

Research Article

## How do Local Governments Communicate and Facilitate the Implementation of Investment Paradiplomacy?

Ahmad Harakan<sup>1</sup>, Nuryanti Mustari<sup>2</sup>, Abel Alfred Kinyondo<sup>3</sup>, Kittisak Jermsittiparsert<sup>4</sup>

### Abstract

This article discusses the practice of local government in communicating and facilitating investment paradiplomacy practices. Since decentralization has become the practice of modernizing the division of tasks between the central government and Local Governments, paradiplomacy has become a concept and practice involved and provides diversity in developing cooperation in regional development. In an era without borders with the proliferation of intranet and internet communication channels, local governments have easy access to building a vision of internationalization, increasing the capacity and capability of competitive human resources to promoting regional potential that can not only be known nationally but also internationalization. This study uses a type of qualitative research. This research came from interviews and field observations in South Sulawesi, Indonesia; besides that, they compiled various references to strengthen the analysis and conclusions. Since the fall of the New Order and the concept and policy of autonomy in Indonesia, local governments have had a unique opportunity to make formal presentations on resource promotion, investment activities, and human resource enhancement. This is also true in South Sulawesi, wherefrom the start, it has responded to these opportunities and opportunities with a series of activities that facilitate the implementation of investment paradiplomacy practices such as the availability of regional regulations, development of service and information infrastructure, and promotion of regional potential in domestic and overseas expo activities.

**Keywords:** *Investment, Paradiplomacy, Local Government, Decentralization, Government Communications*

---

<sup>1</sup> Implementation of Research and Publication of this article Funded by Lembaga Penelitian, Pengembangan dan Pengabdian Kepada Masyarakat, Universitas Muhammadiyah Makassar, Indonesia through an International Collaborative Research Grant with a Contract Number: 004/KONTR-PENL/PENGABD/IV/1442/2021

<sup>2</sup> Asst. Prof., Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar, Indonesia, E-mail: ahmad.harakan@unismuh.ac.id, <https://orcid.org/0000-0002-6707-136X>

<sup>3</sup> Asst. Prof. Dr., Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar, Indonesia, E-mail: nuryantimustari@unismuh.ac.id, <https://orcid.org/0000-0002-2413-7402>

<sup>4</sup> Assoc. Prof. Dr., College of Education, University of Dar es Salaam, Tanzania, E-mail: kinyondoabel@yahoo.com, <https://orcid.org/0000-0003-4071-4799>

<sup>5</sup> Prof. Dr., College of Innovative Business and Accountancy, Dhurakij Pundit University, Thailand, E-mail: kittisak.jer@dpu.ac.th, <https://orcid.org/0000-0003-3245-8705>

## Introduction

After the rolling of the reform era and the decentralization policy, the practice of local government has developed very broadly, both in terms of theory and practice (Andhika, 2018; Holzhaacker, Wittek, & Woltjer, 2016). This is also inseparable from the development of information technology, which currently can cross State boundaries (Hardi & Gohwong, 2020; Holzhaacker, Wittek, & Woltjer, 2015). The flow of globalization that does not recognize time and space has created various forms and ways of building effective, efficient, and impacting cooperation networks for local development (Harakan, 2020; Utomo, 2020).

The phenomenon of cooperation and diplomacy, which has been traditional and tends to look very rigid, is only carried out by a group of trained people who are officially appointed by a country's government, what we know as diplomats have been replaced (Dubrovina & Salamov, 2019). This phenomenon has become the forerunner to the birth of modern diplomacy that is very flexible and has led to various actors playing a role in it, including local governments (Dubrovina & Salamov, 2019).

In the Republic of Indonesia especially in East Indonesia Region, which has a geographical location dominated by islands and oceans, the Government has its challenges in the realization of people's welfare and equitable development in any sector and any region amidst massive development competition (Jackson, 2018; Surwandono, 2019). The Government of Indonesia's decentralization policy was established and is believed to be one of the effective and efficient solutions to equalize development in every region in the Indonesian archipelago. One of the concrete forms of implementing the decentralization policy implemented by Indonesia is implementing bureaucratic reform and development with the realization of regional autonomy policies, from the regions, by regions, and for the regions (Novialdi & Rasanjani, 2020).

Regional autonomy and decentralization are forms of the delegation of rights, powers, and obligations given by the central government to local governments in each province and city to manage their respective regions while adhering to the State's Constitution. Where in the end, it is hoped that it can manifest in a real way an effective, efficient, and authoritative government administration to realize service provision to the community (Talitha, Firman, & Hudalah, 2020). Concerning this bureaucratic reform and development, the emergence of a new actor called the local government influences transnational relations development (Mukti et al., 2018; Mursitama & Lee, 2018).

The decentralization policy and the phenomenon of new actors in government relations with foreign actors are contained in the concept of paradiplomacy (Issundari, 2018). Paradiplomacy is still a relatively recent phenomenon in government studies. Paradiplomacy refers to the behavior and capacity to conduct foreign relations with foreign parties by sub-state entities, local governments in the context of their specific interests (Surwandono & Maksum, 2020). In this era without boundaries, of course, paradiplomacy becomes a strong phenomenon along with the opening of access and the increasing role and influence of non-state actors in the arena of government relations (Mukti, Fathun, Muhammad, Sinambela, & Riyanto, 2021). Local governments can promote trade, investment, and various potential collaborations with parties outside the jurisdiction of the State. In this case, Paradiplomacy has stimulated local action in the realization of regional participation in global interactions (Wolff, 2007).

Research and publications on paradiplomacy in Indonesia are still dominated by various themes (figure 1), such as paradiplomacy and local political movement (Mukti, Warsito, Surwandono, Badruzaman, & Pribadi, 2019), paradiplomacy and investment (Alam, Sinaga, Affandi, & Dermawan, 2020; Harakan, 2020; Putri, 2020), paradiplomacy and smart city (Mursitama & Lee, 2018), paradiplomacy and tourism (Pratama, 2020; Surwandono, 2019), paradiplomacy and borders (Clemente, 2018) and paradiplomacy and disaster (Resty, 2018).



**Figure 1. Various Theme Map of Paradiplomacy Issue in Indonesia**

In conducting research, discussions, and publications on paradiplomacy, it is rare to discuss the appropriate way for the local government to utilize the concept of paradiplomacy to communicate and facilitate the implementation of the investment paradiplomacy. After reviewing various researches and publications on paradiplomacy in Indonesia and the lack of discussion of best practices in implementing investment paradiplomacy by local governments, this discussion will specifically discuss the issue. Discussions on best practices in providing a complete picture and lessons learned could be applied by local governments elsewhere. This examination makes it easier to equalize the implementation of paradiplomacy due to a clear understanding of the rules and performance of paradiplomacy, mostly what has been done by the Local Government in South Sulawesi as a big capital in East Indonesia Regions.

### **Literature Review**

#### **Investment Paradiplomacy**

To explain how the presence of Sub-State Government or local government is present as an international actor, a different perspective is needed in International Relations, which is used to explain the variables from the level of analysis of this phenomenon. This article views and analyzes through other perspectives that exist in International Relations and government studies, namely, Paradiplomacy and government practices and the interrelationships between these key concepts. By looking at the reference sources of research and publications that have been available.

In this era, what colored the world community interaction system after the Westphalia regime turned out to have a more participatory character for all international actors, both at the state and local, institutional, and individual levels (Chatterji & Saha, 2017). Transnational relations do not necessarily abolish the main pillars of the sovereignty of a country but give rise to a demand for further regulation of the state's commitment to "share" sovereignty within its constitutional boundaries (Mukti et al., 2021). This phenomenon is the local movement in the global realm that is expected to increase competitiveness towards an era of globalization full of competition, not only for the State but also for the region at the provincial level or the level of the regency/city within the country (Dubrovina & Salamov, 2019).

Other academics have emphasized paradiplomacy as a form of local government empowerment in foreign relations, which is necessary along with the acceptance of

multitrack diplomacy as the real demands of international relations in a climate of globalization and democracy (Damayanti, 2012; Mukti, 2019). On the other hand, Indonesia's paradiplomacy architecture is still very administrative, procedural, and technical, which results in the inability to accelerate paradiplomacy by local governments in Indonesia to attain local and national interests progressively (Surwandono & Maksun, 2020).

Duchacek describes paradiplomacy in three types (Cornago, 2018). The first type is transborder paradiplomacy. Refers to the institutional, formal, and informal relationships by sub-national governments that are different from countries but with natural geographic boundaries. This is made possible by the emotional connection between culture and history. The second type is transregional paradiplomacy, namely the diplomatic relations carried out by sub-national governments of different countries and not directly bordering. Still, the country in which the two sub-national governments are located is presently based in one area. The third type is global paradiplomacy, sub-national governments that carry out diplomatic relations in different countries, from other regions, from different parts of the world (Cornago, 2018).

The conceptualization of paradiplomacy also has an impact on investment studies and practices (Alam & Sudirman, 2020; Harakan, 2020). Investment paradiplomacy is the ability of local governments to attract investment based on regional regulations and the concept of paradiplomacy in which non-state actors (local governments, etc.) play a role in the diplomatic framework (Harakan, 2020).

In investment studies, of course, it is closely related to capital as a prerequisite for regional development. Capital is obtained from parties investing in the area, one form of it through a foreign investment scheme (Rugman, Lecraw, & Booth, 1985). Foreign investment has a vital urgency for development development, this is very basic when you want to understand the basic concepts of investment in development reality (Kis-Katos & Sjahrir, 2017). The fact that the potential power in the economy which is abundant in all parts of the country that has not been processed can be a real economic power (Lindblad, 2015), but the fundamental factors, namely limited capital, experience of adequate human resources and technology, make all economic strengths. potential and real cannot be maximally utilized (Lindblad, 2015).

The urgency of the importance of capital related to the rationality of physical and social infrastructure development demands that local governments have creativity in building investment cooperation networks. The conceptualization of paradiplomacy actually encourages the government to not only think and act locally because the massive changes in the current era when viewed in the framework of cooperation have encouraged local governments to think and act globally (Harakan, 2020).

### **Government Communications**

The success of development begins with the existence of communication in development (Alon-Barkat, 2020). Communication has an important role in the implementation of development (Alon-Barkat, 2020; Kozolanka, 2006). The concept of development communication can be seen in a broad and limited sense (Gelders & Ihlen, 2010). In a broad sense, development communication includes the role and function of communication (as a reciprocal message exchange activity) between all parties involved in development efforts, especially between the community and the government, from the planning, implementation, and assessment processes of development (Gelders & Ihlen, 2010). While in a narrow sense, development communication is all efforts and means, as well as techniques for conveying ideas, and development skills that come from the party initiating development and aimed at the wider community. This activity aims to make the target community understand, accept, and participate in implementing the ideas presented earlier (Gelders & Ihlen, 2010).

In the implementation of government communication, it is necessary to develop relevant and constructive communication, especially in the midst of various challenges and changing eras (Killingsworth, 2009). Government communication in today's era can no longer be carried out in a closed manner. Innovation in responding to existing challenges requires the government to build a type of communication that is open and without boundaries (Graham, Avery, & Park, 2015). Open and effective communication means providing verified, communicative and responsive social media (Graham et al., 2015) and integrated e-government system (Hardi & Gohwong, 2020).

### **Methodology**

This research with the theme of paradiplomacy uses qualitative research through case studies. Qualitative research means exploration and understanding of the meaning of social problems (Creswell, 2012). Qualitative research points to the need for limitations on the basis of the focus that arises as problems in research.

The focus of this research is: Investment Paradiplomacy in Local Government Practices in South Sulawesi, Indonesia. The location of the research is located at the Office of the Investment Coordinating Board of the Republic of Indonesia in Jakarta and the Office of Investment and One Stop Services of South Sulawesi Province with the consideration of the need for new and quality breakthroughs in the implementation of investment paradiplomacy by the Regional Government in South Sulawesi, Indonesia.

The technique of determining informants is carried out by purposive sampling through key persons, by determining which groups of participants become informants according to the selected criteria relevant to the research problem (Bungin, 2007). To facilitate the determination of informants in the field, researchers target key informants to be the Head of the Investment Coordinating Board of the Republic of Indonesia and the Head of the Investment and One Stop Services Office of South Sulawesi Province as well as important parts of the office that can provide the information needed by researchers, as well as various parties who can provide straightforward, precise and effective information.

Observation, interview, and documentation are data and information collection techniques in this study. The observation used in this research is participant observation. Researchers are directly involved with the program to be studied so that the data obtained is more complete and sharp (Sugiyono, 2016), and conducts focused observation which is one type of observation that specifically refers to the formulation of the problem or research theme, in this study the focus of observation are public service innovations (Basrowi & Suwandi, 2008).

The interview technique used is in-depth interviews through a semistructured approach to find more open problems (Sugiyono, 2016). As well as to obtain information from someone by asking questions, based on research objectives (Mulyana, 2010).

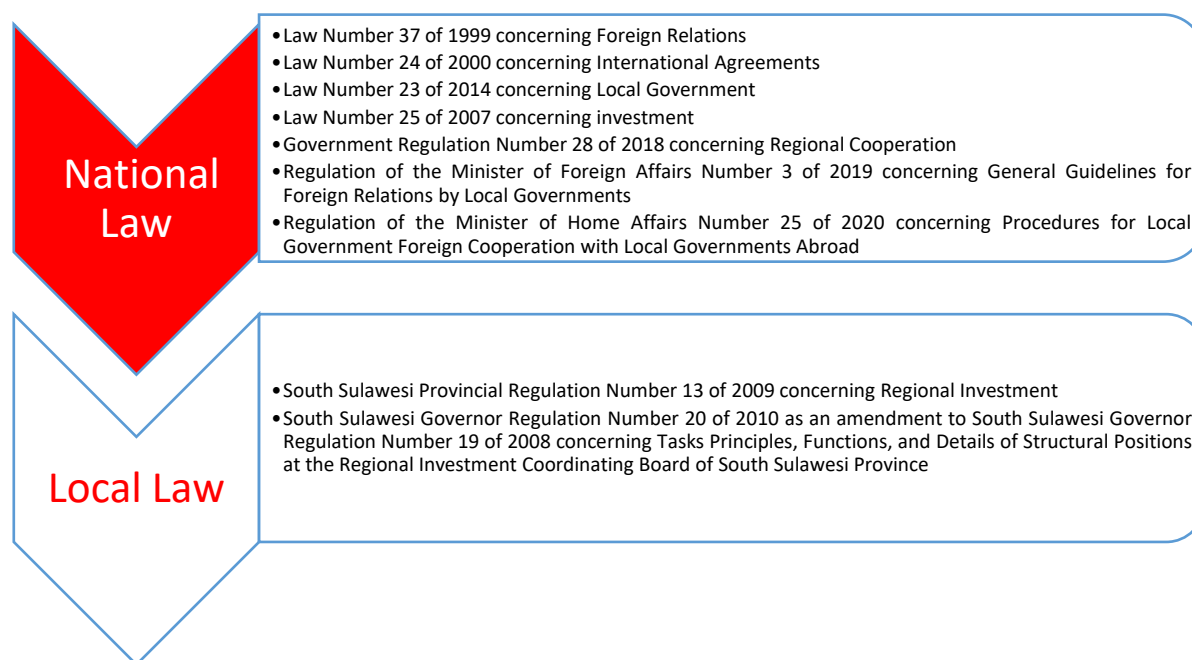
Participatory observation and in-depth interviews can also be supplemented with documents. These documents can reveal how the subject defines himself, the environment, and the situation faced at a certain time and how these definitions are related in relation to the people around him and his actions (Mulyana, 2010).

Data analysis refers to the flow of activities used by Miles & Huberman (2007), namely data collection; data reduction; display and draw conclusions or verification. In addition, the research team will hold a limited Focus Group Discussion with academics and experts to discuss the data obtained for drawing conclusions.

## Findings and Discussion

Autonomy is a condition or characteristic of not being controlled by other parties or outside forces. The autonomous government has sufficient income to self-determination, fulfill life's welfare, and achieve life goals legally (Jatmika, 2001; Yakub, Abdul Ghani, & Anwar, 2018). Regional autonomy and decentralization are the powers of autonomous regions to regulate and manage local communities' interests according to their initiatives based on community aspirations following statutory regulations (Rodiyah, Arifin, & Steven, 2020; Syaokani, Gaffar, & Rasyid, 2002).

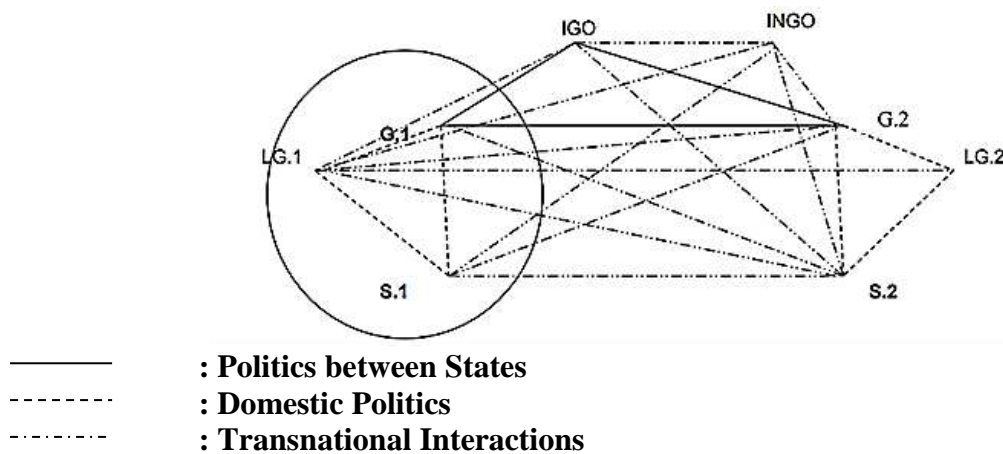
Since the last few years, South Sulawesi Province has become the leading destination for economic, educational, and social activities in Indonesia's Eastern region, characterized by consistent economic growth that shows positive trends and statistics, stretching infrastructure development, facilities, and infrastructure to support economic and investment activity (Fathun, 2016). Progress and the government's strong commitment to encouraging the acceleration and acceleration of the regional economy are by expanding cooperative activities through policies (Harakan, 2020). This phenomenon is so fundamental because the Provincial Government of South Sulawesi realizes the urgency of promotion and building networks with a series of benefits that can be obtained (Harakan, 2020).



**Figure 2. Various Natinal and Local Law of Investment Paradiplomacy in Indonesia**

Before discussing further about the practice of paradiplomacy in South Sulawesi, the main thing that needs to be clarified is the availability of legal rules as showed in Figure 2. Law Number 37 of 1999 concerning Foreign Relations, Law Number 24 of 2000 concerning International Agreements, Law Number 25 of 2007 concerning investment, Law Number 23 of 2014 concerning Local Government which is then technically implemented is regulated in Government Regulation Number 28 of 2018 concerning Regional Cooperation, Regulation of the Minister of Foreign Affairs Number 3 of 2019 concerning General Guidelines for Foreign Relations by Local Governments, Regulation of the Minister of Home Affairs Number 25 of 2020 concerning Procedures for Local Government Foreign Cooperation with Local Governments Abroad are a critical foundation in implementing paradiplomacy practices by local governments (Mukti, 2020).

Regulations that were passed at the central level were then responded to with paradiplomacy-friendly regional regulations such as South Sulawesi Provincial Regulation Number 13 of 2009 concerning Regional Investment, South Sulawesi Governor Regulation Number 20 of 2010 as an amendment to South Sulawesi Governor Regulation Number 19 of 2008 concerning Tasks Principles, Functions, and Details of Structural Positions at the Regional Investment Coordinating Board of South Sulawesi Province, the Regional Medium-Term Development Plan began in 2013 under the leadership of Syahrul Yasin Limpo until the Regional Medium-Term Development Plan under the leadership of Nurdin Abdullah until 2022, and a series of Memorandums of understanding between local governments and foreign parties (Fathun, 2016; Harakan, 2018, 2020; Harakan, Rahman, & Hartaman, 2021; Resty, 2018). The Existence of Local Governments (sub-state actors) based on concepts, laws, and practices can be understood by identifying and analyzing figure 3.



**Figure 3. The Existence of Local Governments (sub-state actors)**  
**Source: Mukti (2020)**

In communicating and facilitating the implementation of investment paradiplomacy, the Local Government and the Provincial Government of South Sulawesi started the availability of service providers by strengthening the Cooperation Bureau's institutions and the One-Stop Investment and Integrated Services Office as the leading sector in implementing investment paradiplomacy. This institution has a reliable communication and promotion system through social media, the availability of an adequate e-government system and promotional website. Before taking the form of service, matters related to investment and one-stop integrated services were only government agencies. Cooperation bureaus and investment service institutions are available at the local government and provincial government levels.

This institution's existence is essential, especially in historical records; when the monetary crisis in the 1997-1998 period faced the national economy, certain commodities were still able to generate sizeable foreign exchange in South Sulawesi (Tyas, 1998). Besides, several exciting things make South Sulawesi Province have the advantage to be glimpsed in cooperation networks through the investment paradiplomacy scheme (Harakan, 2020), namely:

- a. A strategic position as a center for air and sea transportation services in the Eastern Region of Indonesia and a service center for trade, industry, and banking services;
- b. A relatively safe area for investment activities in Indonesia, where community and labor unrest is relatively low;
- c. The diversity of natural resource potentials and the availability of adequate regional infrastructure for cooperative activities;
- d. Eastern Indonesia as a potential market that has not been fully utilized;

- e. Local government commitment is firm in providing facilities;
- f. Availability of quality human resources;
- g. Land availability, which is still comprehensive and relatively cheap.

The availability of regulations, Memorandum of Understanding, service infrastructure, and potential local advantages is supported by the availability of information infrastructure in websites and applications that can be easily downloaded on smartphones. Also, infrastructure to communicate and facilitate the implementation of investment paradiplomacy is marked by the availability of Universities and schools (Harakan, 2020), Makassar Industrial Area (Rustam, 2019), Tallasa City Industrial Area (Idrus & Hakim, 2018), and Bantaeng Industrial Area and Smelter Area (Kadir, Majid, & Nurlinah, 2016). These facilities are a promotional attraction for investors to invest in this area.

Community empowerment cooperation in South Sulawesi has been implemented by the Local Government of Bantaeng in the Sulawesi Agfor (Agroforestry & Forestry) Program (Burhan, 2016), and improving the quality of hygiene management in cooperation with Japan Government and International Governmental Organization (Harakan et al., 2021). Community empowerment activities like this can be carried out regularly with foreign partners with different programs according to the needs or problems to be resolved.

In the promotional event, the regional government and the provincial government in South Sulawesi carried out a series of activities such as participating in overseas expos regarding the introduction of regional potential. Also, the government holds events to support promotions such as the South Sulawesi Expo, which is held every year, the Makassar Eight Festival (F8), the Indonesia-Japan Business Forum and Expo, and activities carried out by private parties such as the Makassar International Writers Festival, as well as various international conferences. As a vehicle for scientific dissemination in multiple science fields by presenting academics and practitioners from multiple countries.

The availability of national and local laws, a series of Memorandums of Understanding, potential regional advantages, adequate infrastructure, community empowerment activities, and promotion are the right actions taken by the local government in facilitating the success of paradiplomacy practices, especially in South Sulawesi.

### **Conclusion and Suggestions**

The decentralization policy was marked by the expansion of local government relations from local-national to international. Paradiplomacy, as a concept and practice, provides a solid foundation for local governments to be creative and improvise in developing their potential and accelerated development.

Although they often face obstacles in implementing investment paradiplomacy, the Local Government still has to have ideas and concepts to communicate and facilitate the implementation of paradiplomacy especially about investment. The local government and the Provincial Government of South Sulawesi have carried out a series of best practices to realize these practices, such as availability of national and local laws, a series of Memorandums of Understanding, potential regional advantages, adequate infrastructure, community empowerment activities, and promotions in domestic and abroad via Social Media and E-Government System.

### **Acknowledgments**

All authors thank Lembaga Penelitian, Pengembangan dan Pengabdian Kepada Masyarakat, Universitas Muhammadiyah Makassar, Indonesia through an International Collaborative Research Grant with a Contract Number: 004/KONTR-PENL/PENGABD/IV/1442/2021. We would also like to thank the University of Dar es Salaam, Tanzania and the Political Science



Association of Kasetsart University, Thailand for their partnerships during research and publication.

## References

- Alam, G. N., Sinaga, O., Affandi, R. N., & Dermawan, W. (2020). The Role of the Government of West Java as a Sub-National Actor in Increasing Local Economic Development Through Paradiplomacy Economic. *Solid State Technology*, 63(4).
- Alam, G. N., & Sudirman, A. (2020). Paradiplomacy Pemerintah Kota Bandung Melalui Kerja Sama Sister City. *Jurnal Ilmiah Hubungan Internasional*, 16(1), 31–50. <https://doi.org/10.26593/jihi.v16i1.3365.31-50>
- Alon-Barkat, S. (2020). Can Government Public Communications Elicit Undue Trust? Exploring the Interaction between Symbols and Substantive Information in Communications. *Journal of Public Administration Research and Theory*, 30(1), 77–95. <https://doi.org/10.1093/jopart/muz013>
- Andhika, L. R. (2018). Discretion and Decentralization: Public Administrators Dilemmas in Bureaucracy Innovation Initiatives. *Otoritas : Jurnal Ilmu Pemerintahan*, 8(1), 17. <https://doi.org/10.26618/ojip.v8i1.1040>
- Basrowi, B., & Suwandi, S. (2008). *Memahami Penelitian Kualitatif*. Jakarta: Rineka Cipta.
- Bungin, B. (2007). *Penelitian Kualitatif, Komunikasi, Ekonomi, Kebijakan Publik, dan Ilmu Sosial Lainnya*. Jakarta: Kencana.
- Burhan, Z. (2016). Efektivitas Bantuan Pembangunan Internasional dalam Program Sulawesi Agfor (Agroforestry & Forestry) Project terhadap Pemberdayaan Hutan Desa Campaga Kabupaten Bantaeng, Sulawesi Selatan. *Wanua : Jurnal Hubungan Internasional*, 1(3).
- Chatterji, R., & Saha, S. (2017). Para-diplomacy: Concept and the Context. *India Quarterly: A Journal of International Affairs*, 73(4), 375–394. <https://doi.org/10.1177/0974928417731638>
- Clemente, I. (2018). Paradiplomacy and cross-border relations. *Civitas*, 18(2). <https://doi.org/10.15448/1984-7289.2018.2.29640>
- Cornago, N. (2018). Paradiplomacy and Protodiplomacy. In *The Encyclopedia of Diplomacy*. <https://doi.org/10.1002/9781118885154.dipl0211>
- Creswell, J. W. (2012). *Metode Penelitian Kualitatif*. Yogyakarta: Pustaka Pelajar.
- Damayanti, C. (2012). Potensi Paradiplomasi Dalam Mendukung Kinerja Diplomasi Indonesia Menuju Komunitas ASEAN. *Transformasi*, 14(22).
- Dubrovina, O. V., & Salamov, R. R. (2019). Paradiplomacy as a New Architecture of International Relations. *Political Science Issues*, 33(3), 311–315. <https://doi.org/10.35775/psi.2019.33.3.010>
- Fathun, L. M. (2016). Paradiplomasi Menuju Kota Dunia: Studi Kasus Pemerintah Kota Makassar. *Indonesian Perspective*, Vol. 1, pp. 75–94. Institute of Research and Community Services Diponegoro University (LPPM UNDIP). <https://doi.org/10.14710/ip.v1i1.10430>
- Gelders, D., & Ihlen, Ø. (2010). Minding the gap: Applying a service marketing model into government policy communications. *Government Information Quarterly*, 27(1), 34–40. <https://doi.org/10.1016/j.giq.2009.05.005>
- Graham, M. W., Avery, E. J., & Park, S. (2015). The role of social media in local government crisis communications. *Public Relations Review*, 41(3), 386–394. <https://doi.org/10.1016/j.pubrev.2015.02.001>
- Harakan, A. (2018). Paradiplomasi Dalam Percepatan Pembangunan Infrastruktur Fisik dan Sosial di Kabupaten Bantaeng. *Jurnal Power in International Relations (PIR)*, 3(1). <https://doi.org/http://dx.doi.org/10.22303/pir.3.1.2018.1-15>
- Harakan, A. (2020). *Paradiplomasi Investasi*. Yogyakarta: Samudra Biru.
- Harakan, A., Rahman, M., & Hartaman, N. (2021). Paradiplomacy in Improving the Quality of Hygiene Management in Bantaeng, Indonesia. *Psychology and Education*, 58(2).
- Hardi, R., & Gohwong, S. (2020). E-Government Based Urban Governance on the Smart City Program in Makassar, Indonesia. *Journal of Contemporary Governance and Public Policy*, 1(1). <https://doi.org/https://doi.org/10.46507/jcgpp.v1i1.10>
- Holzhaecker, R. L., Wittek, R., & Woltjer, J. (2015). Decentralization and Governance for Sustainable Society in Indonesia. *Decentralization and Governance in Indonesia*, pp. 3–29. Springer International Publishing. [https://doi.org/10.1007/978-3-319-22434-3\\_1](https://doi.org/10.1007/978-3-319-22434-3_1)
- Holzhaecker, R. L., Wittek, R., & Woltjer, J. (2016). *Decentralization and Governance in Indonesia*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-22434-3>
- Idrus, I., & Hakim, H. (2018). Analisa Perkembangan Kawasan Industri Tallasa City Di Kota Makassar. *ILTEK : Jurnal Teknologi*, 13(01), 1901–1907. <https://doi.org/10.47398/iltek.v13i01.56>
- Issundari, S. (2018). Paradiplomacy and Indonesian Public Diplomacy. *Proceedings of the 5th International Conference on Community Development (AMCA 2018)*. Atlantis Press. <https://doi.org/10.2991/amca-18.2018.44>
- Jackson, T. (2018). Paradiplomacy and political geography: The geopolitics of substate regional diplomacy. *Geography Compass*. <https://doi.org/10.1111/gec3.12357>
- Jatmika, S. (2001). *Otonomi Daerah: Perspektif Hubungan Internasional*. Yogyakarta: Bigraf Pub.
- Kadir, H., Majid, M., & Nurlinah, N. (2016). Analisis Kebijakan Penanaman Modal Asing di Kabupaten Bantaeng.

- GOVERNMENT: Jurnal Ilmu Pemerintahan*, 7(1), 15–24. Retrieved from <http://journal.unhas.ac.id/index.php/government/article/view/1253>
- Killingsworth, C. (2009). Municipal Government Communications: The Case of Local Government Communications. *McMaster Journal of Communication*, 6(2).
- Kis-Katos, K., & Sjahrir, B. S. (2017). The impact of fiscal and political decentralization on local public investment in Indonesia. *Journal of Comparative Economics*, 45(2), 344–365. <https://doi.org/10.1016/j.jce.2017.03.003>
- Kozolanka, K. (2006). The Sponsorship Scandal as Communication: The Rise of Politicized and Strategic Communications in the Federal Government. *Canadian Journal of Communication*, 31(2). <https://doi.org/10.22230/cjc.2006v31n2a1745>
- Lindblad, J. T. (2015). Foreign Direct Investment in Indonesia: Fifty Years of Discourse. *Bulletin of Indonesian Economic Studies*, 51(2), 217–237. <https://doi.org/10.1080/00074918.2015.1061913>
- Miles, M. B., & Huberman, A. M. (2007). *Analisis Data Kualitatif: Buku Sumber Tentang Metode-Metode Baru*. Jakarta: Universitas Indonesia Press.
- Mukti, T. A. (2019). Paradiplomacy and the Future of Aceh Government. *Proceedings of the 1st Aceh Global Conference (AGC 2018)*. Atlantis Press. <https://doi.org/10.2991/agc-18.2019.8>
- Mukti, T. A. (2020). *Politik Paradiplomasi dan Isu Kedaulatan di Indonesia*. Yogyakarta: The Phinisi Press.
- Mukti, T. A., Fathun, L. M., Muhammad, A., Sinambela, S. I., & Riyanto, S. (2021). Paradiplomacy Policies and Regional Autonomy in Indonesia and Korea. *Jurnal Hubungan Internasional*, 9(2), 139–152. <https://doi.org/10.18196/jhi.v9i2.8931>
- Mukti, T. A., Warsito, T., Surwandono, S., Badruzaman, I., & Pribadi, U. (2019). Paradiplomacy management and local political movement in Aceh, Indonesia, and Catalonia, Spain. *European Journal of East Asian Studies*. <https://doi.org/10.1163/15700615-01801003>
- Mukti, T. A., Warsito, T., Surwandono, S., Badruzaman, I., Pribadi, U., Jönsson, C., ... Cornago, N. (2018). Non-State Actors and Diplomacy. In *Major Reference Works. The Encyclopedia of Diplomacy* (pp. 1–4). <https://doi.org/doi:10.1002/9781118885154.dipl0460>
- Mulyana, D. (2010). *Metodologi Penelitian Kualitatif, Paradigma Baru Ilmu Komunikasi dan Ilmu Sosial Lainnya*. Bandung: PT. Remaja Rosdakarya.
- Mursitama, T. N., & Lee, L. (2018). Towards a framework of smart city diplomacy. *IOP Conference Series: Earth and Environmental Science*, 126, 012102. <https://doi.org/10.1088/1755-1315/126/1/012102>
- Novialdi, R., & Rasanjani, S. (2020). Optimizing the Ability of Aceh Province in Paradiplomacy Practice. *Nation State: Journal of International Studies*, 3(1).
- Pratama, D. P. (2020). Paradiplomacy Practice in Indonesia: A Lesson from West Nusa Tenggara Province in 2013–2019. *Journal of Islamic World and Politics*, Vol. 4. Universitas Muhammadiyah Yogyakarta. <https://doi.org/10.18196/jiwp.4145>
- Putri, S. O. (2020). Paradiplomacy of West Java Province in East Asia (2015–2018). *Proceedings of the International Conference on Business, Economic, Social Science, and Humanities – Humanities and Social Sciences Track (ICOBEST-HSS 2019)*. Paris, France: Atlantis Press. <https://doi.org/10.2991/assehr.k.200108.009>
- Resty, A. A. (2018). Dinamika Diplomasi Bencana Melalui Pendekatan Paradiplomasi oleh Pemerintah Daerah Sulawesi Selatan. *DAULIYAH JOURNAL OF ISLAMIC AND INTERNATIONAL AFFAIRS*, 3(1).
- Rodiyah, R., Arifin, R., & Steven, S. (2020). Local Autonomy and Federalism: How Indonesia Deal with Democracy in the Global Governance? *Pandecta Research Law Journal*, 15(2), 342–358.
- Rugman, A. M., Lecraw, D. J., & Booth, L. D. (1985). *International Business: Firm and Environment*. New York: McGraw-Hill College.
- Rustam, A. (2019). The Effect of Leadership Behavior on Employees Performance in Industry Companies in Makassar Industrial Area. *Social Science and Humanities Journal (SSHJ)*, 3(7).
- Sugiyono, S. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R dan D*. Bandung: Alfabeta.
- Surwandono, S. (2019). The Dynamics of Paradiplomacy Practices in the “Frontier” Areas in Indonesia. *JAS (Journal of ASEAN Studies)*. <https://doi.org/10.21512/jas.v6i2.5160>
- Surwandono, S., & Maksun, A. (2020). The Architecture of Paradiplomacy Regime in Indonesia: A Content Analysis. *Global: Jurnal Politik Internasional*, 22(1), 77. <https://doi.org/10.7454/global.v22i1.443>
- Syaukani, H., Gaffar, A., & Rasyid, M. R. (2002). *Otonomi daerah : Dalam negara kesatuan*. Yogyakarta: Pustaka Pelajar.
- Talitha, T., Firman, T., & Hudalah, D. (2020). Welcoming two decades of decentralization in Indonesia: a regional development perspective. *Territory, Politics, Governance*, 8(5), 690–708. <https://doi.org/10.1080/21622671.2019.1601595>
- Tyas, H. (1998). *Strategi Pengembangan Penanaman Modal Asing di Kawasan Timur Indonesia*. Jakarta: PPW-LIPI.
- Utomo, A. B. (2020). Reimagining City Identities in Globalisation: A Constructivist Study on City Paradiplomacy. *Global South Review*, 1(2), 33. <https://doi.org/10.22146/globalsouth.54362>
- Wolff, S. (2007). Paradiplomacy: scope, opportunities and challenges. *The Bologna Center Journal of International Affairs*, 10(1).
- Yakub, A., Abdul Ghani, A. B., & Anwar, M. S. (2018). Urgency of Political Decentralization and Regional Autonomy in Indonesia: Local Perspectives. *Journal International Studies*, 14. <https://doi.org/10.32890/jis2018.14.9>