DEVELOPING A TRADITIONAL VILLAGE BASED GOVERNANCE SYSTEM FOR TOURISM DESTINATION IN BALI

Anak Agung Putu Agung
I Made Tamba
Ida Bagus Brata

ABSTRACT
The research of the tourist destination management system is very much the object of this investigation, in which it analyzes: (1) Income distribution policy in the management of the tourist destination of Pandawa beach, (2) Monitoring system in the management of the tourist destination of Pandawa beach, (3) Synergy of support to interested parties in the management of the tourist destination of Pandawa beach, (4) Promotion system to improve the visit to the tourist destination of Pandawa beach, (5) Management system as a model of Pandawa Beach as Tourist Destination, Kutuh Village, South Kuta, Bali. Through qualitative-descriptive and quantitative research, the data were treated and the results highlight the relevance of a Tourist Reception System planned and designed to project its scope.

Keywords: Management of tourist destination. Pandawa Beach Management System. Model tourist destination. South Kuta, Bali.

DESENVOLVIMENTO DE UM SISTEMA TRADICIONAL DE GOVERNANÇA BASEADO EM VILAS PARA DESTINO TURÍSTICO EM BALI

RESUMO
A pesquisa do sistema de gestão de destino turístico muito é o objeto desta investigação, na qual se Analisa: (1) Política de distribuição de renda na gestão do destino turístico da praia de Pandawa, (2) Sistema de monitoramento em a gestão do destino turístico da praia de Pandawa, (3) Sinergia de apoio às partes interessadas na gestão do destino turístico da praia de Pandawa, (4) Sistema de promoção para melhorar a visita ao destino turístico da praia de Pandawa, (5) Sistema de gestão como modelo da Praia de Pandawa como Destino turístico, Kutuh Village, South Kuta, Bali. Por meio de pesquisa qualitativa-descritiva e quantitativa os dados foram tratados e os resultados destacam a relevância de um Sistema de Acolhimento Turístico planejado e projetado para projeção de seu alcance.


DEARROLLO DE UN SISTEMA DE GOBERNANZA TRADICIONAL BASADO EN ALDEAS PARA DESTINO TURÍSTICO EN BALI

RESUMEN
La investigación del sistema de gestión de destinos turísticos es en gran medida objeto de esta investigación, en la que analiza: (1) Política de distribución de ingresos en la gestión del destino turístico de la playa de Pandawa, (2) Sistema de seguimiento en la gestión del destino turístico de la playa pandawa, (3) Sinergia de apoyo a los interesados en la gestión del destino turístico de la playa pandawa, (4) Sistema de promoción para mejorar la visita al destino turístico de la playa de Pandawa, (5) Sistema de gestión como modelo de playa pandawa como destino turístico, pueblo de Kutuh, Kuta del sur, Bali. A través de la investigación cualitativa-descriptiva y cuantitativa, los datos fueron tratados y los resultados ponen de relieve la relevancia de un Sistema de Recepción Turística planificado y diseñado para proyectar su alcance.

Bali tourism development is increasingly being encouraged to maintain and even improve the achievements achieved as the best tourism destination in the world. Various tourism development programs are planned, implemented and evaluated on an ongoing basis to respond to the dynamics of world tourists’ preferences. All Bali tourism stakeholders always close ranks and innovating to build and develop existing tourism potential. This is done to respond to developing world tourism challenges, which has developed as strong competitors. The development of new tourist destinations is becoming an increasingly important and urgent alternative to provide a new atmosphere with a warm and fresh image and avoid monotony. It is time for innovative breakthroughs to be made in developing new tourist destinations so that there will be a fundamental change in tourism development from a materialistic paradigm with only economic benchmarks towards a sustainable tourism development paradigm. The cultural landscape must be used as an icon in the development of new tourist destinations to realize sustainable tourism. However, sustainable tourism development is still shrouded in a number of problems that immediately require solutions and innovation.

Likewise, the Pandawa Beach tourist destination faced. In the midst of increasing tourist visits to Pandawa Beach tourist destinations, it has not been accompanied by improvements in governance to respond to tourists’ hopes, wants, and needs. This factual condition occurs because the rate of tourism growth in this area is faster than the rate of regulation, the Pandawa Beach tourism destination, which has stunning panoramas in all directions, has not yet been able to be actualized optimally. The manager of the Pandawa Beach tourist destination is the Kutuh Traditional Village. Through cooperation with third parties, several tourism support facilities have been successfully built. The Badung Regency Government has also played a major role in encouraging Pandawa Beach tourist destinations’ development through the construction of excellent road facilities, clean water facilities, electricity and street lighting facilities, and various other supporting incentive policies. However, all of that is not enough to turn Pandawa Beach into an exclusive tourist destination that satisfies all stakeholders. Many physical and non-physical aspects need to be arranged to image Pandawa Beach as a world-class tourist destination and very worthy of being visited by tourists.

Some of the problems that are thought to be still a big challenge for Pandawa Beach tourist destinations, namely (1) the unorganized utility system and environmental facilities, (2) the unorganized management system and management system, (3) the unavailability of typical mainstay souvenir products, and (4) the Pandawa Beach tourism destination has not been widely marketed. Therefore, the study's focus as a solution to the problems that arise is the utility system and environmental facilities as well as management systems and institutions. In addition, the focus of the study is also directed to the attractiveness of objects and services. Promotion factor is also an urgent study because it has an important role as a medium of communication in order to socialize the existence of tourism objects.

Chen (2004) states that the factors influencing tourist destinations' choice related to individual needs, motivations, preferences, lifestyle, and goals in traveling. Kotler (2003) calls consumer characteristics. Tourist image can be formed due to promotion. Therefore, the promotion of tourism objects must be able to describe the existing conditions, as stated by Gronroos (1990) that image is reality, so that the image development and improvement program must be based on reality.

The research results by Agung, et al. (2014-2015) found that the attributes of ecotourism and promotion affect image, which then leads to decision-making to visit. The attribute factor has the greatest contribution to the decision to visit. In this regard, this research is expected to be able to answer the following important problems:

1. How is the Income Distribution System Policy in the Management of the Pandawa Beach DTW,
2. How is the Monitoring System in the Management of the Pandawa Beach DTW,
3. How is the Synergy System for Stakeholder Support in the Management of the Pandawa Beach DTW,
4. How is the Promotion System to increase tourist visits to Pandawa Beach Tourist Destinations
5. How is the Management Model of the Pandawa Beach DTW. Kutuh Village, South Kuta, Badung.

**Research purposes**

1. Analyzing the Income Distribution System Policy in the Management of the Pandawa Beach DTW,
2. Analyzing the Monitoring System in the Management of the Pandawa Beach DTW,
3. Analyzing the Synergy System for Stakeholder Support in the Management of the Pandawa Beach DTW,
4. Analyzing the Promotion System to increase tourist visits to Pandawa Beach Tourist Destinations,
5. Analyzing the Management Model of the Pandawa Beach DTW. Kutuh Village, South Kuta, Badung.

LITERATURE REVIEW

Tourist destination management system for sustainable tourism

According to the WTO in Agenda 21 for the travel and tourism industry states: Sustainable tourism development meets tourists and tourist destination communities’ needs while protecting and developing opportunities in the future. Seen as something that leads to management, all resources in a way where economic, social and aesthetic needs can be met together with cultural integrity, essential ecological processes, biological diversity and life-supporting systems are maintained. Strategic Issues in Sustainable Tourism These are as follows: (1) Increasing the responsibility of Corporate Stakeholders, (2) Producing a suitable form of tourism, (3) “Sustaining” Social and Cultural Resources, (4) “Sustaining” the Natural Environment, (5) The need for plans that are effective for planning tourist destinations, (6) Role of “Carrying Capacities” and indicators in Sustainable Tourism, (7). Avoiding conflict, (8) Increasing Community Involvement, and (9) Direction for the future.

Tourism policy provides a basic philosophy for development and determines the direction of tourism development in these destinations for the future. A destination can be said to be carrying out tourism development if there are already tourism activities. In implementing development, planning is a factor that needs to be done and considered. According to Inskeep (1991: 29), there are several approaches that are considered in tourism planning, including: (1) Continuous Incremental, and Flexible Approach, where planning is seen as an ongoing process based on needs by monitoring existing feedback. 2) System Approach, where tourism is seen as a system relationship and needs to be planned with systems analysis techniques, (3) Comprehensive Approach.

Tourist Attractor and attract factors

Tourist visits to a tourist destination are influenced by push and pull factors, which in general can be explained by consumer behavior, because tourists are actually consumers of the tourist destination. According to Hawkins, et al. (1988), consumer behavior is a decision-making process that requires individual activities to evaluate, obtain and use goods and services. Hawkins et al (1988) further argue that consumer behavior is a study of individuals, groups or organizations and the processes they use to select, secure, use and determine products, services, experiences, or ideas to satisfy needs. The factors that influence consumer purchasing behavior are (1) internal factors and (2) external factors. Internal factors include perception, According to Engel, et al. (1995), consumer behavior is an action that is directly involved in obtaining, consuming, and consuming products and services, including the processes that precede and follow these actions. Environmental factors and individual differences influence the purchasing decision-making process. Consumers’ stages in making purchasing decisions start

RESEARCH URGENCY

The current factual condition, namely the relative rate of the number of tourist visits to the Pandawa Beach Tourism Destination Area to the number of tourist visits to Bali which is experiencing an increasing trend. To respond to this, improvements are needed system management that is urgent in nature to respond to tourist preferences’ dynamics. This is becoming increasingly important to deal with because of the attributes and promotion of tourist destinations, as well as the image of tourists, all of which stem from system tourism destination management. The factual conditions show that the Kutuh Traditional Village carries out Pandawa Beach tourist destinations’ management. As a tourist destination relatively new, then system governance needs to be developed comprehensively. In this regard, it is very urgent to conduct a research on the Management System of Traditional Village-based Tourism Destinations. The study of the promotion system also has a high urgency to increase the number of visits to Pandawa Beach tourist destinations.

There is a great opportunity that by improving the management of Pandawa Beach tourist destinations, it will significantly increase the flow of tourist visits. The increase in the number of tourist visits will increase the income of the people and local revenue (PAD) of Badung Regency. The increase in PAD will spur economic growth in the region because the larger proportion of income can be used for development. In addition, the sustainability of tourist destinations is increasingly maintained because the community feels that they belong and consider the tourist destination very important for their family’s life.

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from awareness of their needs, then search for information, evaluate alternatives before purchase, purchase, consumption, results in the form of satisfaction or dissatisfaction.

Tjiptono (1997) states that product attributes are elements that are considered important by consumers and are used as the basis for making purchasing decisions. Product attributes include brand, packaging, warranty, service, and so on. There are several types of product attribute classifications. Gartner (1993) in his research on Korean tourists stated that tourists visit Korea because they are motivated by the tangibles attribute (shopping) and the intangibles attribute (local culture). It is further explained that product attributes are divided into tangibles attribute (shopping) and intangibles attribute. Law (1995) states that two factors contribute to a tourist area's attraction, namely primary and secondary factors. Primary factors contain the tourist area's climate, the environment, cultural traditions, traditional architects and natural sources. Secondary factors include tangible and intangible items that are directly developed by tourists such as hotels, catering, activities and supporting attractions.

The importance of promotion of tourist destination areas

Although it is well known, it is very important to promote tourism destinations sustainably. Promotion is a type of communication that provides convincing explanations to potential consumers about goods and services (SIMAMORA, 2004). Furthermore, Payne (1993) states that promotion is a tool that can be used by service organizations to communicate with their target market. Communication is the process of sharing ideas, information or audience feelings, the purpose of promotion is to inform, persuade and remind consumers of the existence of a product.

Promotion of tourist destination areas should be oriented to respond to tourist behavior. According to Kotler (2003), consumer behavior in buying goods or services is influenced by marketing stimuli and buyer characteristics. Furthermore, it is argued that the characteristics of buyers include (1) cultural, (2) social, (3) personal, and (4) psychological factors. Cultural factors have a broad and deep influence on purchasing behavior, such as values, family behavior, preferences, religion, nationality, taste and geographic area.

Promotional activities must be able to provide a positive image to tourists, because the image of tourists will direct their actions forward. Sutisna (2003) defines image as a mental image or concept about something, while Bennet (1995) argues that image is a consumer's perception of a product, institution, brand, company or person that is or is not under reality. Crompton (1979) in Ahmed (1996) argues that image is several beliefs, ideas, impressions and expectations that tourists have towards a tourist destination. Kotler (2003) defines image as several beliefs, images, and impressions that a person has on an object.

Gronroos (1990) states that image is reality, therefore the image development and improvement program must be based on reality. Simamora (2002) states that there are two approaches to measuring consumer image, namely (1) an unstructured approach, which reflects the image in the minds of consumers according to themselves, and (2) a structured approach, where researchers explain clear dimensions, then respondents respond to the dimensions, that's being asked.

Gronroos (1990) explains that there are four roles of image for an organization. First, image tells of expectations along with external marketing campaigns, such as advertising, face-to-face sales and word of mouth communication. Second, image as a filter that affects perceptions of company activities, third image is a function of consumer experiences and expectations, and Fourth, image has an important effect on management which has an internal impact. An internal positive image will convey clear values and reinforce a positive attitude towards the organization. Regarding the importance of image for tourists, Andreu, et al. (2000) stated that image is people's beliefs and perceptions of tourist destinations which are influenced by the growth of tourist areas or physical resources. Image is subjective so that the image received by tourists is not the same as the reality. According to Moutinho (1987), three components affect the shape of the image, namely (1) the level of knowledge of tourist destinations, (2) beliefs and attitudes towards products, and (3) desired expectations and products.
The role of traditional villages

Balinese development’s basic capital is culture, and development carried out in Bali is "cultural-oriented development". For Balinese culture to become the basic capital for tourism development, it must be sustainable and dynamic, where cultural preservation is directly related to the preservation of traditional villages. If the traditional village which is the main pillar of Balinese culture, is destroyed, then Balinese culture as a whole will be threatened (Pitana, 1994).

According to Artini and Anggreni (2006), Seminyak Traditional Village plays a significant role in managing tourism in the region. This can be seen from the effectiveness of the regulations or policies issued by the Traditional Village in regulating the organizations/institutions in their area such as beach traders, security/order, street vendors, etc. With the management of existing organizations/institutions and camps by the Traditional Village, conflicts can be minimized. This is acceptable because indigenous villages know better the situation and conditions of their own territory. Thus it is evident that bottom-up development provides better results for the community itself than development that is top-down.

Dharmayuda (2001) states that the Traditional Village has been transformed into a religious village from the start. This can be proven from the historical reality where the Traditional Village was formed based on Hindu religious concepts and philosophical values. A new village is an autonomous village (sima swatantra) if it meets four requirements, namely (1) parimandala (village area environment), (2) karaman (villagers), (3) datu (management, village leadership), and (4) good luck (protection from Hyang Widhi). The element of “luck” is then manifested in “Kayangan Desa” which is a place for “karaman” and “datu” to ask for blessings and protection.

In article 5 of the Bali Provincial Regulation No. 3 of 2003 stated about the duties of Pakraman village, so that Pakraman village has tasks, namely (1) making awig-awig, (2) regulating village manners, (3) regulating the management of village assets, (4) together with the government carrying out development in all fields, especially in the fields of religion, culture and society, (5) fostering and developing Balinese cultural values in the framework of enriching, preserving and developing national culture in general and regional culture in particular, based on “paras-paros, sagilik-saguluk, salulung-sabayantaka” (deliberation-consensus), and (6) Protecting village manners. Article 103 Law no. 6 of 2014 concerning Villages that the Traditional Village has the authority to:

1. Government regulation and implementation based on the original composition;
2. Arrangement and management of ulayat or customary territories;
3. Preservation of the socio-cultural values of the Traditional Village;
4. Settlement of customary disputes based on customary law applicable in Traditional Villages in areas that are in line with human rights principles by prioritizing deliberative settlement;
5. Conducting a customary village court peace trial under the provisions of statutory regulations;
6. Maintenance of peace and order of the Traditional Village community based on the prevailing customary law in the Traditional Village; and
7. Development of customary law life under the socio-cultural conditions of the Traditional Village community.

Research roadmap

Agung, et al. (2011) have researched system management of Kintamani Ecotourism as a Cultural Heritage in collaboration with Ministry Tourism and Creative Economy. Some of the findings from this study are about (1) people’s attitudes towards the existence of Kintamani ecotourism by 77% in the agree category, (2) community support for Kintamani ecotourism by 91% in the high category, and (3) tourist perceptions of the existence of Kintamani ecotourism most of which (91%) were positive. Other findings relate to a number of hopes conveyed by tourists to maintain and improve the quality of Kintamani ecotourism, namely:

1. Hawkers should be disciplined and conditioned wisely so that they do not disturb the comfort and tranquility of tourists enjoy travel products.
2. The preservation of flora and fauna needs to be preserved so that biodiversity is maintained.
3. It is necessary to add tour packages in the form of horse riding, tracking and cycling, hiking, fishing, hanging kites, and dance performances.
4. It is necessary to prepare local tour guides who understand the existence of Kintamani ecotourism comprehensively.

5. The existence of Kintamani ecotourism needs to be widely promoted through website.

Based on the problems and potentials combined with the perceptions, attitudes, knowledge, community support as well as the perceptions and expectations of tourists by paying attention to the local wisdom of Tri Hita Karana, the Kintamani Ecotourism management system is recommended to adopt a Traditional Village Institutional-Based Management System.

The results of research by Agung, et al. (2014-2015) on Object Marketing StrategyTravel Kintamani, Bangli found that (1) most of the tourism stated that Kintamani ecotourism attractions were very attractive, (2) promotion object travel Kintamani needs to be further encouraged with publications, advertisements, and word of mouth, (3) the individual characteristics of tourists are very suitable to encourage visits to objects Travel Kintamani, and (4) the image of tourists towards Kintamani ecotourism is quite good, except for factor sense of security, cleanliness, service of souvenir traders, and traffic still need to be improved. Based on the results of the research that has been done, the years 2018 to 2020 Agung, et al. plans to conduct research on Building a Traditional Village-Based Tourism Destination Management System (Case Study in Pandawa Beach Tourism Destinations, Kutuh Traditional Village, South Kuta District, Badung Regency).

RESEARCH METHOD

This research includes data collection activities, data tabulation, data processing, then data analysis related to: Income Distribution System Policy in the Management of the Pandawa Beach DTW, Monitoring System in the Management of the Pandawa Beach DTW, Stakeholder Support Synergy System in the Management of Pandawa Beach DTW, Promotion System for increasing tourist visits to Pandawa Beach Tourism Destinations as well as the Pandawa Beach DTW Management Model, Kutuh Village, South Kuta, Badung.

Research object

Respondents in this study were the managers of the Pandawa Beach DTW and Business Units in the Pandawa Beach Tourism Area.

Location and time of research

The research location is in the Pandawa Beach Tourism Destination Area, Kutuh Traditional Village, South Kuta District, Badung Regency. The research was conducted from September to November 2020.

Research implementation methods

Research with respondents who manage the DTW Pandawa Beach and Business Units in the Pandawa Beach Area was carried out by direct interviews using a list of questions that had been prepared in advance. Data analysis. Data were analyzed using the qualitative descriptive analysis method.

RESULT AND DISCUSSION

Results

Policy of distribution income in the management of the Pandawa beach tourist destination

The income distribution system in managing the Pandawa Beach tourist destination, Badung has been running according to the mechanism set out in the MOU, namely: 75% for the Kutuh Traditional Village, South Kuta District, Badung as Manager The tourist destinations for Pandawa Beach, Badung and 25% are distributed to the Local Government of Badung Regency. The amount of revenue earned by Pandawa Beach tourist destinations in the last three years (2018 - 2020) is as presented in tabule following:

Table 1. Income from Pandawa Beach Tourism Destinations in Kutuh Village, South Kuta, Badung in 2018 - 2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (Rp)</th>
<th>Increase (Rp)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>22,017,623,820, -</td>
<td>835,246,091, -</td>
<td>3.9</td>
</tr>
<tr>
<td>2019</td>
<td>19,560,770,303, -</td>
<td>-2,456,853,517, -</td>
<td>-11.1</td>
</tr>
<tr>
<td>2020</td>
<td>5,707,604,052, -</td>
<td>-13,853,166,251, -</td>
<td>-70.8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>47,285,998,175, -</td>
<td>-15,474,773,677, -</td>
<td>-30.8</td>
</tr>
</tbody>
</table>

Source: Research Results.
The income of Pandawa Beach tourism destinations, Kutuh Village, South Kuta, Badung starting from the period 2015 - 2020 reaches Rp. 47,285,998,175, - has decreased since 2019 with percentage the decline from 2018 reached -71.1% and until the month November 2020 experienced a significant decline, reaching -70.8%. This decrease in income level is a result of the decline in the number of tourist visits to Pandawa Beach tourist destinations, Kutuh Village, South Kuta District, Badung where during normal times from 2015 to 2018 the number of domestic and foreign tourist visits to Pandawa Beach tourist destinations averaged 3,727 person/day, but during the PandemicCupid-19 this day the average domestic tourist visits are 100 people/day, while on holidays Saturday and Sunday the average reaches 1000 tourists/day. As a comparison, the amount of revenue from the tourist destinations of Pandawa Beach, Kutuh Village, South Kuta District, Badung during 2015 - 2018 reached Rp. 69,246,779,405, - experienced an average increase of 112.41% per year as shown in the following table:

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (Rp)</th>
<th>Increase (Rp)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>9,102,460,665, -</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2016</td>
<td>16,944,317,191, -</td>
<td>7,841,856,526, -</td>
<td>86.09</td>
</tr>
<tr>
<td>2017</td>
<td>21,182,377,729, -</td>
<td>4,238,060,538, -</td>
<td>25.01</td>
</tr>
<tr>
<td>2018</td>
<td>22,017,623,820, -</td>
<td>835,246,091, -</td>
<td>3.94</td>
</tr>
<tr>
<td>TOTAL</td>
<td>69,246,779,405, -</td>
<td>3,257,765,677, -</td>
<td>112.41</td>
</tr>
</tbody>
</table>

Source: BUMDA-DESA KUTUH.

Income from the Pandawa Beach tourist destinations, Badung apart from the entrance ticket to Pandawa Beach tourism objects, vehicle parking fees also come from donations from the Badung Regency Government in the form of physical development, such as: Candi Bentar, the entrance to Pandawa beach tourist destinations, roads in tourist areas Pandawa Beach, Development of Wantilan for the performance of the Kecak Fire Dance. Other donations come from tourists who carry out activities in the Pandawa Beach tourist area, such as: activity outbound, facilities transportation around the tourist area of Pandawa Beach, services leasing Canoes, Tires, Tents and Lounge Benches on the edge of Pandawa Beach. The management system of funds originating from tourist donations is fully accepted by the Business Unit that manages these activities and then after calculating the income and expenses, the profits earned are then deposited to BUMDA as a Kutuh Traditional Village Owned Enterprise, Badung.

Monitoring system in the management of Pandawa Beach Tourism Destinations in Kutuh Village, South Kuta, Badung

The monitoring system in managing tourist destinations for Pandawa Beach, Badung is implemented by the Badung Regency Tourism Office, Bali Province and MinistryTourism and Creative Economy of Indonesia, Department of Marine Affairs and Fisheries and Environmental Service of Badung Regency. Other than that, monitoring also implemented by BUMDA Kutuh Adat Village, South Kuta Badung Regency as the Holding Company of Kutuh Traditional Village.

So far, the monitoring system has been running effectively and is also supported by other stakeholders, namely: South Kuta Sector Police, Renaissance Hotels, HISS Travel from J apan, PT Bali Raga Wisata, Media, and Other Tourism Observers such as Udayana University, Nusa Dua Bali Tourism College, University Gadjah Mada (UGM), the Institute for Research and Community Empowerment (LPPM) of Mahasaraswati Denpasar University who is actively carrying out Research and Community Service in the Pandawa Beach Tourism destination, Badung.

The monitoring system is carried out routinely every month both by BUMDA of Kutuh Adat Village, South Kuta District, Badung, and by the Regional Government of Badung Regency, which routinely conducts monitoring and guidance to managers of Pandawa Beach tourist destinations, Kutuh Village, South Kuta, Badung.

Stakeholder support system in destination potential development Pandawa Beach Tour, Kutuh Village, South Kuta, Badung

Development policy for potential destinations Pandawa Beach Tourism, Badung already has an MOU Among Kutuh Traditional Village, Badung through BUMDA as the Pandawa Beach tourist destination manager with the Regional Government of Badung Regency. Implementation of a synergy system for developing tourist
destinations for Pandawa Beach, Badung, the Regional Government of Badung Regency should help more in physical development and promotion of tourist destinations for Pandawa Beach, Badung. Besides that, the support of other stakeholders plays an active role in developing the potential for tourist destinations in Pandawa Beach, Badung through collaboration with travel agents such as: HISS Travel (Japanese Travel Bureau), tourist accommodation) such as: Radisson Hotel (Rosteris Fish Club), in collaboration with Supplier goods and services in the Pandawa Beach area, Badung as well as Villa Managers / Owners at territory Kutuh Village, South Kuta, Badung and Travel Agencies include: DPD HPI Bali, ASITA both in Bali and outside Bali.

In addition, cooperation is also carried out with Bank BNI and Bank Mandiri Bali, which provide ATM and Money Change facilities in the tourist area of Pandawa Beach, South Kuta, Badung. Cooperation with Bank Mandiri is mainly carried out to be able to conduct non-cash transactions from tourists with local traders in area Pandawa Beach, Kuta Selatan Badung by providing 50 non-cash payment instruments. The development of the potential for Pandawa Beach tourism destinations, Badung, is planned to be carried out by building a Gatotkaca Statue at a location leading to Timbis Beach in the Pandawa Beach area, Badung. The plan for this Timbis Beach will be developed specifically for foreign tourists with various special services such as free drinks, etc.

Promotion system to increase tourist visits of tourist destinations Paabout Pandavas in Kutuh Village, South Kuta, Badung

Badung Regency Government policy for tourism promotion is more characterthe general public does not specialize in Pandawa Beach tourism objects, Badung. A special promotion for the Pandawa Beach tourist destination, Badung is carried out by the Pandawa Beach management coordinated by the BUMDA of Kutuh Traditional Village, South Kuta, Badung. The promotion system that has been implemented by the management of Pandawa Beach, Badung is: through Website, Instagram, Facebook. An effective promotion system implemented in the development of tourist destinations for Pandawa Beach, Badung is carried out through Website, The Internet, comes directly to the Bayer region both nationally and internationally. In addition, the promotion of Pandawa Beach tourism to foreign countries is also carried out in collaboration with J apan Travel, namely: HIS (Harum Indah Sari) Travel and Renaissance Uluwatu Hotel Resort & Spa especially for foreign tourists. Other institutions participating in promoting the tourist destination of Pandawa Beach, Badung include: print media, Travel News, newspapers, electronic media (television) such as: Bali TV. The promotion system implemented in line with the development of technology at this time is by utilizing social media and promoting more Sport Photos which can attract tourists, especially teenage tourists with unique sports and bright colors.

Pandawa beach tourism destination management system model, Kutuh Village,South Kuta, Badung

Pen system modelThe performance of Pandawa Beach tourist destinations, Kutuh Village, South Kuta District, Badung, namely: managed directly by the Kutuh Traditional Village whose management is now regulated based on Perarem Desa Adat Kutuh No. 05 of 2019. In the structure of the management of Pandawa Beach tourist destinations, there are coaches and supervisors and there is always monitoring every month from the Badung Regency Tourism Office. Likewise, what is faced by the Pandawa Beach tourist destinations? In the midst of increasing tourist visits to Pandawa Beach tourist destinations, it has not been accompanied by improvements in governance to respond to tourists' hopes, wants, and needs. This factual condition occurs because the rate of tourism growth in this area is faster than the rate of regulatory structuring. The Pandawa Beach tourism destination, which has stunning panoramas in all directions, has not yet been able to be actualized optimally.

The manager of the Pandawa Beach tourist destination is the Kutuh Traditional Village, through cooperation with third parties, several tourism support facilities have been successfully built. The Badung Regency Government has also played a major role in encouraging Pandawa Beach tourist destinations' development through the construction of excellent road facilities, clean water facilities, electricity and street lighting facilities, and various other supporting incentive policies. However, all of that is not enough to make Pandawa Beach an exclusive tourist destination that satisfies all stakeholders. Many physical and non-physical aspects need to be arranged to image Pandawa Beach as a world-class tourist destination and very worthy of being visited by tourists.

Various problems are faced for the development of Pandawa Beach tourist destinations. Management is needed to support Pandawa Beach tourist destinations' development into tourist destinations with a sustainable tourism development paradigm. The factual conditions show that the Kutuh Traditional Village carries out Pandawa Beach tourist destinations' management. As a tourist destination relatively new, then system governance needs to be developed comprehensively. In this regard, it is very urgent to build: Model of Ecotourism Management System Based on Traditional Villages.

Based on research results and results Focus Group Discussion with the manager of the Pandawa Beach Tourism
Object, Kutuh, Badung Bali, it is possible to produce a Model of Ecotourism Management System Based on Traditional Villages, as presented in Figure 1.

**Figure 1.** Traditional village-based ecotourism governance system model

![Diagram of Traditional Village Based Ecotourism Management System](image)

*Source:* Search data.

Research conducted on tourist destinations for Pandawa Beach, Kutuh Badung, which focuses on: Building a Traditional Village-Based Tourism Destination Management System, resulted in the following findings:

**Pandawa beach tourist destination manager**

The manager of the Pandawa Beach tourist destination, Kutuh Village, South Kuta, Badung comes from the Krama Ngarep, Kutuh Village, namely: all employees come from Krama Ngarep, Business Actors from Krama Ngarep.

**Potential and activity travel**

Potential and Activity Tourism is sourced from the natural beauty of Pandawa Beach as well as Art and Cultural Attractions, namely:
a) 2 km long cliff view and Pandawa Beach view with white sand that stretches for 2 km.

b) There are Panca Pandawa Statues in Goa, namely: Statues of Prabu Darmawangsa, Bima, Arjuna, Nakula and Sadewa.

c) Cultural arts attractions are Kecak and Barong Dance and Rangdunata Dance, which are the original dance icons for Pandawa Beach, Kutuh Village.

d) Surfing Attractions.

e) Ecotourism Pandawa Beach has a hilly area with cliffs and alang-alang gardens, and a sand beach, which is a unique ecotourism area.

f) Marine Tourism, Spiritual Tourism and Religious, Customary and Educational Tourism Culture also add to Pandawa Beach, Bali's tourist attraction.

g) The existence of the Monkey Forest, Yadnya Forest, Padma Buana Monument, Pura Walk in the form of a cliff road connecting three temples,

h) Art and Cultural Attractions,

i) Sport Tourism, Golf View, Paragliding Tourist Attractions

j) Culinary tourism adds to the attractiveness of Pandawa Beach, Bali as a tourist destination that is very popular with tourists.

k) Pandawa art and cultural attractions KECAK FIRE DANCE are always staged every day at the Pandawa Beach Lelangon Circle from 18 am to 19 pm.

l) In normal conditions, the average number of tourist visits to the Pandawa Beach DTW, Bali averaged 3,727 people/day. Still, during the Pandemic Covid-19, only 100 tourists visit on weekdays, while on Saturday and Sunday holidays, the average reaches 1000 people.

Utility and environmental systems
Destination Pandawa Beach tourism, Kutuh Village, South Kuta, Badung has a good utility and environmental system: environmental cleanliness arrangement where there are an own garbage dump and 18 cleaning officers. The Pandawa Beach tourist destination, Bali has supporting facilities for communication networks, electricity, clean water, extensive vehicle parking facilities, and toilets. Amenities The environment that still needs to be improved is standard toilets, WiFi networks, and shade plants for the convenience of tourists and rest areas such as Gazebo and Wantilan. In addition, Pandawa Beach, Bali is easily accessible with wide paved roads and is not too far from Denpasar or object to other tours, such as Kuta Beach, Sanur, and others. Pandawa Beach environment, Bali also has amenities tourist accommodation: the Pandawa Hill Hotel with 4-star hotel facilities that have been cooperating with BUMDA Kutuh Village, Badung, especially for the Kutuh Village tour package.

There are 16 existing units of villas in the neighborhood Pandawa Beach and Homestay as many as 20 units, all of which are managed by Public local Kutuh Traditional Village, Badung.

To provide a sense of security and comfort for tourists visiting the Pandawa Beach Tourism Area, the management of BUMDA Desa Adat Kutuh, Badung has prepared an integrated health and security service unit. This service unit is ready to provide first aid for accidents and carry out evacuations if needed. Further handling evacuations have been carried out in collaboration with SURYA HUSADA NUSA DUA Hospital with a travel time of only 10 minutes from the Pandawa Beach Tourist Area. This health service unit also acts as a guarantor unit for visitor health insurance and will finance treatment claims at the hospital. In addition, adequate environmental facilities are available, such as: clean bathroom and toilet facilities in sufficient numbers, Bengong Hall and Tents and Relaxing Benches on the beach as a shelter for tourists while enjoying the beauty of the white sandy Pandawa Beach.

The manager of the Pandawa Beach tourist destination, Kutuh Badung Village, in a sustainable manner, always conserves nature and culture.

Nature conservation is carried out, especially the preservation of the Monkey Forest located in the Gunung Payung Cultural Park area, which has an Ape conservation area totaling around 200 monkeys and birds around the forest area and around the Dhang Kahyangan Gunung Payung Temple. Likewise, the Yadnya Forest preservation is carried out primarily to preserve the upakara plants both for Dewa Yadnya ceremonies at the
temple and for other yadnya ceremonies.

Nature conservation efforts are also being carried out in the Pandawa Beach area, namely the planting of coral reefs that has been carried out more than five years ago, so that now the Pandawa Beach area has a coral reef underwater park area, which is quite exotic. This coral reef underwater park area is now used for activities snorkeling and education on planting coral reefs. Conservation water: the source of water is abundant, but it needs a water use policy. Waste management is carried out by the manager of the Pandawa Beach area and the Stakeholders (Village Heads) make a waste management policy in the form of a PERDES, which is to pay for waste management in the Pandawa Beach area and has a waste recycling mechanism regulated by the Kutuh Village Waste Bank, Badung. Cultural conservation is especially carried out on dance, especially the Rangdunata dance which is a typical dance in Kutuh Village, Badung. This dance is usually performed at the opening of a gathering in the Pandawa Beach Area and at times festival culture which is carried out regularly every year. In addition, cultural conservation is also carried out on the Pandawa art and culture attractions KECAK FIRE DANCE which are always staged every day at the Pandawa Beach Lelangon Circle from \$8.00 to \$9.00 WIB.

Local Community Involvement

a. Community empowerment through the recruitment of employees in the Pandawa Beach Area from local communities in Kutuh Village, Badung and training for skill development.

b. Expansion of business opportunities for local communities, managed by BUMDA Desa Adat Kutuh, namely:

1. Pandawa Beach Tourism Attraction business unit,
2. Goods and services business unit, especially for handicrafts typical of Pandawa Beach, Kutuh Village, Badung,
3. The Yadnya Tool business unit,
4. Paragliding business unit,
5. Business units Transportation Tourism,
6. Cultural Arts business unit,
7. The culinary business unit of Restu Catering Pandawa which provides restaurants in the Pandawa Beach area,
8. The Cultural Arts attraction unit, Kalangan Lelangon Building, Pandawa Beach and in the Gunung Payung Cultural Park area,
9. The Educational Tourism Service business unit, which serves various visits such as comparative study activities, comparative studies, field orientation, fieldwork lectures, fieldwork practices, study tours conducted by students, students, government officials, or other interested third parties. Educational tourism materials include learning about BUMDA/BUMDESA, village governance, APBDes, customary law, tourism area management, and building village partnerships.
10. Village Credit Institution (LPD) business units,
11. Integrated Health and Security Services business unit is provided to provide a sense of security and comfort for visitors to the Pandawa Beach tourist area.

c. Kutuh Village local community business units in the Pandawa Beach tourist area, including:

1. There are 16 business units of food/snack traders with a total local workforce of 80 people.
2. Rental services for canoes, tires, tents, leisure benches totaling 6 business units with a local workforce population of 12 people.
3. There are 8 business units for souvenir and souvenir shops with a local workforce population of 48 people Lots
4. Villa is 1 unit, HomeStay as many as 18 units and Resort totaling 1 unit.
5. Transportation services for tourists who want to enjoy beauty destination Pandawa Beach tourism as much as 1 unit
6. Unit of goods and services BUMDA serving distribution of goods for food/beverage traders and souvenir traders in the tourist area of Pandawa Beach.

d. The development of tourist attractions in the Pandawa Beach area is carried out through the community management of the Kutuh Traditional Village, Badung, including:

(1) The attraction of the Cliffs and the Pandawa Statue,
(2) White Sand Beach,
(3) Water and Coral Reef Tourism,
(4) Spiritual Tourism,
(5) Cultural Tourism,
(6) Seaweed Farming.

Budget plan, annual work plan for Pandawa Beach Tourism Destinations, Bali

Financial planning in ecotourism management is very important. With financial planning, the manager can find out the income, then analyze the cash-flow to determine the price of the entrance ticket, find out the amount sales and ultimately determine income distribution and financing priorities (Drum et al. 2004). At the end of each year, the Manager of Pandawa Beach tourist destinations, especially for Managers, Head of Administration, Treasurer, Head of Divisions, plans the Revenue and Cost Budget and Work Plan for the following year taking into account the shortcomings of the previous year.

At the beginning of the year, the Work Plan of the Pandawa Beach Tourism Destination Business Unit was proposed to BUMDA as the Holding Company of all Business Units in Kutuh Village, South Kuta, Badung. After being considered feasible, then it is approved to be implemented according to the work plan.

The Badung Regency Tourism Office carries out MONEV activities on a monthly basis and the Badung Regency Audit Board (BPK). The source of funding for the management of the Pandawa Beach Destination, Bali comes from ticket funds domestic adult based on PERDA Badung Regency Government No. 6 of 2016 visiting tourist objects of Rp. 8,000 / visitor, while the children Rp. 4,000, / visitor, plus a parking fee of Rp. 5,000, / vehicle. Adult foreign tourists are charged a rate of Rp. 15,000, / visitor, children Rp. 10,000, / visitor.

In addition, there is physical building assistance in the form of: Gate entrance to tourist objects, Candi Bentar, Paving the vehicle parking area, Open Stage, WIFI 10 Mb from the local government. Badung, WIFI from Fiber Star and assistance from the Garden Gazebo Ministry Tourism of the Republic of Indonesia. The loan funds sourced from the Adat Kutuh Village, Badung were initially sourced from the Village Credit Institution (LPD), amounting to Rp. 1 billion. Besides, there are funds sourced from the self-help of the people of the Kutuh Adat Village, Badung, namely: Traditional Village Land. Furthermore, from the visitor entrance ticket funds, all of which go to Badung's local government, then 75% is distributed as operational funds for the management of Destinasi Pandawa Beach Tour, Bali.

Tourist perception

An attractive Pandawa Beach Tourism Destination with beautiful natural scenery, clean and sustainable beach views, stunning tourist attractions and good quality service from the managers of Pandawa Beach Tourism Destinations, giving satisfaction to tourists visiting Pandawa Beach tourism objects. Based on administrative records of tourists visiting the Pandawa Beach tourist destinations, Bali, in general, there are no significant complaints, but there was a minor accident from Cano's operation, which was immediately handled by the Integrated Tourist Health and Safety Service Unit of the Pandawa Beach Tourism Destination Manager, Bali.

Based on the results of the analysis of the percentage of public facility needs that are very important to be improved, namely improving the quality of internet access by showing the level of need reached 82.50%, considering that there is no internet facility for tourists in this area where the internet has become an important requirement in today's era. The improvement of clean water quality shows a 75% level of need. After all, clean water is a standard requirement for every individual who is active in the area and the need for security facilities in the form of security posts, tourist police, fire brigades, and 62.50% warning signs about security it is important. For tourists to feel safe wherever they are, Tourists who have visited Pandawa Beach tourism objects say they will return to Pandawa Beach attractions and recommend others visit Pandawa Beach tourist destinations.
Implementation of Health Protocols
Pandawa Beach tourism destination managers always apply health protocols for personal tourism object managers, personal business units in the Pandawa Beach area and tourists visiting Pandawa beach tourism objects, namely:

a. Measure body temperature before entering the Pandawa Beach tourist area
b. Using masks for employees, business unit players and tourists
c. Providing dozens of places for washing hands, liquid soap and tissue for employees, businesses and tourists
d. Remind always to keep a distance for tourists.

In addition, on the 9th of every month the manager of the Pandawa Beach tourist destination and the nearest Puskesmas conducts free health checks for employees and all residents of the Kutuh Traditional Village, South Kuta, Badung who are on Pandawa Beach. Pandawa Beach tourist destinations now also have a special Health Post (Clinic) facility for tourists who want to check their health.

DISCUSSION
The Pandawa Beach, Bali ecotourism management system is a "best practice" ecotourism management model. Collaborative participation local Village community Sir Kutuh, Badung with BUMDA (Traditional Village-Owned Enterprise) as the Holding Company, are factor the main determinant in meeting the needs of sustainable contributions from the ecotourism area. This is in line with the opinion of Wall (1997 in Jang 2008), namely: socio cultural sustainability is one of the main objectives of ecotourism, where ecotourism management activities must be able to involve local communities in planning and developing ecotourism activities. Organizational and community institutional aspects in the management of ecotourism activities are key issues in ecotourism. Participatory management can reduce potential conflicts that arise. Burhanudin (2012) states that community involvement in area planning, management and monitoring can affect the stability of ecotourism areas.

The results of this study are in line with the implementation of the management of the ecotourism area of Tangkahan at Gunung Leuser National Park, North Sumatra which is also a "best practice" in ecotourism area management, because of the participatory collaboration of local communities in managing ecotourism areas, although there are several shortcomings such as cultural conservation has not been carried out, safety and health facilities are not optimal (RIZKIANA ET AT. 2016).

CONCLUSION AND RECOMMENDATION
Conclusion
The participatory collaboration of the local community through the Pandawa Beach Manager as part of the BUMDA Business Unit in Kutuh Village, Badung in the Management of Tourism Areas and Tourism Attractions, is an added value of the Pandawa Beach ecotourism area compared to other ecotourism areas. Business units in the Pandawa Beach area include: Food/beverage stalls, souvenir and souvenir shops, Cano rental services, Tires, tents, leisure benches,Villa/Homestay Most of the tourists' transportation services and goods and services business units are operated by local communities in the Kutuh Adat Village. In addition, adequate utility systems and environmental facilities and natural and cultural conservation efforts make the Pandawa Beach ecotourism area sustainable ecotourism that is a form of good environmental management, as recommended by the UNCSD (United Nation Commission for Sustainable Development).

Recommendation
Based on the results of this study, it is hoped that BUMDA Desa SirKutuh, Badung as the manager of the Pandawa Beach tourism object, Bali to improve its management strategy as well as character and skill development in the management of the Pandawa Beach DTW so that managing the Pandawa Beach DTW can be carried out more professionally. The incentives given to the Pandawa Beach DTW managers so that they can be sustainable are regulated by the BUMDA system in the Kutuh Adat Village so that it is continuous every month according to the UMK of Badung Regency. Also, to maintain and maintain the tourist attraction of Pandawa Beach, preserve the environment of the Pandawa beach to keep it clean and sustainable, and meet tourist expectations, especially
the availability of 10 Mb WiFi from the local government. Badung, WiFi from Fiber Star and improving the quality of service to tourists visiting Pandawa Beach attractions.

Besides, during the Covid-19 Pandemic, tourists visiting the Pandawa Beach tourist destinations as well as employees/managers and business units in area Pandawa Beach should always be reminded to comply with health protocols.

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Professor Post Graduate Department, Mahasaraswati Denpasar University, Bali, Indonesia. E-mail: putuagung56@unmas.ac.id. https://orcid.org/0000-0002-8258-1464.

1Associate Professor Agriculture Faculty, Mahasaraswati Denpasar University, Bali, Indonesia. E-mail: itamba17@unmas.ac.id. ORCID: https://orcid.org/0000-0001-7931-2435.

2Associate Professor Agriculture Faculty, Mahasaraswati Denpasar University, Bali, Indonesia. ibbrata@gmail.com. ORCID: https://orcid.org/0000-0002-8274-4921.

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