Revealing Regional Development Through the *Gerbang Kaca* Program: A Study in Fakfak Regency, West Papua

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Abstract. The Gerbang Kaca program is a regional development policy set to seek change through intervention in the village. This research aims to explain how policy interventions with the development pattern approach are carried out by the Fakfak Regency government. This study uses a qualitative approach supported by integrated quantitative data to support the elaboration and interpretation of research data in conducting the analysis. Primary data collection was carried out through field observations, interviews, and distributing questionnaires as well as limited Focus Group Discussions (FGDs) with informants consisting of (1) OPD, Village Apparatus, (2) Traditional Leaders, (3) Community Leaders, and (4) Youth Leaders and stakeholders in Fak Fak Regency, West Papua. The results of the study used descriptive analysis with a qualitative approach by discussing gate policies in the regional development process. Furthermore, the Glass Gate policy aims to create development efficiency at the community level. It is proven that there is still recognition from the community wherein in the various activities carried out,

it is necessary to increase the maximum utilization of labor and local potential. The intervention uses a development pattern approach through the Gerbang Kaca program in terms of strengthening and optimizing internal capacity empowerment and realizing sustainable regional development. The research recommendation explains that the glass gate program seeks to improve the standard of living of the community by developing a pattern of stakeholder interaction in the village area by encouraging community involvement through a community development approach to create capital assets in the form of infrastructure.

Keywords: Glass Gate Program · Development · Intervention · Society

1   Introduction

The government has to carry out development programs to improve the standard of living of its people. Development becomes an instrument of local government in providing services and empowerment to create a prosperous society. Effendi (2002) defines development as a planned and sustainable effort to increase all resources, with the principles of equity and justice (Kato et al., 2021, p. 4). The challenge in regional development is in the form of empowering the capacity of the community to increase regional competitiveness. The endogenous capacity can be in the form of quality of human resources and social capital, natural resources, level of technological development, capital, knowledge, linkage system between regional entrepreneurs, innovative environment, institutional and legislative frameworks, values, ethics, and commitments (Bogdański, 2012; Šabić & Vujadinović, 2017). In the end, the regional development process will involve community participation, such as the interaction of community actors to ensure sustainable development. Regional development in the context of local development emphasizes the preparation of local capacity-based plans, which rely on the experience of actors living in local areas and understanding the strengths and weaknesses in their areas (Milán-García et al., 2019).

The ability to influence the development progress of a region in addition to empowering internal capacity is the ability to form networking from various sectors at the local level (Šabić & Vujadinović, 2017). There is an exchange of knowledge between academics, researchers, decision-makers, entrepreneurs (private sector), and the community itself in this process. This process can be referred to as transdisciplinary networking, considering each actor's interests' different backgrounds and perspectives. This process led to the emergence of the concept of sustainable regional development, which was derived from theoretical analysis, intersectoral, social capital, and interdisciplinary (Marín-gonzález et al., 2021).

Fakfak Regency has established a flagship program that makes the village the basis for regional development, called the Movement to Build a Lighting Village (Gerbang Kaca). This program is carried out to improve community welfare with a focus on providing basic infrastructure, community empowerment, and increasing new growth centers, especially in the district, as an effort to strengthen the economic structure of the community and equitable development. In addition, the village strengthening program also aims to restore the village's existence as a provider of resources to support the city's

regional economy. The Gerbang Kaca policy facilitates the village government to be encouraged to be empowered independently so that it has economic attractiveness by implementing various programs directly in contact with the community.

The Fakfak district government has a Leading Program in the Implementation of Development following the Policy Directions in the Fakfak Medium-Term Development Plan (RPJMD) for 2016–2021. The Fakfak Government Vision is set, namely "The Realization of a Dignified, Competitive, and Prosperous Fakfak Community." In line with the Vision of Fakfak Regency, it is more focused on village-based development through the Movement to Build a Lighting Village" (Gerbang Kaca). This movement is an effort to encourage the acceleration of village development to be more equitable and productive. It has an impact on improving the welfare of the community. A study conducted by PSKK UGM (2016) stated that expenditures for poor households are still concentrated on food needs. In contrast, investment in human resources in education, health, and expenditures for the productive economy has not been fully implemented. The high price of food ingredients and the lack of socio-economic needs are closely related to geographical conditions. In order to overcome these problems, the village is motivated to be empowered independently so that it has economic attractiveness by implementing various programs that directly touch the community. This is done so that people are interested in returning to their villages and building villages independently, which cannot be separated from government support through superior programs that have been prepared.

The development of the glowing village is driven by prioritizing local wisdom, which includes the demographic structure of the community, socio-cultural characteristics, physical geographical characteristics, business activity patterns of the village community (agriculture and fisheries), village-city economic linkages, village institutional sector, and characteristics of rural settlement areas, so that able to create quality and carrying capacity in the village. Cultivate attitude, behaviors, lifestyles, and traditions that promote environmental management and sustainability is also considered as the application of local wisdom (Yuliana, 2021). Furthermore, the success of regional development can be measured through three indicators. First, productivity can be measured from the performance development of an institution and its apparatus. The second efficiency indicator is related to increasing technological/system capabilities and the quality of human resources in implementing development. Third, community participation, which can ensure the continuity of the implementation of a program in an area (Riyadi, 2000). The rationale for encouraging development from the village departs from the reality of the current state of the village in Fakfak Regency, which requires the availability of an ideal model that is a solution to solving various problems in village development through development policy interventions. When viewed from the budgeting and realization of the Gerbang Kaca program in 2018. From the budget provided and its realization, there is a difference of 21.74% for the activities of 35 target villages. In addition, 20.97% difference is for physical development, and 25.41% difference is for non-physical development (Tim Gerakan Gerbang Kaca, 2018).

Research on the Movement to Build a Lighting Village (Gerbang Kaca) in Fakfak Regency has been conducted by Djarkasi (2018) from the point of view of Islamic law. The study results indicate that the Gerbang Kaca program can be implemented well

in realizing community welfare. However, there are still obstacles in the socio-cultural aspects and political-bureaucratic conditions. Musaad conducted further research (2021). The results showed that from a pro-poor planning and budgeting perspective, the Gerbang Kaca program had fulfilled the principle of community participation. Musaad provided recommendations for capacity building and community participation and community assistance to encourage the sustainability of the policy implementation of planning and budgeting for the Gerbang Kaca program in Perwasak Village and Kiat Village, West Fakfak Regency.

Furthermore, the *Gerbang Kaca* program became a regional development policy seeking changes at the village level. The most basic thing in revealing why the *Gerbang Kaca* policy can reveal regional development performance in the village area which complements the research that has been done previously, this article describes the implementation of the *Gerbang Kaca* program and discusses how the *Gerbang Kaca* program leverages development in Fakfak Regency through aspects of productivity, efficiency, and community participation.

2　Method

This study uses a qualitative approach supported by quantitative data integrated by looking at the relationship of the data in the analysis. Primary data collection was carried out through field observations, interviews, and distribution of questionnaires as well as limited FGD with informants consisting of (1) Regional Apparatus Organizations, Village Apparatuses, Traditional Leaders, Community Leaders, and Youth Leaders as well as stakeholders in Fakfak Regency, West Papua. Secondary data was obtained through institutions authorized to publish data/information and various previous studies. In addition, data is also obtained through focus group discussions with local governments, as well as with experts/practitioners in the field of governance (Rubin & Babbie, 2009). Furthermore, the collected data was processed by summarizing and selecting things that are considered important and looking for themes and patterns (Bryman, 2012). Presentation of data is done by describing the results of observations and interviews as outlined in the form of a description with narrative text and supported by documents, photos, and pictures to draw conclusions (Creswell, 2014).

The data analysis technique used to discuss the results of this study used descriptive analysis techniques with a qualitative approach. To ensure the validity of qualitative data from the effects of focused group discussions, interviews, and secondary data, the researchers used a tool to validate research data using a triangulation process, especially triangulation of data sources, as well as through validation of credibility and validity (Denzin, N. K., & Lincoln, 2006) briefly presented in Table 1.

3　Results and Discussion

The gradual improvement of community welfare by relying on the quality of human resources, local potential, and advantages possessed by an area becomes the principle of implementing development in the Fakfak Regency. The application of development with such principles is expected to create community independence and the sustainability of

Table 1. Research Stage, Data Collection, Information dan respondent

Research Stage	Data collection technique	Informants and Respondents
Qualitative	Field observation Interview FGD	Regional Apparatus Organization Village Apparatus Traditional Figures Public Figure Youth Leader
Quantitative	Open and closed questionnaire	Regional Apparatus Organization Village Apparatus Traditional Figures Public Figure Youth Leader
Qualitative and Quantitative Integration	Integrated data collection and presentation	Regional Apparatus Organization Village Apparatus Traditional Figures Public Figure Youth Leader
Qualitative	Field observation Interview FGD	Regional Apparatus Organization Village Apparatus Traditional Figures Public Figure Youth Leader
Quantitative	Open and closed questionnaire	Regional Apparatus Organization Village Apparatus Traditional Figures Public Figure Youth Leader
Qualitative and Quantitative Integration	Integrated data collection and presentation	Regional Apparatus Organization Village Apparatus Traditional Figures Public Figure Youth Leader

Processed by Researcher: 2021.

development itself. This is in line with endogenous development, which does not only focus on economic issues but also pays attention to the social and cultural welfare of the local community (Rizkwanti, 2015).

The Gerbang Kaca Program makes the village the spearhead for regional development. The Gerbang Kaca program is carried out by optimizing all the resources owned by the village to realize the community's welfare. Construction within the Gerbang Kaca frame was preceded by program planning to be implemented in 142 villages in Fakfak Regency. For this reason, identification of the potential problems of the target villages is carried out, and the identification of programs that have been or are being implemented in the target villages to avoid overlapping programs and activities. In addition to identifying the target villages, coordination and synchronization of programs between regional apparatus organizations will be carried out, later carrying out technical development.

The Gerbang Kaca program was implemented in stages in 142 villages. Based on the identification of potentials and problems, the target village for implementing the Gerbang Kaca program is determined every year for five years, determined by a regent's regulation. Meanwhile, the implementing regional apparatus organizations are adjusted to the program and village needs. In 2017, 35 target villages were set with 16 implementing regional apparatus organizations (Bappeda & Litbang Kabupaten Fakfak, 2018, p. 26). In 2018, 35 target villages were set with 15 implementing Village Apparatus Organizations (Pemerintah Kabupaten Fakfak, 2019a). In 2019, 28 target villages were set with 17 implementing Village Apparatus Organizations (Pemerintah Kabupaten Fakfak, 2019b).

From the results of the evaluation conducted by the Fakfak Regency Government on the implementation of the Gerbang Kaca program in 2017, it is known that not all planned activities can be realized. The planned activities were 974 activities for all villages (21–43 activities per village), only 606 (62.22%) activities (16–30 activities per village). This has an impact on the absorption of the budget, only 65.97% was realized for development in the villages of the total budget (Bappeda & Litbang Kabupaten Fakfak, 2018).

Furthermore, the implementation of the Gerbang Kaca program in 2018 can also only be carried out 2–25 activities per village of the planned activities of 33–52 activities per village. Hence, there is a budget difference between planning and realization of programs/activities of 21.74% (Pemerintah Kabupaten Fakfak, 2019a). While in 2019, a total of 272 village-level activities were successfully carried out, with a total cost of IDR 19,993,988,190 (Pemerintah Kabupaten Fakfak, 2019b). There is no further explanation in the document as to whether all activities that were successfully carried out were in accordance with the planning document or not.

Further research data was obtained by providing questionnaires to parties related to the implementation of the Gerbang Kaca program, including representatives of the Village Apparatus Organization, representatives of the village government, community leaders, traditional leaders, and youth leaders. The questionnaire contains several statements regarding the development process through the Gerbang Kaca program. The results of the questionnaire are as follows:

It can be seen in Table 2 that the majority of respondents agree with the statement given relating to the Gerbang Kaca program. In the first statement, respondents agreed that the Gerbang Kaca program could change the productivity of the village community. This statement is supported by the Gerbang Kaca activities, one of which is in agriculture and plantations, where the government assists in planting seeds following the potential of

Table 2. Survey Results About *Gerbang Kaca* Policy

No	Statements Regarding the *Gerbang Kaca* Program	Respondent's Answer		
		Strongly Agree	Agree	Neutral
1	Have an impact on changes in the productivity of the village community	11 (14,5%)	36 (47,4%)	16 (21,1%)
2	Improving processes in the implementation of village development	19 (25%)	35 (46,1%)	13 (17,15)
3	Have clear stages and measurable achievement targets	11 (14,5%)	30 (39,5%)	19
4	A lot of discussion and studies are needed to measure the program's achievement because clear indicators have not yet been formulated	12 (15,8%)	30	19
5	Utilizing local resources/potential	16 (21,1%)	35 (46,1%)	17 (22,4%)
6	By utilizing local resources and potential, the gerbang kaca program is able to produce superior village products	12 (15,8%)	29 (38,2%)	17 (22,4%)
7	Leveraging technology development	10 (13,2%)	26 (34,2%)	25 (32,9%)
8	Involving community participation in the planning process	11 (14,5%)	33 (43,4%)	16 (21,1%)
9	Involving community participation in the process of implementing activities	16 (21,1%)	32 (42,1%)	23

Source: field data, processed (2021)

the village to improve agriculture, plantations, and agribusiness. This activity is accompanied by assistance for the development of agriculture, plantations, and agribusiness. The existence of mentoring activities means that in addition to assisting in physical form, efforts are also made to empower the community. In the long term, community empowerment is expected to create community independence to cultivate agriculture, plantations, and agribusiness, so that sustainable development can be created. However, the efforts made have not yielded maximum results, as stated by the youth leaders as follows:

"The community feels the impact of this program because they have not found the right pattern; this program must be designed as a sustainability program to create community independence in Fakfak Regency."

In the second statement, respondents agreed that the Gerbang Kaca program could improve the process of implementing village development. The existence of synchronization and coordination of programs between Village Apparatus Organizations and Village Apparatus Organizations and activities that have been carried out or are ongoing

in the village support the process of implementing village development. In synchronization and coordination between the Village Apparatus Organization and the village, the community is involved in the preparation of development in the village. In the same thought, the process of implementing development in the Gerbang Kaca program is still focused on physical development. This can improve the appearance of the village to be more neat and attractive to encourage self-confidence and increase the community's sense of belonging to the village. However, the budget for development is limited, causing development not to be carried out evenly. The budget problem is a classic problem in development. For this reason, innovation is needed in designing development programs so that the budget does not depend on only one source and can complement each other.

Furthermore, in the third statement, respondents agreed that the Gerbang Kaca program has clear stages and measurable achievement targets. However, respondents also agree with the fourth statement, which states that much discussion and study are needed to measure program achievement because clear indicators have not yet been formulated. The two statements have opposite meanings. The Village Apparatus Organization's explanation stated that the measurement of development indicators had been carried out based on regional conditions and local wisdom that can create community independence and sustainable development. It is not clear what indicators are used. The existence of indicators to measure the achievement of development is an important thing that can help the sustainability of development. Determination of indicators can be done jointly between the community, academics, government, and the business world through various discussions and studies on the ideal shape desired for the village and what programs are priorities to be implemented. The wishes or ideas of the community that are supported by in-depth studies will be able to answer the need for regional development. The statement of the youth leaders is as follows:

"If it is based on aspirations and supported by research results, the program sustainability policy designed will better answer the objectives of regional development."

Respondents agreed that the Gerbang Kaca program utilizes local resources/potential in the fifth statement. The respondent's attitude is in line with the sixth statement, where the respondent agrees that the Gerbang Kaca program utilizes local resources/potential so that it can produce superior village products. The local resources/potential are not only in the form of material but also in the form of culture, customs, and values adopted by the community, which can be utilized to support development. Even though it is located in one district, each village will have characteristics that make it different from other villages, referred to as local wisdom. Development combined with local wisdom can be an innovation. Appropriate government policies can support sustainable development in villages on a small scale and regional development on a wider scale. Described by traditional leaders as follows:

"Fakfak is a land that has strong cultural diversity and tolerance. Because people of various religions can live side by side in Fakfak. We must make this a strength in carrying out programs designed by the government."

Respondents agreed that the Gerbang Kaca program took advantage of technological developments in the seventh statement. Utilizing technology in development becomes a necessity and can maximize development efforts. In an effort to develop technology in the Fakfak Regency, the Gerbang Kaca program was implemented. Technology and development are two things that cannot be separated and always go hand in hand. Technology to do development, and development to technology development. Technology can be defined as equipment to carry out technical development concerning carrying out development. It can also be interpreted as a means to communicate with other regions so that development collaboration can be carried out. As stated by local government representatives as follows:

> "The principle of development is to gradually improve the community's welfare, relying on the quality of human resources, local potential, and village advantages by measuring development indicators based on regional conditions and local wisdom that can create community independence and sustainable development. This is strongly supported by the utilization and development of technology. With this, we hope that there will be more attention to the development of communication technology for the eastern region so that we can also collaborate with developed regions."

In the eighth statement, respondents agreed that the Gerbang Kaca program involves the community in the planning process. This statement is a form of community involvement or participation in the development process. Community participation in the development process starts from involvement in Development Plan Deliberations at the village level, all the way to the district level. Community aspirations are accommodated and then mapped for further synchronization with development programs prepared by local governments. This also happened in the planning of the Gerbang Kaca program, where the determination of programs/activities to be implemented in the village was carried out by identifying the village's needs by exploring the aspirations of the community. However, this process cannot be carried out optimally because there are still obstacles in people's mindsets that have not been able to adapt and collaborate with developments. Under these conditions, an innovative mindset is required. It can provide solutions by the facilitators of the development process so that their potential can be developed for the progress of villages and regions.

Community involvement or participation is also reflected in the ninth statement, where respondents agree that the *Gerbang Kaca* program involves community participation in implementing activities. The spirit of mutual assistance is the basic capital in implementing the *Gerbang Kaca* programs. Although the coordination has not run optimally, the stakeholders are still trying to implement programs/activities to develop the village's potential and leverage the economy. As stated by the informant below:

> "Synergy, cohesiveness, and cooperation are the spirits in running the program, but many things still need attention and improvement. Especially regarding coordination and synchronization as well as ensuring the sustainability of the program."

In addition to the statements in the questionnaire distributed to the respondents, the researcher tried to dig up further information by asking open-ended questions to the informants. The informants' answers indicate that not all informants know and understand the pattern used for the implementation of the *Gerbang Kaca* program. Informants submitted various answers, and some stated that they did not know, some stated that the implementation pattern of the *Gerbang Kaca* program was ineffective, some stated that the *Gerbang Kaca* program lacked synergy with the empowerment of local workers and materials, and some stated that the pattern of implementing the *Gerbang Kaca* did not involve the community.

The next question is about the development principles used in implementing the *Gerbang Kaca* program. Some of the informants answered that they did not know. However, several others answered that the *Gerbang Kaca* program was carried out with the principles of physical development, synergy, socialization, and coordination and with an approach to empowering local communities.

Questions about how collaboration between Village Apparatus Organization in the implementation of the *Gerbang Kaca* program tend to be answered with negative answers, such as not knowing, not being optimal, lack of coordination with the community and village government, lack of coordination in planning, budgeting, and implementation.

Furthermore, the informant stated the obstacles in the implementation of the *Gerbang Kaca* program, including the absence of an integrated planning program, development not based on a detailed database, activities of the Village Apparatus Organization running independently, activities not based on needs, lack of socialization and communication, limited manpower and local materials, culture and people's mindsets, the problem of land acquisition used for development, the implementation of the program which is only one year, and development that is still focused on infrastructure but has not had a significant impact on the economy.

Discussion

Referring to the field data and development indicators stated by Riyadi (2000), productivity in the *Gerbang Kaca* program has been created, but it needs to have a significant impact on the economic development of the village community. Development is still focused on physical activities in the form of infrastructure development. Productivity has not been maximized, and it can be seen from the uneven understanding of the community towards the *Gerbang Kaca* program/activities, which is reflected in the fact that there are still informants who give 'don't know' answers about the patterns and principles of development in the *Gerbang Kaca* program. This shows that the socialization and communication carried out have not touched all levels of society. Likewise, coordination and collaboration between Village Apparatus Organizations are considered to be lacking, so that development is carried out following the interests of each Village Apparatus Organization.

Furthermore, the *Gerbang Kaca* program/activity requires creating efficiencies in the development carried out. This is evidenced by the recognition from the community that in the various activities carried out, it is still not optimally utilizing the local workforce and potential of the village. Community involvement in ongoing development

will provide capacity building for the community concerned. Another evidence of not utilizing maximal efforts to improve the quality of human resources is the statement that mentoring activities or training activities related to developing the village's superior potential/commodities are still relatively low. This is related to the system built by the local government in the *Gerbang Kaca* program to improve the community's economy.

Community participation in the implementation of the *Gerbang Kaca* program has been created by involving the community in planning and implementing activities. Community involvement in the development process is important because community involvement will indirectly increase the community's capacity, resulting in increased confidence in one's abilities and a sense of belonging to the programs/activities undertaken. Indirectly, this will guarantee the continuity of the development activities that have been carried out. Therefore, community participation is a guarantee of sustainable development. The willingness of the community to participate reflects the public's trust, both in the development activity itself and the stakeholders involved in it. This also reflects the community's willingness to change, both in the way they think and their actions for better change.

The development carried out in Fakfak Regency fulfills what was conveyed by (Milán-García et al., 2019), where development is carried out by involving the village government, traditional leaders, religious leaders, and the community, both in the planning and implementation of the *Gerbang Kaca* program; although it has not been carried out optimally, the involvement of local actors will affect the success of the development carried out because local actors are more familiar with the strengths, weaknesses, and needs in their area. The involvement of local actors is also known as networking at the local level (Šabić & Vujadinović, 2017).

The success of development will not succeed and create sustainability and independence for the community if it does not optimize the internal capacity of the region. In the context of development in Fakfak Regency through the *Gerbang Kaca* program, strengthening and empowering internal capacity needs to be optimized, and sustainable regional development is realized, as stated by Marín-gonzález et al. (2021). In this way, development will be achieved as stated by Dissanayake (1983) and Effendi (2002).

4 Conclusions

Some conclusions in regional development through the Gerbang Kaca program in intervening in village development in Fakfak Regency.

1. The Gerbang Kaca program seeks to improve the standard of living of the community in the village area by taking a community development approach to create infrastructure assets by accelerating similar activities with capital support.
2. The Gerbang Kaca is a community development policy targeting villages that provide additional asset ownership for survival, thus requiring an elaborative approach to the concept of technology-based development based on the regional economic sector by providing additional incentives and capital for community business groups.

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