilities; and facilities needed in implementation.

Then Donald P. Warwick stated in his work: *'Integrating Planning and Implementation: "A Transactional Approach"* (1979). The principle departs from the understanding that to be able to understand various problems at the stage of implementing a plan or policy, the relationship between planning and implementation cannot be ignored. The planning stage cannot be interpreted as a separate process from its implementation. Furthermore, the right development plan and program are required at the planning stage, where the ability and limitations are compared to the demands for change, and services continue to increase. The ability of planners includes four main aspects, namely (1) the ability of the planning staff, (2) the ability of the planning organization, (3) the ability in analysis techniques, and (4) the quality of the necessary information.

Based on the background of this problem, this study aims to analyze the Actor Capability Model in the Implementation of Restorative Justice Policy at the Ogan Ilir District Attorney's Office, referring to the Attorney General's Regulation No. 15 of 2020

RESEARCH METHODS

This study uses a qualitative descriptive method to analyze the Actor Capability Model in the Implementation of Restorative Justice Policy to Achieve the Performance of the Ogan Ilir District Prosecutor's Organization. Data was obtained through interviews, surveys, observations, and documentation, and the data consisted of Data Collection, Data Reduction, Data Display, and Conclusions Drawing.

This study employed a qualitative descriptive approach to examine the Actor Capability Model in the implementation of restorative justice policy at the Ogan Ilir District Prosecutor's Office. Data was collected using multiple techniques to ensure triangulation and data credibility. These included in-depth semi-structured interviews with key informants, consisting of 12 individuals purposively selected based on their

direct involvement in policy implementation, including prosecutors, administrative staff, and legal aid officers. Observations were conducted within the organizational setting to capture real-time practices, while relevant documents such as internal memos, official reports, and policy guidelines were analyzed as supplementary data. The data was collected over three months to capture routine and special-case dynamics. All collected data were then processed using Miles and Huberman's (2014) flow model of qualitative analysis, which includes data condensation, data display, and conclusion drawing to ensure analytical rigor and transparency.

RESULT AND DISCUSSION

Implementation of Restorative Justice Policy

As described earlier, regarding the development and use of the implementation model closest to the policy to be analyzed, this study will use the Bottom-Up model proposed by Smith. The bottom-up approach model proposed by Smith will give a high score on realism and execution because it views policy implementation as not running linearly or mechanically, but opening up opportunities for transactions through the negotiation process or bargaining to produce compromises on policy implementation with a target group dimension.

The *bottom-up* approach of effective implementation is limited to a condition built from the knowledge and experience of those on the front lines of ministry (Lipsky in Parson, 2004: 471). While Smith (in Putra, 2005: 91) said that the *bottom-up approach* is a process of interaction, pressure, and bargaining between *the formulator* and *the implementer*. Furthermore, Smith in (Putra, 2005: 35-36), offers 4 dimensions that determine the effectiveness of policy implementation based on this *bottom-up* approach, namely: *Idealized policy*, *Target group*, *Implementing organization*, and *Environmental factors*. The following will describe the state of each dimension of the implementation of restorative justice policies at the Ogan Ilir District Attorney's Office, which is analyzed from the dimensions of *Idealized policy*, *Target group*, *Implementing organization*, and *Environmental factors*.

Based on the results of the data obtained from the implementation of the restorative justice policy at the Ogan Ilir District Attorney's Office, there is a problem in the dimension of idealized policy, namely in the pattern of interaction idealized by policy formulators to encourage *target groups* to implement restorative justice policies.

Furthermore, in the dimension of idealized policy, there is still a phenomenon of often difficult realization of restorative justice that encourages recovery and reconciliation, placing victims and perpetrators in a dialogue setting to seek mutual understanding and reach adequate resolutions.

Then, from the dimension of Supporting Organizations, namely, government bureaucratic units that are responsible for the implementation of restorative justice policies. Furthermore, from this dimension, it was found that the Prosecutor's Organization did not have members and organizational units that specifically carried out restorative justice policies. Seeing the importance of the role of law enforcement officials such as the Police, Prosecutor's Office, and Courts in implementing restorative justice policies requires members and organizational units

that are specialized and can focus on carrying out the tasks and objectives of the restorative justice implementation in their respective organizational environments.

From the dimension of policy, environmental factors affect the implementation of restorative justice policies, namely, the social and economic aspects of the economy. Furthermore, from this dimension, it was found that the social aspect that affects the successful implementation of restorative justice policies has a huge influence. Where this can include and affect the success or failure of the implementation of the policy lies in the difficulties or obstacles in taking and determining the agreement, requirements, and commitments of the perpetrators and victims, if the two parties come from different social structures. Similarly, the economic aspect that affects the implementation of restorative justice policies is very large.

Implementation Actor Capabilities

Three basic abilities must be possessed to support a person in doing work or tasks to achieve maximum results (Moenir, 2008, p. 117): Technical, Human, and Conceptual Skills.

Based on the description of all dimensions of capabilities/capabilities of the actors implementing restorative justice policies, namely technical skills, social/human abilities, and conceptual capabilities, it can be said to be good. The Ogan Ilir prosecutor's apparatus has implemented the technical dimension consisting of mastery of the principles of restorative justice, procedures and methods, and understanding the rules and regulations of duties in restorative justice. Likewise, social/human abilities consisting of the dimensions of the ability to cooperate with colleagues, the ability to work with a team, and the ability to empathize have been well implemented by the Ogan Ilir prosecutor's office. Similarly, the dimension of conceptual ability, consisting of understanding institutional policies, understanding institutional objectives, and understanding institutional targets, has also been well implemented by the Ogan Ilir prosecutor's office.

However, based on the results of research in the field, it was found that to implement restorative justice policies smoothly and better, it is necessary to have the ability to build networks and referrals to other institutions or experts who can support the implementation of restorative justice, including mediators, counselors, or other facilities. Similarly, the ability to control emotional feelings and focus on common goals to reach an agreement and an appropriate solution.

Performance of the Ogan Ilir Prosecutor's Office

Lenvine (1990) (in Dwiyanto, 1995) proposed three concepts for measuring the performance of public bureaucracy and non-business organizations: responsiveness, responsibility, and *accountability*.

In the context of this research, the concept that will be used to measure organizational performance is in accordance with the main tasks and functions of the Ogan Ilir District Attorney's Office and is based on empirical data in the field (actionable causes), namely responsiveness, responsibility, and accountability, as Lenvine argues (in Dwiyanto, 1995).

The discussion of the dimensions of organizational performance, namely the dimensions of Responsiveness, Responsibility, and Accountability, has shown good results. The Responsiveness dimension consists of the sensitivity of the Ogan Ilir District Attorney's Office to the needs of the community, the Ogan Ilir District Attorney's Office in compiling service agendas and priorities and the Ogan Ilir District Attorney's Office developing public service programs in accordance with the needs of the community is considered both by the community and stakeholders. Likewise, the Responsiveness dimension, consisting of Ogan Ilir District Attorney's Activities, is carried out in accordance with the principles of correct administration, and Ogan Ilir District Attorney's Activities are carried out in accordance with organizational policies, both implicit and explicit, which are considered good by the community and stakeholders. Similarly, the accountability dimension consisting of the organizational policy of the Ogan Ilir District Attorney's Office meets the aspirations of political officials and the interests of the people and the organizational activities of the Ogan Ilir District Attorney's Office meet the aspirations of political officials and the interests of the people are seen by the community and stakeholders is good.

Actor Capacity Model in the Implementation of the Dimension of Restorative Justice Policy Implementation at the Ogan Ilir District Attorney's Office

As described in the discussion, the problem that exists in implementing the restorative justice policy at the Ogan Ilir District Attorney's Office is a problem in the dimension of idealized policy, namely in the interaction pattern idealized by the policy formulator to encourage *the target group* to implement the restorative justice policy.

Furthermore, in the dimension of idealized policy, there is still a phenomenon of often difficult realization of restorative justice that encourages recovery and reconciliation, placing victims and perpetrators in a dialogue setting to seek mutual understanding and reach adequate resolutions.

According to Maria Iswari (2020), children who face the law need special protection. It is not uncommon for cases of acts to lead to criminal verdicts. From the social work perspective, restorative skills are very important in handling children who are dealing with the law. Many cases of children facing each other lead to imprisonment, even though the criminal cases committed are not proportional to the punishment given. It is necessary to understand restorative deterrence for children dealing with the law. Considering an action taken, it must look at background factors, age, and the presumption of innocence. This concept is used by social workers to handle children who are facing the law. The perspective of social work views restorative justice as one of the efforts made to free children from imprisonment and/or avoid the criminal justice system through arbitration and intervention. The intervention carried out leads to diversion carried out to avoid children in the justice system by encouraging law enforcement officials to implement the Child Justice System Law, and conducting deliberations between the perpetrator's family and the victim's family to reach an agreement so that the perpetrator receives a learning punishment instead of a punishment for revenge. In addition, from the perspective of social work, it strives to ensure that child

perpetrators facing the law can be reintegrated into the family and community with the assistance of social workers. Keywords: Children facing the law, Restorative justice, Social work

Thus, the perspective of social work views restorative justice as one of the efforts made to release imprisonment for children and/or avoid the justice system by encouraging law enforcement officials to implement the Child Justice System Law, and conducting deliberations between the perpetrator's family and the victim's family to reach an agreement so that the perpetrator receives a learning punishment instead of a punishment for revenge.

Then, from the dimension of Supporting Organizations, namely, government bureaucratic units that are responsible for the implementation of restorative justice policies. Furthermore, from this dimension, it was found that the Prosecutor's Organization did not have members and organizational units that specifically carried out restorative justice policies. Seeing the importance of the role of law enforcement officials such as the Police, Prosecutor's Office, and Courts in implementing restorative justice policies requires members and organizational units that are specialized and can focus on carrying out the tasks and objectives of the restorative justice implementation in their respective organizational environments.

To address the shortcomings of the prosecutor's organization in carrying out restorative justice policies, several steps can be taken:

1. Special Unit Formation: The Prosecutor's Office may form a special unit to implement restorative justice policies. This will help focus and organize the tasks and objectives of the implementation of restorative justice.
2. Education and Socialization: The Prosecutor's Office can socialize to the public about restorative justice policies and increase public knowledge about this concept. This will help the community better understand and support restorative justice policies.
3. Cooperation with Other Institutions: The Prosecutor's Office can collaborate with institutions like the Supreme Court and the General Judiciary to develop more specific programs and guidelines for implementing restorative justice.
4. Information System Development: The Prosecutor's Office can develop a more modern and effective information system to manage and implement restorative justice policies. Puti Dwi Pangestu (http://repository.unissula.ac.id/26544/1/20302000201_fullpdf.pdf)

Meanwhile, according to Attorney General Burhanuddin, RJ's policy, one of the alternatives to legal settlement, has reaped a positive public response. Therefore, with consideration of the benefits for the community. The Attorney General considers that the scope of Restorative Justice needs to be expanded, so that the benefits of conscientious law enforcement can be felt by the community in a wider scope, and has ordered the Deputy Attorney General for General Crimes to form a Restorative Justice Village. ([Official Website of the Indonesian Prosecutors Association \(kejaksaan.go.id\)](http://www.kejaksaan.go.id)).

From the dimension of policy, environmental factors affect the implementation of restorative justice policies, namely, the social and economic aspects of the economy. Furthermore, from this dimension, it was found that the social aspect that affects the successful implementation of restorative justice

policies has a huge influence. Where this can include and affect the success or failure of the implementation of the policy lies in the difficulties or obstacles in taking and determining the agreement, requirements, and commitments of the perpetrators and victims, if the two parties come from different social structures. Similarly, the economic aspect that affects the implementation of restorative justice policies is very large. This is influenced because its implementation requires adequate resources, supporting infrastructure, and trained personnel, and it also includes funds that involve various mediations and activities that require a lot of funds. Similarly, it is often faced with difficulty finding an agreement on economic compensation from the perpetrator to the victim.

To overcome the social aspects that affect the implementation of restorative justice policies in the implementation of restorative justice policies, namely from the difficulties and obstacles in taking and determining agreements on terms and commitments from the perpetrators and victims if the two parties come from different social structures, it can be done through several steps <https://mediaindonesia.com/politik-dan-hukum/610482/pengertian-restorative-justice-dasar-hukum-syarat-dan-penerapannya>:

1. Competency Development: The Prosecutor's Office can develop the competence of parties involved in implementing restorative justice, including perpetrators, victims, families of perpetrators/victims, and the community. This will help strengthen communication and dialogue and reduce difficulties in reaching and determining agreement on terms and commitments.
2. Program Development: The Prosecutor's Office can develop a more specific and effective restorative justice program to address social aspects that affect the implementation of restorative justice policies. This can include the development of educational, sensitivity, and competency development programs that are more related to social aspects.
3. Cooperation with Other Institutions: The Prosecutor's Office can collaborate with other institutions, such as the Supreme Court and the General Judiciary, to develop more specific programs and guidelines to address social aspects affecting restorative justice policy implementation.
4. Development of Theories and Models: The Prosecutor's Office can develop more specific and effective restorative justice theories and models to address social aspects that affect the implementation of restorative justice policies. This can include the development of theories and models of social regulation, and the development of theories and models of communication arrangements that are more related to social aspects.
5. Information System Development: The Prosecutor's Office can develop a more modern and effective information system to manage and implement restorative justice policies. This can include a more comprehensive and socially related information system.

Meanwhile, to overcome the economic aspects that affect the implementation of restorative justice policies, especially in terms of requiring adequate resources, supporting infrastructure, personnel that require training, as well as for the implementation of mediation and activities that require a lot of funds, as well as difficulties in finding an agreement on economic compensation from the perpetrator

to the victim, some steps that can be taken are (<https://journal.uin-alauddin.ac.id/index.php/jat/article/view/41238/18170>) :

1. Fundraising: Raising funds from various sources such as governments, non-governmental organizations, and donors to support restorative justice implementation activities that require significant costs.
2. Increased Efficiency: Optimizing available resources more efficiently and effectively will reduce operational costs in implementing restorative justice policies.
3. Cooperation with External Parties: Building cooperation with external parties, such as financial institutions or non-governmental organizations, to support restorative justice activities financially.
4. Personnel Training: Conduct regular training for personnel involved in implementing restorative justice to improve their competence in managing available resources and funds.
5. Fund Program Development: Develop a special program for fund management in restorative justice, including arranging economic compensation between perpetrators and victims.

Then, seen from the capability of the actors or the ability of the prosecutor's office to implement the restorative justice policy at the Ogan Ilir District Attorney's Office, which consists of all the necessary aspects in technical skills, social/human skills, and conceptual skills, on average, it has shown good skills. However, in this study, other skills are also obtained that are necessary for the success of implementing restorative justice policies at the Ogan Ilir District Prosecutor's Office, as well as the ability to build networks and referrals to other institutions or experts who can support the implementation of restorative justice including mediators, counselors or other facilities. Similarly, the ability to control emotional feelings and focus on common goals to reach an agreement and an appropriate solution.

Based on this description, it can be concluded that the problem contained in the implementation dimension of the restorative justice policy implementation at the Ogan Ilir District Attorney's Office, is a problem in the idealized policy dimension, namely in the interaction pattern idealized by the policy formulator with the aim of encouraging *the target group* to implement the restorative justice policy, then from the dimension of Supporting Organizations are government bureaucratic units that are responsible for the implementation of restorative justice policies. Furthermore, from this dimension, it was found that the Prosecutor's Organization did not have members and organizational units that specifically carried out restorative justice policies, and the dimension of policy environmental factors that affect the implementation of restorative justice policies. These, namely, social and economic aspects, affect the implementation of restorative justice policies.

Then, based on the description of all dimensions of capabilities/capabilities of the actors implementing restorative justice policies, namely technical skills, social/human abilities, and conceptual capabilities, it can be said to be good. The Ogan Ilir prosecutor's apparatus has implemented the technical dimension consisting of mastery of the principles of restorative justice, procedures and methods, and understanding the rules and regulations of duties in restorative justice.

Likewise, social/human abilities consisting of the dimensions of the ability to cooperate with colleagues, the ability to work with a team, and the ability to empathize have been well implemented by the Ogan Ilir prosecutor's office. Similarly, the dimension of conceptual ability, consisting of understanding institutional policies, understanding institutional objectives, and understanding institutional targets, has also been well implemented by the Ogan Ilir prosecutor's office.

However, based on the results of research in the field, it was found that to implement restorative justice policies smoothly and better, it is necessary to have the ability to build networks and referrals to other institutions or experts who can support the implementation of restorative justice, including mediators, counselors, or other facilities. Similarly, the ability to control emotional feelings and focus on common goals to reach an agreement and an appropriate solution.

Furthermore, the discussion results regarding the achievement of the Ogan Ilir District Attorney's organizational performance from the dimensions of Responsiveness, Responsibility, and Accountability have shown good results. The Responsiveness dimension consists of the sensitivity of the Ogan Ilir District Attorney's Office to the needs of the community, the Ogan Ilir District Attorney's Office in compiling service agendas and priorities and the Ogan Ilir District Attorney's Office developing public service programs in accordance with the needs of the community is considered both by the community and stakeholders. Likewise, the Responsiveness dimension, consisting of Ogan Ilir District Attorney's Activities, is carried out in accordance with the principles of correct administration, and Ogan Ilir District Attorney's Activities are carried out in accordance with organizational policies, both implicit and explicit, which are considered good by the community and stakeholders. Similarly, the accountability dimension consisting of the organizational policy of the Ogan Ilir District Attorney's Office meets the aspirations of political officials and the interests of the people and the organizational activities of the Ogan Ilir District Attorney's Office meet the aspirations of political officials and the interests of the people are seen by the community and stakeholders is good.

Based on the analysis carried out above, several efforts have been made to solve problems that arise in the implementation of the restorative justice policy at the Ogan Ilir District Attorney's Office, both in terms of organization, personnel, and organizational environment. When detailed, these problems are:

1. Restorative justice is a social work perspective viewed as one of the efforts made to free imprisonment and/or avoid the justice system by encouraging law enforcement officials to implement the Justice System Law and conducting deliberations between the perpetrator's family and the victim's family to reach an agreement so that the perpetrator receives a learning punishment instead of a punishment for revenge.
2. To overcome organizational weaknesses, the Prosecutor's Office can form a special unit to implement restorative justice policies. This will help focus and organize the tasks and objectives of the implementation of restorative justice. According to Attorney General Burhanuddin, RJ's policy as one of the alternatives to legal settlement has reaped a very positive public response.

Therefore, with consideration of the benefits for the community. The Attorney General considers that the scope of Restorative Justice needs to be expanded, so that the benefits of conscientious law enforcement can be felt by the community in a wider scope, and has ordered the Deputy Attorney General for General Crimes to form a Restorative Justice Village.

3. The Prosecutor's Office can educate the public about restorative justice policies and increase public knowledge about this concept. This will help the community better understand and support restorative justice policies. The Prosecutor's Office can also develop the competence of parties involved in implementing restorative justice, including perpetrators, victims, perpetrators/victims' families, and the community. This will help strengthen communication and dialogue and reduce difficulties in taking and determining agreement on terms and commitments.
4. The Prosecutor's Office can develop a more specific and effective restorative justice program to address social aspects that affect the implementation of restorative justice policies. This can include developing educational, sensitivity, and competency development programs that are more related to social aspects.
5. Cooperate with external parties, such as financial institutions or non-governmental organizations, to financially support restorative justice activities. Raise funds from various sources, such as the government, non-governmental organizations, and donors, to support restorative justice implementation activities that require significant costs.
6. To carry out restorative justice smoothly, it is necessary to build networks and referrals to other institutions or experts who can support its implementation, including mediators, counselors, or other facilities. Similarly, controlling emotional feelings and focusing on common goals is necessary to reach an agreement and an appropriate solution.

If you look at the 6 points of discussion above, to succeed in the implementation of the restorative justice policy at the Ogan Ilir District Attorney's Office, at least efforts are needed to help strengthen individual and group capacity, build better relationships, strengthen institutions and policies, and build better social relationships. According to Grindle (Grindle, M.S., (editor), 1997), such an effort is capacity building. Furthermore, according to Grindle, capacity building has dimensions, focus, and type of activity. The dimensions, focus, and types of activities according to Grindle are:

- 1) The dimension of human resource development, with a focus on professional personnel and technical abilities, as well as types of activities such as training, hands-on practice, working climate conditions, and recruitment,
- 2) The dimension of strengthening the organization, with a focus on: management to improve the success of roles and functions, as well as types of activities such as: incentive systems, personnel equipment, leadership, organizational culture, communication, managerial structures, and
- 3) Institutional reform, focusing on institutions and systems as well as macrostructures, with the following activities: economic and political rules, policy and regulatory changes, and constitutional reform.

CONCLUSION

The findings of this study reveal that the implementation of the restorative justice policy at the Ogan Ilir District Attorney's Office faces several structural and procedural challenges. From the dimension of idealized policy, there is a gap in the interaction patterns envisioned by policymakers and the reality of engagement with the target groups. In terms of supporting organizations, the absence of specialized units dedicated to restorative justice hinders the effective execution of this policy, especially considering the critical roles played by legal institutions such as the Police, Prosecutor's Office, and Courts. Furthermore, socio-economic factors significantly affect the policy's implementation, with disparities in social structure and limited economic resources often impeding agreements between perpetrators and victims. Although the actors involved have demonstrated adequate technical, social, and conceptual skills, this research highlights the need for enhanced capabilities in networking, emotional regulation, and inter-agency collaboration.

Future studies should examine cross-institutional coordination frameworks and the integration of trained mediators within prosecutorial bodies to optimize restorative justice practices. Additionally, research on community-based mechanisms facilitating agreement in socioeconomically diverse populations would add practical value to policy adaptation in similar regional contexts.

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