



Culture, Art, and Tourism

Analysis of Economic Cooperation Between Bumdes, Pokdarwis, and the Community in Developing Tourist Destinations in Kaleke Village, Sigi Regency

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ABSTRACT:

Background: The tourism sector in Indonesia, including in Central Sulawesi, is a vital contributor to the local economy. The development of tourism destinations based on natural potential, such as the Bionga Baths in Kaleke Village, Sigi Regency, requires structured collaboration at the village level. Synergy between Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and active participation of the village community are the main pillars in efforts to manage sustainable tourist destinations.

Aims: This study aims to examine and analyze the forms of economic cooperation programs between BUMDes, Pokdarwis, and the community in the development of Kaleke Tourism Village. In addition, this study also aims to identify the strengths and weaknesses encountered in this collaboration. The ultimate goal is to assess the contribution of this cooperation to the sustainability of tourism and the improvement of local residents' welfare.

Methods: A qualitative research approach was used. Data collection was conducted through observation, interviews, and documentation studies. Data analysis techniques applied included data reduction, data presentation, and verification. The credibility of the findings was tested using source triangulation, technique triangulation, and time triangulation techniques.

Results: This site preservation collaboration uses a comprehensive multi-party model that integrates BUMDes (as capital providers), Pokdarwis (operational managers), and local communities (providers of supporting facilities and economy). This collaboration has successfully promoted empowerment, cultural preservation, and economic improvement, and is considered to have fulfilled the principles of Islamic economics (fairness, transparency, and responsibility).

Conclusion: This economic cooperation emphasizes the importance of developing local policies, such as fund allocation and management regulations, to support sustainable village tourism. The research implications recommend increasing the management capacity of Pokdarwis and BUMDes, diversifying funding sources, and making this Islamic economy-based cooperation model a strategic reference for the development of other tourist villages.

Keywords: Economic Cooperation, BUMDes, POKDARWIS, Tourism Destination Development, Kaleke Village

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INTRODUCTION

Indonesia is globally recognized for its rich culture, nature, and history, which positions the tourism sector as a key destination and driver of the national economy.(M.Si, M.Si, and M.E 2025; Rahim et al. 2024; Simanjuntak et al. 2024; Syafitri and Nisa 2024) The contribution of this sector is very significant in terms of job creation, increasing local revenue (PAD), and improving community welfare. In line with this potential, Central Sulawesi has also shown massive development in the tourism sector, which has the potential to become a major source of fiscal revenue, supported by local government efforts to explore sustainable natural, cultural, and historical potential.(Abdullah et al. 2024; Y. Amalia et al. 2025; Jannah and Subhan 2024) This development is evident in the existence of 118 tourism villages in Central Sulawesi, which are expected to strengthen community-based destination development, one of which is in Sigi Regency, which runs a village tourism development program.(S. N. Amalia, Mulyana, and Amalia 2025; Mahendra 2024)

Sigi Regency has Kaleke Village as one of its leading tourist villages, which is famous for its natural tourism potential, namely the Bionga Baths. With its rich natural resources, historical value, and local wisdom, Kaleke Village has succeeded in attracting tourists through activities such as the Bionga Music Festival and the Kampung Merah Putih Festival. However, along with the increasing popularity of this destination, serious concerns have arisen regarding management gaps, especially in the use of water resources, which is at risk of being exploited uncontrollably for commercial purposes (Bida, Ruru, and Mambo 2022; Faizal Riza Kasransyah 2021; Sapna, Halin, and Veronica 2023) . This situation is feared to damage environmental sustainability, posing a major challenge to achieving sustainable and environmentally friendly tourism development (Layuk, Suyuthi, and Rukaiyah 2025; Nst et al. 2025; Nurhidayati et al. 2025; Salihin 2025) .

Faced with these challenges, the Kaleke Village Government took strategic steps by issuing a village regulation that officially appointed the Tourism Awareness Group (Pokdarwis) as the manager of clean water facilities, in an effort to preserve water resources and ensure their optimal utilization (Raksapati et al. 2025a, 2025b; Salihin 2025) . This decision opens up opportunities for research to analyze the management model formed by the village. This policy explicitly creates an order that involves various key actors, namely BUMDes, Pokdarwis, and the community, in a collaboration that aims to realize efficient and sustainable management of natural resources and village tourism. This multi-party management structure is the main object worthy of research.

Although village-based tourism destination development models have been widely studied, there is still a lack of research focusing on the dynamics of economic cooperation involving a specific triad of actors, namely BUMDes, Pokdarwis, and the community, each of which plays a unique role (Hidayah et al. 2021; Kurniawan, Mirza, and Sukanda 2024; Wulandari and Luturlean 2023) . The novelty of this research lies in its comprehensive analysis of the complementary synergies in Kaleke Village: BUMDes as the provider of funds and investment planning, Pokdarwis as the manager of operations and tourist education, and the community as the supporter of the local economy through the provision of facilities and cuisine. The success of this collaboration is reflected in the increase in the number of visitors to Bionga Bathing Area from 653 in 2022 to 834 in 2024, a clear indicator that reinforces the urgency of this research to document this cooperation model.

This research specifically chose Economic Cooperation (Variable X) as its main focus because solid collaboration between actors is an essential foundation for ensuring the sustainability (Variable Y) of a community-based tourist destination. Well-established cooperation between BUMDes, Pokdarwis, and the community ensures efficient management, not only limited to achieving equitable economic benefits, but also playing an important role in efforts to preserve the local environment and culture. Therefore, Economic Cooperation is not only seen as a tool, but as a

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major determining factor that enables the optimization of resources owned by each party to achieve sustainable village economic development.

The success of this collaboration is reflected in the significant increase in the number of visitors to Bionga Baths, from 653 in 2022 to 834 in 2024. This sharp increase is a clear indicator that confirms the urgency of this research to document this effective model of cooperation.

Based on the above background and urgency, this study has the main objective of analyzing the extent to which economic cooperation between BUMDes, Pokdarwis, and the community in developing tourist destinations in Kaleke Village can support tourism sustainability and improve the welfare of the local community. The results of this study are expected to make a significant contribution, including as material for consideration by the Kaleke Village Government in formulating more effective and sustainable tourism development policies. In addition, this study also provides practical input for BUMDes and Pokdarwis to improve their management capacity, as well as contribute new knowledge to academics in the field of community-based tourism development as a reference for similar studies in other regions.

METHOD

Research Design

This research uses a qualitative research type with a descriptive approach (Suprayitno et al. 2024). The qualitative approach was chosen to produce descriptive data in the form of written or spoken words from the parties observed. Descriptive research aims to analyze and describe in depth the economic cooperation between Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (POKDARWIS), and the community in the effort to develop tourist destinations in Kaleke Village, Sigi Regency. This design allows researchers to understand the context, process, role, and impact of this cooperation comprehensively from the informants' perspective.

Participants

This study adopted Purposive Sampling and Snowball Sampling techniques to select informants. Key informants were determined based on their strategic roles as policy makers and main implementers of cooperation in Kaleke Village, so that they were considered the parties who understood the focus of the study most deeply. They consisted of the Village Head (policy maker), BUMDes Director (business planner and manager), POKDARWIS Chair (tourism operations manager), and Community Representatives who were directly involved in economic activities in the location.

Population and the methods of sampling Instrumentation

This study uses a descriptive qualitative approach, so the relevant terms used are Research Objects and Subjects. The study population includes all actors involved in the development of tourist destinations in Kaleke Village, namely BUMDes administrators, POKDARWIS members, and the community involved in the tourism business. To determine the subjects and informants, a combination of Purposive Sampling (selection of informants based on research objectives) and Snowball Sampling techniques was used to identify the most relevant individuals. In a qualitative context, the researcher acts as the main instrument. To ensure the validity and reliability of the data collected, Source Triangulation (comparing information from the Village Head, BUMDes Director, POKDARWIS Chair, and the community) and Technique Triangulation (comparing the results of interviews, observations, and documents) techniques were applied.

Instruments

In order to collect comprehensive data, this study used several main instruments. Primary data was explored in depth through two main instruments. The Interview Guide served as a structured but open-ended framework of questions, specifically designed to obtain detailed information from key informants regarding the roles of each actor, the forms of collaboration established, the challenges faced, and the actual results of the Economic Cooperation involving the three parties. In addition, the Observation Guide was used to directly observe and record daily operational activities, the dynamics of interactions between actors in the field, and the real conditions of the tourist destination (Bionga Baths) in Kaleke Village. To complement and enrich the findings, the Documentation Study played an important role in collecting secondary data. This data includes official documents and important archives, such as Village Regulations, Articles of Association/Bylaws (AD/ART) of BUMDes and POKDARWIS, as well as reports related to the development of visitor numbers and the current financial condition. The combination of these instruments ensures data validity and triangulation for more accurate analysis.

Psychometric Properties (Validity and Reliability)

This research was conducted through three main structured stages. The Preparation Stage began the process by focusing on administrative and methodological aspects, which included obtaining the necessary research permits, conducting a comprehensive literature study as a theoretical basis, preparing research instrument guidelines, and determining relevant key informants. After thorough preparation, the Implementation Stage followed, in which the researchers conducted direct field visits to Kaleke Village. This stage was the core of data collection, which included in-depth interviews with selected informants, participatory observation at tourist sites to understand the context directly, and the collection of various supporting documents. Finally, the Completion Stage focuses on data processing. This step begins with the transcription of all interview and observation data, followed by the qualitative data analysis process. Data analysis is carried out systematically through the steps of data reduction, data display, and conclusion drawing, which will ultimately result in the preparation of a comprehensive final thesis report.

Analysis Plan

The data analysis process in this study was carried out inductively using an interactive model developed by Miles and Huberman (2014). This model places three main activity streams that take place simultaneously and continuously.

1. **Data Reduction:** The initial stage involves selecting, focusing, simplifying, and abstracting raw data obtained from the field (including interview transcripts and observation notes). The main objective of reduction is to filter and discard irrelevant information so that the data becomes more organized and focused on the main issues of the research.
2. **Data Display:** After reduction, the data is presented in various formats such as matrices, narrative descriptions, charts, or tables. This presentation serves to facilitate understanding of the patterns and relationships between actors in the context of economic cooperation being studied.
3. **Conclusion Drawing/Verification:** In this final stage, researchers begin to interpret their findings, search for deeper meaning, note regularities, and identify patterns of economic cooperation that emerge. The initial conclusions drawn are then re-verified against the field data through triangulation techniques (data validity testing) to ensure that the findings are credible, accurate, and scientifically accountable.

Although village-based tourism destination development models have been widely studied, there is still a lack of research focusing on the dynamics of economic cooperation involving a specific triad of actors, namely BUMDes, Pokdarwis, and the community, each of which plays a unique role. The novelty of this research lies in its comprehensive analysis of the complementary

synergies in Kaleke Village, where roles are strictly divided and integrated: BUMDes as the provider of funds and investment planning, Pokdarwis as the manager of operations and tourist education, and the community as the supporter of the local economy through the provision of facilities and cuisine. This study provides empirical evidence of how this integrated, Sharia-economy-based tripartite model can achieve sustainable destination development, which is a gap in existing literature on tourism cooperation models.

RESULTS AND DISCUSSION

Result

This study successfully identified that economic cooperation in the development of the Bionga Bathing Tourism Destination in Kaleke Village is based on a tripartite collaboration model. This strategic collaboration involves three key actors: the Village-Owned Enterprise (BUMDes), the Tourism Awareness Group (POKDARWIS), and the local community, which collectively function as the main pillars in optimizing the village's natural tourism potential. BUMDes plays the role of initiator and strategic planner as well as the main investor, responsible for providing initial funds for the construction of facilities such as gazebos and capital loans, and plays a crucial role in negotiations and land acquisition for the development of the tourist area. BUMDes' commitment is reinforced by the implementation of transparency in financial reporting. Meanwhile, POKDARWIS acts as the operational manager and environmental conservationist, with main tasks including managing the destination's daily activities, maintaining facilities, preserving the Bionga Spring, and providing services to tourists. The contribution of the local community is divided into two aspects: as asset supporters, through the leasing or sale of land for the development of ponds and facilities, and as economic actors by providing complementary services (rental of tires/mats) and selling local culinary products. Although this collaboration has proven effective in increasing the number of visitors, its implementation is not without challenges. The main obstacles identified include limited participation and uneven understanding of cooperation procedures among the community. In addition, there is a high risk of financial dependence on BUMDes, as well as the need to improve essential supporting facilities, such as the availability of adequate places of worship.

Discussion

The Economic Cooperation Model in Kaleke Village is a concrete implementation of the concept of Community-Based Tourism (CBT). Significantly, the synergy between BUMDes (as a village economic institution), POKDARWIS (as a socio-environmental manager), and the community (as business actors) demonstrates relevance to the principles of Sharia Economics. This collaboration reflects the principle of Justice (Al-'Adl) because it is designed to distribute economic benefits evenly to the participating local community. Additionally, efforts to preserve natural resources, particularly the Bionga Spring managed by POKDARWIS, are in line with the concepts of Balance (Tawazun) and Responsibility (Al-Mas'uliyah) in protecting the environment as a trust. BUMDes' involvement in financing and financial transparency also reflects the principle of Openness (Al-Siddiq). These findings confirm that a clear separation of roles and responsibilities (BUMDes as capital provider, POKDARWIS as operator, and the community as asset/service provider) is a key success factor. This integrated collaboration is essential to ensure the sustainable development of tourist destinations.

The results of this study have practical implications by offering a tripartite cooperation model (BUMDes-POKDARWIS-Community) as an applicable reference for other villages in Sigi Regency or Central Sulawesi that are developing natural resource-based tourism. This model shows that the synergy between village institutions and the community is the key to creating sustainable Village Original Income (PAD). Meanwhile, the Policy Implications underscore the need for the Village Government to strengthen the legality and socialization of cooperation procedures. It is

necessary to develop detailed and transparent Standard Operating Procedures (SOPs) to increase commitment and minimize misunderstandings at the community level.

From an academic perspective, this study provides a Theoretical Contribution by adding to the literature on the implementation of Islamic Economic principles (especially Al-'Adl and Al-Mas'uliyyah) in the context of village economic institutions and tourism sector development. As an Empirical Contribution, this study presents a specific and proven model of tripartite Economic Cooperation in Kaleke Village, providing concrete evidence of the effectiveness of collaboration in achieving sustainable tourism destination development.

This study has limitations in its scope, which is focused only on one case study in Kaleke Village, so that its findings cannot be directly generalized to all other tourist villages with different institutional characteristics. In addition, because it uses a qualitative approach, this study does not measure the economic impact quantitatively.

Based on these findings and limitations, the following recommendations are proposed: The Village Government and BUMDes need to immediately develop and disseminate SOPs that detail the rights, obligations, and mechanisms for profit sharing. It is also recommended to seek alternative sources of funding to minimize the risk of capital dependence. Meanwhile, for POKDARWIS, it is important to periodically improve operational management and tourist service training. For further research, it is recommended to use a quantitative approach to statistically measure the influence of these cooperation variables on economic performance indicators and conduct comparative studies with other tourist villages to identify best practices in cooperation models.

Although this collaboration has proven effective in increasing the number of visitors, its implementation is not without challenges. The main obstacles identified include limited participation and uneven understanding of cooperation procedures among the community. In addition, there is a high risk of financial dependence on BUMDes, as well as the need to improve essential supporting facilities, such as the availability of adequate places of worship.

CONCLUSION

Based on the descriptive qualitative analysis conducted on the tripartite economic cooperation between BUMDes, POKDARWIS, and the community in developing the Bionga Bathing Tourism Destination in Kaleke Village, it can be concluded that this synergy is an effective community-based collaboration model. The form of cooperation that has been established is characterized by a specific division of roles: BUMDes functions as the main investor and investment planner, POKDARWIS acts as the operational manager and environmental conservationist, while the community plays an active role as asset owners and economic actors. This collaboration has succeeded in bringing about tangible improvements in destination management and visitor numbers, demonstrating efficiency in management. However, this collaboration still faces challenges such as high financial dependence on BUMDes and a lack of full commitment from some members of the community due to uneven and unclear socialization of procedures. Overall, this cooperation model is in line with the principles of Islamic Economics, particularly in fulfilling the aspect of Justice (Al-'Adl) through the equitable distribution of economic benefits, as well as the aspect of Responsibility (Al-Mas'uliyyah) in preserving natural resources and the environment.

This collaboration has succeeded in bringing about tangible improvements in destination management and, crucially, in visitor numbers, as evidenced by the increase from 653 visitors in 2022 to 834 in 2024, clearly demonstrating efficiency in management

AUTHOR CONTRIBUTION STATEMENT

AC, as the primary author, holds full responsibility for all stages of this research, which include the conceptualization of the topic, the collection of primary and secondary data in the field, the analysis of Economic Cooperation from a Sharia perspective, the interpretation of findings, and the drafting and final revision of the manuscript. This research is the result of a collaboration supervised by N and AH to ensure its scientific validity and accountability.

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