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Stakeholders analysis on the development of resilient coastal village program in Timbulsloko Village, Demak Regency

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Abstract

The development of resilient coastal village (PDPT) is a government policy that aims to improve coastal community welfare and environmental quality of the coastal rural area. The implementation of the development of resilient coastal village has involved vary and complicated stakeholders. Therefore, this study aimed to perform a stakeholder's analysis on the development of resilient coastal village using a typological analysis technique of the stakeholders' roles. Results of the study found the major stakeholders, i.e. the Ministry of Maritime Affairs and Fisheries as the leading sector of the development of resilient coastal village, the Demak Regency Office of Maritime Affairs and Fisheries responsibility for the development of resilient coastal village operation in Timbulsloko Village, and the Coastal Community Union (KMP) as part of the beneficiary community where the biggest impact of the implementation of the development of resilient coastal village in Timbulsloko Village. The complementary stakeholders consisted of the Provincial Office of Maritime Affairs and Fisheries of Central Java, the Demak Regency Office of Development Planning Board, and the Demak Regency Office of Public Works as the technical team members, Assisting and Supervising Staff, and Empowerment Team for supervision, implementation, and motivation in the development of resilient coastal village in Timbulsloko. The findings revealed that the definitive stakeholders of the development of resilient village in Timbulsloko were the Ministry of Maritime Affairs and Fisheries and the Demak Regency Office of Maritime Affairs and Fisheries. They must become the major players in implementing the development of resilient coastal village with their role, power, and authority.

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Keywords: policy, resilient coastal village development, stakeholders analysis.

1. Introduction

Abrasion has caused coastline erosion in the North Coast of Java Island. According to Hutabarat (2016), from 2010 until the mid 2014 the worst coastline erosion occurs in Sayung District, Demak Regency (175 meters). Coastal abrasion and sea water tide in Sayung District have caused a decrease in the fishpond area use as much as 582.5 hectares. Part of the area has been temporarily flooded by sea water, while there are some points that have been permanently flooded (Purnaweni et al, 2016)

Timbulsloko is a village under the administrative area of Sayung District, Demak Regency, Central Java Province. The village has been suffering from a severe condition due to abrasion and inundation. Almost everyday the local people of Timbulsloko have to deal with sea water inundating the entry roads to the village, even to their houses. Since 2014 Timbulsloko Village has implemented the Development of Resilient Coastal Village (Program Desa Pesisir Tangguh/PDPT) program, a community empowerment program for disaster prone coastal area.

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The implementation of the development of resilient coastal village involved many stakeholders, such as the Demak Regency Office of Maritime Affairs and Fisheries, related Local Apparatus Performing Unit (SKPD), Village Chief, Assisting and Facilitating Staff, etc. These vary stakeholders definitely need a good co-ordination to integrate the roles towards the successful development of resilient coastal village.

Supporting the above statement, Choliq *et al.* (2015) write that control and prevention of abrasion need co-operation from many elements, such as local community or civil society, government, private sector, and local residents. A co-operation is necessary to make the best use of large number of funding grant and infrastructure aid. Hutabarat (2016) states that surviving the coastal area must be performed inclusively by involving all concerned parties. Therefore, a stakeholder's analysis is necessary to identify those involved in the policy-making for the development of resilient coastal village. The analysis is expected to provide a clear explanation about the roles played by each stakeholder to find out how the stakeholders must be involved in the implementation of the policy on the development of resilient coastal village.

Here introduce the paper, and put a nomenclature if necessary, in a box with the same font size as the rest of the paper. The paragraphs continue from here and are only separated by headings, subheadings, images and formulae. The section headings are arranged by numbers, bold and 10 pt. Here follows further instructions for authors. This study was aimed to identify all parties involved in the policy on the development of resilient coastal village program (PDPT), to analyze the stakeholders' roles, and to provide recommendation of how the stakeholders are involved towards the successful development of PDPT program.

2. Material and Methodes

This study applied a phenomenology approach and a qualitative methodology by performing a stakeholder's analysis. Informants were from the Demak Regency Office of Maritime Affairs and Fisheries, Sayung District Head, Timbulsloko Village Chief, assisting and facilitating staff, community leaders, etc. Data obtained from the informant were then subject to a triangulation. In addition to the informants, relevant documents and other sources were also used for completing those main data for the robustness of the research focus. The study performed the analysis to find out a pattern by having a systematical testing to determine segments, correlation between analyses, and holistic correlation.

The study performed the stakeholder's analysis by mapping the roles through a typological analysis of stakeholders' roles (Ondee and Pannarunothai, 2008). The levels of the stakeholders were determined by three key attributes, i.e. power, interest (attention), and influence. The combination of power-interest-influence attributes leads to a typological classification (Figure 1). The stakeholders with three attributes were considered as "definitive stakeholders" or key actors. Expectant stakeholders were those having two attributes, as follows: "dominant stakeholders" (power and influence), "dangerous stakeholders" (power and interest), and "dependent stakeholders" (interest and influence). Three stakeholder categories hidden behind the process with only one characteristic were "dormant stakeholders" (power), "discretionary stakeholders" (influence), and "demanding stakeholders" (interest). Stakeholders without any attribute, the "nonstakeholders", were excluded from the current analysis.

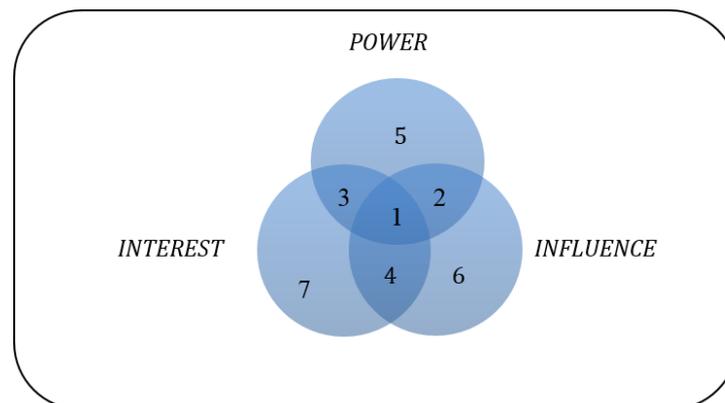


Figure 1. Typological classification of stakeholders

Description:

1. *Definitive stakeholder*
Expectant stakeholder
2. *Dominant stakeholder*
3. *Dangerous stakeholder*
4. *Dependent stakeholder*
5. *Dormant stakeholder*

- Latent stakeholder**
6. *Discretionary stakeholder*
7. *Demanding stakeholder*

Source: Ondee and Pannarunothai (2008)

3. Result and Discussions

Since 2012 the Government of the Republic of Indonesia through the Ministry of Maritime Affairs and Fisheries has launched a program namely Development of Resilient Coastal Village (PDPT). This program is provided for coastal areas nationwide and a community empowerment program for disaster prone coastal areas. The development of resilient coastal village (PDPT) program is under the authority of the Ministry of Maritime Affairs and Fisheries. The initiative has been motivated by the following phenomena: (1) high poverty rate, as proven by the data from 2010 where 7.8 millions of the people in coastal area were under the poverty line; (2) severe damage of natural resources in coastal area; (3) poor self-help of social organizations in rural areas and diminishing values of local culture; and (4) poor infrastructures and settlement environmental health in rural area.

These four major problems have contributed to the high vulnerability to natural disasters and extreme climate change of villages in the coastal areas, in particular those in islets or small islands (Ambariyanto, 2013)

Stakeholders were all whose interests are affected, positively or negatively, by a particular policy. As a quite complicated program, the development of resilient coastal village (PDPT) involves many stakeholders from Central Government to local community. Therefore, the program stakeholder's identification became crucial owing to the large number of the involving stakeholders in the implementation of the program. Listed below were the stakeholders involved in the policy-making on the Development of Resilient Coastal Village (PDPT):

1. The Ministry of Maritime Affairs and Fisheries

In addition to become the leading sector in the Development of Resilient Coastal Village (PDPT) program, the Ministry of Maritime Affairs and Fisheries (KKP) also played other roles by authorizing the General Directorate of Maritime Affairs, Coastal Area, and Small Islands/Islets (KP3K), the Coordinating Team headed by the Minister of Maritime Affairs and Fisheries, and Working Teams established by the General Directorate of Maritime Affairs, Coastal Area, and Small Islands/Islets (KP3K). More detailed roles played by the Ministry of Maritime Affairs and Fisheries were as follows:

a. Coordinating Team

Coordinating Team was established by the Minister of Maritime Affairs and Fisheries. It had a responsibility for improving coordination between internal working units of the Ministry of Maritime Affairs and Fisheries and with other ministries/bodies. The team played its role in formulating general policy, developing action manuals, performing socialization, coordinating implementation of the Development of Resilient Coastal Village (PDPT) within the Ministry of Maritime Affairs and Fisheries, and performing monitoring and control of Self-help National Program for Community Empowerment (PNPM Mandiri) in the Maritime Affairs and Fisheries.

b. General Directorate of Maritime Affairs, Coastal Area, and Small Islands/Islets (KP3K)

General Directorate of Maritime Affairs, Coastal Area, and Small Islands/Islets (KP3K) was responsible for control, developing technical guidance for the Development of Resilient Coastal Village (PDPT), performing socialization, providing technical guidance and training for assisting and facilitating staff, giving motivation, and performing daily activity of the Development of Resilient Coastal Village (PDPT).

c. Working Team of the Development of Resilient Coastal Village (PDPT)

Working Team of the Development of Resilient Coastal Village (PDPT) was established by the General Directorate of Maritime Affairs, Coastal Area and Small Islands/Islets (KP3K) comprising echelon I staff from the Ministry of Maritime Affairs and Fisheries. It was responsible for providing education/guidance/facilitation/advice/consideration in the implementation of the Development of Resilient Coastal Village (PDPT), performing coordination and synchronization of between the ministries/bodies dealing with the Development of Resilient Coastal Village (PDPT), giving recommendation to policy on the going concern of the Development of Resilient Coastal Village, and other duties necessary for the ongoing implementation of the Development of Resilient Coastal Village.

2. Central Java Provincial Office of Maritime Affairs and Fisheries

Central Java Provincial Office of Maritime Affairs and Fisheries was responsible for providing education/guidance/supervision/advice/consideration dealing with the implementation of the Development of Resilient Coastal Village (PDPT) in regencies/municipalities, performing coordination and synchronization between Local Apparatus Working Units (SKPD) across the province dealing with the Development of Resilient Coastal Village (PDPT), and giving recommendation to policy on the ongoing implementation of the Development of Resilient Coastal Village (PDPT), as well as other necessary measures taken for the implementation of the ongoing Development of Resilient Coastal Village (PDPT).

3. Demak Regency Development Planning Board

In the implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko, Demak Regency Development Planning Board played a key role as a governmental institution that coordinated other Local Apparatus Working Units (SKPD) in Demak Regency dealing with the Development of Resilient Coastal Village (PDPT) as well as was responsible for being the member of the Technical Team for the priority problem identification related to human and institutional aspects of the target villages, providing

education/guidance/supervision/advice/consideration in all activities in the rural areas/villages/fields, verifying candidates for Coastal Community Union (KMP), Team Work Plan (RKK) of Coastal Community Union (KMP), and other measures necessarily taken for the implementation of the ongoing Development of Resilient Coastal Village (PDPT) at the local levels.

4. **Demak Regency Office of Public Works**
Demak Regency Office of Public Works was involved in the implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko as part of the Technical Team. It was responsible for priority problem identification dealing with such aspects as human, business, resource, infrastructure/environment, disaster (stress and pressure), climate change, and institution of the target villages. It provided education/ guidance/ supervision/ advice/consideration in the implementation of the activities in the rural areas/villages/fields, recommendation to the policy on the ongoing implementation of the Development of Resilient Coastal Village (PDPT), verifying candidates for Coastal Community Union (CCU) and Team Work Plan (RKK) of Coastal Community Union (KMP), and other measures necessarily taken for the implementation of the ongoing Development of Resilient Coastal Village (PDPT) at the local levels.
5. **Demak Regency Office of Maritime Affairs and Fisheries**
Head of Demak Regency Office of Maritime Affairs and Fisheries was responsible for operationalizing the Development of Resilient Coastal Village (PDPT) and performing duties as a Budget Use Authority. In addition, the Demak Regency Office of Maritime Affairs and Fisheries was also responsible for the following duties:
 - a. performing coordination and communication with concerned institutions by authorizing Technical Team;
 - b. performing socialization, monitoring, evaluation, and reporting;
 - c. performing selection and verification, and validating the Coastal Community Union (KMP), assisting and facilitating staff, and Rural Empowerment Team;
 - d. performing selection, verification, and validating Team Work Plan (RKK) proposal from the Coastal Community Union (KM); and
 - e. endorsing activity proposal of the Development of Resilient Coastal Village (PDPT) for the coming year to the General Directorate of Maritime Affairs, Coastal Area, and Small Islands/Islets (KP3K) by authorizing the Head of Provincial Office.
6. **Assisting and Facilitating Staff**
Assisting and Facilitating Staff were established and verified by the Head of Regency Office of Maritime Affairs and Fisheries. They were responsible for identifying, selecting, and verifying candidates of the Coastal Community Union (KMP) and its Team Work Plan (RKK), endorsing output of the Coastal Community Union (KMP) candidates verification to the coordinator, helping develop Village Development Plan, assisting the Coastal Community Union (KMP) for obtaining Community Direct Grant (BLM) and activity implementation, reporting the Coastal Community Union (KMP) activities to the Regency Office of Maritime Affairs and Fisheries by authorizing a coordinator. In particular to the coordinator responsible for developing work plan of the assisting and facilitating staff, he or she had report it at the end of the year, coordinated all activities of the staff, and developed activity report periodically to be endorsed to the Head of Regency Office of Maritime Affairs and Fisheries.
7. **Rural Empowerment Team**
Rural Empowerment Team was a team of three individuals, i.e. a Village Chief, a male village motivator, and a female village motivator. Their responsibilities were as follows:
 - a. performing identification, selection, and verification of candidates of the Coastal Community Union and its Team Work Plan (RKK) proposal;
 - b. endorsing output of the Coastal Community Union (KMP) candidates as the grantees of the Direct Community Grant to the Head of Regency Office of Maritime Affairs and Fisheries, c.q. Assisting and Facilitating Staff;
 - c. performing socialization of the verification of the community groups as the grantees; and
 - d. assisting activities dealing with the Development of Resilient Coastal Village (PDPT) at village level.
8. **Coastal Community Union (KMP)**
Coastal Community Union (KMP) was established by local community. It was responsible for developing a Team Work Plan in accordance with the village needs as stipulated in Coastal Village Development Plan (RPDP), completing administrative data for Community Direct Grant (BLM) proposal, spending the Community Direct Grant (BLM) in accordance with the predetermined Team Work Plan and Budget Use Authority (KPA), developing a simple financial ledger book dealing with the Community Direct Grant (BLM) spending for the Development of Resilient Coastal Village (PDPT), and developing a report of the use of the Community Direct Grant (BLM) for the Development of Resilient Coastal Village (PDPT) to the Head of Demak Regency Office of Maritime Affairs and Fisheries.

The role levels of the stakeholders in the implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko Village, Demak Regency, according to the stakeholder role mapping (Onde and Pannarunothai, 2008) were detailed as follows:

Table 1. Role levels of stakeholders in the implementation of PDPT in Timbulsloko Village

No.	Stakeholder	Power	Interest	Influence	
1.	Ministry of Maritime Affairs and Fisheries	√	√	√	<i>Definitive Stakeholders</i>
2.	Central Java Provincial Office of Maritime Affairs and Fisheries		√	√	<i>Dependent Stakeholder</i>
3.	Demak Regency Development Planning Board	√	√		<i>Dominant Stakeholder</i>
4.	Demak Regency Office of Public Works			√	<i>Discretionary Stakeholder</i>
5.	Demak Regency Office of Maritime Affairs and Fisheries	√	√	√	<i>Definitive Stakeholders</i>
6.	Assisting and Facilitating Staff		√	√	<i>Dependent Stakeholder</i>
7.	Rural Empowerment Team		√	√	<i>Dependent Stakeholder</i>
8.	Coastal Community Union (KMP)		√	√	<i>Dependent Stakeholder</i>

The Ministry of Maritime Affairs and Fisheries was also as known as a definite stakeholder. It was posited on the No.1 in the role mapping. By doing so, three attributes were attached into the ministry, i.e. power, interest, and influence. The Ministry of Maritime Affairs and Fisheries had the biggest power because of its status as a government institution at the central level as well as the leading sector for the implementation of the Development of Resilient Coastal Village (PDPT) program. It was the stakeholder that controlled all financial resources for the implementation of the program. It also had a power to continue or discontinue the Development of Resilient Coastal Village (PDPT) program. It was the institution all policies dealing with the Development of Resilient Coastal Village (PDPT) depended on. The great deal of power, as well as resources, led the Ministry of Maritime Affairs and Fisheries to having a great influence on the successful implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko. Furthermore, the ministry also possessed the biggest interest dealing with the Development of Resilient Coastal Village (PDPT) program because the program had be held responsible for its successful implementation to the higher level of authority, such as the President, as well as to the community at large.

Three roles were also played by Demak Regency Office of Maritime Affairs and Fisheries. The office was responsible for the operation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko as well as a performing body of the Budget Use Authority (KPA). By doing so, Demak Regency Office of Maritime Affairs and Fisheries had a legitimate power from the Ministry of Maritime Affairs and Fisheries in determining the smooth operation of the Development of Resilient Coastal Village (PDPT) in practice. Such legitimate power resulted in an implication in the form of a strong influence of the office in maritime affairs and fisheries in Demak Regency. The office, in addition, was also attributed with a strong interest in the successful implementation of the Development of Resilient Coastal Village (PDPT) program. It was both responsible for the program operation in Timbulsloko Village as well as of interest in the coastal area management and abrasion disaster impact prevention in Timbulsloko Village. Therefore, Demak Regency Office of Maritime Affairs and Fisheries become the definitive stakeholder. Figure 1 posited Demak Regency Office of Maritime Affairs and Fisheries on the No.1. Both Ministry of Maritime Affairs and Fisheries and Demak Regency Office of Maritime Affairs and Fisheries were on the No.1 position. However, the scope of power and influence of the Demak Regency Office of Maritime Affairs and Fisheries was limited to the jurisdiction area of Demak Regency, whereas the Ministry of Maritime Affairs and Fisheries dealt with the similar issues nationwide.

Central Java Provincial Office of Maritime Affairs and Fisheries only possessed two attributes, i.e. interest and influence, in the Development of Resilient Coastal Village (PDPT) program in Timbulsloko. It became a consultative agency without any power of the implementation of the program in Timbulsloko Village. This consultative role lead the Central Java Provincial Office of Maritime Affairs and Fisheries to having an influence attribute because goals and consideration it endorsed in the implementation of the Development of Resilient Coastal Village (PDPT) program might

affect the activity of the program in practice. However, as a stakeholder with responsibility for the development in its jurisdiction area, Central Java Provincial Office of Maritime Affairs and Fisheries remained holding an interest in the successful implementation of the Development of Resilient Coastal Village (PDPT) program in Timbulsloko. Accordingly, Figure 1 posited the office on No.4, performing as a dependent stakeholder.

Demak Regency Development Planning Board as part of the Technical Team for the Development of Resilient Coastal Village (PDPT) played a role as a dominant stakeholder with power and influence attributes. It had the power to coordinate the performance of other Local Apparatus Working Units (SKPD) in Demak Regency and the influence on the Development of Resilient Coastal Village (PDPT) implementation by playing a role of identification of local problems and potentials and verification of Coastal Community Union (KMP) candidates and its Team Work Plan (RKK). Unlike Demak Regency Development Planning Board, Demak Regency Office of Public Works only had a single attribute, i.e. influence, despite its equal status as the member of the Technical Team of the Development of Resilient Coastal Village (PDPT) in Demak Regency. It was because of Demak Regency Office of Public Works' consultative role in physical aspects of the Development of Resilient Coastal Village (PDPT). It did not have any power and interest in the implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko. According to its role, Demak Regency Office of Public Works was addressed as a discretionary stakeholder.

Assisting and facilitating staff in the Development of Resilient Coastal Village (PDPT) program in Timbulsloko Village are dependent stakeholders, in which they did not have any power to control the activities of the Development of Resilient Coastal Village (PDPT). However, they had a strong influence on empowering and assisting the community and stayed closer to the Coastal Community Union (KMP). The staff helped provide motivation and education for the implementation of the Development of Resilient Coastal Village (PDPT) activities. Their interest was proven in their efforts of helping the successful Development of Resilient Coastal Village (PDPT) program. Furthermore, the assisting and facilitating staff were responsible for developing reports dealing with the activities of the Development of Resilient Coastal Village. With such role, they had an interest in the successful story of the program in Timbulsloko Village.

Similar to the assisting and facilitating staff, Rural Empowerment Team was also a dependent stakeholder because of its function in the empowerment and role-play as a motivator for the Coastal Community Union (KMP) in performing vary activities of the Development of Resilient Coastal Village (PDPT). Therefore, the team had a quite strong influence attribute because it was headed by the Chief of Timbulsloko Village, a distinctive status in the local community where examples were followed. The Village Community Team was composed of local people so that they had a mutual sense of belonging and expectation of the successful implementation of the Development of Resilient Coastal Village (PDPT).

Coastal Community Union (KMP) as a beneficiary in the Development of Resilient Coastal Village (PDPT) program became a dependent stakeholder with a strong interest attribute. As the beneficiary, the union had a great expectation of infrastructure improvement in Timbulsloko Village as the leverage for economic development. In addition, the Coastal Community Union (KMP) also had an influence because it was the performing agency of the Development of Resilient Coastal Village. Its physical power would determine the successful (or unsuccessful) implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko.

4. Conclusions

In the context of the Development of Resilient Coastal Village (PDPT) program in Timbulsloko Village, Demak Regency, the previous analysis resulted as the followings: the Ministry of Maritime Affairs and Fisheries (KKP) was the leading sector of the Development of Resilient Coastal Village (PDPT), Demak Regency Office of Maritime Affairs and Fisheries was responsible for the operation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko, and Coastal Community Union (KMP) as part of the community acted as the beneficiary of the Development of Resilient Coastal Village (PDPT) in Timbulsloko. The analysis also revealed dependent stakeholders in the implementation of the Development of Resilient Coastal Village (PDPT) program, as follows: Central Java Provincial Office of Maritime Affairs and Fisheries; Demak Regency Development Planning Board and Demak Regency Office of Public Works as part of Technical Team; Assisting and Facilitating Staff; and Rural Empowerment Team as monitoring staff, performing staff, and motivators in the implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko.

The key role of the implementation of the Development of Resilient Coastal Village (PDPT) in Timbulsloko was played by the Ministry of Maritime Affairs and Fisheries and Demak Regency Office of Maritime Affairs and Fisheries. By doing so, they both acted as definitive stakeholders. Their had great deal of power and authority for the implementation of the Development of Resilient Coastal Village (PDPT). Acknowledgements and Reference heading should be left justified, bold, with the first letter capitalized but have no numbers. Text below continues as normal.

5. Recommendation

Demak Regency Development Planning Board with the Power and Influence attributes must optimize its role for the smooth coordination towards the successful Development of Resilient Coastal Village Program.

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