

ANALYSIS OF ECONOMIC COOPERATION BETWEEN BUMDes, POKDARWIS, AND THE COMMUNITY IN THE DEVELOPMENT OF TOURIST DESTINATIONS IN KALEKE VILLAGE, SIGI REGENCY

ANALISIS KERJASAMA EKONOMI ANTARA BUMDes, POKDARWIS DAN MASYARAKAT DALAM PENGEMBANGAN DESTINASI WISATA DI DESA KALEKE KAB. SIGI

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ABSTRACT

Kaleke Village in Sigi Regency, Central Sulawesi, is developing the tourism potential of Bionga Baths through cooperation between BUMDes, Pokdarwis, and the local community. This study aims to analyze the extent to which this cooperation supports tourism sustainability and community welfare. The research uses a qualitative method with techniques such as observation, interviews, and documentation. Data analysis is carried out through data reduction, data presentation, and data verification. The validity of the data is checked using source triangulation, technique triangulation, and time triangulation. The results show that there are four economic cooperation programs: facility improvement, tourism package provision, tourism promotion, and financing, management, and maintenance of tourism. This cooperation is complementary and focuses on community empowerment, cultural preservation, and directly increasing community income. The challenges in this cooperation include funding dependence, limited resources, lack of facilities, land acquisition issues, and suboptimal management. The cooperation reflects Islamic economic principles through justice, mutual assistance, and sustainability. The implications of this study highlight the importance of local policy, training, and funding diversification.

Keywords: Economic Cooperation, BUMDes, Pokdarwis, Community Empowerment, Tourism Development, Islamic Economics, Cultural Preservation, Sustainable Tourism

ABSTRAK

Desa Kaleke di Kabupaten Sigi Sulawesi Tengah mengembangkan potensi wisata permandian Bionga melalui kerjasama antara BUMDes, Pokdarwis dan Masyarakat. Penelitian ini bertujuan menganalisis sejauh mana kerjasama tersebut mendukung keberlanjutan pariwisata dan kesejahteraan masyarakat. Penelitian ini menggunakan metode kualitatif dengan teknik observasi, wawancara dan dokumentasi. Serta data di analisis melalui reduksi data, penyajian data dan verifikasi data. Serta pengecekan keabsahan data menggunakan triangulasi sumber, triangulasi teknik dan triangulasi waktu. Hasil penelitian menunjukkan bahwa ada empat program kerjasama ekonomi yaitu peningkatan fasilitas, penyediaan paket wisata, promosi wisata, serta pembiayaan, pengelolaan dan pemeliharaan wisata. Adapun kerjasama ini saling melengkapi berfokus pada pemberdayaan masyarakat, pelestarian budaya, serta meningkatkan ekonomi langsung bagi masyarakat. Kendala yang dihadapi dalam kerjasama meliputi ketergantungan pendanaan, keterbatasan sumber daya, minimnya fasilitas, tantangan dalam pembebasan lahan dan pengelolaan yang belum optimal. Kerjasama ini mencerminkan prinsip ekonomi islam melalui keadilan, tolong-menolong, dan keberlanjutan. Implikasi penelitian menekankan pentingnya kebijakan lokal, pelatihan, dan diversifikasi pendanaan.

Kata Kunci: Kerjasama Ekonomi, BUMDes, Pokdarwis, Pemberdayaan Masyarakat, Pengembangan Destinasi Wisata, Ekonomi Islam, Pelestarian Budaya, Pariwisata Berkelanjutan

1. INTRODUCTION

Indonesia has great potential in the tourism sector which contributes to national and regional economic growth (Hidayat, 2024). In Central Sulawesi, tourism development is increasingly growing by utilizing local potential, this can be seen from the existence of 118 tourist villages in Central Sulawesi that are currently under development (Jadesta, 2025). One of them is in Central Sulawesi, namely the Kampung Merah Putih tourist village or known as Kaleke village, Dolo Barat district, which is developing a natural resource-based tourist destination, namely the Bionga baths. This tourist destination not only offers natural beauty, but also cultural and historical values (Kamindang, 2024).

The development of tourist destinations in Kaleke Village involves cooperation between BUMDes, Pokdarwis and the community. BUMDes plays a role in financing and infrastructure development, Pokdarwis as a tourism manager, and the community is involved in preserving culture and economic activities. This collaboration aims to support sustainable tourism management and improve community welfare. Visitor data from 2022 to 2024 shows an increase, reflecting the success of tourist destination management. This study aims to analyze the extent to which economic cooperation between BUMDes, Pokdarwis and the community in developing tourist destinations in Kaleke Village can support sustainable tourism and improve the welfare of local communities.

There are several studies that have discussed related issues. Such as the research conducted by Made Adhitya Saputra and Irwansyah Kamindang (2024) which discussed the institutional capacity of tourism awareness groups in developing the Kampung Merah Putih tourist destination in Kaleke Village. Research by Mayolta Panjaitan et al. (2023) regarding community empowerment in developing the tourist destination of Kuta Jungak Village, Siempat Rube District, Pakpak Bharat Regency, North Sumatra Province. Dyas Syahlia Izmi and Ananta Prathama (2023) studied the development of BUMDes-based tourist destinations. Meanwhile, Aby Setiawan studied the role of Pokdarwis in developing the Pantai Biru Kersik tourist destination, Marangkayu District, Kutai Kartanegara Regency. However, this study has a different focus. This study examines the form of economic cooperation between BUMDes, Pokdarwis and the community. This study seeks to build a cooperation model that supports sustainable tourism management to support community-based economic empowerment.

2. LITERATURE REVIEW

2.1. Collaboration Theory

Collaborative governance is a collaboration that involves various parties in joint decision-making to resolve public problems or issues. This collaboration aims to find effective solutions by involving the participation of various parties so as to create inclusive and sustainable results (Setiyono, 2024). Success Collaborative governance can be measured through indicators, namely:

- Initial conditions: Power, resources, and knowledge
- Institutional design: participation, forums, implementation procedures and transparency
- Leadership: satisfaction, ability to manage conflict, and number of agreements
- Collaborative process: discussion, trust, commitment, shared understanding and intermediate outcomes

2.2. Economic Cooperation

Cooperation is an effort to achieve organizational goals and a process to complete common tasks (Puspitasari, 2022). Economics is a science that studies human behavior in terms of production, distribution and consumption of goods and services. The economy plays a role in meeting human needs through effective and efficient optimization of resources (Tindangen, 2020). Economic cooperation is a social relationship involving two or more parties to achieve common goals efficiently and effectively.

Model stakeholder plays an important role in developing tourism destinations to overcome the limited resources owned by each party. The government is no longer the main actor in this sector due to limitations in financial, human resources, and technology. Tourism development depends on the role and support of stakeholders, so they must have the same goals and be committed to tourism development planning. The stakeholders must be involved in the planning process and other stages in tourism development and ensure their involvement is balanced (Abdul Sabaruddin, 2023).

In the perspective of Islamic Economics, economic cooperation is based on the principle of mutual assistance taught in the Qur'an. This concept is also seen in the business world, where mutually beneficial cooperation is part of the principle of mutual assistance. Each party involved is expected to gain benefits, while providing benefits and advantages to other parties as in Q.S Al-Maidah / 5: 2 (Mukhlis, 2021).

2.3. Tourism Destination Development

Tourism development is an effort to make tourism products more diverse and of higher quality. Aims to create a more interesting and satisfying tourism experience for tourists (Shinta Nuria Salsabila, 2024). A tourist destination is a place that attracts tourists and a well-organized area that has various facilities and is interconnected with each other to meet the needs of tourists (Furqan, 2024). The development of tourist destinations is something that aims to make products more varied and of higher quality.

The development of tourist destinations aims to create products that are not only unique, but also provide added value for tourists. For this purpose, there are four main components in the development of tourist destinations, namely attraction as a unique tourist attraction, amenity in the form of supporting facilities, accessibility of easy access to locations, and ancillary, namely the role of institutions and tourism officers (Pratiwi, 2023). In addition, tourism development is also influenced by various external factors, namely demographic factors, natural resources, economy, socio-culture and technology.

3. METHODS

This study uses qualitative methods to reveal the deep meaning of the social phenomena of the problems studied. Data collected are descriptive and presented in the form of oral or written narratives to describe the objects or events studied. The location of the study is in Kaleke Village, Dolo Barat District, Sigi Regency. The presence of researchers in the field is a crucial element to ensure that the data obtained is accurate and interacts directly with the surrounding community. The data sources in this study come from primary data, namely observations and interviews conducted with the village head, BUMDes director, head of pokdarwis and the Kaleke village community. In addition, secondary data from documents such as books, journals, or other materials relevant to the study. Data was collected through observation, interviews and documentation, and analyzed using data reduction, data presentation and data verification to filter and process information until it reaches a level of saturation. Checking the validity of the data using source triangulation, technical triangulation and time triangulation.

4. RESULTS AND DISCUSSIONS

4.1. Form of Economic Cooperation Program Between Bumdes, Pokdarwis and Community in Developing Tourism Destinations in Kaleke Village, Sigi Regency

Economic cooperation between BUMDes and Pokdarwis in Kaleke Village to develop tourist destinations. In addition, the community is also needed as the main supporter in running the tourism program. The purpose of economic cooperation is to improve community welfare through optimizing tourism potential which is currently known as the Bionga baths. The economic cooperation program is:

1. Improvement of tourism facilities and services

In this program, each party has a role according to their respective abilities in establishing cooperation. BUMDes plays a role in funding and asset management such as helping with land acquisition. Pokdarwis is responsible for managing tourist attractions and maintaining facilities, as well as providing services to visitors. Meanwhile, the community helps provide facilities and services according to visitor needs.

2. Provision of tour packages

In this cooperation program, Pokdarwis acts as a tour guide to ensure that tour package products are promoted and sold to visitors. And the community acts as a provider of tour package products. In addition, this cooperation also provides economic benefits to the people of Kaleke Village. However, in this cooperation, BUMDes is not involved because it is still prioritizing village assets. But there is already a plan to become a capital provider for MSMEs in Kaleke Village.

3. Tourism promotion

This program involves Pokdarwis and local communities, by promoting community-based activities to attract tourists and strengthen the relationship between managers and the community. However, BUMDes has not been involved in this program because it is still focused on village assets. In fact, BUMDes has great potential to participate in tourism promotion programs, such as providing funding for activities.

4. Financing, management and maintenance of tourism

In this collaboration, BUMDes functions as the main financier in the management and maintenance of tourist attractions, Pokdarwis as the manager of tourist attractions and always involves the community in participating for the success of this program.

The form of economic cooperation program between BUMDes, Pokdarwis and the community in developing tourist destinations in Kaleke Village, analyzed through theory collaborative governance and collaborative models of stakeholder. To find out how this collaboration works and provides benefits for all parties.

1. Collaborative Governance

Collaborative governance is a collaboration involving various parties in joint decision-making to resolve public issues or problems, this collaboration aims to find effective solutions by involving various parties (Setiyono, 2024). In developing tourist destinations in Kaleke Village, this collaboration involves BUMDes as the main financier, Pokdarwis as the main driver of operations and the village community as supporters of economic activities.

Collaborative governance is highly influenced by initial conditions that include influence or strength, resources and knowledge. BUMDes has the financial strength to support infrastructure investment and tourism programs, Pokdarwis has a role in managing daily operations through their influence in tourism activities. And the community also contributes by providing facilities and economic activities that support the development of tourist destinations. In terms of resources, cooperation between BUMDes, Pokdarwis and the community results in cooperation that utilizes financial strength, operational skills and contributions to encourage the development of tourist destinations. However, even though this cooperation has been formed, there is still a need to increase knowledge capacity. BUMDes needs financial management training in the tourism sector, Pokdarwis needs to increase operational knowledge, and the community needs education to increase participation in the tourism potential they have. By paying attention to these things, cooperation can run effectively and sustainably.

Then the institutional design in managing tourist destinations shows great potential but still needs strengthening. In terms of participation, BUMDes acts as a provider of funds, Pokdarwis manages operations and the community supports through economic activities. Discussion forums as a medium of interaction have been running frequently in village halls, but have not yet utilized digital media. Evaluation of this forum needs to be carried out to ensure inclusive and adaptive decision-making to change. Another obstacle that arises is the lack of

standard operating procedures (SOPs) and official guidelines that make cooperation not yet well structured. The preparation of SOPs is an urgent need so that the collaboration process runs according to the expected direction. In addition, the aspect of transparency in financial management and reporting needs to be improved through clear procedures, in order to strengthen accountability and trust among all parties involved.

Leadership plays an important role in supporting the success of cooperation between stakeholders. The Village Head as a leader has provided significant support for tourism destination development initiatives, providing positive encouragement in implementing programs. However, to strengthen the effectiveness of leadership, structured operational guidelines are needed to ensure that policies and programs run as expected. In terms of conflict management, leaders have played an effective role as mediators in resolving differences. However, the preparation of formal procedures is needed to prevent similar conflicts from recurring and to create a more systematic resolution mechanism. In addition, the success of cooperation can also be seen from the number of agreements that have been reached, but further evaluation is needed to assess their quality, implementation, and impact on common goals. By strengthening leadership through operational guidelines, formal conflict procedures, and agreement evaluation, collaboration can run more effectively and sustainably.

The collaborative process in developing tourism destinations in Kaleke Village shows the importance of discussion, trust, commitment, shared understanding, and intermediate results as indicators of successful collaboration. Regular discussions between BUMDes, Pokdarwis, and the community have become important, although community participation is still low so that a more participatory approach is needed to increase involvement. Trust between parties has been built through BUMDes transparency in financial reports, but the lack of community involvement in decision-making is a challenge that needs to be overcome. The strong commitment of BUMDes and Pokdarwis is reflected in financial and operational management, but without clear implementation guidelines, the commitment gap with the community remains. In addition, the failure to achieve a shared understanding regarding the goals and expectations between parties indicates the need for deeper dialogue in the preparation of formal procedures. Overall, the collaboration process has produced positive results such as improved infrastructure, tourism facilities, and local economic growth. However, the sustainability of the collaboration requires strengthening coordination, community involvement, and alignment of visions to create more inclusive and sustainable development.

2. Model stakeholder

The development of tourist destinations in Kaleke Village reflects the stakeholder model cooperation between BUMDes, Pokdarwis and the community to overcome resources. BUMDes acts as the main capital provider, supports land acquisition, and provides tourism facilities. Pokdarwis is tasked with managing operations, maintaining cleanliness, and promoting destinations through social media and community-based activities such as music festivals and competitions. Community participation is seen in the provision of tourism facilities such as gazebos, food stalls, equipment rentals, and in the promotion of local products such as handicrafts and skincare which are part of the tour package. In addition, community involvement in promotional activities also strengthens local cultural identity. This collaboration not only increases income and creates business opportunities for the community but also supports the preservation of local culture. With a complementary collaboration model, Kaleke Village has succeeded in developing tourism potential while empowering the community economically and socially.

4.2. Advantages and Disadvantages of the Economic Cooperation Program Between BUMDes, Pokdarwis and the Community in Developing Tourism Destinations in Kaleke Village, Sigi Regency

The economic cooperation program between BUMDes, Pokdarwis and the community in developing tourist destinations has several advantages and disadvantages, namely:

1. Advantages of economic cooperation programs
 - Community empowerment: communities gain direct economic benefits through the provision of local facilities and products, while also playing an active role in improving tourism services.
 - Improving tourism facilities and services: providing adequate facilities provides comfort and increases the attraction for visitors.
 - Increasing tourism appeal: promoting tourism through social media and community-based activities increases visits and strengthens social ties in the community.
 - Preservation of local culture: local products such as handicrafts and skincare made from natural ingredients are introduced as part of local cultural identity.
2. Lack of economic cooperation programs
 - Dependence on BUMDes for funding: limited BUMDes capital can hamper the operation and development of tourist destinations.
 - The role of BUMDes is not optimal in promoting tourism: BUMDes is less active in promoting tourism, so the development potential is not optimal.
 - Limited resources: limited resources trained in tourism destination management.
 - Potential tensions over land acquisition: land negotiations risk creating conflict if not conducted carefully.
 - Management is not optimal: there is no visitor recording, parking fund management, and restrictions on the number of visitors which results in excess capacity.
 - Lack of worship facilities: the lack of worship facilities can reduce the comfort of visitors who want to worship.

4.3. Forms of Economic Cooperation between BUMDes, Pokdarwis and the Community in Developing Tourism Destinations in Kaleke Village, Sigi Regency according to the Perspective of Islamic Economics

In the perspective of Islamic economics, economic cooperation between BUMDes, Pokdarwis and the community in Kaleke Village reflects the principles of justice, mutual assistance and sustainability. The distribution of proceeds from the sale of clean water is carried out proportionally, namely 45% for BUMDes, 40% for the manager, and 15% for the Pokdarwis cash.

BUMDes as the main investor uses its share to support village programs, such as infrastructure development and community welfare. Pokdarwis as the manager uses its share for operations and improving the quality of tourist destinations, while Pokdarwis cash is used for promotional activities.

This agreement not only reflects the principle of justice in Islamic economics, but also strengthens the relationship between the parties involved, creates sustainability and improves community welfare. Community involvement in tourism management through Pokdarwis shows that cooperation in Kaleke Village not only has an impact on increasing income but also on sustainable social development.

5. CONCLUSION

1. Conclusion
 - The economic cooperation program between BUMDes, Pokdarwis and the community in developing tourist destinations covers four aspects, namely improving tourist

facilities and services, providing tourist packages, promoting tourism, as well as financing, managing and maintaining tourist destinations. This form of cooperation is based on complementary roles.

- The advantages of the economic cooperation program include community empowerment, improving facilities and services, increasing tourist attractions, and preserving local culture. The disadvantages include dependence on BUMDes, the role of BUMDes that is not yet optimal, limited resources, potential tensions in land acquisition, management that is not yet optimal, and no worship facilities.
- This economic cooperation is in line with the principles of Islamic economics that prioritize justice, mutual assistance and sustainability. Transparent profit sharing supports a balance of roles between investors, managers and the community, while encouraging infrastructure development and community welfare.

2. Suggestion

a. For the Kaleke Village government

- Conducting business and tourism management training for BUMDes, Pokdarwis and the community.
- Developing innovation in tourism packages and building cooperation with external actors such as financial institutions and non-governmental organizations.
- Providing education on sustainable tourism and skills training such as tour guiding, cleanliness and hospitality.
- Establish clear cooperation procedures and provide worship facilities at tourist attractions.

b. For further researchers

Conducting more in-depth research on the social, economic and environmental impacts of tourism destination development in Kaleke Village.

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