

## **Institutions and Governance of Subak in the Development of Sustainable Ecotourism**

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### **Abstract**

This research discusses Subak as an irrigation system that irrigates rice fields to produce food, especially rice, which is the staple food of the community. Subak is always carried out together with religious ceremonies and has noble values related to the concept of *Tri Hita Karana*. The Tabanan Regency Government is trying to develop tourism but still maintains the existence of subak by combining these two things into a new tourist attraction. The attraction that can be developed by combining tourism with agriculture is through the concept of ecotourism. One of these government programs is the Subak Lestari program. The findings of problems in the field faced by Subak Celemanik to be developed as an ecotourism area are that tourist attractions with a subak background have not been managed as the main attraction but tend to be as supporting tourism in Kerambitan District, the variety of tourist attractions offered is still small, the lack of subak's ability to provide supporting facilities, land conversion because it is considered property rights, the absence of local tour guides, and the absence of extensive subak marketing. The urgency of this research is carried out considering the massive development of tourism in Bali, resulting in rice fields, especially subak, starting to change function into tourist accommodation. The method used in this study is qualitative using SWOT analysis. The results of this study are that it is necessary to maximize the performance of the Subak management institution in establishing cooperation with the government or related stakeholders, increasing the participation of Subak members in supervising the implementation of customary laws and regulations.

### **Keywords:**

ecotourism; institutions; Subak; sustainability

### **Introduction**

The tourism sector is one of the sectors that plays an important role in driving the economic growth of a country because it is in direct contact with the surrounding community and has a positive impact in the form of increasing income and welfare for the surrounding community. In addition, the tourism sector also makes a major contribution to the country's foreign exchange. The number of foreign tourists to Bali can be seen from data from 2015 to 2019. In 2015, the number of foreign tourists to Bali was 4,001,835 people, in 2016 it was 4,927,937 people, in 2017, it was 5,697,739 people, in 2018, it was 6,070,473 people, and in 2019 it was 6,275,210 people (Bali, 2018). The data above shows that Bali earns more foreign exchange from the number of tourists who come there every year.

The archipelagic country of Indonesia has many interesting islands to see, one of which is the island of Bali. This island is famous for its many tourist destinations, ranging from marine tourism, cultural and traditional tourism, nature reserve tourism, and agricultural tourism. Bali Provincial Regulation Number 9 of 2012 concerning Subak shows that the Bali Provincial Government is currently focusing on agricultural tourism, with 77,986 subaks spread across 8 districts and 1 city (Bali, 2018).

Ecological tourism pays attention to the sustainability of tourism resources (Giri, 2018). Subak ecotourism can improve the health and economy of the community. In addition, it can be useful for increasing awareness of local communities and tourists towards culture and the environment. According to Bali Provincial Regulation No. 9 of 2012, subak is a traditional organization in the field of water use and/or crop management in Balinese indigenous communities that is socio-agrarian, religious, and economic in nature that has grown and developed for a long time. Subak is an irrigation system that irrigates rice fields to produce food, especially rice, which is the staple food of the community. Subak is always carried out together with religious ceremonies and has noble values related to the concept of Tri Hita Karana. Subak activities based on the concept of Tri Hita Karana will create harmony between humans and God, nature, and humans themselves. Although the subject itself is closely related to agriculture, over time, many agricultural lands have been converted into housing, shops, and others. Another problem is that the younger generation is reluctant to become farmers because it is considered a job with low income.

The Tabanan Regency Government is trying to develop tourism but still maintain the existence of subak by combining the two into a new tourist attraction. The attraction that can be developed by combining tourism with agriculture is through the ecotourism concept. One of these government programs is the Subak Lestari program. Subak Lestari was initiated in 2016 based on the results of a meeting between the Tabanan Regency Government, the Head of the Tabanan Regency Agriculture Service, the Tabanan Regency Subak Expert Team consisting of various professional backgrounds and a number of SKPDs within the Tabanan Regency government. As an initial step in making the Subak Lestari program a success, there are eight subaks that will be used as pilot projects.

One of the subaks that is being focused on as a pilot subak in Tabanan Regency is Subak Celemanik in Timpag Village, Kerambitan District, because Subak Celemanik is a subak that has advanced to the National level. The priorities of the Subak Lestari program are the protection and improvement of farmer welfare, preservation and promotion of ecosystem services, preservation

of material or physical culture, targeted tourism development and development of infrastructure and facilities.

Subak Celemanik is one of the Subak located in Tabanan Regency. Subak Celemanik is a Subak that is a priority of the Subak Lestari program. Subak Celemanik covers agricultural land located in two Banjar areas (traditional villages). Of the total subak area, 92% of the land is in Banjar Dajan Peken and the remaining 8% is in the Banjar Munduk area. Both Banjars are included in the administrative area of Tabanan Regency. Subak Celemanik has become a jogging track tourism so that it is expected to increase ecotourism activities and empower local communities. Ecotourism activities are basically carried out with simplicity, maintaining the authenticity of nature and the environment, creating tranquility, and maintaining the environment. However, the results of observations in the field found problems faced by Subak Celemanik to be developed as an ecotourism area, namely tourist attractions with a subak background have not been managed as the main attraction but tend to be a supporting tourism in Kerambitan District, the variety of tourist attractions offered is still small, the lack of subak's ability to provide supporting facilities, land conversion because it is considered property rights, the absence of local tour guides, and the absence of extensive subak marketing. Based on the findings of the problem, the researcher is interested in conducting a study entitled "Institutions and Governance of Subak in the Development of Sustainable Ecotourism". The formulation of the problem in this study is "How are the Institutions and Governance of Subak in the Development of Sustainable Ecotourism?"

### **Institutional Theory**

Institutional Theory or institutional theory is the formation of an organization due to the pressure of the institutional environment which causes institutionalization. The idea underlying this theory is the idea that in order to survive, an organization must be able to convince the public or society that the organization is a legitimate entity and worthy of support (Basuki, 2012). Institutional Theory proposed by Scott (2008) explains that this theory is used to explain actions and decision making in public organizations. Institutional Theory has emerged to become famous as a reinforcing explanation, both for individual and organizational actions caused by exogenous factors, external factors, social factors, community expectation factors, and environmental factors. This Institutional Theory defines that organizations that prioritize legitimacy will have a tendency to try to adjust to external expectations or social expectations where the organization is located (Nuzuli, 2015).

According to Veblen, institutions are a set of norms and ideal conditions (as subject to dramatic change) which are imperfectly reproduced through habits in each subsequent generation of individuals (Wibawanto, 2022). Thus, institutions act as a stimulus and guide to individual behavior. In this case, individual preferences are not fundamental causal factors in decision making, so in this position there is no place to start a theory. Institutions come from the word institution, which means rules in organizations or community groups to help their members interact with each other to achieve the desired goals (Suwarno, 2022). According to the institutional expert's view, the range of human alternatives is determined through institutional structures. Institutions are present in society because the conditions of society are filled with various rules, to regulate human behavior, institutions as a medium or container in forming patterns that have permanent power and activities to meet needs must be carried out through patterns that exist in institutions. Through institutions that are created to regulate 13 patterns of behavior and fulfillment of human needs, the existence of institutions will contribute to the life of society.

### **Governance Theory**

Governance Theory was put forward by Stoker (1998) in the International Social Science Journal with the title *"Governance as Theory: Five Propositions."* Stoker (1998) mengemukakan bahwa: *Governance refers to the development of governing styles in which boundaries between and within public and private sectors have become blurred. The essence of governance is its focus on mechanisms that do not rest on recourse to the authority and sanctions of government..., Governance for (some) is about the potential for contracting, franchising and new forms of regulation. In short, it is about what (some) refer to as the new public management. However, governance, ...is more than a new set of managerial tools. It is also about more than achieving greater efficiency in the production of public services* (1998, p. 17-18). According to Stoker (1998) governance is a development of government style, where the boundaries between the public sector and the private sector are blurred. The essence of governance is focused on mechanisms that do not depend on the use of authority and sanctions from the government, governance is a new form of regulation towards New Public Management (NPM) (Stoker, 1998). Governance is more than a set of managerial tools to achieve better public services. This is in line with the opinion of Peters and Pierre (1998) who said that governance is a process, while New Public Management (NPM) is a result (Peters, 1998). Stoker (1998) put forward five propositions to formulate an understanding of the critical issues that governance theory will help answer crucial problems (Stoker, 1998), yaitu:

1. *Governance refers to institutions and actors from within and beyond government. (But there is a divorce between the complex reality of decisionmaking associated with governance and the normative codes used to explain and justify government).*
2. *Governance identifies the blurring of boundaries and responsibilities for tackling social and economic issues. This shift in responsibility goes beyond the public-private dimension to include notions of communitarianism and social capital. (However, blurring of responsibilities can lead to blame avoidance or scapegoating).*
3. *Governance identifies the power dependence involved in the relationships between institutions involved in collective action.*
4. *Governance is about autonomous self-governing networks of actors. (The emergence of self-governing networks raises difficulties over accountability).*
5. *Governance recognizes the capacity to get things done which does not rest on the power of government to command or use its authority. (But even so, government failures may occur.)*
6. The governance dilemma in this context is that there is a major problem with very real risks of leadership failure, differences between key partners in timetables and goal priorities and social conflict, which can lead to governance failure. This suggests that the challenges in public institution design can be overcome in part by personality, sensitivity to complexity, motivation, diversity and community engagement (Stoker, 1998). Peters and Pierre (1998) suggest that governance is maintaining public sector resources<sup>7</sup> under political control and developing strategies to maintain government capacity (Peters, 1998).

### **Subak Potential Development**

According to Alim Sumarno (2012) development means the process of translating or describing design specifications into physical features, where development means the process of producing learning materials. Development is a way or strategy to improve, advance or increase tourism potential to be attractive and worth visiting by tourists and beneficial for the local community and the government (Anggraeni, 2018).

According to KBBI, potential is defined as an ability that has various possibilities or hopes to be further developed, whether in the form of strength, power or ability obtained by the community directly or through a long process. Bali Provincial Regulation No. 9 of 2012, subak is a traditional organization in the field of water use and/or crop management at the farming level in the Balinese indigenous community which is socio-agrarian, religious, and economic in nature which historically continues to grow and develop.

The Balinese people highly value local wisdom, both in terms of customs, culture or other diversities. In a philosophy inherent in the Balinese community is Tri Hita Karana which comes from three words, namely Tri which means three, Hita which is happiness or prosperity and Karana which means cause. Therefore Tri Hita Karana are the three causes of the creation of happiness and prosperity. That is the philosophy that the Balinese people strongly believe in to this day. Tri Hita Karana which means history so that the application of subak depicts happiness and prosperity. There are two developments of subak potential, namely:

- a. Natural Potential One of the natural potentials includes natural beauty with panoramic views of mountains, clear water flows and green rice fields.
- b. Cultural Potential Cultural Potential related to agricultural activity ceremonies such as the ngendag Tanah Carik ceremony, mapag toya ceremony, pamungkah ceremony, kempelan, ngurit ceremony, pangawiwit ceremony, ngekambuhin ceremony, ngadegang Batara Sri (Batara Nini), nganyarin and manyi ceremonies.

### **Sustainable Ecotourism**

The definition of an area according to Wikipedia is an area that has certain characteristics or is based on the functional grouping of certain activities, such as industrial areas, trade areas, and recreation areas. Ecotourism is defined as a tourism concept that reflects environmental insight and follows guidelines between environmental balance and sustainability (Ihsan, 2015). Ecotourism is an alternative tourism concept that regularly and consistently prioritizes natural, community and social values that enable positive relationships between the actors (Lappo, 2010).

Ecotourism is defined as a tourism activity that is aimed at integrating economic development while generating funding for efforts to conserve natural resources as its attractions (Nadiasa, 2010). Ecotourism is a journey by an individual or group to nature-based places with the aim of conserving the environment and providing a livelihood for the surrounding community (Noho, 2020).

Community-based ecotourism is an ecotourism business that emphasizes the active role of the community, absolute community involvement is based on the fact that the community has knowledge about nature and culture which is the potential and value of the title as a tourist attraction. Community participation in managing ecotourism can be seen from the planning stage, implementation to evaluation of activities. The community-based ecotourism pattern recognizes the rights of local communities to manage tourism activities in areas that they own traditionally or as managers, the existence of a community-based ecotourism pattern does not mean that the community will run their own ecotourism business (Mardiana, 2014).

The impact of ecotourism can have an impact on the environment, socio-economic, and economic impacts. According to Ayuningtyas and Dharmawan (2011) ecotourism has positive and negative impacts on the environment, social, economic, and economic impacts, namely (Ayuningtyas, 2011):

a. Positive Impact of Ecotourism

The positive impact that occurs is the addition of income obtained from work in the ecotourism sector. Another positive impact is that residents have become aware of protecting the surrounding environment by throwing garbage in its place, not scribbling on trees, and not cutting down trees carelessly. Residents around are more open to tourists or outsiders

b. Negative Impact of Ecotourism

The existence of ecotourism results in conflict due to the lack of participation of residents in mutual cooperation activities. Another negative impact is that there is noise in the status of settlements due to the presence of tourists. Increased waste due to food and drink waste brought by tourists. The level of communication between residents and their families, neighbors, and village officials has decreased in intensity due to the busyness of each resident.

## Methods

The research design used in this study is descriptive research using a qualitative approach. Descriptive research is a method where a researcher collects data, then analyzes the data critically and concludes it based on the facts at the time the assessment takes place (Sugiyono, 2017). This study will describe the method of developing the potential of Subak Celemanik through the approach of institutional and governance theory, so this study uses a qualitative method with an analysis tool used through SWOT analysis. According to Sugiyono (2017) qualitative research methods are research methods based on philosophy, used to examine the conditions of natural objects, where researchers are key instruments, data collection techniques are carried out through observation, interviews and documentation. Qualitative research starts from assumptions about reality or social phenomena that are unique or complex. Therefore, the most important sample determination procedure is how to determine key informants or certain social situations that are in accordance with the focus of the research. In this case, the focus of the research is on the analysis of subak institutions in developing the potential of subak as an ecotourism area in Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency where the object is the subak administrator who is also part of the resource person in this study. The informants in this study were taken on the grounds that the informants mastered or understood the ins and outs of Subak Celemanik and the informants were involved

in the management of Subak Celemanik, they were considered to know about the subak irrigation system and the development of ecotourism that was being carried out in Subak Celemanik. So those who were chosen as informants in this study were the head of Subak Celemanik (pakaseh), secretary of Subak Celemanik (penyarikan), treasurer of Subak Celemanik (petengen), Bendesa Adat Timpag, Head of Timpag Village and community leaders of Timpag Village. So the number of informants in this study was 12 informants.

## **Result and Discussion**

### **Profile of Subak Celemanik**

Subak Celemanik is one of the subaks located in Kerambitan District, Tabanan Regency, as one of the pilot subaks for the formation of sustainable subaks. Subak Celemanik is located in Timpag Village, Kerambitan District, Tabanan Regency. Subak Celemanik covers agricultural land located in two Banjar areas (traditional villages). Of the total subak area, 92% of the land is in Banjar Dajan Peken and the remaining 8% is in the Banjar Munduk area. Both Banjars are included in the administrative area of Tabanan Regency, Bali. Subak Celemanik has existed since the era of Indonesian Independence. However, Subak Celemanik began to operate again in 2016 when Subak Lestari was initiated by the Regent of Tabanan.

### **SWOT Analysis of Subak Celemanik Institution in Sustainable Ecotourism Development**

Strategy is a general stage that is arranged rationally in an effort to achieve the goals of the organization that has been set. Formulation of strategy based on SWOT matrix is a general stage that is arranged rationally to achieve the goals of the organization that has been set, achieved based on a combination of the results of the analysis of internal and external environmental factors of the organization. Internal factor analysis is intended to identify strengths and weaknesses and external analysis to identify opportunities and threats to the development of subak potential as an ecotourism area in Subak Celemanik. These factors are then given their respective weights with a specified weight value of 0.05-0.20 and given a rating on a scale of 1-4. After that, the weight is multiplied by the rating to get a score. The following are the results of the SWOT analysis calculation as follows:



**Table 1.**  
**Internal Factors (Strengths and Weaknesses)**

Internal Factor	Weight (a)	Rating (b)	Skor (a*b)
<b>(Strengths)</b>			
1. The natural beauty of the subak	0,070	4	0,28
2. The area is easily accessible	0,060	4	0,24
3. Agricultural activities in the subak area continue to run	0,066	3,7	0,244
4. Religious ritual activities in the subak area continue to run	0,080	3,9	0,312
5. There are social and sports activities in the subak	0,075	2,5	0,188
6. Tracking track locations are available	0,087	3	0,261
7. Strong awig-awig	0,077	4	0,308
8. There are role models as drivers of Subak development	0,066	3,8	0,251
<b>(Weaknesses)</b>			
1. Tourist attractions are not well developed	0,050	2	0,10
2. Variety of attractions is still limited	0,046	2	0,092
3. There is no extensive marketing related to the location of the subak	0,065	1,5	0,098
4. There are no local tour guides	0,055	1,9	0,105
5. Lack of subak's ability to provide supporting facilities	0,059	1,6	0,094
6. Conversion of land because it is considered property rights	0,052	1,1	0,057
7. Many transformations of the workforce outside the agricultural sector	0,048	1,1	0,053
8. Lack of community appreciation of subak.	0,039	1,3	0,051
<b>Total</b>	<b>1,00</b>		<b>2,734</b>

*Source: Processed data, 2024*

The total weighted value of the IFE Matrix is 2.734. This value indicates that the internal position of Subak Celemanik is average. The opportunities and threats are as follows:

**Table 2.**  
**External Factors (Opportunities and Threats)**

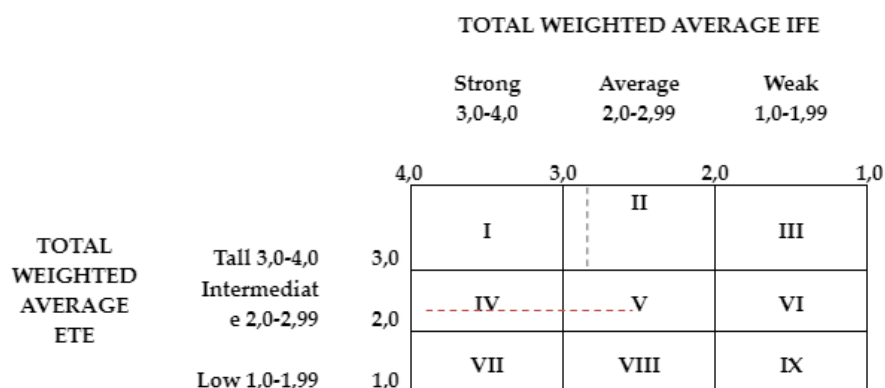
External Factor			
(Opportunities)	Weight (a)	Rating (b)	Skor (a*b)
1. A very large tourist market in urban areas	0,10	3,4	0,34
2. The existence of government support because it is in line with the vision of tourism and cultural development	0,12	4	0,48
3. Government support through subak assistance	0,10	4	0,4
4. The existence of several entrepreneurs who want to be involved and	0,13	2	0,26
5. provide tourism support facilities	0,12	2,9	0,228
<b>(Threats)</b>			
1. Many competing tourist attractions	0,13	1,8	0,234
2. Development of facilities threatens subak land	0,10	1,7	0,17
3. More services are taken by outside workers	0,10	1,1	0,11
Subak	0,10	1,9	0,19
<b>Total</b>	<b>1,00</b>		<b>2,412</b>

Source: Processed data, 2024

Based on the EFE Matrix above, the total weighted value is 2.412. This shows that Subak Celemanik responds well to its external factors, namely Subak Celemanik is good at utilizing opportunities and avoiding existing threats. To find out the location of the strategy quadrant that is considered to have high priority and urgent to be implemented immediately, the X and Y axis formulas are used, where the X axis is EFAS (Opportunities - Threats) and the Y axis is IFAS (Strengths - Weaknesses) which are stated with values according to the scoring results shown in the following image:

**Picture 1**

**Internal-External (IE) Matrix of Subak Celemanik**



Based on the image above, the urgent strategy to be carried out in order to develop Subak Celemanik is located in Quadrants II and IV. This position indicates that Subak Celemanik is depicted as growing and developing better even though there are still threats and weaknesses. These threats and weaknesses can be faced by relying on the opportunities and strengths possessed by Subak Celemanik. Therefore, managers can use innovation strategies. The following is a picture of the Subak Celemanik SWOT Matrix.

**Picture 2.****SWOT Matrix of Subak Celemanik**

<b>IFE</b>	<b>(Strengths)</b> <ol style="list-style-type: none"> <li>1. The natural beauty of the subak</li> <li>2. The area is easily accessible</li> <li>3. Agricultural activities in the subak area continue to run</li> <li>4. Religious ritual activities in the subak area continue to run</li> <li>5. There are social and sports activities in the subak</li> <li>6. Tracking track locations are available</li> <li>7. Strong awig-awig</li> <li>8. There are role models as drivers of subak development</li> </ol>	<b>(Weaknesses)</b> <ol style="list-style-type: none"> <li>1. Tourist attractions are not well developed</li> <li>2. Variety of attractions is still limited</li> <li>3. There is no extensive marketing related to the location of the subak</li> <li>4. There are no local tour guides</li> <li>5. Lack of subak's ability to provide supporting facilities</li> <li>6. Conversion of land because it is considered property rights</li> <li>7. Many transformations of the workforce outside the agricultural sector</li> <li>8. Lack of community appreciation of subak.</li> </ol>
<b>EFE</b> <b>(Opportunities)</b> <ol style="list-style-type: none"> <li>1. The tourist market is very large in urban areas</li> <li>2. There is government support because it is in line with the vision of tourism and cultural development</li> <li>3. Government support through subak assistance</li> <li>4. There are several entrepreneurs who want to be involved and provide supporting tourism facilities</li> <li>5. As a provider of outbound, recreation and outgoing services</li> </ol>	<b>SO</b> <ol style="list-style-type: none"> <li>1. Management of ecotourism environment based on agriculture, culture, and nature.</li> <li>2. Maximizing the performance of management institutions and establishing cooperation with the government or related stakeholders.</li> <li>3. Increasing the participation of subak members in supervising the implementation of awig-awig and laws and regulations.</li> </ol>	<b>WO</b> <ol style="list-style-type: none"> <li>1. Improving environmental quality, agricultural infrastructure, irrigation channels and tourism support facilities.</li> <li>2. Improving skills and quality of human resources (HR)</li> <li>3. Improving broad marketing related to Subak Celemanik locations through mass media, social media, and billboard installation.</li> </ol>

<b>(Threats)</b>	<b>ST</b>	<b>WT</b>
1. Many competing tourist attractions 2. Development of facilities threatens subak land 3. More services are taken by workers outside the subak 4. Entrepreneurs only see subak as a business area and do not think much about subak empowerment.	1. Introducing the uniqueness of Subak Celemanik's natural potential and jogging track to the outside community. 2. Strengthening the awig-awig on environmental management. 3. Empowering subak members in developing potential, and 4. Integrated pest control and management	1. Improving the quality of tourism excellence to overcome tourism competition. 2. Cooperation with the Government to help promote or market tourism objects 3. Socialization of regulations regarding green lanes and introduction of environmental services.

Source: SWOT Analysis Processing Results

The strategy carried out for the development of Subak Celemanik according to the SWOT analysis produced four alternatives, namely the SO Strategy alternative (creating a strategy by using strengths to take advantage of opportunities), the WO Strategy alternative (creating a strategy that minimizes weaknesses to take advantage of opportunities), the ST Strategy alternative (creating a strategy by using strengths to overcome threats), and the WT Strategy alternative (creating a strategy that minimizes weaknesses and avoids threats).

a. Strategy SO (*Strength and Opportunities*)

SO strategy is a strategy that optimizes strengths to take advantage of opportunities, alternatives to SO strategy are:

- Management of ecotourism environments based on agriculture, culture, and nature.
- Maximizing the performance of management institutions and establishing cooperation with the government or related stakeholders.
- Increasing the participation of subak members in supervising the implementation of awig-awig and laws and regulations.

b. Strategy WO (*Weaknesses and Opportunities*)

WO strategy is a strategy that optimizes weaknesses (Weaknesses) to take advantage of opportunities (Opportunities), an alternative to the WO strategy is:

- Improving environmental quality, agricultural infrastructure, irrigation channels and tourism support facilities.
- Improving skills and quality of human resources (HR)
- Improving broad marketing related to Subak Celemanik locations through mass media, social media, and billboard installation.

Strategi ST (*Strength and Threats*)

c. ST strategy is a strategy that optimizes strengths to take advantage of threats. An alternative to the ST strategy is:

- Introducing the uniqueness of Subak Celemanik's natural potential and jogging track to the outside community.
- Strengthening the awig-awig on environmental management or RTRW regulations.
- Empowering subak members in developing potential, and
- Integrated pest control and management. Strategi WT (*Weaknesses and Threats*)

WT strategy is a strategy that optimizes weaknesses (Weaknesses) to take advantage of threats (Threats), an alternative to the WT strategy is:

- Improving the quality of tourism excellence to overcome tourism competition.
- Cooperation with the Government to help promote or market tourism objects.
- Socialization of regulations regarding green lanes and introduction of environmental services

## Conclusion

Based on the results and discussion regarding the Institutions and Governance of Subak in the Development of Sustainable Ecotourism in Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency using SWOT analysis, the following conclusions can be drawn:

### 1. Strengths of Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency

The strengths of Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency are the natural beauty of the subak, the area is easy to reach, agricultural activities in the subak area continue to run, religious ritual activities in the subak area continue to run, there are social and sports activities in the subak, tracking track places are available, strong awig-awig, and the existence of role models as drivers of subak development.

### 2. Weaknesses of Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency

The weaknesses of Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency are that tourist attractions have not been well developed, there are still few variations of attractions, there is no extensive marketing related to the location of the subak, there are no local tour guides, the lack of subak's ability to provide supporting facilities, land conversion because it is considered property rights, many transformations of workers outside the agricultural sector, lack of community appreciation of subak.

### 3. Opportunities of Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency

The opportunities of Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency are a very large tourist market in urban areas, government support because it is in line with the vision of developing tourism and culture, government support through subak assistance,

the existence of several entrepreneurs who want to be involved and provide supporting tourism facilities, as providers of outbound, recreation, and outgoing services.

#### 4. Threats to Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency

The threats faced by Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency are many competing tourist attractions, development of facilities threatens subak land, more services are taken by workers outside the subak, entrepreneurs only see subak as a business area and do not think much about empowering subak.

From the conclusion above, the following suggestions will be presented which are expected to be useful in developing the potential of subak as an ecotourism area in Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency. The suggestions that can be submitted based on the research that has been conducted include:

##### 1. SO Strategy (Strength Opportunities) / Opportunity Strength Strategy

SO strategy is a strategy that optimizes strengths to take advantage of Opportunities, an alternative to the SO strategy is the management of ecotourism environments based on agriculture, culture, and nature, maximizing the performance of management institutions and establishing cooperation with the government or related stakeholders, increasing the participation of subak members in supervising the implementation of awig-awig and laws and regulations.

##### 2. WO Strategy (Weaknesses Opportunities) / Opportunity Weakness Strategy

WO strategy is a strategy that optimizes weaknesses to take advantage of Opportunities, an alternative to the WO strategy is improving environmental quality, agricultural infrastructure, irrigation channels and tourism support facilities, improving skills and quality of human resources (HR), increasing broad marketing related to the Subak Celemanik location through mass media, social media, and installing billboards.

##### 3. ST Strategy (Strength Threats) / Strength Threat Strategy

ST strategy is a strategy that optimizes strengths to utilize Threats, an alternative to the ST strategy is to introduce the uniqueness of the natural potential of Subak Celemanik and jogging track to the outside community, strengthen the awig-awig on environmental management or RTRW regulations, empower subak members in developing potential, and integrated pest control and management.

##### 4. WT Strategy (Weaknesses Threats) / Weakness Threat Strategy

WT strategy is a strategy that optimizes weaknesses to utilize Threats, an alternative to the WT strategy is to improve the quality of tourism attractions to overcome tourism competition,

cooperate with the Government to help promote or market tourism attractions, socialize regulations regarding green belts and introduce environmental services.

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