

Police–Government Collaboration in MSME Empowerment: Evidence from Bangka Belitung

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Keywords

Community policing; MSME empowerment; regional security; collaborative governance; crime prevention; economic transition.

ABSTRACT

This study discusses the economic growth paradox without security in the Bangka Belitung Islands Province, where reported crimes have increased by 37.6 (1,566 to 2,155 cases) over the period between 2021 to 2023, despite the 12.8 growth in MSMEs amid an economic transition not based on tin mining. The study dwells on the police-local government cooperation in the empowerment of MSMEs as a Crime Prevention Through Social Development (CPSD) measure. Using qualitative case study research approach and interviewing the stakeholders of ABCGM (Academy, Business, Community, Government, Military/Police) by using in-depth interviews and focus groups, this study develops the Community-Based Empowerment Model (Model BBM). The results illustrate the multidimensional aspect of MSMEs in security, which constitutes surveillance networks, economic stabilization, social capital formation, and situational crime prevention. The BBM Model works out Bhabinkamtibmas (community police officers) as ecosystem orchestrators in five functions: assessment, bridging, capacity-building, governance, and monitoring. The paper is an addition to the theoretical synthesis of procedural justice developed by Tyler, community policing developed by Bayley and economic criminology, as it provides a practical road map of the 17,000 Indonesian island communities shifting to extractive ones.

INTRODUCTION

The national stability in the form of regional security and order (kamtibmas) is an essential precondition of the existence, continuity, and quality of life of society (Aji et al., 2025). The number of reported crimes in the Bangka Belitung Islands Province rose by 37.6%, from 1,566 cases in 2021 to 2,155 in 2023, although MSMEs have grown by 12.8% as a result of the economic transition of the area that used to depend on tin mining, producing a paradox of growth without security (BPS Bangka Belitung, 2024). This is considered a challenge to the traditional reactive nature of policing strategies, which have been found ineffective in addressing the structural socioeconomic causes of crime (Bayley and Shearing, 2001).

It is a complex socioeconomic issue in the province, where the growing rates of crime occur because of the impaired economic status of communities within the territorial jurisdiction of the Bangka Belitung Regional Police. This economic downturn is caused mainly by the deterioration of the tin mining industry, which is the primary source of livelihood, stricter regulations, and the long-term consequences of the COVID-19 pandemic. Statistical evidence shows that economic conditions and crime rates are causally related; when people are unable to afford basic needs, they may seek alternative sources of income through illegal means, thereby disrupting peace and stability in society (Anozi & Novianda, 2023).

This study examines police–local government collaboration in MSME empowerment as Crime Prevention Through Social Development (CPSD). The Indonesian National Police operationalizes community policing through Chief of Police Regulation No. 3/2015, positioning Bhabinkamtibmas as community development facilitators and integrating economic resilience with security. Four strategic issues emerge from preliminary observations: first, the paradigm shift from reactive to proactive policing remains incomplete; second, gaps in Bhabinkamtibmas operationalization persist between policy mandates and field implementation; third, fragmentation in economic–security strategies prevents synergistic interventions; and fourth, the absence of integrated MSME–security models limits evidence-based policy development.

The paradox is also evident in the Bangka Belitung Islands: despite the rise in the number of MSMEs from 189,931 units in 2022 to 214,290 units in 2024, and an average annual increase of 6.2% between 2020 and 2021, the crime rate rose by 37.6% between 2021 and 2023. This situation implies that the quantitative growth of MSMEs has not necessarily transformed the socioeconomic status of communities and has instead contributed to a “growth without security” phenomenon, in which microeconomic growth is not matched by proportionate security stability. Existing research, such as Yuliarta and Rahmat (2021) on empowering coastal communities in seabed security and Mbane and Ezeuduji (2022) on security perceptions in the context of tourism development, remains sectoral and does not adequately explain the operational role of the police in community economic development systems (Wisler and Onwudiwe, 2009).

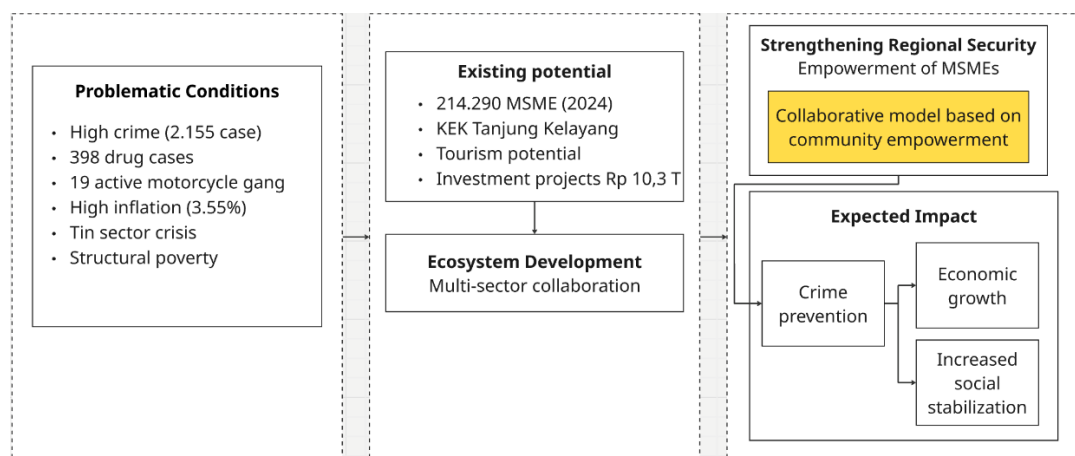


Figure 1. Conceptual Framework: From Problematic Conditions to Expected Outcomes through Community-Based Collaborative Model

Source: Author’s analysis based on BPS Bangka Belitung (2024) and the Regional Police data

As theorized by Chief of Police Regulation No. 3/2015, community policing requires such change, in which Bhabinkamtibmas act as community development facilitators by establishing socioeconomic conditions that minimize criminogenic factors (Trojanowicz and Bucqueroux, 1990). The CPSD approach considers the police as part of the ecosystem rather than a standalone institution, and it brings together different stakeholders to enhance community socioeconomic resilience as a sustainable crime prevention policy (Lab, 2016).

There are, however, inherent difficulties in operationalizing this paradigm, particularly regarding how precisely the police can support bottom-up community economic uplift alongside security reinforcement.

This research presents four significant novel aspects addressing identified gaps in the literature. First, it offers novelty in geographic and social context: by focusing on the archipelagic region of Bangka Belitung (which is undergoing economic transition due to the decline of the tin market), it addresses a gap left by existing studies that primarily examine urban areas or stable economies (Dominguez and Montolio, 2021; Ginting and Hadiningrat, 2023). Second, it introduces theoretical novelty by integrating previously separate frameworks into a unified crime prevention model, combining policing theories (Procedural Justice—Tyler, 1990; Community Policing—Bayley, 1994; Police Symbolic Power—Manning, 1977), criminological theories (Strain Theory—Merton, 1938; General Strain Theory—Agnew, 1992; Social Disorganization Theory—Shaw & McKay, 1942), and social theories (Collaborative Governance—Ansell & Gash, 2008; Social Control Theory—Hirschi, 1969). Third, it highlights novelty in stakeholder engagement by identifying police—especially Bhabinkamtibmas—as agents of economic empowerment rather than merely repressive law enforcers, a perspective that remains underexplored in the current literature. Fourth, it contributes novelty in research focus by establishing a direct correlation between policing models and MSME empowerment as a crime prevention strategy, moving beyond traditional studies that examine only conventional law enforcement functions. The integration of these four dimensions leads to the Community-Based Empowerment Model (BBM), a conceptual and practical framework that combines policing and economic empowerment and can be adapted to Indonesian regions where crime increases as a result of economic decline.

Three research questions guide this investigation. First, what is the condition of public security following the weakening of the community economy within the Bangka Belitung Regional Police jurisdiction? Second, why has crime increased after the economic downturn in the Bangka Belitung Regional Police territories? Third, in what ways can collaborative policing models address crime by enhancing economic capacity through strengthening MSMEs within the Bangka Belitung Regional Police jurisdiction? These questions are structured to cover descriptive, explanatory, and prescriptive dimensions, enabling comprehensive insight into the economic-security nexus and the development of evidence-based models.

The value of this research lies in bridging the gap between theory and practice. Theoretically, this study contributes to criminological literature by combining strain theory, social disorganization theory, and routine activity theory into a single integrated framework applicable to transitional economies. It also advances academic research on community policing by operationally defining police roles in developmental facilitation in addition to their conventional law-and-order functions. Practically, the findings offer actionable strategies for Indonesian policymakers and police commanders seeking to address crime through economic empowerment rather than relying solely on increased enforcement measures.

METHOD

The proposed study followed a qualitative case study approach that allowed for an in-depth examination of the dynamics of police–government cooperation in the specific context of the Bangka Belitung Islands Province. The qualitative method was chosen due to the

complexity of the phenomenon, which required rich contextual insights into roles, mechanisms, and factors affecting the effectiveness of collaboration (Creswell and Poth, 2018). The case study design enabled the investigation of a bounded system while maintaining attention to the contextual influences shaping collaborative processes.

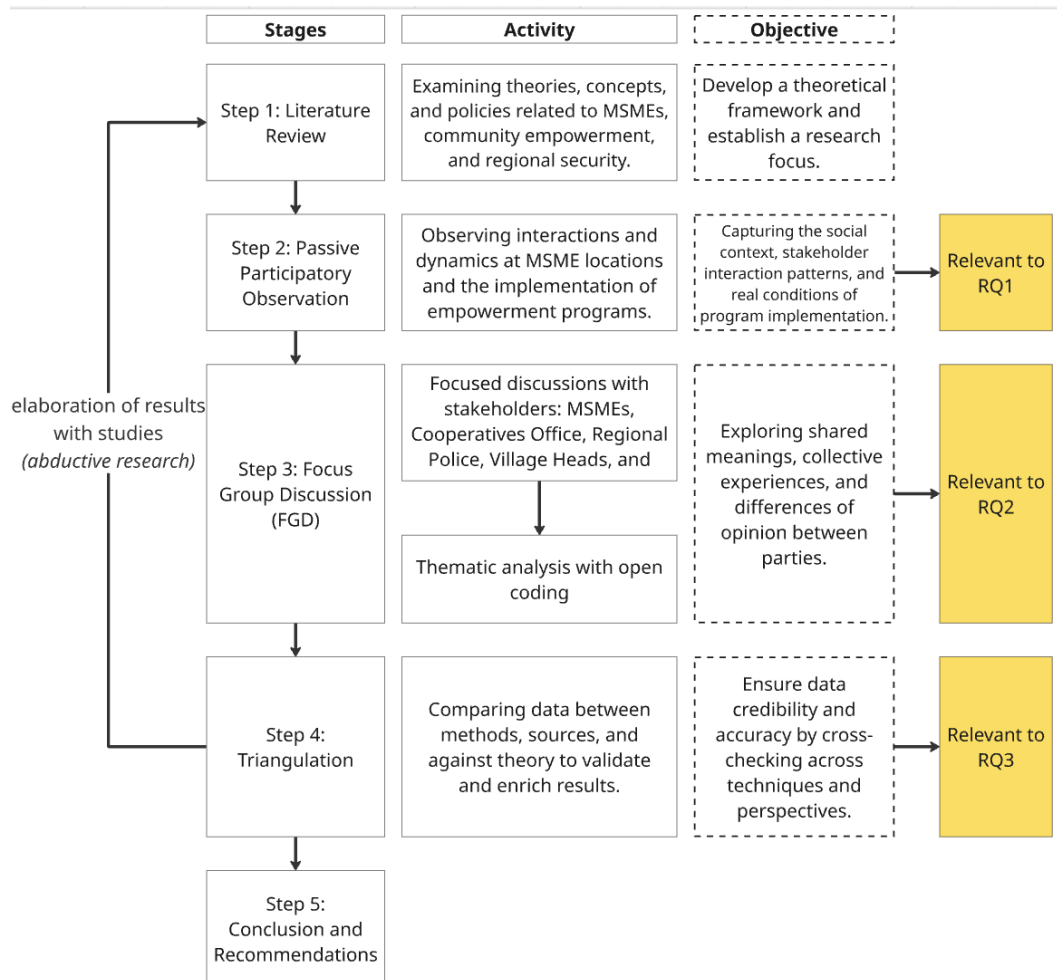


Figure 2. Research Stages
Source: Researcher Analysis

The methods used in this study were a qualitative case study designed to investigate the dynamics of police–government collaboration in the Bangka Belitung Islands Province. The research design combined elements of role theory (Santosa, 2003), policy implementation frameworks (Grindle, 1980; Edwards, 1980), and community empowerment models (Cattaneo and Chapman, 2010), allowing a detailed analysis of institutional, behavioral, and developmental aspects from an inductive–deductive analytical perspective.

In-depth interviews with 10 key informants across ABCGM stakeholder categories were employed as the primary method of data collection: government representatives (the Secretary of the Provincial Cooperative and SME Agency, the Head of BPS, and village heads), Bhabinkamtibmas officers, three MSME owners in the tourism, culinary, and handicraft sectors, and three university professors specializing in regional development, economics, and security. The interviews were complemented by a focus group discussion (FGD) with 10

participants, during which the authors discussed public security conditions, causal mechanisms linking economics and crime, and the development of a collaborative policing model (Kvale and Brinkmann, 2015). Document analysis was conducted on policy documents, statistical reports, and program evaluations, including Chief of Police Regulation No. 3/2015 and provincial MSME development plans.

Data analysis was performed based on the six phases of thematic analysis proposed by Braun and Clarke (2006): familiarization, initial coding, theme searching, theme review, theme definition, and final narrative production. Nvivo software was used to facilitate systematic coding across data sources. Validity assurance adhered to the standards of trustworthiness recommended by Lincoln and Guba (1985), including triangulation, member checking, thick description, an audit trail, and reflexive journaling.

The selection of the research sites was purposive, as Bangka Belitung is an archipelagic region of Indonesia that has undergone transformation from an extractive economy. Ethical considerations included informed consent, participant anonymity, the use of roles as identifiers, secure data storage, and the facilitation of FGDs.

RESULT AND DISCUSSION

The discussion of interview and focus group discussion content indicated that there were four general themes that exemplify the process through which police-government cooperation in empowering MSMEs deals with the security challenge in the region in Bangka Belitung Province. These themes were obtained as a result of systematic thematic analysis according to the six-phase approach of Braun and Clarke (2006) where eleven main interviews representing the stakeholder categories of ABCGM were coded. Table 1 gives an overview of the data saturation prior to the presentation of any detailed findings, indicating the extent to which each of the themes appeared in the participants.

Table 1. List of In-depth Interview Informants by ABCGM Category

Code	Category	Position/Role	Institution
G1	Government/Police	Bhabinkamtibmas Officer	Polsek Baskara Bhakti
G2	Government	Secretary	Dinas Koperasi dan UKM Provinsi
G3	Government	Head of Statistics	BPS Provinsi Babel
G4	Government	Village Head (Lurah)	Kelurahan
B1	Business/MSME	Owner	UMKM Biru Laut (Seafood Restaurant)
B2	Business/MSME	Owner	UMKM Getes Export (Traditional Snacks)
B3	Business/MSME	Owner	Latterace Bakery and Coffee
A1	Academy	Dean, Faculty of Islamic Economics	IAIN Bangka Belitung
A2	Academy	Vice Dean	IAIN Bangka Belitung
A3	Academy	Lecturer, Tourism Studies	IAIN Bangka Belitung

1. Public Security Conditions Post-Economic Weakening (RQ1)

The respondents exhibited advanced knowledge of the linkage between economic aspects and the security outcomes that was informed by personal experience concerning the impact of tin mining crisis and the coronavirus pandemic. The key result was the problem of

economic transition leading to structural vulnerability, which could not be properly tackled by traditional policing strategies.

The economic conditions of the rural communities were deprived as marginal and thus became a major limitation to security and development. Subsistence livelihoods, which were described by village-level informants, made communities vulnerable in the economic sense:

“ Our economy here is quite low... not like big fishermen, but sampan fishermen... catching one or two kilos of fish. Farm laborers working other people’s land.” (G1)

This testament is indicative of the structural economic marginality of the Strain Theory of Merton (1938) which describes culturally defined objectives of economic success and structurally existing means as creating a strain that drives deviant adaptations. The incomes at subsistence levels outlined by G1 is exactly this misalignment where legal jobs do not allow basic earnings, and much to the dreams of economic growth.

The residual mining activity continued which showed the extent of economic transition difficulties:

“ Mini mining using old robin machines on former tin mining land.” (G1)

The owners of MSME gave direct evidence connecting crime patterns with the economic situation. The time dependence between the decrease in the tin industry and the rise in crime was clearly stated:

“ In the last two years, when tin dropped, crime increased... there are motorcycle gangs that are mostly migrants. Indigenous Bangka people believe in karma—if you steal there will be consequences—but migrants somewhat disrupt.” (B3)

The difference between native inhabitants and those who believe in karma would indicate the occurrence of Social Disorganization Theory (Shaw and McKay, 1942) that places significance on heterogeneity in the community as the undermining of informal social control. Collective efficacy reduces and crime grows when communities are deprived of shared normative frameworks by economic disruption or change in the demography.

The informant also analyzed the mechanism between the MSME development and the crime prevention, and the grassroots validation of the theoretical framework was achieved:

“ If MSMEs are strong, labor is absorbed, they won’t possibly commit crimes... it does have an effect, besides development there must be someone guarding. In Babel it seems we haven’t reached that point for active police roles in MSME empowerment.” (B3)

Government leaders expressed the change to collaborative governance, which was a dramatic departure with the sectoral approaches:

“ No agency has ego... now it is a super team. Not only with technical agencies, we also partner with the police.” (G2)

The partnership was applied to the involvement of the private sector, which shows the pentahelix approach in action:

“PT. Timah, banking... preparing CSR and PKBL funds. We have tourism police to help MSMEs stay safe.” (G2)

Nevertheless, even within collaborative structures, there were crucial gaps in the provision of programs. The problem was that MSME owners who have decades of business experience were not aware of existing governmental assistance:

“ For government programs, not yet... I really don't know. Have never been involved in that.” (B1)

The frustration with bureaucratic barriers was articulated most forcefully by innovative MSME operators who had achieved market success despite institutional obstacles:

“ Asked for so many requirements... thrown here, thrown there until finally we're tired. Contrast with the ease of Gpay tax application which directly guides you.]” (B3)

The role of the Bhabinkamtibmas was supported to be administrative and not developmental. The pattern of police-community interaction was explained as routine:

“ We do have relations with the police for security. Once a month they visit here for documentation. Distance to the police post is not more than 100 meters.]” (B1)

The lack of coordination between the security and economic functions was corroborated by the stakeholder categories:

“ Rather lacking in coordination (with Bhabinkamtibmas).” (B3)

2. Causal Mechanisms Linking Economic Conditions to Crime (RQ2)

The three causal processes that proceeded as a result of the accounts given by the participants were interconnected but were based on an established criminological theory and they made their appearance in the Bangka Belitung context of the transitional economy in a different way.

a) Structural Economic Pressure (Strain Theory)

Academic informants explained the theoretical connection between economic situation and crime in terms of the institutional efficiency:

“ MSME is one of the foundations in improving community economy... the more MSMEs spread, the more likely the economy will increase.” (A1)

Such framing puts MSMEs in the role of structural solution to strain-credible means of attaining economic success. Nevertheless, the informant also pointed to obstacles that do not allow realizing this potential:

“ There is sectoral ego between agencies... the trade office has its own problems not connected with the cooperative office.” (A1)

The character of the persistence of secluded ego despite the story of G2 of the super team discloses the loopholes in the policymaking rhetoric and the real work environment. Based on the collaborative governance theory (Ansell and Gash, 2008), collaborative governance needs both the verbal promise of commitment, but also structural coordination facilities, an equalized measure, and a sense of accountability to each other, which are still not well developed under the existing structures.

The psychological effects of economic transition and lived experience of these changes were expressed through the story of the tin mining collapse:

“ Tin is one of the triggers that disrupted social order. People all moved from original professions to miners with income of 300 thousand at a time. When tin

became problematic, they returned to their original work, already stuttering.”

(B3)

b) Social Control Weakening (Social Disorganization Theory)

Structural barriers to effective intervention were identified as data fragmentation and knowledge gaps. According to the BPS informant, there are major constraints:

“ Economic census... once every 10 years is very outdated. Crime data in Susenas is collected once every 3 years... not asking MSMEs but focusing on individuals as crime victims. Specific data on crime against MSMEs might exist at the regional police.” (G3)

This witness statement indicates a high level of knowledge asymmetry that compromises evidence-based intervention. In terms of collaborative governance (Ansell and Gash, 2008), shared information infrastructure is necessary in order to provide proper multi-stakeholder coordination. The described fragmentation, in which economic data are located at BPS, crime data are located at police, and MSME-specific crime data might not exist anywhere, results in the so-called “collaborative inertia” in which agencies are unable to coordinate effectively due to a lack of situational awareness.

This fragmented data landscape created knowledge asymmetry that undermined evidence-based policy development and intervention targeting.

c) Situational Opportunity Changes (Routine Activity Theory)

Government officials articulated the theoretical logic connecting economic empowerment to crime reduction:

“ MSMEs increase, unemployment decreases, so crime rates decrease. Programs depend on the entire series of local government work plans... ultimately will impact and produce outcomes.” (G4)

MSME operators demonstrated how security and economic functions could integrate when properly structured:

“ We report to police if there are disturbing things. Direct communication access via mobile phone and territorial approach through Bhabinkamtibmas creates responsive security system” (B2)

However, the security support remained reactive rather than proactive:

“ This security support is still reactive—responding to reports—not yet proactive in identifying risks before they become problems.” (B2)

Social capital fragmentation among MSMEs was identified as undermining collective resilience:

“ There is no cooperation, each one individually. MSMEs in Bangka Belitung perhaps lack collaboration... handling their own IT while frying crackers without specialization.” (G2)

3. The Community-Based Empowerment Model (BBM) (RQ3)

The BBM Model was the result of a synthesis of the stakeholder experiences, where the three pillars were interrelated through the incorporation of the security functions and the economic empowerment.

a) Legitimacy-Based Policing

The redefinition of the police-community relations demanded the development of trust between these parties based on equal and dignified treatment. The government officials explained the significance of procedural fairness:

“ Tourism police to help MSMEs stay safe... Bayangkari (police wives organization) conducts training for MSME operators. Every activity they hold MSME bazaars.” (G2)

This subtle style using police-linked organizations exhibited relational policing which develops trust outside the enforcement role.

b) Collaborative-Partnership Policing

Academic-government partnerships demonstrated the knowledge transfer mechanisms essential for model effectiveness:

“ IAIN’s cooperation program with the Provincial Cooperative Office involves 50 students as KUR agents to bridge MSME financing access. Technical guidance activities for KUR fund distribution socialization involve students from semester 5 and above as extensions to socialize to MSME operators.]” (A1, A2)

Based on the community policing model presented by Bayley’s (1994), this model might be replicated with Bhabinkamtibmas playing similar bridging roles i.e. utilizing their local embeddedness to reach out to the MSMEs with the available programs.

Government officials articulated the expanded conceptualization of capital required for MSME success:

“ Capital of conviction... capital of coordination... capital of knowledge. Being an influencer is part of MSME with 16 sectors.” (G2)

c) Symbolic-Transformative Policing

A basic reformulation was needed in the functions of Bhabinkamtibmas, which had evolved and lost its administrative monitoring functions, and had developed into an involvement in development. The success of the police-business partnerships was demonstrated by MSME operators that had a successful business model:

“ Direct communication access with police, community policing approach through Bhabinkamtibmas has created responsive area-based security system. 13 inspections per month to ensure halal product quality creates quality assurance and builds product safety as foundation of consumer trust.” (B2)

The Koperasi Merah Putih program emerged as potential institutional vehicle for BBM Model implementation:

“393 villages... 100% have legality making Bangka Belitung second fastest in Indonesia. Model with 7 mandatory outlets including basic goods, village clinic, pharmacy shows comprehensive approach. Transformative vision: MSMEs move up class... competitive through institutionalization of training centers becoming universities for MSMEs.” (G2)

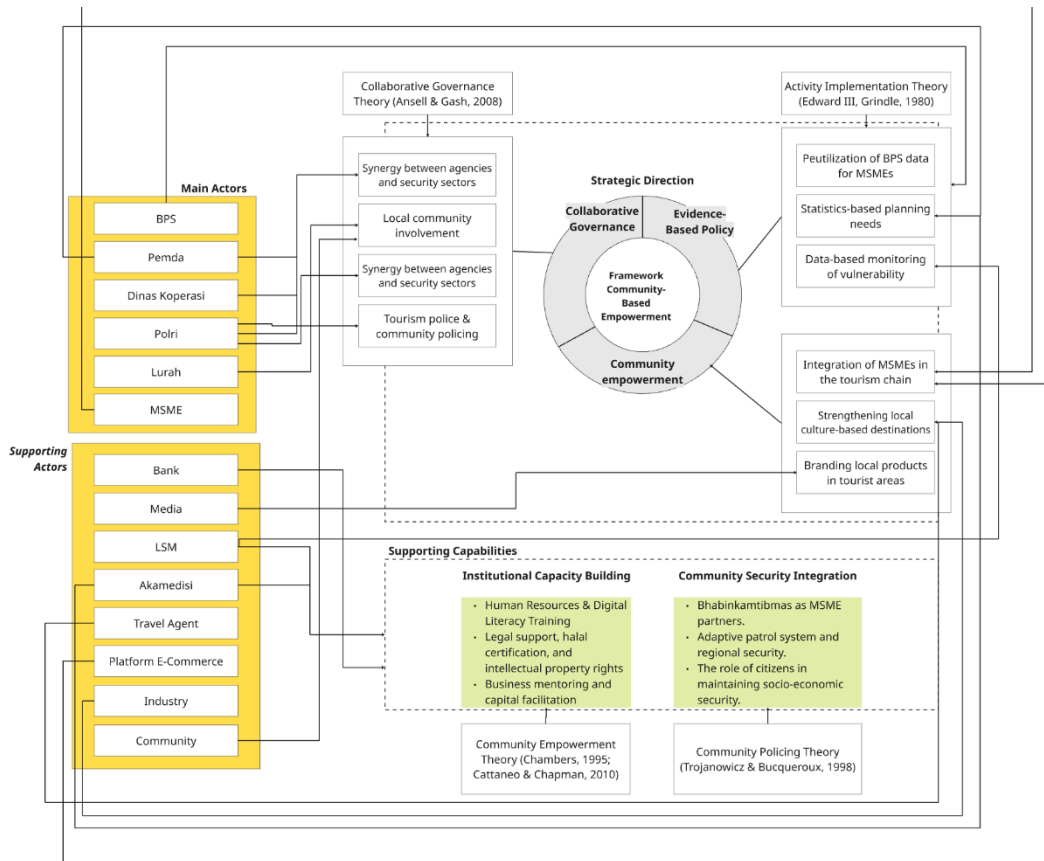


Figure 3. The Community-Based Empowerment Model (BBM) Framework: Theoretical Integration and Stakeholder Configuration
 Source: Author's construction

4. Stakeholder Roles within the ABCGM Framework

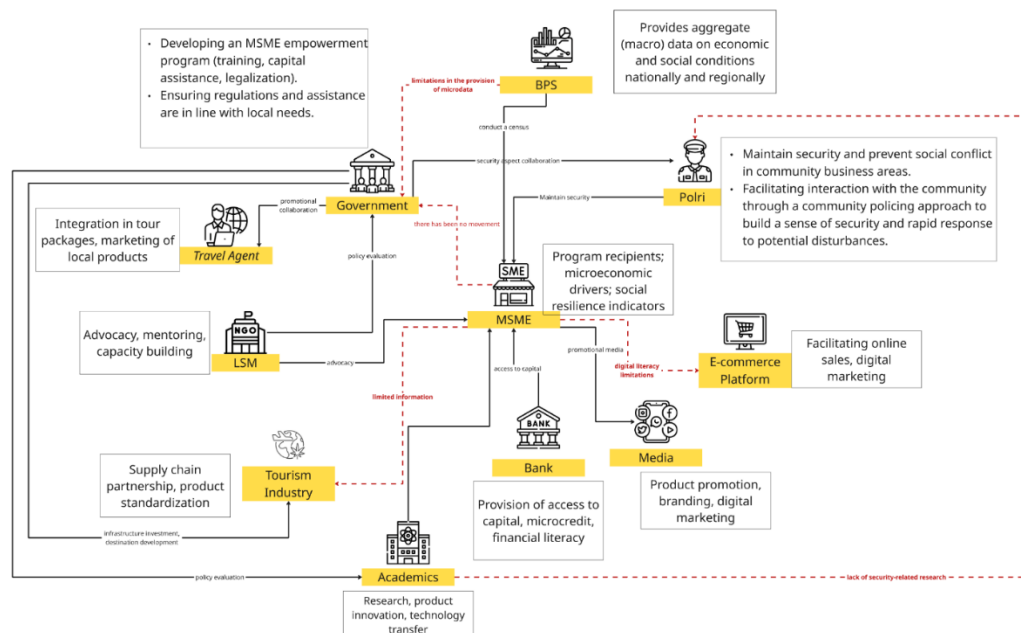


Figure 4. Current MSME Empowerment Ecosystem and Identified Gaps in Bangka Belitung Islands Province
 Source: Author's field observation and analysis

The analysis showed the contribution of each category of stakeholders in the ABCGM to the collaborative model with difference in effectiveness.

a) Academy: Knowledge Creation and Capacity Building

“Concrete collaboration visible from IAIN’s cooperation program with Provincial Cooperative Office involving students as KUR agents... bridging MSME financing access.” (A1)

b) Business: Economic Engines and Market Access

“ Significant transformation where MSME requiring two years preparation (2019-2021) for market expansion has successfully absorbed 10 local workers. Digital technology adaptation generating 30% revenue from online platforms shows diversification increasing financial security.” (B2)

c) Community: Co-producers of Safety

“Social capital strength inherited across three generations since 1955 and diaspora networks in Singapore become valuable assets.]” (B2)

d) Government: Facilitators and Last-Mile Delivery

“ Assistance portfolio covers equipment, halal certificates, intellectual property rights, NIB with specific targets for small MSMEs with turnover of 2-5 billion to encourage moving up class. Halal safe special zone strategy shows regional branding effort integrating local values with modern standards.]” (G2)

e) Military/Police: Economic-Security Facilitators

“ Police integration in MSME ecosystem shows effective community policing operational model. Direct communication access and territorial approach through Bhabinkamtibmas creates responsive security system aligned with business operator needs.” (B2)

5. Implementation Challenges and Enabling Factors

Findings of the studies outline various implementation issues that have to be addressed strategically. Fracturing of data between institutions poses a hindrance to evidence-based policy making. The MSME data stored in BPS is collected using different methodologies and coverage criteria as compared to the crime data stored in Regional Police; hence, it is impossible to integrate information on economic-security relationships. The need to have inter-agency data sharing agreements is information system integration that is necessary to monitor the implementation outcomes of the BBM Model. The institutional capacity constraints in local levels, such as the lack of continuity in leadership in BUMDes and lack of budget in BPS (90% reductions) need the exploitation of the existing community structure instead of establishing novel ones.

Stakeholder resistance arises due to different sources such as bureaucratic complexity that deters participation of MSMEs in formal programs, corporate approach of allocating CSR that do not meet the local priorities, and community pessimism about government initiatives in the view of earlier failed implementation. The development of trust must be based on the ability to show quick wins that justify collaborative ways without notifying of the transparency in resource distribution and decision-making.

The digital literacy inequality is a big challenge to the modernization of MSMEs. The results of interviews have shown that most MSME players, especially older generations, are facing problems with digital marketing, e-commerce websites, and electronic systems of

payments such as QRIS. According to one informant, technology is also important but many people do not realize digital promotion. This digital divide exposes it to technological fraudulent schemes and restricts the growth opportunities in markets. The problem of digital literacy must be treated through a long-term training program that incorporates practical training elements instead of a workshop.

Urban and rural geographic differences influence the access to programs. According to informants, despite the sufficient coverage of programs in Pangkalpinang (provincial capital), dry spots such as Tempilang, Jebus and Parittiga have inadequate coverage. One scholar wrote: Pangkalpinang can be considered safe nowadays, but what about the villages in the distant? This city-country gap should be filled by intentional targeting solutions that make sure that the peripheral communities are given proportional empowerment interventions.

The considerations of culture determine the reception and patterns of participation in the program. The Malay society cultural inclination to conflict avoidance and maintaining peace may deter aggressive participation in the formal programs or reporting of security issues to aid in social stability. One of the informants noted that the Malay people tend to dislike raising issues, as they rather leave things be. Learning to deal with culture and act in the cultural context instead of opposing it improves the effectiveness of the program.

Enabling factors are good multiethnic social capital, there are effective coordination structures in a super team, there is already in place infrastructure of Bhabinkamtibmas, and the political will to work towards MSME-security integration. The Koperasi Merah Putih project proves to be a successful innovation, with 100 percent cooperative penetration in 393 villages (the second highest in the country) – a successful model to be reproduced that focuses on explicit goals, quantifiable targets and accountability mechanisms.

6. Theoretical and Practical Contributions

The BBM Model contributes significantly to the lack of operation in the past models especially in local villages and sub-districts. Whereas some models, such as Pentahelix (Nugroho and Kartika, 2022), consider the pillars of strategy synergy without stating the actual mechanisms of involvement of the central and local actors at the grassroots level, BBM directly constructs institutional frameworks, linking central and local actors by collaboration, with BPS facilitating micro data and head of village roles. Therefore, the model has an increased range of collaboration that is nearest to the communities and, therefore, this addresses the criticism that many former models are too macro and normative.

The BBM combines these approaches with much more formal institutional infrastructure compared to classical methods of community empowerment like Chambers (1995) which emphasize more on citizen participation and social learning. Citizen participation is not just perceived as voice in deliberation, but also associated with support mechanisms such as business legality, access to finances and security. The model is more flexible to cross-sector issues in archipelagic locations such as Bangka Belitung because of synergy between the soft (community self-reliance) and hard (formal support) empowerment.

The BBM Model also is in complement to the collaborative governance models (Ansell and Gash, 2008) that focus on dialogue process and the development of trust between actors. BBM institutionalizes these processes by means of the facilitation of MSME forums, facilitative leadership, and community policing that promotes not only the development of trust but also the collective problem-solving operation. In this respect, BBM introduces local

implementation layers to the already hypothetical governance models. The practice will facilitate collaboration to go beyond discourse levels to the establishment of small wins as the first evidence of collaboration success.

Multiple groups of stakeholders are provided with practical implications. In the case of the local government, the model offers frameworks on how to incorporate cross-agency programs under single roadmaps and also developing the BBM cross-sector coordination units. In the case of BPS and statistical institutions, it is recommended to update MSME data periodically, and have inter-agency MOUs to enable strategic data sharing to make evidence-based policy and maps of business potential. In the case of police, the model changes Bhabinkamtibmas systematic contributions to MSME training and set up local business security forums, and redistribution of security functions to community development partnership and local economic guardianship.

The research contributes to understanding of police legitimacy in developmental contexts. The procedural justice theory presented by Tyler's focuses on the fact that citizens also obey law enforcement not because they are afraid of punishment but because they see the institution as legitimate. Once police officers exercise procedural fairness by way of voice, neutrality, respect, and trustworthiness, the community members will have an inner drive to cooperate. Bhabinkamyat-MSME empowerment events are opportunity to create legitimacy in form of developmental contributions that can be perceived by the community members and this increases the later cooperation with traditional security functions.

The results shed light on the conflicts between institutional requirements and realities at the ground. Although the idea of community policing with the developmental roles of Bhabinkamtibmas is officially institutionalized by the Chief of Police Regulation No. 3/2015, the application of the policy indicates the gaps that exist between the policy rhetoric and the practical implementation. There are few training, resources and organizational incentives by officers to engage in substantive economic facilitation other than administrative community visits. Sealing these loopholes in implementation involves structural modifications in police training programs, the standards of performance evaluation, and resource allocation patterns instead of passing further policy dictums.

This is in comparison with the former models and BBM has made unique contributions. In contrast to the collaborative governance framework developed by Ansell and Gash that is still mostly conceptual, BBM realizes collaboration by means of the specified mechanisms such as MSME forums, Bhabinkamtibmas facilitation protocols and matrices of stakeholder coordination. Contrary to the community empowerment approach of Chambers that focuses on incorporating the grassroots involvement aspect and lack of formal institutional infrastructure to support the process, BBM incorporates soft empowerment and institutional support systems. As compared to the Pentahelix model presented by Nugroho and Kartika emphasizing on the macro-level synergy of stakeholders, BBM offers micro-level implementation advice that can be used in village and sub-district life.

CONCLUSION

This study concludes that police-government collaboration through MSME empowerment constitutes a viable Crime Prevention Through Social Development (CPSD) strategy for addressing the growth-without-security paradox in post-extractive economies. It

finds that the transition from tin mining to MSME-based livelihoods generated structural vulnerabilities through economic strain, weakened social control, and shifting crime opportunities, as explained by Strain Theory, Social Disorganization Theory, and Routine Activity Theory. To address these dynamics, the Community-Based Empowerment Model (BBM) integrated security and economic development through legitimacy-based, collaborative-partnership, and symbolic-transformative policing, while repositioning Bhabinkamtibmas as developmental facilitators performing assessment, bridging, capacity-building, governance, and monitoring functions. Empirical results showed that MSME growth alone did not reduce crime, that most MSME actors lacked awareness of government support, and that institutional data fragmentation hindered effective policymaking. Overall, the model offers both a practical framework for Indonesia's archipelagic regions undergoing economic transition and a theoretical contribution linking procedural justice, community policing, and economic criminology; future research should test the BBM model comparatively across different regional contexts and incorporate longitudinal data to evaluate its long-term impact on both crime reduction and economic resilience.

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