

## THE ROLE OF SUBAK AS CULTURE CAPITAL TO DEVELOP COMMUNITY BASED TOURISM VILLAGE (CASE STUDY IN PINGE VILLAGE, BALI PROVINCE, INDONESIA)

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### *Abstract*

*Indonesia Tourism Development Corporation (ITDC) and the Provincial Government of Bali developing programs community-based tourism (Community Based Ecotourism). One of them is Pinge Village, located in Tabanan Regency of Bali Province, Indonesia. Pinge Village is an old village that has a unique form of traditional house and geographical potential as an agricultural area. Supported by the subak organization that implements the value of local wisdom with the concept of Tri Hita Karana, Pinge Village is very suitable to be developed as a tourism village whose tourism patterns help the local economy but still preserve the environment, and social culture of the local community. This study aims to develop a baseline study of the potential of subak organizations and potential tourism objects in supporting Pinge Village as a sustainable tourism village, as well as to implement and evaluate cooperation models and policies that can be built by local governments and stakeholders related. The type of data that will be used is perceptual data and existing data which are then analyzed by SWOT analysis. The results showed that Pinge Village supported by subak had tourist facilities and attractions involving tourists, as well as the potential of performing arts so that Pinge Village could be developed as a sustainable tourism village. The strategy implemented is to support aggressive growth policies through increasing the role and capacity of the community as the main actors in the development of Tourism Village and supported by the availability of infrastructure, strengthening community institutions and cooperation between stakeholders.*

**Key words:** *Community Based Tourism (CBT), tourism village, subak, culture capital*

### INTRODUCTION

Tourism is one sector that makes an important contribution to regional economic growth. This is supported by the availability of natural resources and socio-cultural communities that have unique local characteristics that become tourist destinations for domestic and foreign tourists. In line with the increasingly rapid dynamics of the tourism sector, one of tourism development is a tourism village, which is aimed at sustainable rural development. The concept of tourist villages reflects the characteristics of rural uniqueness with the potential of natural resources and socio-economic conditions and cultural communities. Community-based tourism village emphasizing the community's active role in managing tourism activities in the area owned by custom (Ministry of Culture and

Tourism and WWF-Indonesia, 2009) [3].

In tourism, Eadington & Smith (1992) interpret sustainability as a form of tourism that is consistent with natural, social, and community values and which allows both hosts and guests to enjoy the positive and worthwhile interaction and shared experiences. In order for sustainable development to be guaranteed, there are three main pillars (triple bottom line) that must get attention, namely: (1) Environmental/ecological sustainability; (2) Socio-cultural sustainability; and (3) Economic sustainability, not only for the current generation, but also for future generations (Bali Sustainable Development Project, 1993; WTO, 1993).

One of the villages in Bali Province which were developed into a tourism village is Pinge Village, located in Marga District, Tabanan

Regency, 17 km in the northern of Tabanan City, the distance to Pinge Tourism Village from Denpasar city is approximately 34 km. Pinge Tourism Village is an old village that is one of the tourist attractions in Bali. This village has its own uniqueness, which is the form of traditional houses, called *Angkul-angkul*, which are parallel and neatly arranged. This village also has a very natural panorama. Tourists visiting this village can see directly the farmers plowing fields, preparing seeds, planting rice, reaping and putting rice in the barn. In addition to the natural potential and forms of traditional Balinese buildings, tourists can also see ancient relics found in *Natar Jemeng Temple*.

The majority of Pinge villagers as farmers. Terracing rice fields and agricultural culture, with traditional irrigation systems, called *subak*. In this *subak*, the Pinge villagers, especially the *subak* member farmers, have implemented the *Tri Hita Karana* concept well. The concept *Tri Hita Karana*, namely *Parahyangan* in the *subak* system is indicated by the presence of temples in the *subak* region and in the farmers' rice fields. The concept of *Palemahan* is indicated by the ownership of rice fields for each *subak*. The concept of *Pawongan* demonstrated by the existence of farmer organizations that are tailored to local needs, the presence of *subak* members, *subak* administrators, and *subak* leaders. In 2012 UNESCO (United Nations Agency for Education and Culture) [17] recognized *subak*, Bali Culture Landscape, as a World Heritage Site at the first session held in Saint Petersburg, Russia.

The *subak* organization is one of the values of local wisdom that supports environmental preservation and social values. This is in line with the opinion of some experts (Methieson, 1982; Murphy, 1985; Getz, 1986, Dowling, 2003, in Pitana and Diarta 2009) [9, 6, 4, 11] emphasizing the importance of integration of economic, environmental and social aspects in tourism management. If seen from the function of the *subak* organization as an agricultural system organization, it is one of the local wisdoms. The life of the religious Pinge Village community is able to apply the

three aspects of life well so that it can create a noble value agricultural system. Three aspects of the *subak* system are human, environment, and religion that are interconnected so that there is a reciprocal relationship between humans and the environment. The *subak* system is able to maintain the availability of water so that it can provide sufficient water for all rice fields.

Related culture could to this, Windia & Wiguna (2012) [19] stated that *subak* as one of the cores of Balinese be developed as an attraction of tourism in gaining foreign exchange for the region and the people of Bali. But it needs to be considered, so that the role of *subak* in attracting tourists can also be enjoyed by farmers as the main actors in the preservation of the *subak* system, so that there is a harmonious relationship between the development of the tourism sector with the preservation of the *subak* system as one of Balinese culture. This is in line with Wiguna & Surata (2008) [18], which states that *subak* has a considerable opportunity in generating foreign exchange and increasing people's income, through the development of agriculture-based tourism. Looking at the importance of the *subak* function, it is interesting to study the Role of *Subak* as Culture Capital in the Development of Pinge Village as a Sustainable Tourism Village.

The objectives of this study are: (1) Developing a baseline study of the potential of *subak* organizations in supporting Pinge Village as a sustainable tourism village; (2) Develop a baseline study of potential tourism objects in Pinge Village which can be developed in addition to *subak*; and (3) Implementing and evaluating cooperation models and policies that can be built by local governments and stakeholders related.

## MATERIALS AND METHODS

### The Concept of Tourism Village

The village is a rural area that has a unique potential and unique tourist attraction both from socio-economic life, socio-cultural, unique customs, village spatial structures which are all managed in an interesting and natural way with the development of tourism

support facilities. Tourism village is a form of integration between attractions, accommodation and supporting facilities that are presented in a structure of community life that is integrated with prevailing procedures and traditions (Nuryanti, 1993 in Budhi & Lestari, 2016) [10, 1].

The concept of developing a tourist village contains the following principles (Ministry of Culture and Tourism and WWF-Indonesia, 2009) [3].

(i) Not contrary to the customs or culture of the community. A village whose procedures and customs still dominate the pattern of community life, in its development as a tourist attraction must be adjusted to the procedures that apply in the village.

(ii) Physical development to improve the quality of the village environment. Tourism development in a village does not change what is already in the village and package it in such a way that it is interesting to be a tourist attraction.

(iii) Paying attention to elements of locality and authenticity. The landscape pattern used in development must display the characteristics of the village.

(iv) Empower rural tourism communities in every aspect of tourism. The community is directly involved in tourism activities in the form of providing services and services whose results can increase people's income beyond their daily activities.

(v) Paying attention to the carrying capacity and environmental insight. Development that exceeds carrying capacity will have a large impact not only on the natural environment but also on the socio-cultural life of the community.

(vi) Tourism village development is part of the implementation of tourism that is directly related to services, which require cooperation with various components of tourism organizers, namely the government, the private sector, and the community.

#### **Community Based Tourism Village**

The village can be interpreted as a trip by a tourist to a remote area with the aim of enjoying and learning about nature, history, and culture in an area, where tourism patterns

help the economy of local communities and support nature conservation. Fandeli (2005) [5] mentions Tourism Village as a blend of growing interests from economic and social environmental concerns. Tourism Village is a concept of tourism development that is responsible for environmental sustainability, provides economic benefits and maintains the cultural integrity of the local community (Lestari & Budhi, 2015; Lestari et al., 2018) [7, 8]. Tourism Village is a form of travel to natural areas that is carried out for environmental conservation and preserving, prospering the local population (The Ecotourism Society, 1990) [16].

#### **Subak as Culture Capital**

The Balinese farming system with its local wisdom, namely *subak*, is very distinctive compared to other regions. As expressed by Pitana (1997) [12], described that *subak* in Bali has five characteristics, namely: (a) *Subak* is a farmer organization managing irrigation water for its members. As an organization, *subak* has management and organizational arrangements (*awig-awig*) written and unwritten; (b) *Subak* have shared water sources, in the form of dams (*ampelan*) in rivers, springs, or the main channel of an irrigation system; (c) *Subak* have a rice field area; (d) *Subak* has autonomy, both internal and external; and (e) *Subak* have one or more Bedugul temples related to breeding.

*Subak* is essentially a commensurate technology because its nature is in accordance with the principles of technology commensurate as proposed by Mangunwijaya (1985) in Windia and Wiguna (2012) [19], namely: (i) its activities are based on self-help businesses and are not dependent on experts; (ii) is decentralized; (iii) its activities are based on cooperation, and not on competition; and (iv) is a technology that is aware of social and ecological responsibilities.

In relation to the *subak* as social system to regulate the supply and allocate water (managing irrigation water) on the basis of conformity with the mindset, *subak* builds its organization according to local needs. For example, in certain areas, there is a *subak* management staff called *petilik*, whose duty is

to routinely supervise the allocation and distribution of irrigation water in the area. Because there is only one *subak* in Bali with a variety of inherent value so that it becomes a unique product, so it becomes an attraction of tourists. Since not all regions have *subak* as local wisdom, *subak*, directly and indirectly, becomes the social, economic and cultural culture of Bali. On the other hand, Bali which develops tourism based on culture will go hand in hand with the cultural capital possessed by *subak*, so *subak* is one of the determining factors in the development of sustainable tourism villages.

### Review of Previous Research

Research conducted by Budhi, *et al.* (2014) [2] examined the Development of Jatiluwih Village in Tabanan Regency as a Community Based Ecotourism with the results of research that the development of the principle of education in the community and tourists became the most priority part in the development of Jatiluwih Village as a tourism village was followed by a strategy in increasing the carrying capacity of the

environment and improving the performance and continuity of community business. This strategy is in line with the principle in the tourism village concept that community involvement in every stage from planning to evaluation becomes very important. And research from Suasih (2016) [15] examined the Analysis of Determinants of Farmers Determinants (Case Study in *Subak* Pulagan, Tampaksiring Village, Gianyar Regency), which is the results of research is *subak* institutions were able to strengthen various agricultural development programs from the government to realize farmer's welfare.

### Research Method

Research was located in Pinge Tourism Village, which is located 500 meters above sea level, is located in Marga District of Tabanan Regency, 17 km in the northern part of Tabanan City. The distance to this Pinge Tourism Village from Denpasar is approximately 34 km and approximately 85 minutes away from Ngurah Rai Airport when using a motorized vehicle.

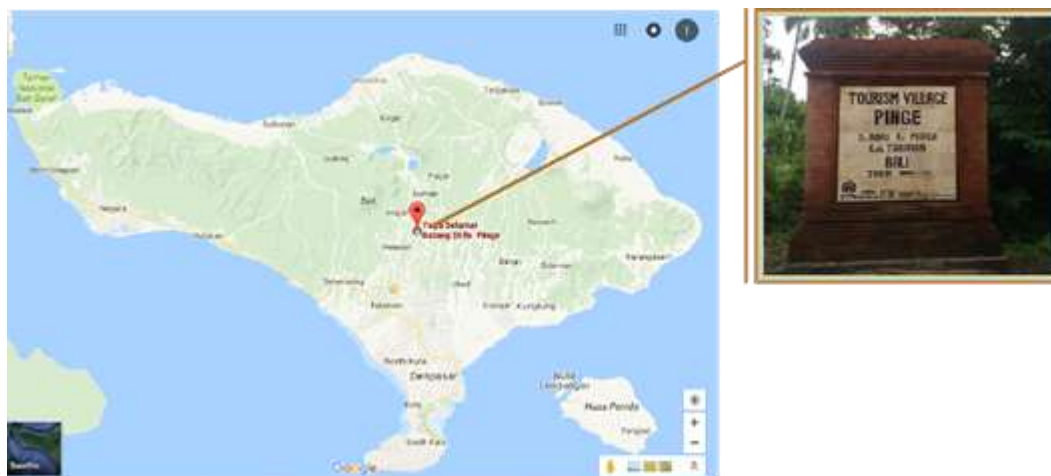


Fig. 1. Map of Pinge Village Location

Source: Central Bureau of Statistics of Bali Province (processed by researchers).

Determination of the location of the study was carried out by purposive sampling, namely in Pinge Village, Marga District, Tabanan Regency. The reason for choosing the location is Pinge Village has natural potential, *subak* as local wisdom and demographic characteristics support for the development of tourism village and supported by a geographical position that is close to other

tourist objects, making it an attractive tourist destination package. The target of the activity was the Pinge Village community, the Regional Government, and stakeholders other relevant.

The data in this study were collected through questionnaires, in-depth interviews, and focus group discussions (FGD). The type of data that will be used is perceptual and existing

data so that the analytical method used in this study is a quantitative approach and in the form of descriptive qualitative, used to analyze the general description of the demographic and socio-economic characteristics of the Pinge Village community. SWOT analysis and qualitative approaches to capture behavior and target perceptions (Rangkuti, 1997) [14].

## RESULTS AND DISCUSSIONS

### **Subak Potential in Supporting Pinge Village as Tourism Village**

One way to preserve *subak* is to synergize *subak* with tourism activities, therefore tourism activities are needed in the *subak* system as an effort to empower and maintain the sustainability of the *subak* system itself. The role of *subak* in supporting tourism activities in the village is as follows.

(i)Providing land for facility, like jogging track, in the area of 4 km (4,000 m) of Pinge Village with a route jogging through residential villages, bamboo forests, stretches of rice fields and plantations that are very beautiful. Tourism is guided to enjoy the beautiful natural scenery of rice fields, in addition tourists can see the daily activities of the residents of Pinge Village.

(ii)Tourists which is visiting Pinge Village can participate or be directly involved in farming activities in the fields, such as planting rice and plowing fields.

(iii)*Subak* members routinely carry out religious ceremonies both in the *Subak Temple* and in the rice fields. This ceremony is an interesting attraction for tourists who come to Pinge Village.

The potential that can be developed is agro-tourism such as the use of agricultural land to grow vegetables and flowers that can be directly picked by tourists. This agro-tourism potential has not been well organized so it needs to be developed to attract domestic and foreign tourists.

### **Potential Attraction in Developed Pinge Village (Beside Subak) and Strategy for Developing Pinge as a Tourism Village**

The potential that can be developed in Pinge Village (beside *subak*) is as follows.

(i)Traditional dance performances, such as *Leko* and *Bumbung Gebyog Dance*, which are the legacies of traditional Balinese dance with the characteristic of gamelan using musical instruments from bamboo, which are sacred and unique dances that are inherited from generation to generation by the people of Pinge Village.

(ii)The relics of ancient objects in the *Natar Jemeng Temple* which are historical relics found in the temple are very sacred by the people. This temple is located at the end of the village with views of rice fields that are very beautiful.

(iii)The structure pattern of traditional houses, which are mostly still traditional, the structure of houses in Pinge Village is still traditional with the uniqueness of places of family prayer (meandering) that are *meulu* or based on the road. The Pinge Village community has a regulation or *awig-awig* that prohibits people from building past the *penyengker* or gate, so that the houses in Pinge village are neatly arranged, clean and very beautiful. This is the main attraction for tourists who come to visit.

(iv)Another potential that can be developed that is interesting for tourists is knowing the life and daily activities of the Pinge Village community from morning to night. Tourists are invited to feel how life in the village with all daily activities.

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#### **SWOT Analysis (Mapping Internal and External Factors of Development Tourism Village)**

Pinge Village as Tourism Village uses SWOT analysis namely Strengths, Weaknesses, Opportunities, and Threats to formulate strategies through mapping identification of internal and external factors. SWOT analysis is a systematic identification of various factors to formulate a strategy. This analysis is based on the logic that maximizes the strengths and opportunities, but simultaneously to minimize the weaknesses and threats. The process of strategic decision making is always related to the taking of missions, objectives, strategies, and company policies (Rangkuti, 2000) [13]. Factor identification is compiled based on the results of an assessment of the object of tourist attraction and readiness for development community-based tourism. All potential factors from the community as well as weaknesses are internal factors, while all opportunities and constraints originating from outside the village become external factors.

Mapping internal and external factors in tourism development in Pinge Village as a community-based tourism village includes 34 factors consisting of 19 internal factors and 15 external factors. The following is the

identification of internal and external factors in the development of Pinge Tourism Village.

Internal factors such as strengths include community willingness to participate, positive perceptions of sustainable tourism, the existence of arts traditional and local culture, the attraction of the village with unique views of rice fields and traditional Balinese houses, openness and friendliness of the population and the economic motivation of the community in developing tourism villages, community compliance with traditional leaders. While internal factors such as weakness are community participation tends to be as executors, community decision making is still low, education is low, tourism infrastructure is inadequate, not all involved stakeholders are, there is still a low level of mastery of foreign languages, especially English from the community, poor internet signals and networks and limited access to capital.

External opportunities include the support of the Regional Government, the positive attitude of the community, the location of the village adjacent to other tourist villages, market opportunities, the development of promotional media, stable economic development, adequate infrastructure, the development of tourism travel services. While the external constraints that are still faced are the possibility of social disparity, lack of marketing service capabilities, sustainability of partnerships with stake holders, continuity of funding, the impact of cultural suitability of the community.

Seeing internal and external conditions in the development of tourist villages in Pinge Village, a comprehensive and integrated strategy is needed from internal and external positions so as to strengthen the development of tourism potential. Some of these strategies are:

- (a)Active community involvement from planning to implementation and evaluation;
- (b) Village program development according to the potential of local culture;
- (c) Establishment of management media in tourist villages;
- (d) Promotion of community-based tourism programs;
- (e) Build cooperation or

synergy with other tourist villages in the form of tour packages; (f) Development of potential villages adjacent to Pinge Village; (g) Improving the quality of the community in tourism management through technical and managerial training; (h) Increasing public awareness of environmental conservation; (i) Strengthening partnerships between stakeholders; (j) Intensification of community assistance in every stage of development of tourist villages; (k) Strengthening socio-economic and cultural institutions of the community; (l) Development of the creative economy of the community through innovation; (m) Increasing accessibility and supporting infrastructure that pay attention to ecological principles.

Table 1. SWOT Diagram of Potential Development of Pinge Tourism Village

<p>Internal Factors</p> <p>External Factors</p>	<p><i>Strengths (S)</i> Internal strength factors: 1.The desire of society to participate in the development of rural tourism; 2.positive perception of society regarding rural tourism a sustainable; 3.existence of traditional art, traditional houses and historic heritage; 4.attraction of the village unspoiled with rice paddy views; 5.existence of cultural and traditional agricultural tradition attractions that become a tourist attraction; 6.Openness and friendliness of the population towards visitors/tourists; 7.There is economic motivation for the community with the development of tourist villages; 8.There is influence and community compliance with local community leaders; 9.The existence of a <i>subak</i> system that supports tourism.</p>	<p><i>Weaknesses (W)</i> Internal weakness factor: 1.Participation the community tends to be an executor or not involved in the level of planning and evaluation activities; 2.Decision making by the community is still low; 3.The background of community education is still low; 4.Not all stakeholders are involved; 5.Foreign language of the community, especially English, is still lacking; 6.The telephone facilities and internet signals are not good; 7.Limited access to capital and financial institutions.</p>
<p><i>Opportunities (O)</i> External opportunity factors: 1.Support of Local Government in developing tourism villages; 2.Positive attitude of the community in receiving tourism village programs Village; 3.Location which is adjacent to other villages that also have tourism potential to become tourism packages; 4.Opportunities for market share for tourism potential; 5.The development of electronic media in supporting tourism promotion; 6.Stable economic and security development; 7.Infrastructure in general is quite adequate; 8.Development bureau of services/tourist travel agents; 9.Development of village tourism destinations.</p>	<p><i>SO Strategic</i> Strategies that optimize strengths to take advantage of opportunities, namely: 1.Active community involvement from planning to implementation and evaluation; 2.Village program development according to the potential of local culture; 3.Establishment of management media in tourism village; 4.Promotion community-based tourism village program; 5.Build cooperation or synergy with other tourist villages in the form of tour packages.</p>	<p><i>WO Strategic</i> Strategies that minimize weaknesses to take advantage of opportunities: 1.Intensification of community assistance in each stage of ecotourism development; 2.Strengthening socio-economic and community culture institutions Community; 3.Developing the creative economic business through innovation.</p>
<p><i>Threats (T)</i> External threat factors: 1.Possibility of social disparity in tourism village development; 2.Lack of ability tourism village marketing services; 3.Accessibility to tourism villages is still inadequate; 4.Sustainability of partnerships between stakeholders; 5.Continuity of funding in tourism village development; 6.Impact of pollution and waste of homestay; 7.Conformity of culture of local communities and foreign tourists.</p>	<p><i>ST Strategic</i> Strategies that optimize strengths to overcome the threats: 1.Developing potential village adjacent Pinge Village; 2.Community quality improvement in tourism management through technical and managerial training; 3.Community awareness raising on environmental conservation; 4.Strengthening partnerships a the stakeholders.</p>	<p><i>WT Strategic</i> Strategies that minimize weaknesses to deal with threats: 1.Increased accessibility and supporting infrastructure that pay attention to ecological principles.</p>

Source: processed by researchers (2018).

Based on the results of the identification of the development of Pinge Tourism Village that the strength factor possessed is still greater than the weakness. This condition indicates that the internal potential of both the individual capacity of the community and the

support of the Regional Government and the potential of natural, social and cultural resources can minimize the weaknesses in the limitations of infrastructure, institutional structures and economic opportunities.

Table 2. Analysis of Internal Factors

Internal Strategy Factors		Weight	Score	Values
<b>Strengths</b>				
1	The desire of society to participate in the development of rural tourism	0,06	2,83	0,17
2	positive perception of the public regarding sustainable tourist village	0.05	2.33	0.12
3	The presence of traditional art, traditional houses and historic heritage	0.06	2.99	0.18
4	Unspoiled village charm with views of rice fields	0.05	2.37	0.12
5	Traditional culture and attractions of traditional farming that are tourist attractions	0.04	1.99	0.08
6	Openness and hospitality of the population towards visitors / tourists	0.04	2.01	0.08
7	There is economic motivation for the community with the development of tourist villages	0.06	2.71	0.16
8	There is influence and community compliance with local community leaders	0.06	2.87	0.17
9	The existence of a <i>subak</i> system that supports tourism	0.04	2.13	0.09
Total		0.46		1,16
<b>Weaknesses</b>				
1	Community participation tends to be as an executor or not involved in the level of planning and evaluation of activities	0.05	2.60	0.13
2	Community decision making is still low	0.03	1.54	0.05
3	Community education background is still low	0.06	2.83	0.17
4	Not yet involved all stakeholders ( <i>stakeholders</i> )	0.03	1.48	0.04
5	Mastery of the foreign language of the community especially English is still lacking	0.07	3.23	0.23
6	Network facilities and internet signals are lacking good	0.08	3.92	0.31
7	Limited access to capital and financing institutions	0.05	3.05	0.15
Total		0.37		1.08
Difference in Strength and Weakness				0.08

Source: processed by researchers (2018).

Therefore there needs to be intensive efforts in developing economic opportunities through the Tourism Village business and utilizing the potential of resources and strong social capital in the community.

The results of identification of the development of community-based Pinge Tourism Village that external factors are greater opportunities than threat factors.

This condition shows that the tourism potential of Pinge Village is quite potential in capturing external opportunities in the face of all possible external threats that can arise at any time.

Internal and external conditions faced by the community demand the importance of community capacity building strategies both in creating economic opportunities and

maintaining the existence of the environment and culture as well as the strength of the institutional structures in society.

Based on the results of the mapping, the results of the SWOT matrix that the existence of natural resource and cultural potential of Pinge Village and community capacity are in quadrant I indicated by the value of internal factors is 0.08 and external factors 0.90.

Industrial position in quadrant I is a very favorable position where Pinge Village has the power so that it can take full advantage of the opportunities.

The strategy implemented is to support aggressive growth policies through increasing the role and capacity of the community as the main actors in the development of Tourism Village and supported by the availability of



infrastructure, strengthening community stakeholders. institutions and cooperation between

Table 3. Results of External Factor Analysis External

External Strategy Factors		Weight	Score	Value
<b>Opportunities</b>				
1	There is support from the Regional Government in developing tourism villages	0.06	3.42	0.21
2	Positive attitudes of the community in accepting tourism village programs	0.06	3.29	0.20
3	Location of villages adjacent to other villages that also have tourism potential to be tour package	0.06	3.08	0.18
4	Opportunities for market share for tourism potential	0.05	2.58	0.13
5	Developments in electronic media to support tourism promotion	0.05	2.96	0.15
6	Economic and security developments stable	0.05	2.92	0.15
7	Infrastructure in general is adequate	0.05	3.05	0.15
8	Development of bureau services/tourist travel agents	0.05	2.6	0.13
9	Development of tourist village destinations	0.05	2.57	0.13
Total		0.48		1.42
<b>Threats</b>				
1	Possibility of social disparity in the development of tourist villages	0.03	1.73	0.05
2	Lack of tourism service capabilities of tourism villages	0.03	1.58	0.05
3	Accessibility to tourism villages is still inadequate	0.03	1.63	0, 05
4	Sustainability of partnerships between <i>stakeholders</i>	0.04	2.52	0.10
5	Continuity of funding in the development of tourism villages	0.05	2.61	0.13
6	Impact of pollution and waste from homestay	0.03	1.67	0.05
7	Cultural conformity of the community local and foreign tourists	0.04	2.37	0.09
Total		0.25		0.52
Difference in Opportunities and Threats				0.90

Source: processed by researchers (2018)

### Collaborative Model and Policies That Can Be Built by Local Government and Related Stakeholders

The cooperation model that can be built by Pinge Village is to cooperate with the government, private sector and academics (triple helix). The government in this case the Regional Government of Tabanan Regency provides assistance and policies, from the private sector and state-owned enterprises to provide financial assistance or grants for the manufacture of tourism infrastructure and also help in terms of tourism promotion. While from the academics can contribute ideas in the form of studies and provide training that supports the development of Human Resources in the development of Pinge Village as a sustainable tourism village, so that it can increase economic growth in the village which will eventually lead to the welfare of the Pinge Village community. To be able to properly manage the Pinge Tourism Village, a Tourism Village Management Board should be formed consisting of

elements from the government, traditional leaders, and *subak*. Which later this management body functions as a place to coordinate and can be a manager who manages the tourists who come.

The role of community organizations is very important because the community is the stakeholder main and will benefit directly from the development and management of tourist villages. Coordination between stakeholders also needs attention. The establishment of a forum or advisory board will greatly help with a fair and effective management pattern, especially in areas where tourism village is the main source of income for the local community. Some of the criteria used are as follows.

-A partnership between the community and built tour operators was to market and promote Tourism Village products; and between community institutions and the Tourism Office.

-There is a fair distribution of income from tourism services in the community.

-Community organizations make guides for tourists. As long as tourists are in the community area, tourists/guests refer to the ethics written in the guide.

-Community based economy. Homestay is an accommodation system that is often used in Tourism Villages. Homestay can cover various types of accommodation from simple accommodations that are managed directly by the family to staying at a local family home. Homestay is not only an accommodation option that does not require high capital, with the system homestay-owners can directly experience the economic benefits of tourist visits, and the distribution of benefits in the community is more secure. The system of homestay has a high value as a product of tourism village where a tourist gets the opportunity to learn about nature, the culture of the community and daily life in that location. Tourists and host parties can get to know each other and learn from each other, and with that can foster better tolerance and understanding. Homestay according to the tradition of Indonesian hospitality. In the Tourism Village, guides are local people whose knowledge and experience of the local environment and nature is the most important asset in the services provided to tourists. Likewise, a local guide will feel firsthand the economic benefits of the Tourism Village, and as a manager will also preserve the nature and tourism objects.

## CONCLUSIONS

Based on the results of data analysis and discussion it is known that the *subak* potential in supporting Pinge Village as a tourist village are: (i) Availability of land for jogging track facilities in the 4 km (4,000 m) Pinge Village area with jogging routes through residential villages, forests bamboo, rice fields and plantations that are very beautiful; (ii) Tourists visiting Pinge Village can participate or be directly involved in agricultural activities in the fields, such as participating in planting rice and plowing fields; (iii) *Subak* members as cultural supporters and religious ceremonies both in the *Subak* Temple and in

the rice fields. This ceremony is an interesting cultural attraction for tourists.

Potential attractions in Pinge Village that can be developed in addition, to *subak* are traditional dances, such as *Leko and Bumbung Gebyog Dance* which are the legacies of traditional dance, traditional Balinese traditional houses and invite tourists to recognize daily life activities in Pinge Village. The strategy for developing Pinge Village as a tourism village is in accordance with the results of the SWOT matrix, it is known that the existence of the natural and cultural resource potential of Pinge Village and community capacity is in quadrant I. Industrial position in quadrant I is a very favorable position where Pinge Village has the power to take advantage of opportunities there is a maximum. The strategy implemented is to support aggressive growth policies through increasing the role and capacity of the community as the main actors in the development of Tourism Village and supported by the availability of infrastructure, strengthening community institutions and cooperation between stakeholders.

The cooperation model and policies that can be built by the local government and related stakeholders are: The cooperation model that can be built by Pinge Village is to cooperate with the government, private sector and academics (triple helix). The government in this case the Regional Government of Tabanan Regency provides assistance and policies, from the private sector and state-owned enterprises to provide financial assistance or grants for the manufacture of tourism infrastructure and also help in terms of tourism promotion. While from the academics can contribute ideas in the form of studies and provide training that supports the development of Human Resources in the development of Pinge Village as a sustainable tourism village.

Based on the problems that are still faced in the development of Pinge Village as a community-based tourism village, several suggestions or recommendations are proposed as follows:

-Improving the quality and capacity of the community towards developing Tourism Village in Pinge Village in a sustainable manner by promoting environmental and cultural sustainability through technical training and managerial so that it is more innovative in creating tourist attractions and capturing economic opportunities which are expected to improve people's lives.

-Strengthening and optimizing the role of local institutions in the community at each stage of the development of Tourism Village which involves the community directly starting from the planning, implementation to evaluation stages. The goal to be achieved is not only to create economic opportunities but also to increase public awareness of environmental sustainability and maintain cultural heritage that has high religious values.

-Strengthening and developing a collaboration network quadruple helix that involves Local, Private, Higher Education and the most important is the active participation of the community in each stage of the development of tourism villages.

-Improving tourism services in the form of providing adequate infrastructure starting from road infrastructure, environmental hygiene, internet network, restaurants, craft or souvenir centers and homestays and tourism promotion techniques with an environmentally friendly concept and creating a multiplier effect from each infrastructure provision.

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