

Comparison Of Imt Gt: Study Case Of Malaysia-Thailand And Indonesia

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Abstract: *This study aims to analyze the dynamics of subregional political economy in Southeast Asia through a case study of cooperation between Indonesia, Malaysia, and Thailand within the framework of the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT). IMT-GT is a subregional cooperation initiative that aims to accelerate economic development in the border areas of the three countries by optimizing the potential of areas that have been underdeveloped. This study uses a qualitative approach with descriptive analysis to examine the comparison of IMT-GT in Indonesia and Malaysia in increasing regional economic growth, identifying the challenges faced, and assessing its impact on regional economic integration in Southeast Asia. The results of the study indicate that there are differences in the implementation of IMT-GT in Indonesia and Malaysia as well as several obstacles that hinder the implementation of IMT GT in the countries concerned. This study also highlights the importance of the role of IMT-GT in strengthening connectivity and encouraging inter-regional trade. The policy implications of this study are the need to increase synergy between the government and the private sector, as well as strengthening subregional institutions to maximize the benefits of IMT-GT cooperation.*

Keywords: *IMT GT, Indonesia, Malaysia-Thailand, subregional*

Abstrak: Penelitian ini bertujuan untuk menganalisis dinamika ekonomi politik subregional di Asia Tenggara melalui studi kasus kerja sama Indonesia, Malaysia, dan Thailand dalam kerangka Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT). IMT-GT merupakan inisiatif kerja sama subregional yang bertujuan untuk mempercepat pembangunan ekonomi kawasan perbatasan ketiga negara dengan mengoptimalkan potensi wilayah yang selama ini kurang berkembang. Penelitian ini menggunakan pendekatan kualitatif dengan analisis deskriptif untuk mengkaji perbandingan IMT-GT di Indonesia dan Malaysia dalam meningkatkan pertumbuhan ekonomi kawasan, mengidentifikasi tantangan yang dihadapi, serta menilai dampaknya terhadap integrasi ekonomi regional di Asia Tenggara. Hasil penelitian menunjukkan bahwa terdapat perbedaan penerapan IMT-GT di Indonesia dan Malaysia serta beberapa kendala yang menghambat penerapan IMT GT di negara yang bersangkutan.. Penelitian ini juga menyoroti pentingnya peran IMT-GT dalam memperkuat keterhubungan (connectivity) dan mendorong perdagangan antarwilayah. Implikasi kebijakan dari penelitian ini adalah perlunya peningkatan sinergi antara pemerintah dan sektor swasta, serta penguatan institusi subregional untuk memaksimalkan manfaat dari kerja sama IMT-GT.

Kata Kunci: *IMT GT, Indonesia, Malaysia-Thailand, subregional*

Introduction

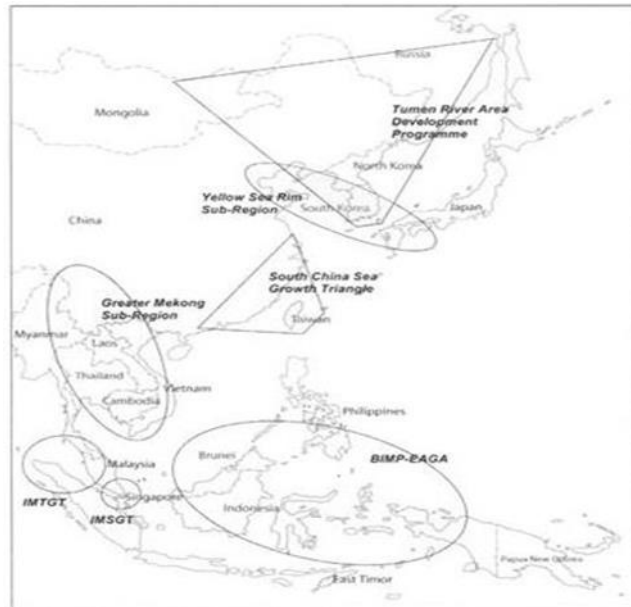
To support prosperity, stability, and peace in the region, Malaysia, Indonesia, Thailand, Philippines, and Singapore agreed to form ASEAN-5 in 1967 (Severino 2001, Jayanthakumaran and Verma 2008). Although Indochina (Vietnam, Laos, and Cambodia) faced war, ASEAN tried to improve the welfare of Southeast Asia by promoting economic cooperation as a key to making it a "Zone of Peace, Independence, and Neutrality (ZOPFAN)." Entering the 1990s, after the Cold War ended and Indochinese countries became members of ASEAN, economic cooperation became the main focus. Therefore, policies taken by ASEAN leaders led to ASEAN economic integration. With the emergence of IMS-GT/SIJORI (Triangle of Growth Indonesia-Malaysia-Songapure), IMT-GT (Triangle of Growth Indonesia-Malaysia-Thailand/Indonesia-Malaysia-Thailand Regional Development Triangle Cooperation), BIMP-EAGA (Brunei-Indonesia-Malaysia-Philippines East ASEAN Growth Area), and GMS (Mekong Subregion). The purpose of establishing subregional centers throughout the ASEAN region is to enhance economic and business cooperation between countries in adjacent regions. Based on the Master Plan on ASEAN Connectivity (MPAC), the purpose of this subregional cooperation is the first step towards global liberalization.



Singaporean Prime Minister Goh Chok Tong saw the rapid economic convergence in Singapore, Johor, and Riau, thus encouraging the idea of a development triangle in the ASEAN region which led to the establishment of the IMS-GT/SIJORI cooperation project.

Picture 1.1.

Map of Sub-Regional Economic Cooperation in Southeast Asia

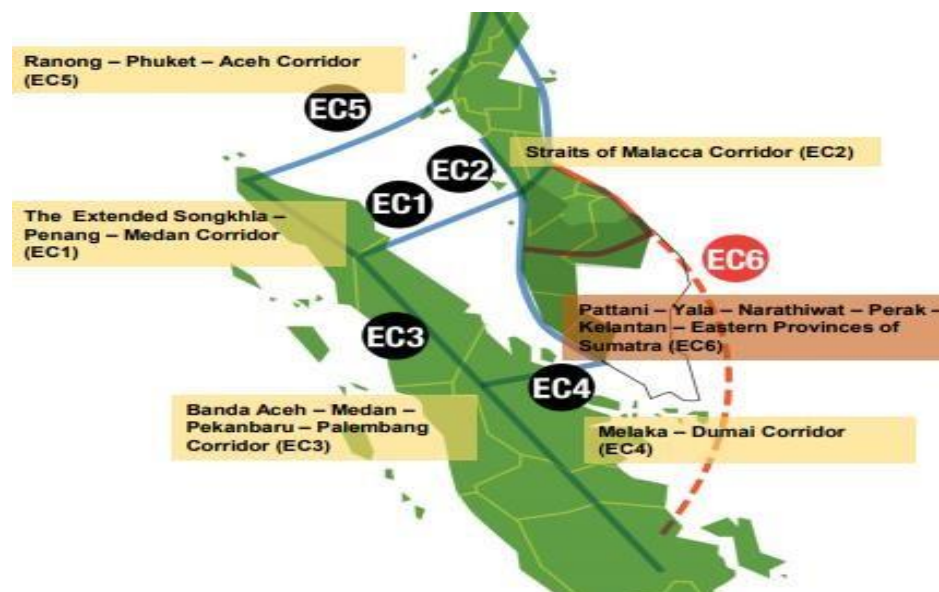


Notes: BIMP-EAGA = Brunei-Indonesia-Malaysia-Philippines East ASEAN Growth Area
 IMSGT = Indonesia-Malaysia-Singapore Growth Triangle
 IMTGT = Indonesia-Malaysia-Thailand Growth Triangle
 Source: C.M. Dent, *East Asian Regionalism* (London: Routledge, 2008), p. 75.

Source: Dent and Richter 2011

The IMT-GT was formed from the first Ministerial Meeting (MLE) in Langkawi, Malaysia, on July 20, 1993 with the aim of improving infrastructure and connectivity to increase business and investment opportunities (Kemlu 2019). The second MLE meeting was held in Hat-Yai in September 1993. The IMT-GT involved provinces from three ASEAN member countries: Indonesia, Malaysia, and Thailand. In Indonesia, the island of Sumatra consists of Aceh, Bangka-Belitung, Bengkulu, Jambi, Lampung, South Sumatra, Riau, Riau Islands, and North Sumatra. In Malaysia, it consists of Malacca, Kedah, Kelantan, Negeri Sembilan Penang, Penang, Perak, Perlis, and Selangor. Nakhon Si Thammarat, Narathiwat, Pattani Satun, Songkhla, Trang, Yala, Chumpon, Krabi, Phangnga, Phuket, Ranong, and Surat Thani are part of Thailand (Asian Development Bank, 2012). The five economic corridors developed in the IMT-GT Road Map include 1) Songkhla-Penang-Medan economic corridor; 2) Malacca Strait economic corridor; 3) Bandah Aceh-Medan-Pekanbaru-Palembang economic corridor; 4) Malacca-Dumai economic corridor; and 5) Ranong-Phuket-Aceh economic corridor. Indonesia's 2015-2019 National Medium-Term Development Plan (RPJMN) also recognizes the IMT-GT subregional cooperation (Bappenas 2014). The IMT-GT corridor was built with the aim of encouraging cross-border connectivity between Sumatran provinces such as Aceh and North Sumatra with the states of Penang and Kuala Lumpur in Malaysia and Hatyai in Thailand.

Picture 2
IMT-GT Sub-Regional Cooperation Economic Corridor



Source: <https://subregional.ekon.go.id/imt-gt>

The subregional economic growth zones in this region have not been successful in their development despite the ongoing IMT-GT cooperation. According to the Asian Development Bank (2020) report, the southern part of Thailand ranks second in terms of poverty after the Northeast (Deolalikar 2002). Besides Sabah, Kedah ranks second among Malaysian states in terms of poverty (Nair and Sagar, 2015). Aceh has the highest poverty rate in Sumatra followed by North Sumatra and West Sumatra (Saputra 2019).

Table. 1
Economic Profile of Kedah, Penang, Perak, and Perlis, 2015-2018

States	2015	2016	2017	2018
GDP at constant 2015 prices (RM million)				
Kedah	39,550	41,156	43,059	44,806
Penang	78,146	82,493	86,738	91,175
Perak	63,176	65,958	69,291	72,942
Perlis	5,353	5,570	5,694	5,884
Population (million)				
Kedah	2.10	2.12	2.14	2.16
Penang	1.70	1.72	1.74	1.77
Perak	2.47	2.48	2.49	2.50
Perlis	0.25	0.25	0.25	0.25
GDP per capita (RM)				
Kedah	18,864	19,835	20,960	21,410
Penang	46,020	48,633	51,115	52,937
Perak	25,610	27,343	29,335	30,303
Perlis	21,540	22,588	23,611	24,442
Share of Malaysia's GDP (%)				
Kedah	3.4	3.3	3.3	3.3
Penang	6.6	6.7	6.7	6.7
Perak	5.4	5.4	5.3	5.4
Perlis	0.5	0.5	0.4	0.4
Labour force				
Kedah	905.3	910.9	932.7	936.7
Penang	848.1	845.5	841.1	849.4
Perak	1,014.3	1,023.1	1,052.4	1,069.8
Perlis	101.1	103.2	101.4	107.6
Unemployment rate (%)				
Kedah	2.6	2.9	2.8	2.9
Penang	1.6	2.1	2.1	2.2

Source: (Siu Ming 2020)

The development of the IMT-GT subregion did not run smoothly because of the lack of private sector involvement in the IMT-G economic cooperation which was a form of political agreement and not a natural market push (Bakri 2014). In terms of politics, the IMT-GT cooperation involving Penang, the southern provinces of Thailand, and Aceh was a violation of the regional political consolidation at that time.

Research Methodology

To explain the comparison of IMT GT in Indonesia and Malaysia-Thailand, this study uses a qualitative approach. Cooper and Schindler said that qualitative methods are a collection of research methods used to explain, change, translate, and give meaning to social events that occur naturally. Although data collection methods are unstructured or semi-structured, they remain methodologically flexible. In-depth interviews are conducted with appropriate individuals or groups to obtain detailed information and in-depth understanding. The focus of this study is to find new patterns or trends to find out the underlying causes of opinions, processes, and motivations that cause them to occur. Only through qualitative research can different individual behavioral trends be found and analyzed. This research will help in creating problem-solving paths and generating ideas, trends, and hypotheses for further investigation (Creswell, 2017). Two types of data that will be used in this study are secondary data. Secondary data can be obtained from various sources, such as journals, books, documents, newspapers, etc., to obtain information relevant to this study. Furthermore, primary data obtained from exploration and interviews with related parties are also used. Therefore, to interview selected respondents who are considered to have knowledge and information about BMI-GT, this study will use qualitative methods. Thematic analysis is a data analysis technique used in qualitative research. This analysis relies on interview transcripts to find patterns, themes, subthemes, and elements that allow researchers to categorize data into different parts (Patton, 2015). Open coding, or axial coding, and selective coding, are the first stages of coding, which are based on interview transcripts (Gallicano, 2013). According to Flick (2009), several simple statements are made by selecting several important phrases or sentences.

According to Gallicano (2013), axial coding is a subtheme related to the second coding, which is a combination of several statements in the open coding process that have the same meaning. In the open coding process, axial coding determines the subtheme of the relationship between statements (Strauss & Corbin, 1990). Researchers use interpretation and discussion to make statements about the axial code. Coding is followed by selective coding. At this stage, the statements collected during the axial coding stage are compiled (Landis, Richard, & Gary, 1977). At this selective coding stage, the final subject selected for research is the formation of statements.

Research Result

IMT GT In Indonesia

Indonesia, Malaysia, and Thailand Growth Triangle (IMT-GT) is a subregional ASEAN cooperation covering a number of areas. This project consists of 10 Indonesian provinces on the island of Sumatra, 8 states in northern Malaysia, and 14 Thai provinces in the south. To encourage economic cooperation across ASEAN and anticipate the implementation of the AFTA free market, this cooperation was formed based on economic similarities, geographical proximity, government commitment, and

infrastructure (Jamaan, 2010). MT-GT was established at the first Ministerial Meeting (PTM) in Langkawi, Malaysia, on July 20, 1993. To encourage the private sector to become an engine of growth, the Joint Business Council (JBC) was formed. The areas of Aceh, Bangka Belitung, Bengkulu, Jambi, Lampung, South Sumatra, Riau, Riau Islands, North Sumatra, and West Sumatra are included in the IMT-GT cooperation. At the 5th IMT-GT Summit in Hanoi, Vietnam, on 28 October 2010, the IMT-GT leaders approved the Joint Statement of the Fifth IMT-GT Meeting on the development of IMT-GT projects on the realization of sub-regional connectivity to support ASEAN connectivity (Ministry of Foreign Affairs, 2016). At the second IMT-GT Summit in Cebu, Philippines, on 12 January 2007, it was decided that the IMT-GT Connectivity Corridor should be built as a center of activity. The IMT-GT leaders also think that the maritime trade and transportation chain through the Strait of Malacca should be strengthened by having 13 ports that are members of the Joint Business Councils (JBCs) of the IMTGT Coastal Network.

Some of the main areas of concern in IMT-GT cooperation are transportation and energy, trade and investment, agriculture, halal products, tourism services, and human resources. In addition, the government assists and provides information to the provinces, holds meetings and supervises the implementation of IMT-GT cooperation. While Indonesia is growing its economy by concentrating on capacity building, the economic pattern of IMT-GT trade tends to be agriculture-centric. Riau Islands, Aceh, South Sumatra, Palembang, and North Sumatra are some of the regions involved in IMT-GT cooperation. Aceh is one of the most active regions in submitting proposals. Sabang Port in Aceh helps develop its regional infrastructure by shipping agricultural products to Thailand and Malaysia.

To enhance competitiveness and reduce business operating costs and increase production base, IMT-GT was established with the aim of becoming a systematic and integrated economic cooperation region. IMT-GT then made various strategies (IMT-GT, Mid-Term Review of the IMT-GT Roadmap for Development: 2007-2011, 2006) by facilitating and encouraging intra and inter-IMT-GT trade and investment. The purpose of trade and investment in IMT-GT is to enhance the competitiveness of IMT-GT for investment and export by reducing business costs and encouraging free flow of goods and services.

In addition, IMT-GT also aims to improve relations and support subregional integration. The financial infrastructure built aims to unite the three subregions that complement each other and support economic growth. Although the private sector in IMT-GT actively explores human resource development, increasing labor mobility, and improving natural resource and environmental management, it is necessary to improve institutional arrangements and mechanisms for collaboration in IMT-GT including private sector cooperation, participation of local stakeholders, and seeking support from development partners.

The MTR results on the implementation of the IMT-GT Roadmap strategy include facilitating and Promoting Trade and Investment within and between IMT-GT Countries. Issues within the scope of IMT-GT cooperation in trade and direct investment that have been carried out within the ASEAN framework include customs, immigration, and quarantine (CIQ) procedures in IMT-GT. The one-stop service center is an important point for IMT-GT and non-IMT-GT business services. Since many states and provinces participating in IMT-GT have large agricultural fields, the main transformation of this project is to modernize the agricultural sector to produce high

wages and work skills. Cooperation in halal products and services in the agricultural sector has been active with activities such as exhibitions, seminars, and capacity building. Joint tourism promotion and marketing of IMT-GT as a tourist destination are going well in the tourism industry. Strengthening Connections and Infrastructure Support for Integration

The development and expansion of air routes connecting cities in the IMT-GT region enhances air transport connectivity and large resources are required for public-private sector cooperation projects in terms of preparation and planning, procurement, bidding, and contract documents. The Connectivity Strategy was endorsed by the Working Group and SOM in SCM on July 1, 2010, and discussed at the 4th IMT-GT Summit in Thailand in February 2009. This summit provided the basis for mapping the direction of cooperation and identifying 12 flagship programs and the Action Plan Matrix (APM) to determine the consistency of projects in the priority support of flagship programs. According to the IMT-GT MTR 2007-2011, the implementation of the Roadmap achieved low results due to several factors including too many flagship projects, lack of strategic sectors, and lack of preparation and implementation. Overall, the achievement of results from the implementation of the Roadmap showed basic structural weaknesses, namely the lack of capacity for program formulation and implementation and support at the national and regional levels. In order for IMT-GT to achieve its goals and produce positive results, greater improvements to these weaknesses are needed.

IMT GT Failure in Indonesia

The implementation of IMT-GT in Indonesia faces several challenges that cause this program to not run smoothly using the theory of policy implementation failure by Pressman and Wildavsky, including

1. Complexity of Actors Involved

IMT-GT implementation involves various actors including the central government, local governments, the private sector, and international organizations. This complexity results in significant coordination challenges because each actor has different interests and priorities. Coordination between the central and local governments is often hampered when policies proposed by the center are not fully understood or supported by local governments. This difference in priorities causes a lack of synchronization in policy implementation which ultimately hinders the achievement of IMT-GT goals. Corruption in the procurement of infrastructure projects has also caused many projects to be abandoned (Setiadi, 2019). One of the main objectives of IMT-GT is to improve infrastructure in border areas, but many infrastructure projects are delayed or not completed on time. One example is the construction of the Trans-Sumatra highway in Indonesia which has experienced many delays due to land acquisition and funding problems (BAPPENAS, 2019).

2. Coordination Problems

In Indonesia, coordination between various ministries, institutions, and local governments is often ineffective, resulting in policies not being implemented holistically. In the context of the IMT-GT, the lack of coordination between ministries responsible for trade, infrastructure, and foreign affairs can hamper the implementation of projects designed to enhance economic integration in the region. Complicated licensing processes, lack of transparency, and corrupt practices are common problems in policy implementation in Indonesia. All of this adds to the burden of coordination efforts between institutions. Projects that should support economic growth in border

areas are hampered by a lack of coordination between the central and local governments (Syafriadi, 2018).

3. Ineffective Communication:

Ineffective communication between the central and local governments, as well as between Indonesia and partner countries, causes policies not to run well. Poor communication can lead to misunderstandings between the actors involved, which can hinder policy implementation. In Indonesia, one example of a communication problem is the lack of socialization of IMT-GT projects to local communities, which leads to a lack of understanding and indifference to this initiative. This inequality makes Indonesia's border areas less competitive in attracting investment and developing the local economy (Rangkuti, 2019).

4. Resistance from Local Actors:

Some proposed large infrastructure projects do not always match the priorities or needs of local communities in the Sumatra region. This causes resistance from local governments or local communities, thus hampering the implementation of the policy. For example, the construction of toll roads or other transportation infrastructure as part of the IMT-GT is not fully supported by local communities if they feel that the project does not provide direct benefits to them or even harms local interests such as the environment or livelihoods. The armed conflict in Aceh, although it has ended, still has a negative impact on economic and social stability in the region. This condition makes investors reluctant to invest and IMT-GT projects are hampered by security issues (Harahap, 2019).

5. Resource Issues

Resource constraints are a major obstacle in the implementation of IMT-GT projects. Lack of funds means that infrastructure projects cannot be completed on time or according to planned specifications. In some areas in Sumatra, the lack of access to advanced technology and trained workers slows down the implementation process and reduces the quality of the results achieved. The lack of synchronization in project planning and implementation causes many IMT-GT projects to fail. Differences in priorities between the central and regional governments also cause projects to be delayed or canceled (Susanto, 2020).

6. Mismatch between Policy and Field Reality

Policies designed without considering social, economic, and environmental conditions in the Sumatra region can complicate their implementation. Policies that encourage increased cross-border trade are ineffective if the necessary infrastructure is inadequate. In addition, policies that do not take into account environmental challenges in border areas often face resistance from communities who are concerned about the negative impact on their environment. Lack of accessibility makes it difficult for border areas to attract investment and develop the local economy (Purnomo, 2019)

Efforts to Overcome the Failure of IMT-GT Implementation

To overcome the challenges that have been identified, efforts are needed to improve coordination, communication, and resource management in the implementation of IMT-GT in Indonesia, including

1. Improving Inter-Agency Coordination

The government needs to strengthen the coordination mechanism between the various ministries, institutions, and local governments involved in the implementation of IMT-GT. This can be done by forming a special coordination team tasked with aligning policies and ensuring that implementation goes according to plan.

2. Improving Communication and Socialization

Effective communication between the central government, local governments, local communities, and partner countries is critical to the success of IMT-GT implementation. The government must ensure that information about IMT-GT projects is clearly conveyed to all parties involved with a feedback mechanism.

3. More Efficient Resource Management

The government must ensure that the resources needed for the implementation of IMT-GT are available and managed efficiently by ensuring that allocated funds are used properly and that the necessary manpower and technology are available and used optimally.

4. Adaptation of Policy to Local Conditions

Policies designed at the central level must be adjusted to specific conditions on the ground. The government must conduct field studies and consult with local communities to ensure that the policies implemented are in accordance with needs.

The theory of policy implementation failure put forward by Pressman and Wildavsky provides a framework for analyzing the various challenges faced in the implementation of IMT-GT in Indonesia. Through improved coordination, communication and better resource management and by adjusting policies to local conditions, Indonesia can maximize the benefits of IMT-GT and contribute to economic growth and community welfare in border areas.

IMT GT Success in Malaysia-Thailand

The IMT-GT (Indonesia-Malaysia-Thailand Growth Triangle) has been successful in Malaysia and Thailand due to several factors including effective cross-border coordination, strong political commitment, and optimal utilization of resources. Malaysia and Thailand have seen increased infrastructure, investment, and cross-border trade through the IMT GT. Effective cross-border coordination is one of the reasons for the success of the IMT-GT in Malaysia and Thailand. According to Abdullah and Azman (2018), economic growth in the border regions was enhanced by Malaysia-Thailand cooperation in regional infrastructure projects such as highway construction and port capacity enhancement. According to Abdullah et al. (2019), strong coordination between the central and local governments resulted in the IMT-GT projects being implemented efficiently and on target. Malaysia and Thailand have successfully overcome bureaucratic obstacles that often hinder cross-border projects by using a clear and organized coordination framework. Strong political commitment from Malaysian and Thai leaders has also contributed to the success of the IMT-GT in both countries. Wong and Tan (2020) stated that smart and consistent leadership in Malaysia and Thailand has created a conducive political environment for the implementation of IMT-GT policies. This is different from the situation in Indonesia, where changes in political priorities often disrupt policy implementation. Sufficient resources and support for regulations encourage foreign investment and international cooperation. In Malaysia, government efforts to build economic corridors related to IMT-GT have attracted large investments from the private sector.

The success of IMT-GT in Malaysia and Thailand also depends on optimal utilization of resources. Charoenrat et al. (2021) found that Thailand can leverage its geographical advantage in the south by building strategic industrial areas and ports to increase cross-border trade. Malaysia has strong transportation and logistics infrastructure that allows the smooth flow of goods and services. To utilize these resources, experienced human resources and fiscal policies that support investment are

also needed. Cross-border trade and investment have increased in Malaysia and Thailand since the start of IMT-GT, according to the World Bank report (2020). More open trade policies and incentives for multinational companies to invest in border areas are the two countries that have seen a significant increase in cross-border trade. For example, the Songkhla industrial area in Thailand has developed into a manufacturing hub that attracts investment from Malaysia and other countries. Malaysia has also established specific economic zones that offer attractive incentives and facilities to foreign investors. In Malaysia and Thailand, the IMT-GT has succeeded thanks to good cross-border coordination, strong political commitment, optimal utilization of resources, and policies that support cross-border investment and trade. With these elements, the two countries have been able to overcome obstacles to regional cooperation and achieve the goals set out in the IMT-GT framework.

Conclusion

The purpose of Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) is to promote economic growth in the border region consisting of Indonesia, Malaysia and Thailand. IMT-GT has served as a platform to integrate regional economic potential since its establishment in 1993 by involving various parties from the government, private sector, and local communities. The objective of IMT-GT is to improve welfare and economic growth through cross-border cooperation but faces many challenges. IMT-GT in Malaysia and Thailand has been successful because of good cross-border coordination and strong political commitment from the government. To promote economic growth in the border region, both countries have utilized cross-sector and institutional cooperation. The development of special economic zones that encourage cross-border trade, improvement of port infrastructure, and highway networks are some of the development projects that have been successfully implemented.

The success of IMT-GT in Malaysia and Thailand is highly dependent on strong political commitment. The government not only provides adequate resources but also implements regulations that facilitate foreign investment and overcomes bureaucratic obstacles. Visionary and consistent leadership creates political stability that supports the implementation of various IMT-GT programs and policies. Malaysia and Thailand have shown a more consistent political commitment in maintaining the stability and direction of their policies, in contrast to Indonesia, which often experiences changes in political priorities and problems in inter-agency coordination.

Optimizing resources in the form of natural resources, human resources, and infrastructure is an additional component that supports the success of IMT-GT in Malaysia and Thailand. Both countries are developing strategic industrial areas and ports in border areas with geographical advantages and natural resources. Developing effective transportation infrastructure that includes highway networks and ports increases the flow of goods and services. Thailand is able to utilize its southern region to become an international trade and manufacturing center. Malaysia has also succeeded in building logistics and transportation infrastructure that facilitates trade with Thailand and Indonesia. The success of IMT-GT is driven by the utilization of existing infrastructure and increasing the capacity of human resources in the region.

However, the problems faced by Indonesia in utilizing its resource potential are more complex. Although it has a large area and is rich in natural resources, Indonesia often faces problems in managing and utilizing its resources. Indonesia faces many challenges in its efforts to maximize its economic potential due to complex

infrastructure and bureaucracy and the lack of collaboration between the central and regional governments. The lack of effective coordination between the central government, regional governments, and the private sector is a major problem faced in the implementation of IMT GT in Indonesia. In the theory of policy implementation failure, Pressman and Wildavsky stated that the failure of policy implementation is caused by a lack of coordination between various parties. In Indonesia, although the government has issued various policies and initiatives to support the implementation of IMT-GT, coordination between ministries, institutions, and regional governments is still not optimal, resulting in the obstruction of several important projects in the border area. In addition, Indonesia faces the problem of effective resource management. Its utilization is hampered by the lack of infrastructure and unclear regulations. In addition, progress in Indonesia's border areas is hampered by limited access to technology and high-quality labor. Border areas are often isolated from economic progress because of the priority of security over economic welfare. There is a great opportunity for Indonesia to increase its role in this sub-regional cooperation. The Indonesian government can take advantage of the momentum of economic growth in the ASEAN region to strengthen regional integration and increase competitiveness in border areas.

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