



Revitalizing Village-Owned Enterprises (Bumdes) Through BUMDES Management Training for Sustainable Tourism Development: A Case Study of Rinding Allo Village, Rongkong District

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ABSTRACT

This community service program aims to revitalize BUMDes through BUMDes management training for sustainable tourism development in Rinding Allo Village, Rongkong District. The community service method used is the ABCD method (Asset-Based Community Development). The ABCD method is used to identify the local potential of Rinding Allo village in an effort to improve the management of BUMDes for the development of sustainable tourism. This community service is carried out through four stages, namely: 1) the discovery stage, which identifies positive programs that have been carried out by Rinding Allo village so far and the problems faced related to the management of BUMDes and the development of sustainable tourism. At this stage, it was found that the management of BUMDes in Rinding Allo has not been running optimally due to internal and external problems. 2) the second stage is the dream stage. At this stage the community service team carries out steps and strategies taken in order to achieve the targets and objectives of the community service. At this stage, BUMDes management training will be conducted, providing program recommendations such as providing infrastructure and human resources that support BUMDes management and sustainable tourism development, creating clear regulations related to BUMDes and tourism in Rinding Allo village. 3) the third stage is design. This stage is carried out by designing BUMDes training modules, designing action plans, preparing implementation teams and building collaborative partners. 4) the destiny stage, namely the implementation and sustainability of the program. At this stage the community service team conducts BUMDes management training, mentoring and monitoring BUMDes, network development, promotion and financial management and program evaluation.

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A. INTRODUCTION

Tourism is a sector that plays a vital role in supporting and improving the global economy today. This is because tourism contributes to increasing a country's foreign exchange (Muhammad Ikhsan Kamil et al., 2023; Akbar, Marliyah and Daulay, 2025; Robina-Ramírez et al., 2025; Shah, 2025), creating jobs (Emilia et al., 2025; Maymuna et al., 2025), encourage the growth of other sectors and contribute to increasing a country's Gross Domestic Product (Guo et al., 2025; Muhamad, AB and Supriyadi, 2025; Oltean et al., 2025; Zhao et al., 2025). In the Indonesian context, tourism has experienced significant growth year after year. This is indicated by an increase in the number of international tourist visits of approximately 1.07 million visits, or 2.41%, by 2024 (Central Statistics Agency, 2024). In addition, the number of national tourist trips reached 756,020 trips, an increase of 9.28% (Central Statistics Agency, 2024). This phenomenon demonstrates that the tourism sector contributes significantly to a country year after year. Although the tourism sector has experienced significant growth over the years, there are still problems and challenges facing optimal development. For example, inadequate infrastructure (Zhao et al., 2025), the quality of human resources is still inadequate (Hamza, Li and Khezri, 2025), environmental management and tourism management are not yet optimal (Emilia et al., 2025; Wang et al., 2025). These phenomena and challenges are issues that hinder optimal tourism growth, particularly in the tourism sector located in remote areas. As a result, the contribution of the tourism sector in remote areas is less than that of tourism in areas with easy access.

Rinding Allo Village, Rongkong District, is one of the villages located in South Sulawesi that has the potential for sustainable tourism development in the future. Based on data, Rinding Allo Village has promising tourism potential. For example, Rinding Allo Tourism Village was once included in the top 300 Indonesian tourism village awards in 2021, the top 15 category of tourism village promotions in 2022 held by the Ministry of Villages, was the location for the filming of the Rongkong fog blanket video in 2022, the Pokdarwis Rante Kasimpo tourist attraction won first place in tourist attractions at the provincial level and represented South Sulawesi at the national level. In addition, Rinding Allo Village also has agro-tourism farming and archipelago heritage in the form of Rongkong weaving (Ministry of Tourism of the Republic of Indonesia, 2025). The uniqueness and distinctive characteristics of Rinding Allo village offer significant potential for sustainable tourism development in the future.

Although Rinding Allo Village has significant tourism potential, there are still obstacles and challenges facing its development. These include access issues, inadequate infrastructure, and suboptimal promotion and management of the tourist attraction (Oktawan et al., 2024; Hg, Surata and Kantén, 2025). These conditions and phenomena have caused the tourist attractions in Rinding Allo village to be underdeveloped in various aspects, thus not being able to make a significant contribution to improving the welfare of the people of Rinding Allo village, Rongkong District.

One of the village organizations or institutions that plays a vital role in supporting the sustainable tourism sector in villages is the Village-Owned Enterprise (BUMDes). BUMDes plays a role in improving tourism infrastructure, managing tourist attractions, and empowering village communities to participate in tourism management (Alamanda et al., 2023; Hidayat et al., 2023; Nasfi, Aimon and Ulfa Sentosa, 2023; Febrina et al., 2024; Aji, Mina and Pahlevi, 2025). In the context of Rinding Allo Village, based on initial observations, it was discovered that the BUMDes was not operating optimally. This was due to various factors, both internal and external. Interviews with the Head of Rinding Allo Village revealed that BUMDes problems in the village included inadequate human resources, infrastructure problems in the form of suboptimal building procurement, and inadequate community literacy



(Head of Rinding Allo Village, 2024). These conditions resulted in the BUMDes' inability to support the tourism sector in Rinding Allo Village. Therefore, it is necessary to revitalize BUMDes through training in sustainable BUMDes management.

This community service is important because it can support sustainable development in Rinding Allo village, Rongkong District through increasing the capacity of BUMDes, developing sustainable tourism, improving the welfare of the Rinding Allo village community and optimizing the potential of Rinding Allo village by utilizing BUMDes. While the novelty of this community service article is that there is a holistic integration of BUMDes and sustainable tourism, namely the BUMDes training material provided not only covers basic financial and operational management of BUMDes, but also includes aspects of ecotourism, cultural conservation, digital marketing. Local community involvement and the tourism value chain. Then, this community service article also emphasizes the aspect of sustainability, namely emphasizing the importance of training in maintaining natural and cultural sustainability, environmental waste management and local community involvement in efforts to improve welfare evenly.

Based on previous literature studies, it was found that most studies on financial performance and governance focused on community-based asset mobilization. Therefore, this study offers a novelty in integrating the Asset-Based Community Development (ABCD) framework with Village-Owned Enterprise (BUMDes) management training in the context of sustainable tourism development. Furthermore, this program emphasizes capacity building through structured management training—covering financial literacy, organizational governance, digital marketing, and hospitality services—ensuring that local actors acquire the competencies necessary for effective business management.

B. METHODS

This Community Service (PKM) was conducted in Rinding Allo Village, Rongkong District, North Luwu Regency, South Sulawesi. Rinding Allo Village has great potential in sustainable tourism development. To achieve this goal, this PKM was implemented using the Asset-Based Community Development (ABCD) method based on the principles put forward by John McKnight and Jody Kretzmann, who are also founders of The Asset-Based Community Development (ABCD) Institute. The purpose of using the ABCD method is to facilitate the achievement of vision goals by a community based on its internal conditions and potential in order to carry out innovation and change.

Furthermore, the ABCD (Asset-Based Community Development) method was implemented to identify and utilize local potential in developing a tourism village in Rinding Allo. Furthermore, the ABCD approach emphasized the utilization of the potential and strengths of the Village-Owned Enterprises (BUMDes) owned by Rinding Allo Village as a resource for achieving sustainable tourism development. This approach is highly suitable for Rinding Allo Village, as it possesses significant potential but is not yet optimally organized.

ABCD	Focus	Implementation in Rinding Allo
A - Asset-Based	Identification & optimization of assets	Human resources, local culture, natural resources, village funds
B - Bridging & Bonding	Strengthening internal cohesion & external partnerships	Community solidarity, collaboration with local government/NGOs



ABCD	Focus	Implementation in Rinding Allo
C – Capacity Building	Strengthening managerial & technical capacity	Management training, digital marketing, hospitality
D – Development for Sustainability	Economic, social, and environmental sustainability	Diversification of BUMDes enterprises, sustainable tourism

Source: Kretzmann, J. P., & McKnight, J. L. (1993)

The stages of implementing the ABCD method applied in this program are:

1. *Discovery* (Asset Discovery)

This stage involved mapping the potential of Rinding village. This participatory approach involved interviews with village officials, community leaders, youth, housewives, students, and business groups. This resulted in a list of village assets, including individual capabilities (craftsmen, homestay operators, farmers, fishermen, MSMEs, and others), village facilities (village hall, schools, places of worship), and tourism potential.

2. *Dream* (Joint Planning)

After identifying the village assets of Rinding Allo, a focus group discussion (FGD) was held with village officials and the community regarding their shared dreams and hopes for the desired changes in the village. From the interviews, we concluded that the Rinding Allo community's hopes, as conveyed directly by the Village Head, were to improve the village's economy through the development of sustainable tourism potential. This discussion was held to foster a sense of ownership and motivate residents to actively participate in future programs.

3. *Design* (Program Design)

After discussions with various village officials, the community, and the Community Empowerment and Development (PKM) team, the next step was to design the PKM program. In this phase, we designed a program to revitalize village-owned enterprise (BUMDes) through training on sustainable BUMDes management.

4. *Delivery* (Program Implementation)

We will implement the program collaboratively, involving various parties. The stakeholders involved are as follows:

- The Village Government as the main manager of BUMDes plays a role in providing support, guidance and supervision.
- BUMDes administrators as the main implementers of BUMDes operational activities require training to improve their capabilities in managing BUMDes sustainably.
- The Village Consultative Body (BPD) plays a role in overseeing the management of BUMDes and ensuring transparency and accountability in BUMDes management.
- The Village Community Empowerment Service (DPMD) plays a role in providing guidance, assistance and facilities in managing BUMDes.
- Village communities act as beneficiaries of BUMDes management.
- The facilitators in this case are lecturers and practitioners of Islamic financial institutions as resource persons in the training.

5. *Destiny* (Community Sustainability and Independence)



In this final stage, several steps will be taken to ensure the program's sustainability in the future. The steps are as follows:

- a. Joint evaluation and reflection, namely conducting an evaluation of the entire training process that has been carried out.
- b. Internal capacity building and knowledge transfer, focusing on strengthening the internal capacity of BUMDes to enable them to manage their businesses independently. This can be achieved through mentoring, advanced training, the formation of internal teams, and the development of BUMDes Standard Operating Procedures (SOPs).
- c. Network and partnership development, namely building and developing partnership networks for business sustainability.
- d. Independent monitoring and evaluation, namely equipping Rinding Allo Village-Owned Enterprises (BUMDes) with independent monitoring and evaluation skills. This stage includes training in a simple monitoring system, developing a long-term action plan, and developing an independent reporting mechanism.
- e. The exit strategy and full handover is the final stage, which involves fully handing over management of the BUMDes to the Rinding Allo BUMDes management. This process involves handing over documents and assets, establishing a contact person, committing to ongoing commitments, and celebrating the program's success.

C. RESULTS AND DISCUSSION

This community service activity was carried out in Rinding Allo Village, Rongkong District, using the Asset-Based Community Development (ABCD) method, with several stages: discovery, dream, design, and definition. The implementation process of this community service is explained in the following stages:

a. Discovery

This stage aims to identify and identify positive programs related to the revitalization of the Village-Owned Enterprise (BUMDes) that have been developed by Rinding Allo village to develop sustainable tourism. Furthermore, this stage aims to identify assets, including physical aspects owned by the village, that can support the optimization of BUMDes management in efforts to develop sustainable tourism in Rinding Allo village, such as BUMDes infrastructure. Furthermore, the availability of human resources in Rinding Allo village that can support optimal BUMDes management.

In order to achieve these goals, several positive activities were carried out, such as initial observations in Rinding Allo village regarding the existence of BUMDes, in-depth interviews with village officials, the BPD, and the local community. Furthermore, this community service also conducted Focus Group Discussions (FGDs) in order to obtain in-depth data and information regarding BUMDes management in Rinding Allo village. In addition, this community service also documented several village assets, both physical and human resources (physical and natural resources assets). After conducting interviews, discussions and several other stages in the discovery stage, the following conclusions can be drawn:

- a) Rinding Allo Village has a BUMDes that has been established for a long time but has not been managed well due to internal and external constraints.
- b) Obstacles to BUMDes management in Rinding Allo village include internal problems, namely low understanding and skills in BUMDes management, limited human resources, lack of capital, poor BUMDes governance, and internal conflict



problems between administrators.

- c) External obstacles to BUMDes management in Rinding Allo village include unclear regulations, low community participation, limited market access and a weak monitoring system.

b. Dream

The next stage in this community service is the dream stage. This stage is used to determine the targets and steps to be achieved. Based on discussions and interviews with stakeholders in Rinding Allo village, several things need to be achieved to improve the management of the Village-Owned Enterprise (BUMDes) optimally to realize sustainable tourism in Rinding Allo village, including:

- a) Conducting continuous BUMDes management training to improve understanding and skills in BUMDes management.
- b) Preparing superior and professional human resources in order to support the progress of Rinding Allo village.
- c) Providing adequate infrastructure that can support the sustainable management of BUMDes.
- d) Implement clear regulations related to BUMDes to support and facilitate the implementation of sustainable BUMDes management.
- e) Conducting periodic monitoring and evaluation in BUMDes management

c. Design

To achieve the short-term and long-term goals of managing the Rinding Allo Village-Owned Enterprise (BUMDes), it is necessary to develop strategies, processes, and systems to be implemented. Therefore, this community service program designs BUMDes management, including planning, implementation, monitoring, and evaluation. Furthermore, the BUMDes management design in Rinding Allo village also encompasses infrastructure design, BUMDes management models, BUMDes programs, and more. The detailed BUMDes management design model in Rinding Allo is explained as follows:

a) BUMDes Training Module Design

As a first step in implementing BUMDes training, this community service program provides a BUMDes training module as a guideline for BUMDes management training. This module involves individuals with accounting expertise and experience in managing BUMDes finances and financial data assets. Furthermore, the development of this training module involves individuals with expertise in digitalization, youth groups, and social media communities focused on sustainable tourism marketing.

b) Action Plan Design

In this service, action plans have been prepared for each work program, including schedule, person in charge, resources required (based on existing assets), and success indicators.

c) Formation of a Driving or Implementing Team

This community service has formed a team of village officials, BPD and other community members to become the driving force and implementers of the program, accompanied by the community service team.

d) Building Collaborations/Partnerships

This service has identified potential partnerships with external parties that support sustainable BUMDes management such as financial institutions, tourism offices, travel agents and so on.

d. Destiny

The final stage of this service is the implementation and sustainability phase of the program. This phase involves implementing the previous design phases through the following concrete activities:

- a) Implementation of the training is to hold training on managing Rinding Allo BUMDes based on the training module. which has been designed with participatory and interactive methods.



Figure 1. BUMDes Management Training



Figure 2. BUMDes Financial Management Training

- b) Providing mentoring and monitoring, namely providing assistance to the Rinding Allo BUMDes management and the community after training. Monitoring is carried out periodically to monitor the progress of the Rinding Allo BUMDes management after the training.
- c) Network Development, namely collaborating to build networks with other stakeholders such as tourism stakeholders at local and regional levels.



Figure 3. External Partner Development

- d) Promotion and Marketing: This service helps the Rinding Allo Village-Owned Enterprise (BUMDes) promote tourism through existing social media. BUMDes training includes homestay management, finance, and other training.
- e) Transparent Financial Management, namely implementation of a transparent and accountable financial management system in BUMDes.

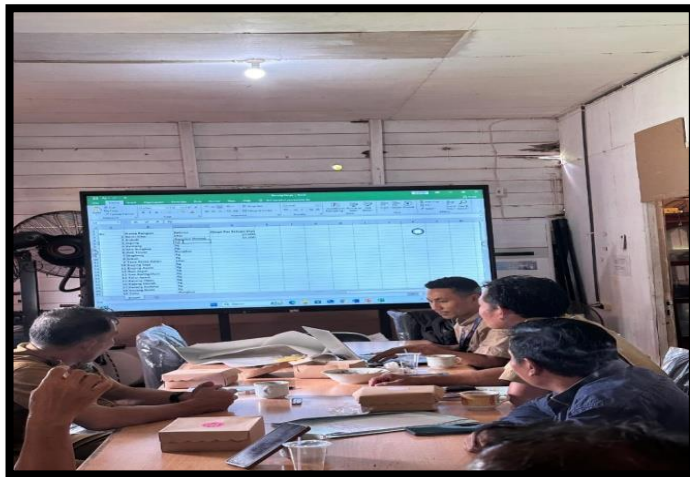


Figure 4. Financial Management Training

- f) Implementation of the post-training sustainability plan, namely the implementation of sustainable BUMDes management development which is integrated with the long-term goals of BUMDes and sustainable tourism development in Rinding Allo village after the community service program is complete. This plan should focus on how village assets can continue to be utilized and developed independently.

D. CONCLUSION

After carrying out community service in Rinding Allo village, the results of community service using the ABCD method in order to optimize BUMDes management for sustainable tourism development can be concluded as follows:

1. BUMDes management training has been carried out involving village officials, BUMDes managers and the Rinding Allo village community so that the goals of Rinding Allo village can be maximized.



2. Availability of mentoring and monitoring of BUMDes and sustainable tourism management after training.
3. The availability of a mechanism for building networks and collaboration in the development of BUMDes and sustainable tourism in Rinding Allo village so that the results are more optimal.
4. This service provides training in promotion and marketing, BUMDes financial management and implementation of sustainability plans.

While this research makes a contribution, it does have limitations. First, it still requires adequate time flexibility in the monitoring and evaluation process to achieve optimal results in the field. Second, this research was conducted in a remote area, so access is still very limited. Therefore, further in-depth exploration is needed in subsequent contexts.

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F. AUTHOR CONTRIBUTIONS

In preparing this community service article, each team member has a role and contribution. Erwin as the main author contributed from the preparation of the community service proposal, the community service process and data collection to the data analysis stage. Abd. Rahim contributed to designing the community service model. La Ode Muhammad Iksan Yusuf contributed to compiling the background and methods. I Made Jyotisa Dwipatna and Putu Ananda Devi Nugraha contributed to analyzing the data and compiling the discussion and conclusions.

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