



Opportunities and Challenges in the Development of A Sustainable Capital City of Nusantara

K.P. Suharyono Soemarwoto Hadiningrat

Vice Chancellor of Research, Community Services and Cooperation in Institute of Business and Multimedia ASMI Jakarta, Indonesia

(*). Corresponden Author: harysmwt@gmail.com

Article Info:

Abstract

Keywords:

Sustainable of IKN;
Smart Cities;
Symbol of National Identity

Purpose: The sustainable development of Nusantara, Indonesia's new capital city, under Law No. 3 of 2022 requires a robust commitment from the central government, supported by all elements of society. The relocation of the capital from Jakarta to Nusantara brings forth numerous challenges that demand comprehensive mitigation strategies, especially in uniting local and newcomer communities to collaborate effectively in building IKN Nusantara, ensuring inclusivity and shared progress.

Article History:

Received : 22-10-2023
Revised : 13-01-2024
Accepted : 30-03-2024

Study Design/Methodology/Approach: This study employs a descriptive research design, utilizing SWOT Analysis to examine the opportunities and challenges in achieving sustainable development in IKN Nusantara. Narrative data analysis is applied to interpret the findings in line with the research objectives.

Article DOI :

10.55960/jlri.v12i1.534

Findings: The study identifies several opportunities for the sustainable development of IKN Nusantara, including policy formulation, investment opportunities from domestic and international sources, optimization of State Property (BMN), and development of the metropolitan region "Nusamba Bojaserakarta" as a support area. Additionally, opportunities for interregional cooperation, enhancing national connectivity, and population mobility were highlighted. However, significant challenges exist, including the need for development plans that align with natural conditions, the integration of national values, and the achievement of low-carbon emissions targets.

Originality/Value: This research offers valuable insights into the strategic planning and potential obstacles in the development of Indonesia's new capital. It provides a balanced perspective on how opportunities can be maximized while addressing critical challenges to ensure the long-term sustainability of IKN Nusantara.

How to cite : Hadiningrat, KP. Suharyono, S. (2024). Opportunities and Challenges in the Development of A Sustainable Capital City of Nusantara. *Jurnal LemhannasRI*, 13(1), 53-64. <https://doi.org/10.55960/jlri.v12i1.534>



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/). Any further distribution of this work must maintain attribution to the author(s) and the title of the work, journal citation and DOI.

Published under licence by Lemhannas Press.

INTRODUCTION

The relocation of Indonesia's National Capital (IKN) from Jakarta to East Kalimantan presents both significant challenges and opportunities, making it essential to prioritize effective strategies, solutions, and resources. The shift is not only a matter of moving governmental functions but also an effort to address the complex issues faced by Jakarta, such as overpopulation, environmental degradation, and the over-concentration of economic activities. This massive undertaking requires comprehensive planning and foresight to mitigate potential threats and ensure the long-term success of the capital relocation. According to Mulyono (2012), achieving prosperity and security through this move will depend on setting clear priorities and utilizing available resources effectively, whether in pursuit of peace or economic growth.

In realizing the vision of a sustainable world city, as outlined in Law No. 3 of 2022 regarding the National Capital, the central government's commitment is critical. This commitment must be supported by all elements of the nation to ensure that the vision of a sustainable world city is not just political rhetoric but a reality that adheres to the Sustainable Development Goals (SDGs). The SDGs, agreed upon by 159 heads of state at the United Nations General Assembly in 2015, serve as a global development framework aimed at improving economic prosperity, promoting social well-being, maintaining environmental quality, and ensuring fair governance. These goals are reflected in Indonesia's 1945 Constitution, specifically in Article 33, which highlights the principles of fairness, sustainability, environmental awareness, and economic democracy in managing the national economy (RI, 2020).

The SDGs framework consists of 17 goals, which are divided into four main pillars: social development (e.g., poverty reduction, health, education), economic development (e.g., decent work, industry, innovation), environmental sustainability (e.g., climate action, clean energy), and governance (e.g., peace, justice, strong institutions). (Bappenas, 2024). The concept of sustainable development basically refers to John Elkington's TBL, stating that: "The Triple Bottom Line (TBL) is a sustainability framework that examines a company's social, environment, and economic impact. The original idea was encouraging businesses to track and manage economic (not just financial), social, and environmental value added—or destroyed. But, as Elkington further explains, "the TBL wasn't designed to be just an accounting tool. It was supposed to provoke deeper thinking about capitalism and its future, but many early adopters understood the concept as a balancing act, adopting a trade-off mentality." Its goal was "system change—pushing toward the transformation of capitalism. It was never supposed to be just an accounting system. It was originally intended as a genetic code, a triple helix of change for tomorrow's capitalism, with a focus was on breakthrough change, disruption, asymmetric growth (with unsustainable sectors actively sidelined), and the scaling of next-generation market solutions." (Elias, 2004). Similarly, Cortright (2001) suggested that economic strategies for development must prioritize the creation of new knowledge and innovation, particularly in knowledge-based sectors such as scientific research and technology.

However, the research conducted by Hadiningrat (2023) also highlights the negative environmental impacts of the relocation, making it imperative to implement robust environmental rehabilitation programs. These programs will ensure that biodiversity is preserved and that the region's capacity to meet the needs of current and future generations is maintained. As part of a broader national strategy, the development

of IKN must not only contribute to Indonesia's economic growth but also serve as a symbol of national unity, embodying the principles of Pancasila and promoting Indonesia's global standing.

The construction of IKN from the ground up offers Indonesia a unique opportunity to design a city that adheres to sustainable development principles, with the potential to set a global standard for smart city development. Research by Saraswati & Adi (2022) emphasizes that the IKN relocation presents more strengths and opportunities than weaknesses or threats, with the potential to open new investment, create jobs, diversify economic sectors, and promote the use of renewable energy. Nonetheless, the relocation also poses geopolitical risks and challenges related to the transition of civil servants (ASN), military (TNI), and police personnel (POLRI) to the new location, which could disrupt government functions during the transition phase (Sumarna & Jannah, 2023).

Sherif & Okeil (2014) argue that a country's capital must represent its identity and values to the international community while meeting the criteria for sustainable development. This includes balancing economic growth with environmental and social responsibilities through smart technology and urban planning that align with natural and cultural standards. In this context, the relocation of IKN can be seen as part of a broader global trend toward urbanization and cosmopolitanism, with the potential to reshape Indonesia's governance and global identity.

Furthermore, the lessons learned from past capital relocations, such as Brazil's successful move to Brasília and Malaysia's shift to Putrajaya, underscore the importance of strong leadership and comprehensive planning in ensuring the success of such a massive project. Failure, as seen in Tanzania's attempt to relocate its capital to Dodoma, often results from a lack of governmental commitment and thorough preparation (Mubaroq & Solikin, 2019). For Indonesia, ensuring the success of the IKN relocation will require adherence to sustainable development principles, strong political will, and coordinated efforts across various sectors to create a new capital that is both functional and symbolic of Indonesia's aspirations on the global stage.

The objective of this study is to analyze the role of economic growth in the development of the ideal IKN and to explore how sustainable development principles can be integrated into the construction of the new capital. Furthermore, this research aims to examine the challenges and opportunities presented by the relocation, focusing on governance, environmental sustainability, and the improvement of social and economic conditions in alignment with the Sustainable Development Goals (SDGs).

METHODS

This study employs a qualitative approach with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as the primary method. SWOT is used to analyze the opportunities and challenges in the sustainable development of IKN Nusantara. This approach is taken to explore in depth the factors that support and hinder the development of IKN, as well as to identify strategies that can be applied to maximize opportunities and overcome existing challenges.

The data for this study were collected from various secondary sources, including academic literature, official government documents, seminar findings, and mass media reports. The analysis begins by identifying opportunities in the development of IKN, such

as investment opportunities, optimization of State Property (BMN), and the development of national connectivity. On the other hand, the challenges faced in the sustainable development of IKN, including physical design in accordance with natural conditions, implementation of national values, and challenges in preparing human resources, are also analyzed. The results of this analysis are then compared with theories of sustainable development and the Penta-Helix strategy, which involves collaboration between the government, academics, industry, society, and the media.

This research also utilizes quantitative data sourced from government reports related to IKN development budgets, education and economic statistics, as well as infrastructure data to support the SWOT analysis. This approach allows the researcher to provide a comprehensive overview of the opportunities and challenges in the sustainable development of IKN Nusantara from economic, social, environmental, and governance perspectives.

RESULT AND DISCUSSION

The discussion of the research variables highlights that limited resources pose a significant risk to the success of developing the Indonesian IKN. Therefore, extraordinary efforts are required to turn existing opportunities into practical solutions that can address the challenges that may arise. At the same time, global and national support, coupled with a strong commitment to national interests, is crucial for ensuring the successful development of a sustainable IKN Nusantara. This is essential to achieve the broader national goals and aspirations of the Republic of Indonesia.

In this research framework, limited resources are identified as a key factor that can determine the potential success or failure of the IKN project. To overcome this, strong national and global commitments must be made, focusing on opportunities that align with the country's best interests. The Penta-Helix strategy, which involves collaboration between government, academia, industry, society, and the media, plays a pivotal role in overcoming challenges and leveraging opportunities. By using this approach, the IKN development aims to create a successful and sustainable city that meets national aspirations and contributes to Indonesia's future growth.

Following this, opportunities and challenges in the sustainable development of IKN were analyzed using Albert S. Humphrey's SWOT Analysis method, with a particular focus on identifying both potential opportunities and challenges.

Opportunities in the sustainable development of Indonesian IKN

Sustainable development of the Indonesian IKN requires the commitment of the central government and all elements of the nation to work together to ensure its successful implementation, as mandated under Law No. 3 of 2022 concerning the National Capital, instead of becoming a stalled building and wasting resources. The critical point that may occur needs to be mitigated and anticipated, especially in connection with the presidential/vice presidential election in 2024. The probability is 50:50 if the elected President/Vice President does not have the desire and commitment to continue developing IKN Nusantara despite the existence of the law. Moreover, it will be colored by a very dynamic tug-of-war of interests, depending on who the elected representatives of the people will be.

Apart from political intrigue, the construction of IKN Nusantara, which is now commencing, is estimated to require a budget of IDR 466 trillion. This project has become a new center of gravity both on a national, regional, and global scale. The details of the financing come from the APBN, around 20%, which amounts to around IDR 89.4 trillion; PPP and private sector which amount to Rp. 253.4 trillion; State Owned Enterprises (BUMN) and Regional Owned Enterprises (BUMD) which amount to Rp. 123.2 trillion (Nugraheny & Meiliana, 2023)

This enormous budget plan has the potential to create opportunities and challenges in its implementation. From various sources, various opportunities in developing IKN Nusantara can be analyzed, including:

- a. Opportunities to design plans, policies and realize sustainable development of IKN Nusantara, considering that this is something new, starting from the beginning or point zero so that it is easier to condition according to the sustainable development paradigm in accordance with the vision and objectives of IKN Nusantara as stipulated under Law No. 3 of 2022 concerning the National Capital.
- b. Investment opportunities both from within and outside the country.

Investment is possible for infrastructure financed from non-State Budget (non-APBN) sources. However, incoming investment must be highly selected and not sacrifice the national interests. Considering that its position is extremely important and is a symbol of the country's identity and sovereignty, the investment received must be a truly safe investment and not endanger the existence, sovereignty and safety of the nation and the Unitary State of the Republic of Indonesia.

- c. Optimizing the use of State Property (BMN) in Jakarta and IKN Nusantara.

The potential for BMN in Jakarta is very huge, reaching IDR 1,123.6 T.; and in IKN Nusantara (North Penajam Paser Regency and Kutai Kartanegara Regency) it reached IDR 2,209.33 M. (Effendi & Hadiningrat, 2024).

This amount is more than enough to finance the development of IKN Nusantara and other regional developments. Optimizing BMN can be done by: a) borrowing for a maximum of 5 years and that can be extended for a maximum of one period; b) Bagun Guna Handover/BOT; c) cooperation in utilizing BMN for a period of 30-50 years; d) cooperation in providing infrastructure for a maximum period of 50 years; and e) rent.

Another option may involve diverting funds originating from East Kalimantan that are transferred to the central government to finance the development of the Indonesian IKN.

- d. Opportunities to develop the metropolitan area as a buffer area for IKN Nusantara.

It is necessary to develop a new metropolitan area, namely "Nusamba Bojaserakarta" (Nusantara-Samarinda-Balikpapan-Bontang-Paser-Penajam Paser Utara and Kutai Kartanegara) as a buffer city for IKN Nusantara to prevent the concentration of population mobility in IKN Nusantara. The effort is crucial to prevent a recurrence of the traffic congestion and complicated urban issues seen during the development in Jakarta from occurring in IKN Nusantara.

- e. Opportunities for government and trade cooperation between regions.

Cooperation among regional governments in various fields is possible according to their respective strengths and local wisdom. A scaled-down replica of the 38 provinces in Indonesia is needed to be constructed in one *Bhinneka Tunggal Ika* area in IKN Nusantara. This replica is similar to Taman Mini Indonesia Indah in Jakarta which was developed with additional provincial government representative offices and a show room for superior products & regional culture.

- f. Opportunities for developing Indonesia's connectivity from land, sea and air are based on national interests and sustainable development.
- g. Opportunities for population mobility to IKN Nusantara and the surrounding areas.

IKN Nusantara as an open city allows the mobility of residents from other regions and abroad to come and live in IKN Nusantara and its surroundings to seek employment opportunities. The government needs to implement measures to accommodate them in order to provide them with the opportunity to lead a dignified life in urban areas and prevent them from becoming sprawl (vagrants and beggars).

Challenges in sustainable development of Indonesian IKN

The disruption that occurs along with advances in science and technology in the digital era requires the implementation of empowerment programs for vulnerable community groups affected so that they are able to adapt and are not marginalized. The government must prepare an appropriate affirmative policy with adequate financial support.

The plan for the expected achievement targets and outlined in the figures to be achieved in building IKN Nusantara is an attractive challenge to be realized. From a range of literary sources, seminars and media regarding master plans, blue prints and planning designs regarding Indonesian IKN, challenges can be identified, which include social, economic, environmental and governance dimensions, as follows:

- a. Physical development design according to natural conditions. More than 75% of the green areas in the IKN Government Area; 100% access for residents to recreational green open space within 10 minutes; 100% eco-friendly construction for any institutional, commercial and residential multi-storey buildings.
- b. Implementation of National Values originating from *Bhinneka Tunggal Ika*. 100% integration of all residents, both local residents and immigrants; 100% access for citizens to social services within 10 minutes; 100% public places design using the principles of universal access, local wisdom and inclusive design.

It is recommended that street names in the IKN Nusantara area use the names of provinces, island names, and city/district names in Indonesia. For example, East Kalimantan Road, Aceh Road, West Sumatra Road, Central Java, Bali Road, South Sulawesi Road, Papua Road, and so on.

- c. Connected, Active and Easy to Access condition. 80% travel by public transport/active mobility; 10 minutes to important facilities and public transport nodes; Less than 50 minutes express transit connection from the Central Government Core Area to the strategic airport in 2030.
- d. Low carbon emissions. Future installation of renewable energy capacity meeting 100% of IKN's energy needs; 60% increase in energy efficiency in new public buildings by 2045; Net zero emissions in IKN by 2045.
- e. Circular and Tough condition. 10% availability of IKN Government Area land for food production needs; 60% recycling of total waste in 2045; 100% processing of waste water through processing system in 2035.
- f. Safe and Affordable condition. 10 best cities according to the Global Livability Index in 2045; Access to critical infrastructure for all settlements in the IKN Government Area by 2045; Fair housing with a ratio of 1:3:6 for luxury, middle and simple housing types.
- g. Convenience and Efficiency through technology. Attainment of a Very High ranking in the e-Gov Development Index by the UN; 100% digital and ICT connectivity for all residents and businesses; Over 75% business satisfaction with digital services rating.
- h. Economic Opportunities for all. Zero % poverty in IKN by 2035; GDP per capita of high-income countries; The lowest regional Gini ratio in Indonesia in 2045.
- i. Superior human resources preparation to welcome the use of the 2030 demographic bonus and the 2045 Golden Indonesian generation.
- j. Collaboration in developing IKN Nusantara based on the Penta-helix strategy that synergizes the roles of government, academics, industry, society and media.
- k. Establishment of IKN Nusantara as a Forest Smart City that integrates national interests based on Pancasila and the 1945 Constitution of the Republic of Indonesia.

National development must be based on Pancasila and the 1945 Constitution of the Republic of Indonesia to guarantee the national interests. A reminder was made by Damanhuri & S (2019) by pointing out that development implementation so far has not been fully aligned with Pancasila and the 1945 Constitution of the Republic of Indonesia.

- l. Preparation of scenarios for facing the geopolitical potential of land, sea and air from other countries. Scenarios in dealing with threats both from within and outside the country must be formulated carefully and quickly to protect Indonesia's national interests.

Apart from that, IKN Nusantara is expected to become a super hub for xix (6) Economic Clusters, namely the Clean Technology Industry Cluster, Integrated Pharmaceutical Cluster, Sustainable Agricultural Industry Cluster, Ecotourism and Health Tourism Cluster, Chemicals and chemical derivative products Cluster, Low carbon energy cluster; as well as two (2) supporting clusters, namely the 21st century education cluster and the Smart City cluster and Industry 4.0 center.

Sustainable national economic growth in the first quarter of 2023 reached 5.03% as Indonesia's performance was beyond expectation, considering the slowing global conditions. (www.bi.go.id). The issue lies in the fact that this growth rate only benefitted investors and has a very little impact on ordinary people. Moreover, more than 50% of national assets are only controlled by around 1% of citizens. (National Team for the Acceleration of Poverty Reduction /TNP2K, 2019). This condition exacerbates the existing economic inequality; therefore, the government must find the right and quick solution to ensure income equality for all Indonesian people. It is also important to note that injustice may trigger social conflict and national disintegration.

The development of social pillars in which local communities in the IKN Nusantara region are still relatively behind compared to potential new immigrants from the central government requires comprehensive community empowerment with adequate institutional and trade support, including an affirmative policy to ensure local communities can optimally contribute to development instead of becoming residues and victims of progress that may cause the communities to bite their fingers and be marginalized.

The construction of environmental pillars requires a comprehensive environmental rehabilitation program considering that 70% of forest land will be cleared for physical infrastructure. Even if the environmental rehabilitation program is carried out properly and consistently, the results will not necessarily be able to return conditions to normal as it still takes decades.

The construction of environmental pillars needs to be accompanied by the preparation of a balance sheet of natural resources and the environment to maintain the natural ecosystem and environment and the carrying capacity to be optimal for prosperity. (Suparmoko, 2014).

The pillars of governance and law require the support of professional Human Resources who have a true *Pancasila* values spirit and adequate integrity and technology-based capabilities to run government and enforce the law. Apart from requiring digital infrastructure, managing human resources, and having adequate funding, implementing e-Gov governance is also very important in connection with cyber security.

The quantity and quality of human resources remain crucial issues, given the majority of the population has only completed elementary and middle school education. The educational attainment of the community in Sepaku sub-district and Samboja sub-district, where IKN Nusantara is located, remains significantly low.

Educational attainment of the people of Sepaku sub-district is, as follows: elementary school graduates/equivalent amounted to 21.3%, junior high school graduates/equivalent amounted to 14.5%, high school graduates/equivalent amounted to 16.7%, D1/D2/D3 graduates amounted to 1.2% , D4/S1 graduates amounted to 2.1%, and Masters/S3 graduates amounted to 0.09%. And the educational background of the people of Samboja District: elementary school graduates/equivalent totaling 20.4%, junior high school graduates/equivalent totaling 15.4%, high school graduates/equivalent totaling 16.8%, D1/D2/D3 graduates totaling 1.21%, D4/S1 graduates amounted to 2.0%, and Masters/S3 graduates amounted to 1.0%. Therefore, comprehensive community empowerment with institutional support and adequate funding is needed. (Joe & Ginting, 2022).

This condition shows that the education budget, which is 20% of the APBN, has yet able to improve the quality of education for the community. There are many educational issues that must be resolved, including corruption cases, which totaled IDR 1.6 trillion with a total of 240 cases in the last 10 years, according to ICW data (Kaltim Post, 2022).

Such conditions require an affirmative policy within a certain time so that the community can keep pace with the community of newcomers to IKN Nusantara, while, at the same time, can prepare for the use of the 2030 demographic bonus window and the 2045 golden generation. The demographic bonus will not come by itself. Areas require careful and comprehensive preparation to ensure that the composition of the productive age population is higher than that of the non-productive age population, which can provide benefits for welfare and progress of the nation and state, rather than becoming a demographic disaster (Bappenas, 2020).

Information from various sources points out that local communities currently has very limited access to employment opportunities or engagement with physical development projects that are currently underway in IKN Nusantara; including finding it very difficult to qualify to become employees at the Indonesian IKN Authority Agency. The condition marginalizes the local communities and turns them to become merely spectators (Zakaria, 2023). Likewise, there are also very few local entrepreneurs who can access physical development projects in IKN Nusantara, even if only as sub-subcontractors (Kaltim Post, 2022)

In relation to digital-based public services (e-Gov), there are still disparities in internet connections between regions, in which there are still many areas that have no access to electricity, internet or cellular phone signals. The Central Statistics Agency (BPS, 2020) noted that as many as 5,705 villages in Indonesia do not have cell phone signals or the equivalent of 6.79% of 84,038 villages in the country, 12,548 villages and sub-districts do not have internet access, and there are more than 4,700 villages that do not benefit from PLN electricity. Therefore, an internet network acceleration program is needed to guarantee national digital connectivity. Also, the digital data center currently in Singapore must be immediately moved to Indonesia for the sake of the sovereignty and security of the Indonesian state and nation (Kominfo, 2020).

CONCLUSION

Based on the discussion, several key conclusions can be drawn regarding the opportunities and challenges in the sustainable development of IKN Nusantara. The **opportunities** for sustainable development include the potential to design comprehensive plans and policies that align with the goals of IKN Nusantara. Investment opportunities, both domestic and international, play a critical role in financing the infrastructure and ensuring the development's success. Additionally, optimizing the use of State Property (BMN) in both Jakarta and IKN Nusantara can generate significant financial resources. The development of a new metropolitan area, "Nusamba Bojaserakarta," as a supporting buffer zone for IKN, offers further growth potential. There are also opportunities for inter-regional cooperation in governance and trade, as well as enhancing Indonesia's connectivity by land, sea, and air, with a focus on national interests and sustainable development. Furthermore, population mobility to IKN Nusantara and surrounding areas creates opportunities for workforce growth and urban development.

On the other hand, there are several **challenges** that need to be addressed. These include designing physical infrastructure that is aligned with the natural environment and maintaining the implementation of national values, such as Bhinneka Tunggal Ika, to foster inclusivity. Ensuring that the city is well-connected, easily accessible, and actively engaged with technology for convenience and efficiency is another critical challenge. Reducing carbon emissions and promoting circular, resilient development while ensuring safety and affordability are also essential. Additionally, preparing superior human resources to harness the 2030 demographic bonus and achieve the goals of the 2045 Golden Indonesian generation will be pivotal. Collaboration through the Penta-helix strategy, which involves government, academia, industry, society, and media, is necessary for success. IKN Nusantara should also aim to become a Forest Smart City, integrating national interests based on Pancasila and the 1945 Constitution. Lastly, preparing strategic scenarios to address potential geopolitical threats from land, sea, and air is essential for national security.

In light of these conclusions, two key recommendations are made. First, the government must remain committed to developing IKN Nusantara in line with national interests, based on Pancasila and the 1945 Constitution, while adhering to a sustainable development paradigm to ensure environmental preservation for future generations. Second, the IKN Authority Body must foster Penta-helix collaboration with stakeholders, including government ministries, academia, industry, society, and the media, to ensure the successful and sustainable development of IKN Nusantara. This collaborative approach is vital for addressing the opportunities and challenges identified in the development process.

REFERENCE

- Bappenas. (2024). *Dokumen hasil tujuan pembangunan berkelanjutan*. Bappenas.go.id.
- Cortright, J. (2001). New growth theory, technology, and learning: A practitioner's guide. *Reviews of Economic Development Literature and Practice*, 4(6), 1–35.
- Damanhuri, S. D. (2019). *Materi pokok bidang studi ekonomi*. Lembaga Ketahanan Nasional RI.
- Effendi, A. S., & Hadiningrat, K. P. S. S. (2024). Partnership design between regional governments in the eastern region of Indonesia in supporting the development of the Nusantara Capital City. *JIPower: Journal of Intellectual Power*, 1(1), 108–126.
- Elias, J. E. (2004). Peranan manajemen risiko strategik dalam mendukung good corporate governance. *Jurnal Hukum Bisnis*, 23(3), 1–14.
- Hadiningrat, S. S. (2023, March 17). Pemindahan ibu kota negara paradigma pembangunan berkelanjutan. *Kompas*. <https://www.kompas.id>
- Joe, S., & Ginting, S. (2022). Pengaruh ukuran perusahaan, leverage, dan profitabilitas terhadap manajemen laba. *Jurnal Ilmiah Akuntansi Kesatuan*, 10(3), 567–574. <https://doi.org/10.30598/belovol7issue1page55-67>

- Kominfo. (2020, October 25). Komitmen pemerintah wujudkan bonus demografi yang berkualitas. *Kominfo*. <https://www.kominfo.go.id/content/detail/27423/komitmen-pemerintah-wujudkan-bonus-demografi-yang-berkualitas/0/berita>
- Lemhannas RI. (2020). *Laporan hasil pengukuran indeks ketahanan nasional tahun pengukuran 2020*. Lemhannas. <https://www.lemhannas.go.id/>
- Mubaroq, M. R., & Solikin, A. (2019). *Review on the financing scheme of Indonesia's capital city relocation plan: Lessons learned from Brazil, Malaysia, and Tanzania*. Jakarta: National Planning Agency.
- Mulyono, H. (2012). *Bahan ajar bidang studi geostrategi Indonesia dan ketahanan nasional*. Lembaga Ketahanan Nasional RI.
- Nugraheny, D. E., & Meiliana, D. (2023, May 5). KSP: Pembangunan ibu kota baru perlu anggaran Rp 466 T, tak semua ditanggung APBN. *Kompas.id*. <https://www.ikn.go.id/ksp-pembangunan-ibu-kota-baru-perlu-anggaran-rp-466-t-tak-semua-ditanggung-apbn>
- Post, K. (2022, July 4). Nasib pengusaha lokal pada proyek IKN perlu diberdayakan tak hanya di atas kertas. *Kaltim Post*. <https://kaltimpost.jawapos.com/utama/04/07/2022/nasib-pengusaha-lokal-pada-proyek-ikn-perlu-diberdayakan-tak-hanya-di-atas-kertas>
- RI, B. (2020). *Pedoman teknis penyusunan rencana aksi tujuan pembangunan berkelanjutan (TPB)/sustainable development (SDGs)*. Jakarta: National Development Planning Agency.
- Saraswati, M. K., & Adi, E. A. W. (2022). Pemindahan ibu kota negara ke Provinsi Kalimantan Timur berdasarkan analisis SWOT. *JISIP (Jurnal Ilmu Sosial dan Pendidikan)*, 6(2), 45–52. <https://doi.org/10.23969/jisip.v6i2.6784>
- Sherif, S., & Okeil, A. (2014). Smart, sustainable, and healthy cities. *The First International Conference of the COB Middle East & North Africa Research Network CIB-MENA*, 14–16. <https://doi.org/10.13140/RG.2.1.3383.8165>
- Sumarna, S., & Jannah, L. M. (2023). Kebijakan pemindahan ibu kota negara Indonesia ke Provinsi Kalimantan Timur dengan pendekatan SWOT analysis (Studi pada instansi pemerintah Indonesia). *Academia Praja: Jurnal Ilmu Politik, Pemerintahan, dan Administrasi Publik*, 6(1), 185–202. <https://doi.org/10.30598/academiapraja.v6i1.456>
- Suparmoko, M. (2014). *Ekonomi sumber daya alam dan lingkungan* (2nd ed.). Yogyakarta: BPFPE.

Zakaria, I.-I. (2023, August 14). Syarat berat jadi pegawai di IKN: Khawatir sarjana Banua cuma bisa duduk menonton. *Kalsel Prokal*.
<https://kalsel.prokal.co/read/news/49430-syarat-berat-jadi-pegawai-di-ikn-khawatir-sarjana-banua-cuma-bisa-duduk-menonton.html>