

Goal-Based Evaluation of Vocational Development Program for Narcotics Inmates at Lapas IIA Lombok Barat

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Abstract

Introduction to the Problem: Vocational development programs in correctional institutions are designed to equip inmates with life skills to reduce recidivism and support social reintegration. However, the effectiveness of the program at Class IIA Lombok Barat Correctional Facility, particularly for narcotics inmates, has not been comprehensively evaluated, making it difficult to assess the achievement of its intended objectives.

Purpose/Study Objectives: This study aims to evaluate the implementation of the vocational development program for narcotics inmates at Class IIA Lombok Barat Prison and to identify the challenges faced during its execution.

Design/Methodology/Approach: The research adopts a qualitative method with a goal-based evaluation approach, employing in-depth interviews, participatory observation, and document analysis. The data were analyzed inductively to examine the alignment between program objectives and actual outcomes.

Findings: The results reveal that program effectiveness is constrained by limited availability of tools, materials, and facilities, which hinder vocational training activities such as wood carving, culinary arts, welding, and batik-making. Inmates generally require intensive guidance as their basic skills are underdeveloped. While the program positively enhances productivity, patience, and self-confidence, its connection to post-release employment opportunities remains weak. Additional challenges include shortages of resources, limited training time, and internal issues such as inmate motivation and discipline. These findings highlight the importance of improving funding systems, resource management, and individualized approaches to ensure program sustainability and strengthen rehabilitation outcomes.

Paper Type: Research Article

Keywords: Vocational Development; Narcotics Inmates; Correctional Facility; Rehabilitation; Social Reintegration



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Introduction

The focus of this study is to evaluate the performance of vocational development programs for inmates in correctional facilities. These programs aim to equip inmates with practical skills and competencies that can be utilized after release, thereby reducing the risk of recidivism (Hunafa & Wibowo, 2022). However, the effectiveness of such programs is often not evaluated comprehensively, making it difficult to determine the extent to which their intended goals have been achieved (Fernandes et al., 2024). Accordingly, this study seeks to identify the success of vocational development programs, the challenges that arise during implementation, and to provide recommendations for improving their effectiveness in the future (Bachtiar, 2020).

In evaluating program effectiveness, a results-oriented approach such as Goal-Based Evaluation is frequently employed to assess the level of achievement of predetermined objectives. This approach, introduced by Ralph W. Tyler, emphasizes evaluation based on specific goals established in advance (Safrudin et al., 2023). Through comprehensive evaluation, vocational training programs are expected to become more effective in preparing inmates for reintegration into society with useful skills.

Evaluation of inmate development programs is crucial, given its role in ensuring the effectiveness of rehabilitation and social reintegration. While a variety of programs have been implemented, their levels of success vary considerably. Some programs have successfully improved inmate skills and productivity, while others remain less optimal (Fernandes et al., 2024). Contributing factors include limited resources, inadequate training, and the misalignment between program design and inmate needs (Hunafa & Wibowo, 2022). Hence, a thorough evaluation is necessary to identify such barriers and optimize program implementation (Bachtiar, 2020).

The philosophy of correctional systems emphasizes the importance of social reintegration, with the expectation that inmates will return to society as law-abiding and productive individuals (Sanusi & Ahmad, 2019). This philosophy

emerged during the 1964 Conference of the Directorate General of Corrections in response to punitive approaches that focused solely on retribution. The correctional system emphasizes care, education, and rehabilitation to restore the relationship between offenders and society. However, persistent issues within correctional institutions indicate that this noble objective has not been fully realized. This situation underscores the need for evaluation to ensure that vocational development programs genuinely align with the core values of correctional philosophy (Nandita, 2021).

The current conditions at Class IIA Lombok Barat Prison highlight the challenges posed by the high number of narcotics inmates. The prison implements vocational development programs, including vocational training, education, and other productive activities, intended to support social reintegration. Previous studies confirm the role of vocational development in reducing recidivism, yet the effectiveness of such programs at Class IIA Lombok Barat Prison has not been comprehensively evaluated. Without proper evaluation, it is difficult to determine whether these programs have a truly positive and sustainable impact on inmates.

The existing literature emphasizes that vocational development programs can succeed if they are tailored to inmate needs and aligned with correctional philosophy. Studies by Ramadhan and Wibowo (2021), Sanusi and Ahmad (2019), and Maria and Chintia (2020) demonstrate tangible benefits, but also highlight structural and implementation challenges. Nandita (2021) further stresses the importance of comprehensive evaluation to ensure alignment with correctional principles.

Based on the institutional realities at Class IIA Lombok Barat Prison and prior research findings, the need for evaluation of vocational development programs for narcotics inmates becomes evident. This study aims to evaluate the effectiveness of such programs using a goal-based evaluation approach. The findings are expected to provide practical recommendations for policymakers to ensure that correctional programs move beyond ceremonial practices and effectively reduce recidivism while enhancing opportunities for the social reintegration of former inmates.

Methodology

This study employed a qualitative research method aimed at understanding the social behavior of inmates and the dynamics of vocational development programs within their natural context. The qualitative approach was chosen because it allows for an in-depth exploration of experiences, perspectives,

and the meanings assigned by individuals and groups to the situations they encounter. Unlike quantitative methods, which focus on measuring variables, qualitative research emphasizes deeper understanding, interpretation of data, and providing rich descriptions of the phenomena under study (Citriadin, 2020).

Data for this study were collected through three main techniques: in-depth interviews, participant observation, and document analysis. In-depth interviews were conducted with inmates participating in the program, correctional officers, and other stakeholders directly involved in vocational development, in order to explore their perceptions regarding the goals, implementation, and challenges of the program. Participant observation was carried out by directly observing vocational training activities such as wood carving, culinary arts, welding, batik making, and other productive activities conducted at Class IIA Lombok Barat Prison. Meanwhile, document analysis was used to examine archives, activity reports, and relevant policies to strengthen the field findings.

Data analysis was conducted inductively, involving the development of patterns, categories, and themes from the collected data. This process included data reduction, data presentation, and drawing conclusions. Thus, the analysis not only described existing facts but also interpreted the meanings behind the experiences and dynamics observed (Rachmawati, 2007).

The choice of a qualitative approach was also grounded in the need to evaluate the effectiveness of vocational development programs using a goal-based evaluation model. This model focuses on assessing the extent to which program outcomes align with predetermined objectives. By combining interviews, observations, and document reviews, this research aims to provide a comprehensive picture of the achievements, challenges, and opportunities for improving vocational development programs for narcotics inmates at Class IIA Lombok Barat Prison.

Results and Discussion

Evaluation of Vocational Development Programs for Narcotics Inmates Using the Goal-Based Evaluation Model at Class IIA Lombok Barat Prison

Vocational development for inmates is a vital component of the Indonesian correctional system. These programs are designed not only to equip inmates with practical work skills but also to instill discipline, responsibility, and motivation so that they can be reintegrated into society upon release. At Class

IIA Lombok Barat Prison, vocational development has become a priority, particularly because the majority of inmates are incarcerated for narcotics-related offenses and therefore require applicable skills to support their post-release lives.

This study applies Ralph W. Tyler's **Goal-Based Evaluation** framework, which consists of five key dimensions: efficiency, effectiveness, impact, relevance, and sustainability. This approach was chosen as it enables the evaluation of both the extent to which program objectives have been achieved and the broader implications of the process and outcomes. Thus, the discussion highlights not only the technical aspects of program implementation but also the tangible contributions of the programs to behavioral transformation and socioeconomic readiness of the inmates.

Previous studies have shown that skill development programs in correctional institutions can enhance ex-inmates' employment opportunities and reduce recidivism rates. However, this study provides further contribution by demonstrating how the integration of **local wisdom-based practices**—such as *batik gembok* and *cukli*—can serve as effective tools for shaping positive identity as well as fostering opportunities within the creative economy.

Accordingly, the following discussion elaborates on the findings of four vocational development programs at Class IIA Lombok Barat Prison—culinary arts, welding, *batik gembok*, and *cukli*—analyzed through the lens of the five evaluation dimensions.

1. *Culinary Arts Program*

The culinary arts program at Class IIA Lombok Barat Prison is attended by inmates under the guidance of both external instructors and prison staff. The training covers cooking, baking, and product packaging. From the perspective of **efficiency**, the program has been supported by adequate facilities, a regular schedule of activities, and revenue generation from product sales, part of which is saved on behalf of the participants. In terms of **effectiveness**, the training has demonstrably enhanced inmates' cooking skills, mastery of a variety of marketable products—such as pastries, snacks, and ready-to-eat meals—and fostered greater self-confidence. Additional **impacts** include the development of responsibility, social solidarity, entrepreneurial spirit, and behavioral changes toward greater discipline.

Beyond technical competencies, the culinary program also emphasizes food hygiene, kitchen sanitation, and orderliness in food preparation processes. Inmates have developed habits such as washing hands before and after work, maintaining clean utensils, and adhering strictly to

procedural discipline. These hygienic practices contribute to long-term behavioral change that inmates are likely to carry into their post-release lives, thereby supporting healthier and more responsible social reintegration.



Figure 1. Culinary Arts Independence Program Outputs

Despite its achievements, the culinary arts program still faces several challenges. Differences in participants' basic skills often result in uneven learning progress; those with lower abilities require intensive guidance, while more advanced participants receive less opportunity for further development. This imbalance slows down the training flow and reduces the overall efficiency of skill acquisition. In addition, the program's reliance on food supplies from the prison's garden means that activities are not always conducted regularly due to inconsistent harvest yields. Such limitations indicate that resource utilization has not yet been optimized, thereby constraining program efficiency as described in the Goal-Based Evaluation framework.

Nevertheless, **sustainability** of the program is maintained through savings from product sales, continuous participant regeneration, and collaboration with local vocational training centers and small-medium enterprises (SMEs). The culinary products have also been showcased in local bazaars, generating not only economic value but also enhancing social participation and fostering inmates' sense of pride. In terms of **relevance**, the program aligns with the needs of the majority of inmates—particularly those convicted of drug-related offenses—who require practical and realistic skills to support their livelihood upon release. These culinary skills can be directly applied in home-based businesses, the broader food industry, or other employment opportunities, thus reducing economic dependency on others.

Within the framework of Goal-Based Evaluation, **effectiveness** is reflected in the acquisition of marketable skills, **impact** is evident in

hygienic and disciplined behavioral changes, **relevance** is demonstrated by alignment with real labor market opportunities, and **sustainability** is supported by external partnerships and participant regeneration. These findings are consistent with Ramadhan et al. (2021) and Fernandes et al. (2024), who emphasized that practical, market-oriented skill development programs not only facilitate social reintegration but also help reduce the likelihood of recidivism. Accordingly, the culinary arts program at Class IIA Lombok Barat Prison equips inmates with culinary expertise while also fostering entrepreneurial spirit, positive behavior, and readiness for independent living after release.

2. ***Welding Program***

The welding independence program at Class IIA Lombok Barat Correctional Facility focuses on developing technical welding skills relevant to the construction, workshop, and industrial sectors. Activities include cutting, joining, and assembling iron structures in accordance with labor market demands. Participants gain hands-on experience through project-based assignments, which foster problem-solving abilities, perseverance, and precision. The outcomes of the training are not limited to personal skill development; they are also utilized to support the maintenance and improvement of correctional facility infrastructure, thereby contributing to the overall quality of the institutional environment.

From the perspective of efficiency, the program is supported by the availability of tools and materials provided through collaboration with third parties, as well as guidance from expert instructors. However, significant challenges remain, particularly the limited availability of personal protective equipment (PPE)—such as welding masks, heat-resistant gloves, eye protection, and safety footwear—that are critical for ensuring occupational safety. The lack of adequate PPE exposes participants to potential hazards, which in turn reduces their willingness to participate and negatively affects productivity. Moreover, dependence on inconsistent supplies of raw materials hinders the continuity and sustainability of the training process.

These conditions highlight the suboptimal utilization of resources, which contradicts the principle of efficiency emphasized in Goal-Based Evaluation, where a balance between inputs and outputs is fundamental (Ibrahim, 2024; Hunafa & Wibowo, 2022). To address these limitations, the provision of comprehensive PPE and more reliable logistical planning

for material supplies are urgent requirements to ensure that the program achieves its maximum efficiency.



Figure 2. Welding Vocational Independence Program

The effectiveness of the program is evident in the participants' ability to master basic welding techniques and produce tangible products such as iron racks, fences, and other simple structures. Although variations in technical proficiency among participants influence the pace of learning, the overall objectives of the rehabilitation initiative have begun to be achieved. The training process, which yields concrete outputs, indicates that the program aligns with the principles of Goal-Based Evaluation, namely the enhancement of skills to prepare inmates for independent living after release. This achievement has also strengthened participants' self-confidence and readiness to face post-incarceration life, consistent with Ibrahim (2024), who emphasizes that mental preparedness is a critical indicator of the success of vocational rehabilitation programs.

The welding program demonstrates high relevance to labor market demands, particularly in light construction, workshops, and metal furniture manufacturing. These skills create tangible employment opportunities for inmates, either through self-employment or by joining local projects. The impact of the program extends beyond technical competence, encompassing changes in attitudes and mental readiness for independent living. Sustainability is supported through regeneration systems, savings generated from production, and the involvement of key stakeholders. These findings are consistent with Ibrahim (2024) and Fernandes et al. (2024), who underscore that aligning vocational training programs with labor market needs provides long-term benefits and enhances the prospects of successful social reintegration for inmates.

3. *The Batik Gembok Program*

The *Batik Gembok* program at Lombok Barat Class IIA Correctional Facility provides rehabilitation based on local wisdom by incorporating traditional regional motifs. Inmates are trained in the entire process, ranging from design and pattern-making to the dyeing stage. The efficiency of the program is reflected in the use of simple equipment that nonetheless produces high-value products. However, challenges to efficiency persist, particularly due to the nature of batik-making, which demands a high level of focus and patience—skills not all participants possess. Many inmates struggle to complete products, a situation further exacerbated by the limited availability of essential materials such as wax (*malam*) and fabric, which often hampers the productivity of training sessions. This imbalance between resources utilized and outcomes achieved aligns with the perspective of Goal-Based Evaluation as well as the findings of Fernandes et al. (2024) and Ibrahim (2024).

In terms of effectiveness, the *Batik Gembok* training has successfully enhanced inmates' technical skills, creativity, patience, and perseverance. Participants demonstrated attitudinal changes, shifting from passive to more active involvement and acquiring the ability to complete works independently. The iterative, practice-based learning process cultivated routines, a sense of responsibility, and discipline. Tangible outputs in the form of batik products, which can be showcased or marketed, serve as clear indicators of the program's success—consistent with the Goal-Based Evaluation principle that effectiveness is measured by the extent to which training objectives are achieved. Beyond skill acquisition, the activity fosters pride in local culture and strengthens inmates' positive identity.



Figure 3. The Creative Outputs of the Batik Vocational Training Program

The impact of the program is evident in the transformation of inmates' character, particularly in fostering greater patience, perseverance, and self-control. The batik-making process, which requires precision and

extended time, trains participants to develop discipline and responsibility in completing tasks to their conclusion. Such changes contribute to long-term behavioral transformation and reflect the inmates' readiness to face post-incarceration life. These findings align with Fernandes et al. (2024), who emphasized that vocational training not only produces tangible products but also instills personal values that support social reintegration.

The program demonstrates high relevance as batik-making skills align with community needs, where cultural products are highly valued and linked to the creative economy. Participants gain opportunities to establish batik-based enterprises or to seek employment in the local creative industry. However, sustainability remains a challenge, as the training depends heavily on the availability of tools such as *canting*, small pans, and stoves, as well as essential materials including wax, *mori* fabric, and dyes, which are not always consistently supplied. When materials are depleted, training activities are temporarily halted, disrupting continuity. Thus, the program requires a more robust and scheduled system for material stock planning, along with market support and promotional efforts for inmate-produced works, to ensure that the acquired skills can be fully leveraged over the long term.

4. **Program Cukli**

The Cukli program provides inmates with training in woodcraft decorated with Lombok's distinctive ornamental motifs. The production process encompasses cutting, smoothing, and embedding the motifs, all of which require precision and technical skill. From an efficiency standpoint, the program leverages locally available materials and the expertise of experienced instructors. In terms of effectiveness, the training has demonstrably enhanced inmates' technical competencies, teamwork abilities, and work-related character development.

Beyond technical outcomes, the program has generated positive impacts, including the cultivation of entrepreneurial motivation, increased self-confidence, and the reinforcement of cultural identity. The program's relevance lies in the promising market opportunities for handicrafts, which remain in high demand across both local and broader markets. Sustainability is further supported through partnerships with local artisans and product marketing initiatives that extend into the community.]



Figure 4. The Cukli Training Program



Figure 5. Cukli Handicraft Products as Outcomes of the Self-Reliance Program

Cukli handicrafts also provide incarcerated individuals with opportunities to express creativity while simultaneously engaging with the cultural heritage of Lombok. This activity fosters greater appreciation of local artistic values and cultivates pride in their origins. Cukli products hold significant economic potential, as they are often sought after as distinctive souvenirs. With continuous guidance and structured training, this skill can serve as valuable entrepreneurial capital for inmates upon completing their sentence.

Nevertheless, several challenges warrant attention. Efficiency constraints are evident in the limited availability of tools, which are insufficient relative to the number of participants, thereby forcing some inmates to wait for their turn to practice. A heavy reliance on external suppliers for raw materials also disrupts training continuity due to irregular supply chains. Furthermore, unequal distribution of practice time has resulted in certain participants receiving fewer learning opportunities, ultimately lowering productivity and skill attainment. These conditions demonstrate that the utilization of resources—such as time, labor, and materials—has not yet been fully optimized, in line with the principles of Goal-Based Evaluation, which emphasize maintaining a balance between inputs and outputs (Ibrahim, 2024).

Barriers to the Vocational Rehabilitation Program for Narcotics Inmates at Lapas Class IIA Lombok Barat

1. *Limitations of Raw Materials and Time*

A primary barrier in the implementation of vocational rehabilitation programs is the limited availability of raw materials. This challenge is often exacerbated by weather conditions and harvest cycles, particularly in agriculture-based training. When raw materials are unavailable in sufficient quantity or fail to meet training standards, scheduled activities are disrupted, and planned sessions cannot be executed as intended. Even when materials are available, variations in quality or type sometimes render them unsuitable for optimal utilization.

The shortage of raw materials highlights the necessity for more adaptive procurement strategies. Correctional institutions may establish partnerships with third parties such as cooperatives, micro-, small-, and medium-sized enterprises (MSMEs), or local government agencies to ensure a more stable supply. Such measures would help safeguard the continuity of rehabilitation activities while reducing dependency on unpredictable environmental factors.

Another significant obstacle lies in the limited duration of training sessions. Activities such as cukli carving and batik-making require prolonged and meticulous processes that demand high levels of concentration and precision. However, the densely scheduled routines of inmates often constrain the time available for practice. Consequently, learning outcomes remain suboptimal in both quality and the extent to which program objectives are achieved.

This condition underscores the importance of adopting a more flexible approach to time management. Correctional facilities may consider adjusting schedules to allocate longer and more consistent time slots for vocational training. Furthermore, implementing group-based learning with rotational practice systems could ensure that all inmates receive adequate opportunities for hands-on experience without disrupting other institutional activities.

2. *Financial Constraints*

Financial limitations constitute another substantial obstacle to the effective implementation of vocational rehabilitation programs. These initiatives often lack a dedicated funding allocation, resulting in most operational expenses being covered through self-sustaining activities conducted by inmates, such as kangkung cultivation, barbershop services, and laundry. This self-reliant funding mechanism is inherently unstable, as it depends heavily on the outcomes of such ventures, which fluctuate and cannot always guarantee consistent revenue streams.

The shortage of funds has led to delays in the procurement of essential training materials and equipment. Although the prison treasurer is responsible for distributing available funds based on priority needs, the limited budget often prevents urgent requirements from being fulfilled in a timely manner. Consequently, training activities risk being temporarily halted while awaiting the accumulation of sufficient financial resources, thereby undermining the program's overall effectiveness.

This situation underscores the urgent need for a more structured and sustainable financial support system. Collaborations with local government agencies, private institutions, and donor organizations could serve as viable solutions to ensure a stable and continuous funding stream. Establishing a dedicated budget for inmate rehabilitation programs would provide greater certainty and sustainability. Moreover, transparent financial management is essential not only to enhance accountability but also to foster trust among stakeholders. Financial constraints are also closely linked to the scale of training activities: when resources are limited, the number of participants and the frequency of training sessions are inevitably reduced. As a result, the program's overarching objective—to reach all inmates—cannot be fully realized. Therefore, the long-term sustainability of rehabilitation programs fundamentally depends on the assurance of stable and adequate financial support.

3. *Internal Factors Of Inmates*

In addition to material and financial limitations, another critical obstacle lies in the internal factors of the inmates themselves. Not all incarcerated individuals possess the necessary mental readiness, basic competencies, or sufficient motivation to fully engage in vocational training programs. Variations in skill levels, discipline, and attentiveness often lead to uneven training outcomes among participants.

Some inmates struggle to adapt to the structured work patterns that demand consistency and high levels of discipline. A lack of intrinsic motivation, coupled with psychological barriers, frequently hampers the acquisition and improvement of skills. These conditions suggest that vocational rehabilitation should not only focus on technical competencies but also incorporate character development and psychological strengthening.

To address these challenges, rehabilitation strategies must adopt a more personalized and needs-oriented approach. For instance, providing psychological support, implementing mentoring systems led by more

experienced inmates, or introducing reward mechanisms for participants demonstrating significant progress could enhance motivation and reduce resistance to training activities. Furthermore, the adoption of more participatory learning methods is essential. Actively involving inmates in each stage of the training process can foster a greater sense of ownership and responsibility toward their personal development. Ultimately, such approaches may contribute to improved discipline, perseverance, and sustained motivation for continuous learning, thereby strengthening the overall effectiveness of rehabilitation initiatives.

Conclusion

Research on the effectiveness of evaluating the inmate self-reliance program for narcotics offenders using the Goal-Based Evaluation model at the Class IIA Correctional Facility in West Lombok demonstrates that the program has made a positive contribution to fostering discipline, responsibility, and entrepreneurial motivation among inmates. Nevertheless, the implementation of the program continues to face significant challenges in terms of efficiency, effectiveness, impact, relevance, and sustainability.

The main conclusion drawn is that self-reliance training has the potential to serve as a strategic instrument for preparing inmates to reintegrate into society with employable skills. However, this potential requires reinforcement in areas such as planning, funding, time management, and the provision of training materials and facilities. Without improvements in these areas, it will be difficult for the program to fully achieve its rehabilitative objectives.

The program also has the potential for broader application if complemented by sustainability strategies, such as collaboration with private sectors, local government, and community organizations to support the provision of materials, product marketing, and post-release skill continuity. Recommendations include the establishment of more stable funding mechanisms, the adoption of teaching methods that are better adapted to the diverse needs of inmates, and the strengthening of the linkage between vocational training and actual labor market demands. These steps would ensure that the self-reliance program is not merely a routine activity within correctional facilities but also a vehicle for more effective social reintegration of former inmates.

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