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## Implementation of the Regional Spatial Plan in the Development Process of North Minahasa Regency

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**Abstract.** This research aims to find out, analyze and describe 1) Regional space utilization procedures in the development process in North Minahasa Regency; 2) Determinant factors of Regional Space Utilization Procedure in the Development Process in North Minahasa Regency. The research method used is phenomenological qualitative method. The result of this study showed that First, the implementation of the Program of the Regional Regulation of North Minahasa Regency Number 1 of 2013 concerning the Regional Spatial Plan of North Minahasa Regency Year 2013-2033 requires revision or in-depth review. The role of the relevant Technical Offices is very important in realizing development and development in accordance with the Regional Spatial Plan. Intensive socialization to the people of North Minahasa Regency about this regional regulation is needed, as well as improvement of human resources, especially the capacity of state civil apparatus in the Technical Office for Spatial Planning Implementation. Second, determinant factors affecting the implementation of the Regional Spatial Plan include the lack of revision or review of the Regional Regulation of North Minahasa Regency, as well as the lack of commitment from the local government in implementing development in accordance with the regional spatial plan. The lack of means to disseminate information on the Regional Spatial Plan is also an inhibiting factor, along with the lack of technical guidance and capacity building of state civil apparatus in the field of spatial planning. Thus, the importance of taking strategic steps to improve the effectiveness of the implementation of the Regional Spatial Plan of North Minahasa Regency, including the revision of relevant regulations, strengthening government commitment, and improving the quality and capacity of relevant human resources, is an urgency that must be immediately faced by the local government in realizing sustainable and directed development in accordance with the established plan.

**Keywords.** Policy Implementation, Regional Spatial Plan, Regional Development, North Minahasa

### A. INTRODUCTION

The general spatial plan is a regional spatial planning tool that is prepared based on an administrative area approach which hierarchically consists of the National Spatial Plan (RTRW), Provincial Spatial Plan, and Regency/City Spatial Plan (Mungkasa, 2020) [1]. The national spatial general plan is the direction of policies and strategies for spatial utilization of the national territory that is prepared to maintain national integrity, balance and harmony of development between regions and between sectors, and harmony between the natural

environment and the artificial environment to improve the welfare of the community (Lovina, 2022) [2]. The preparation of the Regency Spatial Plan is carried out based on planning principles which include the principles of harmony, harmony, integration, sustainability, sustainability and inter-regional linkages both within the regency and with surrounding regency (Pratama et al., 2022) [3].

North Minahasa Regency already has Regional Regulation No. 1 of 2013 on the North Minahasa Regional Spatial Plan 2013-2033. However, the rapid development of each development sector and the decline in the quality of the environment tend to cause various development problems due to the pressures caused by the increase in intensity (space), which causes many structural and functional imbalances of space region as well as the irregularity of regional space. The process of growth and development is influenced by factors that come from within (internal factors) and those that come from outside the region (external factors).

Space is a container for the development of human socio-economic activities that have limitations, as well as unequal economic opportunities (Amir, 2018) [4]. The economic and social activities of the community in utilizing space can have an impact on frequent conflicts in the utilization of regional space (Harris, 2015) [5]. Conflicts or conflicts of interest in space utilization often arise due to the unorganized regional space for various activities optimally. On the basis of these considerations, it is necessary to carry out regional spatial planning activities. In essence, spatial planning is a system of a series of interrelated processes, starting with spatial planning, space utilization, and control of space utilization. While the Spatial Plan is the result of spatial planning. The implementation of regional spatial planning is legally the authority of the Government and local governments, as confirmed in Law No. 26 of 2007 concerning Spatial Planning (Article 7) (Ridwan & Sodik, 2023) [6].

North Minahasa Regency is a relatively newly formed regency in North Sulawesi Province based on Law No. 33 Year 2003 on the Formation of North Minahasa Regency in North Sulawesi Province. North Minahasa Regency with a land area of 1,059.244 km<sup>2</sup> and a sea area of 1,261 km<sup>2</sup> consisting of the districts of Wori, West Likupang, East Likupang, South Likupang, Dimembe, Talawaan, Kauditan, Kema, Airmadidi and Kalawat is the result of the expansion of Minahasa Regency [7]. as the euphoria of regional autonomy after the issuance of Law No. 22 Year 1999 on Regional Government.

As a relatively new Regency, there are many things that must be done by the Government of North Minahasa Regency, such as the preparation of regional apparatus in the form of the establishment of regional agencies and technical institutions, other elements of regional apparatus, as well as the preparation of regional development plan documents. One of the regional development plan documents of North Minahasa Regency that must be prepared based on Law No. 33 Year 2003 (Article 6) is the Regional Spatial Plan of North Minahasa Regency. The Regency Spatial Plan basically contains general spatial utilization policies based on the Regency Long-Term Development Plan (RPJP), in order to integrate cross-sectoral and inter-regional development plans within the region that will be carried out by the local government, with the role of the business/private world and the community.

Based on the Regulation of the Minister of Agrarian and Spatial Planning / Head of the National Land Agency of the Republic of Indonesia number 9 of 2022 concerning amendments to the regulation of the minister of agrarian and spatial planning / head of the national land agency number 15 of 2021 concerning coordination of spatial planning implementation, which generally regulates the realization of transparent, effective, participatory, productive, and sustainable spatial planning implementation, Spatial Planning Forum is needed to be able to achieve the above objectives by empowering the Regional Spatial Planning Forum whose

membership function consists of Government Elements from the Central / Provincial / Regency / City Level, Professional Associations, Academic Associations and Community Leaders and has duties including providing input and consideration in Spatial Planning, Spatial Implementation and Spatial Control. In the issuance of Conformity of Space Utilization Activities (KKPR), business activities and non-business activities can be given with consideration from the Regional Spatial Planning Forum [8].

The strategic issues of North Minahasa Regency are reviewed from spatial planning policies, namely the National Spatial Plan, Provincial Spatial Plan, Regency Spatial Plan, Long-Term Development Plan (RPJP), Regional Medium-Term Development Plan (RPJMD), and development policies, including zoning plans for coastal areas and small islands, railway master plans, industrial regional master plans, and other plans. Based on the review of these policies, the following strategic issues of North Minahasa Regency are problematic in their implementation: 1) North Minahasa Regency is within the BIMINDO National Strategic Area (KSN) which is encouraged to become a Metropolitan area; 2) North Minahasa Regency is integrated with the National Strategic Area (KSN) that supports the function and carrying capacity of the environment, namely the Tondano River Conservation Area and Watershed Tourism Area; 3) The status of some areas that are part of the Bunaken National Park (Nain Island, Mantehage Island and also the Wori Coastal Area); 4) North Minahasa Regency as a buffer zone for the Bitung Special Economic Zone (SEZ); 5) Efforts to develop a Tourism Special Economic Zone around Likupang; 6) Development of Sam Ratulangi Airport and supporting infrastructure; 7) The construction of the Manado - Bitung Toll Road and the Railway line that crosses the area of North Minahasa Regency affect the development of the future regional economy; 8) The influence of the stipulation of the Zoning Plan for Coastal Areas and Small Islands (RZWP3K) of North Sulawesi Province on the development of coastal areas; 9) Increased activity of mining areas in small/outer islands that could threaten sustainability in terms of the environment; 10) The opening of new roads to support the development of districts that are not yet contained in the Regional Spatial Plan; 11) The development of residential areas around the boundaries with both Manado City and Bitung City has an impact on the availability of supporting infrastructure such as: Drinking Water, Roads, Landfills (TPA), Waste, Public Cemeteries (TPU), Green Open Spaces (RTH), etc.; 12) Construction and development of the Kuwil Dam, Landfill (TPA) and Regional Wastewater Treatment Plant (IPAL) in Ilo-ilo, Women's Prison in Wori and construction of Military and Police facilities; 13) Potential fisheries and maritime resources and sustainable utilization; 14) Prone to natural disasters (earthquakes, landslides, tsunamis, and floods); 15) Environmental damage and pollution (damage to protected forests, large areas of critical land, and pollution from waste).

The functions and benefits of utilizing the Regional Spatial Plan of North Minahasa Regency in the development process, namely: a) The Regional Spatial Plan is an instrument in the preparation of the development program of North Minahasa Regency as an expansion regency, especially in formulating the direction and vision of the future space as well as the implementation of its development, hence the role and position of the Regional Spatial Plan becomes important. In addition, the Regional Spatial Plan also serves as a guideline for the issuance of permits related to the utilization of space; b) In the process of preparing the Regional Spatial Plan of North Minahasa Regency as an expansion regency, it is facilitated by the Provincial Government in accordance with the mandate of Law No. 33 of 2003 (Article 9) and Law No. 32 of 2004 that the guidance on the implementation of local government is an effort made by the Government and/or the Governor as the Government Representative in the Region

to realize the achievement of the objectives of regional autonomy; c) Law No. 26 of 2007 (Article 5 Paragraph 3). 26 Year 2007 (Article 5 Paragraph 3) which emphasizes that the classification of spatial planning based on administrative areas includes national spatial planning (National Spatial Plan), provincial spatial planning (Provincial Spatial Plan) and regency/city spatial planning (Regency/City Spatial Plan). Thus, the Regional Spatial Plan of North Minahasa Regency is a sub-system of national spatial planning and provincial spatial planning; d) North Minahasa Regency, like other regencies and cities in North Sulawesi Province, is bound by a very strategic geographical location flanked by 2 major cities, namely Bitung City and Manado City, and North Minahasa Regency is one of the areas that has a National Strategic Area, so that the position of the North Minahasa Regency area is considered very economically strategic to invite private investors from within and outside the country to invest their capital in the North Minahasa Regency area; e) The high dynamics of space utilization needs to accommodate the interests of the development of economic and social activities as well as development investment by the government, private sector and the community. This makes it necessary for a spatial plan to accommodate the interests of all stakeholders in an equitable manner while still paying attention to aspects of natural environmental sustainability.

The high level of development in North Minahasa Regency raises the potential for development incompatibility based on the Regional Spatial Plan of North Minahasa Regency. Therefore, the Regional Regulation of North Minahasa Regency Number 1 of 2013 concerning the Regional Spatial Plan of North Minahasa Regency Year 2013 - 2033 allows for future revisions. Based on Article 26 point (5) of Law Number 11 of 2020 on Job Creation, it states that the regional spatial plan is reviewed 1 (one) time at every 5 (five) year period [9]. Further provisions regarding the criteria and procedures for review are regulated by government regulations, namely Government Regulation Number 21 of 2021 concerning the Implementation of Spatial Planning in the sixth section on Spatial Plan Review and Revision, in article 93 states that the Spatial Plan Review is carried out 1 (one) time in every 5 (five) year period. Furthermore, Article 95 states that the Revision of the Spatial Plan as a follow-up to the review as referred to in Article 94 paragraph (21) letter b uses the procedure for preparing and determining the Spatial Plan [10].

This research aims to know, analyze and describe 1) Regional space utilization procedures in the development process in North Minahasa Regency; 2) Determinant factors of Regional Space Utilization Procedure in the Development Process in North Minahasa Regency.

## B. METHOD

This research uses phenomenological qualitative research, which intends to understand, explore and analyze the meaning related to the problem of implementing development and investment in accordance with the Regional Spatial Plan of North Minahasa Regency. The Public Works and Spatial Planning Agency is the agency authorized to perform technical development tasks and also as an agency that plays an important role in capturing investment opportunities based on Regional Regulation No. 1 of 2013.

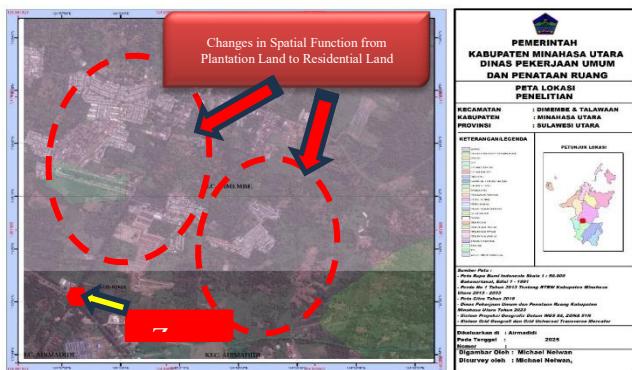
The focus of this research is on the process of space utilization in accordance with the direction of designation in the Spatial Plan in the Development and Development of North Minahasa Regency, with indicators: 1) Space Utilization Guidelines; 2) Recommendation of Spatial Planning Forum (FPR); 3) Fulfillment of technical & licensing requirements; 4) Control of space utilization; 5) ArcGIS software application.

The data analysis technique used in this research is the interactive model of Miles, Huberman, and Saldana (2014), namely Data Condensation, Data Display, and Conclusion Drawing/Verifications [11]. The steps taken in this research are: a). collecting data in the form of documents, b). conducting structured interviews with informants, namely the head of the technical service related to development, investors and also the community who take care of Spatial recommendations, c). interpreting and analyzing the meaning of the data obtained using public policy concepts, especially the application of the Regional Spatial Plan regulation, d). analyzing land use data with spatial data using ArcGIS software to determine locations / areas that are not in accordance with the direction of the Regional Spatial Plan.

## C. RESULT AND DISCUSSION

### RESEARCH'S RESULTS

Researchers conducted an analysis based on field surveys, licensing data and also the results of overlaying existing land use in the field with the North Minahasa Regency RTRW, so there are several findings of incompatible space utilization that occur can be described as follows:



**Figure 1 .** Housing Development in North Minahasa



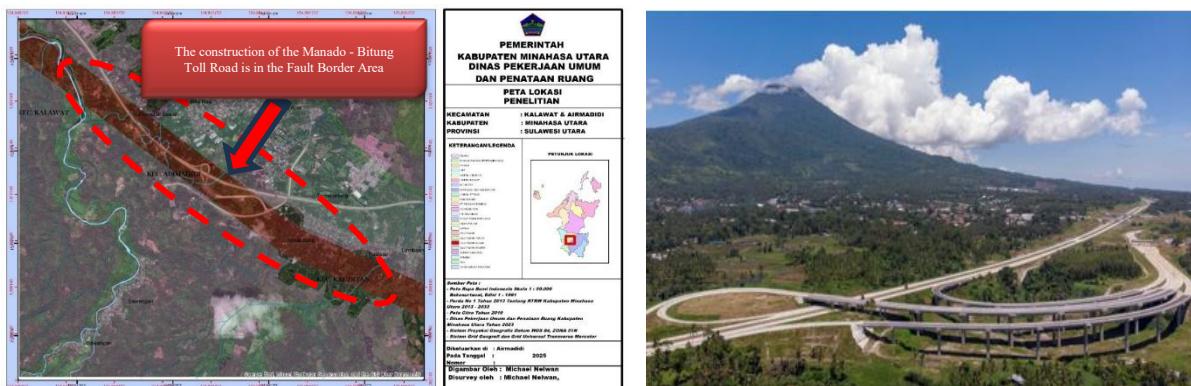
**Figure 2. Zero Point North Minahasa**

Based on figures 1 and 2 above, the researcher found that there is a mismatch between housing development and the Regional Spatial Plan of North Minahasa Regency. There is a change in the function of space from plantation land to residential land which results in a lot of water overflow during high rainfall at the location of the North Minahasa zero point monument.



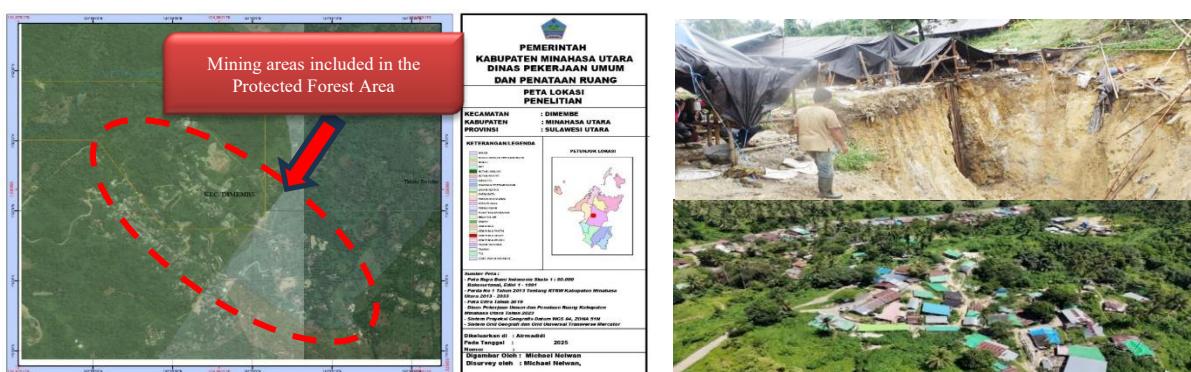
**Figure 3.** Construction of Kuwil Dam

Based on figure 3 above, researchers found that the Kuwil Kawangkoan Dam Development is not in accordance with the Regional Spatial Plan of North Minahasa Regency, which has been built in the fault boundary area which is a disaster-prone zone, which can have a bad impact in the future if it is not studied comprehensively.



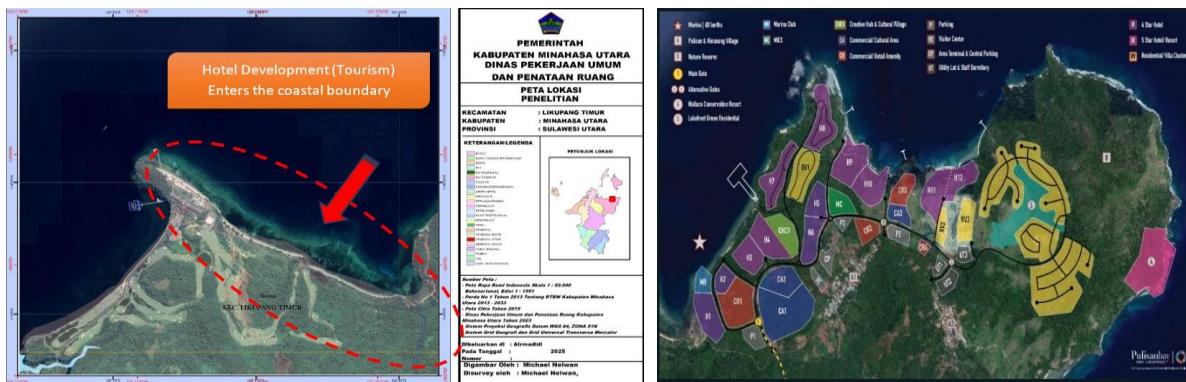
**Figure 4.** Construction of Manado - Bitung Toll Road

Based on figure 4 above, researchers found that the Manado-Bitung Toll Road Development is not in accordance with the Regional Spatial Plan of North Minahasa Regency, which has been built in the fault boundary area which is a disaster-prone zone, which can have a bad impact in the future if it is not studied comprehensively.



**Figure 5.** People's Mining Area

Based on figure 5 above, researchers found that the People's Mining Area in Tatelu and Talawaan is not in accordance with the Regional Spatial Plan of North Minahasa Regency where the Mining Area is located in a Protected Forest Area, which can have a negative impact on forest areas and the environment.



**Figure 6.** Likupang Special Economic Zone Development

Based on figure 6 above, the researcher found that the development of Likupang Special Economic Development Area in East Likupang District, North Minahasa Regency is not in accordance with the Regional Spatial Plan of North Minahasa Regency where the area where the location is included in the protected area, namely the Coastal Zone, can have a bad impact in the future.

From the results of interviews regarding the Role of the Head of Service in Making Development Planning Decisions, it is known that the high dynamics of space utilization needs to accommodate the interests of developing economic and social activities as well as development investment by the government, private sector and the community. makes the need for a spatial plan to accommodate the interests of all stakeholders in an equitable manner while still paying attention to aspects of natural environmental sustainability. With the high level of development in North Minahasa Regency, there is a mismatch of development based on the Regional Spatial Plan of North Minahasa Regency.

North Minahasa Regency has a very strategic geographical location flanked by 2 big cities, namely Bitung City and Manado City and North Minahasa Regency is one of the areas that has a National Strategic Area, so that the position of the North Minahasa Regency area is considered very economically strategic to invite private investors from within and outside the country to invest their capital in the North Minahasa Regency area.

The Regional Regulation of North Minahasa Regency Number 1 of 2013 on the Regional Spatial Plan of North Minahasa Regency Year 2013 - 2033 must be revised based on Article 26 point (5) of Law Number 11 of 2020 on Job Creation which states that the regional spatial plan is reviewed 1 (one) time in every 5 (five) year period. And until now the North Minahasa Regency Government has not had a revision of the RTRW Regional Regulation.

The Regional Spatial Plan is very important and binding in the process of issuing recommendations for space utilization to the private sector, the community and the government. With this, the Public Works and Spatial Planning Office must be more thorough, consistent and selective in issuing recommendations for space utilization.

Then, the results of the interview regarding Communication Between Regional Apparatus Organizations in the Approval of Space Utilization, found that Cooperation between Regional

Apparatus Organizations in North Minahasa Regency is very important to be built so that in the process of issuing a recommendation letter for space utilization between the Public Works and Spatial Planning Office and the Office of Investment and One-Stop Services, can be one understanding with the basis of the North Minahasa Regency Regional Regulation on the Regional Spatial Plan and also based on other applicable regulations so as not to have a bad impact in the future when the licensing document is issued.

Regional Apparatus Organizations that have a role in the process of space utilization include the Development Planning Agency of North Minahasa Regency and the vertical agency in this case the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN) of North Minahasa Regency.

Furthermore, the role of the community in spatial utilization includes active participation in spatial planning, utilization, and control. This includes providing input, suggestions, and objections related to spatial plans, as well as complying with regulations and permits related to spatial utilization. Communities also have the right to access publicly-owned areas and play a role in protecting the environment and natural resources.

Participation in spatial planning, the community can provide input and suggestions related to spatial planning, including in the preparation of the Regional Spatial Plan (RTRW). Participation in spatial utilization, the community must utilize the space in accordance with the permit granted by the authorized official and comply with the provisions stipulated in the permit. Participation in space utilization control, the community can play a role in monitoring and providing complaints related to violations of space utilization that are not in accordance with spatial plans.

Finally, the interview regarding the condition of human resources at the Public Works and Spatial Planning Office of North Minahasa Regency, especially the Spatial Planning field, has 1 Head of Division, 2 Functional, 1 Staff. With the existence of human resources (State Civil Apparatus) owned by the agency is still very lacking resulting in applications that need to be followed up immediately somewhat hampered due to the lack of personnel with a large number of applications and also a lack of understanding of spatial planning along with supporting facilities for field review that do not exist.

## DISCUSSION

### *Implementation of the Regional Spatial Plan in the Development Process of North Minahasa Regency*

#### *1. Revision of Regional Spatial Plan of North Minahasa Regency*

North Minahasa Regency already has Regional Regulation No. 1 of 2013 on the North Minahasa Regional Spatial Plan 2013-2033. However, the rapid development of each development sector and the declining quality of the environment tend to cause various development problems due to the pressures caused by the increase in (spatial) intensity, which causes many structural and functional imbalances in regional space as well as regional spatial irregularities. The process of growth and development is influenced by factors that come from within (internal factors) and those that come from outside the region (external factors).

Article 26 point (5) of Law Number 11 of 2020 on Job Creation states that the regional spatial plan is reviewed 1 (one) time in every 5 (five) year period. Furthermore, it is stated that further provisions regarding the criteria and procedures for reviewing are regulated by government regulations [9].

Government Regulation Number 21 of 2021 concerning the Implementation of Spatial Planning in the sixth section on Spatial Plan Review and Revision, in article 93 states that

Spatial Plan Review is conducted 1 (one) time in every 5 (five) year period. Furthermore, Article 95 states that the Revision of the Spatial Plan as a follow-up to the review as referred to in Article 94 paragraph (21) letter b uses the procedure for preparing and determining the Spatial Plan.

Further provisions regarding the procedures for the implementation of the review and revision of the Spatial Plan are regulated in the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 11 of 2021 concerning Procedures for the Preparation, Review, Revision, and Approval of the Substance of Provincial, Regency, City Spatial Plans, and Detailed Spatial Plans as mandated by Government Regulation Number 21 of 2021.

After conducting a study, review and evaluation of the depth and completeness of the content of the 2013-2033 Regional Spatial Plan Document of North Minahasa Regency in accordance with applicable laws and regulations, the dynamics of development, the actual conditions of space utilization and the accuracy of the Regional Spatial Plan map and must be immediately revised or reviewed.

## ***2. The role and position of the Public Works and Spatial Planning Office in Issuing Space Utilization Letters***

Public Organizational Structure is a depiction of a series (coordination) of tasks and functions and is directed at achieving program objectives and providing a framework that connects authority which is always followed by writing a job description to explain the responsibility, authority, accountability of each functional task, to provide clarity on the strategic direction of program achievement (Taroore, 2023) [12]. Public organizational structure can describe the activities of implementers in coordinating activities effectively and efficiently (Dilapanga & Mantiri, 2021) [13].

The Department of Public Works and Spatial Planning (DPUPR) has an important role in the issuance of Approval of Conformity of Space Utilization Activities (PKKPR) because DPUPR is responsible for the management and arrangement of space in the region. PKKPR is an important requirement in business licensing that ensures business activities are in accordance with the applicable spatial plan.

The following is the involvement of the Public Works and Spatial Planning Office in the issuance of PKKPR:

- 1) Technical Studies and Considerations: DPUPR conducts technical studies and provides considerations related to the suitability of space utilization activities with spatial plans.
- 2) Preparation of Spatial Plan: DPUPR plays a role in the preparation of the regional spatial plan which forms the basis for the issuance of the PKKPR.
- 3) Spatial Planning Forum: DPUPR is often involved in the Spatial Planning Forum that discusses the issuance of PKKPR and provides recommendations.
- 4) Monitoring and Control: DPUPR is also responsible for monitoring and controlling spatial utilization to ensure conformity with spatial plans, including PKKPR.
- 5) Licensing Services: DPUPR may be involved in licensing services, including the issuance of PKKPR through the Online Single Submission System (OSS) or other mechanisms.
- 6) Supervision: DPUPR plays a role in supervising the utilization of space, including supervision of the implementation of activities that have obtained PKKPR.

Thus, DPUPR has a central role in ensuring that business activities in its area run in accordance with the applicable spatial plan, through the process of issuing PKKPR.

### ***3. Inter-Agency Communication Related to the Program***

Edward III, Van Meter and Van Horn and Mazmanian and Sabatier explain the importance of program communication. Communication aims to improve coordination, support the achievement of program objectives and the distribution of good communication produces a good implementation result as well (Lumingkewas & Supit, 2023) [14].

The results of the interview found that cooperation between Regional Apparatus Organizations in North Minahasa Regency is very important to be built so that in the process of issuing a recommendation letter for space utilization between the Public Works and Spatial Planning Office and the Investment and One-Stop Service Office, there can be one understanding based on the North Minahasa Regency Regional Regulation on RTRW and also based on other applicable regulations so as not to have a bad impact in the future when licensing documents are issued.

Theoretically and conceptually, there are even some research results that conclude that effective and efficient communication between program implementing agencies will determine the success of the program.

### ***4. The role of the community in realizing good spatial planning***

Nugroho (2011: 643) writes that policy implementation patterns can be sorted into two mappings, namely: first, the top-bottom-topper model policy implementation pattern where this policy implementation pattern positions institutions, state agencies or government agencies as the only institutions that monopolize policy implementation and the community is not involved in realizing policy objectives and has not positioned the community or target groups as policy participants [15].

While the command and control and economic incentives model policy implementation patterns involve targets in achieving policy objectives (Masengi et al., 2023) [16]. Van Meter and Van Horn suggest that for policy success it is necessary to take into account the social conditions of the community (Masengi et al., 2023) [17]. Mazmanian and Sabatier said that the diversity of target group behavior and the scope of desired behavior change are conditions that affect implementation (Langkai, 2020) [18]. Hogword and Gunn mentioned that the guarantee that external conditions outside the organization will not cause major problems, while Grindle explained that the interests affected by the policy, the benefits generated, the desired changes, are factors that must be considered when the program is implemented (Tumbel, 2024) [19].

The role of the community is very important in realizing good spatial planning, namely by providing input, being involved in planning, space utilization, and controlling space utilization. This community involvement helps ensure that spatial planning is in accordance with the needs and aspirations of the community, and improves the quality of the environment and life.

Elaboration of the Role of Communities with Involvement in Planning, Communities can provide input and suggestions related to spatial plans, such as proposals for land use, infrastructure development, or environmental arrangements. This engagement ensures that spatial planning takes into account the aspirations and needs of local communities.

Utilization of Space in accordance with the regional spatial plan, where the community is obliged to obey the spatial plan that has been determined, and utilize the space in accordance with the permits that have been granted. This helps maintain order and harmony in the use of space, so that no conflict or environmental damage occurs.

In controlling space utilization, the community can play a role in monitoring and reporting violations of space utilization, as well as actively participating in maintaining environmental

cleanliness and order. This control is important to ensure that spatial plans are implemented properly and that space is used in accordance with predetermined objectives.

Rights and Obligations in spatial utilization, Communities have the right to know the spatial plan, file objections, and get proper compensation if their rights are violated. On the other hand, they are also obliged to obey spatial regulations, utilize the space according to the permit, and keep the environment clean.

The government needs to socialize and educate the community regarding their rights and obligations in spatial planning. That way, the community can better understand their role and can actively participate in realizing good spatial planning.

From some of the views above, all of them emphasize that the social conditions of the people who are the target of the program should receive serious attention from the government if the government or especially the implementer wants the successful realization of good spatial planning and there must be collaboration and provision of knowledge to the community well in order to realize spatial planning in accordance with the Regional Spatial Plan.

### **5. Human Resources**

Human Resources (HR) play a vital role in technical agencies such as the Public Works and Spatial Planning Agency. Qualified and competent human resources will determine the success in the implementation of technical tasks, such as planning, management, and spatial utilization. Reliable human resources are also important to ensure good and sustainable spatial planning.

The following are some of the important HR roles in the Public Works and Spatial Planning Office in realizing the Regional Spatial Plan program:

- 1) Spatial Planning: Human resources with technical expertise, such as architects, urban planners, and geospatial experts, play a role in preparing comprehensive spatial plans. They conduct spatial analysis, feasibility studies, and community consultations to ensure the plans are in line with the needs and potential of the area.
- 2) Space Management: Human resources who have knowledge of regulations and regulations related to spatial planning play a role in ensuring that space utilization is in accordance with applicable plans and regulations. They are also involved in law enforcement, monitoring, and evaluating the implementation of spatial plans.
- 3) Space Utilization: Human resources with technical skills, such as consultants, developers, and contractors, play a role in turning spatial plans into reality through infrastructure development and regional development. They are also involved in the provision of public facilities, management of strategic areas, and utilization of spatial potential to improve community welfare.
- 4) HR Development: The Office of Public Works and Spatial Planning should continue to develop HR competencies through training, education, and other development programs. This is important to ensure that HR have up-to-date knowledge and skills, and are able to face the challenges and changes that occur in the field of spatial planning.
- 5) Collaboration and Communication: Human resources with good communication and collaboration skills play a role in establishing relationships with various stakeholders, such as local governments, communities, and businesses. They also play a role in disseminating information about spatial planning to the community and involving them in the planning process.

With qualified human resources, the Public Works and Spatial Planning Office can carry out its duties effectively and efficiently, so that it can contribute to sustainable and sustainable regional development.

When viewed from the dimension of public organizations, Hasibuan (2018): the role of Human Resource Management is as follows, namely a). Determining the amount of quality, and effective placement of labor according to needs, based on job description, job specification, and job evaluation; b). Determining employee attraction, selection, and placement based on the principle of the right man in the right job; c). Establish welfare, promotion development, and dismissal programs; d). Forecasting the supply and demand for human resources in the future; e). Forecasting the state of the economy in general and the development of the organization; f). Carry out education, training, and employee performance appraisals [20].

***Determinants of Implementation of the Regional Spatial Plan of North Minahasa Regency***  
 Determinants of program implementation referred to in the study are factors that hinder the successful implementation of the Regional Spatial Plan of North Minahasa Regency in Development and development. After discussing the policy implementation, the determinant factors that hinder the program were found.

- a. Commitment of the North Minahasa Regency Government in the Implementation of the Regional Spatial Plan in Development and Development.
- b. Inter-Agency Communication Related to the Program
- c. The role of the community in realizing good spatial planning.
- d. Human resources, state civil apparatus with quality in understanding spatial planning.
- e. Revision of the Regional Regulation of North Minahasa Regency on the Regional Spatial Plan of North Minahasa Regency Year 2013-2033.

#### **D. CONCLUSION**

Based on the results of the research and discussion described above, this research can be concluded as follows:

1. Program Implementation:
  - 1) Regional Regulation of North Minahasa Regency Number 1 of 2013 on the Regional Spatial Plan of North Minahasa Regency Year 2013-2033 should be revised or reviewed.
  - 2) The Role of Related Technical Offices in Realizing Development and Development in Accordance with the Regional Spatial Plan.
  - 3) To socialize and provide understanding to the people of North Minahasa Regency on the Regional Regulation on the Regional Spatial Plan of the Regency
  - 4) Increasing Human Resources in this case the Capacity of State Civil Apparatus in the Technical Implementation Office of Spatial Planning.
  - 5) Commitment of the Government of North Minahasa Regency in Carrying out Development in accordance with the Regional Spatial Plan
2. Determinant Factors:
  - 1) Regional Regulations of North Minahasa Regency that have not been revised or reviewed.
  - 2) Weak commitment of the North Minahasa Regency Government to implement development in accordance with the spatial plan.
  - 3) Means of disseminating information about the Regional Spatial Plan of North Minahasa Regency are still minimal.
  - 4) Technical Guidance and Capacity Building for State Civil Apparatus in the Spatial Planning Sector that is not considered.

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