



## ARTICLE

# Collaborative Governance in the Galang Batang Special Economic Zone in Bintan Regency

Fitri Kurnianingsih <sup>1</sup>, Lamidi <sup>2</sup>

<sup>1</sup> Department of Public Administration, Faculty of Political and Social Sciences, Universitas Maritim Raja Ali Haji, Indonesia.

<sup>2</sup> Graduate Program of Public Administration, Universitas Maritim Raja Ali Haji, Indonesia

fitrikurnianingsih@umrah.ac.id

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**Abstract:** The Special Economic Zone (SEZ) in Galang Batang, Bintan Regency, Indonesia, plays a crucial role in regional economic development by leveraging the area's strategic location and natural resources. The purpose of this study is to examine the collaborative governance model employed in managing the Galang Batang SEZ, focusing on the challenges and factors influencing the collaboration between various stakeholders, including government bodies and business entities. This study used a qualitative descriptive research approach; both secondary and primary data were gathered to analyze the existing conditions within the SEZ. Data analysis involved pattern matching, explanation development, and the construction of logical models to provide a comprehensive understanding of the governance processes. The results indicate that while there is an effort to coordinate between stakeholders, challenges remain in integrating services and ensuring effective collaboration due to overlapping functions within the One Stop Investment and Integrated Services Office. Despite these challenges, the study highlights the importance of cooperative leadership and the role of the local government in supporting the SEZ's operations. The findings suggest that addressing institutional fragmentation and enhancing human resource development are critical to improving the efficiency and success of the governance model. In conclusion, while the current collaborative governance structure in the Galang Batang SEZ faces operational hurdles, improvements in service delivery and inter-institutional coordination are essential to realize the full potential of this economic initiative.

**Keywords:** Collaborative Governance; Special Economic Zones; Galang Batang.



## 1. Introduction

The government's efforts to develop regions and accelerate Indonesia's economic growth are aimed at creating several programs that will impact regional economic growth (Lamidi, 2024). One of the programs launched by the government is the development of special economic zones (Moberg, 2015). Implementing the Special Economic Zones program is a way for developed countries to claim dominance over developing countries (Ramdani, 2020; Wibowo & Silitonga, 2020). Establishing Special Economic Zones in several regions in Indonesia is a strategy to encourage investment and increase Indonesia's competition with other countries (Farole & Akinci, 2011). Special economic zones are areas that apply special provisions in customs, taxation, licensing, immigration, and human resources (A. F. Aritenang & Chandramidi, 2020a; Sri et al., 2017). Developing Special Economic Zones aims to create further investment opportunities by preparing areas that are ready to receive useful and high-value industrial, export, import, and economic activities (Aggarwal, 2007; Frick et al., 2019). Government Regulation Number 40 of 2021 Concerning the Implementation of Special Economic Zones, Special Economic Zones are areas that are under the jurisdiction of the Unitary State of the Republic of Indonesia with definite boundaries, which commit to carry out economic functions and obtain facilities on an individual basis (Aggarwal, 2023; Harto, 2016).

This relates to development strategies in certain economic sectors or areas to improve the country's economy (Asri et al., 2022). The purpose of establishing a Special Economic Zone is to increase investment, absorb labor, and earn foreign exchange depending on increased exports (United Nations Conference on Trade and Development, 2019). The potential of natural resources and its strategic location make Bintan Regency one of the areas included in the location criteria to be designated as a Special Economic Zone. A business entity, namely, submitted the Final Report for the Galang Batang Special Economic Zone (Hidayat & Negara, 2020). PT. Bintan Alumina Indonesia, with written permission from the provincial and district/city governments. In 2017, the Minister for the Economy designated the Bintan Area as a Special Economic Zone through Government Regulation 42 of 2017 and officially released on December 8, 2018. The Galang Batang Special Economic Zone is located in Bintan Regency, Gunung Kijang District. The Galang Batang Special Economic Zone has an area of 2,333.6 hectares, developed as a center for the mineral processing industry, ranging from mining or bauxite to derivatives, refining, and smelting (Fauzi et al., 2022). According to data from the National Council for Special Economic Zones, the Galang Batang Special Economic Zone will be able to employ 23,200 workers, and it is estimated that the investment value for developing the Galang Batang Special Economic Zone will reach IDR 36.25 trillion in 2027.

Coordinating Minister for Economic Affairs for the Economy, Airlangga Hartarto, hopes that in developing the Special Economic Zone, PT. Bintan Alumina Indonesia and the local government can work together to make the Galang Batang Special Economic Zone successful. The current success of the Galang Batang Special Economic Zone cannot be separated from the contributions of all parties, especially the Regional Government. The Special Economic Zone is one of Bintan Regency's efforts to boost the regional economy and create jobs for residents. This is a form of regional interests and shared national interests (Bedi, 2013; Hornok et al., 2023). Local government involvement is one of the key factors for the success of the Special Economic Zones. If the Special Economic Zones are successful, it will positively impact regional economic growth. To attract foreign investors, the Regional Government is one level of government that can participate in developing regional potential (Aritenang, 2024; Pramoda & Apriliani, 2016; Trisniati et al., 2022).

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Looking at the country's analysis unit, currently, not only the central government has the authority to establish international cooperative relations; instead, the Regional Governments target national interests to meet the needs of each community (Hidayat & Hidayat, 2010; Mugano, 2021). As a result, some of the authority of the central government was transferred to regional governments regarding international cooperation as stipulated in Law no. 23 of 2014 concerning Regional Autonomy in Regional Governments will enable Indonesian local governments to act more quickly in pursuit of development by utilizing their potential (Effendi, 2002; Narula & Zhan, 2019). With their authority, local governments also have access to cooperation with foreign organizations and foreign regional governments (Yuwono, 2001). Cooperation between sub-state actors is also known as a model of para-diplomacy. Paradiplomacy refers to the behavior and capacity to build external relations formed by "substate" entities or regional/local governments in the context of their special interests (Kaho, 2007).

However, The current activities of Governor Ansar Ahmad of Riau Islands Province said the Galang Batang Special Economic Zone in Bintan Regency received an additional investment of USD 2 billion or the equivalent of Rp. 30 trillion this year. The investment is estimated to be able to absorb 23 thousand workers. He will encourage related companies to prioritize local workers, namely local children, by considering the specifications of their work fields so that local children get a portion in the industrial area of the Galang Batang Special Economic Zone (Chaisse & Dimitropoulos, 2021; Chen et al., 2024). The Galang Batang Special Economic Zone location has direct access to the Malacca Strait and the South China Sea. The Galang Batang Special Economic Zone was proposed by the business entity PT Galang Batang Special Economic Zone Industry Park and stipulated through Government Regulation 42 of 2017 and was inaugurated by the Minister for the Economy on December 8, 2018. The Galang Batang Special Economic Zone will be developed as a center mineral processing industry (bauxite) and its derivative products from refineries and smelter processes.

It is estimated that the Galang Batang Special Economic Zone will be able to absorb a workforce of 23,200 people, spread for the refinery processing industry for 350 people, the smelter processing industry for 260 people, and dock and port services which have the potential to create multiplier effects in the area. The investment value for developing the Galang Batang Special Economic Zone is IDR 36.25 trillion until 2027. Local workers should prepare themselves as well as possible. The local government will increase the number of employment training programs. It is expected to increase the competence and competitiveness of the local workforce. Importance of Collaboration in the Management Policy of Special Economic Zones in Bintan Regency. So, the proper title of this study is Collaborative Governance in the Management of the Galang Batang Special Economic Zone in Bintan Regency Bintan Regency.

Collaborative Governance has emerged as a widely discussed concept in public administration and policy studies, particularly in contexts involving complex, multi-actor decision-making environments (Ansell & Gash, 2008; Emerson & Nabatchi, 2015). It emphasizes inclusive, consensus-oriented processes among stakeholders from various sectors, including government, private entities, and civil society. Previous research has examined Collaborative Governance in areas such as environmental management, urban planning, and service delivery. However, studies focusing on its application in the management of Special Economic Zones (SEZs), particularly in the Indonesian context—remain limited. Most existing studies on SEZs concentrate on their economic performance, regulatory frameworks, or investment potential (Di Ruocco & D'Auria, 2024; Kementerian Perkonomian, 2024), while overlooking the

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collaborative dynamics among actors that affect policy implementation and local development outcomes.

Given that the Galang Batang SEZ is projected to absorb more than 23,000 workers and attract investments totaling IDR 36.25 trillion by 2027, this research contributes both theoretically and practically to the fields of governance, regional development, and public sector reform. To provide a clear theoretical basis for this study, the concept of collaborative governance as formulated by Ansell and Gash (2008) is employed, which emphasizes face-to-face dialogue, trust building, shared understanding, and intermediate outcomes as key pillars. Emerson and Nabatchi's (2015) integrative framework is also utilized, highlighting three key components: principled engagement, shared motivation, and capacity for joint action. These theoretical lenses guide the analysis of stakeholder interactions, institutional roles, and the policy mechanisms that shape collaborative practices in the Galang Batang SEZ.

This study is grounded in the collaborative governance model proposed by Ansell and Gash (2008), which identifies four key components: (1) face-to-face dialogue, (2) trust building, (3) shared understanding, and (4) intermediate outcomes. Complementing this, the framework by Emerson and Nabatchi (2015) is also adopted, which introduces three interactive dimensions for effective collaboration: principled engagement, shared motivation, and capacity for joint action. To operationalize these theoretical constructs in the context of Special Economic Zone (SEZ) governance, this research uses the following indicators to evaluate collaborative governance. These indicators guide the analysis of governance structures and processes in the Galang Batang SEZ, providing a lens to assess both institutional coherence and the effectiveness of inter-organizational collaboration.

## 2. Methods

The research method uses a descriptive qualitative approach (Guba & Lincoln, 1994). The research method utilizes qualitative data and is described descriptively. Qualitative descriptive data analysis is often used to analyze events, phenomena, or situations socially. In qualitative research, data collection techniques may include observation and documentation. The data collected can be categorized into primary and secondary data. Primary data refers to information obtained directly by the researcher through field observations of actual conditions in the Galang Batang Special Economic Zone (SEZ), Bintan Regency.

In this study, data were primarily collected through semi-structured interviews with a total of 12 key informants, including local government officials, SEZ administrators, and representatives from PT Bintan Alumina Indonesia. Informants were selected using purposive sampling based on their roles, responsibilities, and involvement in the SEZ's planning and implementation processes. An interview guide was developed based on the collaborative governance indicators discussed in the theoretical framework to ensure consistency and focus during the interviews.

Regarding data analysis, in addition to pattern matching, the researcher employed thematic coding to identify recurring themes and categories related to governance collaboration. Transcripts were manually coded and grouped according to emerging themes, which were then mapped against the conceptual framework to determine alignment or deviation. This multi-step analysis process strengthened the reliability and depth of findings.

This technique allows the researcher to directly record events, behaviors, and environmental contexts as they naturally occur. On the other hand, secondary data is data obtained indirectly, meaning it is collected through intermediary sources such as



documents, reports, archives, or other relevant written materials (Yin, 2018). This type of data serves to complement and provide a broader context to the primary findings gathered through observation.

The data analysis process involved organizing and categorizing data based on relevance and themes, followed by cleaning and reducing data to retain only meaningful information. A pattern-matching technique was employed to compare observed findings with theoretical expectations (Creswell & Creswell, 2018). This method allowed the researcher to test whether specific characteristics or phenomena aligned with existing concepts. Explanation building was then carried out by interpreting patterns and developing descriptive narratives, which were further refined through logical modeling. This analytical process ensured that the results were grounded in both empirical data and theoretical reasoning, forming a coherent argument related to the research topic.

### **3. Results and Discussion**

#### **3.1. Conditions the Galang Batang Special Economic Zone, Bintan Regency**

The implementation of Special Economic Zones, now referred to as Special Economic Zones, has been running for 14 years since the enactment of Law Number 39 of 2009 concerning Special Economic Zones. It is felt that the journey and development of Special Economic Zones have not been optimal and do not yet have a driving force in creating jobs in Indonesia. In addition, Law Number 39 of 2009 concerning Special Economic Zones has been amended by Law Number 11 of 2020 concerning Job Creation. This Law on Job Creation has changed, deleted, and added new strategic arrangements in developing Special Economic Zones.

Institutional revitalization, through the confirmation of facilities and conveniences, is carried out by the National Council, and the relevant agencies regulate its implementation. The Zone Council no longer forms the Special Economic Zone Administrator but is directly appointed under the National Council's coordination. Consequently, the preparation of service facilities and infrastructure, as well as human resources required by the Special Economic Zone Administrator, will become the responsibility of the National Council. Based on Article 59 paragraph (1) in Government Regulation Number 40 of 2021 concerning the administration of Special Economic Zones, in carrying out supervision and control, the Special Economic Zones Administrator has the authority to obtain reports or explanations from Business Entities and Business Actors regarding their activities.

The Special Economic Zone Administrator submits reports on the supervision and control of the operation of the Special Economic Zones to the National Council with periodic copies once every six (six) months. Establishment of Administrator for the Galang Batang Special Economic Zone, Bintan Regency, through the Kepulauan Riau Governor's Letter No. 02/DK.KEK of 2018 dated March 2, 2018, and Appointment of Technical Officials for the Galang Batang Special Economic Zone based on Decree of the Regent of Bintan Number 215/III/2018 concerning Determination of the Planting Office Capital and PTSP as Administrator for Galang Batang Special Economic Zone in Bintan Regency. Currently, 16 (sixteen) technical officials occupy the Administrator structure of the Galang Batang Special Economic Zone.





Figure 1. Location of Special Economic Zones in Bintan Regency

Source: <https://kek.go.id/kawasan/KEK-Galang-Batang>

The Special Economic Zone Administrator is tasked with assisting the Zone Council in terms of the following:

- Granting business permits and other permits required for Business Actors who establish, operate, and develop businesses in Special Economic Zones;
- Carry out operational monitoring and control of Special Economic Zones;
- Submit periodic and incidental reports on the operationalization of Special Economic Zones to the Zone Council.

Then the Administrator of Galang Batang Bintan Regency, in his duties, has the following authorities:

- Providing licensing and non-licensing services in the field of investment following the provisions of laws and regulations;
- Provide direction to business entities managing the Special Economic Zones to improve the operationalization of the Galang Batang Special Economic Zones;
- Give a warning to the business entity managing the Galang Batang Special Economic Zone in the event of irregularities in the operation of the Galang Batang Special Economic Zone;
- Submit a report on the operationalization of the Galang Batang Special Economic Zone submitted periodically every 6 (six) months;
- Submit incidental reports on the operationalization of the Galang Batang Special Economic Zone to the National Council or Regional Council;
- Carry out other tasks required according to authority by referring to the laws and regulations that apply;

The Galang Batang Special Economic Zone Administrator Building is located within the Galang Batang Special Economic Zone, operating since December 2018. This building provides a special room for all licensing and non-licensing services within the



special economic zone. The rooms are the Administrator Service Room, BPN Bintan Work Room, Immigration Work Room, Notary Work Room, and Customs and Excise Work Room.



Figure 2. Entrance to the Galang Batang Special Economic Zone, Bintan

Source: *Research Documentation*, 2023

Furthermore, the Special Economic Zone Administrator provides Licensing and Non-Licensing services based on the following:

- a. The delegation of authority from the Regent of Bintan to the Head of Galang Batang Special Economic Zone Administrator has been issued through Bintan Regent Regulation No 20 of 2018, dated March 13, 2018;
- b. The delegation of authority from the Governor of the Kepulauan Riau to the Administrator of the Galang Batang Special Economic Zone has been issued through Regulation of the Governor of the Kepulauan Riaux No 20 of 2018, dated March 5, 2018;
- c. A determination as a Certificate of Origin Issuing Agency (IP-SKA) based on the Decree of the Minister of Trade of the Republic of Indonesia Number 1363 of 2018;
- d. Regulation of the Minister of Finance of the Republic of Indonesia Number 104/PMK.010/2016 concerning customs and excise tax treatment in Special Economic Zones, the Administrator has the authority to determine the amount and type that gets Import Duty Exemption and is not collected Tax in the framework of Import.

The implementation of Special Economic Zones (SEZs) in Indonesia, particularly the Galang Batang Special Economic Zone in Bintan Regency, has been an ongoing process since the enactment of Law Number 39 of 2009. However, despite over a decade of development, the SEZs have yet to become a significant driver of job creation and economic growth in the country. The recent amendments in the Law on Job Creation in 2020 have introduced several strategic changes in the management and operationalization of SEZs, aiming for more effective governance and revitalization of institutional frameworks. The authority and responsibilities for overseeing SEZs have been consolidated under the National Council, which is tasked with coordinating and supervising the activities of the Special Economic Zone Administrator.

The Galang Batang Special Economic Zone Administrator plays a crucial role in facilitating the operational success of the zone by providing essential services, including business permits and operational monitoring. The Administrator is responsible for submitting periodic and incidental reports to the National and Regional Councils, ensuring compliance with laws and regulations (Davies & Mazhikeyev, 2019; Median, 2023). The Administrator's duties also include giving direction to business entities, monitoring their operations, and providing support in the form of licensing and non-



licensing services. Through these efforts, the Galang Batang SEZ is positioned to support investment growth and economic development within the region.

### 3.2. Strategic Issues in Galang Batang Special Economic Zone, Bintan Regency

Based on the Decree of the National Council for Special Economic Zones Number 7 of 2021, the BUPP for the Galang Batang Special Economic Zone changed from PT. Bintan Alumina Indonesia became PT. Galang Batang Special Economic Zone Industrial Park. PT. Galang Batang Industrial Park Special Economic Zone with Industrial Area Business field. In developing the area, land that has been controlled by business entities and land that is utilized. Of the total land area of 2,333.6 Ha that has been determined, 1750 Ha of land has been acquired/acquired, of which only 327.15 Ha have HGB certificates. Meanwhile, 1,300 hectares of land have been utilized, or around 70.7% of the land that has been controlled. Creative, innovative, and competitive to play an active role in enhancing development. Apart from that, not only in terms of quantity but more importantly. The active role of the community as the subject of development.

By increasing the population's quality in terms of skills/skills and education, the acceleration of development to achieve the vision and mission and the programs set by the local government can be fulfilled. Strategic issues that researchers encountered and are still being experienced by stakeholders in implementing Special Economic Zone by Business Entities, Builders, and Managers of Galang Batang Special Economic Zone and Administrators of Galang Batang Special Economic Zone include:

- a. Regional AMDAL, due to changes in production capacity from 1 million tons/year to 2 million tons/year, a new AMDAL is needed. The progress of the document development is being repaired before entering the AMDAL session stage at the Kepulauan Riau Province Environmental Service;
- b. To accelerate the accessibility of the Galang Batang Special Economic Zone, it is necessary to widen the road access to Galang Batang SEZ, which is the authority of the Kepulauan Rias Provincial Government and the Central Government;
- c. For the conversion of forest area functions (release of Convertible Production Forest to Other Designated Areas), an HPK Determination Decree has been obtained into APL covering an area of 371 Ha. Next is the process of setting boundaries and processing land rights;
- d. Refinery Alumina and Aluminum Smelters require 2850 MW. PT Bintan Alumina Indonesia will use coal to build a 2850 MW PLTU and meet carbon emission standards according to applicable regulations (using ultra super-critical technology). Government policy requires a mix of 23% EBT (New, Renewable Energy), while for a small island like Bintan, EBT options are very limited and insufficient, and their reliability has not been tested;
- e. The Ministry of Industry's mandate Number 1 of 2020 concerning detailed RKL/RPL for business actors in the Special Economic Zone has not been implemented. Detailed RKL/RPL functions as an environmental document for business actors in the area;
- f. From the aspect of Building Approval Permits (PBG), BUPP Special Economic Zone Galang Batang will only arrange IMB for the PLTU and Alumina Manufacturing Plant in 2021, while many other buildings are already operating. Still, efforts have not been made to arrange PBG certification for the Administrator of the Galang Batang KEK.



The service at the Administrator of the Galang Batang Special Economic Zone is quite good, only with concurrent positions from Administrator personnel and the Investment and One-Stop Service Office of Bintan Regency, the service performance has not been optimal. For this reason, it is necessary to separate personnel so that service performance is more optimal immediately.



**Figure 3.** Conditions of Development by Industrial Players in the Galang Batang Special Economic Zone, Bintan Regency

Source: <https://kek.go.id/kawasan/KEK-Galang-Batang>

The long-term plan that stakeholders will carry out in managing the Galang Batang Special Economic Zone in Bintan Regency through PT Bintan Alumunia Indonesia has been to export SGA produced through an aluminium refinery. PT Bintan Alumunia Indonesia plans to build an aluminum smelter to produce aluminum ingots. Based on the findings of interviews with researchers, PT Bintan Alumunia Indonesia targets to produce 2 million tonnes of SGA through the aluminum smelter. That amount of SGA can produce 1 million tonnes of aluminum ingots. The target will be achieved in 2027 with production details of 250,000 tons of aluminum ingots in 2025, 250,000 tons in 2026, and 500,000 tons in 2027.

Meanwhile, an adequate port is needed to accommodate shipments of bauxite raw materials from Kalimantan Island, coal for the needs of the steam power plant (PLTU) from Tanjung Enim, South Sumatra, and the need for product exports. Through the Special Economic Zone, Galang Batang has a port with a loading and unloading capacity of 20 million tons per year. It can be said that the Galang Batang port is the most modern in the Kepulauan Riau Province. With conveyor facilities, transportation efficiency can be improved. Meanwhile, for energy needs to support production, added Robert, currently PT Bintan Alumunia Indonesia has built a Steam Power Plant (PLTU) with a 6x25 megawatts (MW) capacity. Not only that, but PT Bintan Alumunia Indonesia will also build a PLTU with a total capacity of 2,850 MW to meet the target of 1 million tons of aluminum ingots by 2027.

Currently, the Galang Batang Special Economic Zone, Bintan Regency, has a land area of 2,333 hectares (ha), as stated in the Government Regulation 42 of 2017. Over 60 percent of the land area has been occupied, and around 1,800 ha of land has been used. Management of the Galang Batang Special Economic Zone has also planned to expand to more than 2,000 ha due to the high interest of other investors to invest. In addition, land expansion in the Galang Batang Special Economic Zone will also increase the multiplier effect on companies, micro, small and medium enterprises (MSMEs),



and local workers. Apart from that, in its construction, the Galang Batang Special Economic Supervision of Bintan Regency works with 27 contractors and MSMEs. The total workforce absorbed in the Galang Batang SEZ is 3,500 people, consisting of 900 foreign workers (TKA) from China and 2,600 local workers. The Bintan Regency Galang Batang Special Economic Supervision is projected to absorb around 21,000 workers.

For information, the total initial investment submitted by Foreign Investment (PMA) reached US\$5.5 billion, equivalent to Rp.75 trillion. For the first stage until 2027, the funds disbursed are projected to be Rp. 36.2 trillion. Until January 2022, Rp. 18 trillion. The details of the investment development stages so far are the existence of an alumina refinery, a PLTU with a capacity of 6x25 MW, a gas station as a downstream coal for roasting alumina, and a dormitory for worker accommodation. The project will be completed for the second phase by the end of 2024. During this phase, an additional alumina refinery with a capacity of 1 million tons, a phase 1 aluminum smelter with a capacity of 250,000 tons, and a PLTU with a capacity of 6x150 MW will be built. In the next stage until 2027, there will be an increase in smelter capacity from 250,000 to one million tons per year, additional PLTU with a capacity of 4x150 MW for additional production of 250,000 tons of nuggets, and PLTU with a capacity of 8x150 MW to supply electricity production of 500,000 tons of ingots.

### **3.3. Factors Influencing the Collaborative Governance Process for Galang Batang SEZ Management, Bintan Regency**

Factors influencing the collaboration process from the policy of managing the Special Economic Zone in Galang Batang Bintan Regency include facilitative leadership. Many stakeholder actors in facilitative leadership, from ministries to governors, Collaboration. In 2022, the Governor of the Kepulauan Riau will meet with the Coordinating Minister for Maritime Affairs and Investment to discuss Additional Investment in the Galang Batang Special Economic Zone, Bintan Regency, with plans to increase investment in the Galang Batang Special Economic Zone of USD 2 billion or equivalent to Rp. 30 trillion. The central government assesses investment development in the Galang Batang Special Economic Zone as a role model for sustainable investment and can be imitated by other regions in Indonesia. As is known, the Galang Batang Special Economic Zone operates as an industrial center for processing mineral products (bauxite) and its derivative products both from refineries and smelter processes. The Galang Batang Special Economic Zone is one of the feelings of pride of the Kepulauan Riau Province and Indonesia. This area is a source of local revenue (PAD) and foreign exchange.

This success was inseparable from the seriousness and full support of the facilitative leadership by the Governor of the Kepulauan Riaux to PT Bintan Alumina Indonesia (BAI) in developing the Galang Batang SEZ, Bintan Regency. With facilitative leadership, it is estimated that the Galang Batang Special Economic Zone will be able to absorb a workforce of 23,200 people, spread across the refinery processing industry by 350 people, the smelter processing industry by 260 people and dock and port services which have the potential to create multiplier effects in the area. So, facilitative leadership impacts the workforce in Galang Batang, Bintan Regency. The second continues on the current Collaboration Design for the Galang Batang Special Economic Zone. In this case, the Collaboration has been integrated from several stakeholders, such as referring to service and licensing system rules that already use the Online Single Submission (OSS) system.

So, there is a collaboration design in fulfilling industrial permits in the Galang Batang Special Economic Zone by Business Entities or Private as well as Local



Government and Central Government. Researchers' findings in collaborative design within local government, Special economic zones refer to government regulations that only provide licensing facilities, namely the Administrator of the Special Economic Zone of Galangan Batang, Bintan Regency. The current OSS function is in the Special Economic Zones. If what is the authority of the region or is called the technical team looking at the application for permits attached to business entities that are carried out according to OSS, then every Office in Bintan Regency will be given login access for OSS with derivatives at the Plantations Office Capital and Integrated Services One Stop Bintan Regency.

The form of application through OSS will be verified in advance according to the function in Bintan Regency, both included in the Special Economic Zone and not included in the Special Economic Zone. One permit in the Special Economic Zone is the exemption of entry fees and is not subject to import tax, which is included in the master list. The master list referred to is already included in the OSS, which follows according to the regulations of the Ministry of Finance, which are directly related to central customs. The report will also be submitted through tax exemption incentives and several facilities received in the Galang Batan Special Economic Zone, Bintan Regency. In the form of cooperation in terms of licensing, which is focused on by the Investment and One-Stop Services Office of Bintan Regency.

At present the condition of the regional government of Bintan Regency has not been able to form a new regional apparatus organization related to the Galang Batang Special Economic Zone, so based on government regulations, the collaboration design will be attached to the Investment and Integrated Services Service of Bintan Regency as an ex-official administrator of the Galang Batang Special Economic Zone, Bintan Regency. So, the Collaboration formed in the Regency followed the Bintan Regency Decree. Provincial government authority will be delegated directly to ex officio administrators. Then, the three findings of the researcher on the initial conditions for the formation of the Galang Batang Special Economic Zone. One of the conditions is that there must be a construction and management business entity established through a Decree of the Regent of Bintan with initiation from PT Bintan Alumunia Indonesia. Development and Management Business Entity (BUPP) for Special Economic Zones, in this case, PT Bintan Alumunia Indonesia, and as business actors inside.

Initially, the government's role in the administration was formed to provide administrative support. Then, it was still carried out for permits in the licensing task as ex officio. Investment Service and One Stop Integrated Service As an ex-offecio, he is also responsible to the Board of the Galang Batang Special Economic Zone, attached to the Provincial Government of the Kepulauan Riau. Duties and obligations as ex official submit in the form of reports on operations and developments every semester every year. Furthermore, the follow-up of the report, starting from the reporting from the Provincial Regional Council, will report to the National Regional Council in the Center under the Republic of Indonesia's Ministry of Economy.

#### **4. Conclusion**

Collaborative Governance in managing the Galang Batang Special Economic Zone (SEZ) in Bintan Regency has functioned to some extent—particularly in the interaction among involved institutions—but it remains structurally fragmented. One of the main obstacles lies in the limited authority of the ex officio collaboration administrators, particularly regarding licensing processes that are still divided among various institutions. This fragmentation weakens the systematic implementation of Collaborative Governance, even though institutional cooperation is evident in practice.

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This study is limited to administrative and policy-related observations within the Galang Batang SEZ. It does not fully explore the broader socio-economic impacts of collaborative mechanisms or the perspectives of private-sector actors in depth. Therefore, further studies should investigate the effectiveness of collaborative policy implementation across different SEZs and analyze the role of private sector involvement in greater detail. As a recommendation, the One-Stop Integrated Service Unit, currently operating as an ex officio body, should be developed into a standalone institution under the authority of the Riau Islands Provincial Government to enhance the efficiency of licensing, supervision, and control. Human resource development should also be strengthened, particularly in verification processes, to streamline public services. In addition, stronger involvement of central government stakeholders is recommended to support regional autonomy and ensure more integrated and strategic collaboration in investment realization and enterprise development in the SEZ.

In alignment with the study's objective to examine collaborative governance models, this research proposes a context-specific governance model for the Galang Batang SEZ. The model integrates three core dimensions identified through empirical findings: (1) multi-level stakeholder coordination, particularly between central, provincial, and local authorities; (2) integrated licensing and oversight mechanisms under a unified institutional body; and (3) continuous stakeholder engagement via formal forums or task forces. These components reflect the adaptive application of collaborative governance theory in the Indonesian SEZ context and offer a practical framework for improving coordination, accountability, and service delivery. This model can serve as a reference for similar SEZs facing complex institutional arrangements.

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