

The Implementation Strategy For Community Policing In Ciamis Regency

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ABSTRACT

This research is motivated by the ineffective implementation of the community policing policy program, characterized by a rigid and less humanistic approach in resolving conflicts and a tendency to contradict conditions of social stability, resulting in a low level of public trust in the police in Ciamis Regency. The research aims to analyze the implementation and factors that cause the ineffectiveness and strategies for implementing effective community policing policies in Ciamis Regency. The research method uses a qualitative descriptive approach with a case study approach. Data collection techniques through interviews, literature studies and observations, as well as data analysis techniques through SWOT. The results of the study explain that the implementation of community policing policies in Ciamis Regency in the networking approach aspect is said to be less than optimal due to the existence of strategic partnerships and synergy between stakeholders, while the mentality approach and system approach aspects are implemented optimally. The strategy for implementing effective community policing policies in Ciamis Regency is through strengthening the dimensions of the mentality approach (integrity), system approach (transformational leadership), and networking approach (collaborative governance) supported by innovation and research novelty in realizing effective community policing policy implementation strategies in Ciamis Regency.

KEYWORDS: strategy, policy implementation, community policing

INTRODUCTION

Community policing as a function of the police's duties to create safe and orderly conditions that cannot be carried out unilaterally by the Police as the subject and the community as the object but rather carried out together with the Police and the community by empowering the community through partnerships between the Police and community members so that they are together able to detect symptoms that cause problems, are able to find solutions to anticipate problems and maintain security and order in the community (Adnan, 2020). The internal pathology of the Police in the resolution of complicated cases, fees and unsatisfactory services are the reasons why the community avoids dealing with the Police (Aditama, 2023). Therefore, the implementation of community policing as a policing strategy is expected to return the Police to a policing process that is in line with serving the needs of the community (Arief, 2019).

The Polmas policing strategy as an idea about policing that positions the police as facilitators and the public as co-producers, in an equal partnership relationship for the democratic process and relies on public participation, transparency and accountability while upholding human rights in accordance with laws and/or agreements and synergistically solving problems faced by the community in order to realize the objectives of the police (Ardilestanto, 2023). The issue of security and public order, especially related to social problems that lead to national disintegration, has become a very crucial problem along with the implementation of reforms that have triggered the opening of a climate of public freedom, giving the impression of a turning point in all aspects of national and state life, especially regarding political, economic and social aspects (Baharudin, 2018). In other words, the scope of crime is difficult to predict for anyone affected, thus requiring mapping efforts to understand the crime situation in depth, both substantially and technically (crime trends, regions, factors driving crime), and involving parties outside the authorities and participating in handling and preventing crime to achieve stability, security, and public order (Christina, 2022). Based on the results of the researcher's initial observations, the community policing policy in Ciamis Regency has not effective due to the following:

1. Human resource readiness, both quantitatively and qualitatively, remains limited. This is related to the number of personnel and the vast area of Ciamis Regency, which poses a challenge in maximizing the duties and functions of community policing.
2. The partnership established between the Village Government and stakeholders through integrated collaboration has not been effective in ensuring the success of community policing policies.
3. Socialization has not been optimal; most residents do not understand or understand the essence of police policies.
4. Supervision and coordination with various stakeholders (religious leaders) have not been carried out intensively and continuously, and the established work patterns are not yet innovative in carrying out their roles and functions.
5. Stakeholder participation in cross-sectoral engagement between Regional Apparatus Organizations (OPD) and community participation has not been maximized, as evidenced by the infrequent collaborative activities with the police.
6. The availability of facilities for personnel is inadequate due to budget constraints for work facilities, particularly related to the provision of communication technology.

Addressing the various challenges in implementing community policing policies in Ciamis Regency requires maximizing the active role of the police and all stakeholders. Therefore, the community policing policy developed is based on the level of awareness of all parties (Darmono, 2018). Therefore, concrete steps are needed to realize a more optimal policy in Ciamis Regency going forward. Given the above conditions, it is crucial to implement preventative and remedial measures for the community by reinforcing the synergy between existing stakeholders.

LITERATURE REVIEW

Policy is a complex matter involving many interests and is an effort to accommodate different interests in addition to the complexity of diverse policy subjects, the complexity of policy concerns the interests of the policy makers themselves who have their own rationalization and logic (Gustiadi, 2023). Public policy is something important because in principle it is a way how a public policy can be implemented so that public hopes and interests can be realized in reality (Hamid, 2023). Policy is a program to achieve goals, values and actions that are directed and measured based on compliance with the provisions of the perspective of resources and policy implementers (Hidayatullah, 2023). To measure the policy implementation process according to Kadji (2016) there are 3 (three) dominant factors that influence as follows:

1. **Mentality-Approach:** In the implementation aspect of a policy, attention must be paid to the extent to which the policy product can influence and change the behavior of officials (policy makers and implementers), practitioners, and the public as the subjects and objects of the policy itself.
2. **Systems-Approach:** The systems approach is seen as a logical and analytical approach to various fields, including public policy implementation. A system is essentially a unit consisting of several components that are related and interact to achieve a goal. In this regard, it can be emphasized that every implemented policy is inevitably influenced directly and indirectly by the system that encompasses it.
3. **Networking-Approach:** In the current era of development, it is unreasonable to prioritize sectoral, group, and individualistic attitudes in implementing a policy for the public interest. Rather, anything developed for the public interest should prioritize the spirit of synergy and collaborative networks among public policy stakeholders.

Policy implementation is influenced by several factors, so in different contexts (region, policy focus, time), a well-implemented policy does not guarantee that the substantial objectives of the policy will be achieved (Juharni, 2023). Understanding the concept of policy implementation seeks to capture the processes and factors that influence the success and effectiveness of policies as well as implementation failures so that in time, the formulated community policing policy will become increasingly high-quality, which in turn will provide a significant level of satisfaction for the community in Ciamis Regency.

METHOD

The research method used is descriptive qualitative with a case study approach. Qualitative data collection was conducted through literature review, observation, interviews, and focus group discussions (FGDs). Data analysis was conducted using the SWOT (Palys, 2020).

RESULTS AND DISCUSSION

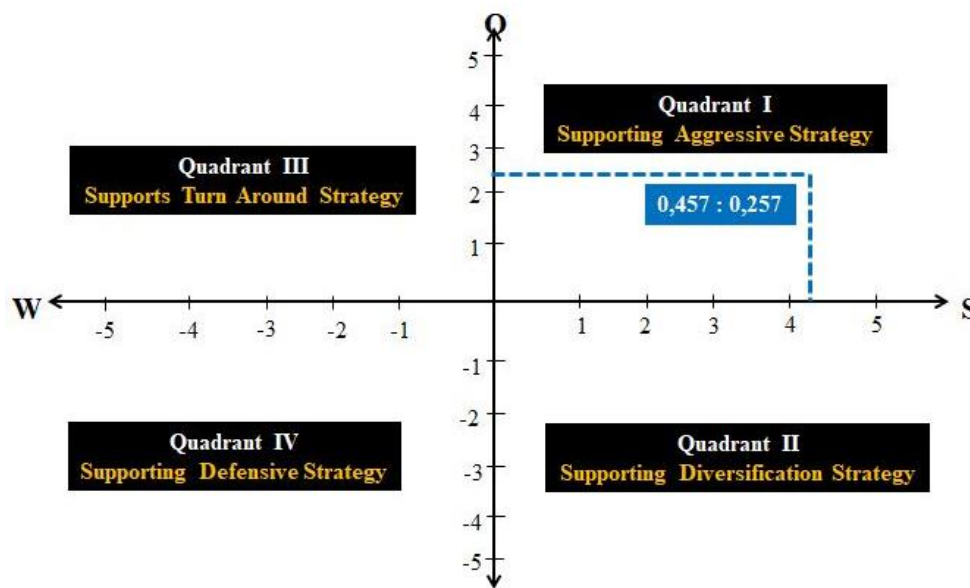
Implementing a policy generally involves how a policy issued as a response to a problem experienced by the community is implemented optimally and addresses the problem (Margaret, 2024). However, the implementation stage is not an easy part; policymakers need to develop a strategy to ensure the policy is truly implemented (Mergel, 2020). Therefore, clear considerations and broad thinking are needed for the effective implementation of community policing policies in Ciamis Regency, as explained below:

1. Mentality Approach

The importance of the police's attitude lies in its fundamental role in maintaining security, order, and justice in society with professionalism, humanity, and responsibility (Modise, 2023). This attitude is crucial for building public trust, ensuring fair law enforcement, preventing abuse of authority, and serving as the basis for effective cooperation in serving and protecting the public from various threats and emergency situations (Nyoman, 2019). Based on the results of the SWOT analysis on the mentality approach dimension, it was found that the strengths score is greater than the weaknesses, and the opportunities score is greater than the threats.

- $Opportunities - Threats = 1,714 - 1,239 = 0,475$
- $Strengths - Weakness = 1,986 - 1,729 = 0,257$

The results obtained above are used as a reference for forming a SWOT analysis to see the position of the mentality approach dimension in community policing policies in Ciamis Regency as follows:



Source: Research Results, 2025

Figure 1
SWOT Analysis Results of the Mentality Approach Dimension
Community Policing Policy in Ciamis Regency

The implementation of community policing policies in the mentality approach dimension in Ciamis Regency is in quadrant I. More specifically, this position illustrates that the Ciamis Police currently have the opportunity and strength to implement more effective community policing policies by implementing an aggressive growth strategy. The Ciamis Police's efforts in the mentality approach dimension to further enhance the effectiveness of community policing policies in Ciamis Regency are as follows:

1. Religious Activities: Conducting spiritual guidance (Binroh) activities according to each individual's religion to foster inner peace and mental resilience.
2. Psychological Counseling: Providing psychological guidance and supporting infrastructure, including the role of superiors as counselors for members.
3. Self-development through ongoing education and training, ethical development, and the eradication of corruption within the police force to develop professional and moral police officers.
4. Motivation and Reward System: Consistently implementing a reward and punishment system to increase motivation and discipline in carrying out the duties of Bhanbinkamtibmas members.
5. Scheduled physical activity: Regular exercise releases endorphins, reduces stress, and improves mood.
6. Physical fitness development: Mental development aimed at strengthening members' physical and mental well-being to perform their duties effectively.

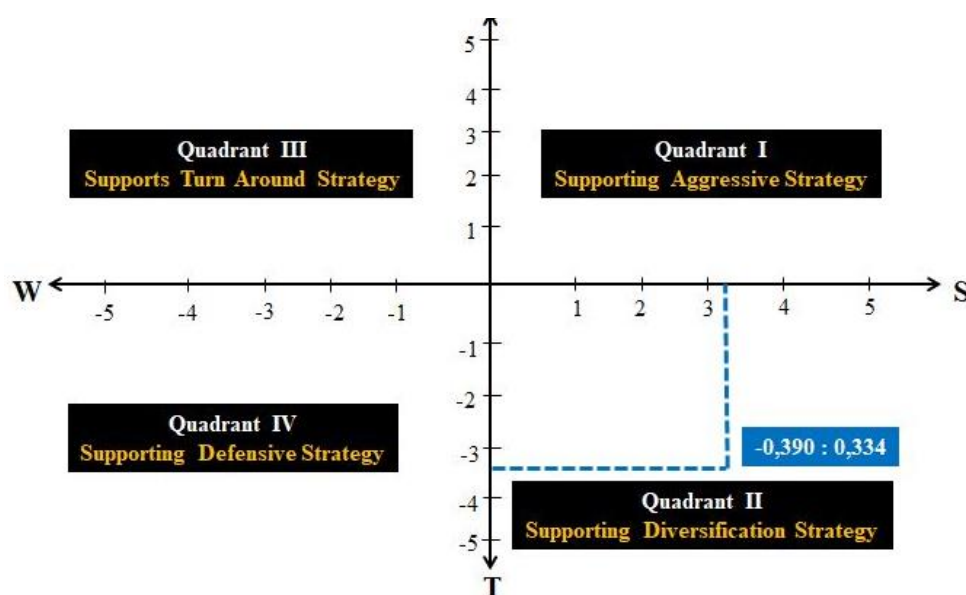
Law enforcement officers, as servants, guardians, and protectors of the community, play a crucial role in preventing disturbances to public order and security that confront communities with diverse characteristics and socio-cultural backgrounds (Purba, 2021). These diverse cultures necessitate the need for a mediator to unite both parties, namely the presence of a police officer as a community police officer (Bhabinkamtibmas). Therefore, to more effectively implement the mentality-dimensional approach to community policing policies in Ciamis Regency, strengthening the integrity aspect is necessary.

2. System Approach

The success of policy implementation is seen in the process of achieving the final goal, whether or not the desired goal is achieved (Prapto, 2019). Furthermore, policy implementation can be viewed through a process by questioning the implementation of the specified program. This can be done by examining the program actions of individual projects and observing whether the program's objectives are achieved (Rhee, 2024). Implementing community policing policies in Ciamis Regency requires a system because it will produce a good policy product. Based on the results of the SWOT analysis on the system approach dimension, it was found that the strengths score was smaller than the weaknesses, and the opportunities score was smaller than the threats.

- $Opportunities - Threats = 1,573 - 1,239 = 0,334$
- $Strengths - Weakness = 1,500 - 1,690 = -0,390$

The results obtained above are used as a reference for forming a SWOT analysis to see the position of the system approach dimension in community policing policies in Ciamis Regency as follows:



Source: Research Results, 2025

Figure 2
SWOT Analysis Results of the System Approach Dimension
Community Policing Policy in Ciamis Regency

The implementation of community policing policies in the mentality approach dimension in Ciamis Regency is in quadrant II. More specifically, this position illustrates that the Ciamis Police currently have internal weaknesses but have a real opportunity to make the community policing policy a success. The recommended tactic is to change tactics, meaning the organization is advised to replace the previous strategy with a diversification strategy. The Ciamis Police's increased efforts in the system approach dimension to make the community policing policy more effective in Ciamis Regency are as follows:

1. Utilization of digital technology: Developing integrated data services and standardizing services from end-to-end to improve service efficiency.
2. Digital applications and innovation: Creating innovative E-BHABIN applications to simplify member administration and operations, adapting to dynamic environmental changes.
3. Improving information networks: Building personal contact networks to facilitate the flow of information between the public and the police, accelerating responses to public order and security disturbances.
4. Organizational culture of excellence: Implementing programs to create a superior organizational culture and support the mental development of members.
5. Service modernization: Developing modern, technology-based public services.
6. Technology utilization: Facilitating personnel with technology for online public services and implementing online performance assessments through applications to support organizational effectiveness.

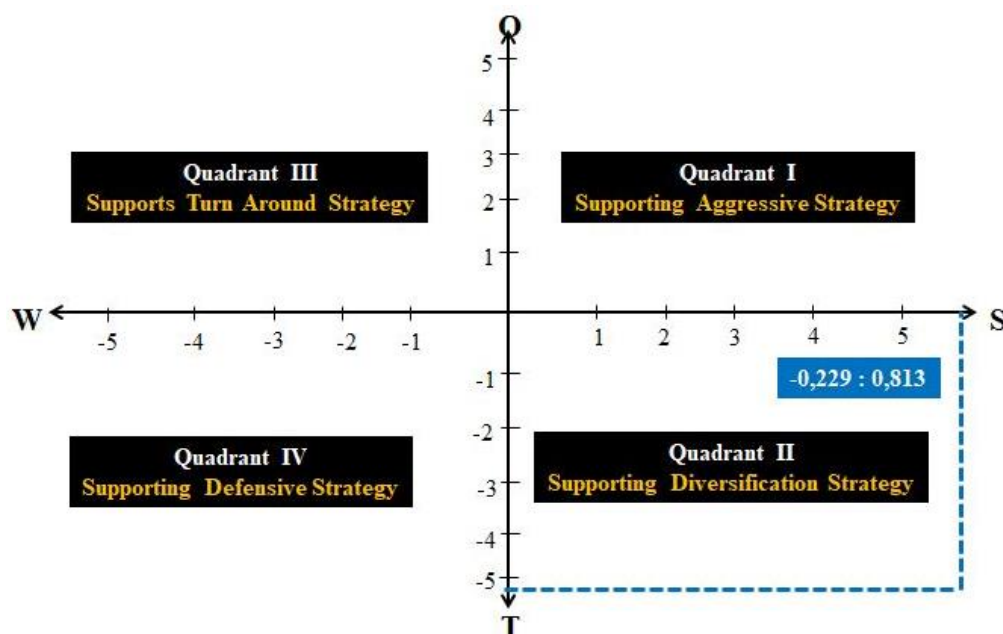
To effectively implement the system approach dimension in community policing policy in Ciamis Regency, strengthening transformational leadership aspects is necessary to improve organizational performance and productivity by motivating and empowering, encouraging innovation, creating a collaborative work culture, and ensuring organizational sustainability by developing future leaders. Transformational leaders inspire a strong vision, provide needed support, and build an environment where every individual feels valued and has the opportunity to grow.

3. Networking Approach

In the development of modern society, interdependence and interconnectedness between individuals, groups, and organizations are very high (Rifa, 2018). This situation encourages individuals, groups, and organizations, both government and private, to have a tendency to change the organizational form of traditional hierarchy into a new form of organizational relationship in the form of strategic networks or alliances in the form of cooperation (Rinawati, 2018). Based on the results of the SWOT analysis on the network approach dimension, it was obtained that the strength score was greater than the weakness, and the opportunity score was greater than the threat.

- *Opportunities – Threats* = $2,042 - 1,229 = 0,813$
- *Strengths – Weakness* = $1,227 - 1,768 = -0,541$

The results obtained above are used as a reference for forming a SWOT analysis to see the position of the networking approach dimension in community policing policies in Ciamis Regency as follows:



Source: Research Results, 2025

Figure 3
SWOT Analysis Results of the Networking Approach Dimension
Community Policing Policy in Ciamis Regency

The implementation of community policing policies in the networking approach dimension in Ciamis Regency is in quadrant II. More specifically, this position illustrates that the Ciamis Police Department currently has internal weaknesses but has a real opportunity to make the community policing policy a success. The recommended tactic is to change tactics, meaning the organization is advised to modify its previous strategy. This is because the old strategy is feared to be difficult to seize existing opportunities and improve organizational performance. The strategy established in this quadrant is to support the diversification strategy. The Ciamis Police Department's efforts in the networking approach dimension to further enhance the effectiveness of the community policing policy in Ciamis Regency are as follows:

1. Intensifying Cooperation: Building partnerships with local governments and the Regional People's Representative Council (DPRD) to secure budget support from the Regional Budget (APBD) for crime prevention.
2. Collaborating with Agencies: Building partnerships to increase public understanding and legal awareness, as well as for comprehensive crime prevention.
3. Media and NGO Involvement: Building partnerships with the mass media, Non-Governmental Organizations (NGOs), and community organizations (Ormas) to monitor public order and security.
4. Building Partnership Forums: Establishing partnership forums between the National Police and the community to formulate crime prevention programs and maintain security and order.
5. Involving Community Leaders: Establishing effective communication and interaction with religious and traditional leaders to increase public legal awareness.

To make the implementation of the networking approach dimension in community policing policy in Ciamis Regency more effective, it is necessary to strengthen the collaborative governance aspect to overcome complex problems that cannot be solved by one party alone, because it allows for the pooling of resources, sharing of understanding, increasing transparency and participation and producing effective and efficient solutions through collective decision-making based on consensus.

CONCLUSION

The strategy for implementing effective community policing policies in Ciamis Regency is through strengthening the dimensions of mentality approach (integrity), system approach (transformational leadership) and networking approach (collaborative governance) to realize the implementation of effective community policing policies in Ciamis Regency. Of course, it is hoped that in the future the Ciamis Police will form an Integrated Community Policing Team to maximize the various roles of primary (main) stakeholders; DPMD, Sub-district, Village and Village Government and supporting (secondary) stakeholders; community leaders (RT / RW heads), religious leaders and academics which will lead to the implementation of collaboration to realize security and order for the community in Ciamis Regency.

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