

PRISON LAND UTILIZATION STRATEGY IN SUPPORTING THE DEVELOPMENT OF INDEPENDENCE FOR PRISONERS IN CLASS IIA BENGKULU PRISON



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ABSTRACT

This study examines the optimization of inmate development programs at Lapas Kelas IIA Bengkulu, focusing on the utilization of available land to support independence training. Although the institution has a large area of land with significant potential, its use has not yet been maximized. Using a descriptive qualitative approach, data were collected through interviews, observations, and document studies. The analysis is based on Mintzberg's strategy theory and the concept of correctional development (SPPN). The findings show that the strategies implemented include agricultural activities, plantations, and land-based skills training aimed at supporting inmates' independence and accelerating their social reintegration. However, the implementation of these strategies faces several challenges, such as unfavorable land conditions, limited facilities and skilled personnel, budget constraints, rigid institutional regulations, limited market access, and negative public stigma toward inmates and their products. Therefore, more comprehensive support, improved resource management, and stronger collaboration with external parties are needed to optimize land utilization and enhance the effectiveness of independence development programs.

Keywords: *Independence Development; Land Utilization; Prisoners*

INTRODUCTION

Dr. Sahardjo, S.H. coined the term "correctional" on July 5, 1963 when receiving a Doctor Honoris Causa degree from the University of Indonesia, which was later inaugurated to replace the term "prison" at the Jawatan Kependjara Conference in Lembang, April 27, 1964, and became the basis for the development of a correctional system that emphasizes the protection of human rights for lawbreakers in Indonesia (Eryansyah 2021). During the 20th century, corrections evolved significantly by emphasizing rehabilitative approaches through education, training, and psychological support, as well as encouraging reforms due to prison overpopulation and human rights issues, to give inmates the opportunity to improve themselves (Putri et al. 2022). Rehabilitation programs in corrections include training, counseling, education, and other services to transform criminal behavior into positive ones, facilitate the social reintegration of inmates, protect the community through supervision during parole or probation, and provide various forms of services in prison or the community to address factors that trigger crime (Sujoko et al. 2021).

In an effort to build independence, prisoners are fostered through skills and expertise training in accordance with the Correctional philosophy of restoring the link between Life (relationship with God), Life (social existence), and Livelihood (ability to earn a living) so that after their sentence, they are able to work independently and undergo social reintegration effectively (Soga and Arman 2023) . To optimize development in prisons, prisoners follow two forms of independence development which includes skills training, social reintegration, and production of goods; and personality which includes religious education, self-care, intellectual improvement through general education, legal awareness, nationalism, physical and spiritual health, and the formation of good attitudes and behavior (Azizi 2021) . The process of empowering independence uses a bottom-up approach through training and skills improvement materials for all prisoners to develop talents and abilities, so that coaching runs smoothly and produces individuals who are ready to contribute back to society after serving a criminal term (Sujoko et al. 2021) . According to Law No. 22 of 2022 Article 2 letter b, coaching in correctional institutions aims to improve the personality and independence of prisoners so that they realize their mistakes, improve themselves, do not repeat criminal acts, and can be accepted back into society as law-abiding and productive citizens, through Pancasila-based integrated training involving coaches, prisoners, and community support. (Rahmat, NU, and Daniswara 2021).



Primary Source: SDP Publik, 2025

Figure 1
Number of Prisons and Detention Centers in Indonesia

One of the UPTs is the Bengkulu Class IIA Correctional Institution, which is located in the working area of the Bengkulu Regional Office of the Directorate General of Corrections. As a place to carry out the function of coaching for prisoners, just like other correctional institutions, there are 2 (two) forms of coaching, namely: Personality Development and Independence Development (Putri and Triana 2020). Although it has a large enough land area of 52,314 m² with 25,960 m² of which has not been built, the Bengkulu Class IIA Correctional Institution has not fully utilized it for productive activities, in contrast to various other Correctional Units that have successfully managed land as part of prisoner development (Prakoso 2023). The character development and self-reliance program at the Bengkulu Class IIA Correctional Institution has a great opportunity to improve welfare, but it needs to be adjusted on an ongoing basis through periodic evaluations to ensure that the needs of the prisoners are met (Lieng and Subroto 2022).

Based on previous research, many studies have highlighted the importance of skills training programs within correctional institutions as a means of rehabilitating inmates (Siregar 2021). However, specific research addressing land utilization strategies within prisons as a means of fostering self-reliance is limited. Another gap is the lack of analysis of the obstacles faced in implementing land use strategies, such as regulations that limit the space for rehabilitation programs, budget constraints, and internal resistance from the prison and the community (Rahmawati and Hidayat 2022). The UPT Pemasarakatan that became a pilot project this year include the Labuhan Deli State Detention Center (Rutan), Pasaman Open Correctional Institution (Lapas), Ciangir Open Correctional Institution, Kendal Open Correctional Institution, Nusakambangan Open Correctional Institution, Sengkang Detention Center, Selong Correctional Institution, Sumbawa Besar Correctional Institution, Kupang Correctional Institution, Atambua Correctional Institution, Kefamenanu Detention Center, Gorontalo Women's Correctional Institution, and Pahuwato Correctional Institution (Ditjenpas 2021).

This study aims to examine the strategy of utilizing prison land in supporting the development of prisoners' independence in Class IIA Bengkulu Correctional Institution, taking into account the obstacles faced and the effectiveness of its implementation, which is the background of the thesis research entitled "Prison Land Utilization Strategy in Support of Independence Development for Prisoners in Class IIA Bengkulu Correctional Institution".

LITERATURE REVIEW

Research by Irmayanti Latorumo et al. (2023) presents a relevant approach in the context of self-reliance development, particularly through the development of land utilization systems and marketing systems for wet-rice farmers. The focus of the research is on building soft skills and community entrepreneurship as a form of strengthening independent economic capacity. The substantial similarity with this study lies in its objective of building independence based on practical training as a provision for reintegration into the initial environment. In the context of correctional institutions, this is in line with the development of prisoners to become productive individuals post-release. However, Irmayanti's approach tends to emphasize aspects of entrepreneurship training and marketing of production products as the main strategy. In contrast, this study focuses more on the direct utilization of land within the prison environment as a means of training agricultural, livestock or small industry skills, which until now have been less explored in depth in the existing literature.

Strategy Theory

Strategy in an organizational context is defined as a long-term plan that is carefully prepared to achieve certain goals. According to the KBBI, strategy is a systematic plan of action to carry out certain activities in an effort to achieve predetermined goals. In the realm of modern management, strategy is not only interpreted as a static formal plan, but also as a dynamic process that involves adaptation to the external and internal environment (Umar, 2020). Henry Mintzberg (1994), one of the main figures in strategic thinking, states that strategy includes more than just planning, but also actual actions that shape patterns of organizational behavior. Mintzberg introduced five dimensions of strategy known as the 5Ps of Strategy: Plan, Ploy, Pattern, Position, and Perspective.

First, Plan refers to the process of formulating strategy as a formal plan that is developed to direct the organization towards its goals. Second, Ploy refers to the tactical maneuvers used to deal with competitors or specific competitive conditions. Third, Pattern underscores that strategies are often formed from consistent patterns in real action, not just from documented plans. Fourth, Position describes the organization's efforts to position itself strategically in the external environment. And fifth, Perspective refers to the collective perspective and internal culture that shape the organization's thinking and actions. Land utilization for coaching activities must be based on a strategy that takes into account resource limitations, the dynamics of the prisoner's social environment, and institutional policies. Therefore, the strategy implemented must not only be visionary, but also flexible and responsive to actual needs, including in managing challenges and opportunities in work and skills-based coaching.

The Concept of Independence Development

The development of independence in correctional institutions is one of the key dimensions in the modern correctional system that emphasizes the rehabilitation and social reintegration of prisoners. According to the Prisoner Development Assessment System Standard (SPPN), self-reliance coaching is a systematic process aimed at equipping prisoners with practical skills in order to be able to lead productive and responsible lives after release from the sentence period. This program is expected to be a bridge between the rehabilitation process inside the prison and social life outside the prison.

In general, inmate development is divided into two main components: personality development and independence development. Personality development includes efforts to shape morality, faith, social responsibility, and legal awareness. Meanwhile, fostering independence is directed at technical skills training and the production of goods or services. This training can cover various fields such as agriculture, animal husbandry, workshop, culinary, convection, and digital technology. This self-reliance program is implemented with two main approaches: first, skills training, which involves structured educational activities and is often organized with the cooperation of external parties such as the Vocational Training Center, related agencies, or non-governmental organizations. Second, the production of goods and services, which involves the involvement of prisoners in productive economic activities, such as making furniture, processed food, or running small-scale agricultural and livestock businesses.

This program not only improves technical skills, but also introduces aspects of responsibility, time management, and constructive social interaction. The implementation of coaching in the correctional system is inseparable from the basic principles that guarantee the integrity and dignity of prisoners. These principles include: (1) protection, which is coaching as a means of protection and reshaping the behavior of prisoners; (2)

equality of treatment, which ensures no discrimination in access to coaching programs; (3) education and guidance, with a humanist approach based on Pancasila; (4) respect for human rights, which ensures that prisoners continue to receive dignified treatment; (5) loss of independence as the only suffering, which means that restrictions on physical freedom should not be extended to restrictions on other basic rights; and (6) the right to socialize, including access to family, community, and activities that encourage positive interaction. This theory of fostering independence practically explains the importance of correctional institutions as places of learning that allow prisoners to develop work skills and productivity.

Therefore, strategies for utilizing prison land-in the context of agriculture, fisheries, and other production-need to be seen as an integral part of this development process, not just an economic activity. Moreover, land utilization in the prison environment reflects the institution's commitment in carrying out its overall rehabilitation function, with the end result being prisoners who are ready to return to being active, independent, and contributing citizens.

METHOD

This research uses a qualitative approach with a descriptive type of research that aims to describe systematically, factually, and accurately about the correctional institution's land utilization strategy in supporting the development of independence for prisoners at Class IIA Bengkulu Correctional Facility. This approach was chosen because it allows researchers to understand social phenomena in depth, including the interactions and dynamics that occur in the implementation of coaching programs in prisons (Sugiyono, 2013). The research design used is descriptive, which is used to answer questions about the existence of independent variables and describe empirical realities in the field which are then analyzed and compared with relevant theories (Sugiyono, 2017).

The data sources in this study are divided into two, namely primary data and secondary data. Primary data was obtained directly through in-depth interviews with parties who play an active role in the implementation of independence coaching, such as the Head of the Work Activity Section (Giatja), Head of Work Guidance Subsection, Head of Work Facilities Subsection, work activity staff, and three prisoners who participated in coaching activities. Meanwhile, secondary data were obtained from official documents, activity reports, internal archives, and policy references relevant to the research topic (Sugiyono, 2017).

Data collection techniques were carried out through interviews, direct observation of land utilization activities, and documentation in the form of records, photos of activities, and official reports. The data analysis technique used in this research follows the Miles and Huberman model, namely through the process of data reduction, data presentation, and conclusion drawing and verification, to obtain an accurate and comprehensive picture of the strategies applied.

RESULTS AND DISCUSSION

Based on the results of data collection and analysis, the land utilization strategy at the Bengkulu Class IIA Prison shows dynamics that reflect serious efforts to build the independence of prisoners through agricultural, plantation and fishery activities. This strategy is not only intended as a form of physical activity, but also as a medium for fostering personality, discipline, and improving work skills that are relevant to the future of prisoners after release. This research found that despite its implementation and the active participation of prisoners, the effectiveness of land utilization has not yet reached an

optimal point due to various technical, structural and social barriers.

Therefore, this section will discuss in more depth how the land utilization strategy is implemented, the extent to which it contributes to the development of prisoners' independence, and the various challenges that need to be overcome so that this program is truly able to support the social reintegration process in a sustainable manner.

Prison Land Utilization Strategy

The first is that it has been focused on productive activities based on agriculture, fisheries, and plantations as a form of fostering the independence of prisoners. Previously unused land has now been converted into cultivation areas such as eggplant, mustard greens, water spinach, papaya, and catfish ponds built on wetlands or peat. This strategy not only aims to meet the internal consumption needs of the prison kitchen, but also to establish socio-economic relations with the community through the sale of production products, although with marketing facilities that are still limited. Secondly, skills training for prisoners at the Bengkulu Class IIA Correctional Facility is an important part of fostering independence. Through agricultural activities, fisheries, and crop management, prisoners are given the opportunity to work outside the prison walls. Third by the way, on aspects of food security and economic independence, but also has an important role in accelerating the process of social reintegration of prisoners.

The implementation of this activity involves prisoners directly, starting from the process of land clearing, planting, to harvesting. The determination of crop types is adjusted to the contours and fertility of the land, as stated by the Head of the Work Activities Section. The training strategy is carried out in stages through a system of orientation and selection of inmates who are declared eligible through the Correctional Observation Team (TPP) hearing. This training activity is an important foundation before prisoners engage in production activities.

The discussion of this strategy is analyzed using Henry Mintzberg's strategy theory, which includes five dimensions of strategy: Plan, Pattern, Position, Perspective, and Ploy. The Plan dimension is seen in the initial planning process of land utilization based on analysis of soil and climate conditions. Pattern is reflected in the consistency of cultivation activities and work rotation patterns of prisoners. Position shows the prison's efforts to position itself as a productive and community-accepted coaching institution. Perspective is built from a collaborative work culture between sections that supports program implementation. Meanwhile, Ploy is applied as a strategic step to respond to land conflicts with the community through active and productive land management.

Barriers to the Implementation of Prison Land Utilization

The implementation of land utilization strategies in Class IIA Correctional Institution Bengkulu is basically a progressive initiative directed at creating meaningful and productive coaching spaces. However, the effectiveness of this program is still limited by a number of technical, structural and social barriers. First, the non-uniform contour of the land is a major obstacle in the processing process. The land consists of rocky, undulating soil, and some of it is peaty and wet, making the processing process heavier, requiring specialized tools, and hampering the success of planting and maintaining crops.

Secondly, limited facilities and infrastructure worsen the effectiveness of activities. Agricultural tools such as hoes, wheelbarrows and sprayers are available in limited quantities and must be used interchangeably by several work groups. This condition makes the work schedule inefficient and slows down the productivity of the mentees. Third, the lack of experts is an obstacle in the process of delivering knowledge and skills.

Not all prison officers have a background or technical training in agriculture and fisheries, so the training provided to prisoners is less than optimal. Instructors from outside the institution are also rarely involved due to budget constraints. Fourth, the lack of a training budget greatly affects the availability of training facilities, seeds, fertilizers and production tools. Despite efficiency efforts, the absence of special funds means that many programs only run on a small scale and are not sustainable.

Fifth, strict internal regulations in prison management, including regulations regarding security and restrictions on the activities of prisoners outside the residential blocks, have an impact on the flexibility of implementing work programs. Government budget efficiency policies also affect the allocation of funds for productive activities. Sixth, limited market access hampers the marketing of production products. Because prisons are closed and do not have an outside product distribution network, crops are often only sold to officers or visitors. This results in the produce not being able to have a significant economic impact. Seventh, community stigma towards products made by prisoners remains a strong psychological and social challenge. The community still has negative perceptions of prisoners, which in turn affects their reluctance to buy or support products made by prisoners.

Overall, these barriers not only slow down the coaching process but also threaten the sustainability of the program, as they have the potential to reduce the motivation of prisoners, limit the output of activities, and reduce external support. Therefore, strategic solutions are needed in the form of increasing the coaching budget, cross-sectoral cooperation (e.g. with the Agriculture Office or BUMDes), intensive training for officers, and social campaigns to change public perceptions of prisoners' products.

Thus, the land utilization strategy at the Bengkulu Class IIA Prison is a form of rehabilitative and reintegrative approach that has the potential to support the development of prisoners' independence. The success of this strategy requires continuous support from various parties, including increasing human resource capacity, providing infrastructure, and cross-sector collaboration to overcome existing obstacles and expand the reach of production products to the community more optimally.

CONCLUSION AND SUGGESTION

Based on the results of research on the Prison Land Utilization Strategy in Supporting Self-Reliance Development for Prisoners at Bengkulu Class IIA Prison, it can be concluded that land utilization efforts have become one of the important instruments in supporting prisoner development programs. Lapas Kelas IIA Bengkulu utilizes the potential of a fairly large area of land for productive activities such as agriculture, plantations, and fisheries. These activities are not only aimed at meeting the internal needs of the institution, but also as a means of fostering work skills and preparation for social reintegration for prisoners. The strategies implemented are systematic and integrated, involve the active participation of prisoners, and adapt the topographical conditions of the available land for skills-based business development. When viewed from the perspective of Mintzberg's strategy theory, the implementation of strategies in prisons reflects the five interrelated strategic dimensions.

The strategy is designed through a planning process (plan), executed with a consistent pattern in program implementation (pattern), and strengthens the position of the institution as a coaching agent (position). In addition, this strategy also represents a collective perspective in building a collaborative work culture (perspective) and tactics to face social challenges and internal obstacles (ploy). However, the implementation of this strategy is still not fully optimal. Various obstacles are found in the field, such as uneven

land contours, limited infrastructure, lack of experts in the field of technical guidance, limited budget, and rigid internal regulations. In addition, there are external constraints in the form of limited market access and community stigma towards products produced by prisoners. To overcome these challenges and strengthen the implementation of the self-reliance coaching program through land utilization, it is necessary to take a number of strategic steps.

First, it is necessary to conduct a technical mapping of the land by involving agencies such as the agriculture office or agricultural institutions so that land contours that are not ideal can be optimized and suitable for production activities. Second, the procurement of agricultural and fisheries facilities and infrastructure needs to be improved through grant schemes, cooperation with corporate CSR, or collaboration between agencies. Third, capacity building of coaches needs to be pursued by bringing in professional trainers through cooperation with the Vocational Training Center, the labor office, or universities. Fourth, prisons need to fight for flexibility in the budget allocation for coaching, including exploring alternative funding such as village funds, ministerial programs, or private sector participation.

Fifth, internal regulations should be reviewed to provide flexible space for program implementation without bumping into security aspects, for example by implementing a rotating work system or expanding the training time of prisoners. Sixth, in order for the fostered products to have high economic value, it is necessary to develop branding and partnerships with cooperatives, digital marketplaces, and BUMDes. Finally, it is important to increase public awareness through education and social campaigns that emphasize that prisoner development activities are part of a rehabilitation and social reintegration process that deserves to be supported. With a synergy between adaptive internal policies, consistent external support, and institutional commitment, the land utilization strategy can become a strong pillar in producing prisoners who are independent, productive, and ready to return to the community.

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