A stakeholder analysis for sustainable development of Maritime Village in Semarang coastal community, Indonesia

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Abstract

Purpose – This paper aims to examine the role of stakeholders and their interconnected relationships based on power and interests in realising sustainable development in coastal areas using the Maritime Village program in Tambaklorok, Semarang City, Indonesia as a case study.

Design/methodology/approach – Data were collected from in-depth interviews and focus group discussions (FGD) with stakeholders, observations, as well as online news, and official government reports, followed by taxonomic analysis.

Findings – The results showed the four categories of stakeholders, namely players, context setters, subjects, and crowd. The Ministry of Public Works and Housing (PUPR), Regional Development Planning Agency (BAPPEDA) of Semarang City, Spatial Planning Agency (DISTARU) of Semarang City, and the Fisheries Office of Semarang City were found to be key players with a role in the success of the program. PT Pelindo (Indonesia Port Corporations) was identified as a context setter with low interests but high power, acting as an accelerator in the development program.

Originality/value – The originality of this study lied in its examination of the power and interests of stakeholders involved in government projects. It was recommended to strengthen coordination among the stakeholders to ensure the success of the program.

Keywords Stakeholders mapping, Stakeholders' roles, Sustainable maritime village, Indonesia

Paper type Research paper

Introduction

The 2030 Sustainable Development Agenda has set a goal to establish an environmental policy to achieve sustainable city living as one of its 17 SDGs (Tuokuu *et al.*, 2019). This is challenging as since half of the world's population already reside in cities, and 6.5 billion people are projected to live there in 2050 (Indonesian Ministry of National Development

Planning, 2021). Furthermore, cities often face problems concerning transportation, housing, energy, climate change, hazards, social participation, and justice. One of the main factors causing the challenges is population growth (Hossain *et al.*, 2020). To create a safe and sustainable city, it is essential to ensure proper access to adequate, safe, and affordable housing (Ragheb and El-Ashmawy, 2021).

This research was conducted in Semarang City of Indonesia with high population density, specifically in the coastal areas. Studies showed that densely populated coastal areas with low socio-economic conditions can lead to slum-like and uncomfortable environments (Islam *et al.*, 2021). Therefore, the government has initiated the maritime program to arrange the residences of coastal communities in Tambaklorok Village to create an advanced, beautiful, prosperous, and sustainable coastal area based on the development of the economy. Tambaklorok coastal area has a high density of buildings, inadequate infrastructure, poor drainage systems, household waste problems, poor waste management system, and a low level of the community's economy (Indrianingrum *et al.*, 2019; Putri and Setyono, 2021).

The policy of Maritime Village is outlined in Regional Regulation Number 11/2017 concerning Amendments to Regional Regulation Number 6/2016 on the Regional Medium-Term Development Plan of Semarang City for 2016-2021 and Regional Regulation of Semarang City Number 14/2011 regarding Regional Spatial Plan of Semarang City for 2011-2031 (Authori *et al.*, 2022). This policy implementation involves many stakeholders, in which each party has different preferences and interests according to the background and orientation of their development plan. There are still obstacles in the policy implementation, such as rejection from community groups, lack of social empowerment programs, and unclear right to use the area (Authori *et al.*, 2022).

Dimitrovski *et al.* (2021) emphasised the crucial role of various actors or stakeholders in ensuring a balanced social, economic, and environmental outcome in coastal development. Moreover, the success or failure of coastal development policies largely depends on the participation of public and private organisations in the policy subsystem (Graci and Van Vliet, 2020). The importance of stakeholders in the early stages of policy was proposed by Longart *et al.* (2017) to ensure the policy's success and long-term sustainability. This initial involvement will form cross-sector collaboration (Bryson *et al.*, 2006). Furthermore, cross-sector collaboration from stakeholders links information, resources, actions, and capabilities by organisations to achieve goals. This stakeholder governance approach is crucial for sustainable development, which encompasses the four pillars of sustainability, namely human, social, economic, and environmental (Purnaweni *et al.*, 2022). Bryson *et al.* (2006) highlighted internal dynamics, namely engagement with principle, shared motivation, and capacity for collective action, which are important structural elements. Bryson (2004) explained the significance of identifying and analysing stakeholders to achieve organisational goals. From the importance of stakeholder analysis in the public organisation framework, this paper examines stakeholders' roles and their interconnected relationships based on power and interests in realising sustainable development, focusing on the Maritime Village development program in Tambaklorok, Semarang City.

Analysis of stakeholders' roles and mapping

Stakeholders analysis is essential in private and public organisations. Freeman (1984) first developed the concept in his book on Strategic Management: A Stakeholder Approach. They are defined narrowly as individuals or groups who can influence or be influenced when the organisational goals are achieved (Bashir and Sawhney, 2021). Individuals or organisations can be categorised as stakeholders with power, legitimacy, and interests (Tampio *et al.*, 2022). The purpose of stakeholders' analysis in public organisations is to maintain sustainability and balance the benefits of the internal and external environment (Jönsson, 2004).

This analysis aims to evaluate and comprehend stakeholders concerning how an organisation is structured or to ascertain their significance to a project. It leads to an analysis of how stakeholder characteristics affect the decision-making process and how to handle the various types (Ackermann and Eden, 2011). The analysis has five crucial stages, including identifying key stakeholders, describing interests and resources, analysing and categorising features, examining dynamics, and developing stakeholders' management strategies (Bryson, 2004). Stakeholders' involvement is also considered important as evidence of democratic legitimacy in solving social issues (Homer *et al.*, 2022).

Roxas *et al.* (2020) argued that multi-stakeholders involvement is needed in the long-term planning and decision-making process. All stakeholders should be equally involved in every decision-making regardless of the level of power possessed (Byrd and Gustke, 2011). Furthermore, the management promotes decision-making by increasing engagement and shared values by providing more information (Kismartini *et al.*, 2020). Stakeholders frequently conduct formal communication with varied motivations, goals, and roles (Bashir and Sawhney, 2021). Based on literature (Minnaert, 2020), the community, government, private sector/industries, non-government organisations, and mass media are considered as stakeholders.

Clarkson (1995) categorised stakeholders as follows:

1. Key stakeholders are individuals or groups that play significant role in the success or failure of an organisation. The withdrawal can severely impact the organisation's ability to thrive in the long term.

2. Primary stakeholders are groups that have intricate relationships with other interest groups. These relationships are often marked by differing rights, expectations, roles, and the receipt of positive or negative impacts from the organisation.

3. Secondary stakeholders hold some influence over an organisation but are not directly involved in its transactions and do not receive direct benefits. However, they are affected by the actions of the organisation.

According to Tampio *et al.* (2022), stakeholders' analysis is needed for four reasons in the context of development policy: (1) the project requires stakeholders' involvement, (2) stakeholders often determine criteria for assessing the success of a project, (3) stakeholders' resistance can pose different risks and have a negative impact, and (4) the project can affect stakeholders both negatively and positively. Furthermore, the analysis is crucial because organisations and individuals can be involved in solving public problems.

The urban development policy is operationalised by a strategy and implemented by various stakeholders (Wojewnik-Filipkowska *et al.*, 2021). It can potentially cause an exchange of interests, leading to policy failure (Longart *et al.*, 2017). The analysis aims to identify issues, stakeholders involved, their interests, and the required interconnection (Wang and Aenis, 2019).

There are diverse criteria in the identification of stakeholders, for instance, Savage *et al.* (1991) proposed the concept based on power, legitimacy, and urgency. Tampio *et al.* (2022) identified stakeholders based on resources and interests, possession and attributes, and roles and functions. Meanwhile, the use of these criteria serves to facilitate decision-makers in conducting stakeholder mapping. According to Wojewnik-Filipkowska *et al.* (2021), stakeholders' mapping is a collaborative process of research, debate, and discussion drawn from various perspectives.

Bryson (2004) and Ackermann and Eden (2011) stated that stakeholders' mapping is conducted based on two criteria, namely power and interests, as shown in Figure 1. This technique puts stakeholders on a two-by-two matrix where the dimensions are interests in the organisation, problems faced, and dimensions of power or influence. According to Roxas *et al.* (2020), stakeholders' interests and agendas can be seen from their potential impacts, relative

importance, and group influence, while power is the influence in making policies or programs (Bryson *et al.*, 2006). Influence or power is based on the authority to make policies or programs, facilitate their realisation, and influence other parties to make laws.

Figure 1 is elaborated as follows:

1) Key player is stakeholder with high interests and power.

2) Context setter is stakeholder with high power or influence on the implementation of the policies but low interests.

3) The subject is stakeholder with high interests but low power.

4) The crowd is stakeholder with low interests and power, however, the program implementation has to be monitored.

According to Ackermann and Eden (2011), role-playing exercises can effectively create proposals considering various stakeholders' interests. Members of the planning team take on the roles of different stakeholders, improving their understanding and knowledge gained from the bases of power and directions of interests diagrams (Bryson, 2004). The research by Kuhn (2022) and Orem *et al.* (2013) classified stakeholders according to five different roles, namely policy creator, coordinator, facilitator, implementer, and accelerator.

Stakeholders' analysis has been widely researched in the context of environmental and coastal management issues, for example Dimitrovski *et al.* (2021) on coastal and marine sustainability, Wang and Aenis (2019) on sustainable land management. The two studies concurred that it was crucial to engage all parties and have cross-sector discussions regarding environmental management issues in coastal areas. Furthermore, Longart *et al.* (2017) and Minnaert (2020) conducted in-depth analyses and found that knowing the responsibilities, roles, and shared commitments is necessary for conducting stakeholder analysis in the tourism sector of coastal areas. In addition, few research linked the concept to sustainable maritime villages, such as Oen *et al.* (2016) in Europe that active involvement and participation of stakeholders can increase the economic and ecological impacts in environmental management of coastal areas. This paper aims to contribute to public administration by exploring stakeholder analysis in sustainable development in coastal areas. The results can provide recommendations to stakeholders based on their role capacities and help improve the active involvement in ecological and economic improvements in coastal areas.

Methods
This research employed a qualitative approach for data collection and analysis, and in-depth interviews were conducted with 15 stakeholders as key informants. In addition, focus group
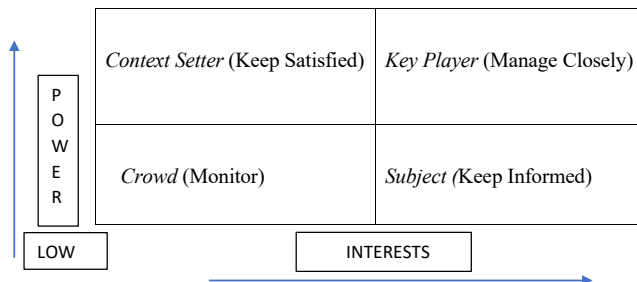

Figure 1.
Stakeholders' Mapping based on Power and Interests (Ackermann and Eden, 2011; Bryson, 2004)

discussions and observations were carried out, supported by online news, literature and official government reports. This study was conducted from June to December 2021. The selection of the research location as a case study was based on the empirical fact that the northern part of Semarang City is a slum area existing for a long time (Figure 2). The government still has not been able to solve the problem of slum settlements in Tambaklorok.

As shown in Table 1, a framework was used to gather primary and secondary data to address the research questions. It served as the basis for analysis and discussion of results, complemented by online media news, analysis of official government documents, and brainstorming sessions to review findings. Data analysis was conducted by using an interactive approach.

Results and discussion
Stakeholders identification
Various stakeholders are involved in developing the Sustainable Maritime Village in Tambaklorok. Stakeholders often form organisations as they have the authority and legitimacy to regulate themselves and broader public responsibilities (Agné *et al.*, 2015). The four main objectives of developing maritime village are improving environmental quality, utilisation of reclamation potential for economic activities, community empowerment, and skills training. However, implementing development faces obstacles, particularly in governance and institutions, due to the diverse and numerous stakeholders involved, leading to unavoidable conflicts of interest.

The stakeholders involved in the development are classified into five categories, namely government, business, community, academics, and media. Each category consists of several stakeholder members (Table 2).
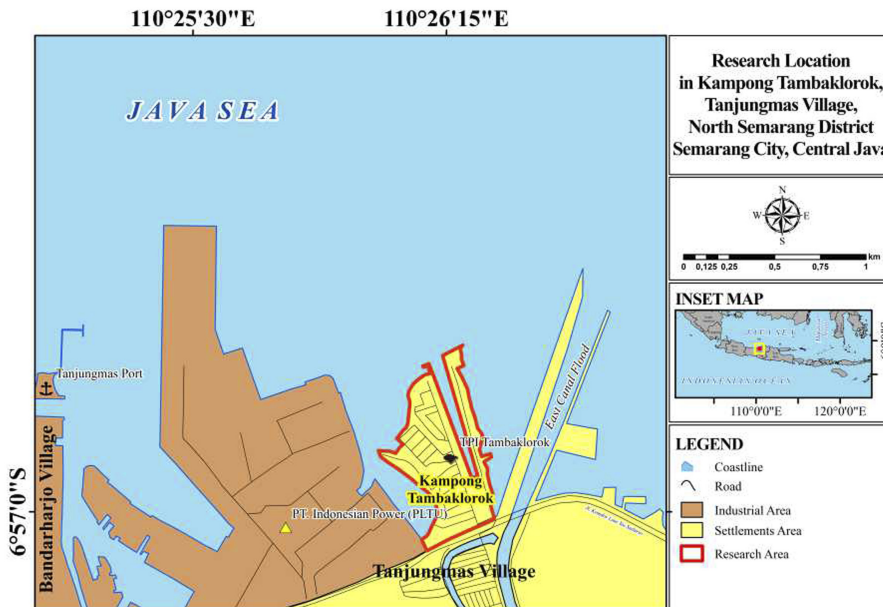
Source: By authors

Figure 2.
Research location

Purposes	Phenomena and Indicators of Research	Data Sources
Stakeholders Mapping/Focus: Identification of Stakeholders	Identify stakeholders based on the Pentahelix model with collaboration elements that combine various parties such as Academy, Business, Community, Government, and Media	- In-depth interview - FGD - Observation
Stakeholders Mapping: Power vs Interests Grid Stakeholders	Powers granted by each stakeholder: - Authority in the establishment of the program - Facilitating the realisation of the program - Influencing other parties in making and cancelling the programInterests gave by every stakeholder: - The main interests underly all stakeholders involved - Profits or benefits gained by stakeholders - Other interests may hinder the implementation of the program	- Document analysis - Online news - Observation - Brainstorming - Literature review
Roles of Stakeholders Focus: 1. Policy Creator	- Parties whose role in determining policies and as decision-makers	
2. Coordinator	- Parties whose role is to implement coordination with other stakeholders - Form coordination conducted with other stakeholders	
3. Facilitators	- Parties whose role is to facilitate the program of Maritime Village development - Form of provided facilities	
4. Implementors	- Parties whose role in implementing the program of Maritime Village development	
5. Accelerators	- Parties whose role is to promote the acceleration of the implementation of the program of Maritime Village development - The form of the contribution made in encouraging the acceleration of the implementation of the program of Maritime Village development	

Source: By authors

Stakeholders' mapping

After identifying all stakeholders in the program, a mapping analysis is conducted based on the power and interests of stakeholders, by assigning codes to each member and evaluating their power and interests. The evaluation classification ranges from 1 (low), 2 (adequate), 3 (high), to 4 (very high), as determined through discussions with key informants. The assessment is carried out continuously until each stakeholder accepts the result in Table 2.

Furthermore, the assessment of power and interests is included in the model of the Power vs Interests Grid of Stakeholders as shown in Figure 3.

Based on the table of power and interests, stakeholders involved in the development program can be mapped into four categories, namely player, context setter, subject, and crowd. In detail, the mapping is elaborated as follows:

1) Stakeholders of player category

The player category has high power – high interests. The analysis results showed that stakeholders of this category are divided into two groups. The first player has a significant role in implementing the program and is responsible for its success. It is represented by the

NAME OF STAKEHOLDERS		CODE OF STAKEHOLDERS	POWER				INTERESTS			
			1	2	3	4	1	2	3	4
Government	Ministry of Public Works and Public Housing (*PUPR*)	S1				√				√
	Ministry of State-Owned Enterprises	S2				√		√		
	BAPPEDA of Semarang City	S3				√				√
	BBWS Pemali Juwana	S4		√				√		
	DISTARU of Semarang City	S5			√				√	
	DPU of Semarang City	S6			√				√	
	Fisheries office of Semarang City	S7			√				√	
	Office of Cooperatives and MSMEs	S8		√				√		
	Office of Tourism and Culture of Semarang City	S9		√					√	
	Office of Sanitation and Park of Semarang City	S10		√					√	
	Environmental Office of Semarang City	S11		√					√	
	DISHUBKOMINFO	S12	√					√		
	DPJPR	S13	√					√		
	BPN (Badan Pertanahan Nasional)	S14		√				√		
	BAPENDA	S15	√					√		
	KSOP	S16	√					√		
Business	*TELKOM*	S17	√					√		
	PLN	S18	√					√		
	PDAM	S19		√				√		
	PT Pelabuhan Indonesia (Tanjung Emas Branch)	S20				√		√		
Community	Head of *Rukun Warga (RW)* 16: Head of *Rukun Tetangga (RT)*	S21		√				√		
	Community organisation (fishermen community group, mangrove communitygroup)	S22		√					√	
Academics	Diponegoro University	S23		√					√	
	Sugiyopranoto University	S24		√					√	
	Semarang State University	S25		√					√	
Media	http://www.semarangkota.go.id https://radarsemarang.jawapos.com https://perkim.id https://sda.pu.go.id	S26		√					√	

Source: By authors

Ministry of PUPR and BAPPEDA of Semarang City. The Ministry of PUPR as the originator of the Tambaklorok Marine Village program, certainly has high power and interests. Meanwhile, BAPPEDA of Semarang City is the leading actor with high authority over the Maritime Village program. It facilitates the realisation of the program and has the authority to schedule its development in the development plan of Semarang City 2016-2021.
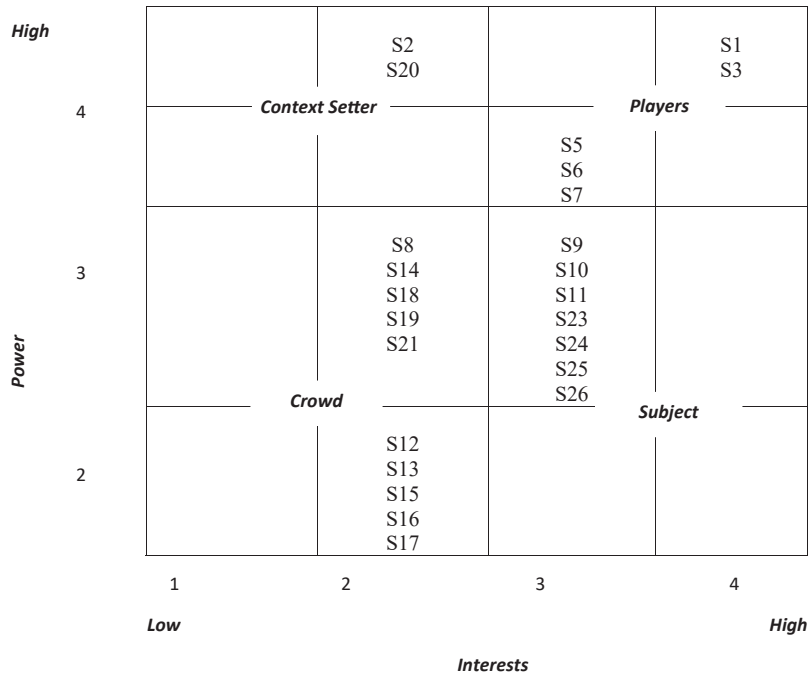
Figure 3.
Model Power vs
Interests Grid of
Stakeholders of
Tambaklorok
Maritime Village
Program

Source: By authors

The second player consists of the Spatial Planning (DISTARU), the Public Works (DPU), and the Marine and Fisheries Offices of Semarang City. DPU and the Fisheries Office of Semarang City do not have direct authority over decision-making in the program. However, these stakeholders play a role in providing input, facilitating the realisation, and having no influence on other parties in forming the program since BAPPEDA owns the direct authority. The power of DISTARU and DPU can be seen from their authority in preparing development permits, designing infrastructure for building programs and having the authority to prepare Land Acquisition and Resettlement Action Plans (LARAP). Furthermore, the Marine and Fisheries office is closely related to Tambaklorok coastal area development. In the Tambaklorok Maritime Village program, the Marine and Fisheries Office is responsible for constructing Fish Auction Places (*TPI*), Landing Bases (*PPI*), and mangrove management. Therefore, each stakeholder at the player level has different interests according to the main tasks and functions of stakeholders.

2) Stakeholders of context setter category

The context setter category has high power - low interests. These stakeholders must be guarded and remain satisfied even without showing interests since they generate power. These stakeholders should be handled carefully since their power can be used in undesirable ways in the development program (Ackermann and Eden, 2011).

Ministry of State-Owned Enterprises (BUMN) and PT Pelabuhan Indonesia are included in this category because these stakeholders have high power and moderate interests in the village program. They have the authority to facilitate the realisation and influence other parties in the Maritime Village program. Based on the Regional Spatial Plan of Semarang

City, the area to be developed is included in the BWK (City Area Part) III area and is part of Tanjung Emas Port sea transportation. Therefore, using land for development areas in Tambaklorok requires permission from the Ministry of State-Owned Enterprises and coordination with Tanjung Emas Port, PT Pelabuhan Indonesia. In addition, the sustainability of the program is strongly influenced by the permit to use the area issued by PT Pelabuhan Indonesia.

BAPPEDA significantly needs constant communication to coordinate programs considering the importance of stakeholders in the context setter category. Accordingly, the Maritime Village development program has more legal certainty regarding area management rights since there are obstacles to giving permits from the Ministry of BUMN.

3) Stakeholders of subject category

Stakeholders in the subject category have low power – high interests. These include the Head of Community Association (RW) and community organisations, such as fishermen and mangrove community groups. These stakeholders have low power and fairly high interests in the program. The coastal community desires their settlement area to be better organised and free from the daily occurrence of abrasion and flooding due to tidal waves. To address this, the residents support the Maritime Village program. This program particularly benefits community organisations such as fishermen and mangrove conservation groups. It will provide fishing facilities, including TPI, PPI, boat guard posts, and fishing boat parking lots. Additionally, the program aims to develop the mangrove area into a thriving ecotourism destination. The local communities such as the head of RW and Tambaklorok community organisations are facilitators of the program. They don't have direct responsibility. Therefore, commitment and participation of communities play a significant role in implementing the Maritime Village development program. These stakeholders are instrumental in persuading the coastal communities to support the program, despite initial resistance from some directly affected by its implementation. The communities have become more willing to accept the development program through discussions and engagement with officials and relevant agencies.

4) Stakeholders of crowd category

Stakeholders in the crowd category have low power - low interests. They need to be monitored but not disturbed by excessive communication. These stakeholders consist of Pemali Juwana River Basin Center (local term: *Balai Besar Wilayah Sungai* (BBWS) Pemali Juwana), Cooperative and MSMEs Office (local term: *Dinas Koperasi dan UMMKM*) of Semarang City, Tourism and Culture Office of Semarang City, Sanitation and Park Office of Semarang City (local term: *Dinas Kebersihan dan Pertamanan*/DKP), Environment Office of Semarang City (local term: *Dinas Lingkungan Hidup*/DLH), DISHUBKOMINFO of Semarang City (*Dinas Perhubungan Komunikasi dan Informasi/*Transportation Communication and Information Office), Street Lighting and Advertising Management office of Semarang City (*Dinas Penerangan Jalan dan Pengelolaan Reklame/DPJPR*), BPN of Semarang City, Regional Revenue Agency of Semarang City (*Badan Pendapatan Daerah/BAPENDA*), Harbormaster and Port Authority of Semarang City (*Kantor Kesyahbandaran dan Otoritas Pelabuhan/KSOP*) Office, TELKOM, *PLN,* and *PDAM*. The stakeholders categorised as the "Crowd" in the Maritime Village program possess moderate power and interests. They are not directly accountable for the program or possess the capability to influence decisions made by others. However, they possess the authority to facilitate the implementation. These stakeholders have been included in the Crowd category due to their restricted role in implementing the Maritime Village as per

the plans devised by the primary decision-makers. Each stakeholder is invested in the program as it is aligned with their respective tasks and functions.

The role of stakeholders in actualising Maritime Village of Tambaklorok
The involvement of stakeholders is significantly required in the development of Tambaklorok Maritime Village. Table 3 shows the role of classification.

The Central Government, represented by the Ministry of PUPR, acts as a policy creator. In contrast, BAPPEDA of Semarang City, as the implementer and coordinator, holds a more decisive role in the program. Therefore, it needs to be closely managed because this institution is the program's leader with the highest degree of interests and influence. According to Roxas *et al*. (2020), it is necessary to keep close communication with institutions holding such an important role through regular check-ins on the program's progress.

The five stakeholder role classifications do not aim to prioritise the significance of stakeholder positions. Instead, they are designed to highlight that all five categories are essential for the success of a sustainable Maritime Village development project. It is important to note that this role classification can complement the mapping method, resulting in 4 categories of stakeholders based on power and interests, namely key players, context setters, subject, and crowd.

Conclusion
The development of sustainable development of Maritime Village in Semarang City is still a polemic today. Therefore, this research aims to examine the role of stakeholders and their interconnected relationships based on power and interests. The findings showed that the success of the Maritime Village development program is largely dependent on the key players, specifically the ministries at the central governmental level (Ministry of PUPR) and BAPPEDA of Semarang City Government. These entities hold high power and interests in program implementation, which is evident from their roles as policy creators, coordinators, facilitators, and implementers. Non-key player stakeholders, such as the Ministry of State-Owned Enterprises and PT Pelabuhan Indonesia, act as facilitators and accelerators in the program. To realize the development of a sustainable maritime village, the roles of all stakeholders are necessary, because each stakeholder has a different role which must be synergized in order to actualize the sustainability of the maritime village. Consequently, the role of stakeholders in sustainable maritime village development policies has to be analyzed more deeply through role classification.

The coordinator is the party that coordinates other stakeholders, i.e. BAPPEDA of Semarang City. Stakeholders include facilitators whose role is to facilitate and fulfill what is necessary to carry out the program, implementors as policy organizers, accelerators who contribute so that the program is executed according to plan and can be completed on time. All of these roles are essential in the context of the success of the Maritime Village development program. Therefore, it is recommended to strengthen the coordination among stakeholders.

Theoretically, the knowledge gained from this research could increase the conceptual scope of stakeholder analysis, particularly when it comes to sustainable development. Goals of the joint program may be influenced by stakeholder involvement and the competing interests. Thus, in practice policy makers can pay attention to the existence of stakeholders in each policy or program that will be implemented, including the identification of their roles based on power and interests. Future scholars can examine political motivations that affect each stakeholder's interests and bargaining power in greater detail as the research agenda.

No.	Role Classification	Stakeholders	Roles Played
1.	Policy creators	Ministry of *PUPR*	Developed policies for the program of Maritime Village development
		BAPPEDA of Semarang city	Prepared regional regulations/mayor regulations as the controller of spatial planning
2.	Coordinator	*BAPPEDA* of Semarang city	Coordinated other agencies in the program of Maritime Village Development
3.	Facilitators	Ministry of State-Owned Enterprises (*BUMN*)	Provided a land use permit as a location for the construction of Maritime Village, of which the land owner is PT Pelindo that provides land with a permit from the Ministry of *BUMN*
		DPU of Semarang City	- Prepared development permits - Made infrastructure design of building program, - and had the authority to prepare the Land Acquisition and Resettlement Action Plan (LARAP).
		DISTARU of Semarang City	- Prepared formal legal of the mayor regulation regarding Building and Environmental Planning (local term: *rencana Tata Bangunan dan Lingkungan/RTBL*) - Controlled development permits
		PT Pelabuhan Indonesia of Tanjung Emas Branch	Facilitated and fulfilled land needs
4.	Implementors	*DPU* of Semarang City	Technical and operational service for physical programs and regional infrastructure, including settlements, roads, drainage, garbage, sanitation, and irrigation
		BAPPEDA of Semarang City	Had authority in the development program of Maritime Village
		Tourism and Culture Office of Semarang City	Developed and controlled the tourism sector, especially nature tourism, maritime tourism, and culinary tourism
		Cooperatives and MSME Service of Semarang City	Technical services related to trade and industry, especially the maritime industry
		Sanitary and Park Office (*DKP)* of Semarang City	Controlled in the field of Environmental Quality Management, specifically concerning green open space and waste
		DLH of Semarang City	A technical office related to environmental control
		DISHUBKOMINFO of Semarang City	Controlled and developed transportation systems, circulation, and regional movement
		BPN of Semarang City	Controlled building construction agreements and land rights
		BAPENDA of Semarang City	Controlled regional financial resources
		BBWS Pemali Juwana	Control and development in the field of water resources
		KSOP of Semarang City	Control and development of the financial plan aspects for the Port area and Tambaklorok area
		TELKOM (Telecommunication)	Control and development of Telephone network
		PLN (State Electricity Co)	Control and development of the electricity network
		PDAM (Drinking Water Regional Co)	Control and development of regional clean water network
		Community	Active role in regional planning through funding sharing
		Community groups	Non-profit community organisations or fishermen communities, CAMAR community, youth organisations (local term: *Karang Taruna*), etc. that can be involved in the activities of development

Table 3.
The role of stakeholders in the Tambaklorok Maritime Village Program

No.	Role Classification	Stakeholders	Roles Played
5.	Accelerators	Fisheries office of Semarang City	Technical and operational services related to *PPI* Empowerment of fishermen, mangroves conservation, and other maritime activities
		PT Pelabuhan Indonesia of Tanjung Emas Branch	Technical office for port development and its surrounding area
		BPN (National Land Agency) of Semarang City	Control of building construction permits and land rights
		Community	Building maintenance and control of planned activities
		Community groups/ organisations	Control of the implementation of the program plan

Table 3.   Source: By authors

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