

# Strategic Implementation of the IMT-GT Subregional Cooperation Blueprint 2022-2026 in Jambi Province

Moh. Arief Rakhman<sup>1</sup>, Ahmad Baidawi<sup>2</sup>, Hatta Abdi Muhammad<sup>3</sup>, Fauzi Dahlan<sup>4</sup>

<sup>1,2,3</sup> Universitas Jambi, Jambi, Indonesia

<sup>4</sup>Universitas Al Muslim, Bireuen Aceh, Indonesia

\*Correspondence Author: [moh.ariefrahman@unja.ac.id](mailto:moh.ariefrahman@unja.ac.id)<sup>1</sup>

## Abstract

*The Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) is a subregional cooperation initiative established in 1993 by the governments of Indonesia, Malaysia, and Thailand, aiming to accelerate economic transformation in less-developed provinces. IMT-GT meetings serve as a key building block for cooperation within ASEAN. Jambi Province, one of the 10 Indonesian provinces included in the IMT-GT program, is expected to benefit from the implementation of this initiative. The IMT-GT Blueprint for 2022-2026, which serves as the framework for subregional cooperation over the next five years, was finalized in 2022. Indonesia has outlined five main strategies for this blueprint: (1) economic corridor approach and regional integration, (2) promoting private sector participation, (3) supporting inclusive growth, (4) adopting green, blue, and circular economic developments, and (5) institutional adjustments across sectors. Jambi Province has developed a designated area known as Sentusa (Sengeti, Tungkal, Sabak) to support the implementation of these strategies. This study focuses on the strategies employed by the provincial government of Jambi to implement the IMT-GT framework. This research uses an exploratory descriptive method, gathering data from primary informants and secondary literature sources.*

**Keywords:** IMT GT; Sub regional cooperation; Jambi ;Sentusa

## 1. Introduction

The Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) subregional cooperation has been an important initiative in accelerating economic development in the ASEAN region since it was first launched in 1993. The IMT-GT aims to enhance economic, social and cultural cooperation among member countries, with a focus on the development of less developed regions (ADB, 2022). The IMT-GT consists of 10 provinces from Sumatra, Indonesia, 11 states from the Malay Peninsula Malaysia, and 14 provinces from Southern Thailand (Yolin & Rantepadang, 2024).

Jambi Province, which is part of this programme, is seeking to capitalise on its potential through the development of a new economic zone known as Sentusa (Sengeti, Tungkal, Sabak) (Antara News, 2021, 2022).

The Sentusa region has abundant natural resources that have not been managed optimally, resulting in low economic exploitation at the local level. The Jambi Provincial Government is offering this area as a stimulus in the implementation of the IMT-GT Blueprint 2022-2026 (Media Indonesia, 2021), which includes five key strategies to accelerate infrastructure development and improve regional competitiveness. One of the initial steps taken is the construction of public facilities such as a general hospital, a maritime school, and a university (Media Indonesia, 2021), which are expected to have a positive impact on the regional economy.

Although IMT-GT cooperation has proven to be effective in several member countries, previous studies indicate that a major challenge in the implementation of IMT-GT at the provincial level is the difference in capacity and readiness between

more developed and less developed regions (Jung, 2018; Zhang & Lim, 2020). Therefore, this study aims to identify the extent to which the IMT-GT Blueprint 2022- 2026 strategy can be implemented in Jambi Province, as well as to explore the readiness of the local government to succeed in this project.

Prior to this study, several studies have examined the potential for subregional cooperation in improving regional economies, but few have discussed specific implementation in Jambi Province and the Sentosa region. This study is expected to fill the literature gap by providing a more in-depth analysis of the challenges and opportunities in implementing this cooperation at the local level. Between countries and creating beneficial synergies. In the context of IMT-GT, economic integration between Indonesia, Malaysia, and Thailand is expected to have a positive impact on Jambi Province, particularly in terms of investment flows and infrastructure development.

Therefore, using this theory can help understand how cooperation between these three countries can accelerate development in Jambi Province, especially through infrastructure projects involving the private and public sectors. Economic integration in ASEAN is a long process that has shown significant progress periodically (Prajanto, 2022).

## 1. Theoretical Perspectives

This article based on research that study implementation Subregional cooperation in the IMT-GT region in Jambi Province using three relevant theoretical frameworks: Regional Integration Theory, Interdependence Theory, and the Endogenous Economic Development Approach.

### 2.1 Regional Integration Theory

Regional Integration Theory argues that integration between countries in a region can accelerate development through mutually

beneficial cross-sector cooperation. Haas (Haas, 1992), in the concepts of spillover and Neo-Functionalism, states that economic integration that begins in one sector will encourage cooperation in other sectors, thereby strengthening relations between countries and creating beneficial synergies. In the context of IMT-GT, economic integration between Indonesia, Malaysia, and Thailand is expected to have a positive impact on Jambi Province, particularly in terms of investment flows and infrastructure development.

Therefore, using this theory can help understand how cooperation between these three countries can accelerate development in Jambi Province, especially through infrastructure projects involving the private and public sectors. Economic integration in ASEAN is a long process that has shown significant progress periodically (Prajanto, 2022).

### 2.2 Interdependence Theory

The theory developed by Keohane and Nye (Keohane & Nye, 1987) emphasizes the importance of interdependence between countries in economic, political, and social aspects. Countries that are interdependent are more likely to cooperate to achieve mutually beneficial goals. In the context of IMT-GT, the interdependence between Indonesia, Malaysia, and Thailand in terms of trade, investment, and infrastructure development is the main reason why the three countries agreed to cooperate in this program.

The existence of the IMT-GT as a platform for cooperation between countries also opens up great opportunities for Jambi Province to utilize existing resources and attract more investment from the private and government sectors to promote more inclusive economic growth. This concept can be used to analyze how cooperation between these three countries influences each other and how Jambi Province can take advantage of this interdependence for economic and

social gain. Over the past decade, the Indonesian government has massively undertaken infrastructure development in various regions as an integral part of its efforts to accelerate and expand economic growth and make Indonesia a developed country by 2045 (Lahu, 2021).

### **2.3 Endogenous Economic Development Approach Endogenous**

Economic Development is highly relevant for analyzing the impact of IMT-GT (Indonesia - Malaysia - Thailand Growth Triangle) cooperation in the context of economic development in Jambi Province, particularly in the development of the Sentosa region (Sengeti, Tungkal, Salak). This cooperation aims not only to increase investment in the economic sector but also to improve the quality of human resources and infrastructure, all of which are important aspects in endogenous economic development theory (Riyanto, 2015). According to relevant analysis, this subregional cooperation is capable of creating a mutually supportive ecosystem for sustainable economic growth in the region (Effendi et al., 2024).

As stated by Udin et al., integrated economic development encompasses inclusive and sustainable growth, where investment plays a crucial role in improving the quality of life of the community (Udin et al., 2021). In this context, investment in infrastructure and human resources can improve socio-economic conditions, which in turn have a positive impact on local economic growth (Fuady et al., 2022). Such investments are expected not only to aim for economic growth based on numbers but also to reduce poverty and improve the quality of life of the community, which are important components of holistic development (Priseptian & Primandhana, 2022). Specifically for the Province of Jambi, which possesses natural resource potential and urgent infrastructure needs, IMT-GT cooperation can drive the development of existing priority

sectors (Soleh & Maryoni, 2017).

For example, focusing on the agriculture and tourism sectors can be optimized through synergy with existing international cooperation policies, leading to the creation of new jobs and economic independence (Effendi et al., 2024). Additionally, this cooperation can strengthen collaboration between local governments, the private sector, and communities, which has proven to contribute to the success of community-based development initiatives in various regions across Indonesia (Hasiah & Pidawati, 2021).

Overall, IMT-GT cooperation offers significant opportunities to accelerate economic development in Jambi Province by integrating a focus on investment, human resource quality, and infrastructure development, in line with the long-term goals of sustainable economic development as outlined by endogenous economic development theory (Riyanto, 2015; Styaningrum, 2021).

## **3. Method**

This article is based on research that adopts a descriptive qualitative approach aimed at analyzing the implementation of the IMT-GT Subregional Cooperation Blueprint 2022-2026 in Jambi Province. This methodology was chosen to provide an in-depth understanding of the various challenges and opportunities that arise in the implementation of this cooperation and to explore local policies that influence the success of the strategy. The descriptive qualitative approach allows researchers to comprehensively explore data from primary and secondary sources.

### **3.1 Types and Sources of Data**

This study uses two main types of data, namely primary data and secondary data (Creswell, 2016). Primary data was obtained through in-depth interviews with relevant stakeholders, including Jambi provincial government officials, local entrepreneurs,

academics, and private sector representatives involved in the implementation of IMT-GT. Interviews were conducted using purposive sampling techniques to select informants who had direct understanding and experience of this cooperation. The interview process was guided by open-ended questions, which allowed respondents to provide deeper insights into the challenges and successes of the implementation of the 2022-2026 IMT-GT Blueprint.

**Secondary Data** To enrich the analysis, this study also relied on various official documents related to IMT-GT cooperation and Jambi provincial policies. The documents reviewed include annual reports, regional economic policies, and relevant scientific publications on IMT-GT and subregional cooperation. The collection of secondary data aims to understand the policy context applied by the Jambi Provincial Government in supporting the implementation of this cooperation.

### ***3.2 Data Collection Techniques***

**Data collection** was conducted using two main techniques, namely in-depth interviews and document review. **In-depth Interviews:** Interviews were conducted using semi-structured questions, which allowed researchers to explore informants' views on the implementation of the IMT-GT Subregional Cooperation Blueprint in Jambi. This interview technique is designed to obtain rich and in-depth information about the policies implemented, as well as the challenges faced in the implementation process. Interviews were conducted with 10 informants consisting of government officials, private sector representatives, and academics with an understanding of the topic.

**Document Review:** Document review was used to analyze policies that have been implemented and progress reports on the implementation of the IMT-GT 2022-2026 Blueprint. The documents analyzed include annual reports, regional development policies,

and relevant academic publications. This process aims to provide a broader picture of how this cooperation strategy is implemented at the local level.

### ***3.3 Data Analysis***

The data obtained from interviews and document reviews were analyzed using two analysis techniques, namely thematic analysis and descriptive analysis. **Thematic Analysis:** The interview data obtained will be analyzed using a thematic analysis approach (Braun & Clarke, 2006). This process involves identifying and categorizing the main themes that emerge from the informants regarding the challenges, opportunities, and policies implemented in the IMT-GT cooperation in Jambi. These themes will be organized to map the factors that influence the successful implementation of the IMT-GT Blueprint in the province.

**Descriptive Analysis:** Secondary data in the form of economic and social statistics related to Jambi Province will also be analyzed descriptively to provide an overview of relevant local conditions. These statistics will be used to assess the extent to which IMT-GT policies can promote economic and social development in Jambi, as well as to compare these indicators with other countries involved in IMT-GT, such as Malaysia and Thailand.

### ***3.4 Validity and Reliability***

To ensure the validity and reliability of the research results, this study used data triangulation techniques. Data triangulation was conducted by comparing information obtained from various data sources, namely interviews, document reviews, and statistical data. Thus, the findings in this article can reflect an accurate picture of the implementation of the IMT-GT Subregional Cooperation Blueprint 2022-2026 in Jambi (Denzin, 1978).

### ***3.5 Research Limitations***

This study has several limitations, including Time: Time constraints may affect the depth of interviews and the number of informants who can be interviewed. Next is Access, access to more detailed documents or data on the implementation of IMT-GT in Jambi may be limited by policy and accessibility.

## **4. Result and Discussion**

### **4.1 Economic Impact of IMT-GT**

#### ***Cooperation in Jambi Province.***

Theoretically, the study of the economic impact of IMT-GT cooperation in Jambi Province needs to align the analysis with a regional economic theory framework that not only describes the phenomenon descriptively, but also examines the tension between public policy norms, market incentives, and operational practices that can strengthen or weaken the efficiency of resource allocation. Statement delivered by Fadhila *dkk*, (2023) in the context of Jambi, the main economic impacts anticipated include increased regional investment and the spread of economic benefits through natural resource-based industrial clusters, increased agricultural sector productivity, and diversification of regional income, which in turn affects employment and local community income.

However, critical questions that need to be answered are how public policy norms regarding transparency, accountability, and profit sharing are truly internalized in the implementation of the IMT-GT program at the field level; the extent to which cross-sector coordination between provincial governments, port authorities, trade agencies, and local businesses is able to avoid policy fragmentation that has the potential to incur higher economic transformation costs for poor and marginalized communities; and how sustainable economic impact evaluation mechanisms are designed to be able to measure the real contribution of IMT-GT to productive, inclusive, and sustainable growth,

not just output indicators such as the number of projects or the aggregate value of investments.

Critical analysis further elaborates on this by considering contextual variables such as the volatility of prices of key commodities in downstream areas (e.g., palm oil and industrial timber commodities) that can affect the relative profits of local businesses, as well as the role of energy and logistics infrastructure that may not be in line with the distribution needs of goods and services in border areas.

As previously stated by Kusumawardhani, Putri and Yandra, (2022) thus, a multi-stakeholder impact assessment is needed that considers the role of micro, small, and medium enterprises (MSMEs) and highly adaptive working communities to balance macro and microeconomic risks.

### **4.2 Improved Connectivity and Infrastructure.**

Analysis of connectivity and infrastructure improvements within the IMT-GT framework in Jambi needs to not only map physical progress such as the construction of roads, ports, river ports, airports, and logistics facilities, but also examine how these changes alter market access dynamics, transaction costs, and the distribution of economic benefits among various regional actors Lahu, (2021). Theoretically, this research requires identifying the tension between the need to accelerate connectivity and the requirement for quality institutions that guarantee fair, transparent, and secure access for all parties, including vulnerable groups and local MSMEs that often face barriers to accessing capital, information, and distribution networks.

In the context of Jambi, infrastructure development not only improves the mobility of goods and people, but also affects production cost structures, delivery times, and supply chain reliability, which can ultimately improve operational efficiency and regional competitiveness if balanced with land rental

pricing policies, sustainable public-private investment counterparts, and inter-agency coordination mechanisms that reduce project overlap (Media Indonesia, 2021).

However, an important criticism that needs to be addressed is how infrastructure projects are carried out with consideration for environmental impacts, equitable land management, and the inclusion of local communities in planning and benefits, so that there is no localized gentrification or increase in the cost of living that limits the access of indigenous communities to the economic opportunities generated by increased connectivity Budi Riyanto, (2021). The implementation of data-based monitoring and evaluation policies must also highlight how indicators such as travel time, logistics costs, load capacity, and network support in border zones are continuously monitored to identify necessary improvements and to mitigate risks to the environment and public welfare.

#### ***4.3 Cross-Border Trade and Economic Relations***

Crossborder trade and economic relations between Jambi Province and other IMT-GT regions require critical analysis that highlights how trade norms, licensing, import duties, and dispute resolution mechanisms operate in practice, and how tensions between regional harmonization policy expectations and domestic interests affect program implementation at the local level Riyanto, (2015). From a theoretical perspective, cross-border economic relations in IMT-GT promise increased export-import activities, improved market access for local superior products, and technology and production capacity transfer through industry partnerships Hadi dkk, (2021). However, the reality in Jambi presents obstacles such as slow cross-border bureaucracy, high regulatory compliance costs, and regional regulatory uncertainty that can delay or reduce investment flows.

This analysis needs to examine how local businesses, including MSMEs and rural cooperatives, can take advantage of cross-border trade opportunities through the formation of regional clusters, cold storage facilities, and other storage and logistics support facilities, while assessing risks such as currency exchange rate volatility, regional demand fluctuations, and consistent quality control Afriyana, (2023). In addition, critical studies need to highlight how competitive policies among IMT-GT member countries affect the redistribution of benefits between regions, whether there are competency gaps between large and small businesses, and how public policy interventions such as blended finance, fiscal incentives, and technical capacity programs can level the playing field while maintaining market integrity and avoiding trade distortions.

#### ***4.4 Challenges in Policy and Institutional Coordination***

The challenges of policy and institutional coordination among provincial governments, regional institutions, the public and private sectors, and civil society actors within the IMT-GT framework require critical analysis of how operational norms and organizational culture are adequate to bridge differences in hierarchy, work culture, and partial interests that often trigger imperfect policy synchronization. Theoretically, crosssector coordination encompasses policy design mechanisms that integrate planning, implementation, and evaluation holistically, but practice in the field often faces obstacles such as fragmentation of authority, disproportionate allocation of resources, inconsistent accountability standards, and communication barriers that slow down responses to market dynamics and public needs. In the context of Jambi, there is a clear need to develop a more operational coordination framework, for example through the establishment of a cross-sectoral

coordination body with a clear mandate, a mechanism for sharing responsibilities between local governments, relevant ministries, and industry players, and a real-time information exchange platform to isolate conflicts of interest.

A deeper analysis shows that the challenges are not only technical, but also normative and political: how to ensure inclusive public participation, how to accommodate the aspirations of local cultural groups and indigenous communities, and how to manage expectations regarding the economic benefits generated by the IMT-GT so as not to cause public disappointment that could lead to policy friction (Antara News, 2022; Avolda, 2024; Cerdasi.id, 2024). In addition, continuous policy evaluation is needed to assess the extent to which institutions in Jambi are able to cope with policy reforms, transparency in reporting, and poor accountability in program implementation, with a focus on improving the auction process, cooperation contracts, and efficient and fair dispute resolution mechanisms.

Additional criticism regarding the implementation of norms in the field highlights that policy normativity is meaningless if local bureaucracies do not properly enforce the law, resulting in a gap between what is written in the regulations and how they are implemented at the operational level.

Factors such as a low culture of compliance, bureaucratic pressure that leads to decisions being channeled through informal networks, and dependence on discretionary power can hinder consistent implementation Rakhmadi dkk. (2025). From the perspective of public policy implementation theory, this problem is related to the implementation stage, which is influenced by the receptive capacity of institutions, human resources, and the motivation of implementers.

Non-compliance with the state's regulatory framework may arise due to

differences in the interpretation of norms, miscommunication between central regulations and regional policies, and weak performance accountability, which discourages implementing agencies from meeting established legal standards (Aulia Srifauzi & Siti Fajrina, 2023). Specifically, this phenomenon can be explained through a top-down and bottom-up framework that combines regulatory instruments, incentives, and organizational learning mechanisms.

Top-down norms may not be sufficient to ensure compliance if there is no implementation capacity, while the bottom-up approach emphasizes the importance of understanding actual practices in the field, cultural barriers to work, and adaptive adjustments made by local officials to balance political pressures, operational costs, and public needs.

Its relevance to IMT-GT in Jambi shows that without clear regulatory changes, legal compliance monitoring, and transparent accountability procedures, program implementation can be disrupted, transition costs can increase, and the promised economic benefits may not be fairly realized for all communities, especially vulnerable groups. Research by Benito and Koestoer (2010) and Budi Riyanto (2021) therefore, an evaluation mechanism is needed that not only assesses outputs but also implementation capacity, perceptions of compliance, and the normative impact on public trust. Furthermore, critical analysis of the implementation of norms also highlights how organizational culture in local bureaucracies can mediate the alignment between policy governance and field practices.

Operational norms that are supposed to guarantee standards of accountability, transparency, and public participation are often shaped by constellations of partial interests, resulting in fragmented and inconsistent implementation across agencies and work units at the field level. In theory, public policy implementation theory

emphasizes the concept of street-level bureaucracy (Lipsky), which states that officials at the field level have considerable discretion to translate policy into concrete action; if this discretion is used to cover up resource shortages, delay bidding processes, or avoid formal accountability, then the IMT-GT policy risks losing its legitimacy and effectiveness.

The relationship between written norms and daily work practices in relevant agencies has resulted in differing interpretations of program objectives, a shift in focus from public benefits to pseudo-administrative efficiency, and increased transaction costs for local businesses. For Jambi, the practical implications are the need for ongoing training for officials, reform of auction and procurement procedures that emphasize transparency and accountability, and effective public feedback mechanisms to balance expectations with the reality of implementation. Tondolo dkk, (2023) Emphasis on alignment between formal and informal norms in the work environment is key to improving institutional capacity to deal with policy reforms, so that the benefits of IMT-GT can be realized fairly and sustainably.

#### **4.5 Strategic Focus and Long-Term Goals**

The strategic focus of IMT-GT identified in the 2022-2026 Blueprint, including agriculture, tourism, and digital transformation, demonstrates a commitment to building a diversified and inclusive economy. Jambi's success in implementing green projects, culture-based tourism, and digital innovation will be key factors in achieving the IMT-GT's 2036 Vision of a more integrated and sustainable region. For example, Jambi's tourism sector can tap into its significant potential by promoting its cultural diversity and natural beauty (ADB, 2024; Collan & Michelsen, 2020; Effendi et al., 2024; Otten et al., 2020; Putri & Afnira,

2024).

To ensure alignment with broader sustainable development goals, integrating environmental and social principles into development strategies is crucial, requiring a holistic approach that balances economic growth with natural resource conservation and social justice. The opinion expressed by Majid dkk, (2022) However, to ensure sustainability and full integration, Jambi must continue to adapt policies that support inclusive growth and digital transformation, as well as ensure more active private sector involvement in the development of these key sectors.

To support the statement on the need for Jambi Province to adapt policies that support inclusive growth and digital transformation, as well as ensure more active private sector involvement in the development of these key sectors, the following are some references on what the Jambi Provincial Government should prepare: Within the framework of IMT-GT implementation in Jambi Province, public service standards should not only be viewed as a set of formal administrative procedures, but as an operational tool to realize governance principles that are in line with the global agenda, particularly Agenda 2030 and the Sustainable Development Goals (SDGs).

Alignment with these global governance principles requires systemic reforms that promote transparency, accountability, inclusiveness, and sustainable competitiveness, so that public services no longer operate within a framework of mere compliance, but rather as a vehicle for improving the welfare of all segments of society, including vulnerable groups, local MSMEs, and indigenous communities in border areas Ministry of Finance, (2019). In practical terms, this adjustment includes integrating SDG indicators into policy design, increasing institutional capacity for multidimensional progress monitoring, and increasing public participation through

ongoing public consultations and feedback mechanisms that are responsive to changes in the local context and regional dynamics of the IMT-GT.

Studies on the implementation of norms in the field show that public service standards must be reconciled with practices in the field, which are often influenced by organizational culture and the dynamics of official discretion. In the context of Jambi, alignment with the SDGs requires harmonization between national targets and local community aspirations for example, regarding service hours, access to information, and ease of licensing procedures for natural resource-based MSMEs to ensure tangible benefits for community welfare without sacrificing the principle of accountability. Research by Rakhmadi et al. (2025) compliance with regulatory norms is insufficient if it is not accompanied by the capacity of implementers at the field level, which includes technical competence, access to accurate data, and a work culture that encourages transparency, inter-agency collaboration, and continuous organizational learning. Within the framework of public policy implementation theory, these challenges are closely related to the concept of top-down to bottom-up implementation, where policies are not only formulated at the central level but also need to be adapted to real practices, as well as to the framework of “street-level bureaucracy” (Lipsky), which emphasizes how the behavior of policy operators influences policy outputs and impacts.

An important addition is the role of the private sector in promoting the achievement of SDGs through inclusive public-private partnerships. Private Sector Empowerment is key to mobilizing the resources, innovation, and operational efficiency needed to achieve SDG targets at the local level. In the context of Indonesia, including Jambi, private sector involvement should be directed towards creating an ecosystem that supports the implementation of more efficient, transparent,

and fair public services.

Inclusive policies need to be designed to ensure the active participation of various stakeholders, from micro-businesses to medium-to-large companies, with transparent incentives, affordable access to financing, and public-private risk mitigation mechanisms. Thus, the role of the private sector is not only for economic growth, but also to expand access to quality public services for all citizens, in line with the SDGs' goals of emphasizing equal opportunities, poverty reduction, and improved quality of life.

Then, the Role of the Government in Developing Key Sectors, government policies to enhance the development of important sectors and engage the private sector in the process. And finally, Public- Private Collaboration in Digital Transformation, for this in Jambi, partnerships between the public and private sectors can accelerate digital economic development and increase private sector involvement.

Overall, the issues discussed support the importance of policy adaptation in Jambi to create an environment that supports inclusive growth and digital transformation, as well as strengthening private sector involvement in the development of key sectors.

## 5. Conclusions

The primary objective of this study is to analyze the implementation of the IMT-GT Subregional Cooperation Blueprint 2022-2026 in Jambi Province and to explore how the strategies applied in the IMT-GT can accelerate regional economic development. To achieve this objective, this study identifies the challenges faced in implementing IMT-GT strategies and analyzes the readiness of the Jambi Provincial Government to utilize existing potential, particularly through the development of Sentusa (Sengeti, Tungkal, Sabak). Additionally, this study assesses the economic impacts of this subregional cooperation and how these strategies contribute to sustainable development at the

local level.

In general, the main findings of this article are that although the IMT-GT offers great potential for increasing investment, connectivity, and economic growth, its implementation in Jambi Province faces several major challenges, particularly in terms of policy coordination and regulatory harmonization between local, central, and international governments. In this regard, greater private sector involvement and more inclusive policies are key to addressing existing gaps and promoting the success of the IMT-GT strategy.

Based on the analysis conducted, this study contributes to the development of literature on subregional cooperation in the context of IMT-GT, particularly in Jambi Province. This study also fills a gap in the literature on the implementation of IMT-GT strategies at the local level by providing new insights into the challenges, opportunities, and strategies for increasing private sector participation and promoting digital transformation as part of sustainable development.

In terms of innovation, this study highlights the need for a more effective results-based project management approach, as well as the importance of transparent project funding to enhance accountability in the implementation of projects related to the IMT-GT. This can help accelerate the implementation of strategic projects and reduce policy overlaps that often hinder progress at the local level.

Additionally, this study emphasizes the importance of adopting green, blue, and circular economies in Jambi's development strategies, aligning with broader sustainable development goals at both national and international levels. By integrating sustainability principles into development policies, Jambi can accelerate inclusive economic growth and reduce negative environmental impacts.

Contribution of the Research to Existing

Knowledge This study makes a significant contribution to enriching scientific knowledge about the implementation of subregional cooperation in Indonesia, particularly within the context of the IMT-GT. The findings of this study not only provide insights into effective implementation strategies but also identifying institutional and regulatory challenges that need to be addressed to accelerate economic development. This study also offers a new approach to enhancing collaboration between local governments, the private sector, and communities in the context of more sustainable development.

In addition, this study introduces the concept of results-based project management and transparent funding that can be applied in the context of subregional cooperation in less developed regions, such as Jambi Province. This approach provides a strong foundation for the development of strategic projects that can improve efficiency and have a positive impact on the regional economy.

This study presents important policy recommendations for the Jambi Provincial Government and related institutions to accelerate the implementation of the 2022-2026 IMT-GT Blueprint. Within this framework, it is necessary to improve coordination between institutions and enhance synergy between local governments and the private sector so that the resulting policies are more cohesive, comprehensive, and capable of supporting the smooth running and success of planned projects.

These efforts must be accompanied by the implementation of a more transparent results-based project management system, equipped with clear performance evaluations, so that existing resources can be used efficiently to achieve broader development goals. In addition, the development of a green, blue, and circular economy needs to be made a key strategy to increase regional competitiveness while ensuring

environmental sustainability and social welfare. In this framework, broader involvement of the private sector in key areas such as agriculture, tourism, and infrastructure is crucial to enhancing economic independence in Jambi, so that opportunities for local businesses can grow in line with the opening up of broader market opportunities.

Overall, although the implementation of IMT-GT in Jambi Province faces a number of obstacles, particularly related to policy coordination and harmonization between local and international policies, the series of strategies outlined in the 2022-2026 Blueprint offers great potential for more inclusive and sustainable economic development. By strengthening inter-sectoral synergies, utilizing the potential of the private sector, and encouraging digital transformation, Jambi Province has the potential to become an example for other regions in implementing successful subnational cooperation. This study provides valuable insights into how the IMT-GT can serve as an effective tool for improving the welfare of communities in less developed provinces such as Jambi, through a more sustainable and inclusive approach.

### 1. Acknowledgement (Optional)

We would like to express our sincere gratitude to a number of institutions and individuals who have provided valuable support and contributions to this research. First, we would like to thank the Research and Community Service Institute (LPPM) of the University of Jambi for providing the necessary facilities and resources that enabled us to conduct this research smoothly and with focus. Furthermore, we appreciate the IMT-GT Subnational Cooperation Office for their outstanding cooperation and access to important data and information that greatly supported the completeness of our analysis and the validity of our findings.

We would also like to express our appreciation to our colleagues and researchers from the University of Jambi and Al Muslim University of Aceh, especially those who contributed to data collection, analysis, and academic advice throughout the research process, as their input has enriched the quality of the methodology and interpretation of the results. We would like to extend our special thanks to our beloved families for their support, understanding, and continuous encouragement throughout this research, which gave us the moral strength and enthusiasm to continue despite the challenges we faced. This research would not have been possible without the invaluable contributions of these institutions and individuals; we truly appreciate all their efforts and assistance, and we hope that this collaboration will continue in the future and benefit the academic community and related parties.

### 7. References

- ADB. (2022). *MT-GT Strategic Framework and Roadmap 2022–2026*.
- ADB. (2024). *Asian Economic Integration Report 2024: Decarbonizing Global Value Chains* (Issue February). <https://www.adb.org/sites/default/files/publication/945596/asian-economic-integration-report-2024.pdf>
- Afriyana, L. (2023). Analisis Dampak Pembangunan Infrastruktur Terhadap Pertumbuhan Ekonomi Inklusif Pada Kabupaten/Kota Di Provinsi Nusa Tenggara Barat Tahun 2016- 2021. *Elastisitas – Jurnal Ekonomi Pembangunan*, 5(1), 1– 10. <https://doi.org/10.29303/e-jep.v5i1.70>
- Aggarwal, A. (2019). Special Economic Zones in the Indonesia-Malaysia-Thailand Growth Triangle: Opportunities for Collaboration. In *Вестник Росздрава* (Vol. 18, Issue 1). <https://www.adb.org/sites/default/files/publication/772536/special-economic->

- zones- imt- growth- triangle.pdf
- Antara News. (2021, October). *Gubernur: Sistem perkotaan Sentusa jadi embrio penguatan ekonomi Jambi*. <https://jambi.antaranews.com/berita/474289/gubernur-sistem-perkotaan-sentusa-jadi-embrio-penguatan-ekonomi-jambi>
- Antara News. (2022, October). *Jambi komitmen lanjutkan pembangunan kawasan ekonomi Sentusa pada 2023*. <https://jambi.antaranews.com/berita/52905/jambi-komitmen-lanjutkan-pembangunan-kawasan-ekonomi-sentusa-pada-2023>
- Aulia Srifauzi, & Siti Fajrina. (2023). Peluang Dan Tantangan Aceh Pada Forum Kerjasama Imt-Gt (Indonesia-Malaysia-Thailand Growth Triangle) Dalam Peningkatan Investasi Asing. *Jurnal PIR : Power in International Relations*, 8(1), 68–79. <https://doi.org/10.22303/pir.v8i1.6>
- Avolda, A. B. (2024, May). Terkait Rencana Proyek Sentusa, Masterplan Dibuat Tahun Ini dan Realisasi Tertunda. *Jambiexpress.Bacakoran.Co*. <https://jambiexpress.bacakoran.co/read/6982/terkait-rencana-proyek-sentusa-masterplan-dibuat-tahun-ini-dan-realisasi-tertunda>
- Cerdasi.id. (2024, May). *On Progres, Pemprov Jambi Susun Masterplan Sentusa Tahun Ini*. <https://cerdasi.id/on-progres-pemprov-jambi-susun-masterplan-sentusa-tahun-ini/>
- Collan, M., & Michelsen, K. E. (2020). Technical, Economic and Societal Effects of Manufacturing 4.0: Automation, Adaption and Manufacturing in Finland and Beyond. In *Technical, Economic and Societal Effects of Manufacturing 4.0: Automation, Adaption and Manufacturing in Finland and Beyond*. <https://doi.org/10.1007/978-3-030-46103-4>
- Creswell, J. W. (2016). *Research Design : Qualitative, Quantitative, and Mixed Methods Approaches* (3rd ed.). Sage Publications. [https://www.ucg.ac.me/skladiste/blog\\_609332/objava\\_105202/fajlovi/Creswell.pdf](https://www.ucg.ac.me/skladiste/blog_609332/objava_105202/fajlovi/Creswell.pdf)
- Effendi, S., Aisyah, S. M., Supli, N. A., & Soraida, S. (2024). Implikasi Kerjasama Sub Regional ASEAN IMT-GT dalam Pengembangan Pariwisata di Sumatera Selatan. *Jurnal Hubungan Internasional*, 17(1), 135–156. <https://doi.org/10.20473/jhi.v17i1.50962>
- Feby Rachma Alfi Dhiandra, Dudy Heryadi, L. M. F. (2023). Tantangan imt- gt dalam meningkatkan penanaman modal asing provinsi jambi tahun 2017-2021. *Jurnal Akuntansi Dan Pajak*, 24(01), 1–12. <http://jurnal.stie-aas.ac.id/index.php/jap>
- Hadi, P. L., Wasanta, T., & Santosa, W. (2021). Pengaruh Indeks Infrastruktur Jalan Terhadap Indikator Ekonomi Di Indonesia. *Jurnal HPJI*, 7(2), 143–152. <https://doi.org/10.26593/jhpji.v7i2.5058.143-152>
- Keohane, R. O., & Nye, J. S. (1987). Power and interdependence revisited. *International Organization*, 41(4), 725–753. <https://doi.org/10.1017/S0020818300027661>
- Kim, Jasper. (2015). Performance-based development funding using market mechanisms: A public–private partnership social financing model for medical equipment technology in developing countries. *Progress in Development Studies*, 15(3), 257–269. <https://doi.org/10.1177/1464993415578982>
- Lahu, E. P. (2021). Dampak Investasi Infrastruktur Di Sulawesi Selatan Terhadap Struktur Ekonomi Wilayah Di Indonesia. *Jurnal Dinamika Ekonomi Pembangunan*, 4(1), 51–63. <https://doi.org/10.14710/jdep.4.1.51-63>
- Media Indonesia. (2021, February). Jambi Tawarkan Kawasan SENTUSA dalam Kerjasama IMT- GT. *Syarief Oebaidilah*. <https://mediaindonesia.com/nusant>

- [ara/ 387363/jambi-tawarkan-kawasan-sentusa-dalam-kerja-sama-imt-gt](https://doi.org/10.387363/jambi-tawarkan-kawasan-sentusa-dalam-kerja-sama-imt-gt)
- Ministry of Finance. (2019). Kajian Analisis Dampak Insentif Fiskal terhadap investasi dan harga jual listrik dari energi terbarukan. In *Kemenkeu.go.id*. <https://fiskal.kemenkeu.go.id/kajian/2019/03/15/121945424999089-analisis-dampak-insentif-fiskal-terhadap-investasi-dan-harga-jual-listrik-energi-terbarukan>
- Otten, F., Hein, J., Bondy, H., & Faust, H. (2020). Deconstructing sustainable rubber production: contesting narratives in rural Sumatra. *Journal of Land Use Science*, 15(2–3), 306–326. <https://doi.org/10.1080/1747423X.2019.1709225>
- Prajanto, B. (2022). Impact of Asean Economic Integration on Investment in the Asean Region. *Jurnal Asia Pacific Studies*, 6(2), 115–126. <https://doi.org/10.33541/japs.v6i2.4165>
- Putri, R. A., & Afnira, E. (2024). Nation Branding of Kepulauan Riau Through Subregional Cooperation in The Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT). *Journal of Maritime Policy Science*, 1(2), 93–109. <https://doi.org/10.31629/jmps.v1i2.7298>
- Riyanto, B. (2015). Peran dan Tantangan Kerjasama Subregional dalam Mewujudkan Masyarakat Ekonomi ASEAN (MEA): Pendekatan Multilevel Governance. *Insignia Journal of International Relations*, 2(02), 28. <https://doi.org/10.20884/1.ins.2015.2.02.456>
- Roby Rakhmadi, Simon Sumanjoyo Hutagalung, M. N. (2025). *Comparison Of IMT GT: Study Case Of Malaysia-Thailand And Indonesia*. 6(7), 1770–1780. <https://doi.org/10.36312/10.36312/vol6iss7pp1770-1780>
- Tondolo, R. da R. P., Tondolo, V. A. G., Bitencourt, C. C., & Paiva, E. L. (2023). Effect of transparency and social capital on fundraising intentions. *Cadernos EBAPE.BR*, 21(1), 1–22. <https://doi.org/10.1590/1679-395120220076x>
- Yolin, T. K., & Rantepadang, F. N. (2024). Meninjau Keuntungan dan Tantangan Indonesia selaku Ketua ASEAN Summit 2023 atas Kerja Sama IMT- GT dalam Kaitan BRI (Belt and Road Initiative). *Jurnal Sentris*, 4(2), 162–76. <https://doi.org/10.26593/sentris.v4i2.7130.162-176>
- Fadhila, E. *et al.* (2023) ‘Implementation of Batik Wastewater Management Policy: A Case Study of Pekalongan City’, *Jurnal Ilmiah Ilmu Administrasi Publik*, 13(2), p. 825. Available at: <https://doi.org/10.26858/jiap.v13i2.57853>.
- Kusumawardhani, F., Putri, A.F. and Yandra, A. (2022) ‘Public Financial Information Disclosure by the Regional Financial and Asset Management Agency (Case Study: Regional Financial and Asset Management Agency of Pekanbaru City)’, *Jurnal Ilmiah Ilmu Administrasi Publik*, 12(2), p. 667. Available at: <https://doi.org/10.26858/jiap.v12i2.43745>.
- Majid, S.A. *et al.* (2022) ‘Strategies for Improving Air Connectivity in Indonesia through the Indonesian, Malaysia and Thailand Growth Triangle Cooperation’, *Academic Journal of Interdisciplinary Studies*, 11(5), pp. 62–72. Available at: <https://doi.org/10.36941/ajis-2022-0125>.