

Development of Subak Lestari as a Sustainable Tourism Attraction in Denpasar City

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Abstract: This research examines the management and development of Subak Lestari as a sustainable tourist attraction in Denpasar City. Subak Lestari consists of five pilot subaks namely Anggabaya Subak, Umadesa Subak, Umalayu Subak, Subak Intaran Barat and Subak Intaran Barat Timur. The purpose of this study is to analyze institutional management and formulate a strategy for developing Subak Lestari as a sustainable tourist attraction in Denpasar City. This study uses an interpretive qualitative analysis method. Data collection was carried out through literature study, observation, in-depth interviews, triangulation and focus group discussions (FGD) with key informants including Subak Lestari officials, Denpasar City Government Agencies, Expert Team from academics who designed Subak Lestari, the Government and Pokdarwis in the Village and local Villages, as well as tourism actors. The results of this study found that there is a need for special management that manages Subak Lestari as tourist attraction, comprehensive HR training and assistance from related agencies, construction of tourism support facilities that still pay attention to paddy field productivity, implementation of policies and giving strict sanctions for violations related to land conversion and outreach to the community regarding the benefits of subak development as a sustainable tourist attraction. The conclusions from the research results are (1) Krama Subak is expected to maintain *awig-awig* in preserving agricultural land and open up to the concept of developing Subak as a tourist attraction; (2) the government is responsible for determining policies and collaborating with various related parties; (3) Academics conduct studies on concepts that are suitable for development in Subak, especially as a tourist attraction; (4) The community participates in preserving the Subak environment which has been designated as a tourist attraction.

Keywords: development, Subak Lestari, sustainable tourism.

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Introduction

Sustainable tourism development essentially aims to provide welfare for the community's economy, preserve the natural environment and strengthen local wisdom traditions. That is, tourism development is directed at sustainable tourism development so that the potential possessed by a destination can benefit the community. Current tourism development is directed towards sustainable tourism development. According to Sharpley (2000), this is because sustainable tourism development policies are directed at the use of natural resources and the use of human resources for the long term. Community empowerment is an important step in efforts to create sustainable tourism development. Tourism management, like a business to survive, training and education of its workforce is very important (Zolfani, Sedaghat, Maknoon, & Zavadskas, 2015). Adequate quality of human resources will support tourism development.

As one of the tourist villages with potential, Subak has developed as a sustainable tourist attraction in Bali, namely Jatiluwih Village. Kemenparekraf/Baparekraf (2022) stated that the Jatiluwih Tourism Village is a representation of sustainable tourism development in Indonesia because it has a very mature tourism management system and creative economy. The potential of rice terraces using the subak system, which was recognized by UNESCO as an intangible cultural heritage in 2012, is enriched with other educational tourism attractions managed by the community and farmers.

Subak is not only found in rural areas in Bali, but also in urban areas such as Denpasar City. Denpasar City has designated five subaks as Lestari Subaks which are named "Made Ayu Intan" namely a combination of Subak Umadesa, Subak Anggabaya and Subak Umalayu which are in Penatih Village, East Denpasar District, as well as Subak Intaran Timur and Subak Intaran Barat which are in Kelurahan Sanur Kauh, South Denpasar District. Officially, according to Mayor's Decree Number 188.45/472/HK/2015, the five subaks are included in the scope of tourist villages in Denpasar City so they have the potential to be developed as tourist attractions. Apart from that, the construction of the Agricultural Business Road, which was developed as a way for the community to enjoy views of the rice fields and the activities carried out by Krama Subak as a tourist attraction, became one of the attractions for the community. to visit and exercise.

The high land use change on Subak land in Denpasar City is caused by the increasing need for the land itself for the non-agricultural sector and the lack of income of Subak farmers in farming. The growth of the tourism sector has undeniably led to the transformation of the workforce from the agricultural sector to the tourism sector.

In addition to work transformation, there is also an increase in the need for public infrastructure, the need for housing, tourism infrastructure development in several tourist destinations which causes land conversion from agricultural to non-agricultural land. This can also be seen from the role of the primary sector (agriculture) in the GRDP is decreasing, while the role of the tertiary sector (dominated by tourism) is increasing. According to Bendesa (2020), in the 1970s, the contribution of the primary sector to the GRDP of Bali Province reached 54.64% and the tertiary sector 40.60%. Meanwhile, in 2020 the primary sector decreased to 14.50% and the tertiary sector was at 69.71%. The development imbalance between these sectors identifies several important problems in Bali's development such as: 1) traditional agriculture is under pressure from high demand for land due to population growth and tourism growth; 2) low capacity to sustain water supply for agricultural, industrial, tourism and housing needs; 3) environmental pollution; and 4) worsening congestion (Bali Provincial Regulation Number 10 of 2015 concerning the Bali Province Regional Tourism Development Master Plan 2015-2029).

One of the directions of Bali tourism development can be realized through Subak-based tourist attraction. In general, subak that developed into tourist attraction is in rural areas, such as the example of Subak Jatiluwih in the Tabanan Penebel area according to Antara, et al. (2017) and Subak Pulagan in Tampaksiring Gianyar according to Sarita, et al. (2013). Subak itself has been designated by UNESCO as a world cultural heritage (WBD) in 2012 which also adds to the allure of Subak (Diarta and Sarjana 2018). According to Kemenparekraf/Baparekraf RI (2021), changing tourism trends due to the Covid-19 pandemic is a challenge to adapt. Tourist destinations with outdoor concepts became very popular after the pandemic was over. This is certainly an opportunity for Subak in Bali, especially in Denpasar City, to be developed as a destination after the Covid-19 pandemic. The development of Subak Lestari as a tourist attraction is expected to be an alternative to open and affordable space tourism after the Covid-19 pandemic.

According to the Denpasar City Agriculture Department (2022), Denpasar City consists of 41 active Subak lands spread across 4 sub-districts, 27 villages and 16

villages. In North Denpasar District consists of 9 subak, East Denpasar 14 subak, South Denpasar 10 subak and West Denpasar 8 subak. Problems that often occur in Subak in Denpasar City are land conversion to non-agricultural use and the absence of Subak standard area which is needed to determine regional food balance. It was recorded according to Hutauruk (2016) that there were 42 subak in Denpasar City, but the number of subak was reduced to 41 due to the loss of one subak, namely Subak Peraupan Timur in North Denpasar whose land had run out in 2019, from the previous land area of 2 hectares in 2018.

The determination of Subak Lestari as a natural tourism attraction by the Tourism Department through the Decree of the Mayor of Denpasar No. 188.45/966/HK/2020 is widely used as a sports place for visitors to the surrounding community. The Pitana model (Pitana, 2020) illustrates the close relationship between the agricultural sector and the tourism sector. Tourism as a market that absorbs and utilizes various products offered by agriculture while agriculture provides basic tourism needs such as attractions, food and beverage and souvenirs. Balinese culture is the main capital of Bali's tourism development which is dominated by agricultural culture (agrarian-based culture), especially wetland agricultural culture (rice-based culture). But often tourism as a market cannot be fully connected to agriculture, especially related to requirements that demand variability, quality, quantity, and continuity.

The empirical problem faced by Subak to be developed as tourist attraction is the unavailability of an integrative strategy that can diversify the potential function of Subak as an agriculture based tourist attraction. According to Cooper (1993); Pitana and Diarta (2009) a tourist attraction to develop must meet at least 4A principles, namely: (a) attraction, (b) accessibility, (c) amenity, and (d) ancillary. In general, Subak tourist attractions have not been managed as the main attraction but tend to be supportive. Supporting facilities for tourism activities are not yet complete, such as parking lots, rest areas and toilets have not been managed properly. There needs to be a strategy and management body internally to be able to plan additional services optimally.

Princess, et al. (2020) stated that the strategy that is a priority in engineering in Subak Sembung as one of the subak that has been developed as ecotourism in Denpasar City is to form an ecotourism management agency to develop typical tourist attractions of Subak Sembung. According to Cahyaningtiyas, et al. (2021) Subak Sembung as one of the subak in Denpasar City developed as ecotourism is in accordance with laws and regulations and is eligible as Sustainable Food Agricultural Land (LP2B). Subak Sembung is currently active in on-farm activities but faces obstacles in its management agency, so a development strategy is needed to make Subak Sembung active again as a tourist attraction in urban areas. Based on previous research conducted in Subak Sembung, it became a reference to existing research in five Subak Lestari related to institutional management and its management as a sustainable tourist attraction in Denpasar City.

The research question is how the institutional management and development strategy of Subak Lestari as a sustainable tourist attraction in Denpasar City. This research is important because it will analyze institutional management in managing Subak Lestari and formulate a strategy for developing Subak Lestari as a sustainable tourist attraction in Denpasar City. This research is expected to contribute to the development of Subak Lestari and provide an overview for the concept of sustainable tourism in Denpasar City. In this study using Tourism Management Theory as the main theory and Community Based Tourism (CBT) as a supporting theory to evaluate the planning process, analyze institutional management and formulate a development strategy for Subak Lestari as a sustainable tourist attraction in Denpasar City.

Methodology

This study used interpretive qualitative research method. Cresswell (2014) defines qualitative approach as a process of inquiry to understand social problems or human problems based on the creation of holistic images formed in words, reporting the views of informants in detail and arranged in a scientific setting. This research was conducted in 5 Subak locations that became Subak Lestari in Denpasar City, namely Subak Umadesa, Subak Anggabaya, Subak Umalayu, Subak Intaran Barat and Subak Intaran Timur. The determination of the location of this study was carried out by purposive sampling on the grounds that the five subak became a pilot subak in Denpasar City, there was a commitment of the Subak management to maintain Subak land, there was a jogging track, Penatih Urban Village and Sanur Kauh Village which became the fifth area of Subak is a tourist village in Denpasar City, the five subak are designated as natural tourism attractions by the Denpasar City Tourism Department, Based on the 2021-2041 regional spatial plan, three subak in Penatih Urban Village are designated as food crop areas and two subak in Sanur Kauh Village are designated as horticultural crop areas.

The type of data that will be used in this research is qualitative and quantitative data. The data sources used are primary and secondary data. The research instruments include observation guidelines, interview guidelines, and regional base maps. The methods used to obtain data in this research were observation, literature study, in-depth interviews, triangulation and focus group discussions. The key informants in this research were chosen purposive sampling according to their respective contributions. There were 25 key informants, including 10 people from the Subak Lestari Management as the main driving force in each subak. 5 people from the Pokdarwis of Penatih Subdistrict, Sanur Kauh Subdistrict, Penatih Subdistrict Government and Sanur Kauh Subdistrict Government as tourism drivers at the village/subdistrict level. 8 people from government agencies who are stakeholders in the development of Subak Lestari, such as the Agriculture Service, Tourism Service, Culture Service, PUPR Service and Denpasar City Bappeda. 1 person from the Subak Expert Team from Udayana University who previously prepared the planning/action plan for Subak Lestari and 1 representative from the Indonesian Tourist Guide Association as a representative of tourist guides at a tourist attraction.

This study emphasizes interpretive qualitative analysis. The first is to collect data in the field, then classify the data according to the order in the diffusion of innovation. Furthermore, the meaning or interpretation of data. Data analysis techniques according to Nazir (2011) data analysis techniques are as activities to group, make a size, manipulate and lift data so that it is easy to read. Qualitative data analysis according to Miles and Hubberman (1992) through the following process, there are 3 lines of activities that will occur simultaneously, namely: 1. Data Reduction, namely the process of selecting, simplifying and transforming rough data that arises from written records in the field that take place continuously during research. 2. Display Data, which is the presentation of data as an organized collection of information that provides the possibility of drawing conclusions and taking actions that can understand what is happening and what should be done. 3. Data Verification, which is reviewing records obtained in the field as a broad effort to place findings in an existing data set.

Results and discussions

Results

A review of the physical condition of the research location is indispensable in knowing the existing tourism potential. According to data from the Denpasar City Agriculture Department (2022), the number of subak in Denpasar City is 41 subak spread across 4 districts, 27 villages and 16 villages. Among the 41 subaks, there are five subaks designated as Subak Lestari, namely Subak Anggabaya, Subak Umalayu, Subak Umadesa, Subak Intaran Barat, and Subak Intaran Timur which is abbreviated as "MadeAyu Intan".

The five subaks above are designated as Subak Lestari with one of the considerations being the commitment of the subak members to maintain their subak area. The designation of these five subak as Subak Lestari looks significant in reducing the rate of conversion of agricultural land owned. Based on data from the Denpasar City Agriculture Department (2023), the comparison of Subak land use change per year can be summarized as follows.

Tabel 1. Comparison of Subak land conversion in Denpasar and Subak Lestari (Ha) in 2015 – 2022

Subak	2015	2016	2017	2018	2019	2020	2021	2022	Number of Functions	Presentations (%)
Denpasar	2.509	2.479	2.444	2.409	2.170	1.958	1.915	1.871	-692	27.6
Anggabaya	28	28	28	28	28	24	24	24	-4	14.3
Umadesa	11	11	11	11	11	12	12	12	+1	-
Umalayu	27	27	27	27	27	26	26	25	-2	7.4
Intaran Barat	119	118	118	118	93	87	87	87	-32	26.9
Intaran Timur	12	12	12	12	10	10	10	10	-2	16.6

Source : Denpasar City Agriculture and Food Crops Department (2023)

Based on Table 1 above, the determination of the five subaks Subak Lestari has an impact in suppressing the conversion of paddy fields over the last eight years, from planning in 2015 to the latest data in 2022. Of the five subaks, there are four subaks whose conversion presentation is lower than the presentation of subak land conversion in Denpasar City as a whole, namely a land reduction of 594 ha or 23.7%. The details of the Subak land conversion are as follows: Subak Anggabaya experienced a land reduction of 4 ha or 14.3%; Subak Umadesa experienced an increase in land of 1 ha; Subak Umalayu experienced a land reduction of 1 ha or 3.7%; West Intaran Subak experienced a land reduction of 32 ha or 26.9%; and Subak Intaran Timur experienced a land reduction of 2 ha or 16.6%. There was a change in the area of Subak which was reduced very drastically in 2019 due to differences in Subak land measurement methods that used satellite image digitization from the previous one manually in the field (Denpasar City Agriculture and Food Crops Department, 2022).

Based on these data, if calculated the amount of subak land reduction in Denpasar City in the last eight years, there has been an average reduction of 86.5 Ha per year. Then if the subak land reduction rate is assumed to be the same per year, then within 21 years Denpasar City will not have subak land. This is certainly an important concern in maintaining the sustainability of Subak, especially in Denpasar City. On the other hand, for the three subak in Penatih Urban Village (Subak Anggabaya, Subak Umalayu and Subak Umadesa), the amount of land reduction still looks slower, averaging 0.625 Ha per

year. If the reduction in land is assumed to be the same, then the three subaks in Penatih will disappear in about 97 years.

Meanwhile, the two subak in Sanur Kauh Village (Subak Intaran Barat and Subak Intaran Timur) experienced an average reduction of 34 hectares of subak land per year. If the reduction in land per year is also assumed to be the same, then within 22 years the land in both subak will also be lost. To reduce the rate of conversion of rice fields in Subak, cross-sectoral cooperation is needed in strengthening regulations related to land use conversion, programs to increase agricultural productivity and innovation in providing added value to rice fields that are still maintained to this day.

Discussions

Based on Tourism Management Theory proposed by Weaver and Lawton (2010), the increasingly broad and complex definition of tourism requires management management to realize its potential as a positive economic, ecological, social and cultural force in a sustainable manner. The involvement of Subak management, Pokdarwis, and local governments in management is very important to collaborate with each other so that implementation in the field can improve the welfare of Subak manners, maintain cultural preservation, and maintain the existence of Subak land which can have a positive impact on the sustainability of Subak management as a natural tourism attraction in Denpasar City. Regarding the management of Subak Lestari management, an organizational structure for the development of economic activities has been designed by the Unud Subak Study Team. This structure is described simply and led by a manager but under the supervision of pekaseh as klian/leader of subak. A figure / figure of a manager who understands the concept of Subak management as a tourist attraction is also needed as a connector of thought between Subak manners, the government and the community who will become visitors. In the movement to develop Subak as a tourist attraction, the government can cooperate with Pokdarwis, Bumdes, Sekaa Teruna, Karang Taruna or local communities who do have attention and concern for the sustainability of Subak. In this case, it is necessary to mature the concept of mature management so as not to cause conflicts after Subak becomes a business-oriented organization. A special management body that is competent and able to establish collaboration between relevant stakeholders is needed to minimize overlapping responsibilities.

Research on Subak has been carried out by many researchers both from Bali itself to international researchers. One of the foreign researchers, Lansing (2009), stated that he had studied Subak from 1974 and saw that Subak was on the verge of collapse despite its success in its service to preserving the agricultural environment for more than 1000 years. UNESCO considers Subak born from Balinese culture based on the Tri Hita Karana (THK) philosophy to have extraordinary authentic and universal values, one of which is strong social cohesive values (Windia and Wiguna, 2013). The results of several previous studies have also proven that Subak has universal life values that can be transferred to other regions (Susanto, 1999; Windia, 2002 and Sutawan, 2008). Therefore, society and governments are obliged to make more serious efforts to protect the cultural heritage of the people of the world throughout the ages.

The importance of maintaining the existence of Subak is also because of its real contribution in realizing sustainable development. Researchers revealed that Subak is a very sophisticated, effective, and efficient organization in managing irrigation water, supporting food stability, supporting culture, uniting social life and preserving the environment (Lansing, 1987; Ambler, 1992; Susanto, 1999; Sutawan, 2005; Lorenzen, 2011; MacRae and Arthawiguna, 2011; Lansing and Therese, 2012). Therefore, if we are late in interpreting Subak Lestari as an object that must be preserved and do not think

holistically about the challenges that will arise, then Subak may not be conserved and lost.

The role of the government in the management of Subak Lestari so that it can run according to the initial planning is very large. The Department of Agriculture as the leading sector must be able to manage and evaluate the Subak Lestari program after running for seven years adjusting to the conditions that occur in the field. There are three agencies that play an important role in the management and development of Subak Lestari including the Agriculture Department, the Cultural Department and the PUPR Department. Then after being formed, Subak Lestari began to be developed as a natural tourism attraction set by the Tourism Department. Based on the results of an interview with the Head of the Denpasar City Agriculture Department on February 16, 2023, it was explained that the involvement of the Agriculture Department in the management of Subak Lestari is in technical and infrastructure development.

"Subak Lestari, which is often abbreviated as Made Ayu Intan, has the advantage of being located in the city and its own charm so that it can be used as Subak Lestari. Its location upstream and downstream reflects a strategic location where potentially many visitors come there, the agricultural land is quite large and agricultural activities are still active. The involvement of the Agriculture Department in the management of Subak Lestari is in technical and infrastructure development. In its development, the construction of agricultural business roads is carried out which aims to support agricultural activities to minimize transportation costs and so on. The farm business road also aims for agrotourism objects where there will be collaboration between farmers and the Tourism Department in building tourist objects or attractions".

Based on current agricultural conditions, the Agriculture Department has conducted a survey in Denpasar City, where the rice harvest that takes 3 to 4 months only gets a net profit of approximately Rp. 1,800,000 per month, so it can be said that it is still below the Denpasar UMR. In this case, it will be difficult to maintain the agricultural sector. According to the Head of the Denpasar City Agriculture Department, economic income is important for the preservation of Subak, because it is impossible for Subak to be preserved without welfare for its farmers. The programs to be carried out by the Agriculture Department are:

1. Increased productivity, where one example in this program is shortening the harvest life and increasing soil fertility
2. The development of business diversification, this can be done by developing the quality of rice, developing horticulture that can produce more yields than rice. Nevertheless, rice remains a top priority.
3. Post-harvest processing, where so far in Denpasar farmers only sell raw products from the harvest so that the wages or results received are less.
4. The development of agrotourism, infrastructure development and human resources has been carried out, the hope in this development is that pekaseh will be more active as a mobilizer for other farmers to advance Subak, which will be accompanied by the Tourism Department in the development of this agrotourism.

In addition to the Agriculture Department, the Cultural Department also plays an important role in the management of Subak Lestari in Denpasar City. Based on the results of an interview with the Head of the Denpasar City Cultural Department and the Cultural Affairs Staff who handles Subak on November 2, 2022, it was explained that the involvement of the Cultural Department in assisting Subak in Denpasar City specifically includes aspects of Parahyangan (relationship with God) and Pawongan (relationship

with humans). Both aspects are part of the Tri Hita Karana Concept which is one of the foundations of Hindu life in Bali.

"The Cultural Department in collaboration with the Subak Madya Council in Denpasar City sees that there is still a need for an inventory of the Subak parahyangan, so that it is maintained physically as well as the implementation of ceremonies carried out such as pujawali so that it continues to run as it should. To run the program, Subak financing still receives support from the BKK (Special Financial Assistance) of Bali Province and assistance from the Mayor in the form of punia. This Provincial BKK is given to each subak in the amount of Rp. 50,000,000 per year, where the allocation is 80% for the implementation of upakara, 15% to support meeting operations, and 5% for ATK. However, during the pandemic there was a decrease in the number of BKK received, which was from Rp. 50,000,000 per year to Rp. 10,000,000 per year. This is because during the pandemic the APBD in Bali Province experienced tremendous shrinkage, which had an impact on the racionization of programs that could be combined or recofusing the budget. So far there have been 35 subak who have received provincial BKK and 7 subak received assistance through the Denpasar City APBD punia".

In the field of vacancies, a subak production cooperative has been pioneered named Uma Werdhi Sedana and is located on Jalan Trenggana Penatih Denpasar. The purpose of forming this cooperative is to assist farmers in the distribution of production facilities. The hope of the Cultural Department is to change the mindset of farmers, especially in Denpasar where farmers not only plant rice, but can plant crops. In addition to the application development plan, the Cultural Department really hopes for human resources from the millennial generation to accompany farmers in the field. Agricultural extension workers are needed from young people who are able to lead agriculture in a more advanced and modern direction. There needs to be synergy between the government, in this case, the Cultural Department and universities for this program. One of the activities that can be done is to mobilize students from related fields of science to practice directly in the field with farmers and accompanied by lecturers for the development of programs or technology in accordance with policies that will be agreed between the government and the campus. This program can be packaged in the formation of "Subak Conservation Cadres" intended for the millennial generation in Denpasar City who will accompany Subak in Denpasar later.

Another official role that is no less important after the formation of Subak Lestari as a natural tourism attraction in Denpasar City is the Tourism Department. Based on the results of an interview with the Head of the Denpasar City Tourism Department on November 2, 2022, said that in terms of assisting Subak Lestari as a tourist destination, the Tourism Department coordinates with the Agriculture Department.

"The Tourism Department strives to maintain the main function of Subak, namely as an agricultural area but also explore the potential of Subak as a sustainability organization that can be empowered as a tourist attraction in the middle of Denpasar City. The Tourism Department was not involved too intensely in the initial technical planning of Subak Lestari, but was only involved during the implementation of the program when Subak Lestari was formed. The Tourism Department as a supporter in the program, especially in the field of macro promotion and marketing of Subak. The Tourism Department has a program to provide destination processing training to Pokdarwis (Tourism Awareness Groups) which in several Subak Lestari are

also incorporated indirectly Subak management. Management of assistance to Subak from the Tourism Department itself is accompanied directly by the Tourism Destination Development Sector. The program that has been running from the Tourism Department for Subak Lestari is training on tourist destinations. So far there has never been any special training for Subak management, because it is still looking for what training models and concepts are suitable to be given. Training will be held depending on the needs of the subak, whether the subak really wants to be a tourist attraction".

The program can be packaged with the concept of a tour package for educational tours. In this case the target market is schools, colleges and tourists of special interest in agriculture. Because during the previous Covid-19 pandemic, tourists' interests shifted a lot, in addition to looking for open tourist destinations, they were more interested in health information, sports, agriculture, and the like. Judging from these problems, it can be concluded that Subak has the opportunity to be developed as an educational tourism packed with health, sports and agricultural programs. Seeing the facilities that have been available, one of which is a jogging track in Subak, it can also be developed as a bicycle path that is collaborated with the creative economy, for example the surrounding community can sell kites, sell agricultural products, sell local MSME products, make culinary spots in Subak (for example near the fishing pond in Subak Anggabaya). To support this program, there must be a mobilizer in the community of origin, which is able to move farmers to develop creativity in the success of the program made. In this case, the Regional Government plays a supporting role that facilitates the program, not as the main mover.

The management function according to Terry in Handayani (1990: 25) known as POAC consists of: 1) Planning, 2) Organizing, 3) Actuating, and 4) Controlling. POAC analysis in the development of Subak Lestari has now reached the fourth stage where it is necessary to assess the implementation, and if necessary, take corrective actions so that the implementation remains in accordance with the plan, namely in accordance with the standard. It is necessary to criticize and evaluate the extent of government policies in creating social value in Subak Lestari. The evaluation of the Subak Lestari development program in Denpasar City which has been established since 2016 must be carried out in assessing the extent of the effectiveness of policies that have been planned and implemented. How the policy needs to be scrapped, continued, and developed after running above seven years. Supporting from the government as the main policy maker must be clear, such as efforts to secure assets in the form of subak land which is used as eternal land. The cost needed is not small, but it is not comparable to the cost of preserving civilization and our pride as Balinese people in maintaining Subak. So, the cultural tourism that is formed can be an educational tour, although the tour is a visit but shows the cultural civilization of the Balinese people educatively. In addition, the development of Subak in Denpasar City is very important to inherit the community's concern, especially the younger generation, for how we maintain green open land that is very multifunctional in Denpasar City. According to Diarta and Sarjana (2018), the development of subak in urban areas as tourist attraction is seen as a concept that in the future will be able to preserve subak itself in a sustainable manner. Community-based tourism is a concept of tourism development that is compatible with sustainable tourism. The concept prioritizes the active participation of the community (especially krama subak) with the aim of providing welfare for them while maintaining environmental quality, and protecting their social and cultural life, so that its implementation can support the achievement of the three pillars of sustainability (Asker, et al. 2010). Using Subak Lestari as tourist attraction, visitors can enjoy farmer activities

directly in rice fields as one of the tourist attractions. The development of Subak as tourist attraction will also provide opportunities for farmers to package their products directly for visitors to collect.

Based on the results of observations in the field, the criteria of the visitors in Subak Lestari do have differences. The three subak in Penatih Urban Village are visitors from local communities such as Denpasar, North Badung and Gianyar. As for the two subaks in Sanur Kauh Village, in addition to visitors from the local community, there are also foreign who live around Sanur Kauh Village, Sanur Kaja and Sanur Village. Therefore, the development of Subak as a tourist attraction can also be seen based on the type of visitors who come there. For example, for the two subaks in Sanur Kauh Village, in terms of the existence of tour guides and physical facilities, they must be supported by the inclusion of foreign languages to make it easier for visitors to understand. Another opinion summarized during the FGD activity from several visitors was the need for renewal of awig-awig subak in terms of increasing farmer productivity. For the Subak Lestari area along the jogging track, farmers can use it to plant horticulture to get crops in a shorter period and visitors can buy horticultural products directly to farmers. Of course, these wigs also pay attention to their proportions so that they can be adjusted to the previous planting pattern arrangements.

In implementing the initiative on krama subak, visitors can be directly involved in the on-farm process (seeding, planting, care to harvesting) in accordance with the activities carried out by farmers. In addition, cultural implementation activities such as the Lelakut Festival can also be packaged as cultural tourism for visitors, not only foreign tourists, but also local tourists, especially the younger generation who may have rarely seen these tourism products. In describing the concept of CBT marketing mix (Asker, et al. 2010) in accordance with the theory that has been described and interviews conducted by the speakers above, the application of Subak Lestari can be described as follows.

Tabel 2. CBT marketing mix

Product	<ol style="list-style-type: none"> 1. The products offered to visitors are in the form of collaboration between agrotourism, ecotourism, edutourism and sports tourism 2. Visitors are offered several tourist attractions tailored to their needs 3. Visitors who will become this product segment include local communities which if divided based on area come from Denpasar City, Badung Regency, Gianyar Regency and 4. Tabanan Regency. If based on age, the main target market is students and students with their educational products.
Positioning	<ol style="list-style-type: none"> 1. Subak Lestari as a tourist attraction in Denpasar City can be positioned as a green open space managed by Subak and strengthened the existence of rice fields through government policies. 2. The uniqueness of this business is a rice field tourism activity that presents the natural atmosphere of rice fields to learn about Subak culture, a location that is easily accessible and very affordable for the community. 3. Travel experiences obtained such as on-farm activities (planting or harvesting), post-harvest processing activities, education about the Subak agricultural system, cultural introduction activities such as when the lelakut competition is held, sports tourism (jogging and yoga), and the like 4. The added value offered from the development of Subak Lestari as a tourist attraction is that the community is invited to provide support to the welfare of farmers through the development of economic aspects, developing the interest of farmers and their next generation in

	maintaining their rice fields when developing as a tourist attraction and maintaining the preservation and balance of nature with the availability of green open space in the city.
Place	1. Access to Subak Lestari is greatly facilitated by the existence of a farm business road which is now developing as a jogging track. Future development requires cooperation between parties to provide parking areas and provide opportunities for levy collection for visitors.
Price	1. To set prices to make them financially sustainable, affordable, and competitive in the market, further surveys are needed to several similar locations that have similar tendencies with Subak Lestari. The price given must go through market analysis to then make a package according to the activities carried out by visitors.
Promotion	<ol style="list-style-type: none"> 1. The media used can be offline and also online. Offline through socialization with the government through related agencies to invite visitors. For example, for educational activities, you can collaborate with schools or colleges. In terms of sports tourism activities cooperate with the sports community and the like. For online promotion can be done by utilizing social media and also other online platforms as attractive as possible to attract visitors. 2. The message to be conveyed is that the development of Subak Lestari in Denpasar City as a tourist attraction, can make rice field tourism choices in urban areas that are expected to increase farmers' incomes and help maintain the sustainability of Subak land and its ecosystem. 3. In reaching visitors, a network of partnerships between Subak administrators, local governments, especially related agencies, communities such as Pokdarwis and local village/lurah governments, academics such as the Subak Study Team at Udayana University and tourism actors is needed

Source : Adapted from Asker, et al. (2010)

The marketing mix concept is not only delegated to Krama Subak as a manager, but needs to involve other stakeholders. The government has a role in coordinating the development of tourism sites. Connecting with tourism authorities and other government stakeholders will help position CBT in the wider market. In addition, collaboration can be carried out with managers of surrounding tourist sites. Other stakeholder roles can help by providing information, facilitating learning, and connecting communities with private operators and government agencies as shown in Figure 1 below.

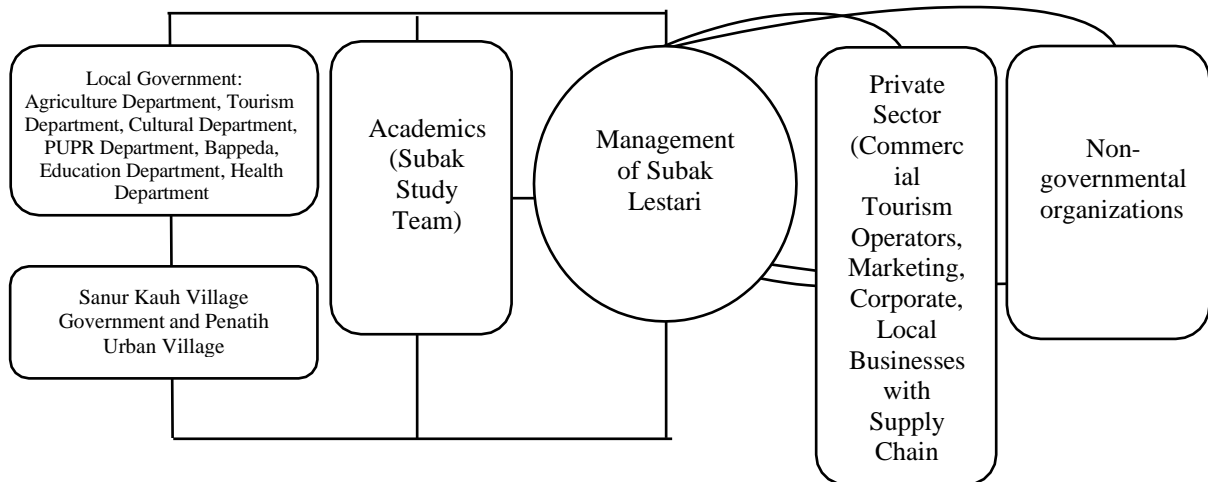


Figure 1. Types of stakeholder support in Subak Lestari
(Source: Researcher, 2023)

The potential for the development of Subak Lestari lies in the location of Subak which is in urban areas. The view of rice terraces in Subak in Denpasar City is certainly still inferior compared to the view of rice terraces in Subak in rural areas such as in Jatiluwih, Tegalalang or other tourist areas. So, what "can be sold" by Subak in Denpasar City is not highlighted in the view of the rice fields. The second potential is the culture of the surrounding community, especially urban communities. People in the city really need open space for activities such as sports or jogging. In addition to exercise, farmers can also sell their agricultural products to people who visit and people will also feel happy because they get fresher harvests. The third potential is the existence of Subak in Denpasar City which is the center of education in Bali Province. Starting from early education to higher education is very much in Denpasar City. Of course, Subak can be a natural laboratory for students and students in the application of their knowledge.

Conclusions

Conclusion The management that manages Subak Lestari as tourist attraction is currently still not formed professionally. A special management body that is competent and able to establish collaboration between relevant stakeholders is needed to minimize overlapping responsibilities. The existence of regulations from the government plays an important role in maintaining the existence of Subak land that still exists today, but socialization and strict enforcement are needed if there is a violation of the rules that have been set. There needs to be special management that manages Subak Lestari as tourist attraction, training and mentoring human resources thoroughly from related agencies, construction of tourism supporting facilities that still pay attention to the productivity of rice fields, implementation of policies and strict sanctions for violations related to land use change and socialization to the community regarding the benefits of developing Subak as a sustainable tourist attraction.

Based on the discussion and conclusions from the research results as described earlier, the following suggestions can be submitted. (1) Krama Subak is expected to be able to maintain its commitment and awig-awig in maintaining the preservation of its agricultural land and start to open with the concept of developing Subak as a tourist attraction to provide improved welfare of farmers. (2) The government should determine the responsibility for their respective objectives between agencies so that complementary collaboration is formed in the management of Subak Lestari as a tourist

attraction. (3) Academics to conduct studies on concepts that are suitable to be developed in Subak, especially as a tourist attraction. (4) The community to participate in preserving the Subak environment which has been designated as a tourist attraction and contribute to the preservation of culture and the welfare of farmers..

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