

FOREIGN COOPERATION AS AN INSTITUTION OF REGIONAL DEVELOPMENT: AN ANALYSIS OF IMPLEMENTATION IN WEST JAVA PROVINCIAL GOVERNMENT

Bedi Budiman ^{a*)}, M. Rizky Ganda Hutama ^{a)}, Iwan Gunawan ^{a)}, Yulinar Fachriny Ayuba ^{a)}

^{a)}*Universitas Pasundan, Bandung, Indonesia*

^{*)}*Corresponding Author: bedi.budiman@unpas.ac.id*

Article history: received 01 July 2026; revised 16 July 2026; accepted 02 August 2026

DOI: <https://doi.org/10.33751/jhss.v10i02.303>

Abstract. Global developments and the decentralization of governmental authority have encouraged regional governments to utilise international cooperation as an instrument for regional development through the practice of paradiplomacy. This study aims to analyse the implementation and contribution of the international cooperation undertaken by the West Java Provincial Government in supporting regional development, while identifying the factors that facilitate and constrain its implementation. The study employs a descriptive qualitative approach. Data were collected through document analysis, a review of relevant literature, and an in depth interview with a practitioner from the Bureau of Government and Regional Autonomy of the West Java Provincial Government. The analytical framework integrates the policy implementation models of Van Meter and Van Horn and Mazmanian and Sabatier within the perspective of multi level governance. The findings indicate that West Java's international cooperation has contributed to regional development in the economic, employment, and cultural sectors. However, its long term effectiveness depends on the comprehensive fulfilment of the Six Governance Conditions, with institutional capacity and intergovernmental coordination remaining the principal challenges to effective implementation.

Keywords: Paradiplomacy; Foreign Cooperation; Regional Development; Multi-Level Governance; Six Governance Conditions

I. INTRODUCTION

Global developments require regional governments to view development as more than a purely domestic agenda. Regions are now part of an increasingly interconnected global environment, making the ability to adapt through international cooperation an important factor in strengthening regional development capacity [19]. In the context of regional development, national prosperity depends not only on central government policies but also on the ability of each region to manage its local resources in ways that promote economic, social, and environmental development [13]. The growing involvement of subnational governments in international relations to pursue local strategic interests is commonly referred to as paradiplomacy [8].

Indonesia's legal framework allows provincial governments to engage in international cooperation provided that such activities remain consistent with national policy. Among Indonesia's provinces, West Java has emerged as one of the most active in taking advantage of these opportunities. Its strategic location, large population, and economy driven by manufacturing and technology industries provide both the need and the capacity to develop international partnerships. Cooperation initiatives in education, investment, technology, and sustainable development demonstrate that West Java has

incorporated international cooperation into its broader strategy for enhancing regional competitiveness.

The effectiveness of West Java's paradiplomacy depends not only on the provincial government's ability to establish international partnerships or develop cooperation programmes but also on the institutional design of authority and the governance arrangements that shape interactions across different levels of government. Although international cooperation remains within the framework of Indonesia's national foreign policy, the provincial government must align local development priorities with coordination processes involving the central government, the Regional House of Representatives (DPRD), sectoral government agencies, and international partners. Consequently, the implementation of paradiplomacy cannot be assessed solely by examining its development outcomes. The clarity of institutional authority, the effectiveness of coordination mechanisms, and the capacity of regional institutions to transform international agreements into concrete programmes are equally important in determining whether international cooperation can be implemented successfully.

Despite the increasing number of international partnerships, active engagement in foreign cooperation does not necessarily indicate successful regional development. Much of the existing literature on paradiplomacy focuses on

mapping the forms of international cooperation or examining the political motivations of regional governments. Comparatively fewer studies have explored the relationship between paradiplomacy, policy implementation, multi level governance, governance conditions, and empirical evidence of development outcomes. This represents the principal research gap addressed by the present study. Specifically, limited attention has been given to explaining how subnational international cooperation is implemented, which actors influence its effectiveness, what governance conditions support or constrain its implementation, and which indicators can be used to assess its contribution to regional development. Accordingly, this study uses the international cooperation of the West Java Provincial Government as a case study to examine the governance of paradiplomacy, the interaction among the actors involved, and its empirical contribution to regional development.

Paradiplomacy and Multi-Level Governance

Paradiplomacy refers to the structured involvement of subnational governments in international relations to pursue economic, political, cultural, and other strategic interests that support regional development. Keating argues that, compared with conventional state diplomacy, paradiplomacy is generally more functional, targeted, and experimental in nature.

In practice, paradiplomacy does not operate independently of state authority. Instead, it takes place within a multi-level governance framework characterized by vertical interaction between central and local governments, as well as horizontal collaboration among local governments, foreign partners, international organizations, the private sector, universities, and civil society. This perspective explains why the success of paradiplomacy depends not only on the willingness of regional governments to engage internationally, but also on effective coordination across different levels of government, institutional capacity, and the ability to build and maintain collaborative networks.

Policy Implementation Models

To examine the practical effectiveness of paradiplomacy, this study combines two well-established public policy implementation models.

- 1) The first is the **Van Meter–Van Horn implementation model**, which views implementation as a process shaped by six interrelated variables: policy standards and objectives, resource availability, inter-organizational communication, the characteristics of implementing agencies, the socio-political environment, and the disposition of implementers [10]. Within the context of subnational foreign cooperation, this model provides a framework for assessing whether policy objectives are clearly defined, whether implementing agencies possess adequate resources, and whether coordination among relevant actors functions effectively.
- 2) The second is the **Mazmanian–Sabatier implementation model**, which complements the analysis by emphasizing problem tractability, regulatory capacity, and environmental factors, including human resource readiness and socio-political support [9]. This perspective highlights that foreign cooperation should not end with the

ceremonial signing of a Memorandum of Understanding (MoU). The greater challenge lies in translating international agreements into concrete work programmes, budget allocations, and effective monitoring and evaluation mechanisms.

Six Governance Conditions

To assess the extent to which governance arrangements support the implementation of foreign cooperation, this study adopts the Six Governance Conditions as its operational framework. The framework comprises six key dimensions: leadership commitment, legal authority, intergovernmental coordination, institutional capacity, transnational networking, and planning and budgeting integration. Rather than functioning as a standalone theory, these governance conditions are derived from a synthesis of governance literature and empirical findings, providing practical indicators for evaluating the implementation of subnational paradiplomacy.

II. RESEARCH METHOD

This research uses a descriptive qualitative approach to examine the implementation of foreign cooperation within the West Java Provincial Government. The research was conducted in the institutional setting of the West Java Provincial Government.

Primary data were collected through in-depth interviews. The key informant was selected using purposive sampling and consisted of Taufiq Firdaus Al Muzaky, a practitioner from the Bureau of Government and Regional Autonomy of the West Java Provincial Government. The interview was conducted during the data collection period using a semi-structured format. The interview guide covered key topics, including the initiation of foreign cooperation, governance conditions, bureaucratic challenges, and the evaluation of West Java's international partnerships. However, the sequence of questions and follow-up discussions remained flexible to allow the informant to elaborate on issues that emerged during the interview. This approach enabled the researcher to obtain comprehensive insights into institutional perspectives and the implementation process. Secondary data were collected through document analysis and a review of accredited academic journal articles and relevant literature.

Data were analyzed using the interactive model developed by Miles, Huberman, and Saldaña, which consists of data condensation, data display, and conclusion drawing. During the data condensation stage, information obtained from interviews and documentary sources was organized according to the theoretical framework and categorized based on governance dimensions and indications of development outcomes. The data display stage involved presenting the findings in an analytical narrative, while the final stage compared the empirical findings with the theoretical framework to assess the consistency between conceptual expectations and implementation practices.

To ensure the credibility of the findings, data validity was assessed through source and methodological triangulation by comparing information obtained from interviews, official cooperation documents, government regulations, and

academic literature. Nevertheless, source triangulation was subject to certain limitations because the study relied on a single primary informant representing the institutional perspective of the regional government. Consequently, official documents and regulatory frameworks were used to verify procedural consistency and formal governance arrangements rather than to provide confirmation from multiple stakeholder perspectives. While this limitation does not diminish the value of the study in explaining the implementation process and its associated challenges, it does restrict the generalizability of the findings and the strength of conclusions regarding development outcomes. Therefore, the findings should be interpreted as an exploratory qualitative case study that would benefit from future research incorporating quantitative evidence and broader stakeholder perspectives to assess outcomes and long-term impacts more comprehensively.

III. RESULTS AND DISCUSSION

Overview of Foreign Cooperation Implementation in West Java Province

According to information provided by Taufiq Firdaus Al Muzaky, as of 2026 the West Java Provincial Government has established thirteen sister province partnerships with subnational governments across various regions of the world. These international partnerships are intended to serve not merely as ceremonial arrangements but as strategic regional assets that facilitate tangible collaboration in areas such as investment, education, culture, technology transfer, and regional development.

The process of establishing these international partnerships reflects a dynamic two-way interaction. On the one hand, the West Java Provincial Government adopts a proactive approach by conducting strategic mapping to identify and select international partners whose expertise and resources align with the province's development priorities. On the other hand, West Java has increasingly become an attractive destination for collaboration proposals submitted by external actors, including foreign subnational governments, multilateral organizations, and international non-governmental organizations (NGOs). The interaction between these two approaches creates opportunities to align local development needs with available international partnerships.

Findings from the in-depth interview also indicate that the approach to initiating international partnerships has evolved across different gubernatorial administrations. During the administration of Ahmad Heryawan, foreign cooperation tended to be more responsive to collaboration proposals submitted by international NGOs. This approach was supported by the governor's political commitment to expanding partnerships with regions in the Middle East and Africa, including Sudan and Algeria. In contrast, the administration of Ridwan Kamil adopted a more strategic and needs-based approach. The provincial government first identified priority sectors requiring international support—such as workforce capacity development—before actively seeking and selecting global partners capable of addressing those specific needs. This shift demonstrates a change in the

orientation of West Java's paradiplomacy, from a predominantly reactive and accommodative approach toward a more strategic model driven by regional development priorities.

Analysis of the Determinants of Partnership Effectiveness Based on the Six Governance Conditions Framework

Findings from the in-depth interview indicate that the effectiveness of West Java's paradiplomacy is largely determined by the extent to which the Six Governance Conditions are fulfilled. Rather than functioning as independent elements, these governance conditions form an integrated and interdependent framework. A weakness in any single dimension can create implementation bottlenecks, limiting the continuity and overall effectiveness of international cooperation programmes.

Table 1. Empirical Findings Based On The Six Governance Conditions Framework

No.	Governance Dimension	Empirical Findings
1	Leadership Commitment	Regional leadership commitment serves as the primary anchor for establishing international partnerships and ensuring the continuity of cooperation across successive administrations. The transition from the administration of Ahmad Heryawan to that of Ridwan Kamil did not disrupt the momentum of the partnerships that had already been established. Political commitment played a key role in maintaining the continuity of international cooperation. However, to ensure long-term sustainability, such commitment should be institutionalized through formal governance mechanisms rather than relying primarily on the leadership of individual governors.
2	Legal Authority	Subnational foreign cooperation is implemented within Indonesia's national legal framework, particularly Government Regulation No. 28 of 2018 and Minister of Home Affairs Regulation No. 25 of 2020. These regulations provide legal legitimacy while serving as safeguards to ensure that international cooperation remains consistent with the principles of the Unitary State of the Republic of Indonesia (NKRI). However, issues related to legal authority extend beyond procedural complexity. The legal framework governing subnational foreign relations remains fragmented across multiple legislative instruments and has yet to be fully integrated into a coherent system. As a result, the scope of regional authority is largely maintained through vertical coordination and verification by the central government. While this arrangement protects national interests, it may also delay responses to rapidly emerging international opportunities, highlighting the need for governance procedures that remain robust while becoming more adaptive to the varying characteristics and risks of international cooperation.

3	Intergovernmental Coordination	The implementation of subnational foreign cooperation requires both vertical and horizontal coordination within a multi-level governance framework. Formally, the process begins with the preparation of a Letter of Intent (LoI), followed by a central government due diligence process before proceeding to the Memorandum of Understanding (MoU), which must obtain approval from the Regional House of Representatives (DPRD) within a maximum period of 45 days. Although this multi-stage procedure is relatively time-consuming, it serves as an important safeguard to ensure that international cooperation remains aligned with the principles of the Unitary State of the Republic of Indonesia (NKRI). Effective coordination is therefore essential for successful implementation; however, the lengthy approval process may also create bottlenecks that delay the execution of international cooperation initiatives.
4	Institutional Capacity	Institutional capacity represents one of the principal structural challenges facing the West Java Provincial Government. To date, there is no dedicated institutional unit with an exclusive mandate to manage foreign cooperation and international relations. This structural limitation is compounded by gaps in the technical competencies and diplomatic capabilities of government personnel responsible for implementing cooperation agreements after they have been signed. As a result, institutional capacity remains a critical determinant of implementation effectiveness, as it directly influences the government's ability to translate formal agreements into concrete programmes and sustainable collaborative outcomes.
5	Transnational Networking	The West Java Provincial Government actively participates in subnational multilateral forums, including the East Asia Local and Regional Government Congress and Urban 20 (U20). While transnational networks provide valuable opportunities for international engagement and partnership development, their contribution to regional development ultimately depends on their ability to produce concrete initiatives that deliver tangible and measurable results.
6	Planning and Budgeting Integration	Integrating international cooperation into regional planning and budgeting documents is essential to ensure the sustainability of foreign cooperation initiatives. Such structural alignment helps prevent international programmes from becoming temporary initiatives or depending solely on the commitment of individual government officials. Instead, it enables international cooperation to be supported by adequate budget allocations within the province's medium-term development plan. In this regard, planning and budgeting serve as the critical link between international commitments and measurable regional development outcomes.

The findings presented in Table I suggest that the primary challenge lies not in the absence of international cooperation

itself, but in the governance capacity required to translate cooperation agreements into sustainable development programmes. From the perspective of the Van Meter–Van Horn implementation model, the main constraints are associated with resource availability, inter-organizational communication, and the characteristics of implementing agencies [10]. Meanwhile, the Mazmanian–Sabatier model highlights limitations in the ability of policy instruments to structure implementation effectively, as well as the influence of non-legal factors, including human resource capacity and budgetary stability [9].

These findings also provide a deeper understanding of the legal authority dimension within the Six Governance Conditions framework. Legal authority should not be assessed solely by the existence of a legal basis, but also by the extent to which regulations clearly define institutional responsibilities and provide operational procedures that can be implemented effectively. When the distribution of authority remains fragmented and vertical coordination becomes the primary mechanism for ensuring the legitimacy of regional actions, legal authority becomes closely intertwined with intergovernmental coordination. Consequently, the lengthy implementation process should not be attributed solely to the bureaucratic capacity of the West Java Provincial Government. Rather, part of the challenge originates from the way Indonesia's regulatory framework structures the relationship between central government authority and the autonomy of subnational governments in conducting international cooperation.

This sequence of institutional challenges can be understood as a progression from fragmented regulations to an institutional architecture in which authority is not fully integrated. As a result, regional governments become increasingly dependent on multiple layers of vertical verification, extending the coordination process for preparing the Letter of Intent (LoI), completing the central government's due diligence, and obtaining approval from the Regional House of Representatives (DPRD). While these procedures do not necessarily prevent international cooperation from taking place, they increase the risk of missed opportunities when international partners require timely responses. In this regard, the challenges faced by West Java reflect a combination of institutional bottlenecks and regulatory design issues. Although the absence of a dedicated institutional unit and limited bureaucratic capacity continue to affect implementation quality, regional institutions must also operate within a national governance framework that remains only partially integrated and insufficiently adaptive.

The fragmented regulatory framework further reinforces this institutional arrangement. Because the scope of regional authority is not defined within a single, coherent legal framework, ensuring that regional initiatives remain consistent with national interests relies heavily on vertical coordination and administrative verification. Empirical evidence from West Java illustrates this pattern through the sequential preparation of the Letter of Intent (LoI), the central government's due diligence process before advancing to the Memorandum of Understanding (MoU), and the requirement to obtain DPRD approval within a maximum period of 45

days, as explained by the interview informant. Each stage functions as an important safeguard, reflecting the principle that regional governments do not independently conduct foreign policy. Nevertheless, the accumulation of verification procedures may become a bottleneck when opportunities for international cooperation are constrained by limited timeframes.

The issue of authority becomes even more apparent in relation to the legal interpretation of foreign policy. The Elucidation of Article 10 paragraph (1)(a) of Law No. 23 of 2014 lists several examples of foreign policy functions, including the appointment of diplomatic officials, the formulation of foreign policy, the conclusion of treaties with other states, and the determination of international trade policy. However, these examples conclude with the phrase "and others," leaving the scope of foreign policy open to interpretation. Consequently, the legislation does not clearly distinguish activities that fall within the exclusive authority of the central government from cross-border activities that may be undertaken by regional governments in exercising concurrent governmental affairs. This ambiguity is particularly relevant to West Java's paradiplomacy, which focuses on labour development, culture, investment, education, and regional development, areas that fall within regional responsibilities but whose implementation necessarily involves international actors and cross-border processes. Under these circumstances, the definition of institutional authority becomes an implementation issue rather than merely a matter of legal interpretation [18], [19].

The findings on the legal authority dimension further demonstrate that the implementation challenges of West Java's international cooperation cannot be explained solely in terms of institutional capacity. Law No. 37 of 1999 on Foreign Relations places international relations within the framework of national foreign policy and requires their implementation to comply with Indonesia's foreign policy, national legislation, and international law and practice. At the same time, Law No. 23 of 2014 on Regional Government classifies foreign policy as an exclusive responsibility of the central government. Nevertheless, the same law also provides regional governments with a legal basis to engage in international cooperation through provisions governing DPRD approval for international cooperation agreements, the acceptance of foreign grants, and cooperation between regional governments and foreign institutions or subnational governments. Although these legal provisions establish the authority for regional international engagement, they are dispersed across different articles and do not constitute a coherent legal framework governing subnational foreign cooperation [11], [18].

Indications of International Partnership Contributions to Regional Development

Although the national framework for evaluating the success of paradiplomacy has not yet been fully established, West Java's international cooperation has generated several observable contributions to regional development.

- 1) Financial resource mobilization in the economic sector.
West Java's international partnerships have facilitated access to international grants and technical assistance

through the Official Development Assistance (ODA) scheme. One example is the strategic partnership between the West Java Provincial Government and Chungnam Province, Republic of Korea, which has supported several regional development initiatives.

- 2) International labour mobility and regional workforce development. West Java's paradiplomacy has contributed to expanding employment opportunities through international labour mobility. Cooperation with Shizuoka Prefecture, Japan, has resulted in the Fuji no Kuni Mensetsukai (Work in Shizuoka) programme, which provides formal pathways for workers from West Java to access employment opportunities in Japan.
- 3) Cultural diplomacy as a form of soft power. To strengthen its international presence, the West Java Provincial Government established the Sunda Corner in London, United Kingdom. This initiative serves as a centre for promoting Sundanese intangible cultural heritage while enhancing the international image of West Java and encouraging greater global interest in the province's cultural assets.

These initiatives suggest that West Java's international cooperation has contributed to regional development across three main sectors. In the economic sector, cooperation with Chungnam Province demonstrates the provincial government's ability to utilise international networks to obtain technical assistance and external development resources. However, the economic contribution should be supported by additional evidence, including the value of funded programmes, the number of projects implemented, and the beneficiaries reached. Without such information, the most appropriate interpretation is that the partnership indicates successful external resource mobilisation rather than direct evidence of regional economic growth.

In the employment sector, the Work in Shizuoka programme illustrates how paradiplomacy can function as a mechanism for expanding access to international labour markets. The programme is particularly relevant for West Java, which has one of the largest labour forces in Indonesia. Nevertheless, its effectiveness cannot be assessed solely by its existence. A more comprehensive evaluation should include the number of participants, the number of successful applicants, the number of workers ultimately employed in Shizuoka, the sectors in which they are employed, the duration of employment, and the programme's contribution to reducing regional unemployment. These indicators would make it possible to distinguish administrative success from measurable development outcomes.

In the cultural sector, the Sunda Corner initiative in London can be understood as an instrument of regional soft power. It expands opportunities to promote Sundanese culture internationally and has the potential to strengthen the image of West Java abroad. However, its effectiveness should be assessed using measurable indicators such as the number of cultural activities organised, visitor attendance, institutional partnerships, media exposure, and any subsequent contributions to the creative economy or tourism. Without these indicators, claims regarding its success should be

limited to its role in cultural promotion rather than measurable cultural impact.

Overall, these findings demonstrate that the success of paradiplomacy should not be evaluated solely through the signing of Memorandums of Understanding or the expansion of international networks. As an instrument of regional development, international cooperation requires a clear pathway from policy commitment to tangible development outcomes. Political commitment, an appropriate legal framework, adequate financial resources, and institutional capacity must be translated through effective programme governance to produce concrete outputs, meaningful outcomes for society, and measurable impacts on regional development.

Theoretical Analysis

The practice of paradiplomacy in the West Java Provincial Government demonstrates that the involvement of regional governments in international relations cannot be understood merely as an effort to expand international networks. The findings reveal a central theoretical insight: the effectiveness of subnational paradiplomacy depends on the interaction between subnational capacity and the design of vertical authority. Regional governments may possess strong political commitment, extensive transnational networks, and the ability to identify local development priorities. However, these capacities alone do not guarantee effective and sustainable implementation when the distribution of authority and coordination procedures across different levels of government remain insufficiently adaptive.

This finding also illustrates the integrative role of the analytical framework adopted in this study. Paradiplomacy explains the external orientation of regional governments in pursuing development objectives, while the concept of multi level governance highlights that these activities are shaped by interactions across different levels of government and among multiple actors. The implementation variables proposed by Van Meter and Van Horn, together with Mazmanian and Sabatier's emphasis on the capacity of public policy to structure implementation, are operationalised through the Six Governance Conditions framework. The analysis shows that institutional capacity and legal authority are closely interconnected. Institutional capacity determines the ability of regional governments to implement international cooperation effectively, whereas the design of vertical authority defines both the scope and the pace of implementation.

In practice, coordination does not always function solely as a facilitating mechanism. When the legal framework governing subnational foreign cooperation remains fragmented and the distinction between national foreign policy and the international activities of regional governments is not clearly defined, vertical coordination also serves as a mechanism for ensuring the legitimacy of regional actions. The sequential processes involving the Letter of Intent (LoI), central government due diligence, and approval by the Regional House of Representatives (DPRD) illustrate how the design of vertical authority directly influences the speed of implementation at the subnational level. Consequently, delays or the loss of cooperation opportunities should not automatically be interpreted as evidence of limited regional

commitment or institutional weakness. Instead, they often result from the interaction between institutional constraints and a regulatory framework that requires multiple layers of administrative verification.

The West Java case further demonstrates that the province has developed the capacity to pursue a more strategic and needs based approach to international cooperation. Initiatives such as the partnership with Chungnam Province, the Work in Shizuoka programme, and the establishment of the Sunda Corner illustrate the provincial government's ability to connect domestic development priorities with international opportunities. Nevertheless, these initiatives operate within a multi level governance structure in which the central government safeguards consistency with Indonesia's national foreign policy, the Regional House of Representatives functions as part of the approval mechanism, and sectoral government agencies are responsible for programme implementation. This institutional arrangement makes coordination an unavoidable component of subnational international cooperation.

Accordingly, the effectiveness of paradiplomacy should be understood as the result of alignment between subnational capacity and the design of vertical governance. Strengthening human resources, establishing dedicated institutional units, expanding international networks, and integrating international cooperation into regional budgeting remain essential. However, their contribution will remain limited if coordination procedures across different levels of government are unable to adapt to the varying characteristics and risks of international cooperation. Likewise, more efficient administrative procedures alone will not generate meaningful development outcomes unless regional governments possess the institutional capacity to translate international agreements into measurable programmes. The experience of West Java therefore suggests that development oriented paradiplomacy requires two complementary conditions: capable subnational institutions that can implement international cooperation effectively, and a national governance framework that provides clear, systematic, and responsive arrangements for managing international cooperation.

IV. CONCLUSIONS

This study concludes that the international cooperation undertaken by the West Java Provincial Government represents a form of functional paradiplomacy aimed at supporting regional development. Through sister province partnerships, labour mobility programmes, technical assistance, and cultural promotion initiatives, West Java has demonstrated its ability to utilise international networks to expand access to development resources and opportunities. Nevertheless, the contributions of these initiatives to the economic, employment, and cultural sectors remain indicative because of the limited availability of quantitative evidence measuring programme outcomes. Based on the findings, two main conclusions can be drawn:

- 1) The effectiveness of subnational paradiplomacy depends on the interaction between subnational capacity and the design of vertical authority. The ability of regional

governments to identify development priorities, establish international partnerships, and formulate cooperation initiatives must be supported by strong institutional arrangements, competent public officials, effective monitoring and evaluation mechanisms, and the integration of international cooperation into regional planning and budgeting. These elements are essential for translating international agreements into measurable and sustainable development programmes.

- 2) The legal framework governing subnational international cooperation under Law No. 37 of 1999 on Foreign Relations and Law No. 23 of 2014 on Regional Government remains limited and lacks a coherent institutional structure. As a result, the distinction between foreign policy as the exclusive responsibility of the central government and the authority of regional governments to conduct international cooperation within the scope of concurrent governmental affairs is not clearly defined. This institutional ambiguity encourages multiple layers of vertical verification, which may delay the implementation of international cooperation initiatives.

Hence, this study recommends revising the provisions of both laws concerning subnational international cooperation. A clearer and more systematic allocation of authority would provide greater legal certainty for regional governments while allowing implementation procedures to become more adaptive to the characteristics and risks of different forms of international cooperation. Such reforms should maintain the oversight functions of both the central government and the Regional House of Representatives (DPRD) while improving administrative efficiency.

Future research should strengthen the assessment of paradiplomacy's contribution to regional development by incorporating quantitative evidence, programme evaluation documents, and a broader range of stakeholders. These should include sectoral government agencies, members of the Regional House of Representatives, central government institutions, foreign partners, programme participants, and direct beneficiaries. In addition, initiatives such as the Work in Shizuoka programme and the Sunda Corner should be evaluated using measurable performance indicators to enable a more robust empirical assessment of the relationship between subnational international cooperation and regional development outcomes.

REFERENCES

- [1] Añorve, D., & Fernando, D. Pérez Eduardo, M. R. (2022). Paradiplomacia municipal desde la gobernanza / University Paradiplomacy as an Aid to Municipal Paradiplomacy from a Governance Perspective. *Secuencia*, 114, 1–35.

- [2] Asaduzzaman, M. (2020). Global Encyclopedia of Public Administration, Public Policy, and Governance.
- [3] Fathun, L. M. (2021). Paradiplomasi Menuju Kota Dunia: Studi Kasus Pemerintah Kota Makassar. *Indonesian Perspective*, 1(1), 75–94.
- [4] Hooghe, L., & Gary, M. (2001). *Multi-level Governance and European Integration*. Rowman & Littlefield Publishers.
- [5] Kaufmann, D., Aart, K., & Pablo, Z. (2002). *Governance Matters*. World Bank Institute.
- [6] Keating, M. (2013). Regions and International Affairs: Motives, Opportunities and Strategies, in *Paradiplomacy in Action: The Foreign Relations of Subnational Governments*. Routledge.
- [7] Kusmantoro, G. (2016). Hubungan dan kerjasama pemerintahan daerah dengan pihak luar negeri. *Jurnal Hukum Positum*, 1(1), 65–76.
- [8] Kuznetsov, A. (2015). *Theory and Practice of Paradiplomacy: Subnational Governments in International Affairs*. Routledge.
- [9] Mazmanian, D. A., & Sabatier, P. A. (2010). Implementation and Public Policy (p. 299).
- [10] Meter, D. S. Van, & Horn, C. E. Van. (1975). The Policy Implementation Process: A Conceptual Framework. *Administration & Society*, 6(4), 445–448.
- [11] Michelmann, H. J., & Soldatos, P. Y. (1990). *Federalism and International Relations: The Role of Subnational Units*. Oxford University Press.
<https://doi.org/10.1093/oso/9780198274919.001.0001>
- [12] Milles, M. B., Hubberman, M. A., & Saldaña, J. (2013). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- [13] Priatna, I. A., Widada, R., The, H. Y., Fitriani, F., Atmaja, U., Amelia, S., Guswandi, Wibowo, T., Prayugo, A., Ahmad, D., Djumaty, B. L., & Dey, N. P. H. (2025). *Pembangunan Daerah* (E. Damayanti (ed.)). CV WIDINA MEDIA UTAMA.
- [14] Smoke, P. (2003). Decentralisation in Africa: Goals, Dimensions, Myths and Challenges. *Public Administration and Development*, 23(1), 7–16.
- [15] Sovacool, K. (2015). An International Comparison of Four Polycentric Approaches to Climate and Energy Governance. *Energy Policy*, 39(6), 3832–3844.
- [16] Srisaparmi, Frinaldi, A., Magriasti, L., & Naldi, H. (2025). Problematika dan Tantangan Desentralisasi di Indonesia: Kajian Literatur Review Pasca Reformasi. *Jurnal Manajemen Dan Ilmu Administrasi Publik*, 7(2), 213–220.
- [17] Suwartono, R. D. B. (2023). Mencermati kewenangan daerah untuk melakukan hubungan luar negeri: Batasan kewenangan dan keabsahannya. *Jurnal Hukum IUS QUIA IUSTUM*, 30(2), 300–323.
<https://doi.org/10.20885/iustum.vol30.iss2.art4>
- [18] Thontowi, J. (2009). Kewenangan daerah dalam melaksanakan hubungan luar negeri (Studi kasus di Propinsi Jawa Barat dan DIY). *Jurnal Hukum*, 16(2), 149–168.
- [19] Yulianto, A. N. K., Hidayaturahmi, A., & Triyulianto, T. (2025). The Impact of Globalization on Regional Development Urban and Rural Sustainable Development in Indonesia. *West Science Interdisciplinary Studies*, 3(7), 1103–1110.
<https://doi.org/10.58812/wsis.v3i07.045>