

IMPLEMENTATION OF GOAT FARMING COACHING AS A MEANS OF IMPROVING THE WORK SKILLS OF INMATES AT THE CLASS IIB CORRECTIONAL INSTITUTION IN TANJUNG BALAI



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ABSTRACT

Correctional institutions are not only responsible for enforcing sentences but also for fostering inmates' personal development to support their reintegration into society. One form of personality development is spiritual guidance through tahsin and tajwid methods, which aim to improve Qur'anic recitation while shaping more religious and morally grounded individuals. This study examines the implementation of these Islamic spiritual activities at the Class IIA Correctional Facility in Palu and identifies the obstacles encountered in the process. The research uses a qualitative descriptive approach, with data collected through observation, interviews, and document analysis from both primary and secondary sources. The analysis is based on implementation theory and the concept of correctional development (SPPN). The findings indicate that tahsin and tajwid activities contribute positively to inmates' character development, particularly in fostering discipline, religious awareness, and cooperation with external partners. These activities help create a more structured and value-oriented environment within the correctional institution. However, the implementation of the program still faces several challenges, including limited religious knowledge among inmates, budget and human resource constraints, low intrinsic motivation, and environmental factors that are not fully supportive. Therefore, strengthening institutional support, increasing training resources, and enhancing motivational approaches are necessary to optimize the effectiveness of spiritual development programs for inmates.

Keywords: *Independence Development; Goat Farming; Work Skills*

INTRODUCTION

The correctional system in Indonesia serves as a cornerstone of the country's criminal justice process, not merely functioning as a place of incarceration but as an institution tasked with rehabilitation and social reintegration. The transformation from a purely punitive model to a rehabilitative system reflects the state's commitment to upholding human dignity and preparing inmates to return to society as responsible and productive individuals. Correctional philosophy, pioneered by Dr. Sahardjo in the early 1960s, shifted the focus from retribution to guidance, emphasizing character building, moral education, and the development of self-reliance through various training programs.

In line with this philosophy, Indonesia's legal framework most notably Law No. 22 of 2022 on the Correctional System mandates that correctional activities promote personality development and self-reliance. Government Regulation No. 31 of 1999 and No. 32 of 1999 on the Guidance and Mentoring of Inmates further outline that self-reliance programs must equip inmates with practical skills that have economic value, enabling them to earn a living after release. These provisions underscore the state's commitment to reducing recidivism by ensuring that inmates possess marketable skills that facilitate their reintegration.

One of the key avenues for achieving self-reliance is vocational training within correctional institutions. In the case of Class IIB Correctional Facility Tanjung Balai, goat farming has been introduced as a structured training program for inmates. This program provides practical, hands-on experience in livestock management, including feeding, animal health maintenance, and proper housing techniques. Beyond technical skills, the program instills discipline, responsibility, and teamwork, all of which are essential for preparing inmates for life after incarceration.

Research shows that vocational training programs such as livestock farming can significantly improve inmates' economic prospects, reduce idleness, and positively influence their psychological well-being. Participants in such programs often report increased confidence, a sense of purpose, and a better outlook on their future. These outcomes align with the correctional system's rehabilitative mission of equipping inmates with the tools needed to reintegrate successfully into society.

However, the implementation of goat farming programs is not without challenges. Limited facilities, a shortage of professional instructors, insufficient funding for equipment and feed, and varying levels of inmate motivation often hinder the program's full potential. Overcoming these obstacles is crucial to ensure that the training not only produces competent livestock farmers but also maximizes its rehabilitative impact.

Given this context, the present study investigates the implementation of the goat farming training program at the Class IIB Correctional Facility Tanjung Balai. It explores how the program is conducted, assesses its effectiveness in improving inmates' work skills, and identifies the main challenges that impede its success. The findings aim to inform prison administrators and policymakers on how to enhance vocational training programs, improve resource allocation, and ultimately achieve the broader goal of reducing recidivism through meaningful rehabilitation.

LITERATURE REVIEW

Several previous studies have investigated the effectiveness of vocational training programs in correctional institutions as a means of fostering inmate self-reliance and reducing recidivism. Fatahilah and Jarodi (2023) examined the implementation of self-reliance programs at Class I Medan Correctional Facility, finding that despite high inmate interest, participation rates remained low due to limited supervision and inadequate

facilities. Anggita and Pangestuti (2024) studied Class IIA Magelang Correctional Facility and concluded that self-reliance programs were yet to reach optimal effectiveness, citing factors such as lack of staff expertise, low inmate motivation, and insufficient infrastructure. Gumilang and Wibowo (2021) analyzed the role of vocational training in reducing disciplinary infractions at the Class I Surakarta Detention Center, reporting that participation in skill-building activities correlated with improved inmate behavior, though hindered by space and facility constraints.

Pahrany et al. (2024) focused on entrepreneurial training at the Malang Women's Correctional Facility and found that participants developed strong business planning and operational skills, preparing them for post-release employment. Similarly, Suhariyanto and Karyoto (2021) explored inmate rehabilitation at Class IIB Jombang Correctional Facility, emphasizing the need for high-quality programs, sufficient human resources, and better funding to enhance outcomes. Collectively, these studies demonstrate that vocational training programs can significantly improve inmate employability, discipline, and social reintegration, provided that implementation challenges are addressed.

Theory of Program Implementation

The primary theoretical framework for this study is Korten's (1980) Program Implementation Theory, which asserts that program success depends on the alignment of three critical components: the program design, the implementing organization, and the target group. According to Korten, a program is most effective when its objectives match the needs of the target population, when the implementing organization has the necessary capacity and resources, and when there is a strong and cooperative relationship between implementers and beneficiaries.

In the context of this research, the goat farming program must be relevant to inmates' needs for practical skills, supported by adequate facilities and competent instructors, and delivered in a way that motivates inmates to actively participate. This theoretical lens is essential to assess not only the presence of the program but also its quality, sustainability, and impact on inmates' skill development.

Concept of Work Skills Development

Work skills development is a central element of self-reliance programs within correctional institutions. As stated in Law No. 22 of 2022 on the Correctional System and Government Regulation No. 31 of 1999, vocational guidance must equip inmates with practical knowledge and competencies that enable them to live independently after release. Work skills, as defined by Ngalim Purwanto, are acquired through repeated practice and training that enhance manual and technical proficiency.

Robbins and Judge (2008) categorize work skills into basic literacy, technical skills, interpersonal skills, and problem-solving abilities all of which are crucial for inmates' reintegration. In the context of goat farming, inmates are trained to perform tasks such as feeding, health maintenance, and housing management, thereby cultivating discipline, responsibility, and teamwork. The ultimate aim is not only to provide technical know-how but also to foster confidence, work ethic, and adaptability, which together reduce the risk of reoffending and improve post-release employability.

METHOD

This study adopts a qualitative research approach, which is considered most suitable for exploring the implementation of goat farming as part of vocational training programs in correctional institutions. The qualitative method was chosen because it allows an in-

depth understanding of how the program is carried out, the experiences of inmates participating in the training, and the institutional factors that support or hinder its success.

Data were collected through direct observation of the goat farming activities, in-depth interviews with key stakeholders including the Head of the Class IIB Tanjung Balai Correctional Facility, correctional officers responsible for inmate vocational programs, and selected inmates who were actively involved in the livestock training. Document analysis was also performed using institutional records, training schedules, and policy documents regulating self-reliance programs. The research design applied is descriptive and case-study oriented, enabling the researcher to focus intensively on a single correctional facility and to examine the phenomenon in its real-life context.

Guided by Korten's Program Implementation Theory, the study interprets how the alignment between program design, organizational capacity, and inmate participation determines the effectiveness of the goat farming training. By focusing on one correctional facility, the research captures a comprehensive and contextualized view of how vocational training can foster inmate self-reliance and improve their readiness for reintegration into society. Primary data were obtained from interviews with prison management, training instructors, and inmates. Secondary data were collected from academic literature, previous research on correctional vocational programs, relevant government regulations (Law No. 22 of 2022 and Government Regulation No. 31 of 1999), and institutional archives. Data collection techniques included participant observation, semi-structured interviews, and document study, ensuring triangulation to strengthen data validity.

The data analysis employed a descriptive qualitative method using a thematic analysis approach, which involved several stages: (1) data reduction by summarizing key findings from interviews, observations, and documents, (2) coding and categorizing data into major themes such as program implementation, inmate participation, and institutional challenges, (3) systematically presenting the findings to illustrate the relationships between themes, and (4) drawing conclusions regarding the role and impact of goat farming as a vocational training program in enhancing inmates' work skills and self-reliance. The findings of this study are expected to contribute theoretically by enriching academic discussions on vocational rehabilitation programs in correctional settings and practically by offering recommendations to improve the design, implementation, and sustainability of livestock-based training programs in Indonesian correctional institutions.

RESULTS AND DISCUSSION

Implementation of Goat Farming-Based Vocational Training Programs

The results of this study indicate that the implementation of the goat farming vocational training program at the Class IIB Correctional Facility in Tanjung Balai has been carried out in a structured and systematic manner, though several practical limitations remain. The program primarily aims to equip inmates with basic livestock management skills, including feeding techniques, maintaining animal health, cleaning and maintaining pens, and managing the production cycle of goat farming.

Training is delivered through direct practice under the supervision of correctional officers and, when available, external livestock experts who provide technical assistance and guidance. This initiative has produced positive outcomes in improving inmates' practical skills and work discipline. Inmates who participate in the program report increased confidence, a sense of responsibility, and a greater understanding of animal

care.

The daily routine of feeding and cleaning pens has also contributed to building discipline, time management skills, and teamwork. Furthermore, the program offers inmates a constructive activity that reduces idleness and fosters a sense of purpose, which is crucial for their psychological well-being and readiness to reintegrate into society.

Nevertheless, the implementation is still constrained by several challenges. Limited facilities, such as the small size and inadequate condition of goat pens, restrict the number of inmates who can participate at a time. The shortage of trained livestock instructors limits the depth of technical knowledge that can be provided. Budget constraints affect the availability of feed, cleaning tools, and other essential resources, which occasionally disrupts the training process. Additionally, some inmates show low interest or inconsistent participation, which reduces the overall effectiveness of the program.

Supporting and Inhibiting Factors

Several supporting factors contribute to the relative success of the goat farming program. The commitment of the prison administration to prioritize self-reliance programs ensures that the activity is given regular scheduling and institutional support. The cooperation with external stakeholders, such as local livestock experts or agricultural agencies, provides additional knowledge and resources to strengthen the program's technical quality. Inmates who are motivated to participate often serve as role models for their peers, helping to foster a culture of discipline and productivity.

However, there are notable inhibiting factors that prevent optimal implementation. The most prominent challenges include the lack of sufficient funding to expand facilities and purchase better-quality feed and equipment. The limited number of skilled instructors makes it difficult to deliver comprehensive and individualized training.

Overcrowding in the correctional facility also means that not all inmates can be accommodated in the program. Finally, variations in inmate interest and motivation result in unequal participation levels, making it challenging to achieve uniform training outcomes.

Human Rights and Correctional Philosophy Perspective

From the perspective of human rights and correctional philosophy, the goat farming vocational program aligns with the mandate of Law No. 22 of 2022 on the Correctional System and Government Regulation No. 31 of 1999, which emphasize the importance of self-reliance training as part of inmate rehabilitation.

These programs uphold inmates' right to education and skill development, which are essential for achieving social reintegration and reducing recidivism. The findings of this study suggest that vocational training is not merely an economic activity but a rehabilitative intervention that instills discipline, work ethic, and responsibility.

Nonetheless, the persistence of structural and resource-related challenges indicates that inmates' rights to equal access to high-quality vocational education are not yet fully realized. To comply with the principles of the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules), correctional facilities must ensure adequate training infrastructure, access to qualified instructors, and equitable participation opportunities. Strengthening these elements would enhance the long-term sustainability of the program and further support the correctional system's mission of

preparing inmates for a productive life after release.

CONCLUSIONS AND SUGGESTIONS

The findings of this study indicate that the implementation of goat farming vocational training at the Class IIB Correctional Facility in Tanjung Balai has been beneficial but is not yet fully optimal. The program has successfully equipped participating inmates with basic livestock management skills, improved their discipline and sense of responsibility, and provided constructive activities that reduce idleness and promote psychological well-being.

These outcomes align with the rehabilitative objectives of Indonesia's correctional system, as outlined in Law No. 22 of 2022 and Government Regulation No. 31 of 1999, which mandate self-reliance programs as part of comprehensive inmate guidance. However, several challenges hinder the program's maximum impact. The number and quality of goat pens and supporting facilities remain limited, restricting the number of participants who can be trained simultaneously. A shortage of professional livestock instructors reduces the technical depth of training. Budget constraints affect the regular supply of feed, cleaning equipment, and other supporting tools, while variations in inmate motivation and participation create uneven learning outcomes.

These constraints demonstrate a gap between the intended rehabilitative goals of vocational training and its actual implementation on the ground. Despite these limitations, the program has proven to be an effective vehicle for fostering positive behavioral change, building work ethic, and preparing inmates for potential employment or entrepreneurship after release, thus contributing to the reduction of recidivism. In light of these findings, several recommendations are proposed.

First, the Class IIB Tanjung Balai Correctional Facility should strengthen collaboration with external stakeholders such as the local agricultural office, vocational training centers, and private livestock businesses to provide expert instructors, additional resources, and market linkages. Second, increased budget allocation is needed to expand and upgrade goat pens, ensure the availability of quality feed, and procure proper hygiene and maintenance equipment. Third, the program should adopt a structured curriculum with progressive training modules that accommodate different levels of inmate knowledge and skills, ensuring inclusive participation. Fourth, motivational strategies, such as providing certificates, incentives, or work credits, could be implemented to sustain inmate interest and commitment.

Finally, policymakers at the Directorate General of Corrections should consider scaling up livestock-based vocational training programs as part of the national correctional framework, supported by standardized guidelines, training for officers, and monitoring systems to evaluate program outcomes. By implementing these measures, correctional institutions can optimize the rehabilitative potential of vocational programs, enhance inmates' self-reliance, and better fulfill the correctional system's mission to rehabilitate offenders, uphold human dignity, and ensure successful social reintegration.

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