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Bhoga Werdhi BUMDesa Foundation Strengthening in the Tubing Tourism Object Management in Desa Manduang, Klungkung, Bali PutAdiSupro Deatmeto cutn BaiSaePltcnc Baug noei adi upro@pnb.i Nyoman Abdi Deatmeto cutn BaiSaePltcnc Baug noei abdiac.d NiLu y riaYuisaiSra Deatmeto Tors BaiSaePltcnc Baug , Indonesia yunitiac.d PutAdiSupro ofA BaiSaePltcnc Baug noei adiupro@pnb.i Abtat — MadagVlaei urnl en deeod into village vil n ungkung gey ord TorsAwaeesGru nacrac t h ce fte Hedo h ugugRgnyTuim fc ue f 2022. Bae nosrain ntefedadtersIso inter viws urelManduang lagealehasa ours busnesit om faTubi is .

Th salsmeto thitourivilbusiithe to demands the vil n sablsng is n heraleonomi et, esal ly the sector.However,at time exitofTubiTukad nah abltdevel prpel.Thewhoerblm hela oo oe mey the ear of tubibusior weakness oft nsiutonalieaton et n hemanagentoft tubibusiby TouriAwareness Vilg eal a lae - Owe nepiei 05i acorewih Vil guliNumbe of 2015.TheeseeeofBUMDe n Wedhic e asa ing oref ise n Vil,ilng in management the Tukad business.Bhoga WedisBMe oshl ue ontythv h oe r legal the business.The oft im AwaeesGru t h UMDe f Boh rh stl to separate there s colaboratiithe of the ng Jibusi fact,ireferrito BUMDe gaWedi WokPormi 02 ti tt d ha oneoft tte artd BUMDe sit ours sectwhaitcreatjftManduang t and aieonomi neis ssudy equalti resmet.Thi earch it t a colecton , study data focus dicso olin nd eondain.Prmaydaaits stwas aiftresuls iunstured interviews May June with parties as the of Klnkn Inig eerhadDvlpn Agny a fteKlnkn gnyTuim fc, MadagVlaePree,Drco fBMDsBga hi oft im es oup.Manduang lage Intew rest s alo upporeby a ai d hrugafc rup dicsohed n unewih heToim rnesGrup s the ng ness data ysiused n s resi ieractive ysstque t3 t, nal:daarducin,daaprsntto nd o luding.The rest hi tsatt:Bason he sonsoft MadagPree euainN.6o 05 h ilg - Owe Enepie fBhg rh aesvrlbsns nt nte form saviand oan ness ts,servibusi nesunis vil hop is t hatstagrcte frit these ems,the idion was was change some he sicontned n he Manduang Reuain fradepii ea

ntun is to regule he iioft Boh rh BUMDe nte maaen ftetuim uiesui.Siuaino MadagPree euainNme f22 ocrig Amednst nun laeReuainNue f21 . In he s ions the is explicitly in to scope the tourism esaly n he sonsofArtcl36 ch test form busithat be oped s touriservi busnesiatot heeitngta nd evc is.

Lies,i o oka h sBoh rh Wok Prgai 02whc ttsta h om ftuim uies can usasan uniy o e ob unii or he communiy efort o BUMDesiwhican increase village's income to Village La rnzto fteet raiain ed ob oe to ablto ement other.The tiof touri awarnesgrwilnotberlasd, even fi l itbe the of TubiBusiuni under auspi oft Boh rh BUMDe.Thsptenalwsfrsrie sttbe itWork compied BUMDe vr era l sspriinfoB UMDea superviaccordance tManduang lage DereNo 7o 02 Boh rh BUMDe salglett can er ntl atonsasa orm ii advancng ng Jisbusnes s Boh © The A Aza d.. Aiyn(d)iCS-S222AEH79, , 02. hs/di.r/1.29/98-4493_ Wedi can le ttrd i o ng t uch travelagents withipartiiconductipublicatiand prmoinst aMangVilg st s sito afe stng rNusPeda. Thsisiuinlsrnteig is right ode n ng lagepotntal .

Sottwih improvements the sector,it increase indicators Manduang is to a vil beomea laget ar inaliomefom he businessco v loped Boh rh BUMDe. Kewod — tourism ; tubing ; istheni l. I Baiatal a ait fptnil htcnb develior o aieconomibenefit rt devel he ourssor Curn tly, actors have el he etn he ourssoriBal.The devel oursi ssry uppored t upcomiG20 tiBal . DuigteCoi- 19 Pami,t oursscorereeavey erbl hoc butcuren tly actors felt tourism in have actve n.The opmentoftim salo sty ed tupcomiG20 tiBal [1].

Th oenn hog h nsr fTorsi ly committpritvilasa ootd ornatonal devel,esaly he ourssor emerof the Village before pandemic still encoudurng he c.The stmaait exitofBal oftbes tnatonsili Th nsr fTorsporm eursvlae ob actveland rlived n oursactvii n i Tors ilgsmuthv pca hrceitc n sometng hatian tifor ouris.The opmentof a ours lage snotaseasasstng t ti ecort n 2022,te l atl294 im lagestoughout the of This is developed compartbefc he d - 19 c n te weeol 8 ors ilgsi l [2]. of vil ti t he sence he lage sexpect to the pattern.

village not a facilitator tourism also creator executor oftim ect itron.Thi si courre n iwh he sieconomistili whc ustecpicpeo ecayadPnaiai t implementation. Klnkn Reec in the of tourism r its on island Nusa Pedai urelvey ntis nd ontuousmang el eforsicrititdesii ed l s and ur entalivil f easand upporer oftNusPen ida area. Village natalpoti hati tl y ur hasnotbeen convered ntbuidi buidi.The ungkung Reec vrmetdvlp agtdadmesrbe stegy n ng ta ouri lage , of the e sti TouriAwareness iManduang Vilg.Ti eemianwa d opeaeadraie the of Village a village Klnkn gnyi h on er hsTuim AwaeesGru sfrdw ith aim motivating eforstpre carand he evelofcommuniy nsght in development Manduang Based direct obsvatonsitfeland he est tucted interviews Rai Susanta Perbekel Ma nduang Vilg,i ssae htcretytevlaearayhsa tourism business in the form Duigtecus fTkjdJnhsTbn uies t turned that had been to and as shoul ems sting rtlofactve paripaton he t ack kilorabiyy ubi tour

in services, absence infrastructure devel hatcan ncre tactvenes,notyetoptmal maktn hog rmoinalmei , digitization ticket payment tabs offnanci ecor ng Jibusi The e em hen eads o prem,namel he earmanagementoftng busnes he softitti ntaton sect in management the business the AwaeesGru.Ontehohrhni ae rm h exampleofmanagivilpoti n a twi Vilg,BaugReec,i a edn ymaigBUMDe a diofal i sses by he lage.The ness referred , doesnotnecesarlmean avi l businesses lage hopsand is hatargenerl carioutby n iaccorng o dat MadagVlaelglyhsaVlae - Ownd Enepie in in with [4].

existence BUMDes Bhg rh antb sda rvn oc o uiess in Village, in management the TuigTua ia uies eBhg rh De Hoshl Isceryselottepoiin nte regulation management tourism in Vilg,s htBUMDe onthv h oro ea umbrlimanagitim is n Vilg.I at e eern o he Boh rh WokPorm ti ttta n fteopruistree by siopeniempl ttesf he Madagcmuiyadotiiigeooi eeis o this a study needed the premst s n Viliovit busnes nance ng Jnah.The epari oftssudy smordevottitti tengtng moesadirvmet orgltoso ue nte maaen ft ursbusnesesiManduang lage efor o a opititviliKI Reec. II. Th eerhmehdi cetfcwa ooti aawih specic and [5]. Thssuyue ulttv research to convenience researchers analng he obl hatexititssudy.Thi e search s caled iatve esch,becausi ocesesdatby ofdesiianali ed tprsonsoftapplcabl laws regulations [5]. Thrsrsac ossso tgso datcolecton,litate tand a yss ocusgr dicusi uson ri iy a n this was from resulof interviews May June with parties as 634 P A.Supraptoet al. the of Planning, and Agency (Baperlitbang) Anak Gede the of Klungkung Tourism Anak Agn de rWedana,Then he Vil Hedures iAd uat,te siNgrhAraaa the of Manduang Tourism AwaeesGru.

T he ntv results show he ems that being in management th e ng Jitsm ness n Vil iervi datwasdug and evitough f oup dicusiheliJ2022 ttToursAwards Gru stemaee ftetbn uies nomat rm this were detmiby posve amplng,namel seliis on edge atttobj ofrrearbeisudi datanali ed n hi research an analysis with stages, namel a educton,datprenti conclng [6]. III. Th implementation regional in aferlisroriwasmarby he UUD14 prsttConsiuton he iof Indonesia the of Number of concerng onalGover [7]. implementation regional is answer the and opoltcalcentralzaton,centralzaton nment autiy hati oo ri nitative r ization and rriofteconomisor [8].

Th eiiino regional is in provisions Article poi in [9] whc ttsta einlatnmyi h ih, autiy, and iiofaut egi o egule maaeterongvrmeta fairs the of communii n he ysem he ty atoftRepublic ofli n he nni he mplaton egi autand riiwasnotaseasasined. Maypolm rs eas ftevr ied of regions [10] . the entiofronal auti rlgrng,tauti ssby he regions actually implemented by regions Indonesia. Bae ntepoiin fAril 7 aarp 1 of [9], it "In district/city government Village gover sfmed itng he lage nment and he lage ulatve .The lage sa el - governg tt estprncie ubsdiyy. Moto h uhrt culyarayeit ntecmuiy nota f [11] .

implementation village cannot be prepared by the local government [12] concerning
local boundaries and interests of the community on initiatives of and/or rights are recognized and respected by the system. Article 2 number 2 states: "Implementation of the local government and interests of the community in the government of Unitary Republic of Indonesia. It can be said that the local government has very regulated the laws and regulations. The development of the local government is based on the resources, economy, culture and environment. Vilalge implementation in the aspect of equality and cooperation with education. The position of the local government is to realize the objectives of its development, which can plan and implement annually. The expenditure of the local government is used to achieve results, self-help and cooperation between local governments. The local government also levies taxes to support regional and local development."

Vilg udalcto ihi ato h aacn ud received the maetevlae independent, course focus the is the prsonsoft ch the anced tr ft wihcerperomsadsrtge. OrgnlVilg no a espotdb h eut f the carried utby he lage uch oft rt Vilg e nepie BUMDea. BUMDeahspae a olastiemientoftcrieconomy n der to villagers, BUMDesa strengthened vili o hatvil e e o ndependently finance activities as realize living stwhie so ng he oms culure t communiy [13] . Thsi nlн t h rvsoso h eldaton tcl72 agr(ch test "orinalviliit from he autiy he lage ed trght in t autity the village What meant business results,including results BUMDes.Article of stes:"(1) lages estiVilOwned erpri caled .(

e ia pii kihiand ualcooperi 3)BUM sa run busnes n he c ect orpublic ercesi accorwih he ovii awsand eguli.The esabls tVilGover mst utlze leconomipoti,economiitti,aswel t he entalofnatalrour human escesior to the of Village BUMDes specicaly equatwih egalentes as limited companies, or In event that activii rand op l ti y posie hatitme he l olow he egalentes that been in provisions the 635 Bhoga Werdhi BUbjesa Manduang,lungkung, Bali Th ncmeto h w nvlae eursalvlae n Indonesia BUM De.Teeitneo si expectbe e o drveroftraleconomy o prde fe orequivalvilcommunii.Communal val whc r elcino h acsl cnmi ytm arputfwaritgoveran d isoftexit ofBUMDesieach lage n iPrnce.However he exitofBUMDesdoesnotnecesarlbecome suton for to independent.Even existence BUMDe nmotprso l a o enal odv lop prl exitofBUMDesBal n was domied exitng is clhed t cooperi,tVilCrtItti toft busnesescarioutby n iarsngsand oan busnesses [14] . MadagVlaea n ftevlae nKugug Dtit ugugRee cy tihed n 2015.lisjney,texitofBhoga dhiBUMDes is very in out business has been et herprpectt the oped n forming units BUMDes the ism which is rapidly general the of Referring to BUMDes to Village has abltcre HiCanyon isiBej Sukat src,Ginya.Thedomiefc hebusnes

beideveliGuwang stcre obsasrered o n the of Act. BUMDes Garuda Prba,GuwaVilge lo sact - bas drnkiwat uppland aniaton isand herhiy develsvibusnesses [15] .

if to BUMDe fMadl aii nks etwiVilg ih is to a Drinking Coaybsns, vils,elrciy ercesand a holng ormio,sland um eriesitvil including businesses the Bongkasa Vilg,BaugReec [16] . Bae nteDereo h a fte Klnkn Reec uim fc mbr4o 02cnenn h Esalsmeto uim rns opi nun Vilg,ti sase npeaigMadagVilg sa tourist in Regency. on unsrurierew n Ma 02wt . eePta Weaa h edo h llnkn eec ors fie sted hat KIRegency not watt ehsyadrs netbihn ors ilg n Klnkn.Curnl,teeae1 ors ilg s n Klnkn.Ofte1 ors ilgs ny6t ors vil be aithave un ed.laddiitt impact the - 19 c, tprouspaterof detming ours lageswasdeemed napprie,becaus the s was ready it been asa ours lage.The sence he tusofa ours vilhasnotbeen e o ch he ltofhuman resources supporting to the known o sa l characteristics must viied tit.Bascaly,tdetmioftstt vili o ize oursactvii n ungkung esaly n he chiago n he y oped a PedaDitit ve,c urenty he ance ween a PedaDititaotrditit n ungkung ssilvey unequal tt he ltoftviltough wi BUMDe htmaae ob bet raebad n pri o oci a.The act s that a numberoftitvil e e o op ch he paterofdetming ours lageschanged o botom - up pater nots rtbeging t ng niied and eforsbefehand.Manduang lage,N yalan Vilg n gr laesatn n22 r nedpeae to tourist Even 2022, Village received from Ministry Villages the consriand opmentoftim ect n he lage. For this it necessary develop village maaen atr nmaigMadagVlaeatuim vilt l op n he ute.

Th gn fKlnkn nApi 3 02 fiily opened he ng Jnah is sbusnes hen prdestt tdifentdit,namel 2.and kiomet.Thi fti oftachisof the of Assistance 2022 Manduang Vilg,a agbefro oenn rga n supportng vildevel.On he herhand,tsi tangible of Village'efforts become develng ours lage tus ed trulsofan unsrurierew ttHead he ungkung Plnni sacaDelnt Anak GeeLsn nJn 02 esae ht TeKlnkn Reec vrmettruhtePann,Reerhad DeeometAgnyi ncmmuiainwihaee n unistesBal.tconducta titfmaton to urs lage n ungkung sudy l at contn tates tnsand sf opitit vil,iudiitti pect mari stegifor ouripackages by ouri lages.So far,it felt attpoti he ours lage n Klnkn sntifro oohtuitvlae hthv devel s t opi he osousart peopl" Th euainrgriguitvlae scnandi [17] . TorsVilg safro nerto ewen atri,accommodaton stng aciii hatar prentia tucte muiylf hti nertd wihapial rcdrsadtaiin.Tuitvlae r generlitfm ur east salsal charersi,makitworhy ng tit desii n hi ea,rissilhave rtonsand culur hatarsilratvelauti titvilasa rural that an atmosphere reflects autitoftvil h n er oci - culur ie, cusoms lactvii,buidia rchitecture, and spatialstures,as las he entalt be oped asa ours tacton,f e:atri,fand bever,sr,Ing, and hertit [18] .

to achitim lage tushave carioutby orng the Village Awareness which has responsibilities a of Klungkung Goenn n fot oices ru n ont awarsittim ect,asa ours enes and a ona n he Vilenvionment ed 636 P A.Supraptoet al. on unsrur interview June with Gusti Araaa peettv fteMadagVilg ors AwaeesGru n upre ytersIso h ou grdicusi a e ait:The is te s the

of clear in management the tubing management still - supporting i notte sceraiy oyeesorpari prde serviand ces day.Promoton s so ilvery wekadn at a rvd sitneo i rectly the priofexitng ourpackages kewie orri for who to are not raises problem,namely this cannot everyday o hatguessarsi sntbecaus they play the they These have resulted the Tukad business operating optmaly unabltdevelaccorng o ual expecti,st by tpari stt exitoftb usnes esgn.The wi Vilg oe htteewilb tpotevlaet facilitate resolve problems occur.

In to results the above,based unsurrierew ttManduang lage He admaser antiMay satt:"lage devel,esaly n he c id,hasbeen red outby he VilGover,one ch s buiditManduang ours lage.lovementoft vilcharhasbeen red ,iudiby eeki asitfom he onalGover tMisrof Vilgs h rberldt h ako piltbn n Tua ia a nedbcmeaseilcnen n TorsAwaeesGru a vnbe reated Manduang Vilg stemaee ftebsns.lde,teeae severalobstes hatcannotbe ved,even hough ouri hassared o iiBal.Fortsron,a ofsonal maaen n evc atr snee nodrt r ovi the service visiting However, now Vilg a o bandtergtisiuinlfrlto n the management of Tubing towards a tourist village."

Th i rbewihtemaaen fTuigi MadagVlaei h t institution not and notyethave Std atng ocedurimanagiis tourism Bae nAril 4 in [19] , that: "BUMDesa run jntbusi(holng) tpar entof busnes t oped tVilcommuniy h he viland egi cal ur ea.(busnes t referred in (1) stand are regulated managed by in to gr into joint (3) business in as referred in (1) carry Joint activii ncLng:Devel ar- scalVilshi to small so their becomes moeepnie o ursVilwhiorzes a eresof types businesses community and business activii hatconsie hert ocalbusneses Bae nteaoepoiin,te upre yte results the group in and basis consderioftabove awsand eguli,BUMDesi busnes iy hati ra egalentt hi eas t is that direction the of busnesesiManduang lage scar ried or shelter in BUMDes Boh rh . on provisions the Perbekel No. of the OwndCoayBhg rh a eea uiesuisi the of: and business service usnes unis lage hop isunist uppor ite.

Reern oteepolms h oiydrccinta stkn wa ocag o ftepoiin otie nte21 MadagPree euain imadepii ea instrum enti traptponon he Boh Wedi BUMDe ntmaaan ftetuim uies uni [20] . In provisions the is n explcilratiraton o he cope he tourism especially the of 36 whc ttsta n om fbsns htcnb eeo s a ourssvibusnes n ton o he sitade service Likewise, you at BUMDes Boh Wedi WokPormi 02wihsae httefr f tourism can used an to job opporunii ortcommuniy eforstearBUMDes income can astvilsorgi ncome accorng o he lage Th salsmeto euain ttevlaelvli h BUMDe il s eflodu mmeitl ystigu an nsiuonalpaterwih he nvol he Boh r dhi and he im enes oup ch been ng he ng Jnah ours tacton.

Hamoiaino hs woognztosnest edn o be e o ementeach her nance hathasnot been i o arcan made serviprocure t guesswilf atsiviii itti tn hat mutas ecaidi htpaigBMDsa h rn

guariteconomisoritVilwhit overeestbusnes t n he lage.The iioft tourism group not released, if will contnue o tmanageroftTubiBusnes t undertauscesoft Boh rh BUMDe.Thspten allowsf erce tdstbe itWorPra m compied BUMDeseveryearaswel uperson r BUMDespriosi codne wih [21] . BUMDes of Boh rh asa egalentcan rout legal asa orofcooperiadvancitTubiTukad i busnes.BUMDes Boh rh can latwih hid pari o iguesssastavelagent ttrpari in publications promotions brand duang Vilg stebs etnto fe iiigfoNuaPnd.

Leal,wihntesoeo h ilg,BUMDe r relevant carrying legal that for contas o he im enes oup,curenty ti yeta legal so is limited making to maaetetbn uies h seto nraigte presiim ker n he ng isi compiiStd atng ocedur orgues erces including to ove ercesf t.Resie pari e saranged y o hatte e unsved t stcast fm ancit oblgatonsofmanager,a tn eciif ker, busnes tmanagement income other ditii talo esabls tot t 637 Bhoga Werdhi BUbjesa Manduang,lungkung, Bali the of funds year, is for vil o nves n he Boh rh . paripaton be ed n he tucton ubibusnes infrastructure Tukad thereby enhancing aeshetc sand peci actitcsofManduang lage, consderng hatmany ior n he ame ype is have semer befe Vilfmed t So h atwih mprsttiti ect,i increase indicators Manduang is to a ours lage become vilt nsorgi income the sector by Boh rh BUMDe. IV.

C Bae ntepoiin fteMadagPree ReuainNo f21,teVilg e mpn BueaBhg rh a eea uiesuisi h om of avi lbusnes t,svibusnes t, vilsbusnes t hatstagrculur eri to problems, policy that taken to change ome he ovii aiit2015 MadagPree euain imadepii ea instrument needed regulate position the Bo ha Wedi BUMDe ntemaaen ftetuim uies uni.StpuliofManduang bekelReguliNumber3 of2022 niAmendment o Vil ReuainNue f21 ocrigVilg - Ownd Enepie.I h rvsoso he ,i st explcilratiraton o he cope he tourism especially the of 36 whc ttsta n om fbsns htcnb eeo s a ourssvibusnes n ton o he sitade servibusi kewi f lattBUMDes Boh Wedi WokPormi 02wihsae httefr f tourism can used an to job opporunii ortcommuniy eforstearBUMDes income can the s income accorng o he lage moniiofte wo orzatonsneedstbe tbe e o ementeach ot.The iiofttim enes oup I released,even it continue be manager the TuigBuiesui,btudrteasie fte Boh Wedi BUMDe.Thsptenalwsfrsriesadrst be itWorPram lby y yearaswel uperson rBUMDesperssi accorwih VilPer ee of 2022.

Boh rh BUMDe salglett a ne no legal as form cooperation advancing Tua ia' uies s Boh rh can colabore t third to guests as agent ttrpari n ipublicationsand pri o and Vilastbes tnaton aferviiifom a da.So hattbalbet the of vin Penida other sub - ditisiKlbecomesmoral s maaen dli urnl esbet edvlpdt facilitate interests,both business and gover.So hatwih mprstti titutional sect tcan ncrease he ndiors hatManduang lage s settbecome tstviland a lage hatearns orgi ncome rtbusnes ect oped Boh Wedi BUMDe. Th uhrwol iet hnk o Boh rh BUMDe and iSte ytc ortr supportits R - ... 2018. - ...

- . . . - - - - 2018, - 317- . . . ng . . . 638 P A.Suprapto et al. Open access This is under terms the CommonstributiononCommercial 0 License http:/ creativecommons.0/), which any use, distribution reproduction any medium or format,tive Commons license and if chanere made. The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a line If is included the 's Commons se your use not statutory regulatior the permitted you ill to permission from copyright 639 Bhoga Werdhi BUbjesa Manduang,lungkung, Bali

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