

COMMUNITY POLICING STRATEGY POLICY EVALUATION IN THE DIRECTORATE OF COMMUNITY DEVELOPMENT CENTRAL SULAWESI REGIONAL POLICE

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Abstract

Ariadisalam, Stambuk Number. B 102 24 059, with the research title Evaluation of Community Policing Strategy Policy at the Directorate of Community Development of the Central Sulawesi Regional Police, guided by Moh. Irfan Mufti and Munari. This study aims to evaluate the implementation of the Community Policing Strategy Policy at the Directorate of Community Development of the Central Sulawesi Regional Police in preventing and maintaining security and order through the partnership of the Indonesian National Police and the community. This study uses a qualitative descriptive research method. The theory used in this study is the evaluation theory of the CIPP (Context, Input, Process, Product) model proposed by D. Stufflebeam (in Ibrahim). The informants in this study amounted to 7 (seven) people. The data obtained in this study are from observations, interviews, and documentation. The data analysis methods are Data Collection, Data Condensation, Data Presentation, and Conclusion/Verification. The results of this study show that the implementation of the Community Policing Strategy Policy at the Directorate of Community Development of the Central Sulawesi Regional Police has not run optimally as seen in all evaluation dimensions. In terms of contextual dimensions, it is still found that the public's understanding of policy intentions and objectives is not evenly distributed, so that community participation has not been fully realized. In the input dimension, obstacles also arise due to limited budget support, the number of personnel, and facilities and infrastructure that function as supporting media for the implementation of tasks. Meanwhile, from the process aspect, the implementation of various activities aimed at supporting the creation of policy goals has not been able to reach all levels of society and there are still people who are reluctant to communicate and interact with the National Police because there is still a stigma attached that the National Police is an organization that is synonymous with arrogant repressive efforts. As a result, in the product dimension, the ultimate goal of the Community Policing Strategy Policy, namely the establishment of an effective partnership between the National Police and the community in realizing security and order, has not been realized optimally. In terms of sustainability, the results of the study show that this policy needs to be continued but accompanied by a readjustment to the dynamics of the current situation.

Keywords: *Evaluation, Community Policing Strategy, Context Evaluation, Input Evaluation, Process Evaluation, Product Evaluation.*

Introduction

Recent socio-political developments and advancements in science and information technology have had a significant impact on the lives of global communities, including Indonesia. These advancements influence public mindsets and awareness of various important issues, such as human rights, the environment, and security, as mentioned above. Nationally, these changes are driving reforms in national and state life, moving toward a more democratic civil society. In terms of security, these developments have also led to the increasing complexity of crime, both in terms of patterns and modus operandi. Crimes are now not only increasing in quantity but also increasingly complex and difficult

to handle qualitatively. These forms of crime are grouped into four categories: conventional crime, transnational crime, crimes against state assets, and crimes with contingency implications. These four types of crime present an increasing challenge for the Indonesian National Police (Polri) to continuously improve its capacity and operational readiness comprehensively, both in the short term to respond to direct criminal threats and in the long term as part of a security strategy. This needs to be done on an ongoing basis because it aligns with the perspective of the Indonesian National Police (Polri). Sociologist Emille Durkheim, quoted by Asri Joni (2021:65), stated that "Crime is normal in all societies and it is almost impossible to eliminate crime in society." In response to these challenges, the Indonesian National Police (Polri) is undertaking institutional transformation in terms of mindset and work approach. The reactive and conventional policing paradigm is deemed no longer relevant to meet the demands of the times. Therefore, the Indonesian National Police is striving for reform by adopting a more modern and democratic policing approach. This approach emphasizes problem-solving strategies, building strong partnerships with the community, being more proactive in responding to potential threats, prioritizing crime prevention efforts, and implementing the principles of good governance in response to increasingly critical and diverse public expectations in line with social changes in society.

In this regard, the Chief of the Indonesian National Police has established a strategic policy in the form of implementing Community Policing (Polmas), which is based on the Regulation of the Republic of Indonesia National Police Number 1 of 2021 concerning Community Policing. The purpose of implementing the Community Policing Strategy is to build collaboration between the police and citizens, both individually and in the form of communities, to prevent and handle crime and social disorder as a step towards realizing public peace in the lives of local communities. In addition, the implementation of the Community Policing Strategy also aims to strengthen public understanding of the rule of law and foster active participation in anticipating potential security disturbances in their areas. This is in line with the views expressed by Kelling and Moore in Gary W. Cordner, as quoted by Purba (2021:52), that "Community Policing encompasses a broad view of police functions rather than focusing solely on crime eradication or narrow law enforcement. Tackling crime and social disorder means not only preventing their occurrence but also finding solutions to problems that can cause disturbances to security and order originating from the community itself."

The implementation of Community Policing is a step in an effort to prevent and stop crime and protect the public from potential threats that harm life and property. The presence of police officers through this approach is essential in maintaining security and order in the community. The success of crime prevention efforts through the Community Policing Strategy will also contribute to increasing public trust in the Indonesian National Police (Polri) institution nationally. This will be reflected in increased community participation and the involvement of stakeholders in maintaining and creating a conducive security situation, as stated by Friedmann in Purba (2021:53) that "Police cooperation with other stakeholders is necessary to influence policies in fostering public security and order, thereby establishing partnerships between the Indonesian National Police and various parties (partnership building)."

However, this situation does not fully align with empirical facts on the ground, which show that community policing is currently not functioning optimally. The implementation of community policing strategies to maintain public security and order has faced various challenges, including the increasing number of crimes occurring year after year within the Central Sulawesi Regional Police. This increase in crime cases is based on monitoring through The Indonesian National Police's Daily Operation Reporting System (Dors) application reports that 8,942 crimes were recorded in 2023, and 9,623 in 2024. Overall, the data indicates an increase in crime of 681 cases, or 7.62%, as follows:

- Conventional Crime, there were 8,062 cases in 2023 and 8,598 cases in 2024 or an increase of 536 cases with a percentage increase of 6.65%.
- Transnational crime, there were 800 cases in 2023 and 904 cases in 2024 or an increase of 104 cases with a percentage increase of 13%.
- Crimes against State Assets occurred in 79 cases in 2023 and 121 cases in 2024, an increase of 42 cases with a percentage increase of 53.16%.
- Crimes with Contingency Implications: One crime occurred in 2023, and no crimes occurred in 2024, or a decrease of one case, representing a 100% decrease. (Source: Indonesian National Police Daily Operation Reporting System)

The increase in crime is also indirectly related to the lack of public awareness that maintaining security and order is an obligation that must be realized through the active participation of all parties. The public perceives maintaining security and order as the sole responsibility of the government, specifically the National Police. This awareness has

resulted in a lack of active participation from the public in efforts to maintain security and order in their own communities. In addition to the above, communication between the National Police and the public has not been optimal. This poses a significant obstacle to preventing and addressing public security and order issues. Inadequate communication results in the public remaining unaware of potential security and order disturbances in their surroundings. However, with transparency in information, preemptive or preventative measures can be taken immediately, thereby suppressing potential disturbances and preventing them from escalating into actual ones. This lack of communication and transparency also makes it difficult to gather information that could be used as evidence in the law enforcement process.

The Indonesian National Police (Polri) has been striving to maintain good relations with the community through its presence, prioritizing Bhabinkamtibmas (Community Police Officers) as the frontline representatives of police services. However, this good relationship has been damaged by the actions of certain police officers, including arrogance and illegal acts, as reported on social media. These findings have drawn special attention from the Indonesian National Police. Due to these arrogant actions, the relationship between the Indonesian National Police (Polri) and the public has undergone a significant change, with the public increasingly distancing themselves from the police. These arrogant actions contradict one of the police's mottos: to serve the public. As public servants, the police should act with sincerity, humanity, and communication, and act as consultants in solving community problems.

The impact of the aforementioned issues has led to declining public trust in the Indonesian National Police (Polri), and people are avoiding direct contact or dealing with them. They believe that dealing with the police will only increase their burden, as they must navigate complex bureaucracy that prevents them from resolving issues that should receive the services and attention of the police institution. Therefore, in relation to several problems that have been mentioned, it is necessary to implement an evaluation step as an effort to identify the causes of the gap between expectations and reality in the field. In addition to that, the evaluation conducted aims to collect information to be used as analysis material as well as adjustment material and problem formulation in the next policy process regarding the implementation of the Community Policing Strategy Policy, especially in the Community Development Directorate of the Central Sulawesi Regional Police. In conducting the policy evaluation, the author uses the CIPP (Context, Input, Process, and Product) evaluation model by D. Stufflebeam (Ibrahim, 2018) which is an evaluation approach aimed at assisting the decision-making process.

Research methods

The type of research used in this study is descriptive research with a qualitative approach, namely providing an in-depth description and explanation based on the results of data analysis about the subject being studied. According to Moleong (Nasution, 2005:34) that qualitative research is a research approach that aims to understand the phenomena experienced by a subject, in the form of behavior, perception, motivation, and actions, in a comprehensive manner. This approach is presented in descriptive form or using words and language, taking place in a natural context, and utilizing various natural methods. Institutionally, this research was conducted at the Directorate of Community Development of the Central Sulawesi Regional Police with the scope of the research location being limited to the jurisdiction of the Palu City Police Resort. The determination of informants in this study was carried out using a Purposive Technique, namely the selection of informants who were chosen intentionally based on predetermined criteria and determined based on the research objectives. In this study, there were 7 informants selected, namely the Head of the Sub-Directorate of Community Policing Development, the Head of the Sub-Directorate of Bhabinkamtibmas, the Head of the Sub-Directorate of Social Order Development and 4 community leaders. Data collection in this study was conducted using several techniques, including observation, interviews, and documentation. Data were analyzed using the theory of Miles, Huberman, and Saldana (2014), as cited by Fiantika (2022:70), which involves three stages: data condensation, data display, and conclusion drawing and verification.

Research Results and Discussion

In this subchapter, the researcher presents a discussion of the research findings related to the Evaluation of Community Policing Strategy Policy at the Community Development Directorate of the Central Sulawesi Regional Police through the CIPP evaluation model approach. The discussion is conducted to interpret the previously presented findings and to answer the problem formulation formulated at the beginning of the research.

In accordance with the selected evaluation model, the evaluation analysis of this policy is directed at four dimensions, namely Context Evaluation, Input Evaluation, Process Evaluation, and Product Evaluation, so that it can provide more comprehensive information about why the implementation of the Community Policing Strategy policy at the Directorate of Community Development of the Central Sulawesi Regional Police has not been running optimally.

The discussion of the research results according to the dimensions of the CIPP evaluation model approach is as follows:

1. Context Evaluation (Context)

Based on the results of interviews with informants, the Community Policing Strategy Policy from a Context Evaluation (Context) perspective is the right policy taken by the Indonesian National Police (Polri) in an effort to maintain security and order by involving the active role of the community. This alignment can be seen from the formation of a shared perception between the Polri and the community that security and order problems can only be resolved when the Polri and community partnership is closely established. Although this alignment has been realized and the implementation of the socialization of the Community Policing Strategy Policy has been carried out, the Community Policing Strategy Policy at the Community Development Directorate of the Central Sulawesi Regional Police can be said to have not been running optimally. This is based on the researcher's findings that public understanding of the Policing Strategy Policy is not fully equitable. The community at large does not yet understand the intent and purpose of the policy even though the community basically provides support for its implementation as has been done by Bhabinkamtibmas. Therefore, it is necessary to increase the intensity of socialization related to the Community Policing Strategy Policy so that understanding of this policy is more touching to all levels of society.

2. Input Evaluation

Referring to the results of interviews conducted by researchers with informants within the scope of the Input Evaluation dimension, information was found that the activity plan to achieve the objectives of the Community Policing Strategy Policy at the Directorate of Community Development of the Central Sulawesi Regional Police has been prepared, structured and in general has been socialized to the community as a partner of the Police in efforts to maintain public security and order. The activity plan is prepared starting from the annual plan to the daily activity plan which is a guideline for Community Policing in carrying out tasks to support the realization of the objectives of the Community Policing Strategy Policy. However, related to support for resources, budget, facilities and infrastructure for the Community Policing Strategy Policy is still relatively limited. This is evident from the existence of structural obstacles namely vacant positions, limited number of personnel, and limited budget support in realizing the activity plan to implement the policy. In terms of professionalism in carrying out their duties, personnel from the Community Development Directorate of the Central Sulawesi Regional Police have been given guidance and strengthened as organizational controls. However, from the perspective of the community as a stakeholder and object of Polri services, this still needs improvement to adapt to evolving social dynamics based on legality and legal certainty.

3. Process Evaluation

Referring to the results of interviews conducted by researchers with informants within the Process Evaluation dimension, information was found that activities to achieve the objectives of the Community Policing Strategy Policy at the Community Development Directorate of the Central Sulawesi Regional Police had been implemented in accordance with the previously prepared activity plan. This constitutes compliance with administrative guidelines and part of accountability for task implementation. Although the implementation of these tasks is carried out well according to plan, the implementation of Community Policing duties is not free from obstacles that cause the implementation of the Community Policing Strategy Policy to be less than optimal in achieving the stated goals. These obstacles not only come from the Indonesian National Police (Polri) as the implementer of the Community Policing Strategy Policy, but also from the community as the Polri's partner in efforts to maintain security and order and also as the recipient of Polri services. From the perspective of the Indonesian National Police, especially the Directorate of Community Development of the Central Sulawesi Regional Police, these obstacles include limited budget support, inadequate facilities and infrastructure, coupled with the diverse geographical factors of the task area, so that the implementation of tasks in community development through the Community Policing Strategy Policy is still carried out selectively and prioritized, which ultimately cannot reach the community as a whole. Another obstacle found in the implementation of Community Policing

tasks in the field is the continued reluctance of the community to communicate and interact fully with the Indonesian National Police. The community considers that this closeness will create mutual suspicion among fellow citizens in an environment related to espionage or spying efforts, thus affecting the comfort of the community itself. The obstacles for the community to be directly involved actively as partners of the Indonesian National Police in implementing the Community Policing Strategy Policy are the public's lingering understanding that the Indonesian National Police is an organization that is synonymous with repressive actions alone and is inseparable from arrogant behavior and actions that cause them to prefer to withdraw from the Indonesian National Police. Furthermore, the public tends to avoid involvement in legal processes. Some people are still reluctant to provide information or testify about crimes, citing the perceived time-consuming nature of the situation and disruption to their daily activities. Another obstacle from the public's perspective is the lack of resource support provided by the National Police (Polri) to established social organizations. This has resulted in a lack of sustainable implementation of programs initiated by the Polri, thus hindering public awareness and the ability to contribute to maintaining security and order through these units.

4. Product Evaluation

Based on the results of interviews conducted by researchers with informants within the scope of the Product Evaluation dimension, information was found that through the Community Policing Strategy Policy in general, it has a positive impact in strengthening the partnership between the Police and the community and the smooth running of community activities which are the benefits of well-organized security stability and social order. However, when viewed specifically, this policy cannot be said to be fully successful. This statement is based on research results and data found by researchers in the field, which shows that from year to year there is still an increase in crime cases, both conventional and transnational, as well as crimes against state assets. This condition contradicts the definition of security according to Krech & Maclure in Himawan (2023:23), which states that "A sense of security is a condition in which the needs for physical and psychological security related to security are met, humans are free from feelings of anxiety and various other things." This view also serves as a benchmark that the Community Policing Strategy Policy has not provided maximum contribution in providing a sense of security, building public awareness to obey the law and suppressing deviant acts that will have an impact on disrupting the situation and conduciveness of security and public order.

Conclusion

Based on research and discussion, the Community Development Directorate of the Central Sulawesi Regional Police has implemented a Community Policing Policy Strategy based on Police Regulation Number 1 of 2021 concerning Community Policing. This policy is a form of institutional transformation and a change in the work paradigm of the Indonesian National Police towards a democratic one and prioritizing collaborative and partnership relationships between the Indonesian National Police and the community in preventing and maintaining public security and order from all potential disturbances that may arise. The evaluation results indicate that the Community Policing Strategy policy has not been implemented optimally. Several challenges and obstacles remain that require attention and follow-up by the National Police, specifically the Central Sulawesi Regional Police's Community Development Directorate, as a preemptive function, to make improvements and readjustments to its implementation to achieve the policy's objectives.

From the perspective of the context evaluation dimension (Context), the Community Policing Strategy Policy is a policy that is in accordance with the problems it solves, namely problems concerning security and public order, by involving an active role through a partnership between the National Police and the community. However, this still faces obstacles, namely the unequal public understanding of the policy's intent and objectives. Furthermore, through the input evaluation dimension (Input), this policy also faces obstacles such as limited budget support, number of personnel, facilities and infrastructure as supporting media for its implementation. Through evaluation in this dimension, the community also desires to improve the professionalism of its implementers. Meanwhile, from a process evaluation perspective, the implementation of activities aimed at supporting the achievement of the Community Policing Strategy Policy objectives has not reached all levels of society. This is interrelated with the lack of adequate input, as outlined in the input evaluation results. In this dimension, another obstacle was identified, namely the continued reluctance of the public to communicate and interact with the National Police due to the lingering stigma that the National Police is an organization synonymous with arrogant, repressive efforts.

From the perspective of the product dimension, the final dimension in the CIPP evaluation model, it is concluded that the objectives of the Community Policing Strategy Policy have not been optimally realized. This conclusion is based on cross-dimensional findings supported by data and empirical evidence on the ground regarding the implementation of the Community Policing Strategy Policy. Regarding the sustainability of the policy, both the National Police in this case the Directorate of Community Development of the Central Sulawesi Regional Police and the community still want this policy to continue with the consideration that the Community Policing Strategy Policy is a policy program that from time to time strengthens the partnership relationship between the National Police and the community in efforts to prevent and maintain security against the emergence of security and order disturbances in the community environment so that its existence needs to be maintained.

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