

MARKETING STRATEGY FOR FURNITURE PRODUCED FROM PRISONER WORK TRAINING AT CLASS IIA BINJAI PENITENTIARY



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ABSTRACT

This study aims to analyze the marketing strategy of furniture at the Class IIA Correctional Facility in Binjai based on the 4P marketing mix theory (Product, Price, Place, Promotion) and to identify the challenges faced. A qualitative approach was employed, with data collection through observation and interviews. The results show that although the marketing strategy has been implemented, its execution is not yet optimal. The products offered are of high quality and come with a warranty, but limited infrastructure and the lack of skilled labor are major obstacles. Additionally, workspace constraints and shipping processes often disrupt production. Promotion and the placement of outlets in strategic locations need to be improved, while price pressure from buyers and the obligation to meet Non-Tax State Revenue (PNBP) requirements add to the challenges. This study recommends training officers in marketing and increasing budgets and facilities to enhance marketing effectiveness and the success of the products in the market.

Keywords: Marketing Strategy; 4P Marketing Mix; Correctional Facility



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INTRODUCTION

Correctional institutions are responsible for rehabilitating inmates to prepare them for reintegration into society and to modify their behavior to align with societal norms (Mufti & Riyanto, 2023). During their sentence, inmates receive guidance both in personality development and self-reliance. The implementation of rehabilitation programs for inmates in prisons, aimed at reintegrating them into society, should be both material and spiritual. It is expected that correctional institutions possess the capacity to foster good mental and character development in inmates. Rehabilitation in correctional facilities is based on the principles of protection, education, guidance, respect for human dignity, equal treatment and service, the restoration of liberty from punishment, and the protection of the right to maintain communication with family. Government Regulation No. 31 of 1999, Article 3, on Personality and Self-Reliance Development, includes a focus on community reintegration, work skills, training, and work outcomes.

In terms of skills training, furniture making or cabinet making is one of the activities provided. The word "furniture" is derived from the French word "meuble" or the German word "mobel" (Barley, 1997). According to Mehlhose (2007), the relationship between humans and furniture is very close. Furniture is an industry that produces household items such as chairs, tables, doors, beds, windows, and cabinets. In correctional institutions, particularly in the work activity sections of all technical implementation units, furniture skills training is incorporated into the rehabilitation process. This furniture training is tailored to meet both organizational needs and inmate needs, allowing the organization to contribute to the nation's economy while equipping inmates with tangible skills for after their sentences are served. To improve the outcomes of furniture production, an optimal and efficient marketing strategy must be employed.

Indonesians are familiar with technology and the passage of time. With the increasing sophistication of information and communication technology, people use it not only to exchange information, news, and other matters but also to market goods and services for business advancement. The advantages of digital marketing include faster product delivery to customers and minimal promotional costs, resulting in more efficient business operations. The cost of digital promotion is cheaper compared to non-digital promotion methods (Budiharjono & Fahmi, 2020). As a result, product prices can be more competitive, attracting a larger pool of potential buyers. With the use of internet technology, digital marketing becomes practical and easily accessible. Gadgets enable consumers to purchase goods anytime and anywhere.

Marketing conducted by correctional institutions has yet to demonstrate that even inmates are capable of producing competitive-quality furniture products comparable to private companies. Correctional institutions tend to focus solely on training, which does not directly translate into high-quality product outcomes. The furniture skills training at the Class IIA Correctional Facility in Binjai enables inmates to produce furniture items such as chairs, cabinets, tables, and other household products that are of competitive quality. This training program has also partnered with external parties like cooperatives, the National Certification Body, and the Vocational Training Center. However, the production output of the furniture has not significantly increased annually. According to the BINAPIYANTAH application report from the Class IIA Correctional Facility in Binjai, the production outcomes have fluctuated. In October 2023, the revenue generated for Non-Tax State Revenue (PNBP) was IDR 5,200,000, while in November it decreased to IDR 4,800,000, despite the fact that the inmates' products are of good quality and competitive. In 2023, based on data from TVonenews.com, furniture products from inmates' SMEs were purchased by hotel and restaurant businesses in Bukit Lawang,

amounting to tens of millions of rupiah. This data indicates that the output of inmates from the Class IIA Correctional Facility in Binjai is competitive and in demand in the external market.

Up until now, the production of furniture has been oriented primarily towards internal organizational needs rather than the external market. Furniture purchases are still done on a pre-order basis, and most of the products are consumed internally by the Class IIA Correctional Facility in Binjai. This situation has driven the need for better marketing to allow the general public to enjoy the output of the furniture production, thereby increasing public trust in the inmates. This is crucial because after being released, inmates can return to society and work sincerely while contributing to the country's development. The furniture products created by the inmates of the Class IIA Correctional Facility in Binjai are of good quality, with appealing designs, and are certainly competitive with other external products.

An effective marketing strategy is essential to winning the competition in the furniture business and promoting these products to the public. This strategy should be implemented optimally so that the revenue from sales can increase, ensuring that the organization's needs are met as well. Therefore, the researcher is interested in conducting a study about marketing strategy to enhance the production outcome of furniture skills training at the Class IIA Correctional Facility in Binjai.

LITERATURE REVIEW

Cay & Irnawati's (2020) study develop SME (Small and Medium Enterprises) products, driven by the growing number of social media users and the utilization of technology in Indonesia. This journal employs marketing theory (Kotler and Armstrong, 2014). The conclusion drawn from this journal is that SMEs, by understanding marketing strategies through e-commerce, can enhance both their product sales and skills.

Bukhori (2021) contend that the furniture store faces challenges in attracting customers due to increasing competition, which results in fluctuating sales. His study employs a qualitative method, using a marketing mix strategy while leveraging social media and improving customer service by being friendly and responsive. The conclusion reached is that the strategies applied are effective, particularly in utilizing online media and word-of-mouth marketing. From the product aspect, the quality is fairly good and has a distinctive character, prices remain stable as usual, and the store's location is strategic as it is situated in the city center.

Diantoro, et al. (2020) explained that as an effort to increase sales of products made by inmates at Class 1 Correctional Facility in Malang City, a website called Simashop was created, which has been successful and well-received by the inmates. The workshop for guiding the use of the Simashop website has been conducted effectively, creating two-way communication to address questions about using the site simashop.com. However, since the website does not yet have features that can link to various social media platforms and e-commerce sites, improvements are still needed.

METHOD

The researcher uses a qualitative approach in this study. According to Creswell (2016), qualitative research is defined as a type of research that investigates and understands the meaning that a number of individuals or groups attribute to a social problem. Meanwhile, according to Kirk & Miller (in Nasution, 1988), qualitative research is a specific tradition in social science that largely relies on human observation and interaction with involved parties through discussions and other forms.

The research design employed in this study is a case study, which is a method or process where a researcher thoroughly investigates an activity, process, event, or program. According to Creswell (2016), a case study is a qualitative method that focuses on a particular case in depth, based on information collected through inquiry related to an activity, program, process, event, or a group of individuals.

RESULTS AND DISCUSSION

The Class IIA Correctional Facility in Binjai has been conducting skills training, particularly in the Furniture Department, for five consecutive years to support inmates in improving their quality of life and enabling their reintegration into society. Various furniture items have been produced by inmates who have undergone training and obtained official certification. Some of the products created by the inmates include study desks, chairs, cube chairs, tissue boxes, wall decorations, beds, and cabinets. These creations aim to inspire inmates and enhance their abilities.

Product

The Class IIA Correctional Facility in Binjai, specifically the Work Activities section responsible for skills training, is capable of producing a variety of creative furniture products suitable for everyday use, such as study desks, chairs, wall decorations, tissue boxes, beds, and customized items based on buyer preferences. The training, conducted in collaboration with the Vocational Training Center (BBLK) and the National Certification Body (BSN), focuses on furniture-making, ensuring that the quality of the furniture can compete with products outside of the Class IIA Correctional Facility in Binjai. These inmate-made products significantly help the inmates develop both their hard and soft skills.

Based on the researcher's observations, it is evident that the furniture produced at the Class IIA Correctional Facility in Binjai includes a variety of products such as chairs, tissue boxes, cube chairs, cabinets, and desks. These products also allow for innovation and customization from buyers, often based on photos, to further enhance the inmates' skills. The furniture produced by inmates at the Class IIA Correctional Facility in Binjai has several advantages, starting with high-quality materials, a careful crafting process, and inmate creativity in choosing colors and designs. These qualities result in durable furniture that is rarely damaged. The products are also water-resistant and can be used outdoors without fear of damage or termite infestation. The use of high-quality plywood and board timber ensures that the furniture competes with items produced by furniture stores outside the facility.

Sales

Furniture sales at the Class IIA Correctional Facility in Binjai are conducted every month. Products created from certificate-based training or pre-order requests are sold in various forms. The most popular items sold include tissue boxes, sofas, cube chairs, and customized orders based on buyer preferences. This indicates that productivity remains steady, and the inmates' skills continue to improve.

Table 1
Product Sales Data

No	Month	Furniture Product	Total
1.	April	Sofa, Tissue Box	6, 5
2.	June	Sofa	4
3.	July	Sofa	5
4.	August	Sofa, Tissue Box	4.3
5.	September	Sofa	2

Source: Binapiyantah Report from Class IIA Correctional Facility in Binjai, 2024

In the implementation of furniture production at Class IIA Correctional Facility in Binjai, several obstacles hinder the achievement of organizational goals. Challenges in product strategy can arise from various factors that affect the effectiveness and success of the product in the market. The limited number of available facilities and infrastructure, as well as the occasional lack of skilled inmates, can disrupt the workflow. Moreover, limited workspace often hinders the performance of the organization. The small number of officers assigned to supervise and secure the inmates is another critical issue that risks the advancement of furniture production at this facility.

Location

Class IIA Correctional Facility in Binjai has a fairly strategic location that supports the marketing of its furniture products. The facility is located along a main road in Binjai City and is on a route leading to Langkat Regency. According to Kotler (2005), market segmentation is crucial in determining the ideal location to attract different customer segments. The proximity of the location allows consumers to easily visit the furniture sales point, increasing foot traffic. Class IIA Correctional Facility in Binjai is situated on Gatot Subroto Street Number 72, close to the mayor's office and in the city center.

The furniture produced by inmates will be showcased in a gallery located in the front yard of the main building. This gallery, which measures 7 meters long, 3 meters wide, and 2 meters high, is built with transparent glass walls so the public can clearly see the products on display. Once the furniture is crafted through training programs in collaboration with the Vocational Training Center (BBLK) and the National Certification Body (BSN) of North Sumatra Province, it is immediately exhibited in this gallery. The items are arranged neatly and aesthetically to attract the attention of passersby. This gallery serves as a distribution point aimed at reaching the target market, allowing the public to view the products in person.

Marketing strategies based on location are crucial. A strategic location and ample space to display a wide range of furniture products are key factors for success. A spacious showroom enables customers to experience and view the products firsthand. The interior and exterior design of the marketing location also plays a significant role in attracting consumers. Adopting modern minimalist and aesthetic trends can further draw in customers.

The absence of competitors in the surrounding area also provides a unique selling point for the facility's products. A location that aligns with the customer profile, such as families or businesses looking to open cafés or restaurants, would be ideal. Continuous innovation in marketing outlets is essential for showcasing inmate-produced goods. Expanding the number of galleries or stores to popular locations like malls or recreational areas frequently visited by tourists in Binjai City would enhance visibility and sales.

The constraints of space and production location are hindered by various production activities aside from furniture, making it difficult for the finished products to be delivered to the sales locations. The maintenance of a dusty environment makes customers uncomfortable when visiting to view and purchase the furniture made by the inmates. These limitations and challenges must be promptly addressed and mitigated to ensure that the location remains well-maintained and comfortable for potential buyers. The accumulation of unsold furniture products is also a significant issue that needs to be anticipated, considering that production continues in line with the ongoing furniture training program. Overcrowding of products in the gallery can create negative perceptions among buyers, thus requiring proactive measures.

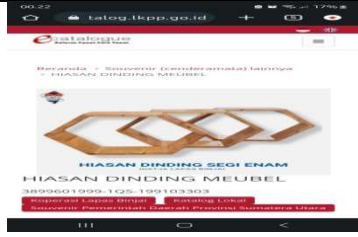





Price

The pricing of products plays a crucial role in determining marketing strategies and achieving organizational goals. Efforts to increase sales, attract more buyers, and maximize organizational profits are always closely related to the established pricing. According to Kotler (2000:634), price is one of the elements of the marketing mix that generates revenue and incurs costs. Prices are also flexible and can change rapidly. The price or exchange value represents the amount customers are willing to pay to obtain the benefits of owning or using a product or service. Clever producers view pricing as a key strategic tool for creating value and building relationships with customers.

From a marketing perspective, price is a monetary unit or other measurement exchanged to acquire the right to own or use a good or service. From the consumer's perspective, price often serves as an indicator of value when related to the perceived benefits of a product or service. Class IIA Correctional Facility in Binjai, particularly in the work activities sector responsible for the direct production of furniture by inmates, is capable of producing furniture products with varying prices. The pricing of these products is based on production costs, from materials to the premium wages paid to inmates performing the work. Customer demands for creativity and innovation also influence the pricing offered. Prices have been coordinated with all parties involved in the furniture-making process. Essentially, the prices set by the organization are quite affordable, economical, and acceptable to the community.

This is because production costs, such as labor, do not equate to payments made at external stores. The furniture work utilizes inmates who have undergone furniture-making training, which is advantageous for the organization, considering that the wages or premiums paid to inmates are significantly lower than those of external workers. Additionally, the inmates performing the furniture work are able to hone their hard and soft skills further. Below is the price list provided by Class IIA Correctional Facility in Binjai for the products created by the inmates.

Table 2
Price List for Furniture

No	Furniture Product	Price	Picture
1.	Wall Decoration Furniture	Rp. 50.000	
2.	Tissue Box Furniture	Rp. 50.000	
3.	Minimalist Chair	Rp. 125.000	
4.	Cube Chair Set of 5	Rp. 500.000	
5.	Minimalist Table	Rp. 250.000	
6.	Sofa	Rp.1.000.000	

Based on the furniture price data above, the Class IIA Correctional Facility in Binjai has set prices that are quite affordable compared to market prices outside. The prices offered are still below the standard market rates. These prices also depend on customer demand, which often varies due to creativity and innovation; hence, prices are adjusted according to the capital expenditure. Currently, the capital is effectively and efficiently utilized, although raw material prices are fluctuating, this can be stabilized with the relatively low wages paid to inmates compared to external workers. The facility is making significant efforts to create customer satisfaction by offering suitable prices.

The prices offered by the Class IIA Correctional Facility in Binjai are accessible and economical. However, the organization must continue to implement various pricing strategies, such as discounts and guarantees. Offering discounts and warranties is an effective strategy to attract potential buyers. For instance, the facility provides a discount when customers buy three tissue boxes. The price for one tissue box is Rp. 50,000, which would total Rp. 150,000 for three boxes, but the organization offers a price of Rp. 100,000. This is essential for attracting buyers who want to decorate their homes, cafés, restaurants, or hotels. Such a target market significantly influences the discounts provided; bulk orders will receive larger discounts. Additionally, the Class IIA Correctional Facility in Binjai offers another form of discount: when a customer orders two or more study desks, the organization gives a complimentary café chair or one tissue box as a gift.

As for the guarantees provided by the organization, there is no repair charge if the furniture product has issues. This step is taken boldly by the organization because it believes that the furniture produced by inmates is of high quality and can compete with furniture products available in the market. Therefore, if any furniture product is damaged, it can be returned to the Class IIA Correctional Facility in Binjai for free repairs. This can enhance the willingness of buyers to purchase products made by inmates. The strategies currently employed by the organization are effective in attracting consumer interest in purchasing the furniture products available at the Class IIA Correctional Facility in Binjai. The value or price at which products are sold is commensurate with the benefits and quality provided by the organization.

Thus, it is necessary to implement pricing strategies to attract more interest in the furniture products produced by inmates. The prices set should be able to attract a larger customer base through market penetration, which involves pricing lower than the market rate. Moreover, for highly sought-after products such as tissue boxes and cube chairs, competitive pricing is crucial, especially since there is a significant demand from buyers who own cafés and hotels. Pricing perceptions can be adjusted considering the current psychological paradigm of society to boost sales. An appropriate pricing strategy is vital for business success, as incorrect pricing can negatively affect sales, profit margins, and brand image in consumers' eyes.

However, there are challenges in price setting faced by the facility, including fluctuations in production costs due to raw material prices and their availability, pressure from buyers to lower prices, and monthly obligations to pay PNBPN according to targets. Price wars that have occurred in the external market can also hinder orders, leading to negative perceptions of the furniture products intended for consumers.

Promotion

Producers and distributors hope to increase their sales through promotion, as defined by Kotler (2005). Promotion is described as the activities that producers must undertake to inform consumers about the benefits of their products and encourage them to make

purchases. According to Tjiptono (2008: 221-222), it involves informing, inviting target customers, and asserting the product's value. Promotion steps involve communicating with the target market to influence consumer perceptions and encourage purchasing actions. The value contained in the furniture products is conveyed to customers through various communication channels.

The marketing strategy based on promotion has been implemented by the Class IIA Correctional Facility in Binjai through word-of-mouth communication between staff and acquaintances outside the organization. This manual approach involves direct interaction between sellers and buyers to explain and convince them of the products for sale. This method is still employed because the officers have strong connections with the community, particularly with those who own cafés and hotels outside the organization. An example of this is the head of the Class IIA Correctional Facility in Binjai, Mr. Theo Adrianus Purba, who offered inmate-produced furniture to star hotel entrepreneurs in Langkat Regency. These hotel entrepreneurs ordered furniture worth millions for their hotel needs. Such efforts are very effective when officers have close relationships with entrepreneurs needing furniture to enhance their businesses. The same approach is taken by the Bimker officers when assisting other departments that want to create furniture according to their needs.

Word-of-mouth promotion carried out by the Bimker officers to increase furniture sales is routinely implemented, ensuring that furniture orders remain consistent every day. Officers from other departments frequently order chairs, beds, office desks, sofas, and prayer mats. The Bimker officers also conduct manual promotions when the families of inmates visit the Class IIA Correctional Facility in Binjai. Visitors often purchase furniture produced by inmates during these visits. The daily influx of visitors has a positive impact on the promotions conducted, as more visitors lead to increased sales. Additionally, the Class IIA Correctional Facility in Binjai engages in promotional activities through exhibitions. These exhibitions aim to introduce the furniture products created by inmates, showcasing the items at significant events such as the "One Day One Prison" initiative, exhibitions at the Governor's Office of North Sumatra, and displays at the Binjai Mayor's Office. These promotional efforts are well-timed to enhance the sales of the produced furniture.

Furthermore, the Class IIA Correctional Facility in Binjai conducts digital media promotions through newspapers and online platforms such as e-catalog links, news articles in the mass media, and content marketing on Instagram, YouTube, and Facebook. Documentation of the furniture sales process is promoted directly on digital media. This promotional approach is easy to implement, as it is quick, cost-effective, and aligns with the trend of widespread digital media usage.

Based on the interviews, the Class IIA Correctional Facility in Binjai has made efforts to promote through digital media to create effective marketing strategies aimed at increasing the production and sales of inmate-crafted furniture, including:

a. Advertising

This method utilizes advertisements, television, and radio to enhance the product brand. However, the Class IIA Prison in Binjai has not implemented this approach due to budget constraints for advertising placement. This method could effectively encourage an increase in furniture sales. Advertising should be conducted across various advertising sectors available in today's era. This approach is quite effective when the furniture is advertised on billboards along highways or provincial roads.

b. Social Media

The online social media marketing step utilizes the company's own sites, such as Facebook, YouTube, Instagram, and blogs. This method has been employed by the Class IIA Prison in Binjai to promote furniture to the outside community. This has become the main way for the organization to attract buyers. It is the easiest step to implement, given the staff's familiarity with this method. However, this approach has not been very effective because the promotions are not focused on furniture sales. The company's site still combines various other formal office activities, making it difficult for the public to revisit posts about the furniture products. The furniture production site should be dedicated solely to the products produced. Platforms like Shopee and Tokopedia could also be used as direct sales venues for the desired products. This issue arises from a lack of personnel and the organization's focus not being fully directed toward promotional activities.

CONCLUSION AND SUGGESTIONS

The Class IIA Prison in Binjai has implemented a marketing strategy based on the 4P marketing mix theory (Product, Price, Place, and Promotion), but it is not yet fully optimized. The furniture products produced are of high quality, made with standard materials, and come with warranties. Customers can also innovate in design. In terms of pricing, discount strategies and below-market pricing are applied, aligning with current consumer psychological changes. Setting the right price is crucial for business success. Regarding placement, the marketing location needs improvement, including the addition of outlets in busy areas like malls or tourist spots. Product promotion needs to be maximized, including billboard advertising on highways, television spots, and the use of e-commerce platforms like Shopee and Tokopedia to expand sales reach through online social media.

The Class IIA Prison in Binjai faces various challenges that affect the effectiveness of furniture production and marketing. The available facilities and infrastructure are still lacking, compounded by limited workspace, which often hinders the production process. The availability of inmates capable of working on the products is also not always sufficient. Additionally, the number of staff supervising inmate security is limited. Production locations are often disrupted by other activities, leading to delays in product shipments. Other challenges include fluctuations in production costs, pressure from buyers to obtain lower prices, and the obligation to meet monthly PNBK payment requirements. Budget constraints and staff competency also influence the product's market success.

The Class IIA Prison in Binjai can implement a marketing strategy based on the marketing mix theory (Product, Price, Place, Promotion) optimally and periodically to achieve an increase in eco-print batik sales and providing training for staff on marketing, along with increasing budgets and improving facilities, can significantly enhance the Class IIA Prison in Binjai's capacity to boost furniture sales.

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