

The Role of BPBD of Kepri Province in Helping Improve The Welfare of Border Communities in The Riau Islands In 2024

Aditya Wahyu Saputra¹, Rizky Octa Putri Charin², Indra Bastian Tahir³
{haditiaadit020@gmail.com¹, rizkycharin@umrah.ac.id²}

Program Studi Ilmu Pemerintahan, Universitas Maritim Raja Ali Haji¹
Program Studi Ilmu Pemerintahan, Universitas Maritim Raja Ali Haji²
Program Studi Ilmu Pemerintahan, Universitas Maritim Raja Ali Haji³

Abstract. BPPD is an agency that plays a role in the management of border areas. The BPPD of Riau Islands Province is a Regional Apparatus Organization under the auspices of the National Border Management Agency (BNPP). The purpose of this study is to understand the role of BPPD Kepri in helping to improve the welfare of border communities in Riau Islands Province. The method used in this writing is the literature study technique, which involves collecting several sources such as books, magazines, journals, and news. The results found in this study indicate that BPPD of Kepri Province acts as a coordinator and supervisor of development and utilization in border areas. In its role, BPPD Kepri carries out coordination and supervision, economic infrastructure development, and foreign cooperation in SosekMalindo. There are several regencies/cities that are the priorities of the Regional Development Planning Board (BPPD) of the Riau Islands Province, namely Bintan Regency, Batam City, Karimun Regency, Anambas Islands Regency, and Natuna Regency. The BPPD of the Riau Islands also plays a role in Malindo Socio-Economic Cooperation in the fields of Health, Industry and Trade, Tourism, Transportation, Safety and Administration, and Immigration and Customs.

Keywords: BPPD; SosekMalindo; Welfare

1 Introduction

Indonesia is an archipelagic country that has a large area, consisting of provinces, regencies/cities, and sub-districts. With such a large area, of course, Indonesia is a country consisting of many islands, both inhabited and uninhabited islands [1]. Some islands in Indonesia have territorial boundaries that border other countries, for example North Kalimantan which borders Sarawak and Sabah which are part of Malaysia, Riau Province which borders Malaysia in the East and Singapore in the West, Riau Islands Province which borders Singapore, Malaysia, and Vietnam [2]. Therefore, a role from the government is needed to manage the border area.

According to Damsar, the role in [3] is an ability or expertise possessed by a person who aims to realize the taste, taste and feeling that they have in relation to their duties and functions. In addition, according to Soekanto, role is an aspect of the dynamism of a person's position or status and occurs when a person carries out his rights and obligations in accordance with his position.

Based on the 1945 Constitution of the Republic of Indonesia (UUD-RI), article 18 paragraph 2 states that provincial, regency, and city governments regulate and manage their own government affairs based on the pioneer of autonomy and assistance duties [4].

Based on the above article, it is explained that each local government has the right to manage its respective regions based on the principle of autonomy and assistance duties. The role of local governments aims to provide management activities that provide information, knowledge, and education to the public about regional management [5].

The role of the government will certainly help in improving the welfare of the community. The welfare of the community is the most important thing to pay attention to by the government. According to Dura in [6] Community welfare is a condition where basic needs are met, clothing and food sufficiency is met, education and health costs are cheap and quality or a condition where each individual can maximize his utility at a certain budget level where physical and spiritual needs are met.

Local governments play a very important role in improving the welfare of the community [7]. This is because the government has the main tasks, namely the Service Function, Development Function, Regulatory Function, and Empowerment Function. Each of these functions certainly has its own duties that will help in improving the welfare of the community [8]. The welfare of society can be said to be an aggregate condition of everyone's satisfaction. Community welfare is something that cannot be separated from the economic development paradigm. Welfare increases, so economic conditions are also good [3]. According to Badrudin, community welfare is a condition that shows people's lives that can be seen based on the standard of living in the community. Meanwhile, according to Todaro and Setphen, the welfare of the community is the fulfillment of basic needs as seen from the need for housing, the fulfillment of clothing and food needs [3].

According to the Regional Development Planning Agency (Bappeda), things that show the high or low level of community welfare in a country of employment can be seen from the open

unemployment rate [9] According to Todaro & Smith in [10] there are three components of economic growth, namely capital accumulation, population growth ultimately leads to labor force growth, and technological advancement.

Based on data from the Central Statistics Agency of the Republic of Indonesia (BPS-RI), it shows that the economic level in Indonesia in 2024 will grow by 5.03%, this will certainly affect the welfare of the Indonesian people [11]. Therefore, it is necessary to pay attention to the role played by the government in the welfare of the community both at the central and regional levels.

In this study, it will pay attention to the welfare of the community in the economic aspect in the Riau Islands Province. Based on BPS data, the economic level in the Riau Islands in 2024 in the Riau Islands will be 5.02%, which is growing slower than the previous year which reached 5.16% [12]. This shows that there will be a decline in the economic level in the Riau Islands in 2024. Therefore, it is necessary for the Riau Islands government to strive to improve the economy in the Riau Islands so that it can help prosper the people of the Riau Islands.

Therefore, the purpose of this writing is to find out how the role of the Riau Islands government seeks to improve the welfare of border communities in economic aspects through the Regional Apparatus Organization (OPD) of the Riau Islands Provincial Regional Border Management Agency (BPPD Riau Islands). The border communities that are the object of this study are because the Riau Islands is one of the provinces that directly borders other countries. So, this is a concern for how the Riau Islands government manages border areas so that it can help improve the welfare of border communities in the Riau Islands. Therefore, in this study, the author is interested in raising the title "The Role of the Riau Islands Province BPPD in Helping to Improve the Welfare of Border Communities in the Riau Islands.

2 Research Methods

The method used in this writing is to use literature study techniques. According to M Hakim Iqbal in [13], literature study is a writing technique that aims to find various sources or theories that are relevant to the phenomenon being researched as sources in the discussion. This technique is a technique that collects data using books, magazines, journals/articles, and other important documents [13]. The application of this technique is applied in this writing, namely by looking for sources or documents that are in accordance with the phenomenon discussed.

3 Result and Discussion

The Riau Islands BPPD is a Regional Apparatus Organization (OPD) that plays a role in the management of the border area of the Riau Islands. The Riau Islands Provincial BPPD plays a role in accordance with the Minister of Home Affairs Regulation No. 140 of 2017 concerning the Establishment of the Regional Border Management Agency. As explained in article 10, the Provincial BPPD and the Regency/City BPPD have the task of determining border development program policies, determining budget needs plans, coordinating implementation, and carrying out evaluation and supervision of the border area state boundaries. Then Law Number 23 of 2014 concerning Regional Government article 361 paragraph 4 which reads that the Governor coordinates the implementation of the development of Border Areas. [14]. Law No. 43 of 2008 concerning State Territories which was revealed in Presidential Regulation No. 43 of 2020 concerning the Spatial Plan of State Border Areas in Riau Province and Riau Islands [15]. Presidential Regulation Number 118 of 2022 concerning the Master Plan for the Management of State Boundaries and Border Areas for 2020-2024 [16]. This constitution is the foundation of the Riau Islands Provincial BPPD to carry out its role which aims to prosper the people of the Riau Islands.

A. The Role of Coordination and Supervision of the Riau Islands Province BPPD

The Coordinating Role of the Riau Islands Provincial BPPD has a contribution according to the government's role theory, namely in the development aspect of the Riau Islands Provincial BPPD in helping to improve the welfare of the Riau Islands border communities, namely Coordination and Supervision. The Coordination and Supervision is an effort made to ensure development in the border area, then several proposals from the Regency/City government related to development and utilization received by the province are then recapped and proposed to the National Border Management Agency (BNPP) in a Coordination Meeting (Rakor) held every year contained in the Riau Islands Border Area Action Plan.

The role of the Riau Islands BPPD Coordinator will certainly make a great contribution to border governance, this is because the Riau Islands BPPD is used as an alternative liaison in the form of communication and quality between local and national needs. Coordination can also ensure the synchronization of programs between districts/cities, so that BPPD acts as a catalyst that transforms local aspirations into a structured Action Plan that is then supported by the center. Furthermore, supervision through BPPD supervision can certainly ensure that the

proposals submitted are on target and relevant so that they can improve the welfare of the community.

B.The Role of BPPD in Economic Infrastructure Development

Based on the document Improving Regional Border Management Through the Riau Islands Provincial Border Area Utilization Document (Riau Islands Province BPPD, 2024), there are several roles that have been carried out by the Riau Islands Provincial BPPD in helping to improve the welfare of border communities in terms of development and utilization. In the development aspect, the Riau Islands Province BPPD has made several efforts, namely in the form of provisions such as:

- 1.Fishing facilities such as fishing gear and shipping safety equipment and fishing boats are less than 5GT in size in Batu Berapit and Letung in Jemaja District.
- 2.Procurement of Equipment, Fishing Boats/Boats and Fishing Recommendations in East Jemaja District
- 3.Procurement of Fishing Facilities and Sea Fish Cultivation such as Boats in Tebang Village as many as 6 units, Ladan Village as many as 11 units, Putik Village as many as 9 units and Candi Village as many as 2 units in Palmatak District
- 4.Procurement of Fishing Boats/Boats and Fishing Equipment in West Tarempa Village, East Tarempa , Sri Tanjung in Siantan District
- 5.Procurement of Small Boat Fishing Facilities from 5 GT in West Tarempa Village as many as 3 units, East Tarempa Village as many as 22 units, East Pesisir Village 10 units in Siantan District
- 6.Procurement of Fishing Boats/Boats smaller than 5 GT in Kiabu Village as many as 1 unit, and Mengkait Village 3 units in South Siantan District
- 7.Procurement of Fishing Boat Machinery and Fishing Facilities Less than 5 GT in Piasan Village as many as 4 units and Sea Fish Cultivation Facilities and Infrastructure in East Coast Village as many as 1 unit in North Siantan District
- 8.Procurement of land transportation facilities in South Bunguran District.

In addition, the Riau Islands BPPD also has a role in the Priority Regencies/Cities in terms of utilization based on the data of the 2024 Border Area Utilization Recapitulation, namely: Utilization in the Tourism, Fisheries and Marine, Plantation and Livestock sectors, the four sectors are used with the aim of improving the economy in the communities of Priority Regencies/Cities, namely Bintan Regency, Batam City, Karimun Regency, Anambas Islands Regency, and Natuna Regency, so that it can prosper the Riau Islands border communities, especially in Priority Regencies/Cities (BPPD Riau Islands Province, 2024).

C.The Role of BPPD in Sosek Malindo Foreign Cooperation

In addition, the Riau Islands Province BPPD also conducts foreign cooperation, namely Sosek Malindo (Socio-Economic Malaysia and Indonesia), the cooperation is carried out between Sarawak Malaysia and the Riau Islands which aims to ensure social and economic welfare of the people of the border area between Malaysia and Indonesia, especially in the Riau Islands and Sarawak [19].

There are two levels of Malindo Sosek in Riau Islands, namely Riau Islands, Serawak, and West Kalimantan, and the second is the Malindo Sosek Cooperation in Riau, Riau Islands, Malacca and Johor. The cooperation between the Riau Islands and Sarawak only acts as a reviewer, but the Riau Islands BPPD has made efforts to carry out fisheries cooperation with Sarawak at the Sosek Malindo forum, this is because the need for fish is very high in Sarawak, therefore, the Riau Islands Provincial BPPD sees this potential by proposing cooperation between Natuna and Sarawak. This fisheries cooperation will certainly help the welfare of the fishing community in Natuna and reduce the risk of catching Riau Islands fishermen in Malaysian waters [20].

However, the Riau Islands often collaborates with Johor/Malacca, has carried out activities such as the social sector, namely the formation of the Janazah repatriation team, cooperation in the prevention and control of marine pollution. In addition, there have been many activities proposed at Sosek Malindo Riau Islands with Malacca/Johor, some of the activities proposed based on the Working Paper aimed at improving the welfare of the Riau Islands border communities are:

1. In the Health Sector, Riau Islands proposes cooperation for the placement of formal workers in the field of Nursing between Riau Islands/Riau and Johor/Malacca.
2. In the field of Industry and Trade, the Riau Islands proposed to hold official cooperation related to raw materials or fishery products between the Riau Islands and Johor involving related private sectors. In addition, Riau Islands also proposes to make a promotional video together by displaying the Sosek Malindo logo in its products.
3. In the Tourism Sector, the Riau Islands proposed a Special Border Treatment Program (special service for border residents between countries) between the Riau Islands and Johor for tourists who visit leading destinations or tourist destinations in each country.
4. In the Transportation Sector, Riau Islands proposed that efforts to open the Tioman-Anambas passenger line this was because the Riau Islands received information that a feasibility study related to the feasibility of opening the Tioman-Anambas and Riau Islands passenger lines fully supports the opening of the route.
5. In the Field of Safety and Management, Riau Islands proposed information related to cases of smuggling of mining products so that early prevention can be carried out jointly between Malaysia and Indonesia; Riau Islands proposes to collaborate between the West Maritime Zone Bakamla and related agencies with PDRM and MMEA which aims to exchange information in carrying out preventive efforts related to the location of marine waste disposal, handling ship waste spills, and stopping inspections and arrests of waste disposal vessels at sea; Riau Islands proposes that the Socialization of the Common Guideline MOU (traditional fishing boats, without GPS, and using traditional fishing gear) be carried out to law enforcers, this aims to minimize the capture of fishermen who meet the criteria to be driven back to the waters of their home countries based on the Common Guideline MOU; Riau Islands proposes that the Malaysian Government must ensure the legality of imported goods entering its territory and the absence of export/import documents for goods.
6. The Immigration and Customs Division, Riau Islands proposes the ratification of passports for Indonesian Citizens (WNI) and several categories of Foreign Citizens (WNA) departing from the Batam Center port as the implementation of Auto Gate/E-Gate at the Batam Center since January 4, 2024; Riau Islands proposes cooperation to expand the

dissemination of complaint number information (hotline) at each entry/immigration checkpoint in Johor/Malacca and Riau/Riau Islands.

These proposals are efforts made by the Riau Islands Provincial BPPD with the approval of the Regency/City local government, especially in the Riau Islands through a Working Paper Meeting. Then the proposals will be discussed at the 21st meeting of the Sosek Malindo in Riau. As the role of BPPD as a coordinator to realize in facilitating dialogue and consensus between provinces and districts/cities. This shows that the foreign cooperation discussed in the Sosek Malindo forum has the support of the Riau Islands government. The involvement of this working meeting proves that BPPD is committed to efforts to realize inclusive border governance, where the impact of the bilateral cooperation is not only concentrated in the provincial capital but also felt by all border districts/cities which are the main focus in improving people's welfare.

Based on the theory of economic growth according to Todaro and Smith in [10] there are three components of economic growth, namely capital accumulation, population growth ultimately leads to labor force growth, and technological advancement. The three components when associated with the role that has been carried out by the Riau Islands Provincial BPPD are:

1. Capital Accumulation

Capital accumulation is an increase in capital stocks, both such as infrastructure and other tools, in this indicator the Riau Islands Province BPPD has helped in increasing the need in the form of fishing facilities, seafood cultivation, machinery, and the procurement of land transportation modes. This will certainly help border communities in managing their oceans and most importantly will help increase the income of border communities with the assistance that has been provided. In addition, the Riau Islands Provincial BPPD has also carried out foreign cooperation in the form of Sosek Malindo, with this collaboration will certainly provide opportunities for the Riau Islands border communities in managing their seas, such as selling marine products such as fish to Malaysia, and in the tourism aspect will also revive local MSMEs from Malaysian citizens who visit the Riau Islands such as the Riau Islands and Johor Cooperation, namely Special Neighbors (JIWA) which is a tourism promotion platform, That way, the cooperation of Sosek Malindo will help in increasing economic growth in the Riau Islands.

2. Workforce growth

The Riau Islands BPPD has facilitated cooperation aimed at providing cooperation between the government, the private sector, and the community. The cooperation carried out by the Riau Islands Provincial BPPD with the State of Malaysia in tourism cooperation will certainly help create jobs, such as tour guides, MSMEs, this will certainly reduce the unemployment rate in the Riau Islands. The jobs created are not only limited to the formal sector, but also help in the growth of the mikra business sector such as MSMEs engaged in several fields such as culinary, handicrafts, small-scale accommodation facilitation, and others. This shows that BPPD plays a role as an economic driver by taking advantage of the strategic geographical conditions of the Riau Islands which can transform the potential of the border tourism sector into an inclusive economic opportunity for the community.

3. Technological Advancements

The Riau Islands Province BPPD through the collaboration of Sosek Malindo has helped in technological advances in the Riau Islands, such as one of the tourism promotion platforms launched by the Riau Islands and Johor Bahru, namely Jiran Istimewa (JIWA). This platform aims to strengthen tourism relations and facilitate tourism access in the Riau Islands and Johor Bahru. The platform was launched at the Asita Riau Islands BCA Travel Fair 2025 forum in Batam City. That way, the cooperation efforts carried out by the Riau Islands Provincial BPPD with Malaysia on the Malindo Sosek will help technological advances in the Riau Islands which will ultimately improve the welfare of the community. In addition, there is a Breakwater on Sentut Island, and the Marcusuar Tower located in Karangsinga.

The presence of several technologies such as breakwaters on Sentut Island certainly has an effect on the coastal area because it can protect fishing settlements, fishing recommendations from the abrasion of tidal waves, which of course will also affect the sustainability of the maritime economy of the local island community. In addition, the presence of technology such as the Marcusuar located in Karangsinga has the purpose of supporting shipping safety and even navigation in waters. This technology certainly directly supports the success of the JIWA platform and the tourism sector because there is a guarantee of connectivity and transportation security.

The impact given by several roles that have been carried out by the Riau Islands BPPD on the people of the Riau Islands helps in improving the welfare of the people of the Riau Islands based on Riau Islands BPS data which is seen from the decline in the Open Unemployment Rate (TPT) based on data from the Central Statistics Agency (BPS) in 2024 the TPT rate in the Riau Islands reached 6.39% from the previous year in 2023 TPT in the Riau Islands reached 6.80%, This shows that there will be a decrease in TPT by 0.41% in 2024 [21]. In addition, there will be a decrease in the poverty rate in 2024 based on Riau Islands BPS data of 5.37%, lower than in 2023 which reached 5.69%, this means that the people of the Riau Islands who are at the poverty line will decrease in 2024 [22]. The impact given certainly shows that the role of the Riau Islands Province BPPD helps in improving the welfare of border communities with several roles that have been carried out such as capital accumulation such as fishing equipment, ships, seafood cultivation, and Sosek Malindo foreign cooperation which opens up great potential for the Riau Islands people from import and export activities, tourism, and even opening new jobs for border communities.

4 Conclusion

The Riau Islands Province BPPD plays a role in improving the economy and people's welfare. The roles carried out by the Riau Islands Provincial BPPD are:

1. The Role of Coordination and Supervision of the Riau Islands Province BPPD

The Riau Islands Provincial BPPD in helping to prosper the border communities of the Riau Islands by coordinating and supervising development in the border area. The role of the Riau Islands BPPD as coordination also accepts proposals from districts/cities which are then proposed by the central government to be followed up, and supervise the development as determined.

2. The Role of BPPD in Economic Infrastructure Development

The Riau Islands Provincial BPPD plays a role in developing the economic infrastructure of the Riau Islands border communities by helping to provide community needs such as facilities and infrastructure for fishing gear, aquaculture, and even the provision of land transportation modes.

3. The Role of BPPD in Sosek Malindo Foreign Cooperation

The Riau Islands BPPD has a role in the cooperation of Sosek Malindo through the Malindo Sosek meeting by conducting cooperation such as the fields of health, trade, transportation, tourism, safety and management, and even the fields of immigration and customs.

Some of the roles carried out by the Riau Islands BPPD can then help improve community welfare, such as the role played by the Riau Islands BPPD in helping to reduce the number of TPT in the Riau Islands in 2024 reaching 6.39% and the decrease in the poverty rate by 5.37%, this certainly shows a reduction in TPT and the Poor in the Riau Islands in 2024. Because, with some of these roles, it provides opportunities such as jobs, and economic improvement in the Riau Islands.

References

- [1] F. Alihar, “Kebijakan Pengelolaan Pulau-Pulau Terluar di Tinjau dari Aspek Kependudukan Policies on The Management of The Outer Islands According to Population Aspect,” *J. Kebijak. Sosek KP*, vol. 8, no. 1, pp. 39–51, 2018.
- [2] S. Rahayu and J. J. Junior, “Optimalisasi Kebijakan dalam Pengelolaan Kawasan Perbatasan (Studi Kasus : Kota Batam , Provinsi Kepulauan Riau),” *J. Ilmu Adm. Negara*, vol. 9, no. 2, pp. 64–78, 2021.
- [3] N. Nartin and Y. Musin, “PERAN PEMERINTAH DAERAH DALAM MENINGKATKAN KESEJAHTERAAN MASYARAKAT DIMASA PANDEMI COVID-19 (Studi Pada Kantor Camat Tinanggea Kabupaten Konawe Selatan),” *SIBATIK J. J. Ilm. Bid. Sos. Ekon. Budaya, Teknol. dan Pendidik.*, vol. 1, no. 3, pp. 163–172, 2022.
- [4] Majelis Permusyawaratan Rakyat, *UUD Negara RI Tahun 1945*. 2000.
- [5] P. Sonia and Susilawati, “Literature review : Peran Pemerintah dalam Meningkatkan Pemberdayaan Masyarakat Pesisir,” *J. Syntax Admiration*, vol. 3, no. 7, pp. 896–904, 2022.
- [6] D. Sukmasari, “Konsep Kesejahteraan Masyarakat Dalam Perspektif Al- Qur ’ an,” vol. 3, no. 1, pp. 1–16, 2020.
- [7] M. E. P. Sari, “Peran Pemerintah Dalam Penyediaan Akses Pelayanan Publik,” *J. Trias Polit.*, vol. 2, no. 1, pp. 1–12, 2018.
- [8] M. M. S. & H. Windasai, “PERAN PEMERINTAH DAERAH DALAM PEMBERDAYAAN MASYARAKAT NELAYAN,” *J. Inov. Penelit.*, vol. 4, no. 2, pp. 307–316, 2021.
- [9] R. A. Mulia and N. Saputra, “Analisis Faktor-Faktor Yang Mempengaruhi Kesejahteraan Masyarakat Kota Padang,” *J. EL-RIYASAH*, vol. 11, no. 1, p. 67, 2020.
- [10] C. Mahmut, “ANALISIS DETERMINAN KESEJAHTERAAN

- MASYARAKAT DI PROVINSI SULAWESI SELATAN,” Universitas Hasanuddin, 2022.
- [11] BPS Republik Indonesia, “Ekonomi Indonesia Tahun 2024 Tumbuh 5,03 Persen (C-to-C). Ekonomi Indonesia Triwulan IV-2024 Tumbuh 5,02 Persen (Y-on-Y). Ekonomi Indonesia Triwulan IV-2024 Tumbuh 0,53 Persen (Q-to-Q).,” *bps.go.id*, 2024. .
 - [12] BPS Provinsi Kepri, “Pertumbuhan Ekonomi Provinsi Kepulauan Riau Triwulan IV 2024,” *kepri.bps.go.id*, 2024. .
 - [13] Elza Dwi Putri, “Pengertian : Jurnal Pendidikan Indonesia (PJPI),” no. 2009, 2019.
 - [14] Pemerintah Republik Indonesia, *Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah*. 2014.
 - [15] Pemerintah Republik Indonesia, “Peraturan Presiden Nomor 43 Tahun 2020 Tentang Rencana Tata Ruang Kawasan Perbatasan Negara di Provinsi Riau dan Provinsi Kepulauan Riau,” no. 72, p. 13134, 2020.
 - [16] Pemerintah Republik Indonesia, “Peraturan Presiden (Perpres) Tentang Rencana Induk Pengelolaan Batas Wilayah Negara dan Kawasan Perbatasan Tahun 2020-2024,” *Database Peratur. Indones.*, no. 141443, 2022.
 - [17] BPPD Provinsi Kepri, *Peningkatan Pengelolaan Perbatasan Daerah Melalui Dokumen Pemanfaatan Kawasan Perbatasan Provinsi Kepulauan Riau*. 2024.
 - [18] BPPD Provinsi Kepri, “REKAPITULASI PEMANFAATAN KAWASAN PERBATASAN new.” 2024.
 - [19] N. Hariyatie, “Kerjasama Kawasan Perbatasan dan Pembangunan Daerah Kalimantan,” *J. Ilmu-Ilmu Sos. dan Hum.*, vol. 20, no. 2, 2015.
 - [20] Ogen, “Kepri galakkan kerja sama perikanan daerah perbatasan dengan Malaysia,” *ANTARA Kantor Berita Indonesia*, 2024. .
 - [21] BPS Kepulauan Riau, “Statistik Kesejahteraan Rakyat Provinsi Kepulauan Riau 2024,” *kepri.bps.go.id*, 2024. .
 - [22] BPS Kepri, “Indikator Kesejahteraan Rakyat Provinsi Kepulauan Riau Tahun 2024,” vol. 13, no. 1–112, 2024 Kementerian Dalam Negeri Ri. (2017). Permendagri No 140 Tahun 2017 Tentang Pembentukan Badan Pengelola Perbatasan Daerah.