

## Management Analysis of Green Open Spaces in the Urban Area of Kalabahi

Suhirman PANARA<sup>1</sup>, Nursalam<sup>2</sup>, Wenseslaus GAMPUR<sup>3</sup>

<sup>1,2,3</sup>Faculty of social and political sciences, University of Nusa Cendana Kupang, Indonesia

### Article Info:

#### Article History:

Received: 2023-24-12

Revised: 2024-20-01

Accepted: 2024-13-02

### Keyword:

**Management, Green Open Space**

### Corresponding Author:

#### Name

Suhirman Panara

#### E-mail

suhirman10panara@gmail.com

#### Paper Type:

Research Paper



### Abstract:

#### Purpose

The existence of green open spaces in the urban area of Kalabahi still requires the availability of land to achieve the target of at least 20% according to the mandate of Law Number 26 of 2007 concerning Spatial Planning and Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 1 of 2007 concerning Arrangement of Green Open Spaces in Urban Areas.

#### Methodology

This study aims to analyze the functions of green open space management in the urban area of Kalabahi which includes planning, organizing, implementing and controlling as well as analyzing the inhibiting factors of these management functions.

#### Findings

This study used a qualitative research method located at the Alor Regency Public Works and Spatial Planning Office, the Alor Regency Tourism Office and the Alor Regency Environmental Service and was studied using the Miles and Huberman analysis technique.

#### Implication

The results of this study found that the management of green open spaces in the urban area of Kalabahi has not run optimally. This is due to the ineffectiveness of the OPDs managing green open spaces in Alor Regency in carrying out their management functions for green open spaces in the urban area of Kalabahi.

## INTRODUCTION

Law Number 26 of 2007 concerning Spatial Planning stipulates that urban spatial planning must contain plans for the provision and utilization of green open spaces with a minimum area of 30% of the total area of the city. Green open space itself consists of 20% public green open space and 10% private green open space of the total area of the city administration. Prihandono (2010) states that the phenomenon that has occurred over the past thirty years is the trend towards a significant decline in the quality of public open spaces, especially green open spaces (RTH). This results in the emergence of a paradigm that at any time green open space can be replaced with other uses, which are felt to be more profitable economically (Sugandhy & Aca, 2009:47)

Space is a container that includes land space, sea space, and air space, including space inside the earth as a single territory, where humans and other creatures live, carry out activities, and maintain their survival. One of the spaces on the land side that is the focus of development is the availability of green open space. According to Ernawi, (2012: 20) open space can be in the form of paths, such as road green belts, banks of reservoirs or lakes and river banks, railroad banks, high voltage power lines/networks, and city nodes (nodes). in the form of home garden spaces, environmental parks, city parks, cemetery parks, urban agricultural parks, and so on. Meanwhile, the definition of green open space (RTH) based on Law Number 26 of 2007 concerning Spatial Planning is an elongated/lane and/or grouped area, where the use is more open, a place for plants to grow, both those that grow naturally or those that are deliberately planted.

Apart from being included in the Regency/City Spatial Plan, the Detailed Urban Area Spatial Plan, or the City Strategic Area Spatial Plan, it is also included in the Urban Area Spatial Plan, which is a detailed district spatial

plan. Functionally, its existence will provide beauty, comfort, education, protection and maintain the ecological stability of the city itself. Public green open space is a green space that is open to the public and can be utilized by the general public as a space for interaction and communication between communities.

Based on the Regulation of the Minister of Home Affairs Number 1 of 2007 concerning Planning of Green Open Spaces in Urban Areas, Article 8 Paragraph 2 states that Green Open Spaces in Urban Areas are set forth in the Detailed Spatial Planning for Urban Areas with a map scale of at least 1:5,000. The Detailed Spatial Plan for Urban Areas is a derivative of the regional plan stipulated through Regional Regulations that regulate the General Spatial Plan for Regency/City Areas.

According to the mandate in the Alor Regency Regional Regulation Number 2 of 2013 concerning the Alor Regency Spatial Plan for 2013-2033, the urban area in Alor Regency is divided into 5 areas namely Kalabahi Urban, Kabir Urban, Baranusa Urban, Moru Urban and Maritaing Urban. Of the five urban areas in Alor Regency, only the Kalabahi Urban Area has been stipulated through the Alor Regency Regional Regulation Number 4 of 2017 concerning Detailed Spatial Plans and Zoning Regulations for the Kalabahi Urban Area 2017-2037.

The urban area of Kalabahi covers the Teluk Mutiara sub-district, Kabola sub-district and Alor Tengah Utara sub-district. The administrative area of the Kalabahi urban area as stipulated in Regional Regulation Number 4 of 2017 concerning Detailed Spatial Plans and Zoning Regulations for the Kalabahi Urban Area for 2017-2037 is 3,192.85 Ha. Based on the Regulation of the Minister of Home Affairs Number 1 of 2007 concerning Planning of Green Open Spaces in Urban Areas, the area of green open space in the Kalabahi Urban Area should be 957.86 Ha with an area of public green open space of 638.57 Ha and an area of green open space private area of 319.29 Ha. The Alor Regency Government determines the area of public green open space in Regional Regulation Number 4 of 2017 concerning Detailed Spatial Plans and Zoning Regulations for the Kalabahi Urban Area for 2017-2037 with an area of 591.12 Ha or 18.51% of the area of the Kalabahi Urban Area. The Alor Regency Government still needs a space of 47.45 hectares or 1.49% of the urban area of Kalabahi to open green open spaces in the urban area of Kalabahi.

The types of green open spaces found in the Kalabahi Urban Area as shown in Table 1 below are City Park Green Open Space, City Forest Green Open Space, Green Street Green Open Space, Buffer Green Open Space, and Mangrove Forest Green Open Space. Public green open spaces in the Kalabahi urban area are managed by government agencies and the community as landowners. In general, government agencies manage public green open space in the form of city park green open space, city forest green open space, and green road green open space while the community manages buffer green open space and mangrove forest green open space. Cooperation between the government and the public/private sector in the management of green open spaces is a factor that influences the condition of green open space in an area (Suwarli et al, 2012).

The shortage of green open space in the Kalabahi Urban Area is caused by two things, namely first, the morphological conditions of the Kalabahi Urban area are dominated by areas with slopes above 45o; secondly, there is an increasing number of housing developments in the City of Kalabahi, especially in areas where most of it is still in the form of open land or agricultural land. The lack of green open space (RTH) will have direct negative impacts that can be felt by the community, including decreased comfort, damage to urban ecology, flooding, increased air pollution, decreased availability of groundwater and city temperatures which result in disease.

**Table 1.** Types of RTH Plans and OPDs for RTH Management in Kalabahi Urban Area

NO	TYPES OF PUBLIC RTH (Perda No. 4 Year 2017)	WIDE(Ha)	OPD MANAGER	WIDE(Ha)
----	---	----------	-------------	----------

1	RTH City Park	5,22	Public Works and Spatial Planning Office of Alor Regency Environment Office of Alor Regency Alor Regency Tourism Office Youth and Sports Office of Alor Regency General Section of the Regional Secretariat of Alor Regency	1 0,87 0,5 1,17 1,68
2	RTH City Forest	5,72	UPT KPH Alor Regency	5,72
3	RTH Mesh Green Linen	63,22	Public Works and Spatial Planning Office of Alor Regency, Environment Office of Alor Regency, and General Section of Regional Secretariat of Alor Regency	15,83
4	RTH Buffer	396,33		
5	RTH Mangrove Forest	120,63		
<b>TOTAL</b>		<b>591,12</b>		<b>26,77</b>

Source: Regional Regulation of Alor Regency Number 4 of 2017 concerning Detailed Spatial Planning and Zoning Regulations for Kalabahi Urban Area 2017-2037

One of the mandates stipulated in the Alor Regency Regional Regulation Number 4 of 2017 concerning Detailed Spatial Plans and Zoning Regulations for the Kalabahi Urban Area for 2017-2037 to complement the shortage of green open space in the Kalabahi Urban Area is to develop green open space for yards, green open space for parks and urban forests , RTH for road green lines and RTH for certain functions throughout the Kalabahi Urban area. The mandate in this Alor Regency Regional Regulation indicates that a greening process should be carried out for spaces in the Kalabahi Urban Area. Reforestation in a broad sense is all the power to restore, maintain and improve the condition of land so that it can produce and function optimally, either as a regulator of water management or as a protector of the environment. Irwan (2012: 30) says that urban greening is an effort to green the city by carrying out the management of city parks, environmental parks, green belts and so on.

So far the Alor Regency Government has made efforts to develop and manage green open space in the Kalabahi Urban Area, but the development and management that is being carried out is still at the location stipulated in the Alor Regency Regional Regulation Number 4 of 2017. To complete the shortage of green open space, additional open space areas are needed in other areas/zones, both in protected and cultivated areas. Based on the spatial provisions stipulated in the Regional Regulation, other areas/zones that can be used as public green open spaces are local protection areas/zones in the form of coastal and river border sub-zones. The coastal border sub zone in the Kalabahi Urban Area is set at 42.40 Ha and the river border is 61.87 Ha. The area of space that can be used as public green open space in the two sub-zones along the coast and along the river is at least 80% of the total area of the two sub-zones.

Looking at the facts on the ground, the potential space for the development of green open space in the coastal and river border sub-zones has been mostly filled by buildings that are not included in the building criteria specified as supporting buildings for green open spaces. This can be seen in several local protected areas/zones in the form of sub-zones of the coastal and riverine boundaries in the Kalabahi Urban Area where housing and trade/service areas have been built.

Based on the explanation above, the researcher is interested in conducting research with the title “Management Analysis of Green Open Spaces in the Urban Area of Kalabahi”.

## RESEARCH METHODS

The type of research used in this research is a qualitative research type with a descriptive approach while the location of this research is in the Alor Regency Regional Organizational Organization which consists of the Alor Regency Public Works and Spatial Planning Office, the Alor Regency Tourism Office, and the Alor Regency Environmental Service.

In this study, informants were determined using a purposive technique, namely selected with certain considerations and objectives, who really master an object that the researcher is researching. Informants in this study are:

1. Head of Alor Regency Tourism Office.
2. Head of Spatial Planning Department of Public Works and Spatial Planning of Alor Regency.
3. Head of the Environmental Maintenance Section of the Alor Regency Environmental Service.

The data collection techniques used in this study are interviews, observation and document search. After the data is collected, the authors will use data analysis techniques from Miles, Huberman and Saldana (2014: 12-14), namely analyzing data in four steps: data condensation (data condensation), presenting data (data display), data reduction (data reduction) and drawing conclusions or verification (conclusion drawing and verification).

## RESULTS AND DISCUSSION

Based on the results of research on management functions put forward by George Robert Terry (2012) which was conducted at the Public Works and Spatial Planning Office of Alor Regency, Alor Regency Tourism Office and Alor Regency Environment Service, it can be described as follows:

### 5.1 (Planning)

The first aspect of management carried out by the Alor Regency Public Works and Spatial Planning Office, the Alor Regency Tourism Office and the Alor Regency Environment Service in managing green open spaces in the urban area of Kalabahi is planning. Smoothness in management is determined based on the planning that has been made in order to minimize all unwanted possibilities and maintain work efficiency through the division of duties so that the development of green open spaces is right on target and on time.

#### Guidelines for Planning Green Open Spaces in the Urban Area of Kalabahi

The planning guideline is the basis for which a written reference is intended to expedite the tasks of the planning apparatus in the planning unit so that efficient performance can be realized and minimizing the occurrence of administrative irregularities and duplication of work. Based on the results of research conducted by researchers on several OPDs managing green open spaces in the Regency, it can be seen that the basis for green open space planning in the Kalabahi Urban Area which is the mainstay of green open space planning is Alor Regency Regional Regulation Document Number 4 of 2017 concerning Detailed Spatial Planning and the 2017-2037 Kalabahi Urban Area Zoning Regulations.

Based on the review of this Regional Regulation document, the total planning area for public green open space is 591.12 Ha or 18.51%. In planning for the arrangement of green open space, there is still a shortage of green open space area of 47.45 Ha (1.49%). To cover this deficiency, it is hoped that the role of the Regional

Government Organization which carries out management related to green open spaces in the Kalabahi Urban Area.

The basis for planning guidelines for green open space management which is the reference for the Public Works and Spatial Planning Office of Alor Regency in realizing the arrangement of green open spaces in the Kalabahi Urban Area is Alor Regent Regulation Document Number 7 of 2017 concerning Building Layout and Environmental Plans for the National Strategic Area of the City of Kalabahi Alor District.

The Building Layout and Environment Plan for the National Strategic Area of the City of Kalabahi stipulates that green open space planning is carried out for the development of Block I and Block II with a total area of 10.15 Ha. The green open space development plan in Block I is in the Binongko Village which includes the Dulionong Harbor Area and the Dulionong Reclamation Area with an area of 4.25 Ha. Block II development plans are in the Kalabahi Kota Sub-District and Wetabua Sub-District which include the Kalabahi Port, Wetabua River Border Area, Webatua Reclamation Area and Kali Lipa Border Area with a space area of 5.9 Ha.

Furthermore, other guidelines that are used as a reference in realizing green open space planning in the Kalabahi Urban Area are the Alor District Public Works and Spatial Planning Office Strategic Plan Documents for 2019-2024. In the 2019-2024 Alor Regency Public Works and Spatial Planning Office Strategic Plan document, there is a plan for recreational park development activities. This activity plan aims to realize a green open space arrangement that is functional, beautiful, shady and sustainable. The recreational park development activity plan is in the form of building 1 (one) recreational park unit annually until 2024. The location plan for the development of this recreational park is determined based on the location plan contained in the Building Layout and Environment Plan for the National Strategic Area of the City of Kalabahi.

The Alor Regency Tourism Master Plan for the 2010-2030 Alor Regency Tourism Master Plan for green open space planning guidelines in the Kalabahi Urban Area. There are several program plans contained in the 2010-2030 Alor Regency Tourism Master Plan which regulate plans for planning green open spaces. The program plans are an ecotourism development program and environmental services, a forest and land rehabilitation program and a tourism destination development program. Plans for ecotourism development programs and environmental services, forest and land rehabilitation programs and tourism destination development programs will be directed at locations in the Kalabahi Urban Area which are in Tourism Development Cluster I and Tourism Development Cluster II.

The green open space management plan in the Kalabahi Urban Area which is in the Tourism Development Cluster I is located on Buono Beach with an area of 1.78 Ha. The green open space management plan in the Kalabahi Urban Area which is in the Tourism Development Cluster II is located in Maimol Beach, Pante Deere, Sikka Island, and Nostalgia Forest. For the location of Cluster II Tourism Development which is in Maimol Beach, it has a development area of 8.74 Ha. The Tourism Development Cluster II in Pante Deere has a development area of 4.17 hectares. The Tourism Development Cluster II which is located on Sikka Island has a development area of 53.7 hectares. The Tourism Development Cluster II which is located in the Nostalgia Forest has a development area of 5.72 hectares.

Furthermore, other guidelines that are used as a reference for the Alor Regency Tourism Office in realizing green open space planning in the Kalabahi Urban Area are the Alor Regency Tourism Office Strategic Plan Documents for 2019-2024. In the Strategic Plan document for the Office of Public Works and Spatial Planning for Alor Regency for 2019-2024 there is a plan for the development of tourism destinations whose output is the construction of tourist objects which are dominated by green open space functions. The Alor Regency Tourism Office plans to build 1 (one) unit of tourist attraction annually so that by 2024 there will be 5 (five) new green open space locations.

For guidelines for planning the realization of green open space planning in the Kalabahi Urban Area which is carried out by the Alor Regency Environmental Service, refer to the Detailed Spatial Plan Document for the Kalabahi Urban Area and the Alor Regency Environmental Service Strategic Plan Document for 2019-2024. The embodiment plan for the arrangement of green open spaces implemented by the Environmental Service of Alor

Regency is a green open space management program which includes green open space maintenance activities, development of recreational parks and provision of green open space management infrastructure and facilities. The green open space development location plan developed by the Alor Regency Environmental Service is in the areas of Kalabahi City parks with an area of 0.88 Ha and coastal protection and river protection with an area of 104.27 Ha.

From the description above, it can be concluded that the planning guidelines for the embodiment of green open space management in the Kalabahi Urban Area are determined through several planning documents contained in several OPDs managing green open spaces in Alor Regency. The green open space planning documents contained in each green open space management OPD are supporting documents for the green open space planning contained in the Alor Regency Regional Regulation Number 4 of 2017 concerning Detailed Spatial Planning and Zoning Regulations for the Kalabahi Urban Area Year 2017-2037. The guidelines used as the basis for planning green open spaces in the urban area of Kalabahi are the Document on the Building Layout and Environment Plan for the National Strategic Area for Urban Kalabahi, the Document on the Tourism Master Plan for Alor Regency for 2010-2030, and the Strategic Plan Document for the Office of Public Works and Spatial Planning for Alor Regency. , Alor Regency Tourism Office and Alor Regency Environmental Service.

#### Synchronization Between Green Open Space Planning Documents

According to Official, et al (2012), good planning is planning that is carried out while still based on accurate, valid and accountable data and information while still considering the resources and potential they have. The planning process is of course carried out by first integrating the linkages between planning documents. In realizing the arrangement of green open spaces in the Kalabahi Urban Area, the linkages between the planning documents for the arrangement of green open spaces carried out by each OPD managing green open spaces must support each other in order to realize the arrangement of green open spaces according to the mandate of Law Number 26 of 2007 concerning Spatial Planning and Regulation of the Minister of Home Affairs concerning Green Open Space Management in Urban Areas.

For green open space planning location plans in urban areas contained in the Kalabahi City National Strategic Area Building and Environmental Plan Document combined with the Kalabahi Urban Area Detailed Spatial Planning Document, it can be seen that the green open space planning location plan carried out in both documents These plans support each other. This is because the location plan for green open space arrangement in the Kalabahi Urban Area which is planned in the National Strategic Area Building and Environmental Plan Document for the City of Kalabahi is carried out in the green open space zone, the public service facility zone which includes the transportation sub zone, and the local protection zone which includes the sub-zone of the coastal border and the river border. For the green open space arrangement location plan for zones other than this green open space zone it is urgently needed to add to the deficiencies of the green open space plan contained in the Detailed Spatial Planning for the Kalabahi Urban Area.

Based on the results of the study of the Alor Regency Tourism Master Plan Document which was then compared to the Detailed Spatial Plan Document for the Kalabahi Urban Area, it can be seen that the Alor Regency Tourism Master Plan Document is one of the planning documents that supports green open space planning in the Kalabahi Urban Area as stipulated in the Detailed Spatial Plan Document for the Kalabahi Urban Area.

If the location plan for green open space arrangement in the Kalabahi Urban Area contained in the Alor Regency Tourism Master Plan Document is combined with the Detailed Spatial Planning Document for the Kalabahi Urban Area, it can be seen that the location of Tourism Development Cluster I which is in Buono Beach is included in the service facility zone plan common with the transport sub-zone. The Tourism Development Cluster II which is located at Maimol Beach is included in another designation zone plan with a tourism sub-zone. The Tourism Development Cluster II in Pante Deere is included in the local protection zone plan with a coastal border sub-zone. The Tourism Development Cluster II on Sikka Island is included in the green open space zone plan with mangrove and buffer subzones. The Tourism Development Cluster II, which is located in the Nostalgia Forest, is included in the plan for a green open space zone with an urban forest sub-zone.

The green open space development location plan through the tourism development cluster listed in the Alor Regency Tourism Master Plan Document is carried out at a location that is a green open space zone plan itself or a location plan that is outside the green open space zone. For determining the location of tourism development clusters that are in the designation of green open space zones in the Detailed Spatial Plan Document for the Kalabahi Urban Area, there are tourism sub-zones and coastal border sub-zones with a total area of 12.91 Ha.

Other documents that serve as guidelines for planning for the development of green open spaces in the urban area of Kalabahi are the Strategic Plan Documents for the Alor Regency Public Works and Spatial Planning Office, the Alor Regency Tourism Office and the Alor Regency Environmental Service. Based on the results of the comparison of these three strategic plan documents with the Detailed Spatial Plan Document for the Kalabahi Urban Area, it can be seen that the green open space location development plan contained in these three documents is a derivative plan from the Detailed Spatial Plan Document for the Kalabahi Urban Area, the Building Layout and Environment Plan The Kalabahi Urban National Strategic Area and the Alor District Tourism Master Plan.

From the results of the analysis of the three OPDs, it can be concluded that the planning function carried out by the OPDs managing green open spaces in Alor Regency regarding the realization of green open space planning in the Kalabahi Urban Area has been going well. This is due to a shortage of green open space allocation stipulated through the Alor Regency Regional Regulation Number 4 of 2017 concerning the Detailed Spatial Plan and Zoning Regulations for the Kalabahi Urban Area for 2017-2037 which have been developed by the Document on Building Planning and Environment of the Kalabahi Urban National Strategic Area, The Alor Regency Tourism Master Plan Document and the Alor Regency Public Works and Spatial Planning Office Strategic Plan Document, the Alor Regency Tourism Office and the Alor Regency Environment Service.

The green open space location development plan for the new location is carried out in the local protection zone, other designation zones and the public service facilities zone with a total area of 117.26 Ha. When compared with the plan for the total area of open space contained in the Detailed Spatial Plan for the Urban Area of Kalabahi, the total planned area for green open space reaches 708.38 Ha or 22.19%. This can be in line with Law Number 26 of 2007 concerning Spatial Planning which mandates that an area must have a minimum of 20% of public green open space.

**Organizing** Good organization in realizing the arrangement of green open spaces will affect the success of an organization in achieving its goals. Optimal organization is carried out by managing the organizational structure and dividing tasks and authorities so that management and development are carried out efficiently and on target. This division is in line with organizational theory according to Lubis and Husaini (1987) that an organization is a group that discusses the mechanism of cooperation of two or more people in a systematic way to achieve predetermined goals. The nature of the group within the individual to achieve goals and the ways that are pursued by using a theory that can explain the behavior, especially motivation, of individuals in the process of cooperation.

Good organizing is something that influences the success of an organization or company to achieve its goals. As for the organization in the management of green open spaces in the Kalabahi Urban Area, it will be studied based on the arrangement of the organizational structure and the division of tasks and authority given by the Alor Regent as the highest leader in the Alor Regency Region.

**Organizational Structure Arrangement** The organizational structure is a body that describes the position or position of a job or position from the highest to the lowest, while the organization has goals to be achieved through the cooperation of a group of people involved in it.

Based on Alor Regent Regulation Number 73 of 2016 concerning Position, Organizational Structure, Duties and Functions and Organizational Work Procedures of the Alor Regency Public Works and Spatial Planning Office, the Alor Regency Public Works and Spatial Planning Office has the task of assisting the Alor Regent in carrying out government affairs in spatial planning sector. Spatial planning matters are closely related to green open space planning in urban areas. This is because the arrangement of green open space is one of the main parts that are specifically regulated in spatial planning.

Based on Alor Regent Regulation Number 61 of 2016 concerning Position, Organizational Structure, Duties and Functions and Organizational Work Procedures of the Alor Regency Tourism Office, the Alor Regency Tourism Office has the task of assisting the Regent in carrying out government affairs in the tourism sector. This tourism affair is in line with the functions of green open space planning in the Kalabahi Urban Area where the functions of green open space planning in urban areas that are directly related to tourism affairs are socio-cultural functions and economic functions. For the linkage of tourism affairs with socio-cultural functions, green open spaces can be used as a means of tourism recreation that can make people interact socially with each other. For the relationship between tourism affairs and economic functions, green open spaces can serve as the development of urban green tourism facilities that can attract tourists.

Based on Alor Regent Regulation Number 70 of 2016 concerning Position, Organizational Structure, Duties and Functions and Organizational Work Procedures of the Alor Regency Environmental Service, the Alor Regency Environmental Service has the task of assisting the Alor Regent in carrying out government affairs in the environmental sector. For environmental matters that are directly related to the function of planning green open spaces in urban areas is an ecological function. For the relationship between environmental affairs and the function of green open space planning as an ecological function, green open space planning can improve groundwater quality, prevent flooding, reduce air pollution, and lower city temperatures.

From some of the descriptions above regarding government affairs related to the affairs of green open space planning in urban areas, it can be concluded that the affairs of green open space planning in urban areas are one of the main parts of urban spatial planning affairs which carry out functions involving tourism and tourism affairs. environmental affairs so that it can be said that spatial planning affairs which involve tourism affairs and environmental affairs can realize spatial planning that is in line with the mandate of Law Number 26 of 2007 concerning Spatial Planning and Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 1 of 2007 concerning Spatial Planning Open Green Urban Areas.

**Division of Duties and Authorities** The division of tasks and authority is something that is absolutely necessary in the organization so that there is no overlap in the implementation of work, so as not to create a void at one point or field and avoid the accumulation of work at other points or fields. Based on the results of interviews and review of documents that the author has conducted on several OPDs that are the object of research, the division of tasks and authorities related to the management of green open spaces to create 20% of public green open spaces in the Kalabahi Urban Area is carried out by the Public Works and Spatial Planning Office of Alor Regency, Alor Regency Tourism Office and Alor Regency Environmental Service.

According to the main tasks and functions as stated in the organizational structure of each OPD managing green open spaces in Alor Regency, green open space management is carried out in a field led by a Head of Sector. For the Public Works and Spatial Planning Office of Alor Regency, the management of green open spaces is carried out by the Spatial Planning Division and assisted by the Planning and Spatial Utilization Section, the Spatial Development and Control Section and the Gardening Section. For the Spatial Planning and Utilization Section, the task of preparing all planning and maintenance related to the management of all types of green open spaces found in the Kalabahi Urban Area, the Spatial Development and Control Section is tasked with controlling areas that have been designated as green open spaces such as the Dulionong Reclamation Park and the parks on the road green belt and the Parks Section are in charge of planning, developing, maintaining and supervising parks which are the authority of the Public Works and Spatial Planning Office of Alor Regency.

The number of Civil Servant personnel in the Spatial Planning Sector is 8 (eight) people with details of 1 (one) Head of Spatial Planning, 3 (three) people. Head of Section and 4 (four) staff. The Planning and Spatial Utilization Section has a staff of 1 (one) person, the Spatial Development and Control Section has a staff of 2 (two) people and the Landscaping Section has a staff of 1 (one) person. 1 staff in the Spatial Planning and Utilization Section has the task of assisting spatial planning which includes green open space planning, 2 (two) staff in the Spatial Development and Control Section have the task of assisting spatial management and control including spatial control open green space in the Kalabahi Urban Area and 1 (one) staff member in the Parks



Section has the task of helping to oversee the parks and their supporting facilities in the Kalabahi Urban Area. To assist the Spatial Planning Division in carrying out maintenance and supervision of the green open space locations that have been built, the Public Works and Spatial Planning Office of Alor Regency recruited 22 (twenty two) non-PNS contract workers as determined through a Decree of the Head of the Public Works and Spatial Planning Office. Alor District.

The management of green open spaces at the Alor Regency Tourism Office is carried out by the Tourism Destination Development Sector. One of the tasks contained in the Tourism Destination Development Sector is to carry out planning and development of tourist objects in the form of construction and maintenance of city recreation parks and tourist destinations. The Tourism Destination Development Sector will be assisted by 3 (three) sections, namely the Tourism Object Assessment and Development Section, the Tourism Attraction Section, and the Tourism Products Section. Of these three Sections, only the Tourism Object Assessment and Development Section carries out the tasks of planning, building, maintaining and supervising the construction of urban recreation parks and other tourist destinations. The other 2 (two) sections only help carry out the maintenance and supervision of the City of Kalabahi Recreation Park and the Mali Beach Tourism Destinations.

The number of state civil servants in the Tourism Destination Development Sector is 8 (eight) people consisting of 1 (one) Sector Head, 3 (three) Section Heads and 4 (four) Staff. has a staff of 2 (one) people whose job is to help prepare development plans, carry out maintenance and supervision related to city recreation parks and tourist destinations. The Tourist Attractions Section and the Tourism Products Section each have a staff of 1 (one) person whose job is to help carry out maintenance and supervision related to the Kalabahi City Recreation Park and the Mali Beach Tourism Destinations that have been built.

To assist the Tourism Destination Development Sector in carrying out maintenance and supervision at the location of the Kalabahi City Recreation Park which has been built, the Alor Regency Tourism Office recruited 13 (thirteen) non-PNS contract workers who were determined through a Decree from the Head of the Alor Regency Tourism Office. Meanwhile, to assist the Tourism Destination Development Sector in carrying out maintenance and supervision at the Mali Beach Tourism Destination site that has been built, the Tourism Office of Alor Regency recruited 12 (twelve) non-PNS contract workers who were determined through a Decree from the Head of the Alor Regency Tourism Office.

For the management of green open spaces at the Alor Regency Environmental Service it is carried out by the Environmental Management Sector. One of the tasks contained in the Environmental Management Sector is to provide infrastructure and facilities for managing green open spaces, developing recreational parks and maintaining green open spaces themselves. The Environmental Management Sector will be assisted by 3 (three) sections, namely the RPPLH and KLHS Inventory Section, the Environmental Impact Assessment Section, and the Environmental Maintenance Section. Of these three Sections, only the Environmental Maintenance Section carries out the tasks of planning, building, maintaining and supervising the construction of the urban recreation park and other parks located in the Kalabahi Urban Area. The other 2 (two) sections only help carry out the maintenance and supervision of recreational parks that have been built.

The number of state civil servants in the Environmental Management Sector is 5 (five) people consisting of 1 (one) Head of Sector, 3 (three) Heads of Sections and 1 (one) Staff. A staff in the Environmental Management Sector is tasked with assisting the tasks of the Environmental Management Sector which includes the tasks of all sections in that field so that this 1 (person) staff is also tasked with helping plan, build, maintain and supervise the construction of green open spaces in Kalabahi Urban Area. To assist the Environmental Management Sector in carrying out maintenance and supervision at recreational park locations that have been built, the Environmental Management Sector is assisted by a non-PNS contract worker recruited from cleaning officers in the Waste and Hazardous Waste Management Sector.

Thus, based on the results of an analysis of the duties and authorities contained in each OPD managing green open spaces, it can be said that the division of work tasks and authorities is carried out by OPDs managing green open spaces in Alor Regency in order to realize the arrangement of green open spaces in The Kalabahi

Urban Area has not been doing well. This is due to the lack of personnel in the sections that handle green open spaces in the Kalabahi Urban Area so that there is an overlapping of tasks given by each field in the OPD that manages green open spaces.

Actuating Implementation is an effort to move group members in such a way that they want and try to achieve the goals that have been planned together (Terry, 2012: 62). In this study, the researchers described the stages of this implementation based on the location objectives and OPD's role in managing green open spaces in the Kalabahi Urban Area.

Location Target Good spatial planning in urban areas should be carried out by applying the concept of environmental preservation in order to create a comfortable, fresh, beautiful and clean urban environment. This is in line with the opinion of Budihardjo and Sudanti (1993) who emphasized that in order to develop an environmentally sound city (ecopolis) green open spaces are needed that spread in the urban environment, considering that ecopolis combines the pattern of residential settlements into the pattern of preserving the carrying capacity of the environment. In addition, an environmentally sound city is a city that is able to sustainably maintain cleanliness, tidiness, beauty and safety in a sustainable manner. On the other hand, a city that does not have sufficient green open space becomes an arid city and has the opportunity to become a ghost town or necropolis.

Green open space development activities that have been carried out in the Kalabahi Urban Area to date are the construction of the Dulionong Reclamation Park, Green Road Park, Kalabahi City Recreation Park, Mali Beach Tourist Destination, Kalabahi City Park, Maintenance of the Kadelang Beach-Kappas Island Mangrove. The location of the Dulionong reclamation park is in Binongko Village with an area of 1 Ha. The location of the Green Line Park is carried out on the local road corridor which is located on the Jl. Dr. Sutomo and Jl. El-Tari with a total area of 0.5 Ha. The location of the Kalabahi City Recreation Park is in the Kalabahi Kota Village with an area of 0.5 Ha. The location of the Mali Beach Tourism Destination is in the Kabola Village with an area of 4.12 Ha. The location of the Kalabahi City Park was carried out in the Kalabahi Mini Stadium area in the Batunirwala GOR area with an area of 0.66 Ha and 0.22 Ha. Mangrove maintenance locations are in the East Kalabahi Village, Mutiara Village, East Welai Village and West Welai Village with an area of 35.63 Ha.

If the location of the green open space development in the Kalabahi Urban Area is reviewed based on the location of the zones contained in the Detailed Spatial Plan for the Kalabahi Urban Area, then for green open space development activities in the Kalabahi Urban Area which are carried out in the green open space zone are the construction of the Dulionong Reclamation Park, the construction of Green Road Park on Jalan Dr. Sutomo and El-Tari roads, construction of the Kalabahi City Recreation Park, City Park of the Kalabahi Mini Stadium and Batunirwala Sports Hall, and maintenance of the Kadelang Beach-Kapas Island mangroves. For green open space development activities that are outside the green open space zone, the development of Mali Beach Tourism Destinations is in other designation zones.

Based on the target location of green open space development activities in the Kalabahi Urban Area as mentioned above, it can be concluded that the embodiment of public green open space planning in the Kalabahi Urban Area has not been realized as mandated in Law Number 26 of 2007 concerning Spatial Planning and Regulation of the Minister of Home Affairs of the Republic Indonesia Number 1 of 2007 concerning Planning of Green Open Spaces in Urban Areas. This can be seen from the target location for the development of public green open spaces which are in the green open space zone plan which is still in an area of 38.51 Ha or has only reached 6.51% of the total area of the prepared green open space plan. As for the development of green open spaces outside the green open space zone itself, it has only reached an area of 4.12 hectares or only 8.68% of the total area required for the development of green open spaces outside the green open space zone.

**The Role of OPD in the Implementation of Green Open Spaces** the role of the government through the OPD managing green open spaces is urgently needed in an effort to increase the availability of green open spaces. According to Soekamto (2004) that the role (role) is a dynamic aspect of position when a person/organization performs his rights and obligations according to his position, it means he is carrying out a

role, the difference between position and role is for the benefit of science both cannot be separated because one depending on the others.

Based on the results of research at the Public Works and Spatial Planning Office of Alor Regency, it is known that the implementation of activities carried out by the Public Works and Spatial Planning Office in the framework of realizing green open space planning in the Kalabahi Urban Area is the construction of the Dulionong Reclamation Park and the construction of the Green Street Park. The construction of the Dulionong Reclamation Park was built in the 2016 Fiscal Year using funding sources from the Ministry of Public Works and Public Housing of the Republic of Indonesia with a total budget of Rp. 5,000,000,000.- (five billion rupiah). The types of activities carried out at the Dulionong Reclamation Park are in the form of recreational activities, children's playgrounds, leisure sports such as cycling, jogging, walking and culinary tourism activities.

Since the transfer of authority from the Central Government to the Government of Alor Regency in 2017, the Public Works and Spatial Planning Office of Alor Regency as the agency authorized to manage the Dulionong Reclamation Park has only carried out maintenance activities to maintain the park's sustainability. For development activities and addition of park facilities within the Dulionong Reclamation Park location, cooperation is carried out with third parties through a Cooperation Agreement signed by the Regional Secretary of Alor Regency and Third Parties. The development and addition of facilities contained in the Dulionong Reclamation Park is in the form of building food court facilities to support culinary tourism activities.

Until now there are 20 (twenty) users who have collaborated with the Regional Government of Alor Regency to take advantage of this food court facility. Users of this food court facility are cooperated with a period of 2 (two) years and tax payments related to the use of the Dulionong Reclamation Park are paid to the Regional Revenue Service of Alor Regency. One of the obligations of the users of this food court facility is to participate in maintaining the cleanliness and safety of the park.

For the construction of a road green line park located on the road section Jl. Dr. Sutomo and Jl. El-Tari was carried out in 2019 using a budget from the shopping post of the Public Works and Spatial Planning Office of Alor Regency with a budget of Rp. 200,000,000.- (two hundred million rupiah). As for the development of green belt parks which are carried out in local road corridors in the form of installing 5 (five) units of seating for relaxing. For the construction of relaxing seats on Jl. Dr. Sutomo has 3 (three) units located at the Intersection of the Alor Regent's Office, the Kalabahi Regional General Hospital and the Kalabahi Branch of Bank BPD NTT. As for the construction of relaxing seats on Jl. There are 2 (two) El-Tari units located at the Pulo Alor Hotel and the Alor District Social Service.

Based on the results of research conducted at the Alor Regency Tourism Office, it can be seen that the implementation of green open space development activities that have been carried out to date is the construction of the City of Kalabahi Recreation Park and the Mali Beach Tourism Destination. Kalabahi City Recreation Park was built in 2013 with a total budget of Rp. 200,000,000.- (two hundred million). The facilities built at the City Recreation Park are the construction of a park equipped with children's play facilities and an entertainment stage. The types of activities allowed in this park are children's play activities, district-scale entertainment activities, and culinary tours. Culinary tourism activities are collaborated with third parties where culinary facilities are provided by third parties. This cooperation agreement is carried out using a cooperation agreement letter signed by the Head of the Alor Regency Tourism Office and a third party.

For the construction of the Mali Beach Tourism Destinations, it is carried out using the Special Allocation Fund (DAK) in the 2019 and 2020 Fiscal Years. For the 2019 Fiscal Year, the construction of the Mali Tourism Destinations spent a budget of Rp. 4,263,564,539, - (four billion two hundred sixty three million five hundred sixty four thousand five hundred and thirty nine rupiahs) which includes park development activities accompanied by children's play facilities and entertainment stages. For the 2020 Fiscal Year, the development of this Mali Tourism Destination spent a budget of Rp. 200,000,000.- (two hundred million rupiah) which includes the construction of a safety fence for Mali Beach Tourism Destinations. The types of activities allowed in this Mali Beach Tourism

Destination are in the form of children's play activities, sports activities such as jogging and leisurely walks as well as district and provincial scale entertainment activities.

Based on the results of research conducted at the Alor Regency Environmental Service, it can be seen that the implementation of green open space management activities that have been carried out to date is the construction of the Kalabahi City Park which is in the Kalabahi Mini Stadium Area and the Batunirwala GOR Area and the maintenance of mangroves in the Kadelang Beach to Kapas Island. The Kalabahi City Park facility which was built in the Kalabahi City Mini Stadium Area is in the form of the construction of a fountain pool, public toilets and park security fences in the 2016 Fiscal Year using funds from the Alor Regency Environmental Service shopping post. The Kalabahi City Park facility built in the Batunirwala GOR Area is in the form of a water pool, jogging track and park stop which was built in the 2015 Fiscal Year using the Alor Regency Environmental Service shopping post. Meanwhile, the maintenance of mangroves along Kadelang Beach to Kapas Island is carried out by replanting damaged mangroves. This mangrove maintenance activity is a routine activity of the Alor Regency Environmental Service on a self-managed basis by establishing a Tree Bank which functions as a tree storage area.

In accordance with the results of the analysis above, it can be concluded that the role of OPD-OPD which manages green open spaces in the Kalabahi Urban Area has a role in providing and developing green open spaces in the Kalabahi Urban Area. The role of providing and developing green open spaces in the urban area of Kalabahi cannot be realized properly due to the limited budget allocation provided for the provision and development of green open spaces. In realizing the arrangement of green open spaces in accordance with the mandate in Law Number 26 of 2007 concerning Spatial Planning and Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 1 of 2007 concerning Planning of Green Open Spaces in Urban Areas, it is necessary to support the role of budget provider carried out by the Agency Alor Regency Research and Development Planning.

**Controlling** Supervision of green open space management is carried out after the implementation of all development activities in the green open space zone. This is in accordance with Siagian (2016: 290) that observations are made of the implementation of all organizational activities to ensure that all work being carried out goes according to the established plans. In carrying out this supervision, it is carried out in 2 (two) stages, namely monitoring and evaluation.

**Monitoring** monitoring is an activity of closely observing a situation or condition, including certain behaviors or activities, with the aim that all input data or information obtained from the results of these observations can become the basis for making decisions on the next necessary actions. This action is required if the results of observations show that there are things or conditions that are not in accordance with what was originally planned. The purpose of monitoring is to observe/find out developments and progress, identify and identify problems and anticipate/solve them.

Based on the results of research conducted at the Public Works and Spatial Planning Service, it can be seen that monitoring carried out by the Alor Regency Public Works and Spatial Planning Office at the Dulionong Reclamation Park is carried out by assigning all employees to the Spatial Planning Sector and 2 (two) non-contracted workers Civil servants to carry out monitoring. For 2 (two) non-PNS contract workers assigned to take turns monitoring every day in the morning. As for civil servants assigned to carry out monitoring on Friday in the morning. In this monitoring monitoring is carried out on the condition of the park which includes garden support facilities and plants.

The condition that often occurs in the Dulionong Reclamation Park based on the results of monitoring carried out by the Public Works and Spatial Planning Office of Alor Regency is the condition of the park which is lacking every morning due to scattered garbage and broken plant stems. This condition is often when officers supervise the park in the morning.

For monitoring on the Green Line Road Park on the corridor Jl. Dr. Sutomo and Jl. El-Tari has not placed officers specifically assigned to carry out monitoring. Reports regarding the condition of parks that have been damaged on the two green lanes of this road are generally reported by cleaning officers from the Alor Regency Environmental Service and from the sub-district and village administrations.

For the implementation of monitoring carried out by the Tourism Office of Alor Regency by assigning non-PNS personnel. monitoring carried out at the Kalabahi City Recreation Park is carried out at any time because the officers who carry out the monitoring are provided with a place to stay in the park. Meanwhile, monitoring is carried out at Mali Beach Tourist Destinations every day during the day. Monitoring carried out on these two green open space objects is in the form of monitoring the condition of garden facilities and plants. In general, based on monitoring results, officers found piles of waste that were thrown indiscriminately by visitors and the loss of several park facilities such as garden light bulbs.

For monitoring carried out by the Alor Regency Environmental Service on the construction of green open spaces that have been carried out in city parks in the Kalabahi Mini Stadium Area and the Batunirwala GOR Area, it was carried out by 1 (one) field coordinating officer who came from civil servants of the Regency Environmental Service. Alor and 1 (one) cleaning worker recruited by the Alor Regency Environmental Service. Supervision carried out by the Alor Regency Environmental Service is in the form of checking the condition of the garden facilities and the condition of the plants. For supervision carried out in mangrove areas, there are no officers who carry out monitoring so this monitoring is usually carried out by the village or sub-district authorities. Based on the results of the monitoring carried out, it was found that there were lots of scattered piles of garbage, broken plant stems, loss of garden facilities in the form of light bulbs and ornamental fish.

Based on the results of the study above, it can be concluded that the monitoring activities carried out by the OPD managing green open spaces in the Kalabahi Urban Area have not been implemented properly. This is due to the limited number of personnel conducting monitoring which is not proportional to the number of green open space locations.

**Evaluation** evaluation is a process of determining the value or importance of an activity, policy, or program. Evaluation is an objective and systematic assessment of an intervention that is planned, ongoing or completed. The evaluation carried out in this study is a continuation of the monitoring implementation of space utilization activities in green open spaces that have been developed in the Kalabahi Urban Area so that what is the result of monitoring an object will be continued in the evaluation stage.

The results of monitoring carried out by the Alor Regency Public Works and Spatial Planning Service at the Dulionong Reclamation Park and the Green Road Line will be followed up at an evaluation meeting at the Alor Regency Public Works and Spatial Planning Office which is held when problems occur in the implementation of activities or routine meetings are held 2 (two) times a year. This evaluation meeting involved all civil servants and non-PNS in the Public Works and Spatial Planning Office of Alor Regency. The evaluation meeting on the use of the Dulionong Reclamation Park and the Green Road Road was combined with an evaluation meeting for other activities at the Public Works and Spatial Planning Office of Alor Regency. In this evaluation meeting, it will be decided jointly what actions will be taken to overcome the problems that occur in the utilization of the Dulionong Reclamation Park and the Green Road Road.

Evaluation of the utilization of green open spaces conducted by the Alor Regency Tourism Office on the use of the Kalabahi City Recreation Park and Mali Beach Tourism Destinations will be presented at an evaluation meeting which is held routinely by the Alor Regency Tourism Office every month. In addition to evaluating the use of the Kalabahi City Recreation Park and the Mali Beach Tourist Destination, this routine meeting is held to evaluate all activities carried out by the Alor Regency Tourism Office in one fiscal year. The results of an evaluation of the utilization of the City of Kalabahi Recreation Park and the Mali Beach Tourist Destination will be followed up on the implementation of activities aimed at overcoming the problems that occur in the Kalabahi City Recreation Park and the Mali Beach Tourist Destination.

Evaluation of the utilization of the City Park in the Mini Kalabahi Stadium and Batunirwala GOR areas carried out by the Alor Regency Environmental Service is carried out through routine evaluation meetings every month. This evaluation meeting was combined with other activity evaluation meetings at the Alor Regency Environmental Service. This routine meeting involves all civil servants at the Alor Regency Environmental Service and non-PNS contract workers at the Alor Regency Environmental Service. Then the results of this evaluation

will be followed up to get solutions related to the problems found in the utilization of the City Park in the Mini Kalabahi Stadium Area and GOR Batunirwala.

Based on the results of the study above, it can be concluded that the evaluation of green open space utilization in the Kalabahi Urban Area has not run optimally. This is because the implementation of evaluation meetings for all OPDs that manage green open spaces in the Kalabahi Urban Area is carried out simultaneously with the implementation of other activities so that solutions related to problems that occur in the use of green open spaces in the Kalabahi Urban Area cannot be handled properly.

Based on the results of a study on green open space management in the Kalabahi Urban Area, it can be concluded in general that the implementation of green open space management in the Kalabahi Urban Area has not been realized optimally. This is because the organizational functions, implementation functions and supervisory functions cannot be realized in accordance with the mandate of Law Number 26 of 2007 concerning Spatial Planning and Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 1 of 2007 concerning Urban Green Open Space Planning. In general, the results of the analysis related to management functions can be seen in table 7 below.

**Table 2.** Results of Analysis of Green Open Space Management Functions in the Urban Area of Kalabahi

NO	MANAGEMENT FUNCTION	VARIABLES/ DIMENSIONS	RESULTS	CONCLUSION	GENERAL CONCLUSION
1	Planning	Guidelines for Planning Green Open Spaces in the Urban Area of Kalabahi	<ol style="list-style-type: none"> <li>Detailed Spatial Plan for the Urban Area of Kalabahi.</li> <li>The Kalabahi Urban National Strategic Area Building Layout and Environmental Plan.</li> <li>Alor District Tourism Master Plan.</li> <li>Alor Regency Public Works and Spatial Planning Office Strategic Plan.</li> <li>Alor District Tourism Office Strategic Plan.</li> <li>Alor Regency Environment Service Strategic Plan</li> </ol>	Telah Terwujud	The management of green open space in the urban area of Kalabahi has not gone well because management functions in the form of organizing, implementing and supervising have not been carried out optimally.

NO	MANAGEMENT FUNCTION	VARIABLES/ DIMENSIONS	RESULTS	CONCLUSION	GENERAL CONCLUSION
		Synchronization Between Green Open Space Planning Documents	The Detailed Spatial Plan for the Kalabahi Urban Area as the main document in the arrangement of green open spaces in the Kalabahi Urban Area which is supported by the Kalabahi Urban National Strategic Area Building and Environmental Plan, the Alor Regency Tourism Master Plan, the Alor Regency Public Works and Spatial Planning Strategic Plan, Alor Regency Tourism Office Strategic Plan, and Alor Regency Environmental Service Strategic Plan	Manifested	
2	Organization	Organizational Structure Arrangement  Duties and Authorities	Spatial Planning Affairs involves Tourism Affairs and Environmental Affairs  There is overlapping of tasks and authorities given as a result of the lack of personnel in each field in the OPD that manages green open space in the Kalabahi Urban Area	In line with the function of green open space planning in the Kalabahi Urban Area  Not going well	
3	Implementation of Activities	Location Target	The target location for the development of public green open space is in the planned green open space zone of 38.51 hectares or only 6.51% of the total area of the green open space plan prepared. Meanwhile, the development of green open space outside the green open space itself has only reached an area of 4.12 hectares or only 8.68% of the total area required for green open space development outside the green open space.	Not yet realized	

NO	MANAGEMENT FUNCTION	VARIABLES/ DIMENSIONS	RESULTS	CONCLUSION	GENERAL CONCLUSION
		The Role of OPD in the Management of Green Open Space	The absence of the role of Bappelitbang Alor Regency as the agency tasked with allocating an adequate budget plan for the development of green open space in the urban area of Kalabahi	Not yet realized	
4	Supervision	Monitoring	The limited number of personnel conducting monitoring with the location of the utilization of green open space in the urban area of Kalabahi	Not yet realized	
		Evaluation	Belum terlaksananya kegiatan evaluasi yang di khususkan untuk kegiatan pemanfaatan ruang terbuka hijau di Kawasan Perkotaan Kalabahi	Not yet realized	

## CONCLUSION

Based on the results of the research and discussion above, it can be concluded that the OPD which carries out green open space management in Alor Regency has not been able to realize the minimum 20% target of public green open space in the Kalabahi Urban Area. This can be seen from the not yet optimal management functions carried out by OPDs managing green open spaces in Alor Regency in managing green open spaces in the Kalabahi Urban Area. The management function that has gone well is planning while the management function that has not gone well is the organizing function, the implementation function, and the supervisory function.

## REFERENCE

- Aca, Sugandhy. 2008. Prinsip Dasar Kebijakan Pembangunan Berkelanjutan. Berwawasan Lingkungan. Jakarta : PT Bumi Aksara.
- Budihardjo, Eko dan Sudanti Hardjohubojo. 1993. Kota Berwawasan Lingkungan. Badnung: Alumni.
- Ernawi, Imam S. 2012. Buletin Tata Ruang Gerakan Kota Hijau. Jakarta: Badan Koordinasi Penataan Ruang Nasional.
- Irwan, Zoer'aini Djamal. 2012. Prinsip-Prinsip Ekologi dan Organisasi. Ekosistem Komunitas. & Lingkungan. Jakarta : Bumi Aksara.
- Lubis, Hari. S.B. dan Martani Husaini. 1987. Teori Organisasi (Suatu Pendekatan. Makro). Jakarta: Pusat Antar Universitas Ilmu-ilmu Sosial Universitas Indonesia.
- Miles,M.B, Huberman,A.M, dan Saldana,J. 2014. Qualitative Data Analysis, A. Methods Sourcebook, Edition 3. USA: Sage Publications.
- Prihandono, A. (2010). Penyediaan Ruang Terbuka Hijau (RTH) Menurut UU No. 26/2007 tentang Penataan Ruang dan Fenomena Kebijakan Penyediaan RTH Di Daerah. Jurnal Permukiman, 5(1), 13–23. <https://doi.org/10.31815/jp.2010.5.13-23>
- Schein, E H. 2008. Organizational. Culture And Leadership. San. Francisco: Jossey-. Bass.
- Siagian, Sondang. P. 2016. Manajemen Sumber Daya Manusia. Cetakan ke-24. Jakarta: Bumi Aksara.
- Soekanto, Soerjono. 2004. Sosiologi Keluarga. Jakarta : PT Rineka Cipta.
- Suwarli, S.R.P. Sitorus, Widiatmaka, E.I.K. Putri dan Kholil. 2012. Dinamika Perubahan Penggunaan Lahan dan Strategi Ruang Terbuka Hijau (RTH) Berdasarkan Alokasi Anggaran Lingkungan Daerah (Studi Kasus Kota Bekasi). Jurnal Forum Pascasarjana, 35(1):37-52.



Terry George R. 2005. Principles of Management. New York: Alexander Hamilton Institute.  
Terry, George R. 2012. Prinsip-Prinsip Manajemen, penerjemah J-Smith D.F.M.. Jakarta: PT Bumi Aksara.  
Wijayanti, Irine Diana Sari. 2008. Manajemen. Editor: Ari Setiawan. Yogyakarta: Mitra Cendikia.