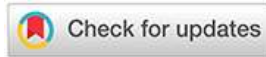


STRATEGY FOR THE DEVELOPMENT OF INMATES AT CLASS IIB BOYOLALI STATE PRISON



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ABSTRACT

This study discusses the rehabilitation strategies for inmates at the Class IIB Boyolali State Detention Center, which include programs for self-sufficiency, personality development, and collaboration with external institutions such as the Ministry of Religious Affairs, universities, and religious organizations. These programs aim to prepare inmates for reintegration into society after their sentence. However, the implementation faces various challenges, such as budget limitations, inadequate facilities, a lack of qualified personnel, and overcrowding. These limitations hinder the quality of rehabilitation and training programs. Collaboration with external parties is viewed as a strategic solution, allowing for the utilization of additional resources and the development of higher-quality programs. Furthermore, the use of technology such as e-learning, regular evaluations, and private sector involvement is expected to enhance the effectiveness of rehabilitation programs. Proposed solutions include training outside the detention center, providing additional instructors, and engaging the private sector in offering job opportunities for inmates. With this approach, it is hoped that inmates can receive better support for skill development and successful social reintegration.

Keywords: Inmate Rehabilitation; External Collaboration; Overcrowding



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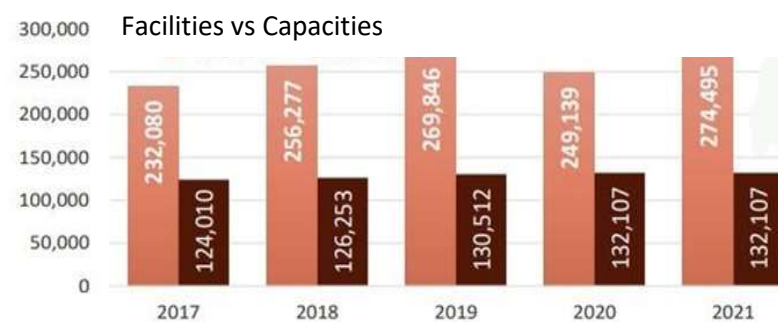
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INTRODUCTION

According to Article 1, paragraph 1 of the 1945 Constitution, "The State of Indonesia is a law-based state," which means that all aspects of life in the Unitary State of the Republic of Indonesia must be based on law and all legislation and its derivatives that apply in the Republic of Indonesia. As a law-based state, Indonesia must enforce the law fairly and evenly among all citizens because, in the context of a law-based state, the law is the key to maintaining order in Indonesian society and preventing any deviations, whether from criminal law or unwritten norms in other laws and regulations in Indonesia. In the context of a law-based state, there is a penal system aimed at implementing the laws and regulations enshrined in the state constitution.

Law enforcement in Indonesia involves the correctional system, with several main components, such as the Police, the Prosecutor's Office, the Courts, and Corrections as its subsystem. The criminal justice system is the process of enforcing criminal law that involves these various components. In carrying out law enforcement in Indonesia, comprehensive synchronization is necessary, from understanding modern legal paradigms to aligning penal policies.

Referring to this, the correctional system aims for inmates to realize their mistakes, improve themselves, avoid repeating their offenses, be reintegrated into society, actively participate in development, and live appropriately as responsible individuals. In the correctional system, there are tasks and functions of correctional facilities, which include conducting rehabilitation. According to various opinions, rehabilitation is defined as a process, result, or inquiry to become better, which in this case, manifests as change, progress, improvement, growth, evaluation, or various possibilities for something (Kinerja et al., 2021). Meanwhile, the definition of rehabilitation according to Law Number 22 of 2022 concerning Corrections is activities organized to improve the quality of personality and independence of inmates and juvenile offenders.



Source : Laktip Ditjenpas, 2022

Figure 1
Overcrowding Graph of Inmates in Indonesian Correctional Facilities and Prisons

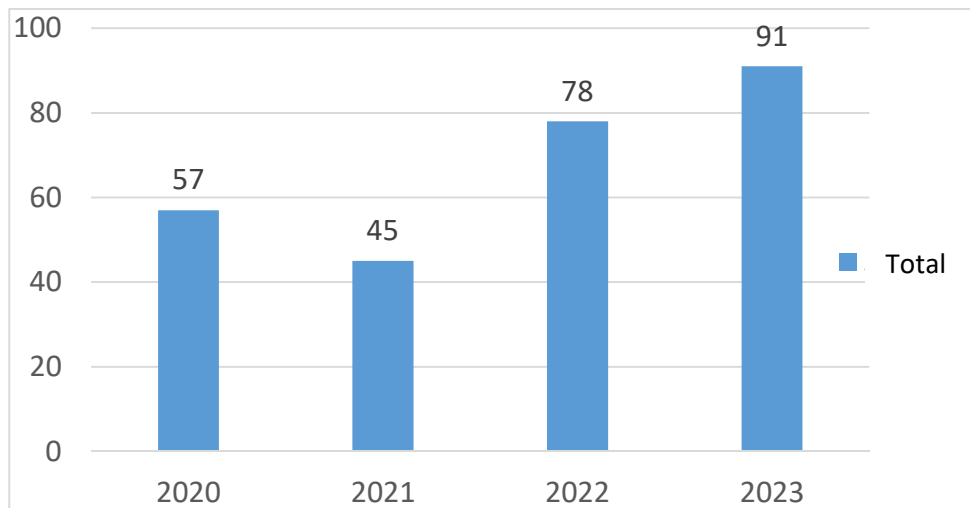
According to the data presented by the author, it is clearly depicted that the number of correctional facilities and detention centers in Indonesia is 526, with a prisoner capacity of 132,107 people. However, the actual number of inmates in 2021 was 274,495, resulting in a significant overcrowding condition of 108%.

Inmates located in detention centers are there to serve their sentences, influenced by several factors. One primary reason is that not every district or city has a correctional facility, leading to half of the inmates being placed in detention centers to serve their sentences. This is especially true for inmates serving sentences of one year or a few months, who are transferred from correctional facilities to detention centers closer to their original locations.

Given this situation, a good strategy is needed to implement rehabilitation at the Class IIB Boyolali Detention Center. However, the implementation faces various challenges, such as a lack of budget for rehabilitation programs, inadequate facilities, and a shortage of competent internal human resources (correctional officers) to carry out rehabilitation tasks. This ultimately leads to the recurrence of criminal behavior (recidivism), indicating a failure in human resource development.

Recidivism refers to the tendency to repeatedly engage in criminal behavior due to repeated offenses. It pertains to legal violations that occur repeatedly as a result of similar actions (Hendrianto, 2022).

Table 1
Graph of Recidivism Rates Among Inmates at Class IIB Boyolali Detention Center



Source: Sub-Section of Prisoner Services, Boyolali Detention Center, 2023

The graph indicates that recidivism at the Class IIB Boyolali Detention Center has shown fluctuations (ups and downs), with the most significant increase occurring from 2021 to 2022, rising from 45 inmates to 78. This trend continued in 2023, with an additional increase of 13 inmates, bringing the total to 91. The conclusion drawn from this data is that rehabilitation efforts are not functioning effectively, as evidenced by the continued presence of recidivism. Recidivism occurs not only due to the inadequate synchronization and synergy among law enforcement agencies but also because the quality of rehabilitation provided is insufficient to support the correctional system.

Based on this issue, the author aims to research whether there is further management regarding rehabilitation in the detention center, which is certainly different from that implemented in correctional facilities. The author believes that rehabilitation strategies should be tailored to existing conditions, as there are different indicators in detention centers and correctional facilities. It is known that the SPPN (Prisoner Rehabilitation Assessment System) is one of the assessment systems for prisoner

rehabilitation that can serve as an indicator of the success of rehabilitation efforts. However, no such system has been found in detention centers, as they are not intended to be places for comprehensive rehabilitation.

A more advanced strategic management approach is necessary when planning the rehabilitation system within the detention center, given the various shortcomings. Resource availability clearly differs from that in correctional facilities, necessitating planning and indicators that are appropriate and targeted. Therefore, in this research, the author intends to connect the strategic management of rehabilitation for inmates at the Class IIB Boyolali Detention Center, with the hope that the output of the rehabilitation quality can help inmates reintegrate successfully into society after their release, thereby reducing recidivism. Through the background of this research, the author seeks to gain deeper insights into rehabilitation strategies for enhancing the quality of rehabilitation programs for inmates at the detention center. Hence, the author is interested in formulating the title: "Rehabilitation Strategies for Inmates at the Class IIB Boyolali Detention Center."

LITERATURE REVIEW

Syaqib & Anwar (2022) employs a descriptive qualitative method that aims to examine the rehabilitation strategies for inmates who frequently re-offend in a detailed, clear, and structured manner. The findings indicate that the concept of recidivism in Indonesia broadly refers to the repetition of criminal behavior, including re-arrest, reconviction, and re-imprisonment. The difference in this research lies in the attempt to provide a detailed depiction of the challenges faced at the Class IIB Boyolali Detention Center, emphasizing management aspects. Furthermore, the researchers aim to illustrate appropriate strategies and planning for the rehabilitation of inmates at the Class IIB Boyolali Detention Center.

Vanyantari & Wibowo (2022) utilizes a descriptive study with a qualitative approach, allowing the researchers to describe the situation and conditions to collect descriptive data that identifies both internal and external environments at the Class IIB Bangli Detention Center. The study is motivated by the ineffectiveness of the center as a rehabilitation facility, which has become a problem affecting the rehabilitation process due to various factors. The aim of this research is to determine strategies for improving inmate rehabilitation programs at the Class IIB Bangli Detention Center using SWOT analysis

Subroto & Al Akbar (2021) employs a qualitative method with an empirical legal approach, reviewing the issues studied from a legal perspective by examining regulations and linking them to real-world phenomena for implementation. The study aims to analyze rehabilitation strategies for inmates in detention centers as a measure to prevent recidivism. It seeks to understand the programs implemented and to identify the barriers and challenges faced in the rehabilitation process. Additionally, the study aims to provide recommendations to enhance the effectiveness of inmate rehabilitation, thereby more effectively preventing repeat offenses. The results indicate that the rehabilitation strategies in detention centers aim to prevent re-offending through programs that address personality, intellect, mental health, physical fitness, criminology, and assimilation. This rehabilitation is based on correctional principles intended to provide life skills, guidance for repentance, and spiritual education, ensuring that inmates do not worsen and align with Pancasila values. However, the implementation of these rehabilitation efforts faces challenges such as limited facilities, overcrowding, a lack of staff, and other obstacles that hinder optimal rehabilitation processes.

METHOD

In addressing the problems in this research, the author will employ a descriptive qualitative method to attempt to describe the existing research. According to Creswell (2021), as cited by Moeleng (2017), qualitative research is an approach that emphasizes the perceptions and experiences of participants, as well as how they interpret life. As a result, this study seeks to understand not just one but many realities (Lincoln & Guba, 1985). Qualitative research can also be defined as a design focused on the implementation of a study that includes three forms of research formats: information depiction, input or validity, and data collection, which is more suitable for research that lacks a specific pattern.

In addressing the problems to be investigated, the researcher will use a descriptive qualitative research design aimed at depicting or describing a situation with phenomena that occur directly, whether naturally or artificially engineered by humans themselves. This approach emphasizes the characteristics, qualities, and relationships among existing activities. The research itself relates to the treatment through observation, interviews, and documentation processes as data sources (Sukmadinata, 2011).

RESULTS AND DISCUSSION

Rehabilitation Strategies at Class IIB Boyolali Prison

Based on the analysis of the Word Cloud and Word Frequency presented through NVivo related to Rehabilitation Strategies, here are several key points:

1) Independence (24.14%)

This term appears most frequently, emphasizing that the primary focus of the rehabilitation strategy at Boyolali Prison is on fostering the independence of inmates. This aligns with findings that indicate various training programs, such as work skills, agriculture, and fisheries, focus on the development of inmates' independence.

Some of the independence training programs established at Boyolali Prison include: agricultural training, fisheries training, electrical training, and other practical skills training.

2) Rehabilitation (13.79%)

This term reflects the overall focus of the research, which is the efforts to rehabilitate inmates. The rehabilitation programs at Class IIB Boyolali Prison cover various aspects ranging from technical skills to personality development.

3) Training (10.34%)

Training programs are a key component of the rehabilitation strategy. This includes training in agriculture, fisheries, furniture making, and other job training aimed at preparing inmates with applicable skills after their release from prison.

4) Third Parties (10.34% and 6.90%)

These terms reflect the importance of the role of third parties in supporting rehabilitation programs. Third parties, such as social organizations, local governments, and individuals, provide support in the form of funding, instructors, and training materials.

5) Personality (6.90%)

In addition to independence, personality development programs are also a crucial part of this strategy. Personality development often involves religious aspects and psychological support to assist inmates mentally.

6) Networking and Cooperation (3.45%)

This indicates the existence of extensive collaboration with external parties. Both independence and personality development cannot stand alone and require good relationships with external partners to achieve optimal results.

Objectives of the Independence Rehabilitation Program

The primary goal of the independence rehabilitation program is to prepare inmates to contribute positively to society after their sentence ends. In the context of rehabilitation, independence means that inmates should be able to earn a living on their own without engaging in illegal activities. The outcomes of this training are expected to reduce recidivism rates, which refer to the tendency of individuals to commit criminal acts again after being released.

1) Reduction of Recidivism Rates

The independence rehabilitation program aims to decrease inmates' desire to reoffend. With the skills they learn during their incarceration, inmates are expected to have a greater opportunity for a better life after release.

2) Enhancement of Self-Confidence and Self-Esteem

In addition to technical skills, the independence rehabilitation program also aims to boost inmates' self-confidence. This training process provides inmates with the feeling that they can contribute positively, which in turn helps to strengthen their self-esteem.

3) Readiness for Independent Living

With new skills, inmates feel more prepared to face the challenges of life outside prison. They are not only trained to master technical skills but also to manage small businesses, such as how to handle agricultural products or market items they create.

Personality Development Involving Spirituality, Morality, and Psychological Support

The personality development program at Boyolali Prison focuses on three main pillars: spirituality, morality, and psychological support. This program aims to provide a strong mental and spiritual foundation for inmates so they can lead a better life after being released from incarceration.

1) Spiritual Development

One of the main forms of personality development at Class IIB Boyolali Prison is spiritual development. This program involves religious activities aimed at strengthening the faith and spirituality of inmates. Activities such as religious study sessions, lectures, and Quran memorization are regularly provided for Muslim inmates, while activities suitable for other religions are organized for inmates of different faiths. This aims to provide a deeper spiritual understanding and guide inmates to become closer to their religious teachings.

2) Moral Development

In addition to spiritual aspects, moral development is also a crucial focus of the personality development program. Through a character education approach, inmates are taught to understand the importance of morality in social life. This program involves discussions about ethics, responsibility, and the significance of avoiding behaviors that are harmful to themselves or others.

3) Psychological Support

In addition to spiritual and moral development, the personality program at Boyolali Prison also involves psychological support. This support aims to help inmates with mental or emotional issues so that they can achieve greater psychological stability during their incarceration. Inmates experiencing mental stress often receive counseling sessions from psychologists or experts working in collaboration with the prison.

Collaboration with External Institutions such as the Ministry of Religious Affairs and Universities

Frankowski (2019) highlights the importance of collaboration between the public and non-government sectors in addressing budget constraints through resource efficiency and clear division of responsibilities. In this case, the prison can collaborate with companies that care about corporate social responsibility (CSR). These companies can support rehabilitation programs by providing funding for training or supplying necessary equipment.

For example, companies in the electrical or manufacturing sectors could donate tools for technical training for inmates, while NGOs focused on education and skills could provide instructors or training modules. Thus, this collaboration helps bridge the gaps caused by internal budget limitations in the prison (Frankowski, 2019). To ensure the sustainability of this collaboration, the prison must build trust and long-term commitment with external partners. According to Ansell and Gash (2007), successful collaboration should be based on open dialogue, transparency, and trust among the involved actors.

The implementation of personality development programs cannot operate independently with just the internal resources of the prison. Therefore, Class IIB Boyolali Prison collaborates with several external institutions, such as the Ministry of Religious Affairs, religious institutions, and various universities, to provide support in the personality development of inmates. Third parties provide various forms of support needed for the smooth execution of programs at Class IIB Boyolali Prison. The types of support vary, including funding, provision of instructors, and assistance in the form of materials or training equipment.

1) Collaboration with the Ministry of Religious Affairs

The Ministry of Religious Affairs plays a significant role in providing religious education for inmates. The Ministry provides educators and spiritual mentors to help inmates understand religious teachings and apply them in daily life. Religious programs held include religious studies, guidance on memorization, and joint worship activities.

2) Collaboration with Religious Institutions

In addition to the Ministry of Religious Affairs, Boyolali Prison also collaborates with several religious institutions, such as Quranic education foundations, to provide specialized training in religious matters. For example, there is a Quran memorization program supported by foundations in the Boyolali area, which helps inmates deepen their understanding of religious teachings.

3) Collaboration with Universities

Besides religious institutions, several universities are also involved in this personality development program. Universities provide support through research and community service activities. Students and lecturers from universities participate in providing psychological counseling to inmates and conducting

research to improve the quality of rehabilitation programs and enhance memorization skills.

Barriers to Rehabilitation at Class IIB Boyolali Prison

1) Lack of Budget

The term "budget" appears most frequently in the Word Frequency analysis (11.54%), indicating that budget constraints are a major issue in implementing rehabilitation programs at Class IIB Boyolali Prison. This implies that the prison heavily relies on its budget to fund various rehabilitation programs, including skill training and other rehabilitation initiatives. The reality is that without adequate funding, many rehabilitation programs cannot operate optimally. Budget limitations directly affect the quality and quantity of training that can be provided to inmates. Budget constraints at Class IIB Boyolali Prison are a key barrier hindering the effectiveness of rehabilitation programs. Without sufficient budget allocation, it is challenging for the prison to provide the necessary facilities, instructors, and materials to run various rehabilitation programs for inmates. This situation directly impacts the sustainability of rehabilitation programs and the quality of training provided to inmates. Consequently, inmates do not receive adequate support to develop their skills or improve their personalities, which ultimately affects their success in the rehabilitation and reintegration process into society after their release (Basyar & Puspaningtyas, 2022).

According to research by Frankowski (2019), collaboration between the public and non-government sectors can succeed by utilizing resources more efficiently and clearly dividing responsibilities. For example, companies with corporate social responsibility (CSR) programs can provide financial support or necessary equipment for technical training in the prison. Additionally, organizations in the education sector can provide training modules or instructors. With such collaborations, the prison can implement rehabilitation programs that were previously hindered by budget constraints, thereby strengthening the rehabilitation process for inmates (Frankowski, 2019). With support from these external institutions, the prison can not only address budget limitations but also enhance the overall quality of rehabilitation programs. This collaboration also allows inmates to access a wider range of programs relevant to future labor market needs (Ruiz et al., 2021).

2) Dependency on External Assistance

The terms "assistance," "funding," and "fund" also appear relatively high in this analysis (7.69%), indicating that the prison significantly relies on external assistance from third parties. This dependency is closely related to the prison's internal budget constraints. Assistance usually comes from local governments, social organizations, NGOs, or individuals, either in the form of direct funding or the provision of materials and instructors. However, this dependency also creates uncertainty. Assistance from third parties is not always stable and sustainable. When assistance decreases or is unavailable, rehabilitation programs often come to a halt, hindering the rehabilitation process of inmates.

3) Limited Facilities and Infrastructure

The terms "workshop" and "work" reflect constraints related to limited facilities. Facilities such as work workshops or training rooms in the prison are often inadequate to accommodate all inmates who wish to participate in rehabilitation programs. This indicates that infrastructure limitations pose a barrier to running

rehabilitation programs that require specific space and equipment. The absence of adequate facilities restricts training that could potentially involve more inmates.

4) Overcapacity

The term "overcapacity" emerges as a significant barrier affecting the quality of rehabilitation. The overcapacity condition makes it difficult for the prison to provide optimal rehabilitation services. The number of inmates exceeding the prison's ideal capacity affects program implementation, as the available space and resources are insufficient to handle the excessive number of inmates. This overcapacity results in a lack of individual attention for each inmate during the rehabilitation process. Training programs that could ideally be more personal and in-depth must be conducted on a mass scale, leading to diminished quality due to space and resource limitations.

In overcapacity conditions, inmates often do not receive sufficient physical space, causing stress and decreasing their quality of life. Nkosi and Maweni (2020) indicate that overcapacity can lead to various physical and psychological issues, such as feelings of isolation, depression, and even violence among inmates. This is, of course, contrary to the rehabilitation goals set by the prison. Overcapacity also exacerbates health issues, as the already limited health services become even less effective due to the overwhelming number of inmates that must be served simultaneously. This situation affects not only the inmates but also impacts the working conditions of prison staff, who must manage a number of inmates far exceeding the intended capacity (Geegbe et al., 2022).

Collaborative governance can serve as a solution to address these problems. Collaboration with third parties, such as companies or NGOs, allows inmates to participate in rehabilitation or training programs outside the prison, thereby alleviating pressure on overcrowded facilities. For instance, inmates could be placed in external vocational training institutions that collaborate with the prison, enabling them to receive skill training without being confined within the prison. This approach can ease the burden on prison staff and ensure that inmates continue to receive quality training despite the prison's overcapacity (Dube & Refiloe, 2023).

5) Limited Experts and Program Specifications

The term "specification" refers to the difficulties faced by the prison in providing training that requires experts with specific skills. Programs that need instructors with particular expertise, such as technical skills or psychological rehabilitation programs, often cannot run optimally due to the prison's frequent lack of qualified personnel to deliver this training. This limitation results in training programs being ineffective or even impossible to implement. Inmates who should receive specialized training to enhance their skills find their development hindered due to a lack of access to competent instructors.

In addition to overcapacity, the shortage of human resources is also a major constraint at Class IIB Boyolali Prison. The limited number of instructors and experts makes it difficult for rehabilitation programs to be optimally implemented. Rehabilitation programs, especially those requiring specialized skills like technical or psychological training, often necessitate competent instructors. However, with the very limited number of instructors, the prison struggles to provide quality training to all inmates (Ravena & Mahmud, 2019).

To address this limitation, collaboration with educational institutions or universities can be an effective solution. Collaborative governance allows the prison to partner with universities to provide additional instructors or involve intern students studying education, psychology, or other technical skills. For example, students could participate in internship programs at the prison, providing guidance to inmates in specific skill areas or offering psychological support. This collaboration not only helps address the shortage of expert personnel but also improves the quality of rehabilitation programs provided to inmates (Frankowski, 2019).

CONCLUSION AND SUGGESTION

Based on the research findings and discussions conducted on the rehabilitation programs at Class IIB Boyolali Prison, the following conclusions can be drawn: The rehabilitation strategies implemented at Class IIB Boyolali Prison encompass independence programs, personality development, and third-party involvement. These programs aim to assist inmates in developing their work skills and moral values while preparing them for reintegration into society upon completion of their sentences. However, the implementation still faces various challenges, such as budget constraints, facility limitations, insufficient human resources, and overcapacity.

The primary challenges encountered in the execution of rehabilitation programs include budget limitations, inadequate facilities, and a shortage of qualified personnel, which directly impact the quality and effectiveness of these programs. Overcapacity also presents a significant challenge, hindering the optimal implementation of rehabilitation initiatives. In this context, the limitations of resources and overcapacity obstruct inmates from receiving adequate and quality rehabilitation.

Collaborating with external entities, such as universities, companies, and NGOs, serves as a strategic solution to address these challenges. By expanding cooperation with third parties, the prison can leverage additional resources needed to support rehabilitation programs. The incorporation of technology, regular evaluations, and increased participation from the private sector can also contribute to optimizing rehabilitation programs and enhancing the reintegration opportunities for inmates into society.

Class IIB Boyolali Prison and related parties can consider several suggestions to enhance the effectiveness of inmate rehabilitation programs. First, expanding collaboration with universities, NGOs, companies, and other institutions is crucial to support rehabilitation programs by providing facilities, expert personnel, and additional funding, as well as offering training outside the prison to address the issue of overcapacity. Second, utilizing technology such as e-learning and online training can help overcome the limitations of instructors and facilities, allowing inmates to participate in training with greater flexibility and obtain certifications that align with job market needs. Third, regular evaluations of rehabilitation programs are necessary to ensure their effectiveness, establishing specific success indicators and making adjustments if the desired results are not achieved. Finally, private sector involvement in reintegration programs is very important, providing internship or job opportunities for inmates, which not only supports their reintegration into society but also increases their chances of obtaining decent employment after their release.

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