

Stakeholders Analysis on The Project Time Performance Improvement of Integrated Child-Friendly Public Space (RPTRA) Development In East Jakarta

Gloria Febriani

Civil Engineering Department
University of Indonesia
Salemba, Jakarta, Indonesia
gloriafebriani@gmail.com

Yusuf Latief

Civil Engineering Department
University of Indonesia
Salemba, Jakarta, Indonesia
latief73@eng.ui.ac.id

Abstract

The Development of Integrated Child-Friendly Public Space (RPTRA) had experienced a lot of time overrun caused by poor management of the stakeholders. Stakeholders are the important elements to manage. In this research, surveys are conducted on the interests of internal and external stakeholder are identified in order to improve the time performance in the development of RPTRA. The identifications key based on the survey result were analyzed using Structural Equation Modeling (Smart PLS 3.0) software on getting relationship pattern and strategy among stakeholders subsequently that can improve the time performance based on PMBOK.

Keywords

Stakeholder management, Project time performance, Integrated Child-Friendly Public Space, Structural Equation Modeling (Smart PLS 3.0), PMBOK

1. Introduction

In 2016 fiscal year, Government of DKI Jakarta had built 123 RPTRA and spread throughout the city of DKI Jakarta province. This work was done by 1 (one) Contractor assisted by several Sub Contractors and 1 (one) Construction Management Consultant.

The development of RPTRA faced many problems which resulted in the delay of implementation time from the initial planned time. The problems encountered during the development were changes on the location of the development, the structure design planning is not timely delivered as scheduled, the delay in material supply delivery by the contractor, the lack of man power resource in the field, the Construction Management (CM) Consultant inability to encourage contractors to work without being equipped with budget plan due to delay on the design and build contract, and the development rejection by the community. All of these problems had impact on the addition of execution time in development contract, as shown in Table 1.

Stakeholders in accordance with the PMBOK Guide fifth edition (2013) are the people, groups or organizations that will have an impact or impacted from project decisions, activities or outcomes. Therefore, customer satisfaction has an important influence on the success of a project (Davis, 2014; Serrador and Turner, 2015).

From the description, occurring problems can be identified in the development of RPTRA in East Jakarta, which includes:

1. The stakeholders involved in the project are poorly identified;
2. The relationship pattern among stakeholders has not proceeded according to the rules;
3. Limited time availability of the stakeholders in the project planning phase;
4. Lack of end user involvement in determining the project scope;
5. Lack of contractor's and CM consultant's capability for completing the project.

Tabel 1. RPTRA Implementation Data

Area	Total Location in 2016	Construction Contract		Construction Management Contract	
		Main Contract	Adenda Contract	Main Contract	Adenda Contract
Central Jakarta	16	IDR 35.575.934.846,30		IDR 3.893.571.000,00	
East Jakarta	28	No. 298/-1.795.222,3	No. 630/-1.795.222,3	No. 156/-1.796,32	No. 218/-1.796,32
South Jakarta	24	Date: 08/01/2016	Date: 12/08/2016	Date: 05/25/2016	Date: 12/08/2016
West Jakarta	24	Period: 08/01/2016	Period: 12/08/2016	Period: 05/25/2016	Period: 12/08/2016
North Jakarta	31	- 12/15/2016	- 12/31/2016	- 12/15/2016	- 12/31/2016
TOTAL	123				

Data Source: Department of Housing and Building of Provincial Government DKI Jakarta, 2016

Based on the problems identification, several research questions are pointed/highlighted in this research as follow:

1. Who are the stakeholders that have important role on the development of Integrated Child-Friendly Public Space (RPTRA) in East Jakarta?
2. What variables influenced the performance of the development of RPTRA in East Jakarta based on the Stakeholders Analysis study?
3. What indicators influence the performance of the development of RPTRA in East Jakarta in terms of stakeholder analysis study?
4. How can stakeholder management will have effect on the improvement of project performance?

2. Literatur Review

2.1 Project Time Performance

A project is said to be successful when all the targets to be achieved are meet for project objectives (Anderson and Merna, 2003). There are several notions of project success from some of the project management literature:

- a. Clift and Vandenbosch (1991), states that maintaining an efficient schedule will lead to successful projects.
 - b. Van der Westhuizen and Fitzgerald (2005), the success of the project is demonstrated by how successful the project management and the outcome of the process.
 - c. Maylor et al (2008), states a project is said to be successful when all goals are met.
 - d. Babu and Srivatsa (2011), success is determined by a set of criteria for outcomes or solutions made to meet the success criteria.
 - e. De Baker et al (2012), project success is a measurable goal and shows how well the project is displayed.
- According to Pinto and Slevin (1987), there are several success factors of the project performance that can be used:

- a. The project mission, which is clearly defined for the purpose and direction of the project.
- b. Top management support, consisting the resources owned, rights and power/governance required in the implementation for project performance improvement.
- c. Schedule and plan, detailed specification of the implementation process.
- d. Client consultation, ie communication and consultation to all project stakeholders.
- e. Personnel, obtained through recruitment, selection and training of the selected competent personnel.
- f. Technical exam, technological skills and expertise required.

- g. Client acceptance, the ability to sell the final product to the end user.
- h. Monitoring and reciprocity, conducted periodically and supervised comprehensively.
- i. Communication, ie monitoring of data periodically to core actors.
- j. Problem solving, ie the ability to solve unexpected problems.

2.2 Stakeholder Analysis Theory

Stakeholder management theory was first developed by Freeman (1984) by finding ways to identify influential stakeholders in an organization. A stakeholder identification process based on stakeholder interest and influence is a process of analysis that is part of stakeholder management.

Three components of stakeholder analysis by Robbert A. Kivits (2011) in his journal, Three Component Stakeholder Analysis, consist of:

- Stakeholder Saliency.
Stakeholders saliency is the degree of level that a manager gives in prioritizing the settlement of the claim problem. Factors of concern include cooperation and competition; cooperation and threats; ability to predict stakeholders and their strengths; interests and strengths of the stakeholders; strength, urgency and legitimacy as well as the expected output of stakeholders interest and cooperative relations.
- Stakeholders' frame of reference.
Stakeholders' frame of reference is a stakeholder perspective on a world determined by experience, education, culture and family relationships.
- Stakeholder networks.
Stakeholder networks are complex relationships among stakeholders.

Managing Successful Projects with PRINCE2 2009 Edition describes stakeholder analysis as an individual or group identification process that is not part of the project management team but is required to interact in projects and individuals or groups affected by project output. Stakeholder analysis by Managing Successful Programs AXELOS 2011 Edition identifies the information and communication flow needed to be created as part of the communication program. In addition, APM Body of Knowledge 6th Edition (2012) identifies stakeholders with research, interviews, ideas, checklists, lessons, and so on to describe the role of stakeholders and areas of interest through a table known as a stakeholder map. PMBOK Guide Fifth Edition, PMI (2013) describes stakeholder analysis is a systematic process of extracting information by performing quantitative analysis and qualitative information to determine a person's interest in a project.

3. Research methodology

According to Ranjit Kumar in Research Methodology third edition (2011), in conducting the research must meet the validity level (valid), workable and manageable. According Sugiyono (2014) data obtained through research is empirical data that has valid criteria, reliable and objective. Fulfilling all the object then, the stages that need to be done by researchers in a series of procedures research process, namely:

1. Stage of research design is the logic linkage between the data that must be collected with the initial question and especially with the answer to the question (Yin, 2003).
2. Stage of theory development is to conduct literature study in determining variable in the form of stakeholder analysis factor that affect project time performance and used as secondary data.
3. Stages of collecting primary data are analyzing all variables using questionnaires. After analyzing all variables, the results are summarized and validated to the experts using the delphi method to obtain maximum results. Expert validation results are then compiled into a questionnaire consisting of questions as part of the data collection process. Data collection is done by conducting structured interviews through questionnaires that have been prepared using likert scale. Important information for case studies can be obtained through interviews (Yin, 2003)
4. Stages of data analysis. The guidance of Holsti (1969) is used to minimize bias in conducting research analysis consists of category identification, category determination, content unit identification, and clarification the reason of the relationship between the variables that most influence stakeholder analysis in improving project time performance using Structural Equation Modeling (SEM). According to Xiong et al. (2015) to test the validity and reliability of data analysis, validation of the results is done through literature review, expert opinion and statistical validation. After going through all the stages it will be obtained conclusions on research questions that have been established as the formulation of the problem.

The whole process of the research stages are described in Figure 1 below.

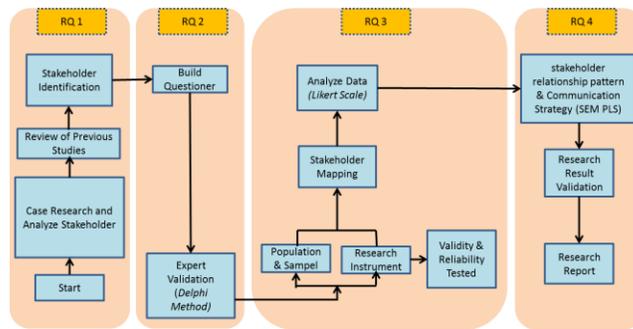


Figure 1. Stage Research Process
Source: Self-processed, 2017

4. Research

4.1 Identify influential Stakeholders

According to PMBOK 5th Edition, 2013, the purpose of this process is to identify individuals, groups or organizations that may influence or be influenced by decisions, activities or project outcomes; and analyzing and documenting information related to interests, influence, importance, position and expectations of project success. In the Development of Child Friendly Public Space (RPTRA) activity in East Jakarta, influential stakeholders are divided into two parts: internal stakeholders and external stakeholders, consisting of:

- a. Internal stakeholders: Governor, the Regional Secretary, Head of Family Welfare Education Driving Team, Welfare Asistant Regional Secretary, Head of Community and Woman’s Empowerment and Family Planning Agency, Head of Financial Management and Regional Assets Agency, Head of One-stop Integrated Services Agency, Mayors, Head of Housing and Government Buildings Department, Head of Park and Funeral Department.
- b. External stakeholders, consisting of Contractor, Sub Contractor, Construction Management Consultant, NGO / Community, and Planning Consultant

From the bootstrapping result that has been done, can be seen that each stakeholder has influence and influenced other stakeholders. Under these conditions it can be concluded that these stakeholder have an effect on the development of Integrated Child-Friendly Public Space (RPTRA) in East Jakarta.

4.2 Influential Variables and Indicators

The results of stakeholder identification gained in the previous stages are set out in the Stakeholders mapping based on their importance and influence. Stakeholders mapping is done according to survey results of respondents as shown in Figure 2.

Results of stakeholder mapping are divided into 2 categories, namely:

- a. High-High: Governors, Mayors, Head of Housing and Government Buildings Department, Contractors, Construction Management Consultants , and Planning Consultant
- b. Low-High: Regional Secretary, Head of Family Welfare Education Driving Team, Welfare Asistant Regional Secretary, Head of Community and Woman’s Empowerment and Family Planning Agency, Head of Financial Management and Regional Assets Agency, Head of One-stop Integrated Services Agency, Head of Park and Funeral Department, Sub Contractors, and NGOs / Communities.

Smart PLS 3.0 programs through existing bootstrapping and outer loading processes show that every stakeholder has influence and is influenced by other stakeholders. Based on this it can be concluded that the mentioned stakeholders have an effect on the Integrated Child Friendly Public Space (RPTRA) development activity in East Jakarta.

A summary of stakeholder interests determined by outer loading, bootstrapping results, interest, impacts and communication systems is summarized into a Stakeholder List that has been through identification and analysis first, in accordance with stakeholder relationships by Grimble, Wellard (1997) and Newcobe (2003) as shown in Table 2.

	Optimally absorbed budget plan User satisfaction	44,584 12,463			
Head of Community and Woman's Empowerment and Family Planning Agency (Ka. BPMPKB)	Standard work quality Project information access User satisfaction	42,355 42,868 19,753	Low	High	Engage, unite forces, and secure goals
Head of Financial Management and Regional Assets Agency (Ka. BPKAD)	Certainty of asset ownership status	-	Low	High	Engage, unite forces, and secure goals
Head of One-stop Integrated Services Agency (Ka. BPTSP)	Regulatory permissions Timely licensing	23,741 27,904	Low	High	Engage, unite forces, and secure goals
Mayor (Walikota dan Bupati)	Determination of job completion targets Standard work quality Project progress Update Project information access Team roles and responsibilities User satisfaction	15,859 23,427 13,237 13,444 15,760 19,781	High	High	Always cooperate
Head of Housing and Government Buildings Department (Ka. DPGP)	Determination of job completion targets Standard work quality Control work item changes Project progress update Project information access Team roles and responsibilities Optimally absorbed budget plan Project Outcome according to Job Order	12,433 11,464 17,405 24,567 12,683 16,004 25,176 20,957	High	High	Always cooperate
Head of Park and Funeral Department (Ka. Distam)	Project information access	-	Low	High	Engage, unite forces, and secure goals
Contrator (Kontraktor)	Timely completed project Owner Satisfaction Financial ability	15,265 34,806 25,066	High	High	Always cooperate
Sub Contractor (Sub Kontraktor)	Timely material availability Change of work items Owner satisfaction Financial ability	20,784 14,141 15,192 17,439	Low	High	Engage, unite forces, and secure goals
Construction Management Consultant (Konsultan MK)	Timely completed project Change work items Owner satisfaction	23,110 17,089 26,068	High	High	Always cooperate
NGO/ community (LSM/ Masyarakat)	Maintained environmental safety	-	Low	High	Engage, unite forces, and secure goals
Planning Consultant (Konsultan Perencana)	Input from TP PKK Timely DED project Completion of design changes (including relocation) Easily obtained use material Engineer experience (architecture, civil, ME)	11,930 41,112 10,715 28,668 11,919	High	High	Always cooperate

Source: Primary Data Processed Writer, 2017

4.3 Relationship Pattern between Stakeholders

The relationships pattern established between the stakeholders to improve project time performance describe as follows:

- a. H1 : The Governor influenced the Regional Secretary in the Stakeholder management of RPTRA development project in East Jakarta is accepted, that there is a relationship with the coefficient of 0.406 and it is significant with T statistic = 3.497 > 1.96. This indicates that the Governor significantly influence the Regional Secretary. In accordance with the Governor's initiation of the proposed new project to be undertaken, the Governor influences the Regional Secretary to draft the legal aspect of activities through the Governor's Regulation as well as the Governor's Decree.
- b. H1 : The Governor affects the Welfare Assistant Regional Secretary in Stakeholder management of RPTRA development project in East Jakarta is accepted, that there is a relationship with the coefficient of 0.326 and it is significant with T statistic = 2,198 > 1,96. It indicates that the Governor significantly influences the Welfare Assistant in monitoring the job target completion in field.
- c. H1 : The Governor influenced the Head of Community and Woman's Empowerment and Family Planning Agency in stakeholder management of RPTRA development project in East Jakarta was rejected although there was a relationship with coefficient of 0.036 but it is not significant with T statistic = 0,354 < 1,96. This indicate that after development activity of RPTRA included in Housing and Government Buildings Department's budget, the influence of Governor at The Head of Community and Woman's Empowerment and Family Planning Agency is to ensure that RPTRA's development work items are include facilities and infrastructures that support child's motor activities.
- d. H1 : The Governor influenced The Head of Financial Management and Regional Assets Agency in stakeholder management of RPTRA development project in East Jakarta was rejected although there was a relationship with coefficient of 0.021 but it is not significant with T statistic = 0,208 < 1,96. This indicated that in initial initiation activity, The Head of Financial Management and Regional Assets Agency has an obligation to provide data on all Regional Government assets that can be utilized for RPTRA development.
- e. H1 : The Governor influenced The Head of One-stop Integrated Services Agency in stakeholder management of RPTRA development project in East Jakarta was rejected although there was a correlation with coefficient of 0.164 but it is not significant with T statistic = 1,242 < 1,96. This indicated that in initial initiation activity, The Head of One-stop Integrated Services Agency was obliged to ensure the permit and licenses for RPTRA development.
- f. H1 : The Governor influenced the Mayor in stakeholder management of RPTRA development project in East Jakarta was rejected although there was a negative influence with the coefficient of -0.097 but it is not significant with T statistic = 0.695 < 1.96. This indicates the governor focus on the implementation of RPTRA development. If there is no coordination issue on the implementation of work in the field, then the Governor will not affect the Mayor. However, if there is a problem on the regional level coordination then the Governor may have a negative influence on the Mayor.
- g. H1 : The Governor influenced The Head of Housing and Government Buildings Department in stakeholder management of RPTRA development project in East Jakarta is accepted, that there is a relationship with the coefficient of 0.298 and it is significant with T statistic = 2,397 > 1.96. this indicates that the governor significantly influences the Head of Housing and Government Buildings Department. The Governor plays a role in putting this project into Housing and Government Buildings Department's budgeting as well ensuring its implementation.
- h. H1 : The Governor influenced The Head of Park and Funeral Department in the Stakeholder management of RPTRA development project in East Jakarta was rejected although there was a relationship with the coefficient of 0.253 but it is not significant with T statistic = 1.725 < 1.96, this indicates that the Governor has not significantly influenced The Head of Park and Funeral Department. The influence of the Governor on the Head of Park and Funeral Department is to guarantee the used assets are land bank and in accordance with the requirements that must be met.
- i. H1 : Governor influence the Contractor in stakeholder management of RPTRA development project in East Jakarta was rejected although there is negative influence with coefficient of -0.036 and it is not significant with T statistic = 0,401 < 1,96, it also indicates that Governor has not significantly influence the Contractor. The Governor only plays a role in determining the deadline of project implementation to be undertaken.

- j. H1 : The Governor influence the Construction Management Consultant in the Stakeholders management of RPTRA development project in East Jakarta was rejected although there was a relationship with the coefficient of 0.196 but it is not significant with T statistic = 1,695 <1.96, this indicates that the Governor has not significantly influence the Construction Management Consultant. The Governor only plays a role in determining the deadline of project implementation to be undertaken.
- k. H1 : The Head of Family Welfare Education Driving Team affects The Head of Community and Woman's Empowerment and Family Planning Agency in stakeholder management of RPTRA development project in East Jakarta is accepted that there is a relationship with the coefficient of 0.603 and it is significant with T statistic = 5,490 > 1.96, this is in accordance with the pre-research experts validation that the Head of Family Welfare Education Driving Team is giving significant influence to Head of Community and Woman's Empowerment and Family Planning Agency by ensuring the mandatory facilities and infrastructure on RPTRA are available
- l. H1 : The Head of Family Welfare Education Driving Team affects The Head of Housing and Government Buildings Department in stakeholder management of RPTRA development project in East Jakarta was rejected although there was a correlation with coefficient of 0.023 but it is insignificant with T statistic = 0,141 <1,96, it indicates that Head of Family Welfare Education Driving Team has not significantly influence the Head of Housing and Government Buildings Department. The Head of Family Welfare Education Driving Team only plays a role in monitoring the implementation of the work.
- m. H1 : The Welfare Asistant Regional Secretary affects The Head of Housing and Government Buildings Department in stakeholder management of RPTRA development project in East Jakarta is accepted that there is a relationship with the coefficient of 0.406 and it is significant with T statistic = 3,497 > 1.96, this is in accordance with the pre-research experts validation that the Welfare Asistant Regional Secretary gives significant influence to the Head of Housing and Government Buildings Department by ensuring the progress of the work can be fulfilled.
- n. H1 : The Welfare Asistant Regional Secretary affects the Mayor in the Stekeholders management of RPTRA development project in East Jakarta is accepted that there is a relationship with the coefficient of 0.679 and it is significant with T statistic = 6,031 > 1.96, it is in accordance with the pre-research expert's validation that the Welfare Asistant Regional Secretary gives a significant influence on the Mayor by ensuring the progress of the work according to implementation target.
- o. H1 : The Head of Housing and Government Buildings Department affects the Head of Financial Management and Regional Assets Agency in stakeholder management of RPTRA development project in East Jakarta is rejected although there is a relationship with the coefficient of 0.294 but it is not significant with T statistic = 1.894 <1.96, this indicates that the Head of Housing and Government Buildings Department has not significantly affected the Head of Financial Management and Regional Assets Agency. Local Government asset data obtained from the Head of Financial Management and Regional Assets Agency were utilized by the Housing and Government Buildings Department to evaluate the suitability of its administrative and technical conditions.
- p. H1 : The Head of Housing and Government Buildings Department affects the Head of One-stop Integrated Services Agency in the Stakeholders management of RPTRA development project in East Jakarta is accepted that there is a relationship with the coefficient of 0.591 and it is significant with T statistic = 5.122 > 1.96, this is in accordance with the pre-research expert's validation that Head of Housing and Government Buildings Department gives significant influence to the Head of One-stop Integrated Services Agency. All licensing/permitting process issued by One-stop Integrated Services Agency is utilized by the Housing and Government Buildings Department in the implementation of RPTRA development.
- q. H1 : The Head of Housing and Government Buildings Department affects the Head of Park and Funeral Department in the Stakeholder management of RPTRA development project in East Jakarta was rejected although there was a relationship with the coefficient of 0.052 but it was not significant with T statistic = 0,431 <1,96, this indicated that the Head of Housing and Government Buildings Department has not significantly affected the Head of Park and Funeral Department. The Head of Park and Funeral Department only provides the location of the assets that can be utilized for RPTRA development to the Housing and Government Buildings Department.
- r. H1 : The Head of Housing and Government Buildings Department affects the Contractor in the Stakeholder management of RPTRA development project in East Jakarta is accepted that there is a relationship with the coefficient of 0.224 and it is significant with T statistic = 2,534 > 1.96, this is in accordance with the pre-research expert's validation that contractually the two sides are bound to solve work.

- The contractor will still complete their work even though they are not influenced by the Head of Housing and Government Buildings Department, even with hopes for profit.
- s. H1 : The Head of Housing and Government Buildings Department affects The Construction Management Consultant in the Stakeholders management of RPTRA development project in East Jakarta is accepted that there is a relationship with the coefficient of 0.287 and it is significant with T statistic = 2,550 > 1.96. Contractually the two sides are bound to complete the work. The Construction Management Consultant will still complete his work even though it is not influenced by the Head of Housing and Government Buildings Department, even with hopes for profit
 - t. H1 : The Contractor influence the Sub Contractor in Stakeholders management of RPTRA development project in East Jakarta is accepted, that there is correlation with coefficient of 0,525 and it is significant with T statistic = 4,439 > 1,96, this is in accordance with pre-research expert's validation that one of the important thing in project implementation is the support of sub-contractors.
 - u. H1 : The Contractor influence the Planning Consultant in Stakeholders management of RPTRA development project in East Jakarta is accepted, that there is correlation with coefficient of 0,657 and it is significant with T statistic = 5,803 > 1,96, this is in accordance with pre-research expert's validation that one of the important thing in project implementation is the presence of a planning consultant.
 - v. H1 : The Construction Management Consultant influence the Contractor in stakeholder management of RPTRA development project in East Jakarta is accepted, even though there is relation with coefficient of 0,577 and it is significant with T statistic = 6,070 > 1,96, it is appropriate with pre-research expert's validation that project smoothness also influenced by on time delivery.
 - w. H1 : The Construction Management Consultant affects the Sub Contractor in the stakeholder management of RPTRA development project in East Jakarta is rejected, although there is relationship with the coefficient of 0.226 but it is not significant with T statistic = 1,764 < 1,96. The Construction Management Consultant only play a role in reminding the contractors to keep pace with progress in the field.
 - x. H1 : The Construction Management Consultant influenced the Planning Consultant in the Stakeholders management of RPTRA development project in East Jakarta was rejected, although there was a relationship with the coefficient of 0,087 but it is not significant with T statistic = 0,596 < 1,96. this indicates that the Construction Management Consultant has not significantly influenced the Planning Consultant. The Construction Management Consultant only play a role in reminding contractors to speed up the completion of the design planning in the field.
 - y. H1 : NGO / Community influence the Contractor in stakeholder management of RPTRA development project in East Jakarta is accepted, that there is relation with coefficient of 0,208 and it is significant with T statistic = 2,179 > 1,96. it is in accordance with pre-research expert's validation that environmental security maintained by NGO / Communities are significantly influenced the Contractor.

5. Conclusion

Based on the analysis of the stakeholders needs and involvements on the RPTRA development project in East Jakarta, an appropriate Stakeholders communication process and cooperation throughout the project life cycle to achieve project success according to Ramsing (2009) and Kerzner (2009) can be seen in Table 3.

Table 3. Stakeholder Interest and Communication Strategy

<i>Stakeholder</i>	<i>Main Interest</i>	<i>Communication Strategy</i>
Governor (Gubernur)	Standard work quality Project information access	At the beginning of the project a meeting that discusses project specifications and details Scheduled periodic reporting of progress, problems encountered and completion stages.
Regional Secretary (Sekda)	Guidance on team roles and responsibilities	The making of the Governor's Decree on the duties and responsibilities of SKPD and the preparation of its accountability system based on RACI
Head of Family Welfare Education Driving Team (Ketua TP PKK)	Determination of job completion targets Standard work quality Project information access User satisfaction	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages.

Welfare Asistant Regional Secretary (Asisten Kesra)	Determination of job completion targets Standard work quality Project information access Optimally absorbed budget plan User satisfaction	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages.
Head of Community and Woman's Empowerment and Family Planning Agency (Ka. BPMPKB)	Standard work quality Project information access User satisfaction	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages.
Head of Financial Management and Regional Assets Agency (Ka. BPKAD)	Certainty of asset ownership status	Obtain information on asset ownership status on time
Head of One-stop Integrated Services Agency (Ka. BPTSP)	Regulatory permissions Timely licensing	Discussion on the licensing procedures and details of the project at the time of initiation of activities Implement licensing according to the rules Obtaining timely licensing
Mayor (Walikota dan Bupati)	Determination of job completion targets Standard work quality Project progress Update Project information access Team roles and responsibilities User satisfaction	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages. The making of the Mayor's Decree on the duties and responsibilities of the UKPD and the preparation of its accountability system based on RACI
Head of Housing and Government Buildings Department (Ka. DPGP)	Determination of job completion targets Standard work quality Control work item changes Project progress update Project information access Team roles and responsibilities Optimally absorbed budget plan Project Outcome according to Job Order	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages. Making SK Ka. DPGP on the duties and responsibilities of the internal team and the preparation of its accountability system based on RACI Establishment of fixed planning documents
Head of Park and Funeral Department (Ka. Distam)	Project information access	Scheduled periodic reporting of progress, problems encountered and completion stages.
Contrator (Kontraktor)	Timely completed project Owner Satisfaction Financial ability	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages. A statement of financial ability to complete the work
Sub Contractor (Sub Kontraktor)	Timely material availability Change of work items Owner satisfaction Financial ability	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages. A statement of financial ability to complete the work
Construction Management Consultant (Konsultan MK)	Timely completed project Change work items Owner satisfaction	Documented good daily reports. Scheduled periodic reporting of progress, problems encountered and completion stages.

NGO/ community (LSM/ Masyarakat)	Maintained environmental safety	Socialization prior to physical execution Coordinate during physical execution
Planning Consultant (Konsultan Perencana)	Input from TP PKK Timely DED project Completion of design changes (including relocation) Easily obtained use material Engineer experience (architecture, civil, ME)	Implementation of preliminary meeting on the need of facilities and infrastructure that must be met Completed planning documents complete with easily accessible materials Compiled schedule of activities from planning to handover Use of engineers who have sufficient and appropriate experience

Source: Primary Data Processed Writer, 2017

Communication Flow In Planning of Integrated Child-Friendly Public Space (RPTRA) Development In East Jakarta can be seen in Figure 4.

References

- Aragones-Beltran, P., Garcia-Melon, M., and Montesinos-Valera, J., How to assess stakeholders' influence in project management? A proposal based on the Analytic Network Process, *International Journal of Project Management*, vol. 35, pp. 451-462, 2017.
- Association for Project Management, APM Body of Knowledge. Sixth Edition. Association for Project Management, 2012.
- Axelos, Managing Successful Programmes, 2011 Edition, The Stationary Office, 2011.
- Davis, K., An empirical investigation into different stakeholder groups perception of project succes, *International Journal of Project Management*, vol. 35, pp. 604-617, 2017.
- Davis, K., A method to measure success dimensioning relating to individual stakeholder groups, *International Journal of Project Management*, vol. 34, pp. 480-493, 2016.
- Eskerod, P., and Larsen, T., Advancing project stakeholder analysis by the concept 'shadow of the context'. *International Journal of Project Management*, 2017.
- Mazur, A. K., and Pisarski, A., Major Project Managers' Internal and External Stakeholder Relationship: The development and Validation of Measurement Scales, *International Journal of Project Management*, vol. 33, pp. 1680-1691, 2015.
- Mok, K. Y., Shen, G. Q., and Yang, J., Investigating key challenges in major public engineering projects by a network-theory based analysis of stakeholder concer: A case study, *International Journal of Project Management*, vol. 35, pp. 78-94, 2017.
- Mok, K. Y., Shen, G. Q., and Yang, J., Stakeholder management studies in Mega Construction projects: a review and future directions, *International Journal of Project Management*, vol. 33, pp. 446-457, 2015.
- Office of Government Commerce, Managing Successful Projects with PRINCE2, The Stationary Office, 2009.
- Papke-Shields, K. E., and Boyer-Wright, K. M., Strategic Planning Characteristics Applied To Project Management, *International Journal of Project Management*, vol. 35, pp. 169-179, 2017.
- Project Management Institute, A Guide to The Project Management Body of Knowledge. Fifth Edition, Project Management Institute, 2013.
- Toh, Y. Z., Goh, Y. M., and Guo, B. H. W., Knowledge, Attitude, and Practice of Design for Safety: Multiple Stakeholder in the Singapore Construction Industry, *Journal of Construction Engineering and Management*, 2016.
- Williams, P., Ashill, N. J., Naumann, E., and Jackson, E., Relationship Quality and Satisfaction: Customer-Perceived Success Factors For On-Time Project, *Journal of Construction Engineering and Management*, 2015.

Biography

L. E. R. Gloria Febriani is a civil engineering master student at the University of Indonesia, Jakarta, Indonesia. She received her bachelor's degree in civil engineering from Trisakti University, Jakarta, Indonesia. She has worked for the Government of DKI Jakarta for 11 years. Currently, she is assigned to work on the Housing and Urban Housing Settlement Area of East Jakarta.

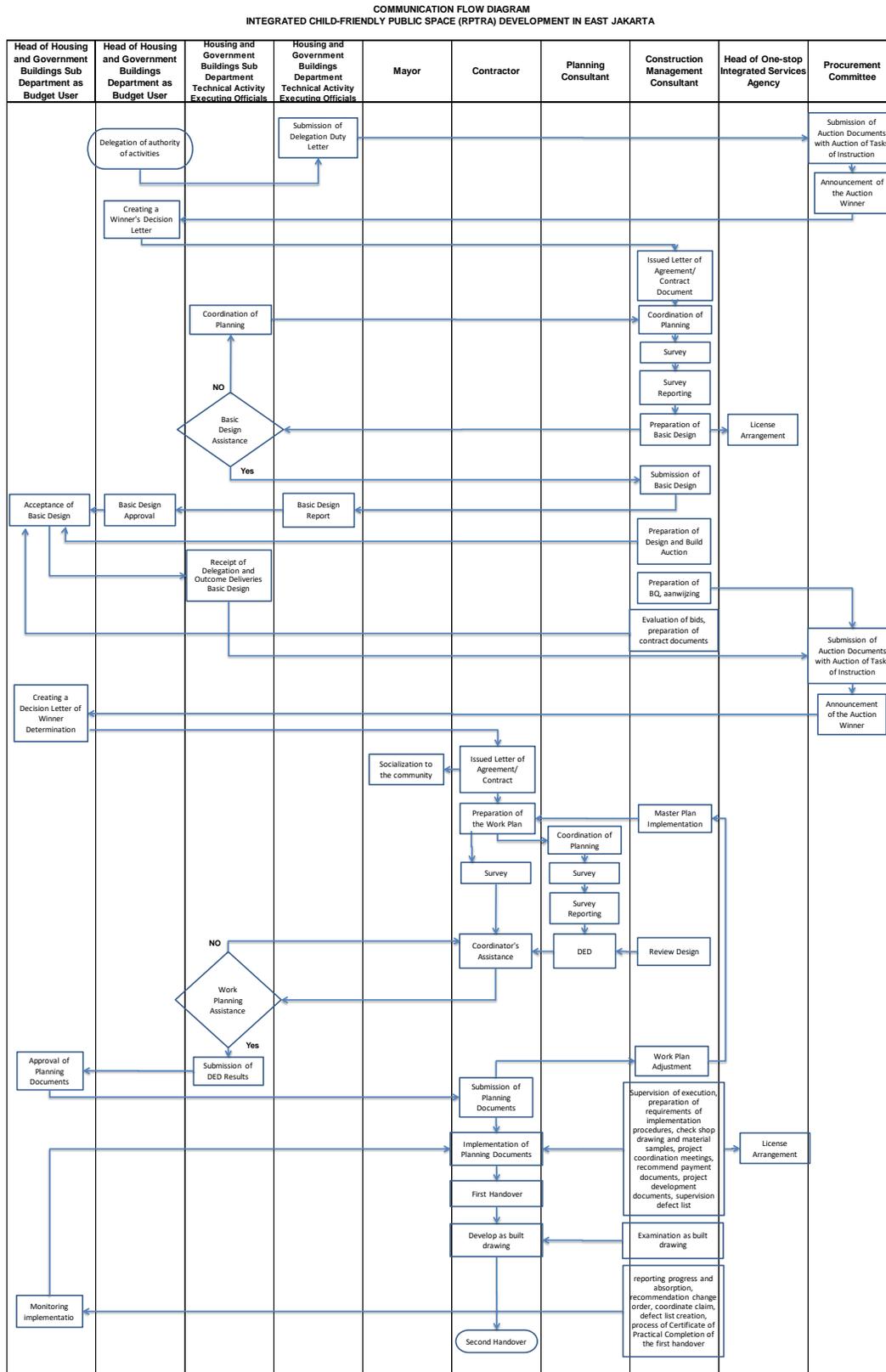


Figure 4. Communication Flow Diagram
Source: Primary Data Processed Writer, 2017