

Analysis Of Paradiplomacy Of Bone Regency In International Cooperation

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ABSTRACT

Paradiplomacy is a form of sub-national actor involvement in the dynamics of international relations, especially in the context of globalization and decentralization. This article aims to analyze the practice of paradiplomacy carried out by the Bone Regency Government, South Sulawesi, as part of efforts to strengthen regional development through international cooperation. This study uses a qualitative approach with a case study method, involving primary data from interviews with regional officials and secondary data from policy documents and online media. The results of the study indicate that Bone Regency has implemented forms of paradiplomacy in the education, economy, and culture sectors, although it still faces various challenges such as limited human resources, limited coordination with the central government, and minimal public documentation. Bone's main advantage lies in the initiative of educational institutions and support for regional policies. This study recommends strengthening institutional capacity and a more structured diplomacy strategy to increase the effectiveness of regional international cooperation.

Keywords: *Paradiplomacy, Government Region, Bone Regency, International Cooperation, International Relations*

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1. INTRODUCTION

Since the implementation of regional autonomy in Indonesia through Law No. 22 of 1999 and Law No. 32 of 2004, regional governments have broader authority to regulate government affairs, including in establishing foreign relations. This change has created new opportunities where regions can directly establish international cooperation for the benefit of local development. Some early examples are seen in the formation of sister cities, cross-country tourism cooperation, and regional participation in global forums.

In the early 2000s, provinces such as Bali and North Sumatra had already established sister province agreements with regions in Japan and South Korea to promote tourism and education. This phenomenon marked a paradigm shift in foreign relations from being solely the domain of the central government to becoming increasingly decentralized. In addition, the establishment of the Association of Local Governments in the Asia Pacific (UCLG ASPAC) strengthened regional efforts to learn from each other and promote local potential globally. With these examples, Bone Regency as part of the decentralization ecosystem in Indonesia has the opportunity to take advantage of this momentum to strengthen its strategic position at the international level.

In the contemporary international relations landscape, the role of local governments is increasingly recognized as important actors in responding to the challenges and opportunities of globalization.

Paradiplomacy as a concept and practice has opened up new space for local actors to not only become objects of national policy, but also active subjects in determining the direction of development through foreign cooperation. This is especially relevant in the context of Indonesia which adheres to an asymmetric decentralization system, where regions have the flexibility to manage government affairs including in the field of foreign cooperation.

Paradiplomacy, as a manifestation of diplomacy by subnational governments, is growing rapidly in the context of globalization and decentralization (Cornago, 2010). Bone Regency, as one of the regions in Eastern Indonesia, has begun to engage in international cooperation to strengthen local development. Paradiplomacy is not only an extension of central foreign policy, but is often motivated by local economic, educational, and cultural interests (Surwandono & Maksum, 2020)

This phenomenon reflects a paradigm shift in international relations that has been dominated by state actors (state-centric) to be more open to non-state actors, including local governments. In practice, many regions in the world, including Indonesia, have begun to utilize foreign relations as an instrument to advance local interests. For example, through educational cooperation, regions can access student exchange programs and teacher training. Through economic cooperation, local governments can attract foreign direct investment (FDI), expand the market for local superior products, and strengthen the MSME sector. Meanwhile, cultural diplomacy allows regions to showcase local identities and build networks with global partners through culture (Setkab, 2021).

Local governments have a strategic role in strengthening Indonesia's position in the global arena through local-based diplomacy. With its unique culture and rich resources, local governments such as Bone Regency have the opportunity to develop international cooperation networks that are complementary to national foreign policy. The active involvement of local governments in foreign diplomacy broadens the spectrum of international relations actors, strengthens the value of regional autonomy, and accelerates the achievement of sustainable development goals (Bappenas, 2024)

However, it is important to understand that the implementation of paradiplomacy is not free from challenges. The complexity of central-regional relations, limited human resource capacity, and limited funds and institutional infrastructure are obstacles that are often encountered in the regions. Therefore, a study of paradiplomacy is important to describe the potential, obstacles, and strategies that can be developed. This article will discuss how Bone Regency implements paradiplomacy, the forms of cooperation that have been carried out, and how this practice compares to other regions in Indonesia that are more advanced in regional international relations. in the context of globalization and decentralization (Cornago, 2010). Bone Regency, as one of the regions in Eastern Indonesia, has begun to engage in international cooperation to strengthen local development. Paradiplomacy is not only an extension of central foreign policy, but is often motivated by local economic, educational, and cultural interests (Jackson, 2018).

Paradiplomacy at the district level is becoming increasingly relevant given the increasingly complex dynamics of global politics and economics. Based on data from the Indonesian Ministry of Foreign Affairs, there were more than 150 memorandums of understanding (MoUs) and international cooperation involving local governments in Indonesia in the period 2018–2022. This shows an increase in regional participation in global diplomacy. Bone, as a region with a long history of kingdoms and a distinctive culture, has the potential to play a greater role in this context. In addition, the experience of other regions in Indonesia, such as Yogyakarta with its cultural diplomacy, can be a relevant strategic example for Bone in maximizing local advantages for sustainable international cooperation.

2. LITERATURE REVIEW

Paradiplomacy is a relatively new concept in the study of international relations, especially in Indonesia. This term was first introduced by Duchacek in 1990, who described how subnational actors such as provinces, cities, or districts can have a role in international relations. Paradiplomacy is based on the reality that international relations are no longer monopolized by state actors, along with the strengthening of decentralization and globalization (Cornago, 2010)

Previous studies have shown that the main motives of paradiplomacy revolve around economic, cultural, and educational interests (Jackson, 2018). In Indonesia, the role of local governments in foreign relations has also been supported regulatory through Regulation of the Minister of Foreign Affairs No. 3 of 2019 and Regulation of the Minister of Home Affairs No. 25 of 2020, which provide guidelines for the implementation of foreign cooperation by local governments (Bappenas, 2024). In addition, the multi-level governance approach (Marks & Hooghe, 2004) is used to explain the simultaneous involvement of various levels of government—national, regional, and local—in managing international issues.

There are several relevant theories to explain the practice of paradiplomacy. These theories include:

- Institutional Neoliberalism Theory (Keohane, 1984): This theory states that international actors, including non-state actors such as local governments, can cooperate rationally within a stable institutional and regulatory framework. In the context of paradiplomacy, local institutions can establish effective international relations if they have clear and sustainable institutional structures and regulations for cooperation.
- Constructivism Approach (Wendt, 1999): This approach emphasizes the importance of identity, values, and norms in shaping the behavior of international actors. Paradiplomacy is not only carried out for material interests, but also as a way to build and assert regional identity on the global stage through local culture, history, and values.
- Global Governance Theory (Rosenau, 2014): This theory explains that decision-making and management of global issues are no longer dominated by the state, but are carried out collaboratively by various actors, including regions, civil society organizations, and the private sector. Paradiplomacy is an important channel for local governments to play an active role in global agendas such as sustainable development, climate change, and cross-border education cooperation.

In the Indonesian context, paradiplomacy is often carried out by large cities such as Surabaya and Bandung. The study by (Alhadar et al., 2022) emphasized the importance of institutional readiness and coordination with the central government as key factors for the success of regional paradiplomacy. Therefore, understanding the practice of paradiplomacy in Bone Regency also means understanding the extent to which local dynamics, resources, and regulatory frameworks can be optimized to expand the reach of international relations from a regional perspective. Paradiplomacy refers to the practice of foreign relations carried out by local governments (Oddone, 2023). The multi-level governance model describes the involvement of actors from various levels in the international policy process (Marks & Hooghe, 2004). In this context, local governments can be active agents in international cooperation, especially in terms of local economic promotion and cultural diplomacy (Aldecoa & Keating, 1999).

In addition to the main theories of paradiplomacy, the concept of regional soft power is also an important element in influencing the effectiveness of subnational foreign relations. (Nye, 2004) explains that soft power is the ability to influence others through cultural appeal, values, and ideology, not coercion. In the context of paradiplomacy, local governments can utilize the advantages of culture, education, and local identity as soft power instruments to attract the sympathy and trust of foreign

partners. Local media has a central role in shaping the image of a region in the eyes of the world. It showed that positive news and coverage of local cultural festivals in the mass media and digital platforms influenced the perceptions of tourists and potential foreign investors. By utilizing communication channels and social media strategically, local governments can strengthen regional branding messages and promote local potential to the outside world.

3. METHOD

This study uses a qualitative approach with a case study method in Bone Regency. This method was chosen because it can describe the phenomenon in depth and holistically in a real context (Yin, 2018). This approach allows researchers to comprehensively explore the dynamics of paradiplomacy carried out by actors at the local level by considering the social, political, and institutional contexts that surround it.

The application of research methods in this study is detailed as follows:

- Research Approach
Qualitative descriptive. This approach is chosen because it is suitable for studying complex and contextual social phenomena such as paradiplomacy. Qualitative research provides researchers with the freedom to interpret the meanings and perceptions of policy actors at the local level.
- Types of research
Single case study in Bone Regency. Case study is used because this research focuses on one region that has unique characteristics in establishing international relations as part of the implementation of regional autonomy.
- Data collection technique:
 - i. *Semi-Structured Interview*: Conducted on key informants such as officials in the Cooperation Section of the Bone Regional Secretariat, the Investment and PTSP Service, the Cultural Service, and higher education institutions involved in international cooperation.
 - ii. *Documentation*: Includes analysis of planning documents such as RPJMD, OPD Renstra, Regional Regulations, MoU/MoA documents, and annual reports of regional apparatus.
 - iii. *Literature Study and Secondary Data*: This data includes scientific articles, national policies related to paradiplomacy, and news from relevant online media.
- Data Analysis Techniques
The data obtained were analyzed using the content analysis and thematic analysis approaches. This technique is used to identify the main themes, patterns of relationships between variables, and thematic categories that emerge from the data. The analysis process was carried out inductively and iteratively by rereading the data in depth until a complete understanding of the dynamics of paradiplomacy in Bone Regency was obtained.
- Data Validity
To maintain data validity, triangulation techniques were used both from the source and method side. Interview results were verified through official documents and news, and reconfirmed with other sources if inconsistencies were found. This technique aims to increase the credibility and objectivity of research findings.

With this approach, research is expected to be able to provide an accurate, in-depth and comprehensive picture. The application regarding the implementation of paradiplomacy in Bone Regency and providing theoretical and practical contributions to the development of locally-based international relations in Indonesia.

4. RESULTS AND DISCUSSION

In general, Bone Regency's paradiplomacy can be classified into three main areas: education, economy, and culture. All three show local initiatives in establishing international partnerships, although they are still pragmatic and not yet fully institutionalized. The practice of paradiplomacy in Bone Regency shows a more flexible and local-needs-based approach, especially in improving the quality of human resources and strengthening the regional economy through the promotion of local investment and culture.

Paradiplomacy in education plays an important role in encouraging knowledge transfer and academic mobility, while in the economic sector it is directed at attracting investment through the preparation of IPRO proposals and promotion of regional superior sectors. Meanwhile, cultural diplomacy is used as a means of strengthening regional identity and expanding international reach through cultural festivals and local specialty products.

However, when compared to big cities such as Surabaya and Bandung, Bone Regency still faces obstacles in terms of institutional aspects and human resource capacity. In Surabaya, for example, the international cooperation unit has an established structure with fixed budget support. Bandung has become part of the world city network and has established environmental and sustainable development cooperation through the UN-Habitat program. This shows that the success of paradiplomacy is highly dependent on institutional readiness, policy continuity, and the ability to actively build cross-country networks.

The paradiplomacy experience of several other regions in Indonesia can be used as comparative examples to strengthen the analysis. Yogyakarta, for example, has long been active in cultural and educational paradiplomacy. In addition to establishing cooperation in the form of student exchanges and arts and culture research, Yogyakarta also regularly participates in international art events and festivals in Europe and Asia, thus strengthening the city's image as a center for arts and cultural education.

On the other hand, Bandung has successfully established partnerships in environmentally friendly projects, especially within the framework of UN-Habitat and the ICLEI (Local Governments for Sustainability) network. By making the city a model of sustainable and environmentally friendly cities, Bandung has gained a global reputation and attracted foreign partners to collaborate in urban innovation. Bandung's strategy of involving the public and civil society in project planning also increases the legitimacy and effectiveness of their paradiplomacy programs. Compared to these examples, Bone Regency has the opportunity to develop a more focused and sustainable paradiplomacy approach, especially in the cultural and education sectors. If structural weaknesses such as human resource capacity and documentation systems can be addressed, Bone Regency can build a more results-oriented international cooperation portfolio.

Thus, the results of this study not only provide a portrait of paradiplomacy practices in Bone, but also provide an overview of Bone's position in the spectrum of regional diplomacy implementation in Indonesia. Strategic planning and sustainable policy support are needed so that Bone Regency can improve its effectiveness and competitiveness in international relations. from research on paradiplomacy practices in Bone Regency. The analysis is based on data obtained through interviews and policy documents, and is reviewed based on the theoretical framework discussed previously. Three main aspects of international cooperation are identified, namely in the fields of education, economy, and culture. Each form of cooperation is analyzed to assess its impact on local development and the capacity of local governments in establishing international relations. In addition, this section will also compare the practice of paradiplomacy in Bone Regency with several other regions such as Surabaya and Bandung which have previously implemented similar policies.

Table 1. Summary of Forms of International Cooperation in Bone Regency

No	Field	International Partners	Form of Cooperation	Main Impact
1	Education	Kazakhstan, Uzbekistan, Taiwan	MoU, student & lecturer exchange	Improving the quality of local academics and human resources
2	Economy	Foreign investors & business forum	IPRO, investment facilitation, product promotion	Attracting investment in the agricultural sector & MSMEs
3	Culture	Foreign arts and culture institutions	Cultural diplomacy, promotion of Songkok To Bone	Strengthening cultural and tourism identity

As a comparative study for paradiplomacy, we can see from what was done by the City of Surabaya which focused on economic and infrastructure cooperation through sister city programs with major cities in Asia and Europe. They have a special international cooperation unit and regularly participate in world city forums (Alhadar et al., 2022). Bandung, on the other hand, has developed an education and environmental network facilitated by the UN-Habitat and ICLEI programs. The fundamental difference with Bone Regency lies in the stronger institutional and budgetary capacity in these cities. However, an educational institution-based approach such as that carried out by Bone shows a fairly innovative local strategy adaptation and has the potential to be upgraded to a more strategic and formal level.

Paradiplomacy is not just a symbolic activity or a signing ceremony of a memorandum of understanding, but can be a strategic instrument that has a real impact on regional development. In practice, the success of paradiplomacy is highly dependent on the region's ability to identify potential sectors that have international appeal, as well as the ability to build a strong local narrative. Bone Regency has a comparative advantage in the cultural and education sectors which, if positioned properly, can attract the attention and interest of foreign partners.

International education-based partnerships such as those conducted by the Batari Toja Institute and IAIN Bone show that regions can build global knowledge networks in a cheaper and more sustainable way than through pure investment. Meanwhile, regional economic potentials such as the organic farming sector, local culture-based MSME products, and historical tourism (Bone kingdom) also have great opportunities to be promoted in the international market. However, all of this requires planned, synergistic management supported by accurate data.

This section presents the findings of the study on paradiplomacy practices in Bone Regency. The analysis is based on data obtained through interviews and policy documents, and reviewed based on the theoretical framework discussed previously. Three main aspects of international cooperation are identified, namely in the fields of education, economy, and culture. Each form of cooperation is analyzed to assess its impact on local development and the capacity of local governments to establish international relations.

A. Educational Cooperation

Educational paradiplomacy not only provides short-term benefits through student exchanges, but also becomes the foundation for long-term development because it encourages the birth of a generation with a global perspective. In addition to the form of exchange, this cooperation also includes research collaboration, joint training programs, and improving international accreditation of local educational institutions. By establishing institutional relationships with overseas campuses, Bone Regency creates a more competitive academic climate while strengthening the attractiveness of the region as a regional education center.

The education sector is one of the main pillars in the implementation of Bone Regency paradiplomacy. The Batari Toja Bone Institute is a pioneer in establishing international cooperation through MoU and MoA with institutions from Kazakhstan and Uzbekistan. This cooperation aims to improve academic quality, expand global networks, and support student and lecturer mobility (Toja, 2024). In addition, IAIN Bone also shows an active role in exploring opportunities for international cooperation. Cooperation is carried out with institutions from Taiwan in the field of student exchange and science development, as well as with Saudi Arabia in the context of developing Islamic education (IAIN, 2024). These initiatives reflect the awareness of local institutions of the importance of global connectivity to improve the quality of regional human resources. establishing international cooperation with institutions in Kazakhstan and Uzbekistan, including student exchange and increasing academic capacity (Toja, 2024). IAIN Bone also carries out similar cooperation with institutions from Taiwan and Saudi Arabia (IAIN, 2024).

B. Economic Cooperation

In addition to the preparation of IPRO, local governments have begun to build a digital investment potential directory to increase information transparency to potential foreign partners. Cooperation has also begun to be directed at exploring the export of local commodities such as seaweed, organic corn, and handicrafts based on local wisdom. By involving the MSME and cooperative communities in foreign business forums, local governments have also empowered the people's economy while expanding the scale of production towards the export market. This proves that paradiplomacy can also be a means of community-based economic diplomacy.

In the economic sector, the Bone Regency Government has shown initiative through the Investment and One-Stop Integrated Service Office (DPMPTSP). One of the main strategies is the preparation of the Investment Project Ready To Offer (IPRO) to attract foreign investors, which includes priority projects such as the agriculture, fisheries, and creative industry sectors (DPMPTSP Bone, 2024). Support from the Bone Regency Chamber of Commerce and Industry (Kadin) also strengthens this effort through facilitating the processing of international business documents, submitting business visas, and promoting investment opportunities in national and international forums. This strategy shows that Bone is not only waiting for investors to come, but is also actively forming a competitive and collaborative investment ecosystem at the global level. has prepared an IPRO proposal to attract foreign investment, with Kadin's support in processing international business documents (DPMPTSP Bone, 2022).

C. Cultural Diplomacy

One prominent form of cultural diplomacy is Bone's participation in an international cultural festival in South Sulawesi that invites delegates from ASEAN countries. Through this festival, Bone presents traditional dances, traditional music, and a craft exhibition. This practice not only introduces Bone culture to the global level, but also opens up informal communication channels between local governments and foreign partners. The promotion of culture as an instrument of paradiplomacy emphasizes that local heritage can be used as social and political capital in building networks of cooperation between nations.

The Bone Regency Government also utilizes cultural aspects as an instrument of diplomacy. This is realized through Regional Regulation (Perda) No. 6 of 2023 concerning the Advancement of Regional Culture, which explicitly supports the use of local culture in international cooperation (Bone, 2023).

Cultural paradiplomacy is carried out through cultural festivals, promotion of regional products such as Songkok To Bone, and cross-country arts cooperation. Cultural diplomacy is an important bridge in strengthening local identity at the global level and opening up space for non-formal interactions that can support economic and educational relations. This strategy also provides added value to the tourism sector and strengthens regional narratives in cultural heritage-based diplomacy. Bone encourages the promotion of local culture globally, including cultural diplomacy to support regional identity and tourism (Bone, 2023).

Based on data from the (DPMPTSP Bone, 2022), in the last three years there has been an increase in foreign investor interest in the agriculture and fisheries sectors, although the investment realization is still relatively small, which is around IDR 75 billion per year. Meanwhile, in the field of education, the number of students participating in exchange programs increased by 20% between 2022 and 2024. This data shows that although the scale is still small, a positive trend is starting to form. In addition, Bone Regency's participation in international events such as the ASEAN Cultural Festival in Makassar in 2023 shows the active role of the region in cultural diplomacy. However, this achievement is still not supported by an optimal communication and documentation strategy so that publication at the global level is less than optimal. The challenges faced by Bone Regency in implementing paradiplomacy are also related to the low level of cross-sector awareness of the importance of international cooperation. Paradiplomacy has not been fully integrated into long-term strategic planning documents, so that the programs implemented are often sporadic and unsustainable. The low level of involvement of the DPRD in supporting this initiative is also an obstacle in terms of budget and political legitimacy.

From a technical perspective, limitations in foreign language proficiency and public diplomacy by implementing officers reduce the effectiveness of communication with foreign partners. As a result, cooperation proposals often fail to penetrate the international program selection because they do not meet the expected technical standards and communication style. Another problem is the lack of a sustainable monitoring and evaluation system for paradiplomacy programs, so that the achievements of cooperation cannot be measured comprehensively. Paradiplomacy in Bone Regency faces several structural and operational challenges that hinder the effectiveness of its implementation. First, limited human resource capacity is the main obstacle. Many local government employees do not yet have adequate knowledge and skills related to international diplomacy, negotiation, and understanding of foreign regulations. This hinders the ability of local governments to design and execute international cooperation programs professionally.

Second, coordination between local and central governments is still not optimal. Although there are regulations governing foreign relations by local governments, in practice there are still overlapping authorities and delays in the process of approving international cooperation. This can reduce the speed and efficiency in following up on cooperation opportunities that emerge dynamically. Third, from a financial aspect, the special budget for developing international cooperation is still very limited. Many programs are reactive, depending on invitations or initiatives from outside parties, not based on a systematic long-term strategy.

Fourth, the low quality and quantity of documentation and openness of public information regarding paradiplomacy programs are also challenges in themselves. The absence of a public database that stores information on international cooperation makes tracking and evaluation difficult, both by civil society, academics, and potential foreign partners. Finally, the lack of international networking and exposure also affects Bone's active involvement in global forums. The local government is still very dependent on central institutions or third parties in establishing international contacts. This makes Bone's position not strong enough as an independent actor in cross-regional foreign relations. Documentation problems and access to public information also hinder effectiveness (Alhadar et al., 2022).

Paradiplomacy in Bone also faces challenges in managing data and archives of international cooperation. The absence of an integrated data center makes information about MoU/MoA and cooperation achievements difficult for the public to access. This is different from Bandung and Surabaya which already have digital information systems regarding international cooperation. This data limitation not only complicates evaluation but also hinders regional promotion in international forums. Therefore, the development of an information technology-based documentation system is an urgent need.

As a strategic step, the Bone regional government needs to consider:

- Creation of a digital dashboard displaying all active international collaborations, including implementation status and relevant partners.
- Preparation of a paradiplomacy roadmap that integrates medium and long-term goals, with clear indicators of success.
- Increased collaboration with global local government associations, such as United Cities and Local Governments (UCLG), to expand networks and access to international forums.

In addition to technical and institutional challenges, local political factors and community participation also influence the success of paradiplomacy. Political support from the DPRD and regional heads greatly determines the sustainability of foreign cooperation programs, especially in budget allocation and the formation of special cooperation units. If regional political elites do not give priority, these programs have the potential to become short-term and symbolic initiatives.

In addition, the level of participation of the community and non-government actors, such as the arts community, MSMEs, and educational institutions, plays a role in enriching the substance of paradiplomacy. A case study in Makassar City shows that the active participation of the arts community and creative businesses makes the Makassar–Guangzhou sister city program more lively and has a real impact. In contrast, paradiplomacy in areas that involve less residents and business actors often only takes place at the ceremonial level and its benefits are less felt. By understanding the role of local politics and public participation, Bone Regency can design a more inclusive, transparent, and long-term-oriented paradiplomacy model. In addition to utilizing educational, economic, and cultural cooperation instruments, Bone Regency also has the potential to expand the scope of its paradiplomacy to other strategic sectors. The history-based and environmental tourism sector, for example, can be promoted as an attraction for international conservation and ecotourism cooperation. With the rich history of the Bone Kingdom and its coastal ecosystem, this cooperation can attract international institutions and tourists to contribute to efforts to preserve and develop sustainable tourism.

In addition, Bone Regency can explore cooperation in the fields of food security and climate change. This kind of paradiplomacy is very relevant in the global era when many regions are trying to increase regional resilience to environmental change. By involving international research institutions and donors, Bone Regency can learn environmentally friendly agricultural technology, water resource management, and disaster mitigation, while sharing local wisdom on land management and climate change adaptation.

The implementation of paradiplomacy in the field of technology and innovation also needs to be studied. Bone Regency can collaborate with innovation centers in other cities to create technology-based MSME incubation centers. This collaboration can involve startup exchange programs, entrepreneurship workshops, and the development of digital platforms to market local products to the global market. By utilizing the potential of the younger generation and the digital ecosystem, the local government can position Bone as an innovative region that is responsive to globalization and digital economy trends.

The development of regional paradiplomacy must also be supported by the strengthening of institutions and human resource capacity in a sustainable manner. The Bone Regency Government needs to formulate a strategy for developing globally oriented human resources, for example through the establishment of an international cooperation training center for government officials and youth. This center can provide foreign language training modules, public diplomacy, planning foreign cooperation programs, and understanding of international relations protocols and ethics. With this provision, the quality of communication and negotiation of local governments will improve, and they will be more confident in participating in international meetings and forums.

In addition to the human resources aspect, it is also necessary to develop a more robust institutional system for foreign cooperation. For example, the formation of a district-level Foreign Cooperation Team involving regional apparatus, business actors, academics, and civil society. This forum can function as a think tank to formulate cooperation priorities, conduct project feasibility studies, and evaluate cooperation achievements periodically. With this special team, Bone Regency's paradiplomacy will be more focused and no longer depend on spontaneous initiatives, but rather according to long-term strategic plans. Ultimately, institutional and human resource development will enhance Bone Regency's reputation as a reliable and proactive paradiplomacy partner. With this internal strengthening, Bone Regency is not only able to attract new partners but is also able to maintain the sustainability of existing cooperation in order to provide optimal and sustainable benefits for the welfare of the community.

5. CONCLUSION

Based on the results of the research and analysis that have been carried out, the following conclusions can be drawn:

- This study shows that Bone Regency has developed paradiplomacy practices in three main sectors: education, economy, and culture. Although not yet fully institutionalized, these initiatives are a potential foundation for the development of locally-based international relations.
- Bone's strength lies in the initiative of educational institutions and the active role of cultural institutions that encourage international cooperation. In addition, the existence of regional regulations such as the Regional Regulation on Cultural Advancement shows the existence of policy support for the implementation of paradiplomacy.
- Some of the deficiencies found include limited human resource capacity, minimal documentation, and the absence of a special unit for foreign cooperation. This causes a lack of coordination and strategic management in establishing international relations.
- Compared to other regions such as Surabaya and Bandung, Bone Regency is still lagging behind in terms of institutions, global networks, and foreign cooperation policy evaluation systems.
- This study suggests strengthening paradiplomacy institutions, establishing structured international cooperation units, and increasing human resource capacity so that Bone can compete in sub-national diplomacy more effectively.
- For further development, a longitudinal study is needed on the impact of paradiplomacy on regional development as well as a comparative study with cities/districts that have succeeded in building long-term foreign cooperation.
- This study still has limitations in terms of the scope of the study area and the number of informants. Further researchers are expected to develop studies by involving more actors, including international partners and non-governmental organizations involved in cross-border cooperation. that Bone Regency has initiated and developed paradiplomacy practices in various sectors, especially education, economy, and culture. This paradiplomacy is an

effective strategy in expanding the role of the region at the global level, supporting the improvement of human resource quality, attracting investment, and strengthening local cultural identity.

- The main advantage of Bone Regency's paradiplomacy lies in the initiative of local higher education institutions that are proactive in establishing international relations, as well as the existence of policy support such as the Regional Regulation on Cultural Advancement that supports cultural diplomacy.
- However, there are still a number of weaknesses in the implementation of paradiplomacy, such as limited human resource capacity, less than optimal coordination with the central government, and minimal public documentation on international cooperation activities. This has an impact on the lack of visibility and accountability of the programs that have been implemented.
- This study also shows that Bone's paradiplomacy strategy is more sectoral and pragmatic, not yet leading to sustainable institutional strengthening. In addition, the absence of a sister city/province program is one of the weaknesses in building long-term formal relations with international partners.
- For further research, it is recommended to conduct an evaluative study on the concrete impact of paradiplomacy on regional development, as well as a comparative study with other regions that are more advanced in the practice of paradiplomacy. In-depth research on the perceptions of international partners towards cooperation with the region will also enrich the understanding of the effectiveness of paradiplomacy at the local level.

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