

Original Article

Development of Bumdes Through Management Of Mangrove Ecotourism With The Village Partnership And Independence Principle

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Abstract - The focus of this research is on the research development of Village-Owned Enterprises (BUMDES) through the management of mangrove ecotourism through the principle of partnership and village independence. Mangrove ecotourism is a village asset that is able to improve the village economy, which is managed with the principle of partnership towards independence. Mangrove forest management is managed by the Mekar Self-Help Group (KSM) Mekar is currently still running partially through a community forest program under the auspices of the Ministry of Forestry of the Republic of Indonesia and has not used BUMDES under the auspices. Structural, bureaucratic, regulatory, and financial barriers are factors that inhibit the management of this mangrove ecotourism that can be integrated under the umbrella of Lubuk Kertang BUMDES. The method used is descriptive-analytic qualitative. The data to be collected comes from two sources, namely: primary data sources and secondary data sources. Primary data obtained through in-depth interviews (in-depth interviews) involved collecting (participant observation) and sharpened by focus group discussion techniques (focus group discussions).

Keywords - BUMDES Lubuk Kertang, Mangrove Ecotourism Area, Principles of Partnership and Village Economic Independence

I. INTRODUCTION

This segmentation of research places local resources as village assets that can improve the village economy if managed together with the principles of empowerment and sustainability. The potential contained in the village of Lubuk Kertang as a coastal village is very large, namely a vast expanse of mangrove forest reaching 64 hectares. From the results of a previous study conducted by Purba et al. [1], the management of mangrove ecotourism in Lubuk Kertang Village has not been carried out in a participatory manner by involving all

elements of the village community as subjects in developing the potential for mangrove ecotourism. Management is still polarized into the Mekar Mekar group in collaboration with the Ministry of Forestry of the Republic of Indonesia Village communities through social forestry programs. There is communal control based on groups in managing the area. The Mekar group is part of the struggle to restore the mangrove ecosystem area that was destroyed by the expansion of the charcoal and palm oil business.

The results of previous studies revealed that the role of the Mekar Group is so important in maintaining the preservation of mangrove forests until the development of Lubuk Kertang mangrove ecotourism management to date. This conservative effort has developed into part of ecotourism-based area management that is able to develop the village economy. Through the economic development of the village, it is expected that Lubuk Kertang mangrove ecotourism will be able to encourage the improvement of the welfare of the village community. However, the benefits of the existence of mangrove ecosystems are considered not able to involve the Lubuk Kertang BUMDes as a village economic institution to improve the village economy. The management of the Lubuk Kertang BUMDes and the management of the mangrove ecotourism area have not been integrated into the partnership network.

The partnership network under the management of the BUMDes is able to identify and develop the potential of local resources in the village to be a valuable village asset for economic growth and community welfare. Village potentials and resources are not exploited by people from outside the village but are enjoyed by the villagers themselves. In managing and developing mangrove ecotourism areas, researchers are of the view that BUMDes is a strategic and sustainable institutionalization option. The BUMDes orientation is not merely pursuing profits but is also oriented towards benefiting villagers. The basis of BUMDes



management in the village, not individuals or groups, is so that its usefulness can be felt by all village communities. Therefore, this study examines the usefulness of mangrove ecotourism in the regulation of the management of BUMDes Lubuk Kertang management, obstacles to the synergy of mangrove ecotourism management with Lubuk Kertang BUMDES, and the BUMDES development model through mangrove ecotourism management with the principle of partnership and village independence.

II. RESEARCH METHODS

A. The Research Approach

The approach used in this study uses a qualitative approach using case studies that emphasize the processes and dynamics that occur during the management of the Lubuk Kertang mangrove ecotourism until the establishment of the BUMDes Lubuk Kertang as an institution that manages several business units. Chronicle data and information searches are carried out to find out and understand comprehensively and holistically about the forms of ecotourism management that can be integrated into the management of BUMDes Lubuk Kertang to improve the community's economy[2]. Given the essence of qualitative methods in viewing the community as a subject, based on the view of the community itself (emic view), the data obtained is really as it is [3]. The speciality of the emic view is able to present the views of the subjects studied. The emic explanation was intended to be able to reveal something that was thought, known, done, expected by the informant in accordance with the delivery of the informant himself[4].

The research location was in Lubuk Kertang Village, West Brandan District, Langkat Regency. The reason for taking this location is to place researchers on the side as "outsiders" who are able to look inward in analyzing every form of mangrove ecotourism management activities and Bumdes in Lubuk Kertang Village in various forms. The development of mangrove ecotourism management takes place along with the movement of the village economy in the welfare of the local community.

B. Data Collection

The data collected consists of primary data and secondary data. Primary data is data directly obtained from the results of field interviews. The data were obtained during pre-research, interview, participatory observation and focused group discussion (FGD). The method of interviewing and observing participation in cultural research makes it possible to explore information in more depth and comprehensively [5]. The interview method is carried out by in-depth interviews using interview guides as a reference. In-depth interviews are used to collect data concerning changes in the management of mangrove ecosystems into ecotourism areas and to

trace the dynamics of multi-stakeholder involvement in its management and use to date.

Participatory observation is used primarily in directly observing the institutional functions that are formed in the management and use of mangroves. Observations focused on the extent to which community groups apply the principles of sustainability, as well as the extent of the role of group administrators in overcoming problems related to the dynamics of group development to become mangrove ecotourism areas. In addition, participatory observation also saw opportunities for the integrity of mangrove ecotourism management in BUMDes management with the principle of partnership recorded in the recording of field data so as to make a positive contribution to the research conducted.

This focused group discussion (FGD) method is used to uncover the meaning of a "finding" according to the understanding of a group, based on the results of discussions focused on a particular problem. The findings of multi-stakeholder involvement and dynamics that occur in the management of mangrove ecotourism and its relation to integration in the development of BUMDes have become material in sharpening the development of ecotourism-based BUMDes with the principle of partnership and village independence. Referring to Bungin (2003), in addition to being able to reveal the real problem, the FGD method was able to review the focus of the problem more efficiently, especially those relating to integrating the interests of several parties[6].

In addition, secondary data was obtained from various related institutions, namely: data taken from government agencies and written documents of the results of previous studies and books related to mangrove ecotourism management.

C. The Research of Information

The informants in this study are included as key informants who are able to provide many structured and in-depth explanations in accordance with the characteristics of the information needed in this study. Additional informants are likely to increase as long as they are considered able to provide information relevant to the research objectives. There is no limitation on the number of informants, as long as the required data has answered the purpose of this study. Key informants chosen included: the BUMDES management, mangrove ecotourism manager and Lubuk Kertang Village Head. These three parties are stakeholders involved in the process of managing mangrove ecotourism and the establishment of BUMDes Lubuk Kerrang.

In the selection of key informants, this study uses the criteria outlined by Bungin (2003), namely: subjects who have been long enough and intensively integrated with institutional activities in managing mangroves and developing BUMDes, so as to provide in-depth information. The subjects were also

still fully involved in BUMDes development activities and mangrove management, which were of concern to researchers. Subjects have plenty of time to be interviewed, and subjects provide information as is, so hopefully, more factual information can be obtained.

To support the validity of the data collected, in addition to using the interview method, a literature study is also carried out, especially on the results of previous research and other related documents.

D. Data Analysis

The data obtained were analyzed using the ongoing analysis method combined with the theory of empowerment and the development of the independence of the village community in managing village-owned enterprises. Focused on village development carried out in order to harmonize the rights and obligations between the government and the community. Government obligations can provide facilities and infrastructure, while community obligations are expected to be capable of completing everything[7]. Basically, village community empowerment aims to increase community access to achieve better social, cultural and economic conditions compared to the previous conditions so that rural communities are expected to become more independent with better quality of life and welfare[8]. Empowerment is actually very related to the concept of alternative development[9]. This concept demands the existence of democratic economic growth through the management of BUMDES that guarantees the interests of the people, gender equality, justice between generations and through the process of social learning [7].

III. RESULTS AND DISCUSSION

A. Utilization of Mangrove Ecotourism in Regulation on the Management of Lubuk Kertang BUMDes

Mangrove ecotourism management in Lubuk Kertang Village is currently managed by several non-governmental groups, namely: the Mekar Group (established since 2006), the Mangrove Sustainable Group (established since 2008) and the Golden Mangrove Group (established in 2014). Of the three mangrove management groups, the Mekar Group is the first group involved in mangrove management. They proactively initiated community awareness to move to carry out conservation and rehabilitation activities of mangrove forests that were damaged in the 1990s. The establishment of the Mekar Group is the result of the initiation of a number of non-governmental organizations that routinely advocate for the rehabilitation and conservation of mangroves in Lubuk Kertang Village.

The source of income of the Mekar Group is not only from tourist visit levies but also sources of income are obtained through group activities, including various types of food sold to visitors, boat

tours, relaxing huts, bathroom levies, merchant taxes and stall taxes. In its development, the Mekar Group has collaborated with several government and non-government organizations.

The collaboration took place in the form of partnerships, which consisted of: partnership with the North Sumatra Provincial Forestry Service through the partnership forest program, the Natural Resources Conservation Agency, the Forest Management Unit, Pertamina and the Watershed Management Agency and the Langkat Regency Environmental Agency. Like Pertamina, which annually provides cash and facilities assistance, Yagasu (Sumatran Elephant Foundation) also provides assistance to them [10]. But they were limited to providing assistance, not participating in the management of the tourist area[2], [8]. Because, in management such as cleaning, renovating, reforestation of mangroves currently still managed by the Mekar Group. At present, the bloom group has 43 members, including the chairman.

B. Constraints of Synergy in Management of Mangrove Ecotourism with Lubuk Kertang BUMDES

The main approach in this study uses the concept of empowerment in locating the community of Lubuk Kertang Village, West Brandan District, Langkat Regency not only as an object in mangrove ecotourism management but also as its subjects who play an active role in developing as one of the village's income through developing BUMDES in order to create village economic independence[7].

The establishment of BUMDES must begin as a pattern to strengthen the economy of rural communities. The village economic embryo must be clearly identified first. Identification is very much needed so that after BUMDES is not established, it does not include any activities in it, and currently, it is happening in some BUMDES. This is due to the establishment of BUMDES only through a "project approach" not based on the strength and potential of local resources[11]. BUMS as an instrument to drive the community's economy has not yet fully become an understanding among local economic activities and village people. Finally, BUMDES should be the initial capital of a social movement from the "economic" struggle, which has not yet been reached its full potential.

The awareness of the village community to understand their position in order to seize the village into an economic centre has not yet become an objective. BUMS is present as a place to organize the villagers to increase their enthusiasm in strengthening and developing the economy. BUMS can be used as a means of sharing for village community groups to improve the quality and quantity of products as well as discuss the strategy of marketing development. So BUMDES will gradually become a centre for them if

there are problems with the business they are living in [11].

As far as observations and findings in this study indicate that the obstacles experienced in the synergy of mangrove ecotourism management under the umbrella of BUMDES Lubuk Kertang include:

1. There has not yet been an understanding of the nature of BUMDES management between the Lubuk Kertang BUMDES management and the Mekar Group as managers of mangrove ecotourism. Each stakeholder related to mangrove ecotourism management does not understand the philosophy of establishing BUMDES as a regional business entity to improve the economy of rural communities. Interviews with mangrove ecotourism managers indicate fears of a takeover of the business sector by the Lubuk Kertang Village Government, which has been initiated by the Mekar Group. This concern was manifested through capital investment offers for ecotourism development that the village government had not yet been able to provide through capital participation to BUMDES Lubuk Kertang. Mekar Group considers the presence of Lubuk Kertang BUMDES management in mangrove ecotourism management can weaken the ownership status of mangrove ecotourism management rights that have been held so far so that these conditions have implications for the distribution of business results obtained. The existing condition in which the distribution of profits is distributed through the profit-sharing system with a proportion of the distribution to the Government of Lubuk Kertang Village is Rp. 700,000 per month. The amount of revenue sharing fluctuates, and very much depends on the profit gained each month. While for BUMDES Lubuk Kertang, the distribution of business results has never been obtained. The Lubuk Kertang BUMDES management at the time of the research was still not questioning and discussing this matter further with the manager of Lubuk Kertang mangrove ecotourism because of their inability to provide capital participation in developing the mangrove ecotourism business unit, which required large funds. This inability caused their hesitation in discussing further this.
2. BUMS LubukKertang does not have sufficient funds to facilitate the needs in fulfilling facilities and infrastructure in managing mangrove ecotourism. The Head of Lubuk Kertang Village has facilitated a meeting between the mangrove ecotourism manager and the Lubuk Kertang BUMDES management on the discourse of integrating business units under the umbrella of BUMDES management, but the discourse has still not found an agreement in terms of the request of the ecotourism manager regarding the need to add facilities and infrastructure in the area of the BUMDES management. Ecotourism, such as the addition of kiosks, bathroom improvements, the

addition of play rides and photo spots. BUMS Lubuk Kertang has not been able to afford it, in addition to requiring large funds and an unclear agreement regarding ownership in the future.

3. The regulation on synchronization of mangrove ecotourism management that has so far been sheltered by the Ministry of Forestry and the Environment through the partnership forest program with the implementation of Law No. 6 of 2014 concerning Villages that entrusts all-natural resource potentials under the authority of village administration is village assets to be managed by BUMDES.

C. BUMDES Development Model Based on Mangrove Ecotourism

Based on the SWOT analysis, the ecotourism-based BUMDES Lubuk Kertang development model is obtained, which includes the following:

1. Growing Stage

Existing Condition	Development Strategy
<ul style="list-style-type: none"> - Already have BUMDES - Still don't really understand the BUMDES philosophy - Still not able to compile the AD / ART and Raperdes for the establishment of BUMDES - Still can not identify the potential and choose the type of business - A business unit has been formed, but revenue has not been stable - Still studying synergy regulations and governance in the development of mangrove ecotourism-based BUMDES 	<ul style="list-style-type: none"> - Determine the potential and choose the type of business in accordance with the potential of existing resources in the village of LubukKertang, one of which is the development of LubukKertang BUMDES based on mangrove ecotourism - Arranging AD / ART in accordance with the governance of BUMDES - Arrange organizational structure and HR assessment in a professional and accountable manner. - Establish a mechanism of cooperation in the management of mangrove ecotourism under the umbrella of BUMDES development - Inaugurate the BUMDES management and in managing and discussing business and market production

2. Strengthening Stages

Existing Condition	Development Strategy
<ul style="list-style-type: none"> - The business unit is already running, income has begun to stabilize, and the revenue trend is increasing from year to year - Managers are starting to have difficulty managing the revenue growth of mangrove-based ecotourism-based BUMDES business units - BUMS LubukKertang managers need to get management training (competency plan-Do-Check-Actus) - Managers have difficulty preparing business plans and BUMDES business plans - BUMS managers have difficulty in preparing performance reports 	<ul style="list-style-type: none"> - Feasibility study of business plans and strategic plans for developing BUMDES based on mangrove ecotourism - Compiling BUMDES annual work plan and budget - Better and more correct asset management and management - Administration and personal management - Proportional recording and financial reporting - Performance evaluation and reviewer

1. LubukKertang Village has the greatest BUMDES potential through the management of mangrove ecotourism that can drive the village economy through the principle of partnership and village independence
2. Mangrove eco-tourism management is currently not integrated into the umbrella of BUMDES development, so it is still managed partially by the Mekar Group.
3. The village government has not been able to integrate the management of mangrove ecotourism into the Lubuk Kertang BUMDES umbrella, so its management is still constrained by regulations and synergy of understanding of mangrove management groups with BUMDES based on the principle of partnership
4. No regulations have yet been found regarding the synchronization of mangrove ecotourism management which so far has been subject to the rules of the Ministry of Forestry and the Environment through a partnership forest program with the implementation of Law No. 6 of 2014 concerning Villages.
5. The Lubuk Kertang BUMDES development model must go through the stages of growing, strengthening and developing to form business entities and third-party cooperation so that partnerships and harmony are established in harmony.

3. Stages of Development

Existing Condition	Development Strategy
<ul style="list-style-type: none"> - The mangrove ecotourism-based BUMDES business unit has developed, where BEP Operations have been achieved - Improve community welfare - It is necessary to open new business units that become a multiplier effect with mangrove ecosystem management - More and more cooperation offers - One of them needs to be motivated to utilize IT technology 	<ul style="list-style-type: none"> - Establish a third party business entity and cooperation - Aspects of taxation and marketing of network branding and cooperation across BUMDES, especially those related to mangrove ecotourism

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IV. CONCLUSION

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