



STRATEGIC DEVELOPMENT OF COMMUNITY-BASED AGROTOURISM IN SUBAK LEPUD

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Abstract

Mass tourism development tends to prioritize economic growth while neglecting environmental sustainability. At the same time, the potential use of agricultural products for the tourism sector has not yet been fully developed. Developing alternative tourism by integrating agriculture into tourism activities as an agrotourism a viable option for achieving sustainable development. This study aims to identify the agricultural potential of Subak Lepud in Baha Village and to formulate strategies for developing as agrotourism. Research data were collected through observation and interviews and analyzed using SWOT analysis. Based on the SWOT analysis, strategies to build synergy between agriculture and tourism in Subak Lepud include: a) developing tourism attractions based on agricultural activities and rituals within the subak system; b) expanding market opportunities by leveraging the strengths of local wisdom embedded in the subak system and utilizing agricultural products and unique tourism attractions through the establishment of subak-based economic institutions; c) accelerating the empowerment of subak members by providing additional sources of income from tourism activities alongside their farming income; d) implementing incentives and disincentives regulated in awig-awig and perarem (customary rules) to control land-use conversion, optimize labor participation among subak members, and ensure the sustainability of agricultural land and the continued existence of the subak system..

Keywords: *Agriculture, Attraction, Agrotourism, Subak*

Introduction

In Bali, tourism has become one of the industries that have a major impact on economic. The tourism sector, particularly accommodation and food and beverage services, is the largest contributor, accounting for approximately 22.76% of Bali's GRDP (BPS Bali, 2025). On the other hand, the contribution of the agricultural sector in Bali has been structurally declining due to the dominance of tourism, and in 2025 it accounts for around 12.9% (BPS Bali, 2025). However, the economic benefits derived from the tourism sector are often accompanied by negative impacts such as environmental degradation, land-use conversion, socio-cultural exploitation, and rising crime rates (Sumantra et al. 2020). The decline in agricultural land indirectly impacts food availability (Pastini et al., 2023), as well as reduces biodiversity and local cultural diversity (Primdahl et al., 2013). Furthermore, population growth and the increasing demand for land for development activities have continuously influenced land-use patterns. The disparity between the tourism and agricultural sectors in Bali is also driven by the unequal distribution of agricultural benefits to support the tourism industry (Sumantra and Eka, 2022; Tabita and Suryaningsih, 2023), which in turn discourages local communities from developing the agricultural sector.

The potential for utilizing agricultural products within the tourism sector has not yet been fully developed, even though the demand from restaurants and hotels is substantial and often fulfilled by supplies from outside the region. Moreover, issues related to environmental health and food safety are highly sensitive in the tourism industry, while food production such as rice, vegetables, and fruits still relies heavily on inorganic fertilizers and pesticides (Sumantra et al., 2018). Developing alternative tourism by integrating agriculture into tourism activities is therefore an option worth considering (Tabita and Suryaningsih, 2023).

Alternative tourism refers to tourism products designed to preserve the environment while maintaining local culture to prevent its degradation or extinction (Smith, 1992). A tourism model that operates in harmony with agriculture and sustains the existence of the subak system involves integrating these sectors into new tourist attractions as well as sources of agricultural supply. One such approach is agrotourism, which combines tourism and agriculture (Widia, 2013). Agrotourism offers farming activities such as working in rice fields as key attractions. In addition to these activities, agricultural products can also be developed as tourism-based products (Sumantra et al., 2017; Sumantra et al., 2018).

Subak Lepud, located in Baha Village, has historical, sociological, and geographical potential to support its development, reinforced by its agricultural culture (Sumantra et al., 2018). Visitors can enjoy trekking along Subak Lepud and cultural attractions such as mapeed gebogan. The access route to Subak Lepud is highly strategic, as it lies between several major tourist destinations, including the tourism routes connecting Taman Ayun and Bedugul, Taman Ayun and Ubud, and Taman Ayun and Sangeh. In addition to rice field activities and trekking routes, the area also offers recreational fishing spots.

The development planning of Subak Lepud as a tourist destination adopts a participatory, community-based approach. This program has three main characteristics: community-based, local resource-based, and sustainable (Tabita and Suryaningsih, 2023). It aims to achieve two primary objectives: enhancing community capacity and improving community welfare. The first objective: community capacity, can be achieved through empowerment, enabling community members to participate in production processes or supporting institutions, ensuring equity regardless of status or expertise, and promoting security, sustainability, and cooperation, all of which operate simultaneously (Oakley, 1991; Smith & Eadington, 1992; Oakley, 1991; UNDP, 1997).

The key issues in developing Subak Lepud are: (1) how resource potential can support tourism activities; and (2) what strategies can be implemented for subak-based agrotourism development. Accordingly, this study aims to identify agricultural potential and formulate development strategies for agrotourism in Subak Lepud.

Materials and Methods

The study was conducted in Subak Lepud, Baha Village. The data used are qualitative, consisting of descriptions of strengths, weaknesses, opportunities, and threats in developing Subak Lepud as an agrotourism destination. Data were collected through observation and interviews with the head (Kelihan) of Subak Lepud regarding past and planned efforts to develop the area as an agrotourism site.

The analysis employed SWOT analysis to formulate development and empowerment strategies. The results were further elaborated using descriptive qualitative analysis, which involves critically examining issues based on data, theories, and relevant concepts. To ensure effective data analysis, several stages were undertaken, including data collection (both internal and external), analysis, and decision-making. This process resulted in the development of: 1) strategic factor matrices (internal and external), and 2) a competitive profile matrix to determine planning strategies. The primary tool used to

formulate strategic factors is the SWOT matrix, which clearly illustrates how external opportunities and threats can be addressed by aligning them with internal strengths and weaknesses.

Results and Discussion

Natural Tourism Attractions

Baha Village is characterized as a rural area with extensive agricultural land, particularly rice fields, and a strong tradition of agricultural culture. The expanse of rice fields, combined with natural scenery and farming culture, forms the basis for tourism development in the area, with trekking as its main attraction. The trekking route extends approximately 2.3 kilometers, circling a 373-hectare rice field area, allowing visitors to enjoy the beauty of the landscape and observe agricultural activities carried out by local farmers along farm roads. The natural panorama includes stretches of rice fields and terracing systems, while farming activities from land preparation, plowing, and planting to maintenance and harvesting serve as key tourist attractions. This trekking activity is closely linked with other attractions within the village. It can begin at the Subak Museum, continue through the rice fields, proceed to village tourism by visiting traditional houses, and end at the Agrotourism Park or be done in reverse. At the Subak Hall (Balai Subak), which serves as the finishing point, tourists can also enjoy traditional performances and local culinary offerings provided by the community.

Cultural Tourism Attractions

Cultural attractions in Baha Village are integrated with natural attractions in the development of the tourism village. These include the Subak Museum, traditional houses, and the War Cave (Goa Perjuangan).

1. The Subak Meseum. Baha Village is dominated by rice field land use while maintaining the traditional irrigation system known as Subak. The local subak community has a meeting hall called Balai Subak Lepud, used for meetings and agricultural ceremonies. This hall has been designated as the Subak Hall Museum, which is planned to become one of the main tourist attractions of Baha Tourism Village. The museum is equipped with facilities such as exhibition spaces for agricultural tools, a performance stage, rest areas, a jineng (rice storage structure), and toilets. It also includes a temple and meeting rooms as the main structures. The Subak Hall is planned to function as a transit point, reception area, and meeting point for tourists visiting Baha Village.

2. Traditional Houses. Historically, Baha Village was one of the bases for independence fighters in Bali. Since 1994, with government support for constructing traditional entrance gates (angkul-angkul), the village has been designated as a tourism village. The cultural life and settlement patterns of the community still preserve traditional Balinese architecture, supported by customary

regulations requiring residents along main roads to provide a one-meter-wide green strip (adepe). This rule enhances the visual appeal of the village. Traditional houses in Baha Village are attractive for tourists, especially those interested in architecture and landscaping. One notable example is the house of Mr. Murna in Banjar Kedua, which still uses traditional building materials and Balinese architectural layout. Although it has attracted visitors, limited promotion has hindered its development as a tourism attraction.

3. War Cave (Goa Perjuangan). Baha Village has a historical war cave dating back to the Dutch and Japanese colonial periods. This cave is associated with the struggle of I Gusti Ngurah Rai against colonial forces. However, it has not yet been developed as a tourism attraction due to its location on private land and lack of maintenance.

4. Traditional Arts. Baha Village is rich in traditional arts and crafts, which support tourism development. These include performing arts such as kecak groups (male and female) and legong dance groups. Traditional crafts include wood carving, weaving, the production of Hindu ceremonial items, and other home industries. One well-developed industry is iron handicrafts, producing animal-shaped items and wall decorations. These products have reached international markets, although further training and financial support are needed for expansion.

Tourism Accessibility

Baha Village is strategically located between major tourism destinations in Badung Regency and Bali Province, particularly between Taman Ayun and Sangeh. It is approximately 19 km from Denpasar and can be accessed via the Denpasar-Baha-Mengwi-Bedugul-Buleleng route. Road conditions to the village are very good, supporting external accessibility. Internally, the village is supported by a well-developed asphalt road network with a grid pattern, enabling easy movement between attractions. Transportation options to Baha Village include travel agencies, tour buses, and private vehicles.

Tourism Facilities and Services

1. Tourist Attraction Facilities. Available facilities include:

- a. Rice field trekking routes, with planned gazebos as supporting facilities
- b. Agrotourism Park with trekking paths and planned rest gazebos
- c. Subak Hall Museum (Balai Subak Lepud).
- d. War Cave access paths (currently not optimal)
- e. Parking facilities (still limited, but land is available for expansion)

2. Tourism Facilities and Businesses. To support visitors' needs, the village provides:

- a. Accommodation facilities

- b. Food and beverage services (e.g., fermented cassava products and salted eggs)
- c. Souvenir businesses (iron handicrafts)
- d. Tourism security facilities (not yet available)
- e. Tourism information services (not yet available)

Institutional Aspects of Baha Tourism Village

Tourism institutions in Baha Village are not yet functioning optimally. However, several potential organizations could serve as management bodies, including the Tourism Awareness Group (Pokdarwis), community organizations (youth groups, women's groups), and subak organizations.

Tourism Marketing

To strengthen the positioning of Subak Lepud as a tourist attraction, it is necessary to reinforce its identity, with the Agrotourism Park serving as a potential icon. Currently, Subak Lepud has not attracted significant tourist interest, whether local, domestic, or international. Although visitors pass through Baha Village, tourism potential has not yet been effectively packaged into marketable products. Promotion efforts remain limited and lack coordination among the government, tourism stakeholders, and the local community.

Public Infrastructure and Facilities

1. Public Infrastructure: a) Water Supply: Provided by PDAM and groundwater; access is adequate. b) Electricity: Fully supplied by PLN to all households c) Telecommunications: Mobile networks are widely available with no blank spots; Wi-Fi and 3G services are accessible. d) Sanitation and Waste Management: Integrated waste management facility produces compost; wastewater is managed individually
2. Public Facilities : a) Education: 1) kindergarten and 2 elementary schools; no secondary schools. 2) Health: 7 community health posts and 1 auxiliary health center; higher-level services accessed nearby, including regional hospitals 3) Economic Facilities: Traditional market (Catus Patha Mengwi), minimarkets, 1 village credit institution, and 7 cooperatives

Strategy for Development Agrotourism in the Subak Lepud Area

Based on the results of field research, a matrix was developed identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) in building synergy between the agricultural and tourism sectors in Subak Lepud as an agrotourism area (Tables 1 and 2). Based on the IFAS matrix analysis (Table 1), four dominant strength factors of Subak Lepud in integrating agriculture and tourism are as follows:

- a. Subak leaders and members agree and are willing to support the development of Subak Lepud as a tourism area (score: 0.36);
- b. Strategic location and very easy accessibility (score: 0.32);

- c. Government support in the form of regulations on subak, policies, and funding; and
- d. Attractive subak landscape and panorama (score: 0.28).
- The dominant weakness factors in integrating agriculture and tourism are:
1. Subak has a predominantly social orientation rather than a business orientation, resulting in weak marketing of agricultural products (score: 0.24);
 2. The absence of professional tourism management;
 3. The continued shift of agricultural labor to non-agricultural sectors; and
 4. Limited community awareness of existing tourism potential (each with a score of 0.18)

Table 1. IFAS Matrix (Strengths and Weaknesses) of Subak Lepud Agrotourism

No.	Strengths	Weight	Rating	Score
1	Strong philosophical foundation and clear objectives	0.06	4	0.24
2	Subak leaders and members agree and are willing to support the development of Subak Lepud as a tourism area	0.09	4	0.36
3	Subak is the only farmers' organization; if empowered, it has strong bargaining power	0.06	4	0.24
4	The organization operates democratically based on customary regulations (awig-awig)	0.06	3	0.18
5	Government support in the form of laws, policies, and funding related to subak	0.07	4	0.28
6	Attractive subak landscape and panorama	0.07	4	0.28
7	Strategic location and very easy accessibility	0.08	4	0.32
8	Some farmers have developed organic agriculture	0.06	3	0.18
9	Cropping patterns and abundant water availability	0.03	3	0.09
No.	Weaknesses	Weight	Rating	Score
1	Subak has a predominantly social orientation rather than a business orientation, resulting in weak marketing of agricultural products	0.06	4	0.24
2	Lack of professional tourism management	0.06	3	0.18
3	The community lacks knowledge of the steps required to develop Subak Lepud as a tourism area	0.06	2	0.12
4	Significant labor shift out of the agricultural sector	0.06	3	0.18
5	Low community awareness of existing tourism potential	0.06	3	0.18
6	Land conversion due to private land ownership	0.03	3	0.09
7	Subak members have not yet implemented integrated cropping patterns	0.03	2	0.12
8	Organizational operations focus more on production, while administrative and financial systems are still managed in a simple manner	0.06	3	0.18
Total internal factor		1.00		3.4

Table 2 shows that the opportunity factor score is higher than the threat factor score, with a total external factor score of 3.11. The four dominant opportunity factors of Subak Lepud in integrating the agricultural and tourism sectors are as follows:

- a. Government assistance from the Badung Regency for subak preservation (score: 0.40);
- b. Government support aligned with the vision of cultural tourism development;
- c. The highly strategic location of Subak Lepud, close to both the provincial and regency capitals, which provides strong potential for development and synergy with the tourism sector; and
- d. Agricultural products produced by farmers have strong market potential, both for tourists visiting Subak Lepud directly and for supply to hotels and restaurants.

Meanwhile, the threats faced include:

- a. The possibility that Subak Lepud may offer tourism products similar to those of surrounding areas (score: 0.18);
- b. Land conversion, which threatens the existence of the subak system (score: 0.15);
- c. The influx of labor from outside the subak (score: 0.15); and
- d. The shift from a socio-agrarian society to an industrial society, which may threaten the sustainability of tourism activities and affect the existence of the subak.

Tabel 2. Matrix EFAS (Opportunities and Threats) agrotourism of Subak Lepud.

No.	Opportunities	Weight	Rating	Score
1	Market opportunities for tourists, hotels, and restaurants	0.08	4	0.32
2	Opportunities for crop diversification with high market value	0.07	3	0.21
3	Bank funding for agricultural credit as a priority program	0.06	3	0.18
4	Government support aligned with the vision of cultural tourism development	0.09	4	0.36
5	Government assistance provided to subak	0.10	4	0.40
6	Strategic location close to the provincial capital	0.10	3	0.30
7	Expectation of synergy between agriculture and tourism within the subak	0.09	4	0.36
8	Potential synergy among agriculture, livestock, and fisheries sectors	0.09	2	0.18
No.	Threats	Weight	Rating	Score
1	Shift from a socio-agrarian society to an industrial society, reducing interest in agricultural work	0.06	2	0.12
2	High taxes on agricultural land	0.05	2	0.10
3	Population growth and conversion of rice fields to non-agricultural land	0.05	3	0.15
4	The emergence of professionally managed private agribusiness enterprises as competitors to subak communities	0.05	2	0.10
5	Increasing replacement of local farm labor by workers from outside the subak	0.05	3	0.15
6	Similarity or overlap of tourism products with those of other regions	0.06	3	0.18
Total External Factor Score		1.00		3.11

Based on the analysis of Table 1 and Table 2, the total internal factor score is 3.40, while the total external factor score is 3.11. This indicates that the strategic position of Subak Lepud in integrating the agricultural and tourism sectors lies in Quadrant I of the I-E matrix, which reflects a growth strategy through vertical integration by maintaining strengths and optimizing opportunities.

This strategy requires Subak Lepud to develop its tourism attractions by enhancing tourism facilities, strengthening subak institutions as the main support and driving force of tourism activities, increasing awareness among subak members regarding tourism activities, and improving the economic benefits for both the subak institution and its members.

The strategy can be implemented through the development of new products and services or by diversifying existing tourism products and services. To support market penetration, improved promotional efforts are necessary, including expanding to broader target markets. Equally important is establishing partnerships with tourism service providers such as hotels, villas, and travel agencies.

The SWOT analysis results in four alternative strategic groups: SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats), as presented in Table 3.

Table 3. Agrotourism Development Strategies for Subak Lepud

	Internal factor		Strength (S)		Weakness (W)		
		Factor	Skor		Factor	Skor	
External factor	1	The management and members of Subak agree and are willing to support the development of Subak Lepud as a tourism area.	0,36	1	Subak is predominantly social in nature rather than business-oriented, resulting in weak performance in marketing agricultural products.	0,24	
	2	Government support in the form of legislation on Subak, policies, and funding.	0,28	2	There is no tourism management yet.	0,18	
	3	Attractive subak landscape and panorama;	0,28	3	Significant labor shift away from the agricultural sector;	0,18	
	4	Strategic location with very easy accessibility	0,32	4	Lack of community awareness regarding its tourism potential	0,18	
Opportunities (O)		SO Strategies (Strengths–Opportunities)			WO Strategies (Weaknesses–Opportunities)		
Factor	Skor						
1	Market opportunities for tourists, hotels, and restaurants;	0,32	<ol style="list-style-type: none"> 1. Expand the market by highlighting the local wisdom of the subak system. Its philosophical foundations and customary rules (<i>awig-awig</i>), while creating synergy between the agricultural and tourism sectors. (<i>S1, S4, O1, O2, O4</i>) 2. Collaborate with the government to integrate agricultural potential, landscape attractiveness, and subak local wisdom with the tourism sector. (<i>S1, S3, O3, O4</i>) 			<ol style="list-style-type: none"> 1. Encourage subak to establish professional management bodies with a stronger business orientation to capture opportunities, enabling agriculture to create employment, reduce land conversion, and limit the shift of labor out of the agricultural sector. (<i>W1, W2, W3, O1, O2, O4</i>) 2. Subak, in collaboration with the government, should improve tourism infrastructure to raise awareness and empower members in developing the subak’s potential. (<i>W3, W4, O2, O3</i>) 	
2	Government support aligned with the vision of cultural tourism development;	0,36					
3	Availability of government assistance for subak;	0,40					
4	Subak expects synergy between agriculture and tourism	0,36					
Threats (T)		ST Strategies (Strengths–Threats)			WT Strategies (Weaknesses–Threats)		
Factor	Skor						

1	The shift from a socio-agrarian society toward an industrial society is reducing interest in agricultural work;.	0,12	1. Strengthen and enforce subak regulations, both for business support and for controlling the conversion of rice fields into non-agricultural land. (<i>S1, S3, T1, T2</i>)	1. Collaborate with the government to develop the potential of subak local wisdom in order to produce unique agricultural products and tourism attractions, while strengthening subak institutions through the establishment of subak-based economic enterprises. (<i>W1, W2, T1, T3</i>)
2	Population growth and the conversion of rice fields to non-agricultural uses;.	0,15	2. Develop unique attractions and select distinctive crop types based on local wisdom with high market value, in order to create employment opportunities and improve the welfare of subak members. (<i>S2, S4, T3, T4</i>)	2. Apply strict and selective development of facilities to minimize land conversion. (<i>W2, W4, T2, T3</i>)
3	More agricultural labor is being replaced by workers from outside the subak	0,15		
4	Similarity or overlap with other agro-tourism destinations.	0,18		

SO Strategy (Strengths–Opportunities)

This strategy is formulated by utilizing all strengths to take advantage of existing opportunities, which can be achieved through:

- a. Expanding the market by highlighting the local wisdom of the subak system while creating synergy between the agricultural and tourism sectors.
- b. Establishing cooperation with the government to integrate agricultural potential, landscape attractiveness, and subak local wisdom with the tourism sector.

WO Strategy (Weaknesses–Opportunities)

This strategy is based on utilizing opportunities while minimizing existing weaknesses, which can be achieved through:

- a. Encouraging subak to establish management bodies with a stronger business orientation in order to capture opportunities, enabling the agricultural sector to create employment, reduce land conversion, and limit the shift of labor out of agriculture.
- b. Subak, in collaboration with the government, improving tourism infrastructure to raise awareness and empower its members in developing the subak's potential more effectively.

ST Strategy (Strengths–Threats)

This strategy uses strengths to overcome threats, which can be implemented through:

- a. Strengthening and enforcing subak regulations, both to support business activities and to control the conversion of rice fields.
- b. Developing tourism attractions and selecting unique crop types based on local wisdom with high economic value, in order to create employment opportunities and improve the welfare of subak members.

WT Strategy (Weaknesses–Threats)

This strategy is defensive in nature, aiming to minimize weaknesses and avoid threats, and can be implemented through:

- a. Collaborating with the government to develop the potential of subak local wisdom in order to produce unique agricultural products and tourism attractions, while strengthening subak institutions through the establishment of subak-based economic enterprises.
- b. Applying strict and selective policies in the development of facilities to minimize land conversion.

Conclusion and Recommendation

Based on the analysis conducted, the strategies for building synergy between the agricultural and tourism sectors in Subak Lepud are as follows:

1. Developing tourism attractions based on agricultural activities and subak rituals through collaboration with the government and private sector, in order to empower subak and prevent land conversion as well as labor shifts to other sectors that may threaten the existence of subak.
2. Expanding the market by highlighting the competitive advantages based on subak local wisdom and building cooperative networks with various stakeholders.
3. Developing the potential of subak local wisdom to produce unique agricultural products and tourism attractions, while strengthening subak institutions through the establishment of subak-based economic enterprises.
4. Providing adequate tourism facilities for visitors to accelerate the empowerment of subak members and increase income from tourism activities, in addition to agricultural income, in accordance with existing



norms to ensure the sustainability of agricultural land and the continued existence of the subak system.

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