

IMPLEMENTING THE BREAD-MAKING INDEPENDENCE PROGRAM TO FOSTER INMATES' ENTREPRENEURIAL SPIRIT AT KENDARI CLASS IIA CORRECTIONAL FACILITY



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ABSTRACT

This research examines the implementation of a bread-making independence development program at Class IIA Kendari Correctional Institution as an effort to foster the entrepreneurial spirit of inmates. The study is motivated by the need to equip inmates with practical work skills and an entrepreneurial mindset that can support their social reintegration after completing their sentences. The research aims to analyze how the program contributes to developing entrepreneurial values among inmates and to identify the challenges encountered during its implementation. The study employs a qualitative descriptive approach, with data collected through observation, interviews, and documentation. The analysis is based on the implementation theory of David C. Korten and the entrepreneurship perspective of Purnomo. The findings indicate that the bread-making program helps improve inmates' entrepreneurial skills through practical training, talent development, and cooperation with external partners. However, the implementation still faces several obstacles, including limited facilities, insufficient training materials, and restricted participation opportunities for inmates. Despite these challenges, the program has the potential to support inmates in developing productive skills that can be utilized after their release.

Keywords: Implementation; Entrepreneurship; Development; Inmates; Bread

INTRODUCTION

Correctional institutions represent the final stage in the criminal justice system in Indonesia, functioning as the executor of court decisions on criminal cases that have obtained permanent legal force (*inkracht*). According to Marjono Reksodiputro, the main objective of the criminal justice system is to protect society as victims of crime, thereby creating a sense of justice. The paradigm shift from the concept of imprisonment to the concept of correction, initiated by Dr. Sahardjo, SH, in his speech under the banyan tree of protection when receiving his Doctoral Degree at the University of Indonesia, brought a significant transformation to the role of correctional institutions. Correctional facilities now play an essential role in preparing inmates before their reintegration into society by providing guidance and rehabilitation to help them become good citizens. The process of inmates' adjustment within correctional facilities involves various aspects, including social skills, self-control, learning experiences, and social support. Moreover, inmates are required to meet certain conditions, such as serving two-thirds of their sentence, demonstrating good behavior, and showing awareness and remorse for their actions (Putri Deanisa, Lyestie Marlya Anggrainy, Marini Febriyanti, 2023).

The correctional system is implemented with the aim of shaping inmates into whole individuals who recognize their mistakes, reform themselves, refrain from reoffending, and are able to reintegrate into society as free and independent citizens through responsible self-reliance programs (Ramadhan et al., 2021). The concept of inmate rehabilitation within the criminal justice system serves as an effort to help them achieve the objectives of correctional guidance, namely fostering good behavior and becoming responsible citizens after release. Rehabilitation programs are designed to enhance self-reliance and practical skills, thereby motivating inmates to build confidence, develop positively, and prepare for a better future (Aisharahma & Irhandayani, 2020).

Correctional institutions, in carrying out their rehabilitation function, implement two main programs: personality development and self-reliance development. Personality development focuses on shaping inmates' attitudes, behaviors, and mentality through aspects such as faith, national and civic awareness, adherence to rules, as well as intellectual, physical, and spiritual guidance. Meanwhile, self-reliance development is directed toward enhancing inmates' abilities, skills, and vocational training so that they are capable of producing goods or services with economic value. This program not only supports the economic welfare of inmates but also fosters the establishment of conventional platforms such as Correctional Industries, which encourage the growth of entrepreneurial spirit among prisoners (Melati et al., 2020).

Entrepreneurship, rooted in the term entrepreneur, plays an essential role as a process of creating, identifying, and pursuing opportunities through the stages of initiating, implementing, sustaining, and developing a business (Mintardjo et al., 2020). In the context of correctional facilities, the development of entrepreneurial skills through work programs greatly depends on the role of correctional officers as mentors and motivators, who assist inmates in exploring their potential and channeling it into self-reliance programs, particularly vocational training. This opportunity enables inmates to cultivate talents and skills that will be valuable after release, while also fostering an entrepreneurial spirit characterized by risk-taking, innovation, and the ability to seize opportunities to create jobs or engage in business activities. Instilling this entrepreneurial mindset is crucial for inmates so they can become independent, productive, and contribute to the economic development of society upon reintegration (Sulastri, 2017).

Skills training plays a vital role in preparing inmates to meet their livelihood needs and reintegrate into society with confidence after release, where the acquired skills are expected to serve as provisions for social reintegration. Artyawan (2013) found that vocational education programs contribute 44.7% to inmates' readiness to reintegrate into society, highlighting the need for correctional institutions to consistently provide and improve the quality of vocational education services by introducing new, relevant programs. Furthermore, every inmate has the right to participate in skills training during their sentence as part of self-reliance development, which essentially represents a form of creativity that can be refined and expanded to support their productive activities (Nadler, 1986).

The self-reliance development program through bread-making training in correctional institutions serves as a strategic effort to enhance skills, foster entrepreneurial spirit, and prepare inmates for successful reintegration into society after completing their sentences. At the Gorontalo Women's Correctional Facility, bread-making training is regarded as a positive activity that promotes inmate independence and provides the foundation to start a business upon release (Kompasiana, 2024). A similar initiative is implemented at the Sungguminasa Women's Correctional Facility Class IIA, where bread-making programs not only build skills but also cultivate entrepreneurship as preparation for post-incarceration life (Alief, 2023). Meanwhile, at the Kendari Correctional Facility Class IIA, the program still faces challenges, particularly due to limited facilities, infrastructure, and product marketing, which remains restricted to the internal scope of the institution.

The guidance of inmates as stipulated in Law Number 22 of 2022 on Corrections and Government Regulation of the Republic of Indonesia Number 31 of 1999 emphasizes that inmate development encompasses both personality and self-reliance aspects to improve their life, livelihood, and way of living. This guidance aims to enhance faith, intellect, attitude, skills, as well as physical and mental health, while also equipping inmates with productive abilities to create goods and services of added value. Through assessments conducted by correctional officers, the guidance is directed to ensure that inmates recognize their mistakes, reform themselves, avoid reoffending, and reintegrate into society as law-abiding, independent individuals who can contribute to national development.

The evaluation of inmate development programs, as regulated in the Decree of the Director General of Corrections Number: PAS-10.OT.02.02 of 2021 through the Inmate Development Assessment System (SPPN), plays a crucial role in enhancing accountability as well as assessing inmates' productivity and behavior during the program. At Class IIA Correctional Facility Kendari, the self-reliance development program through bread-making serves as a means to improve skills while fostering inmates' entrepreneurial spirit, although it still faces challenges such as limited facilities, infrastructure, and product marketing restricted to the internal scope of the prison. These conditions form the basis of the study entitled *Implementing the Bread-Making Independence Program to Foster Inmates' Entrepreneurial Spirit at Kendari Class IIA Correctional Facility*

LITERATURE REVIEW

Self-reliance development in correctional facilities plays a vital role in preparing inmates for social reintegration through various skill-building programs. A study at Class IIB Detention Center Kebumen highlights that the primary goal of such programs is to provide inmates with relevant expertise that enhances their professional abilities, supported by partnerships with third parties to strengthen program quality (Ghifari &

Anwar, 2022). Meanwhile, the pastry training program at Class II Correctional Facility Kerobokan focuses on empowering inmates by involving local government and educational institutions, enabling them not only to master the skills of producing various types of pastries under hygienic standards but also to foster an entrepreneurial spirit useful after release (Astawa et al., 2022). Furthermore, sewing training at Class IIA Correctional Facility Karawang has proven effective in improving inmates' skills while transforming their attitudes to become more active, disciplined, and consistent. This program also functions as an alternative form of rehabilitation that prevents recidivism and helps inmates prepare for life after prison (Cynthia et al., 2022). Meanwhile, a study at Class IIB Detention Center Banjarnegara highlights the challenges posed by the limited number of officers in providing optimal training, particularly during the Covid-19 pandemic. Nevertheless, the study emphasizes the importance of self-reliance development efforts to enhance inmates' skills while also shaping their attitudes and positive behavior (Michael & Anwar, 2022).

METHOD

This study employs a qualitative research method grounded in post-positivist philosophy with an interpretative and constructive paradigm, in which the researcher serves as the primary instrument to understand the complex, dynamic, and meaningful nature of social reality naturally without intervention. The research design is descriptive, allowing the collected data to be analyzed to depict actual conditions as they are in the field.

Data sources consist of primary data obtained through interviews with relevant stakeholders, including prison officials, instructors, staff, and inmates, as well as secondary data in the form of regulations, activity documents, attendance records, participant lists, and assessment reports. Data collection techniques include open observation of the bread-making training program, in-depth interviews with informants, and documentation studies.

Data analysis was carried out inductively following the stages outlined by Miles & Huberman: data collection, data reduction by filtering relevant information, data presentation descriptively in narrative form, and drawing concise and clear conclusions that address the research problems. Thus, this method was chosen to explore deeper insights into the effectiveness of the inmate vocational training program at Class IIA Kendari Correctional Facility.

RESULTS AND DISCUSSION

Implementation of the Bread-Making Independence Development Program to Foster Inmates' Entrepreneurial Spirit

a. Program Dimension

Based on David C. Korten's (1980) program implementation framework, the success of inmate development programs largely depends on the extent to which the program aligns with inmates' needs, the readiness of the correctional institution as the implementing body, and the inmates' ability to receive and utilize the program effectively. This highlights the importance of designing programs carefully by considering budget, strategies, objectives, and relevant policies, so that they can address real challenges in the field while supporting the achievement of inmates' social reintegration goals.

1) Required Budget

Budget planning is a crucial aspect as it determines the continuity of program implementation, covering the provision of materials, equipment, trainers, and

learning media. This aligns with Sejati & Pertiwi's (2025) view, which emphasizes the importance of designing independence programs that are integrative, adaptive, and oriented toward social reintegration. Interviews conducted at Kendari Class IIA Correctional Facility revealed that budget management is primarily focused on essential training needs such as raw materials and work equipment, rather than providing direct cash incentives, thereby prioritizing the sustainability of the learning process. Nevertheless, budget limitations remain a challenge, prompting the facility to adopt adaptive strategies through collaborations with external partners such as MSMEs and training foundations. This strategy reflects a long-term orientation that not only ensures efficiency and accountability but also expands access to training programs aimed at fostering inmates' skills and entrepreneurial spirit.

2) Implementation Strategy

The implementation strategy for the bread-making independence program at Kendari Class IIA Correctional Facility is designed comprehensively through several stages: participant selection based on interest and eligibility, a rotating schedule to ensure equal opportunities, and regular evaluations to measure effectiveness. This approach emphasizes not only technical skills but also managerial, marketing, and business networking aspects, thereby equipping inmates with the insight needed to become independent entrepreneurs after release, in line with the entrepreneurial practice model at Kerobokan Prison (Astawa et al., 2022). The strategy is inclusive, involving socialization, gradual selection, modular learning, flexible scheduling, and a personalized approach, allowing participants to progress according to their individual abilities. Thus, the training provides not only vocational skills but also fosters the transformation of inmates toward independence and readiness for social reintegration.

3) Objectives to be Achieved

The objectives of the bread-making independence program at Kendari Class IIA Correctional Facility go beyond providing vocational skills, aiming to shape inmates' new identities as independent, productive, confident individuals who are ready for social reintegration. This multidimensional approach covers economic, psychological, and social aspects, where the training is expected to enhance self-esteem while fostering creativity and a spirit of transformation. As emphasized by Purnomo (2005), entrepreneurship is a combination of practical skills, creativity, and the willingness to transform. Program evaluation is conducted at multiple levels, including mastery of skills, participation rates, behavioral changes, product quality, and post-release data, ensuring that success is measured not only by the training process but also by its long-term impact in supporting inmates' independence and reintegration into society.

4) Policy

The policy framework for implementing the bread-making independence program at Kendari Class IIA Correctional Facility is designed based on operational standards that emphasize transparency, accountability, and sustainability. This includes rules of participation, training SOPs, hygiene standards, production management, and systems of rewards and sanctions. The program is further strengthened by certified training, internship opportunities, and post-release mentoring, which add significant value to inmates' preparedness for entering the workforce after release. Moreover, the products are not only consumed internally but also marketed through the prison

cooperative, creating a productive rehabilitation environment that provides inmates with real opportunities for self-actualization while enhancing their competitiveness in society.

The program dimension in the implementation of bread-making independence training at Kendari Class IIA Correctional Facility has accommodated key principles of program implementation theory and is supported by structured, adaptive, and visionary practices. The alignment between objectives, strategies, and implementation mechanisms demonstrates that this program has a solid foundation to serve as a model of rehabilitation that is not only curative but also transformative. If managed consistently and continuously reinforced with adequate resources, the program holds great potential to become a sustainable milestone in fostering inmates' independence.

b. Organizational Dimension

The success of program implementation is highly influenced by the quality of the implementing organization through cognition the ability to understand the context, design strategies, and mobilize human resources as well as feedback in the form of adaptive responses to the dynamics of implementation. In line with Melati et al. (2020), the effectiveness of inmate rehabilitation requires a systematic work structure, strong coordination, and clear task distribution to ensure the organization operates collaboratively, transparently, and adaptively. Consequently, the program not only runs effectively but also fosters tangible behavioral changes among inmates.

1) Cognition

The implementation of the bread-making independence training program at Kendari Class IIA Correctional Facility demonstrates that officers play a vital and multifunctional rôle not only as facilitators, trainers, and supervisors but also as motivators who build emotional connections with inmates to nurture their enthusiasm and self-confidence. The organizational structure, with clear task distribution covering planning, coordination, supervision, mentoring, motivation, and reporting, reflects a deep understanding of the complexities of prison rehabilitation. Through systematic mechanisms, the program operates according to its objectives, minimizes potential conflicts, and strengthens the effectiveness of the rehabilitation process.

2) Feedback

The bread-making independence training program at Kendari Class IIA Correctional Facility also proves effective through practical training methods, demonstrations, personalized mentoring, and Q&A sessions that reflect an andragogical approach, enabling inmates to actively participate in the learning process. The presence of officers as mentors throughout the production process creates an open and productive working environment, while the provision of rewards as reinforcement enhances motivation, discipline, and self-confidence. This approach shows that the organization does not only focus on technical aspects but also pays attention to the psychological and social dimensions of rehabilitation, ensuring the program runs in a structured, accountable manner and is oriented toward behavioral change and inmate independence.

c. Target Group Dimension

The implementation of public policy positions the target group as active actors who play a crucial role in determining the program's success, rather than merely being beneficiaries. Program effectiveness is shaped by the readiness, motivation, and openness of the target group to engage in the learning process, enabling their participation from the planning stage through implementation to evaluation. Therefore, understanding the social, psychological, and economic background of program participants becomes a key factor to ensure that the rehabilitation process runs effectively and sustainably.

1) Target Group

The success of the bread-making independence training program at Kendari Class IIA Correctional Facility is strongly influenced by the active participation of inmates as the target group, as reflected in their involvement during training sessions, discipline, and commitment to the activities carried out. Interview findings indicate that inmates not only joined the program formally but were also driven by intrinsic motivation to learn, develop skills, and utilize their rehabilitation time productively. This participation produced not only technical skills but also psychological impacts, including increased self-confidence, optimism, and a sense of being valued. Some participants even expressed inspiration to start a business after release, demonstrating the program's effectiveness in fostering an entrepreneurial mindset and shaping future-oriented behavioral transformation.

2) Impact of Rehabilitation

Observations revealed that inmates participating in the bread-making program at Kendari Class IIA Correctional Facility showed active involvement, discipline, and high motivation by being punctual, maintaining cleanliness, and following instructions seriously. Warm interactions with instructors and collaboration among participants created a participatory learning atmosphere while nurturing responsibility, discipline, and entrepreneurial spirit. These findings are consistent with Cohen and Uphoff's (1981) theory of participation and transformative education, as the program not only provided technical skills but also reshaped participants' ways of thinking, attitudes, and behaviors. Furthermore, the expressed plans to open businesses after release demonstrate that rehabilitation has successfully instilled optimism and work readiness, as supported by previous research findings. Thus, inmates as the target group in this program have shown ideal characteristics of being prepared, active, and progressive, which serve as key factors for the success of independence training programs.

Analytical Spirit of Purnomo's Entrepreneurship Theory

a. Strong Desire to Achieve Goals and Fulfill Life Needs

The entrepreneurial interest of inmates in the bread-making training program at Kendari Class IIA Correctional Facility is rooted in their strong desire to improve life conditions and meet economic needs after release, in line with McClelland's theory of the need for achievement. Interview results show that inmates perceive this training as a strategic means to acquire practical skills and future business opportunities, driven by both personal interest and life necessities. Field observations highlight their discipline, seriousness, and high initiative, with some even generating ideas for business brands and simple business concepts.

Correctional officers emphasized that the program not only provides technical skills but also fosters self-confidence, a productive mindset, and readiness for social reintegration. Structural support and motivation have made inmates' aspirations for independent living realistic rather than mere hope. This aligns with previous research that confirms relevant skills as a driving factor for entrepreneurial spirit. Thus, inmates' strong determination to achieve goals and fulfill life needs serves as the foundation of their entrepreneurial interest and the key to the success of independence training.

b. Belief in Personal Strength

Belief in personal strength has proven to be a crucial factor in shaping inmates' entrepreneurial interest at Kendari Class IIA Correctional Facility, consistent with Bandura's (1997) concept of self-efficacy, which emphasizes individuals' confidence in their ability to overcome challenges and achieve goals. Interview findings reveal that the bread-making training not only equips inmates with practical skills but also enhances their self-confidence, optimism, and mental readiness for independent living after release. Inmates have begun to show belief in their capabilities, visualizing the products they want to create, and even taking the initiative to guide fellow participants. Correctional officers also observed positive changes in attitude, greater independence, and the growth of a positive identity that reduces the potential for recidivism. These findings reinforce that direct training experiences play a major role in fostering self-efficacy, as supported by Olivia et al. (2024), who found a significant increase in inmates' self-efficacy after participating in skills training. Thus, the rehabilitation program not only imparts technical skills but also nurtures confidence as a vital capital for inmates to build businesses and lead more independent lives after reintegration.

c. Honest and Responsible Attitude

An honest and responsible attitude has proven to be a fundamental pillar in fostering inmates' entrepreneurial development at Kendari Class IIA Correctional Facility, where program success is measured not only by mastery of technical skills in bread and pastry making but also by the internalization of values such as honesty, discipline, and commitment throughout the learning process. Interview results indicate consistent attendance, openness in expressing difficulties, and sincerity in utilizing the training opportunity as preparation for independent living after release. Inmates demonstrated objective assessments of the program, careful maintenance of training facilities, and a growing sense of responsibility toward their future, reflected in increased self-confidence and optimism for reintegration into society. These findings show that correctional training does not merely build technical skills but also nurtures character grounded in integrity, aligning with the studies of Hidayat & Subroto (2022) and Hek et al. (2025), which emphasize the importance of instilling honesty, responsibility, and work ethic as the main foundation in preparing inmates to become independent and competitive individuals after reintegration.

d. Physical and Mental Endurance, Perseverance, Tenacity, and Work Ethic

Physical and mental endurance, perseverance, tenacity, and a strong work ethic have emerged as essential character traits cultivated through the entrepreneurial training program at Kendari Class IIA Correctional Facility, particularly in bread and pastry-making activities. Inmates displayed consistency in attending training schedules, enthusiasm in learning new skills, and resilience in facing limited facilities and challenging learning processes. Interviews with inmates revealed

diligence in mastering skills, from basic techniques to more advanced methods, while correctional officers highlighted personal motivation and the desire for self-improvement as key factors driving program success. Observations further confirmed that inmates were able to sustain demanding routines, remain focused, and persist until achieving results, reflecting mental resilience and determination to improve their future. These findings affirm that correctional training goes beyond technical skill acquisition, shaping resilient character traits that prepare inmates to face post-release realities, consistent with Astawa et al. (2022), who emphasized perseverance and fighting spirit as vital elements in empowering inmates toward independence and readiness to compete in society.

e. Creative and Constructive Thinking

Creative and constructive thinking is one of the main characteristics fostered in the entrepreneurial training program at Kendari Class IIA Correctional Facility, particularly through bread and pastry-making activities. Creativity encourages inmates to innovate, try product variations, and provide feedback to make the training more diverse, while constructive attitudes are reflected in their focus on business development, including the importance of entrepreneurship and marketing knowledge. Inmates are not passive recipients but actively think ahead about how to manage independent businesses after release. From the officers' side, practice-based strategies, clear work role distribution, and the provision of incentives further strengthen the space for creativity and initiative to grow. Thus, this program not only produces technical skills but also shapes an innovative, solution-oriented, and sustainable mindset, in line with Nugroho & Wibowo (2023) and Soesilo (2025), who emphasize that creativity is an essential asset for inmates to build adaptive independent businesses after leaving the correctional facility.

f. Future Orientation and Risk-Taking

Future orientation and risk-taking are important aspects of entrepreneurship developed through the bread and pastry training program at Kendari Class IIA Correctional Facility. Inmates demonstrate awareness of preparing themselves with practical skills as capital after release, along with the courage to try new things despite uncertainties, such as starting independent businesses. This is reinforced by officers' support through practice-based program designs, certification, and partnerships with external parties, which provide formal recognition and opportunities for inmates to compete in society. These findings highlight that the training does not merely equip technical skills but also builds a visionary, confident, and challenge-ready mindset, aligning with Sejati & Pertiwi (2025), who stress that future orientation and the courage to take risks are essential foundations for establishing sustainable businesses after serving their sentences.

Challenges in Implementing the Bread-Making Independence Program to Foster Inmates' Entrepreneurial Spirit at Kendari Class IIA Correctional Facility

a. Limited Facilities and Equipment

The availability of facilities and equipment is a crucial factor in supporting the success of independence training programs. However, findings at Kendari Class IIA Correctional Facility reveal that limited resources remain a challenge, both due to incomplete tools and the deteriorating condition of some equipment. Although inmates are still able to learn with the patient and clear guidance of instructors, these limitations restrict the variety of practices and the optimal development of skills. On the officers' side, budget constraints also pose a major obstacle to

equipment renewal and program development, such as product marketing and capacity expansion. This situation not only affects the technical aspects of training but also risks lowering inmates' motivation to participate. Therefore, the provision of more adequate facilities is urgently needed so that the program's goal of fostering a creative and adaptive entrepreneurial spirit can be achieved optimally, in line with Samsu & Yasin (2021), who emphasize the importance of training facilities in supporting the effectiveness of correctional programs.

b. Limited Training Materials and Content

The lack of variety in training content presents another significant challenge in the independence program at Kendari Class IIA Correctional Facility. Although the implementation runs relatively well, inmates perceive the training materials as overly focused on specific product types, limiting space for creativity. They have suggested expanding the training scope to include skills such as decoration techniques, financial management, entrepreneurship, and product marketing to better prepare them for employment after release. This need highlights that training should not only emphasize technical product-making skills but also managerial and business aspects to build comprehensive entrepreneurial readiness. Hence, integrating entrepreneurship content, product innovation, and marketing strategies becomes essential to create inmates who are not only technically skilled but also independent and adaptive in managing businesses. This aligns with Matsam et al. (2024), who underscore the importance of comprehensive training to enhance competitiveness and entrepreneurial readiness post-release.

c. Limited Participation and Participant Selection

Limited participation and participant selection are additional challenges in implementing the independence training program at Kendari Class IIA Correctional Facility, as the number of participants is restricted by quotas, strict selection processes, and rotating schedules. From the officers' perspective, selection is conducted based on interest and eligibility with regular evaluations to maintain effectiveness. Meanwhile, inmates acknowledge the program's benefits, although limited time and training frequency reduce their opportunities for more intensive practice. This condition indicates that not all interested inmates can be accommodated, meaning the program's benefits are not evenly distributed and the potential for fully fostering entrepreneurial spirit remains underdeveloped. This is consistent with Sutoyo et al. (2023), who found that limited resources force correctional training programs to be carried out in a restricted and rotating manner.

CONCLUSION AND SUGGESTION

Based on the research findings on the Implementation of the Bread-Making Independence Program to Foster Inmates' Entrepreneurial Spirit at Kendari Class IIA Correctional Facility, several conclusions can be drawn as follows:

1. The Implementing the Bread-Making Independence Program to Foster Inmates' Entrepreneurial Spirit at Kendari Class IIA Correctional Facility can be enhanced through three key aspects:
 - a. Talent and Skills: The bread-making program has proven effective in developing inmates' talents and practical skills aligned with their interests and needs. This activity not only equips them with employable skills but also motivates them through tangible results, such as selling their products and receiving incentives as a form of appreciation.

- b. **Assessment:** The assessment stage plays a crucial role in ensuring that inmates selected for the program truly possess the interest, potential, and appropriate behavior to be trained. This reflects a systematic and individualized approach, supporting the effectiveness of training based on inmates' readiness and potential.
 - c. **Collaboration with Third Parties:** Cooperation with Metro Research Foundation significantly contributed to the quality of training, particularly in terms of instructors, facilities, and skill outcomes. However, the termination of this partnership led to a decline in both program quality and inmate participation, highlighting the importance of sustainable and strategic external support for the success of rehabilitation programs.
2. Several challenges in the bread-making program at Kendari Class IIA Correctional Facility include:
- a. **Limited Facilities and Equipment:** Training facilities are not fully adequate, and some equipment is outdated, restricting practice variety and training effectiveness. Budget constraints also hinder equipment renewal and program development.
 - b. **Limited Training Materials and Content:** Training materials remain less varied and overly focused on specific products. The absence of entrepreneurship and business management training reduces inmates' readiness to become independent after release.
 - c. **Limited Participation and Participant Selection:** Strict selection processes and limited quotas prevent all interested inmates from joining. Rotating schedules further reduce the opportunity for inmates to practice optimally.

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