



Collaborative Governance Policing in Handling Illegal Coal Mining Cases in Muara Enim Regency

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Abstract

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Illegal coal mining (PETI) poses significant environmental, legal, and economic threats in Muara Enim Regency, South Sumatra. This study explores the application of collaborative governance policing in addressing this persistent issue. The research aims to analyze (1) the characteristics of illegal coal mining in Muara Enim, (2) the implementation of multi-stakeholder collaborative policing by the Muara Enim Police, and (3) the strategic expectations for effective law enforcement and community engagement. Utilizing a qualitative approach with a case study method, data were gathered through in-depth interviews, field observations, and document analysis involving police officers, local government agencies, and community stakeholders. The findings reveal a shift in illegal mining practices from manual labor to the use of heavy machinery, increasing the scale and impact of environmental degradation. The formation of a multi-agency Task Force led by the Muara Enim Police demonstrates a positive step, although challenges remain due to limited accessibility, coordination gaps, and community economic dependence on mining. The research underscores the need for strengthened predictive policing strategies, e-policing initiatives, and digital citizen engagement tools. Strategic collaboration following the Pentahelix model—government, academia, business, community, and media—is essential to achieving sustainable enforcement and prevention. This study contributes to the development of a contextualized, forward-looking collaborative policing framework in mining-intensive regions of Indonesia.

Keywords: collaborative, policing, mining, coal, illegal

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INTRODUCTION

Industrial activities, while legally regulated and beneficial to human life, often produce adverse environmental impacts on both biotic and abiotic components (Jones et al., 2018; Paolo et al., 2024; Sabdaningsih et al., 2023; Zhou & Wang, 2019). A significant concern arises from illegal mining (PETI), with over 2,700 such sites recorded across Indonesia 96 of which involve coal posing threats such as environmental degradation, social conflict, and noncompliance with state obligations (Betahita.id, 2021). Despite these challenges, the mining sector remains a major contributor to state revenue, with the Ministry of Energy and Mineral Resources (ESDM) reporting a record IDR155.75 trillion in income by November 2022 more than double that of 2021 driven largely by surging global commodity prices like coal.

Muara Enim Regency is one of the regencies that contains coal materials with various problems in it, including the problem of illegal coal mining. The Ministry of Energy and Mineral Resources noted that there were 2,741 illegal mining locations or PETI, aka illegal mining, spread across various regions in Indonesia. Minister of Energy and Mineral Resources Arifin Tasrif said that 96 of the locations were illegal coal mines spread across East Kalimantan, South Kalimantan, Bengkulu, and South Sumatra. While the rest or 2,645 illegal mineral mining locations were spread evenly across almost all provinces.

The South Sumatra Regional Police managed to uncover 43 cases of illegal mining in the South Sumatra region during 2023. 21 of these cases were uncovered by the Muara Enim Police. The uncovering of illegal mining cases in South Sumatra in 2023 increased significantly from the previous year. In 2022, the South Sumatra Police and its staff only managed to uncover 10 cases. From the data on court decisions on illegal cases in South Sumatra, suspects from 36 of them received a sentence of 1-1.5 years, which is a third of the maximum criminal threat. The suspects in these cases, he said, increased by 300%. The police managed to arrest 66 suspects in 2023, up from last year which was only 22 suspects. The amount of evidence (coal) was also quite a lot that was confiscated in 2023. There were 20 tons in 2022, while in 2023 it increased to 738 tons that were confiscated (detik.com, 2023).

Illegal mining activities have many impacts that can damage business activities for official permit holders. Not only that, illegal mining also endangers safety because it does not follow adequate mining understanding rules and has the potential to damage the environment, including causing floods, landslides, and reducing soil fertility (Lavianchandra et al., 2020; Mubonderi, 2023; Niwele et al., 2021; Obiri-Yeboah et al., 2021). Illegal mining activities also have the potential to cause social problems, security disturbances, and land damage, harming Non-Tax State Revenue (PNBP) and regional tax revenues.

In responding to the phenomenon of illegal coal mining cases in Muara Enim Regency, the number of which is always high every year and the complexity of handling efforts, these tasks and responsibilities cannot be assigned to the Muara Enim Police alone. This is because there are limitations to the parties involved, especially in the field of resources such as human resources, budget, infrastructure and methods. The form of collaboration between the government, private sector and society in the implementation of governance, which is called collaborative governance, is very much needed in handling illegal coal mining in Muara Enim Regency.

Sink in Agus Dwiyanto (2015) said that collaborative cooperation is a process in which organizations that have an interest in a particular problem try to find a mutually agreed solution in order to achieve goals that cannot be achieved if the organizations work alone. In collaborative cooperation, each party is bound by a common interest which then cooperates to find a solution to the particular interest or problem they face. The motivation to cooperate is because each party feels they have limitations so that the problems they face will be easier to solve if they work together to find a solution to the problem.

The collaborative governance approach is also implemented in the main tasks of the Police as stipulated in Article 3 of Law Number 2 of 2002 concerning the Police, namely maintaining public security and order, law enforcement, providing protection, shelter and public service (Arif, 2021; Pandelaki, 2018; Ranofika et al., 2023; Suntaka, 2018). The collaboration is based on the fact that the elaboration of the main tasks of the Police cannot be carried out alone by the Police, because there are several limitations that

make the implementation of tasks less effective and efficient if carried out alone. On the other hand, the interests contained in the main tasks of the Police also turn out to be the interests of other parties, be it the public sector, the private sector or the community. Meanwhile, in carrying out these interests, parties outside the Police are also constrained by their respective limitations. This is as stated by Kratcoski (2016:14) namely that it has long been recognized by police administrators that police work depends on other institutions and organizations, both state and private, in society. In addition, the practice of collaboration carried out in carrying out police duties is also one of the prerequisites and indicators of the success of community policing, namely the cooperation and support of the government and community components. In this concept, the researcher will emphasize the importance of a policing model built on the foundation of multi-sector collaboration as referred to in the theory of Collaborative Policing or Multi-Sector Collaboration (the Bureau of Justice Assistance, 2017). The most important characteristic in this concept will be joint actions by sharing authority/responsibility and decision-making areas according to their respective domains. However, the reality is that there is a tendency for new communication to be held in the form of Cross-Sectoral Coordination Meetings after the conflict has developed. Collaboration with stakeholders that has not been optimal has resulted in a lack of synchronization in the initial handling of illegal coal mining cases which can have implications for public order and security disturbances, where there is no common direction and unity of command/synergy in responding to illegal coal mining cases in Muara Enim Regency.

The researcher aims to analyze the multi-stakeholder involvement facilitated by the Muara Enim Police in addressing the persistently high number of illegal coal mining cases in Muara Enim Regency, which are complex in nature and require multifaceted solutions. This article explores collaborative governance policing in tackling these cases, focusing on three key issues: the characteristics of illegal coal mining in the region, the implementation of collaborative policing with multiple stakeholders within the Muara Enim Police's jurisdiction, and the expected collaborative policing strategies to effectively manage these cases.

Previous studies, such as those by Alim (2019), Kuswardani et al. (2021), and Risa (2022), have explored various forms of community-based and collaborative policing. However, this research contributes a novel perspective by specifically applying the Predictive Policing model through collaborative governance in the context of illegal coal mining in Muara Enim Regency, a complex and economically sensitive area. The study uniquely integrates the SARA (Scanning, Analysis, Response, Assessment) model and emphasizes e-policing and strategic partnerships through a Pentahelix framework. Furthermore, it introduces innovative preemptive interventions like digital education platforms and ICT-based reporting systems. This layered integration of collaborative policing, predictive analytics, and multi-stakeholder governance in a mining-related crime context has not been sufficiently addressed in prior literature

RESEARCH METHODS

This study uses a qualitative approach with a case study method to analyze collaborative police governance in handling illegal coal mining cases in Muara Enim Regency. The data was collected through in-depth interviews with a variety of stakeholders, including members of the police, local governments, and local communities. Field observations were also carried out to gain a better understanding of the dynamics and characteristics of illegal mining activities. In addition, analysis of

policy-related documents and case reports were used to support the research findings. With this method, it is hoped that a comprehensive picture of the challenges and collaborative strategies in handling the problem of illegal mining can be obtained.

RESULTS AND DISCUSSION

Characteristics of Illegal Coal Mining Cases in Muara Enim Regency

Indonesia is a country that has abundant natural resources such as oil, gas, tin, coal, and others. This caused foreign nations, especially the Dutch in 1917, to try to collect data on mineral and coal deposits in Indonesia which were then published in the *Jaarboek van het Mijnwezen in Nederlandsch Indie* as part of the *Verslagen en Mededeelingen Betreffende Indische Delfstoffen en hare Toepassingen* series. Indonesia is listed as one of the largest coal producing countries in the world. Together with China and Australia, Indonesia is the country with the largest proven coal reserves in the Asia-Pacific region. Indonesia's total proven coal reserves compared to the world are 3.7%¹. In terms of production, in 2019 Indonesia contributed 9.0% of world coal production with coal consumption of only 2.2% of world coal consumption. This shows that the use of coal domestically for energy and non-energy purposes has a very large utilization opportunity in the future considering that domestic coal consumption is still much smaller than Indonesia's coal production capacity.

Based on data from the Geological Agency of the Ministry of Energy and Mineral Resources (ESDM) in 2020, Indonesia has total coal resources of 143.73 billion tons with coal reserves reaching 38.80 billion tons. Most of Indonesia's coal is low and medium quality coal which has a lower economic value than high calorie coal. The program to increase added value or coal downstreaming is expected to increase the economic value of both types of coal.

The challenges facing the coal industry in the future are indeed not easy. Currently, coal is facing various pressures, especially from the aspect of negative environmental impact issues and the difficulty of getting support for coal project funding. These two main challenges could have an impact on the decline of the Indonesian coal market, which is currently still dominated by export market sales. On the other hand, the government is encouraging policies for the development and utilization of coal in order to increase the added value of domestic coal. The spirit of coal downstreaming is expected to be able to create comparative and competitive advantages for coal and its various derivative products. Coal derivative products are expected to be economically able to compete with oil and natural gas so that they can be relied on for import substitution which can ultimately save the country's foreign exchange and increase domestic competence in the coal sector. However, Indonesia is actually faced with the problem of illegal coal exploration.

Mineral and coal exploration activities at that time were carried out in many very remote areas and often had no roads, even in dense forests. The exploration continued to be carried out until the island of Sumatra by Dutch geologists to find new coal resources under the *Indische Mijnwet Staatsblad*. Over time, many concessions were issued for coal mines on the island of Sumatra, such as Bukit Tjenako and Painan (Resvani, 2017:72).

Based on research findings, it is known that in the last 3 years, there has been a shift in illegal coal mining activities, where previously mining activities involved many people in the mining process such as diggers, sack motorcycle taxis, rafters and loading and unloading from stockpiles to coal transport trucks, but now almost all coal miners

have used heavy equipment. The parties involved in illegal coal mining are local people and transportation entrepreneurs. The South Sumatra Regional Police themselves have recently succeeded in uncovering an illegal coal mining case in Muara Enim Regency, South Sumatra, with a state loss of half a trillion rupiah. The perpetrators have also been arrested along with a number of pieces of evidence of assets with a total value of IDR 13 billion (www.kompas.id, 2024).

The modus operandi of the perpetrators is by using heavy equipment, then the coal is transported using a 7-10 ton load truck which is then taken to the stockpile, after the coal is collected, the coal is transported using a Fuso truck or expedition truck to the ordering stockpile. The factor causing illegal coal mining to continue is the large number of requests from outside the city and outside the island.

Basically, natural resources must be managed optimally so that they can be used fairly and evenly in accordance with the mandate of the 1945 Constitution, article 33 paragraph 3, namely that the earth, water and natural resources contained therein are controlled by the state and used as much as possible for the prosperity of the people. One of the natural resources in Indonesia is coal mining, the existence of which is very important for the livelihood of many people. Coal management must be controlled by the state and its processing must be in accordance with procedures by considering various aspects, namely economic, social and environmental aspects. The coal mining sector has a major influence on the needs of the community and regional and national development because in terms of benefits, so far the Indonesian people still use coal to meet their needs, then the contribution of the mining sector is one contributor to regional and state income. The potential for coal in South Sumatra is around 50.226 billion tons, which is the highest coal reserve in Indonesia. Currently, there are 1.136 million hectares of coal concession land in South Sumatra. Meanwhile, Muara Enim Regency has coal reserves of around 9.78 billion tons with a concession area of around 77,931.70 hectares. Considering that the mining sector has high risks, in its management a legal umbrella is needed as protection to minimize the risks that occur between all parties, both the community, government and companies/private sector..

Changes to the Minerba Law from time to time have undergone many changes, especially changes related to licensing, namely the transition from a contract regime to a licensing regime. As we know, the purpose of licensing issued by the government is to protect and minimize losses to various parties fairly. This permit is known as IUP (Mining Business Permit). There are three types listed in the Minerba Law, namely Mining Business Permit (IUP), People's Mining Permit (IPR) and Special Mining Business Permit.

However, in its implementation, the management of the mining sector in Indonesia has not been implemented optimally because the current mining permits are open to multiple interpretations, so that obstacles occur in their resolution. There are mining permits that apply based on mining permits that are enforced based on Law Number 4 of 2009 concerning mineral and coal mining. The informal institutions that have been formed have also created a conducive atmosphere, especially among PETI actors. Influential actors such as capital owners, land owners and security forces are usually more dominant in determining various unwritten rules that regulate PETI operations. Diggers and motorcycle taxi drivers only follow the rules that are already in place, if they agree they can work immediately. Unwritten agreements include regulating the selection of mining locations, fees for mine workers and land owners, buyers and coal prices, provision of supporting facilities, and security systems. Research.

Until now, illegal mining cases have continued to grow, such as the case of Unlicensed Mining in Muara Enim Regency, resulting in conflicts with the holders of mining business permits. The development of Unlicensed Mining has reached an alarming stage in this area because it has caused the growth of mining product trade in black markets (black market trading) so that the state suffers losses, environmental damage occurs and in 2020 this case resulted in the loss of 11 lives of mine workers at the illegal mining site in Penyandingan Village, Muara Enim Regency, there was no guarantee of safety for workers. From the incident that occurred, even though the local government had taken action, illegal mining still continued because the company did not immediately compensate for residents' land. Therefore, the Regent of Muara Enim ordered the company PT. Bukit Asam to compensate for residents' land that was included in the company's IUP area so that illegal mining would not occur due to the lack of security from the company.

Initially, illegal mining (PETI) in almost all areas of the Republic of Indonesia was carried out by individuals or groups of people, as an additional/side business in the regions. Increasing economic needs and mining results that are expected to provide hope for a better life, have made mining actors shift this secondary business to become their main business. There are several factors that are likely to influence the growth of illegal coal mining in Muara Enim Regency, including:

The business has been running for quite a long time from generation to generation, thus giving rise to the assumption that mining land is an inheritance that does not require a business permit.

The business capital is relatively small and the mining is carried out in a simple/traditional way without using high-tech equipment.

Limited expertise of business actors and limited job opportunities mean that mining is the main choice.

Marketing facilities for mineral products.

Weak understanding of PETI business actors regarding mining laws/regulation.

Business actors assume that the procedures for managing mining business permits go through complicated bureaucratic channels and require a long time, so they tend to incur high costs.

Mining indicators by mining actors in Muara Enim Regency, carried out on land owned by the miners themselves which contains coal. Mining equipment uses simple equipment, such as blencong, hoes, shovels, generators, water pumps. These mining activities are carried out illegally because they do not have a mining business permit as stipulated in Law No. 4 of 2009 concerning Mineral and Coal Mining. The mining is carried out using a deep mining pattern (closed) and a small part of the open mining. The deep mining pattern (closed) is carried out by digging coal which forms holes with a depth of 5-15 meters or forming tunnels in the ground. The coal obtained is then put into sacks and stacked on the side of the road to be transported using trucks and sold outside Muara Enim Regency..

Coal mining activities carried out by mining actors in Muara Enim Regency, in addition to not having a people's mining business permit (IPR) are also located in forest areas that have not been designated as mining business areas (WPR). The act of coal mining by the people has fulfilled the elements of criminal responsibility, namely that the act is a crime in the field of coal mining, the act was carried out with error, the perpetrators are able to take responsibility, and there is no reason to forgive. Therefore, people's

mining actors can be held criminally responsible and can be sentenced based on the provisions of Article 158 of Law No. 4 of 2009 concerning Mineral and Coal Mining.

Implementation of Collaborative Policing in Handling Illegal Coal Mining Cases in Muara Enim Regency which is Implemented with the Involvement of Multi Stakeholders in the Jurisdiction of the Muara Enim Police

The increasing number of illegal coal mining activities in the jurisdiction of the Muara Enim Police, requires law enforcement which will later become a legal umbrella to protect the sustainability of the ecosystem, if illegal coal mining activities are allowed to continue, it will certainly endanger the natural ecosystem, and become a threat to the sustainability of nature which can cause disasters in the area (Adys., et al, 2015). The Muara Enim Police in responding to the increasing cases of illegal coal mining in Muara Enim Regency also plays an active role in efforts to prevent illegal coal mining in Muara Enim Regency by trying to increase public awareness of the law. The efforts made by the Muara Enim Police are to enforce the law against the perpetrators, coordinate with the Muara Enim Regent and other related parties in an effort to resolve the Coal Container problem. The Muara Enim Police also carries out socialization to prevent Illegal Coal Miners. The South Sumatra Police together with the Muara Enim Police have enforced the law against Illegal Coal Miners in the Lawang Kidul District and Tanjung Agung District, Muara Enim Regency. The Muara Enim Police continue to coordinate with the Muara Enim Regent and other related parties in an effort to resolve the Coal Container problem, and provide public order and security appeals to illegal coal mining perpetrators.

Related to the collaborative policing strategy through collaborative policing in handling illegal coal mining cases in Muara Enim Regency which was implemented with the involvement of multiple stakeholders in the jurisdiction of the Muara Enim Police which was implemented with the involvement of multiple stakeholders in the jurisdiction of the Muara Enim Police, the author analyzed it using the opinion expressed by Goldstein (1990) which provides guidelines in determining the actions taken to resolve the problems that occur. The Problem-Oriented Policing (POP) steps are known as the 4 (four) SARA steps, namely scanning, analysis, response, and assessment:

Scanning

Based on research findings, the factors causing illegal coal mining cases in Muara Enim Regency can be grouped into internal and external factors. The business has been running for quite a long time from generation to generation, giving rise to the assumption that mining land is an inheritance that does not require a business license, so that the perpetrators do not think long and easily have the intention to carry out illegal coal mining. The Muara Enim Police in predictive policing in preventing illegal coal mining in Muara Enim Regency are trying to find the root of the problem so that further steps can be taken. The approach efforts made by Bhabinkamtibmas Polres Muara Enim to the community, both directly, is one way that can be used to find out the root of the problem of illegal coal mining. The identification carried out by Bhabinkamtibmas Polres Muara Enim on various possible causes of illegal coal mining will then be analyzed further to find out the truth and later can be used as a decision-making on the actions to be taken.

Analysis

Based on the research findings on documents at the Muara Enim Police, analysis has been carried out by the Muara Enim Police Bhabinkamtibmas to find out the root of the problem of illegal coal mining. This is important to do so that the actions taken by the Muara Enim Police are right on target and can prevent the occurrence of ongoing illegal coal mining. Analysis in predictive policing through Polmas in preventing illegal coal

mining is realized in the analysis and evaluation activities of each activity carried out by the Bhabinkamtibmas. This is done so that improvements can be made to steps that are considered lacking.

Respons

The researcher's findings through observations in the jurisdiction of the Muara Enim Police, show that the Muara Enim Police have made appeals by installing banners in locations prone to illegal coal mining. The Muara Enim Police Community Unit through the Bhabinkamtibmas always tries to prevent illegal coal mining. The real form of this effort is the implementation of Polmas. Based on a document study of the implementation of DDS by the Muara Enim Police Community Unit, it is known that the implementation of DDS by the Muara Enim Police Community Unit is not evenly distributed in each jurisdiction of the Muara Enim Police.

The policing steps taken by the Muara Enim Police Community Unit to prevent illegal coal mining are through preventive and preemptive activities by prioritizing Bhabinkamtibmas. Bhabinkamtibmas members carry out socialization, appeals or community policing activities to the community so that each element has a joint commitment to prevent illegal coal mining.

In this study, the Muara Enim Police should continue to prioritize the preemptive function strategy through effective policing in preventing illegal coal mining. By utilizing cyberspace, Bhabinkamtibmas personnel do not recognize territorial boundaries, time limits, age limits, gender limits and so on, so that they can reach everyone anytime and anywhere. Imagine that everything is in one hand. This is what is included in the e-polmas concept. Through the e-polmas concept, the presence of the police in cyberspace can be felt by internet users. With the activeness of Bhabinkamtibmas officers to make appeals, these Bhabinkamtibmas officers will be able to provide meaningful information to companies or the community.

E-Policing is electronic policing that can be interpreted as online policing, so that the relationship between the police and the community can be established 24 hours a day and 7 hours a week without space and time limits to always be able to share information and communicate. E-policing can also be understood as a policing model that brings community policing to an online system. Thus, E-Policing is a policing model in the digital era that seeks to break through the barriers of space and time so that police services can be organized quickly, precisely, accurately, transparently, accountably, informatively and easily accessible. E-Policing can be a strategy for anti-corruption initiatives, bureaucratic reform and creative break through. It is said to be an anti-corruption initiative because with online systems it can minimize person-to-person meetings. E-policing is also said to be bureaucratic reform, because it can break through complex bureaucratic barriers that can penetrate space and time, for example regarding information and communication services via the internet. In relation to the work procedures in the bureaucracy, it can be organized directly with SMK (Performance Management Standards) which are made through intranet/internet as well so that it becomes less paper and so on. E-policing is said to be part of creative break through, because there are many programs and various innovations and creations in policing that can be developed through various applications both through electronic media, print and social media even directly at once (Hariyanto, 2017). Through the concept of e-polmas, the presence of the police in cyberspace can be felt by internet users. With the activeness of the Bhabinkamtibmas officers to make appeals, the Bhabinkamtibmas officers will be able to provide

meaningful information to the community, so that the community can increasingly show the importance of security from the threat of Illegal Coal Miners.

Assesment

All policing efforts that have been carried out above must be assessed or evaluated in their implementation. In order to see the results of the implementation of policing that has been planned and implemented can overcome and resolve the root of the problems that occur in illegal coal miners in Muara Enim Regency. If the policing carried out can prevent illegal coal miners in Muara Enim Regency, then its implementation is intensified again so as to obtain better results and illegal coal miners in Muara Enim Regency can be completely resolved and not happen again. If the policing carried out has not achieved the expected target, then it is necessary to evaluate and re-arrange the best policing steps by looking at the supporting and inhibiting things and weaknesses in its implementation. So that a policing plan is obtained again which is expected to achieve the goal of preventing illegal coal miners in Muara Enim Regency in order to maintain the security and public order situation.

When viewed from the still rampant illegal coal mining crimes in Muara Enim Regency, the predictive policing carried out by the Muara Enim Police in preventing illegal coal mining in Muara Enim Regency is still not optimal. This indicates the difficulty of policing in preventing illegal coal mining in Muara Enim Regency because the perpetrators are tempted to gain profits by shortcuts, so that the perpetrators of crimes do various things so that their actions are not known by police officers. In this study, it was found that there was a good partnership between Bhabinkamtibmas and community elements in preventing illegal coal mining in Muara Enim Regency. According to the author's analysis, the good partnership is an opportunity to further optimize policing in preventing illegal coal mining in Muara Enim Regency.

Predictive policing was popularized by Mohammad A. Tayebi and UweGlässer (2016); Dawn L. Rothe and David Kauzlarich (2016); Erik Bakke (2018); and A. Meijer (2019) (in the Fit and Proper Test Manuscript of the Chief of Police, 2021). This theory attempts to build a policing concept by prioritizing the detection function system; then analyzed integratively; the results of the analysis are used as material for a decision support system; so that in the end it can realize pre-emptive and preventive functions optimally, and the final effort is law enforcement in the context of maintaining public security and order. This leap in the form of policing is expected to answer the increasingly serious challenges in securing national development programs. The predictive policing strategy in preventing illegal coal miners in Muara Enim Regency refers to the SOP for Bhabinkamtibmas. The SOP contains the objectives and intentions of predictive policing, which are realized in outreach activities. The visit activity is an early detection function that is expected to be able to identify the root of the problem of illegal coal miners in Muara Enim Regency. After identifying the root of the problem of illegal coal miners in Muara Enim Regency, which includes the lack of public caution, Bhabinkamtibmas carries out pre-emptive and preventive functions through socialization or counseling activities, so that the hope is that the social problems of illegal coal miners in Muara Enim Regency can be identified quickly and accurately.

Collaborative policing strategy through predictive policing in handling illegal coal mining cases in Muara Enim Regency can be analyzed using the Strategic Management theory of J. David Hunger and Thomas L. Wheelen (2014: 4). Strategic management is a series of managerial decisions and actions that determine the company's performance in

the long term (J. David Hunger and Thomas L. Wheelen, 2014: 4). The strategic management process includes four basic elements, namely:

- 1) **Environmental observation:** Environmental monitoring has basically been carried out by Satbinmas Polres Muara Enim personnel, especially related to environments that are vulnerable to illegal coal mining. Polres Muara Enim should have improved coordination between Sat Binmas, Sat Reskrim and Sat Intelkam, so that information related to illegal coal mining can be known by Sat Binmas personnel. Then Sat Binmas creates a database of the information so that it is easier to analyze.
- 2) **Strategy formulation:** Strategy formulation is developing long-term plans to effectively manage external environmental opportunities and threats, taking into account the strengths and weaknesses of the organization.
- 3) **Mission:** Predictive policing in handling illegal coal mining cases in Muara Enim Regency is basically in line with the mission of the Muara Enim Police. The Muara Enim Police strives to "Protect, Guard and Serve the Community in the Muara Enim Police Environment". This mission is a guideline in the implementation of predictive policing through Polmas in preventing the handling of illegal coal mining cases in Muara Enim Regency by Bhabinkamtibmas members in increasing the community's resilience to various forms of crime. In terms of protecting, there are many things that require protection. The Muara Enim Police are tasked with protecting the safety of body and soul, property, the community, and the environment from disturbances of order and/or disasters including providing assistance and assistance by upholding human rights in the jurisdiction of the Muara Enim Police.
- 4) **Purpose:** The purpose of implementing predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency is certainly to build partnerships with the community, so that the security and public order situation can be maintained. This goal is still far from expectations because there are still areas that have not been reached by Bhabinkamtibmas in implementing predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency. The limited number of Bhabinkamtibmas personnel compared to the area of jurisdiction of the Muara Enim Police is an obstacle in achieving the goal of handling illegal coal mining cases in Muara Enim Regency.
- 5) **Strategy:** The strategy carried out by the Muara Enim Police Community Development Unit should be more innovative, because it is basically supported by information provided by the Criminal Investigation Unit and the Intelkam Unit. However, the Muara Enim Police Community Development Unit only prioritizes the strategy of visits and counseling, which of course is still considered less effective. The use of information provided by the Criminal Investigation Unit and the Intelkam Unit regarding illegal coal mining in the jurisdiction of the Muara Enim Police has received more serious attention so that innovative ideas can emerge in the implementation of predictive policing through Polmas in preventing illegal coal mining in the jurisdiction of the Muara Enim Police..
- 6) **Policy:** The Muara Enim Police policy as stated in the Muara Enim Police Work Plan for 2025, related to predictive policing through Polmas in preventing illegal coal mining in the jurisdiction of the Muara Enim Police, includes the following:
Community Policing (Polmas) in building partnerships with community groups, communities, and other religious organizations;
 - a. Improving public security and order by involving community and community participation (community policing);

- b. Strengthening the role of Bhabinkamtibmas in each village/sub-district;
- c. Increasing the number of active siskamling in each village/sub-district;
- d. Increasing the number of FKPM/Pokdar that are aware of Kamtibmas;
- e. Increasing the number of Institutions in the jurisdiction of the Muara Enim Police that have Polsus.

The policy of a leader as stated in the 2025 Muara Enim Police Work Plan determines the direction of the organization. Therefore, it is appropriate for the leadership of the Muara Enim Police, especially the Head of Binmas, to make a special policy so that preventive measures become the main effort in policing in handling illegal coal mining cases in Muara Enim Regency. The Head of Community Policing Unit of Muara Enim Police must also emphasize that coordination in predictive policing through Community Policing in handling illegal coal mining cases in Muara Enim Regency must be prioritized, there is no need to bring up each sector's ego.

Implementation of strategy

Strategy implementation is the process by which management puts its strategies and policies into action through the development of programs, budgets, and procedures..

Program.

The Muara Enim Police in implementing predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency, does not have any special steps at all, only referring to the Regulation of the Republic of Indonesia National Police Number 1 of 2021 concerning Community Policing. Article 11 explains the various strategies carried out by Polmas in order to achieve public order and security. These efforts can be seen from the activities carried out by Bhabinkamtibmas to prevent criminal acts and be able to handle problems that occur in the environment. Bhabinkamtibmas only plays a role in building partnerships and working together to create security, peace, and order in the community through outreach strategies.

The Muara Enim Police Community Service Unit should have improved coordination with other agencies, in this case the Manpower Office. This is because the cause of illegal coal mining in the Muara Enim Police jurisdiction is an economic factor, so efforts to improve the community's work skills are considered very important.

Budget.

Budget limitations in the implementation of predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency are a threat to the implementation of the program. The budget has a vital role for members, including being able to influence the motivation they have in carrying out their duties and responsibilities. Budget limitations are a classic problem that is still experienced by the Bhabinkamtibmas Polres Muara Enim.

Procedure.

Polres Muara Enim in implementing predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency basically has a Standard Operating Procedure (SOP) in its implementation. The SOP contains the objectives of predictive policing activities through Polmas in handling illegal coal mining cases in Muara Enim Regency. The SOP also regulates the implementing officers or those responsible for the activity.

The main steps or techniques used by the Muara Enim Police in implementing predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency only focus on outreach activities, socialization and establishing partnerships

with the community by members of the Binmas Unit, however, the Muara Enim Police do not have special steps in predictive policing through Polmas in handling illegal coal mining cases in Muara Enim Regency.

One of the steps taken by the Muara Enim Police has collaborated with the Muara Enim Regency Government by forming a Task Force for Handling Illegal Mining (PETI) Coal in Muara Enim Regency. The Regent of Muara Enim has issued a decree of the Regent of Muara Enim Number: 17/KPTS/Disdag-4/2023 concerning the formation of a task force for facilitating handling of illegal mining (PETI) Coal in Muara Enim Regency. Each task of the integrated team in handling coal crates, including:

1. Ministry of Energy and Mineral Resources (ESDM)
 - a. Coordinate and monitor illegal mining enforcement activities;
 - b. Provide recommendations and technical advice to the integrated team;
 - c. Supervise and control coal mining activities.
2. Muara Enim Police:
 - a. Conduct investigations and inquiries into illegal mining perpetrators;
 - b. Secure illegal mining locations and stop mining activities;
 - c. Arrest and prosecute illegal mining perpetrators.
3. Kodim 0404 Muara Enim:
 - a. Provide security and protection support to the integrated team;
 - b. Secure illegal mining locations and stop mining activities;
 - c. Assist in transporting and securing evidence.
4. Regional Government (Pemda):
 - a. Identify and report illegal mining activities in its area;
 - b. Supervise and control coal mining activities in its area;
 - c. Assist in securing and supervising illegal mining locations.
5. DLH Kab. Muara Enim :
 - a. Monitor and control the environmental impacts of illegal mining activities;
 - b. Identify and report environmental damage due to illegal mining activities;
 - c. Assist in securing and supervising illegal mining locations.
6. SAT Pol PP :
 - a. Assist in securing evidence;
 - b. Assist in securing and supervising illegal mining locations.
7. Central Statistics Agency (BPS) :
 - a. Collect and analyze data on illegal mining activities;
 - b. Identify and report trends and patterns of illegal mining activities.
 - c. Assist in developing strategies for taking action against illegal mining.
8. Non-Governmental Organizations (NGOs)
 - a. Monitor and criticize illegal mining actions;
 - b. Identify and report human rights violations in action activities;
 - c. Assist in developing strategies for taking action against illegal mining based on the community.

Evaluation and control.

The control carried out by the Muara Enim Police is by studying the progress of the work continuously by monitoring the work in progress. In addition, efforts are also made to reduce, avoid or even resolve factors that can hinder the work. The control function of predictive policing in handling illegal coal mining cases in Muara Enim

Regency has basically been running. The leadership has basically conducted analysis and evaluation of the steps of the officers.

Collaborative policing steps through predictive policing in handling illegal coal mining cases in Muara Enim Regency are a manifestation of Police Science. As stated by Suparlan (Dahniel, 2015) that police science is a science that studies social problems and their handling. The police function consists of a set of police operational activities, in its implementation carried out simultaneously to manage social problems. Predictive policing steps in handling illegal coal mining cases in Muara Enim Regency are a combination of three strategies in the iceberg theory, namely early detection and pre-emptive, preventive, and repressive-investigative function strategies. Based on the research findings in the previous chapter, the predictive policing steps in handling illegal coal mining cases in Muara Enim Regency from a Police science perspective are as follows:

a. Early detection and pre-emptive function strategy

The early detection and pre-emptive function strategy in handling illegal coal mining cases in Muara Enim Regency is basically carried out by the Security Intelligence Function (Intelkam). This is inseparable from the role of the Intelkam function, as follows:

fostering intelligence activities in the field of security, including coding and intelligence products in the Polres environment; implementing security intelligence operational activities in order to carry out early detection and early warning, developing information networks through empowering personnel carrying out intelligence functions; collecting, storing and updating biodata on formal or informal figures in social, community, political and regional government organizations; documenting and analyzing developments in the strategic environment and compiling intelligence products to support Polres activities; compiling security intelligence forecasts and presenting the results of analysis of each development that requires the attention of the leadership; issuance of permits for crowds and community activities, including in the form of parties (festivals, bazaars, concerts), parades, night markets, exhibitions, fairs and skill shows/games; issuance of STTP for community activities, including in the form of meetings, trials, conferences, congresses, seminars, discussions, cadre meetings, panel discussions, interactive dialogues, outward bounds, and political activities; SKCK services and recommendations for the use of firearms and explosives.

The function of the Muara Enim Police Intelkam in handling illegal coal mining cases in Muara Enim Regency is basically in accordance with what is mandated in the applicable laws and regulations. The ability to identify various potentials for illegal coal mining in Muara Enim Regency which is manifested in intelligence products, can be used by leaders in taking preventive policies, so that handling illegal coal mining cases in Muara Enim Regency does not disrupt security stability. The existence of good coordination between the Binmas function and the Intelligence function makes every information from the Intelligence function can be used as a basis for compiling the Binmas function's activities. Intelligence products can also be used by the Criminal Investigation function in law enforcement against handling illegal coal mining cases in Muara Enim Regency.

b. Preventive function strategy – prevention (direct prevention)

The preventive function strategy – prevention (direct prevention) in handling illegal coal mining cases in Muara Enim Regency is carried out by the Binmas Function. Various preventive efforts are carried out by the Binmas function of the Muara Enim

Police so that handling of illegal coal mining cases in Muara Enim Regency can be prevented. The form of efforts from the Binmas Function of the Muara Enim Police, including the installation of appeal banners, socialization to the community through social service activities, communication with residents to resolve problems through deliberation, and the implementation of Polmas (DDS) to convey an appeal so that the community does not get involved in illegal coal mining cases in Muara Enim Regency.

However, in the implementation of Polmas, there are still limitations found by the author. The implementation of Polmas has not been fully implemented in the entire jurisdiction of the Muara Enim Police. This is inseparable from the limited conditions of the Binmas function personnel of the Muara Enim Police who also have to carry out other duties, such as road management or other duties. The less than optimal implementation of Polmas by the Binmas Function of the Muara Enim Police according to the author's analysis is a serious problem and must be resolved immediately, considering that every jurisdiction of the Muara Enim Police is vulnerable to illegal coal mining. At least every jurisdiction of the Muara Enim Police can be touched by Polmas activities from the Binmas Function, which of course can be achieved if the Binmas Function of the Muara Enim Police has a mature member plotting system.

In the author's opinion, currently every Polres or Polda unit must have its own website containing information related to the identity of the unit and other public information. The thing that must be considered is that these websites must be empowered properly. How to make the public interested in opening the website. Currently, the public is of the view that every day is not complete if they have not opened the website page. This is the challenge for the Police so that the implementation of e-polmas can run well. Then these websites must be synchronized with other websites, especially websites that are often opened by the public. So that every message for the public to be more careful and more alert to illegal coal mining can be disseminated by the Bhabinkamtibmas

c. Investigative and repressive function strategy

At this stage, a series of law enforcement efforts (repressive) are carried out, including investigative efforts in order to collect data and information (investigative). The strategy of investigative and repressive functions in handling illegal coal mining cases in Muara Enim Regency is carried out by the Criminal Investigation Function. The Criminal Investigation Function, which has the main task of law enforcement, is required to be able to identify and secure certain individuals who want to worsen the situation. In addition, the Criminal Investigation Function must be able to coordinate with the Intelkam function or the Binmas function to be able to separate each mass group so that they do not meet each other, because it could potentially cause chaos. In addition, coordination of the three functions is also expected to be able to prevent mass groups from entering the company environment because it can disrupt the company's operations.

In the theory of primary crime prevention by Steven P Lab (2006), there is a process in this prevention, namely identifying physical conditions and social environments that allow opportunities for or accelerate the occurrence of crime. Included here are environmental management, environmental monitoring, general prevention, personal security, crime education and crime prevention. Crime prevention efforts implemented with the aim of avoiding becoming a victim of crime are an effective means of reducing crime rates and fear of crime. Muara Enim Police, through Bhabinkamtibmas, have basically implemented the primary prevention strategy, by trying to establish partnerships with the community. Through this partnership, problems can be identified, especially the threat of illegal coal mining in the jurisdiction of Muara Enim Police. Bhabinkamtibmas

Muara Enim Police also seeks to intensify DDS activities, the activities of which are Bhabin are required to conduct or talk with the community to anticipate illegal coal mining in their respective areas. However, the primary prevention efforts carried out by the Bhabinkamtibmas of the Muara Enim Police have not been followed up with good coordination with the Intelkam and Reskrim functions, so that information regarding illegal coal mining in the jurisdiction of the Muara Enim Police has not been fully received by the Bhabinkamtibmas.

The process of isolating criminality should be carried out properly, so that steps to handle illegal coal mining in the jurisdiction of the Muara Enim Police can be implemented. The prevention in question is preemptive efforts. In this case, the police must take preemptive steps so that the surrounding community becomes aware and alert to the crime phenomenon that has just occurred. Preemptive efforts can be carried out by carrying out socialization activities to the community. Providing information to the community about the phenomenon of illegal coal mining in the jurisdiction of the Muara Enim Police, then the *modus operandi* used by perpetrators of illegal coal mining crimes in the jurisdiction of the Muara Enim Police, as well as ways to avoid or prevent illegal coal mining. With these preemptive efforts, the community will be more alert and vigilant so that the illegal coal mining crime that has been isolated will not spread to other victims.

The author's overall analysis of the collaborative policing strategy through predictive policing in handling illegal coal mining in the jurisdiction of the Muara Enim Police, that prevention efforts are carried out by carrying out an intensive communication process between Bhabinkamtibmas officers and community members, community leaders, and other related parties.

As stated by Prisgunanto (2015: 92) that in reality the police are often portrayed negatively by the public. This is more because many people still do not understand the work of these brown-shirted troops. The erosion of the police's image in society is increasingly apparent and this is not only happening in Indonesia, but also in various countries in line with the emergence of harsh criticism of the relationship between the state and society in the nuances of the issue of democracy and upholding Human Rights. One thing that needs to be understood is that therein lies the greatest challenge of the police's work as protectors, security guards and law enforcement for the community in order to implement the principle of justice is truly real in a healthy legal life and fulfills the principle of justice. Therefore, police members must have their own strategy in responding to the controversial patterns of minority groups, especially in handling and making their policy decisions in work practices in the field. The police-community relations program is a refinement of the previous program that once existed, namely the police-race relations. However, with the development of information technology today, it is necessary to realize that the presence of the police does not have to be physically next to the community, considering the limited personnel of the Bhabinkamtibmas Polres Muara Enim. However, the police can accompany the community, supervise the community, provide awareness to the community through social media in an effort to handle illegal coal mining in the jurisdiction of the Polres Muara Enim.

The obstacle in collaborative policing in handling illegal coal mining cases in Muara Enim Regency which is carried out with the involvement of multi stakeholders in the jurisdiction of the Muara Enim Police is the location that is difficult to reach. The obstacle to taking action against the activities of the Coal Mining Container cannot be fully overcome, because this activity is related to the community's economy, therefore it requires full support from the Central Government, but the collaboration that is

established in collaborative policing in handling illegal coal mining cases is currently very good, the action against the Coal Mining Container has been maximized. In addition, the location of the Illegal Coal Mining is quite far away, so it is difficult for personnel to enter the Mining Location, and if action is taken, there is a risk of clashes with the community who support the Illegal Coal Mining activities.

Collaborative Policing Strategy Expected in Handling Illegal Coal Mining Cases in the Muara Enim Police Jurisdiction

It is realized that efforts to handle potential triggers of illegal coal mining in Muara Enim Regency cannot be carried out by the Police alone, but must be carried out together through multi-sector collaboration. Each sector involved is expected to be able to treat social problems according to its authority. In line with this, a collaborative policing strategy through the Predictive Policing approach through early detection, problem solving, and collaborative governance initiation through Pentahelix synergy is the most appropriate alternative choice, for handling illegal coal mining cases in Muara Enim Regency. The collaborative policing strategy expected in handling illegal coal mining cases in the jurisdiction of the Muara Enim Police is to improve communication, coordination and collaboration with relevant stakeholders. Ideally, the first communication, coordination and collaboration carried out is by approaching the community by providing an appeal regarding the impact and criminal sanctions against the activities of Peti Batubara. After that, Forkopimda summoned the illegal Coal Mining entrepreneurs to a discussion forum to provide direction and emphasis regarding the impact, risk and criminal sanctions against the activities of Peti Batubara.

The Bureau of Justice Assistance (2017) conveys the Collaborative or Multi-Sector Policing approach, which is policing that collaborates many related stakeholders. In this theory, it is stated: Effective collaboration requires that police and community stakeholders work together by sharing responsibilities, resources, and decision making. Collaboration, then, is more than outreach, or information-sharing alone; it requires joint actions with shared responsibilities and shared decision making.

Collaborative Governance according to Ansell and Gash in Zulkifli (2021), is an arrangement of government governance, where one or more public institutions involve non-government actors in a consensus-oriented and consultative collective policy-making process with the aim of creating, implementing or managing public policies. For this purpose, the theory is collaborated with the Quadruple Helix theory (Carayannis & Campbell, 2010) which is based on the idea of interactive innovation involving many actors who contribute according to their institutional functions. Collaborative governance is the key to the success of a collaborative policing strategy through Predictive Policing, considering that this pattern will be more optimal for mapping problems as well as synergistic handling by competent lead sectors in Pentahelix synergy. The strategies that can be carried out in collaborative policing in handling illegal coal mining cases in the ideal jurisdiction of the Muara Enim Police include the following.:

a. Preemptive:

Preemptive activities are the ability carried out simultaneously to handle illegal coal mining cases in the jurisdiction of the Muara Enim Police and its ranks together with other coaching functions in carrying out preemptive activities to deal with illegal coal mining crimes in the jurisdiction of the Muara Enim Police, can be explained as follows:

Optimal in the formation of mindset/thought patterns for early childhood in the form of Educational Intervention through strengthening Healthy Environmental

Development materials for elementary, junior high, high school, and Islamic boarding school children, as well as Healthy Environmental Development Education Modules for the community, families, workers, students, and students as part of the mental revolution program to combat illegal mining.

There are maximum efforts in inviting the community to take part/active participation in Healthy Environmental Development through the Healthy Indonesia Week activities at the Car Free Day event and the Stop Illegal Mining and Preserve the Environment Campaign carried out by the Muara Enim Police.

The existence of Communication, Information and Education (KIE) Activities in the Advocacy sector involving Environmental Volunteers, and these volunteers continue to be routinely provided with coaching to overcome illegal coal mining crimes in the jurisdiction of the Muara Enim Police with the aim that with community participation, the community can control and then report if it is known that there is mining that is not operating a permit.

Optimal implementation of socialization, advocacy, communication, education and dissemination of information regarding the dangers of environmental damage to the nation's young generation so that the young generation in particular cares deeply about their environment

An ICT-based information system has been established as a forum for conveying information related to illegal mining from the community to be able to report if they find new types of illegal mining circulating so that Muara Enim Police members can quickly follow up if there is a report from the community.

Optimal development of the Anti-Illegal Mining Education House program, which is a digital platform that is present as a place to build and accommodate the creativity of millennial children in creating works while conveying their opinions and views on the problem of illegal coal mining, thus raising concern for the environment that will and has occurred in the environment where they live.

The effectiveness of the Priority Program Volunteers for overcoming illegal coal mining in the outermost and foremost areas which are expected to become agents of change and mobilize the participation of all components of society in efforts to overcome illegal coal mining.

The effectiveness of the Religion-Based Social Intervention Model Formulation program that utilizes social media as an effort to overcome the misuse of illegal coal mining with a religious approach through religious leaders so that they get encouragement and motivation from these religious leaders.

Optimal alternative development programs related to land conversion where not all former mining land has been converted into productive land that can be empowered by the Community. 10) Pre-emptive activities can be carried out by personnel from the Muara Enim Police Criminal Investigation Unit together with coaching functions such as the Binmas function. To ensure the success of overcoming illegal coal mining crimes, pre-emptive activities can still be carried out by personnel from the Muara Enim Police Criminal Investigation Unit and its ranks.

Pre-emptive activities are carried out together with other coaching functions by prioritizing synergy between functions and collaboration with other entities/institutions.

Pre-emptive activities are also carried out together with private institutions/stakeholders of other anti-illegal mining activists to provide education and knowledge to the community. This has also been done, so that the optimization of overcoming mining crimes can be minimized.

b. Preventive.

In preventive activities, the ability of illegal coal mining by the Muara Enim Police and its ranks who participate in joint prevention activities, the prevention function in overcoming illegal coal mining in the jurisdiction of the Muara Enim Police can be seen from the preventive approach as follows:

Preventive activities can be carried out by Muara Enim Police personnel in overcoming illegal coal mining, as a supporting task for the prevention function such as the Samapta, Lantas and Polair functions. Prevention is one way to suppress the rate of illegal mining, therefore the Muara Enim Police and its ranks together with the prevention function carry out prevention activities through patrols to places prone to illegal coal mining or raids at certain points.

Preventive activities are carried out together with the prevention function in the Polri organization by prioritizing synergy between functions and collaboration with other agencies/institutions such as WALHI and/or Environmental Activists. Prevention activities have been carried out, so that they can at least restrain the rate of development of illegal coal mining in the jurisdiction of the Muara Enim Police.

Preventive activities are also carried out together with the development function and private institutions/other stakeholders to prevent the occurrence of illegal mining crimes in the Muara Enim Regency area. The formation of an anti-illegal mining community by the community aims to prevent the spread of illegal coal mining in the community.

The implementation of operations and raids in places prone to illegal mining, such as hilly/mountainous areas, along the Merangin river area, etc., has been directed and consistent, so that illegal mining is decreasing.

Carrying out early detection activities by checking mining business permits, this is done to minimize companies that are not registered and/or have coal mining permits in the jurisdiction of the Muara Enim Police.

c. Repressive.

Repressive activities (law enforcement) are the capabilities of the Muara Enim Police Criminal Investigation Unit in dealing with illegal coal mining crimes, which can be explained as follows:

Optimal law enforcement is the main task in prosecuting illegal coal miners which is carried out in accordance with applicable laws and regulations.

Optimal implementation of repressive activities using the organization's resources and prioritizing synergy with other functions and collaboration with institutions / agencies related to overcoming illegal coal crimes.

Existing cooperation has been carried out between investigators, both Polri investigators. Coordination with the prosecutor's office within the Criminal Justice System has also been running so far. There has been an increase in cooperation to optimize the disclosure of illegal coal mining crimes that are more massive and successful in terms of quantity and quality.

Optimal early detection carried out by the Muara Enim Police to collect information regarding the optimal illegal coal mining network syndicate.

The tracing and confiscation of illegal coal mining assets have been carried out optimally.

Legal regulations can be enforced (rules) clearly and firmly and supported by evidence and expert witness statements. With good regulations in the Mining Law and other related Regulations such as the Regulation of the Minister of Resources and Minerals.

Law enforcement activities are prioritized on results in terms of quantity and quality, investigations and inquiries can develop towards investigations into other suspects, or towards money laundering crimes.

d. Cooperation between Muara Enim Police and related agencies in handling illegal coal mining cases in the jurisdiction of Muara Enim Police

According to Thomson and Perry in Keban (2007), "Cooperation has different degrees, starting from coordination and cooperation to a higher degree, namely collaboration". Cooperation with the Muara Enim Regional Government, BPBD, Activists or WALHI and other stakeholders should ideally be synergistic, especially in the field of mitigation reviewed from the aspects of communication, coordination and collaboration, which can be described as follows:

- 1) Communication: The exchange of data and information related to illegal mining is two-way, so that the mitigation of illegal coal mining crimes runs simultaneously. Increasing the intensity of communication, both formal and non-formal, so that the cooperation carried out is truly synergistic, and can reduce friction that can cause potential conflicts in illegal coal mining.
- 2) Coordination: Optimal coordination with cross-sectoral agencies in overcoming illegal coal mining crimes with follow-up with the existence of Work Procedure Relations (HTCK); Optimal meeting activities in the form of coordination meetings (rakor), so that sharing of information related to the spread of illegal coal mining and how to handle it becomes optimal. For example, routine meetings are usually held only once a year, but can be increased to quarterly or once every 3 months. With this continuous intensity, it can increase the overcoming of illegal mining crimes which are getting faster and more rapid.
- 3) Collaboration: Integrated activities to overcome illegal coal mining crimes between the agencies involved, because they have the same goal, namely optimizing the overcoming of illegal mining crimes and maintaining environmental sustainability in the jurisdiction of the Muara Enim Police.

The cooperation that has been created is implemented in the form of a special task force/community (a combination of several stakeholders) in dealing with illegal coal mining crimes so that a sense of togetherness with the same goal is seen, namely dealing with illegal coal mining crimes and environmental sustainability in the jurisdiction of the Muara Enim Police.

CONCLUSION

Illegal coal mining in Muara Enim Regency has shifted from manual labor to heavy equipment use, with perpetrators employing trucks to transport coal to stockpiles before distribution, involving locals and transport operators. To combat this, the Muara Enim Police formed a multi-stakeholder Task Force (PETI), though remote locations pose challenges. The proposed strategy emphasizes improved communication, coordination, and collaboration, evidenced by cross-agency information sharing, coordination meetings, and integrated enforcement efforts. Future research could explore technology like drones or blockchain for monitoring, socio-economic drivers of community involvement, alternative livelihood programs, comparative policing models, and the impact of corruption and political influences on illegal mining persistence.

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