

Evaluation Of The Shining Golden Gate Policy In Tabalong Regency, South Kalimantan (Case Study Evaluation Of Shining Gold Gate Performance Policy)

Nurmalasyiah¹

¹Students of DIA 37 Surabaya 1945 University, Indonesia

Email: nurmalasyiah2@gmail.com

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Abstract

Golden Gate is a regional development program of Tabalong Regency whose planning is in accordance with the mechanism of the national development planning system (SPPN) which is bottom up through Pramusreimbang and Musreimbang at the village, subdistrict and district levels. The objectives of this study are 1). Want to know and analyze the Performance of the Shining Golden Gate Policy in Tabalong District, 2). Want to know and analyze the Achievement of the Shining Golden Gate Program seen from the Human Development Index (HDI), 3). Want to know the Policy Model of the Shining Golden Gate in Tabalong District. The methods used in this study are qualitative research methods with case studies, the informants used are key, main and supporting informants, data collection by observation, interviews and documentation, with primary and secondary data sources, and data analysis in a qualitative way using the theory of Miles and Huberman (1992;16), namely data reduction, data presentation, drawing conclusions / verification. The results and discussion of the research are 1). The performance of the Shining Golden Gate Policy in Tabalong Regency has been going well in accordance with the objectives of the Shining Golden Gate Policy. 2) The achievement of the Shining Golden Gate Program in Tabalong Regency seen from the Human Development Index (IPM), is the Human Development Index (HDI) in Tabalong Regency has increased, which before the Shining Golden Gate Policy, Tabalong Regency for its HDI was still in 9th and 10th place in South Kalimantan, but after the Shining Golden Gate Policy, Tabalong Regency was included in 3rd place in South Kalimantan. 3) The Shining Golden Gate Policy Model in Tabalong Regency, is a Bottom-up model, but the results show that the community really expects that the Bottom-up model implemented so far is not as pure as expected by the community, because the involvement of the Government is still very dominant both from its initiation and its facilitators. The Golden Gate, which is one of the policies in empowering the community, must have the involvement of the wider community, not just a few communities, including women from NGOs and the private sector are also involved and this must be truly stated in a clear commitment between all parties, including the government.

Keywords: Evaluation, Performance, Policy, Gerbang Emas Bersinar

INTRODUCTION

Development is a planned and directed effort to improve the welfare of human life that demands socio-cultural change as a support for success and promote socio-cultural change. Selo Sumardjan (1974) states that "The desired or planned changes are those that are estimated or that have been planned in advance by the parties who want to make changes in society".

The rise of development activities and planning has not been fully capable of prospering the nation and the State. Development in various sectors has also not been able to accommodate and meet the needs of the community. We can see that until now the problem of poverty has not been addressed properly. Even the more rampant development has further added to the poverty row in the country. The Shining Golden Gate arose because of the political will of the

Regional Head of Tabalong Regency in increasing the Human Development Index (HDI) formed through policy regulations, including; (1) Tabalong Regent Regulation Number 18 of 2015 concerning Guidelines for the Development Movement towards a Shining Prosperous Society in Tabalong Regency, (2) Tabalong Regent Regulation on the Implementation of Gold Gate Credit, (3) Tabalong Regency Regional Regulation Number 07 of 2015 concerning Management of Corporate Social and Environmental Responsibility.

Philosophically, the movement is based on the poor HDI value of Tabalong Regency which is not in line with its natural resources. An ironic phenomenon known as the "curse of natural resources" (the resource curse" (the paradox of plenty) which states that a country rich in natural resources, especially non-renewable ones such as oil and mining products, tends to be slower in its economic growth if such an oil with a country with limited natural resources is one of the foundations why the Movement was born.

Based on the above, it is used as the background for the Tabalong Regency Government to issue a Shining Golden Gate Program Policy which is expected to alleviate poverty that has occurred so far. The procedure for implementing the "Shining" Golden Gate policy is stipulated in Tabalong Regent Regulation Number 18 of 2015 concerning Guidelines for the Development Movement Towards a Prosperous Society (Golden Gate) "Shining" in Tabalong Regency and becomes a legal umbrella in providing guarantees for the realization of financial decentralization at the village level.

Such conditions are felt by the Tabalong Regency Government, abundant Natural Resources (SDA) do not have an influence on the condition of good HDI quality. The review is through a table as given;

Table 1 South Kalimantan Human Development Index (HDI) Ranking of Regency/City Data 2004-2013.

Year	IPM	District/City HDI Ranking South Kalimantan
2004	67.2	10 th Rank
2005	67.6	
2006	68.27	
2007	68.51	9 th Rank
2008	68.95	
2009	69.45	
2010	70	7 th Rank
2011	70.45	9 th Rank
2012	71.05	8 th Rank
2013	71.56	10 th Rank

Source: BPS Kalimantan Selatan 2004-2013

From the table above, Tabalong Regency is still ranked 10th out of 13 city districts in South Kalimantan. Based on the background mentioned above and the problems that exist in Tabalong district, the questions in this study are; (1) How does the Golden Gate policy perform in Tabalong Regency? , (2) The extent to which the achievement of the Shining Golden Gate program in Tabalong Regency is seen from the Human Development Index (HDI), (3) What is the "Shining" Golden Gate Policy Model in Tabalong Regency?

Methodology

Research Approach

In this study, researchers used a qualitative research approach. The Qualitative Research method is often called the naturalistic research method because the research is carried out in natural conditions (natural setting); also referred to as ethnographic method, since initially this method was more widely used for research in the field of cultural anthropology; It is referred to as a qualitative method, because the collected data and its analysis are more qualitative.

Qualitative research method is a research method used to examine natural objects, (as opposed to experiments) where the researcher is a key instrument, data collection techniques are carried out in a triangulation (combined) manner, data analysis is inductive and qualitative research results emphasize meaning more than generalization. In-depth qualitative research that is able to construct the relationship between these phenomena. The statistics here are not used to test hypotheses, so there is no significant word.

This research on the Evaluation of the Shining Golden Gate Policy in Tabalong Regency, South Kalimantan (Case Study of the Performance of the Golden Gate Policy "Shining) uses a qualitative approach with a case study method and the type of research is Exploration. This research method is considered relevant to use because it describes the current state of the object based on data obtained from the study.

Basically case studies represent another type of qualitative research (Hancock & Algozzine, 2006). Case studies differ from other types in that they are intensive and descriptive analysis of a single unit or system bounded by space and time. Topics frequently examined in case studies include individuals, events or groups. Through case studies, the researchers hope to gain an in-depth understanding of the situation and meaning for those involved. As Merriam suggests that those obtained from case studies can directly influence future policies, procedures and assessments (Merriam, 2014).

Research Objects and Informants

According to Guba and Lincoln stated that the determination of subjects/objects in qualitative research is very different from research that uses a quantitative approach (Guba & Lincoln, 1994). The determination of subjects/objects on the Public Policy Evaluation study (Shining Golden Gate Study in Tabalong District) is not based on statistical calculations. The selected subject/object serves to obtain accurate information and not to be generalized.

Based on what Guba and Lincoln (1994) said and the criteria of Sabaniah Faisal (2008), the researcher determined the objects in this study as follows; "Village Devices that receive/participate in the Shining Golden Gate program".

Research Informant: The definition of "informant" is a research subject that can provide information about phenomena / problems raised in research. In qualitative research, information is divided into three; (1) Key informant, (2) Principal informant, (3) Supporting informant.

The informants used to be able to provide explanations about the problems that the researcher raises are as follows; (1) Key Information, namely the Head of the Tabalong Regency Bappeda Office; (2) The Main Informants, namely the Head of the Tabalong Regency BPMPD Office, and the Head of the Tabalong Regency Disperindag Office; (3) Supporting Informants, namely the Village Head (PerangkatDesa) as the beneficiary of the Shining Golden Gate Policy in Tabalong Regency.

Data Collection Methods

Data collection techniques are the most strategic step in research, because the main purpose of research is to obtain data. Without knowing the data collection techniques, the researcher will not get data that meets the established data standards.

In this study, researchers to obtain data that will be used in the study are Qualitative Observation, Qualitative Interview, Qualitative Documents in the form of public documents (for example, newspapers, papers, office reports) or private documents (for example daily, letters). Qualitative audio and visual materials are data in the form of (photos, art objects, video tapes) and also data that includes life stories, metaphorical visual narratives, and digital archives.

Data Analysis Techniques

Data analysis in this study is using the theory of Miles and Huberman (1984), which states that activities in qualitative data analysis are carried out interactively and take place continuously as well as complete, so that the data is saturated. Activities in the analysis of these data, namely; Data reduction, display data, and conclusion drawing/verification/analysis steps are shown in the following figure.

Results and Discussion

The performance of the Golden Gate policy shines in Tabalong County

From the results of interviews with the principal informants and supporting informants for the Performance of the Shining Golden Gate Policy seen from;

Input Indicators

Coordination has been carried out well, this can be seen from the cooperation carried out by the Organizing Team in the Shining Golden Gate Policy stipulated in Perbub No.18 of 2015, where the team is the Coordination Team at the District Level, the Secretariat Team at the District Level, the Working Group / Working Group at the Subdistrict level. The foregoing is also supported by the theory of James D. Mooney, in his book *Inu Kencana Syafiie, The Science of Public Administration 2006*, which states that; "Coordinating, therefore, is the orderly arrangement of group effort, to provide unity of action in the pursuit of a common purpose," which means coordination is an orderly arrangement of group effort, to create unity of action in pursuit of common goals.

Thus, the coordination that has been carried out so far by the District Level Coordination Team, the Sekretariat Team at the District Level, the Working Group at the Subdistrict Level, the Private Sector, to the Village level, has been running properly and running well.

The synchronization carried out by the parties involved in the implementation of the Performance of the Shining Golden Gate Policy in Tabalong Regency, it can show that the Performance of the Shining Golden Gate Policy can be said to be successful, this can be seen from the similarity of the activities of the Shining Golden Gate program with existing activities, both from the District level, SKPD which is also related to private parties or companies (CSR) in Tabalong Regency and also program activities desired by the community. Both from planning and budgeting there is no overlap or overlapping of program activities, but here it is carried out in harmony with related parties and agencies.

So that with the synchronization of the activities of the Shining Golden Gate program, the implementation of existing development in villages can run well, and finally development can be enjoyed by the community.

For this reason, it is first studied from various views on synergy. Synergy comes from the word *syn-ergo* a Greek word meaning cooperation (Hampden-Turner, 1990). According to Walton (1999), the simplest definition of Synergy is the result of cooperative effort, because the core of the process to produce quality synergy is cooperation. Copey (1989) states that synergy is more than just cooperation. Synergizing is creating better and innovative solutions or ideas from a collaboration, therefore it is stated by Copey as a 'creative cooperation'.

In this term, two meanings are joined, the understanding of cooperation and creative attitude. Collective creativity can be awakened by working together, not only creativity created from individual work. This explains that cooperative relationships are not only to build togetherness, but also to build interactions that can spur the thinking power of each group member to form a collective activity. Interactive relationships between members in the group will spur each other's thinking power, which in turn will generate new ideas, which run through a continuous process so that there is a process of developing knowledge and insights that are increasingly of higher quality. The development of knowledge and insight as a manifestation of synergy is what is felt to be very important to be realized, therefore a deeper study of various things that can help create that synergy is needed.

In research conducted by Sulasmi (2003), it was tested that the quality of synergy is produced by the behavior of innovative learning groups and the intensity of cooperation between the groups. In further deepening as described above, what can affect the quality of synergy is the condition of the *kerj* group, mutual trust and mutual vision.

The results of the research mentioned above and from several theories that have been presented, it can be concluded that the synergy carried out in the Shining Golden Gate Policy in Tabalong Regency has been running well, because efforts and work have been carried out, both from the local government, namely here Bappeda as the Leading Sector, as well as with SKPD-SKPD, as well as the District Working Group Team and Village officials about the Shining Golden Gate Policy, however, there are still a few obstacles, namely sometimes there is a miss communication that occurs between village officials and the community, so that there are differences in perceptions about the budget provided by the Shining Golden Gate Policy. According to the community, the budget given by the Shining Golden Gate Policy is very much, so that the community wants all their wishes to be granted, while according to village officials, the budget has been adjusted to what the local government plans and wants. So that here the Village officials must be able to provide explanations properly and correctly, so that the community can understand them.

The integration carried out by the Shining Golden Gate Policy, it can be concluded that Integration is very necessary in the implementation of all program activities related to the Shining Golden Gate Policy in Tabalong Regency. In this case, it can also be said that the Integration must be able to be carried out properly and correctly by all Teams related to or related to the activities of the Shining Golden Gate program. It is said that the successful implementation of the activities of the Shining Golden Gate program is seen from its physical implementation, namely developments that can be seen and felt by the villagers, especially the construction of roads from villages to plantations, thus facilitating the transportation of village communities in carrying out their activities, especially activities related to the transportation of plantation products, especially rubber, as well as agriculture and also the construction of bridges, which connect one village with other villages.

Meanwhile, the Shining Golden Gate Policy has been implemented, there is still a problem but it is still not optimal, because according to him;

"From the Shining Golden Gate program in Tabalong Regency, there is still something that is not optimal, this is found in the community, namely in terms of information media. The information media here still cannot be optimally conveyed and accepted by the public as the recipient of the Shining Golden Gate Policy itself." (Monday, February 1, 2021, at 4:00 p.m. -5:35 p.m.).

So according to him, in the implementation of the Shining Golden Gate Policy in Tabalong Regency, it must be necessary to have an information media (which is now acceptable and makes it easier for the community to carry out program activities with internet facilities) that is able to provide all information quickly to the community related to the Shining Golden Gate Policy and can bridge the wishes of local governments and the wishes of the community, although not directly. So that good cooperation is still established for all parties.

Furthermore, from all the presentations and interviews with the informants mentioned above as seen from the Input Indicators, it can be said that Public Policy Performance has been carried out actually, in accordance with what is stated in Perbub Number 18 of 2015 concerning the Shining Golden Gate.

Process Indicators

So here for the Process indicator of the Shining Golden Gate Policy by looking at the results of interviews with all informants, then it can be concluded;

In order for this Golden Gate Policy to be successful, commitments between Local Governments, Private Sector (Companies), Cross SKPD, and the community must be truly held and made a milestone to be able to continue to take the best action in the implementation of the Shining Golden Gate Program. This is also because there is a team that performs seriously, even though there are obstacles that occur, the relevant parties are able to solve them and there is participation from both the community and the Team from the Shining Golden Gate.

Thus, the foregoing will also be so that the Performance of the Golden Gate Policy shines in view of the process, it is necessary to have a good flow of information between the Policy giver and the one who accepts the Policy. As previously stated above. Thus, it can be concluded that for the achievement of the Shining Golden Gate Policy in Tabalong Regency can be said to have been achieved, although it cannot be said to be 100%, this is because in terms of empowerment, it has not been carried out, because the priority is in terms of physique. In fact, the purpose of the Shining Golden Gate Policy here is for the welfare of the community and the independence of the community.

From the answers of the informants above regarding the Performance of the Shining Golden Gate Policy which has been carried out in solving problems that arise can still be followed up or can be resolved properly, because the problems that arise can be done with a discussion forum between related parties, so that the implementation of the Shining Golden Gate can be carried out.

Thus, it can be concluded that from all the interviews with informants who said that the budget of the Shining Golden Gate has been distributed merely to all the villages that received the Shining Golden Gate Policy, which is an average of 1 M, although there is a difference only in numbers behind the comma, not exactly the same as 1 M.

Thus, it can be concluded that the distribution of benefits from the Shining Golden Gate Policy in Tabalong Regency according to the main informant, Key informants and supporting informants is the same, that is, for the distribution of benefits has been evenly distributed to the people who accept the Shining Golden Gate Policy.

It can be concluded that for the participation of the community towards the existence of the Shining Golden Gate Policy is very enthusiastic and they are very accepting of the existence of the Shining Gold Gate Policy, because they know that the Policy of the Shining Golden Gate is to carry out development in the village which in the end is for the welfare of the village community.

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The above is also supported by the results of previous research by Johan Bachry (2017), with the title "Information Flow and Information Receipt in the NTB E-Mas Gate Program: A Case Study in Aik Berik Village, Central Lombok". And the results of his research show that;

From the various information flows, it can be said that the delivery of information about the E-Mas Gate in Aik Berik village still uses an individual (personal) approach, which is an approach that is carried out by visiting the community one by one both at home, in gardens / rice fields and in certain places that allow communication. And the level of acceptance of EMas Gate information to the people in Aik Berik Village belongs to the low category."

Thus, the foregoing will also be so that the Performance of the Golden Gate Policy shines in view of the process, it is necessary to have a good flow of information between the Policy giver and the one who accepts the Policy. As previously stated above.

Output Indicator

The policy of the Shining Golden Gate still cannot be said to be satisfactory for the villagers as a whole, because there are still those who feel insatiable, because there are still wishes from the people that have not been fulfilled.

This is in accordance with the explanation of the two informants that there is a Shining Golden Gate Policy in Tabalong Regency, all program activities carried out in development efforts in villages in Tabalong Regency carried out by the Regional Government, private parties and across SKPD do not experience duplicate program activities or overlap (Overlapping). So that all program activities can run well, even supporting each other to facilitate the development process.

Small and Medium Industries (IKM) in Tabalong Regency according to the informants mentioned above have increased since the existence of the Shining Golden Gate Policy. Even though Indonesia is currently experiencing a Corona outbreak, this does not make people stop doing their economic business, because this makes brands motivated to increase their SMEs in the community facilitated by the existence of social media which is currently busy in the community, especially in terms of buying and selling online.

The above is also supported by the results of previous research by Carmen Leong Mei Ling, Shan I. Pan, Petter Ractham, Laddawan Kaewkitipang (2015) "ICT-Enabled Community Empowerment in Crisis Response: Social Media in Thailand Flooding 2011," the result of the study is "The strength in this study is with social media, collaborative between individuals is possible and people are encouraged to contribute in their capacity alone. With social media, the time used will be very easy and fast. Social media helps mobilize resources.

Social media is also one that can support the community in expanding the distribution reach of buying and selling products that the community makes.

The above is also supported by the results of previous research by Hironnymus Jati, Indri Astuti, Dominikus Fernandez (2015), the title of his research is "Implementation of the Innovation Program of the Movement to Build a Mayarakat (Golden Gate) Economy in Increasing The Income of Small Micro Enterprises in East Flores Regency".

The results of his research showed that "coordination at the district and sub-district levels has been effective, while at the village/kelurahan and UPK levels it has not been effective because it incorrectly determines the target group. UPK is less objective in evaluating and assessing the productive efforts of the group. Supporting factors are the existence of assistance, coordination from districts, sub-districts to the village level. The inhibiting factor is the lack of socialization and preparation of program targets, and there is no training before the distribution of funds, the performance of program innovation implementation is approximately 58% of the results are felt by the program target (MSE), MSE income increases after funding assistance, but there are still installment arrears of Rp.551,081,022. For this reason, it is necessary to fix village-level management and UPK in addition to MSEs before the distribution of aid funds."

Thus, it can be concluded that to be able to increase IKM in the community of Tabalong Regency is with social media assistance, as well as coordination and assistance from the District, District to Village levels. And what is certain is that in every Policy, socialization must be carried out so that those related to the Policy can understand and be able to carry it out.

Regarding the absence of differences provided by local governments and SKPD-SKPD who are directly involved in program activities carried out in villages, to the services provided to all villages that receive the Shining Golden Gate Policy, even though the budget obtained by each village is not exactly the same in each village.

So the conclusion to the Output Indicator by looking at the explanation of is; The Shining Golden Gate Policy can already be said to be satisfactory for the villagers as a whole, but there are still those who feel insatiable, because there are still some villages that have not achieved the purpose of this Shining Golden Gate Policy.

This is due to the lack of strong commitment from the local government, as well as the implementation team in the district and across sectors between existing SKPDSKPD. Although when viewed from the synergy between program activities has been running well, so there is no overlap in program activities, this is because the performance of the district team has carried out good coordination between SKPDSKPD who are directly involved in the activities of the Shining Golden Gate program, so that this can improve the Small and Medium Industries spread across villages, because there is no difference in service delivery.

Local governments and District teams as well as SKPD-SKPD who are directly involved, they always provide direction and guidance so that existing program activities can run.

Indicators Outcomes

The policy of the Shining Golden Gate in Tabalong Regency can still be continued in the future. Because of the achievement of the Shining Golden Gate in Tabalong Regency, namely;

The Shining Golden Gate policy can be said to have been achieved, this is clearly seen from the increase in physical development that can be enjoyed by the community, for example the construction of roads leading to plantations, where plantations in Tabalong Regency are rubber plantations, so as to facilitate the flow of transportation that used to be

before the existence of the Shining Golden Gate of the community in one day only able to one round trip, Now they have more to go to the plantation, it can be two to three round trips, so this increases the income of the residents even more. In the end, Tabalong Regency increased to 3rd place in South Kalimantan in its Human Development Index (HDI).

While the conclusions of the Outcomes indicator according to the informants are; In the future, the Shining Golden Gate Policy can still be continued, because the Shining Golden Gate Policy in Tabalong Regency is very much needed by the community in an effort to increase development in villages,

In order to achieve the objectives of the Shining Golden Gate Policy, it is very necessary to have cooperation with related parties and cooperation with private parties, especially companies that are widely found in Tabalong Regency, the company must contribute to the community in the form of CSR.

Also no less important so that the objectives of the Shining Golden Gate Policy can be achieved in accordance with its vision and mission, it is highly prioritized and further improved its Human Resources (HR) by providing training, technical guidance (Bimtek) to officials who are directly involved in the implementation of the Shining Golden Gate Policy.

Benefit Indicator

The Shining Golden Gate policy in Tabalong Regency, for the community, can already be of economic value, because it is able to increase family income with all existing program activities.

So, the conclusion of the Benefit indicator is the Shining Golden Gate Policy that has been implemented so far which has entered the second stage of the Regent Government of Mr. Anang Syakhfiani, M has been able to prosper the people of Tabalong Regency, because it has been able to increase the income of its citizens.

Impact Indicators

For the Human Development Index (HDI) in Tabalong Regency, it has increased with the Shining Golden Gate Policy in the opinion of the Secretary of Bappeda of Tabalong Regency, namely; "The Human Development Index (HDI), especially the community, has increased with the Shining Golden Gate Policy, this can be seen from the HDI from Tabalong Regency is in third place (3) out of 13 regencies in South Kalimantan." (Monday, February 1, 2021, 16.00 - 17.35wita).

This is in line with the explanation of the Head of the BPMPD Office in Tabalong Regency, "According to him, regarding the Human Development Index (HDI) has increased with the Shining Golden Gate Policy. According to him, this can be seen from the level of education, health and public expenditure has increased after the existence of the Shining Golden Gate Policy." (Thursday, February 11, 2021, 4:00 PM - 5:50 PM).

Likewise, as stated by the Head of the Tabalong Regency Disperindag Office, he said that "The Human Development Index (HDI) of Tabalong Regency has increased, from what was previously ranked 10th in South Kalimantan, now it is ranked 3rd in South Kalimantan. Wednesday, March 10, 2021, 13.30 - 14.50 wita).

Meanwhile, the model of the Shining Golden Gate Policy in Tabalong Regency in improving the welfare of its people, according to the Secretary of Bappeda of Tabalong Regency, is "Another model of the Shining Golden Gate Policy that has been carried out by Tabalong Regency so far which is Bottom-Up in nature, it would be wonderful if the upcoming model of merging models that can be done is to become a Top-Down and Botton-Up model." (Monday, February 1, 2021, 16.00 - 17.35 wita).

From the explanation of the Head of the BPMPD Office of Tabalong Regency, referring to the above, it is "According to him, the shining Golden Gate Policy model in improving community welfare has been good as it has been in Tabalong Regency, where the model is Battom-Up, because according to him, with a model like this, it can involve the community directly in the development process." (Thursday, February 11, 2021, at 16.00 - 17.50 wita).

Similarly, the explanation of the Head of the Tabalong Regency Disperindag Office, namely "The model of the Shining Golden Gate Policy in improving the welfare of the community is that for its empowerment, it must involve the community, because if only the Government wants it to be achieved, also the private sector must also be involved in improving the health of the community. So the expected models in the future are Top Down and Battom Up and private party involvement." (Wednesday, March 10, 2021, 1:30 p.m. - 2:50 p.m.).

And added by the supporting informant to the foregoing, namely from the Secretary of Kambitin Raya Village, he said that; "If for the welfare of the community, there are indeed many aspects, including the potential of natural resources and human resources, even if no matter how advanced the village is, it will not necessarily be able to provide job absorption for its residents, so that if the village has the potential for natural resources to be managed by qualified

human resources, then the community can prosper even though it cannot be achieved 100%. People can enjoy it." (Wednesday, March 24, 2021, 4:00 PM - 6:30 PM).

The conclusion is that both from the parties involved in the implementation of the Shining Golden Gate Policy carried out so far in Tabalong Regency, as well as the community as the recipients of the Policy really hope that the policy model carried out by the Government, they hope that whatever model it is in its form they only want the involvement of community members which must be prioritized, because they feel that they are the ones who know the wants and needs they.

The hope in the future for the Shining Golden Gate Policy, for the Implementation Team and Officials from the village who get the Policy from the Shining Golden Gate is that it must continue to be carried out in the future, because judging from the goals and objectives of the Shining Golden Gate is for the welfare and independence of the community, and for this it is also hoped that in the future more will involve the participation of the community, and anyone who is involved in implementing their Policy or Human Resources (HR) can be given training that supports their performance.

The Shining Golden Gate policy in Tabalong Regency still cannot be said to be independent, because there are still many villages whose communities are still very dependent on the Government, and this is also because the people of Tabalong Regency are still in the category of developing villages, not in the category of independent villages, but there are in some villages that can already be said to be independent, this can be seen because of the growth of SMEs in the community.

With the Shining Golden Gate Policy in Tabalong Regency, one of the goals is to want independence from the community. This is also supported by previous research by M.Rezaul Islam, William J. Morgan (2012), "Non-governmental Organization in Bangladesh: their contribution to social capital development and community empowerment", the results of his research said that "in this study NGOs are the main factor that can increase community empowerment. Because NGOs become important agents to improve the socioeconomic conditions of society. The study identified the capacity of NGOs in 4 main elements of social capital ; collective action (interaction between individuals, groups, neighbors, communities and institutions), social trust, mutually beneficial coordination and cooperation and various norms and values. Also using the 9 domains of community empowerment Laverack 2006. participation, developing local leadership, increasing problem assessment capacity, critical awareness of community needs, building organizational structures, improving resource mobilization, strengthening relationships with organizations and others, creating equality of relationships dengan outside agents, and increasing control over management".

This means that a policy related to community welfare and community independence, in addition to commitment and cooperation from the Government, as well as the community, there is also cooperation with non-governmental organizations (NGOs), because according to M.Rezaul Islam, William J. Morgan (2012) there must be involvement with NGOs, because according to him, NGOs are important agents to move the community to be empowered and become independent of course. So that an Empowerment Program Policy will really be achieved in accordance with what is expected.

The conclusion of the informant shows that so far the existence of the Shining Golden Gate Policy has had a positive impact on the community, because according to the community that development can be completed quickly and can be enjoyed by the community, but it also does not necessarily only have a positive impact, but there is also a negative impact, namely in the community so reduced for the nature of cooperation, because people think that for everything there is a budget, although it is true that there is a budget to carry out all the activities of the Shining Golden Gate program, but the community when asked for help they measure it with money.

So the conclusion obtained to see the Performance of the Shining Golden Gate Policy that has been implemented so far in Tabalong Regency using the theory of the State Administration Institute which uses the indicator measures of Input, Output, Procees, Outcomes, Benefit and Dampact, the informant's answer is almost all indicators say good and good, then it can be said that the Performance of the Shining Golden Gate Policy can already be said to be Successful. This is also in accordance with the Objectives of the Tabalong Regency Shining Golden Gate Policy, namely: Increasing HDI, Developing an agricultural base in a broad sense.. Declining poverty rate, increasing quality and quantity of infrastructure, increasing women's empowerment and child protection, increasing quality and production sector, medium small, medium industry and cooperatives.

The achievement of the Shining Golden Gate Program in Tabalong Regency is seen from the Human Development Index (HDI)

According to the Secretary of Bappeda of Tabalong Regency, he said that "The Human Development Index (HDI), especially the community, has increased with the Shining Golden Gate Policy, this can be seen from the HDI of Tabalong Regency is in third place (3) out of 13 regencies in South Kalimantan." (Monday, February 1, 2021, 16.00 -

17.35 wita) This is also supported by his opinion, the Head of the BPMPD Office of Tabalong Regency, he said, "According to him, regarding the Human Development Index (HDI) has increased with the Shining Golden Gate Policy. According to him, this can be seen from the level of education, health and public expenditure has increased after the existence of the Shining Golden Gate Policy." (Thursday, February 11, 2021, 4:00 PM - 5:50 PM).

As also stated by the Head of the Tabalong Regency Disperindag Office, he said that "The Human Development Index (HDI) of Tabalong Regency has increased, from what was previously ranked 10th in South Kalimantan, now it is ranked 3rd in Kalimantan Selata" (Wednesday, March 10, 2021, at 13.30 - 14.50 wita).

One of the successes of the Shining Golden Gate Policy in Tabalong Regency can be seen from the increase in its Human Development Index (HDI), which before the existence of the Shining Golden Gate for Tabalong Regency was ranked ten (10) from other regencies in South Kalimantan. Meanwhile, after the Shining Golden Gate Policy, the Human Development Index (HDI) rose to the third (3rd) rank in South Kalimantan.

The Human Development Index (HDI) from Tabalong Regency is seen from the indicators of Life Expectancy, Old School Expectancy, Average Length of Schooling and Per Capita Expenditure. For the four (4) indicators for Tabalong Regency, all of them have increased as seen from 2018 to 2020, the above is stated.

This is also evidenced by the data obtained from an interview with the Head of the Tabalong District Statistics Office, where he said that; "With the Shining Golden Gate Policy so far for the HDI of Tabalong Regency from 2018 to 2020 has increased, this can be seen in the table below." (Thursday, July 8, 2021, 10.30 - 11.45 wita).

Table 2 Human Development Index (HDI) Development Dimensions in Tabalong Regency, 2018-2020.

Year	Life expectancy	Longstanding expectations of schooling	Average length of schooling	Per capita expenditure (thousand IDR)
2018	70,12	12,53	8,57	11,227
2019	70,33	12,59	8,78	11,476
2020	70,44	12,72	9,10	11,283

Source: BPS, National Socioeconomic Survey

From the table above, it can be concluded that to measure HDI must use four (4) indicators, namely; Life Expectancy, Long-School Expectancy, Average Length of Schooling, and Per Capita Expenditure. Where in the table it is clear that from 2018 to 2020 of the four indikatoars experienced an increase, although the increase was not very significant, the increase was only behind the coma.

Thus, the HDI ranking of Tabalong Regency is in third place (3) in South Kalimantan, from before the Shining Golden Gate Policy, Tabalong Regency is always in the ninth (9) and tenth (10) order.

The above can also be seen from the increase in the percentage of SMIs in Tabalong Regency, as stated by the Head of the Tabalong Regency Disperindag Office, where he said that;

"From the IKM has increased, this can be seen from the existing data, both in rural and urban villages, because the Disperindagkop which provides directions and recommendations, for example recommendations to get capital from BPR to conduct business entrepreneurs, is also given training in the business they develop. With this Golden Gate, it is hoped that every village has superior products, with this Golden Gate can spur the community to strive for what can be used as its superior products, the Disperindag can provide recommendations, suggestions and trainings related to the business they make, for example training in the manufacture of lebeling products. They also during this pandemic they can market the results through Market Plas, they are trained to market them online either through Face books or Instragrams. The business they do is usually in the form of selling food and drinks." (Wednesday, March 10, 2021, 1:30 p.m. - 2:50 p.m.).

The above also contributes to the results of previous research by Dewa Nyoman Raka, I Wayan Widnyana, I Nyoman Suparsa (2016), the title of his research is " The Serasi Gold Gate Program Encourages the Acceleration of Village Economic Improvement", and the results of the research are; (1) The Tabanan Regency Government has a high commitment in order to improve the welfare of the people of Tabanan, especially in rural areas; (2) Bundes are planned to be owned by all villages (133) villages, but in 2015 only 50 bumdes were established in 50 villages; (3) The Science and Technology Program for the region (IbW) of Mahasaraswati University Denpasar will accompany the bumdes of Jelijih Punggang village for 3 years (2016-2018); (4) The core business of bumdes in Jelijuh Punggang village is the processing of coffee products into ground coffee and mangosteen to serve mangosteen juice.

From the above, it can also be seen in Tabalong Regency, for BUMDes Mart there are as many as 121 in each village in Tabalong Regency,

This program was launched on December 1, 2017 to coincide with the 52nd anniversary of Tabalong district. Thus, it can be concluded that the Shining Golden Gate Policy in Tabalong Regency has been able to increase its Human Development Index (HDI) because the Shining Golden Gate Policy can be seen as a form of initiation from the Tabalong Regency Regional Government in order to accelerate the increase in HDI. However, in its implementation, the Shining Golden Gate Policy requires the role of the private sector and the community in the success of the program. In the private sector, the most visible role is CSR funding as a form of individual responsibility to society and its environment. Meanwhile, in the community sector, there is compliance and awareness of the importance of policies to facilitate the achievement of goals.

The Golden Gate Policy Model Shines in Tabalong District

From the results of research in the field that has been carried out regarding the Shining Golden Gate Policy in Tabalong Regency, the model that is able to bridge the Shining Golden Gate Policy in Tabalong Regency, between the local government and the community is a combination or mixture model between the top-down model and the bottom-up model, because so far the implementation of the Shining Golden Gate Policy in Tabalong Regency uses the Top-down model, because here the initiation is still predominantly carried out by the Regional Government. This means that the "Shining Golden Gate" is a Top-Down hope that can be a stimulus for increasing HDI in Tabalong Regency. And the increase is more focused on the economic sector as the main target.

This is in accordance with the explanation from the Secretary of Bappeda of Tabalong Regency, he said that "Another model of the Shining Golden Gate Policy that has been carried out by Tabalong Regency so far which is Bottom-Up in nature, it would be wonderful if the upcoming model merged the models that can be done, namely into the TopDown and Bottom-Up models." (Monday, February 1, 2021, 16.00 - 17.35wita).

And also an explanation from the Head of the BPMPD Office of Tabalong Regency, referring to the above, "According to him, the model of the Shining Golden Gate Policy in improving community welfare has been good as it has been in Tabalong Regency, where the model is Bottom-Up, because according to him, with a model like this, it can involve the community directly in the development process." (Thursday, February 11, 2021, 4:00 PM - 5:50 PM). It was also added with the explanation of the Head of the Tabalong Regency Disperindag Office, namely "The model of the Shining Golden Gate Policy in improving the welfare of the community is that for its empowerment, it must involve the community, because if only the Government wants it to be achieved, also the private sector must also be involved in improving the health of the community. So the expected models in the future are Top Down and Bottom Up and private party involvement." (Wednesday, March 10, 2021, 1:30 p.m. - 2:50 pm.).

Also the explanation of the Padang Panjang Village Officials, regarding the above, is "villagers and officials really hope that the model of the current Shining Golden Gate Policy is Bottom-Up, but the involvement of the government is still very dominant in its implementation." (Monday, April 9, 2021, 2:30 PM - 4:00 PM).

From all the explanations of the informants mentioned above, it can be concluded that for the Shining Golden Gate Policy in Tabalong Regency, what is desired and expected to be the Bottom-up Policy Model which is really pure, it means that the public does not want to be involved too much by the Government in the implementation of the Shining Golden Gate Policy. Although so far the model of the existing Shining Golden Gate Policy is the Bottom-Up Model, because from the Government's own side the model is Top-Down, because all initiations come from the Government. Meanwhile, people hope otherwise.

So according to researchers here it would be nice if the Policy model was combined or mixed into one, namely the Top-Down Model and the Bottom-Up Model. To support the above, in the implementation of the Shining Golden Gate Policy in Tabalong Regency today, it is hoped that in the future it will use a mixed model of the two Policy models, according to the Goggin model (in Riant Nugroho 2008).

The above also contributed to the research by the Regent of Tabalong Anang Syakhfiani, et al, who said that the new model introduced in the implementation of the Shining Golden Gate Policy is the Mixed pattern model, which is expected to further improve the welfare of the people in Tabalong Regency. Because this model can be a solution to the inhibiting factors in the implementation of the Shining Gold gate Policy, because this model offers synergy between the government and the community who act as facilitators and initiators of the Policy. This model is considered capable of creating trust and good relations between the government and the community involved in the implementation of the Shining Golden Gate Policy.

Based on the data analysis and discussion that has been presented in the previous chapters, the study concludes several findings as follows:

First, the Policy of the Development Movement Towards a Prosperous Society (Golden Gate) 'Shining' of Tabalong Regency towards the welfare of the village community is very much making the community rejoice at its presence which is stated in Perbub No.18 of 2015, since then the community has been very enthusiastic about the existence of the Shining Golden Gate, because with the existence of the Shining Golden Gate, it makes the community have more confidence to governments that want to advance their lives for the future. This really gives the public confidence in the government, because in realizing the welfare of the community, they are also directly involved in the policy process, namely by holding Village Musrempang, District Musrempang to Regency Musrempang. So that what is the hope and desire of the community can really be implemented later, because all activities can be proposed in the Musrempang activity, so that the process of absorbing community aspirations bottom up can run as it should.

Secondly, indeed, in terms of planning in the Shining Golden Gate Policy in Tabalong Regency, it has been carried out as appropriate in accordance with what is stated in Regent Regulation N0.18 of 2015 concerning Guidelines for Development Movement Towards a Prosperous Society "Shining" in Tabalong Regency in article 6. Where in the planning of the Shining Golden Gate Policy involves various elements, namely the Regional Device Work Unit (SKPD) which carries out the Shining Golden Gate Policy, but in fact in its implementation there are still differences in perceptions between the regional Device Work Units (SKPD) in understanding and interpreting the performance of the Shining Gold Gate Policy, the difference in perception here can be seen from their views or SKPD on the budget or funds for the activities of the Shining Golden Gate. Even though it is very clearly stated in perbub regulation No.18 of 2015. The budget or funds come from: APBN, APBD South Kalimantan Province, APBD Tabalong Regency, APBDes, CSR, Non-Governmental.

Organization. This is as stated by the Secretary of Bappeda of Tabalong Regency during an interview on Monday, February 1, 2021. The difference in perception here is that at the time of the implementation of the Shining Golden Gate activity, for the activity budget there are several SKPDs who see that the budget is obtained from the Provincial APBD and it is carried out for one activity but they consider that the budget is also obtained from the District APBD, even though for each activity there is nothing overlapping for the budget, so for one activity only one budget is received either from the State Budget, Provincial Budget, District Budget, APBDes, CSR, and non-governmental organizations.

Third, in the implementation of the Shining Golden Gate activities carried out in Tabalong Regency so far, there is still a lack of monitoring or supervision in every activity, supervision or monitoring should be carried out to be able to see the results of the achievements of the activities that have been carried out. Monitoring that must be carried out in the Shining Golden Gate activities in Tabalong Regency so far has only been carried out one (1) time, namely at the end of the activity. In fact, in monitoring not only at the end of the activity, but at the planning stage, supervision or monitoring is also carried out, also at the stage of implementing the activity, supervision or monitoring is carried out, so that the final results achieved in the activity can really be seen whether it is successful or there are shortcomings or there may be obstacles at the time of the implementation of the activity. So that later improvements or improvements can be made to the activities carried out. So it would be nice if monitoring was carried out more than one (1) time, namely at the beginning of the activity, at the time of the activity and at the end of the activity.

Fourth, with the Shining Golden Gate Policy in Tabalong Regency which began in 2015, the lives of the people have partially improved, this can be seen from the results of research by Mr. Anang Syakhfiani (2020), with the title "Implementation of the Shining Golden Gate Policy in Measuring HDI in Tabalong Regency", which shows that the Human Development Index (HDI) of Tabalong Regency has risen from 10th to 3rd place. of the 13 city districts in South Kalimantan with a measure of their education, health and public expenditure. With this, there is a social change in society with the nature of indifference or the nature of mutual cooperation in society gradually begins to fade or disappear, because society thinks that everything is measured by money, so that the basic human nature of helping each other sincerely selflessly has begun to fade. That means that a Policy will have an impact on society, whether it is a positive impact or a negative impact. In this case, it is the deative impact that arises, because of the nature of the citizen's indifference to everything that is done, it must always measure it with money, without money the community does not want to move to do something that is of a nature for the benefit of the people.

Fifth, in carrying out the Shining Golden Gate Policy, which has been carried out by village officials so far, they feel that there are more and more of their work, which is not only a matter related to services in the administration of correspondence but also increases with the making of so many reports related to the activities of the Shining Golden Gate policy programs, so that in terms of service to the community, it automatically becomes limited and hampered. This happened because of the limited ability of village officials in making reports on these activities. Although for the making of reports there is assisted by Assistance from the District, but still the Village Officials who make it as a whole, and this will also be hampered by the implementation of activities if the report made has not been completed, this will usually affect the budget or funds that will be disbursed by the Regional Government.

Sixth, the Shining Golden Gate Policy implemented so far in Tabalong Regency with the aim of generally accelerating development by synergizing all existing potentials towards a prosperous and independent village, then what is expected

is not only the welfare of the community, but also the independence of the village and its community residents in living their daily lives. And this is what is still not seen in society, because people still have a view or Mindset money orientation that what has been done so far is a mere gift from the government that they will continue to enjoy without wanting to strive for the future to become more efficient and independent.

Seventh, even though it has entered two periods in the implementation of the Shining Golden Gate Policy, not necessarily all citizens of the community can work, because what is expected from the community is that those who are unemployed can get a decent job, especially the youth are very hopeful of getting a job even though they have participated in a lot of training and skills that have been programmed in the Shining Golden Gate activities. But their hope is only hope, the job they want is not what they want.

Eighth, some Village Officials complain, that the benefits and salaries they get so far are often late to receive, which should be obtained every month, but instead they get it can be up to three (3) months unpaid. This is of course one of their obstacles in carrying out their performance so they are lazy. And this will also of course hinder all activities of the Shining Golden Gate and will also hinder the Village Officials in serving the community. Because people's thinking today with the times, that everything is measured by money, without money where they want to work and the nature of their work is not voluntary work or social activities, and people are already good at thinking that all activities must have a budget.

Ninth, in order for the Shining Golden Gate Policy to realize the goals that have been set, what is very important here is the certainty to carry out commitments or agreements made from all elements related to the Shining Golden Gate Policy process, because without a commitment to activities of any kind it will be difficult to realize. The commitment is made and carried out by the local government in this case all SKPDs that are directly involved in the Shining Golden Gate policy, with the community receiving from the policy. And this commitment must be held and followed up, not just put on paper but must be implemented and local governments and communities must remind each other so that the objectives of the policy can run and can be achieved by the goals of the Shining Golden Gate.

Tenth, there is still little involvement of women in the activities of the Shining Golden Gate in tabalong district, where all elements in the community should be involved, including women. Because many types of activities are directly related to women.

Conclusion

The conclusion of the results of the research and discussion is that the Performance of the Shining Golden Gate Policy in Tabalong Regency is that it has gone well in accordance with the objectives of the Shining Golden Gate Policy, the Achievement of the Shining Golden Gate Program in Tabalong Regency seen from the Human Development Index (HDI), is the Human Development Index (HDI) in Tabalong Regency has increased, which was before the existence of the Shining Golden Gate Policy, Tabalong Regency for its HDI is still in 9th and 10th place in South Kalimantan, but after the existence of the Shining Golden Gate Policy, Tabalong Regency is included in 3rd place in South Kalimantan, and the Shining Golden Gate Policy Model in Tabalong Regency, is a Bottom-up model, but the results show that the community really expects that the Bottom-up model implemented so far is not as pure as expected by community, because the involvement of the Government is still very dominant both from its initiation and its facilitators.

The advice in this study is to hope that in the future the Policy to be implemented should be given maximum socialization, so that everything related to the implementation of the Policy can run and achieve the desired goals, In the implementation of each program activity of the Policy so that monitoring or supervision is carried out, at least at the beginning of the activity, on the implementation of activities and at the end of the program activities, The need for training or tutoring for all those involved in the implementation of the Policy made. , There must be an equalization of perceptions for all implementers of the Policy to be carried out together, There must be a determination of commitment between all parties involved in the implementation of the Shining Golden Gate Policy.

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