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PREFACE

First of all, I would like to say thankful for the God for his blessing on the 14th International Conference on Development of Science through Strengthening of Publication in Indexed Journals held in Dwijendra University on August 10-11, 2017. I am pleased to appreciate to the keynote speakers attending in this conference, such as Mr. Dr. M. Dimyati as Director General of Research and Development Strengthening, Ministry of Research, Technology and Higher Education, Republic of Indonesia, and Mr. Dr. Drs. M.S. Chandra Jaya, M.Hum. as the Chairman of Dwijendra Yayasan. In this occasion, I also send my thanks to Prof. Dr. I Nengah Dasi Astawa, M.Si. as Coordinator of *Kopertis* Region 8, and Dr. Achmad Fatoni Rodli, M.Pd. as the Chairman of P-ADRI.

The presence of invited speakers, namely Prof. Laurance Tamatea from Charles Darwin University (Australia), Prof. Takahiro Osawa from Yamaguci University (Japan), Smith. N. Ndila from Landi Institute, Dr. Tom Olijhoek as Editor in Chief DOAJ (Netherlands), Judith Barnsby, Managing Editor DOAJ (United Kindom), and Leena Shah, DOAJ Ambassadors (India) are very significantly for all participant to get fruitful knowledge. The ideas and experiences of them are being good documentation which is incorporated into this proceeding covering six subthemes. These are formal science, natural science, humaniora, applied science, religion, and social science.

This proceeding might have significant benefits for the readers in enhancing their knowledge related to their interests. Besides, the paper included in this proceeding could bring new inspiration for the readers to have research and strengthen the results of research. I hope this might encourage the researchers to intensify research activities conducted by themselves and collaborative research between or among researchers. Doing research is one of the most important for the lecturers in the higher education institution, such as university, institute and others. The existence of higher education institutions would be acknowledged by the people when they produce research and socialize results of research in the community.

In term of globalization, I also appreciate this international conference which has already completed proceedings with its International Standard Book Number (ISBN). This is one of the efforts of committee supported by DPP of P-ADRI starting from the preparation until implementation and processing of this proceeding. More than 170 papers are included in the proceeding, which are written by the lectures and experts with different disciplines. This proceeding is not only printed but also could be accessed to the web (on line system). Therefore, it could be published into the world and acknowledged by the people. This is a part of the program *World Class University* and *World Class Research Institution*.

Hope this proceeding provides additional information and knowledge for the researchers and the people relating the application of technologies and social engineering. Thank you very much for the contributors of this proceeding.

Denpasar, 11 August 2017 Rector of Dwijendra University

Dr! Putu Dyatmikawati, SH.M.Hum.

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EMPLOYEE PERFORMANCE OF PT. LONDON SUMATERA, PALEMBANG

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PARTICIPATORY APPROACH IN THE AGRO-TOURISM DEVELOPMENT AT THE SUBAK SYSTEM: Case of Subak of Sembung, Denpasar City, Bali Province

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Abstract. Subak is traditional irrigation system in Bali, which has been awarded as the world cultural heritage by UNESCO since 2012. Tourism development in Bali has contributed to subak for enhancing the activities on agro-tourism activity. The objective of this study is to describe the participatory approach in the agro-tourism development in Subak of Sembung. Data was gathered by using survey and FGD techniques. Data collected was analyzed by employing descriptive method. The results of study pointed out that participatory approach employed by the government is mainly addressed to involve the farmers to have good plan, proper implementation of program and good monitoring and evaluation. Participatory demonstration plot was conducted to show best technology on farming. Aside from this, extension and training were directly done in the farmland of farmers. Farmers through their group (subak) could improve their capacity on the farm technology, business management and agro-tourism management. This participatory approach is very important to make sustainability of the program undertaken by farmers group.

Keywords: Subak; culture; agro-tourism; farmer; participatory; sustainability

I. INTRODUCTION

In developing countries, including Indonesia, agricultural sector has significant role and greatly contributed to the economic development [1], [2]. (Thuvachote, 2007; Sarma and Vyas, 2014). Agriculture has some functions to generate income of the people, devisa for the state, keep ecological and hydrological aspects, provide social and cultural aspect, and others. In case of Bali province (Indonesia), the fast growth of tourism development has brought about the impacts to agricultural sector. Positive and negatives impacts have been happened on agricultural sector, such as farm land conversion, reluctance of young generation to work on rice field, etc.

In case of Bali province, the growth of nonagricultural development, such as tourism, is very high compared to other sectors. Tourism development brings about the improved domestic income of the province and several regencies, as well. The local government tends to seek financial resources to increase revenue by more intensively explore tourism development. In fact, the tourism industry in Bali province has already become the main source of revenue for government. Even, this "threatens" another sector, agriculture. The existence of tourism development is needed for the government and the relevant private companies investing to some facilities for the visitors. Land conversion is one of the main problems happened in Bali due to the construction of physical infrastructures have been increased to support the development of tourism sector with urban areas and rural areas as well. Rice fields cultivated by smallholder farmers were converted to other functions, such as housing, road for transportation, building for industries. Its consequence is the areas of rice field have become smaller, such as in Denpasar city.

Since 2012, subak has been awarded as the World Cultural Heritage by UNESCO due to its specific culture [3]. Regarding Bali's tourism development with its cultural tourism basis, the existence of *subak* has become one of the alternatives to be agro-tourism object. It is argued that the ideas to combine the agriculture and tourism development, called agro-tourism should be developed to improve rural development [4]. The objective of this study is to describe the participatory approach in the agro-tourism development in Subak of Sembung located in Village of Peguyanga, Sub-district of North Denpasar, Denpasar city..

Agro-tourism constitutes a global trend providing city dwellers an opportunity to have rural environment with farming activity [5]. Agro-tourism is a concept to develop and prepare the local people or villagers to make an alternative source of earning and sustaining their heritages [6]. In other words, development of agro-tourism becomes one of the ways to increase income of rural areas and support local people to earn additional income [7]. In developing sustainability of agro-tourism, the increase of economic growth should be together with the preservation of local culture and environment and create an equitable benefit sharing and participation of local people [8]. Agricultural development could be supported by the tourism development, vice versa.

Agro-tourism as a farm tourism or agricultural tourism is the process to attract travelers to have educational and recreational purposes on the basis of agriculture [9], [10]. In some countries, there are several benefits of agro-tourism, namely: (i) to integrate the activity on agriculture and tourism on the basis on agriculture; (ii) to enhance the possibility of tourism sector and; (iii) to catch the expanding tourism sector [11]. In the agro-tourism development, it could invite visitors to enjoy and involve into farming activities while having

refreshment [12]. Agricultural sector should provide attractive products and services for visitors. The local farmers could offer the attractive activities on their farm to allow the visitors to have recreational activities on the crops and plant growing, pick up product (harvesting), and product processing directly done by farmers. Besides, the farmers might also provide farm-stay, local food including educational programs recreational activities [13], [14]. It is also defined that agro-tourism constitutes as an activity relating to contact between tourists and farming activity [15]. Besides, the products of agro-tourism are fully based on a working farm, culture, and view of agricultural landscape [16], [17], [18].

II METHODS

Subak of Sembung was purposively selected as a research site with some considerations. Firstly, this subak is located in Denpasar city which has high risk to land conversion as a result of infrastructure construction. Secondly, this subak has been introduced and developed the concept of agro-tourism by local government. Respondents interviewed in this study are the management board of subak and some subak members. Data collected were primary and secondary data by using survey, observation and focus group discussion techniques. Data were fully analysed by employing descriptive method.

III RESULT AND DISCUSSION

3.1 General description of Subak of Sembung

Administratively, *Subak* of Sembung is located within the area of Peguyangan Village, sub-district of North Denpasar, Denpasar City, Bali province. The size area of subak is 115 ha. Subak of Sembung consists of six *munduk* (sub-subaks), namely:

- 1. *Munduk* of Umawani covering an area of 20 ha with members of 34 farmers
- 2. *Munduk* of Sapian covering an area of 20 ha with members of 45 farmers,
- 3. *Munduk* of Sembung covering 13 ha with 21 members of farmers,
- 4. *Munduk* of Umapuan covering an area of 35 ha with members of 59 farmers
- 5. *Munduk* of Jaba Kuta area of 14 ha with 36 farmers members; and
- 6. *Munduk* of Umapalak area of 13 ha with members of 29 farmers

Each *munduk* has relationship in terms of irrigation water, farming activities and socio-cultural activities within subak. Physically the boundaries of Subak Sembung (see Figure 1) are as follows:

- 1. North side: Peguyangan Kaja Village
- 2. East side: Peguyangan Kangin Village
- 3. South side: Peguyangan village
- 4. West side: Peguyangan village

Location of *subak* is relatively near from Denpasar city. It is very easy to access to the location due to good infrastructure, such as main road. Besides, the presence of clean water and electricity and communication also

support the development of farming and tourism in the village and *subak* of Sembung.

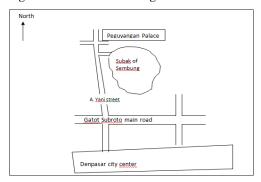


Fig. 1. Location of Subak of Sembung

Subak is a traditional irrigation system in Bali which manages irrigation water for rice crop cultivation on the rice field. Subak has specific culture regarding the irrigation and rice farming activities that is based on Tri Hita Karana as its philosophy. Tri Hita Karana is the harmony concept for subak's members consisting of Parhyangan (the harmony of relationship between the members with the God); Pawongan (the harmony of relationship among the members and also members with the other people); and Palemahan (the harmony of relationship between the members with the physical environment). This philosophy is being a principle of subak to achieve its goals as an organization based on agricultural culture [19], [20]. They are allowed to get knowledge of agriculture and enjoy the unique rural landscapes as integration between agriculture and tourism sector in the village, called agro-tourism. Cultural and social aspects of farmers' organization (subak) are important component to attract visitors, and make value added for farmers as individual and organization.

Subak of Sembung still maintains its traditional agricultural system in irrigation and agriculture management. Traditional agricultural culture is related to water distribution system, planting based on good days according to Balinese Hindu Calendar (1 month is 35 days), mutual work, traditional practices on farming, and ritual ceremony. The ritual ceremony is performed in line with stages of rice cultivation, starting from planting of rice until harvesting. This culture is one of the most interesting purposes for the visitors who would see Balinese culture. The water source of subak is from Mambal weir on the Ayung River constructed by the government.

Organizationally, the existence of *Subak* of Sembung is coordinated by a chairman, locally known as a *kelihan subak* or *pekaseh*. *Pekaseh* has tasks to coordinate the activities inter-sub*subaks* (*munduk*) relating to irrigation water distribution and allocation, operation and maintenance of irrigation facilities, management of farming (cropping patterns, planting schedule, agricultural technologies application, etc.), ritual activities, fund raising and conflict resolution.

The chairman is assisted by his vice-chairman (called *pangliman*), secretary (called *penyarikan*), and treasurer

(called *petengen*). In addition, in each *munduk* coordinated by a chairman called *kelihan munduk* (see Figure 2).

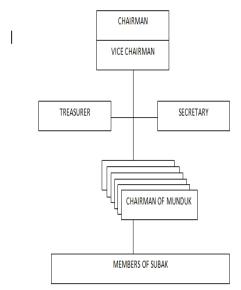


Fig.2. Organizational structure of subak

Subak of Sembung has internal regulation, called awig-awig (rules in use) which was democratically made by all members. It contains what things must be done and must not be done, and the right and obligation of members and management board of subak.

3.2 Participatory approach on agro-tourism development

Agro-tourism which has been developed in *Subak* of Sembung is aimed at providing attractive events to visitors, such as farming activities, relax and learning about farming directly on the rice field. Developing of agro-tourism in *subak* is aimed to provide contribution to agricultural development and farmers' income. This is likely an important strategy to agricultural development through diversification of farming activities and providing opportunities to visitors for having, relax, enjoy and direct practice on farming [21].

In case of agro-tourism development in *Subak* of Sembung, government firstly introduced and initiated the agro-tourism development program to *subak*'s members. Since the beginning, farmers had been involved to discuss about the program, through the focus group discussion. Farmers were invited to discuss about the current problems encountered and solutions and action plans that would be conducted relating to agro-tourism development at the *subak* system. Government provided information about the inter-relationship between agriculture and tourism on the farming area (*subak*) which is based on the culture of farmers and villagers. The importance and benefits of agro-tourism for the *subak* and farmers are also as main topic in the discussion.

Government staff has some functions in the process of participatory approach on agro-tourism development in *Subak* of Sembung. He was a facilitator in the meeting

conducted in the form of focus group discussion. He facilitated the discussion, encouraged farmers to speak out concerning some aspects of farming, irrigation, culture, economic, business management, tourism and others. Besides, he was also being an educator due to farmers had limited knowledge about the aspects discussed, but they had well experiences. The government staff encouraged farmers to combine the experiences (local wisdom) and knowledge (theories) to solve the problems happening in the *subak* level. In this program, government combined the local knowledge belong to farmers and the new technologies for making better practices at the farmer's level.

The participatory approach of government is shown in Table 1.

Table 1 Approaches in the implementation of program

No	Problems	Approach	Procedures and action work	Participation of farmers' groups	Outcome
1	Production (limited knowledge and skill on farming technology)	intensification Participatory approach Involve farmers in making land	Preparation of farmers and land for demonstration plot Preparation of seeds and seedlings Application of technology on the demoplot Extension and training to farmers	Farmers provide land for demoplot Farmers as labor (free of charge) Farmers as cadres	Improvement of knowledge, attitude and skill of farmers on farm technology Increase of crops productivity
2	Education (understanding of cleanness and Bali traditional architecture)	Participatory learning process	Identification of participants Defining time and venue of learning process and agricultural extension Conducting learning and extension works	Farmers as active participant Farmers as cadres	Change of farmers behaviour towards cleanness and Bali traditional architecture
3	Management (business within a group, and packaging of product)	Participatory and applicative learning process	Identification of participants Defining time and venue of learning process and agricultural extension Conducting learning and extension works	Farmers as active participant Farmers as cadres	Group becomes business unit Higher product competitiveness

Participatory approach shown in the agro-tourism development in the *subak* is involvement of farmers as members into the process of planning, implementation and monitoring and evaluation. In term of planning, the government invited *subak* and its members to discuss matters related to agro-tourism development. Focus group discussions were carried out to identify what the problems and solutions and the action plan. Government staff was acted as a facilitator during the discussions. It is hoped that what a plan made is belong to farmers. In other words, government wants the farmers as *subak*'s members would have good sense of belonging, and sense of responsibility toward the program.

In the implementation of this program, a selected farmer prepared his own land for making demonstration plot. On this land, government staff invited farmers to visit the demonstration plot to practice how to make good seedlings, learn best practices by using technology. Farmers were also invited to participate in the agricultural extension program in order to strengthen capacity for increasing the productivity of land and crops. Some kinds of crops were cultivated on the farmers' land by farmers. These were chilli, tomato, glory morning, maize, flowers, etc. They were intensively invited to grow the crops under the good agricultural practices recommended by government staff. Participatory extension and training were conducted by government in order that

farmers knew and understood the best practices, and made higher economic values. By this approach, farmers got alternative crops that would be planted on the lands related to the needs of visitors and bring additional income for them. Farmers got information and knowledge the crop diversification which should be practiced in line with the season and the possibilities for the visitors to buy and enjoy.

Government also trained other activities related to the improvement of behaviour toward cleanness, and Bali traditional architecture and business management at the farmers' group level. The concepts of tourism and agrotourism development were introduced to farmers. Farmers were provided fruitful knowledge about the benefits of agrotourism and the ways of how to implement it. One of the important things, which should be done by farmers, is how to keep clean (as a part of sapta pesona principle in the tourism program) in the area of subak. Participatory approach was also done through inviting famers' involvement in the interactive extension. Government introduced the traditional architecture as a part of Balinese culture. It should be paid attention by farmers. The meeting hall of subak, for instance, should be constructed under the concept of Balinese traditional architecture.

In term of business management, government staff provided extension and training related to the improvement of organization and farmers' capacity in organization, management and business. This included a technique for packaging of agricultural products for visitors. This is very important to attract the visitor for buying the fresh agricultural product, processed product, and give more value added [22].

During the implementation of program, evaluations had been done in the form of process evaluation and result evaluation. The process evaluation was done together with the farmers' groups in order to monitor the process and progress of programs. The farmers' group could directly compare the real process, results or progress compared to the plan. By this evaluation, they could improve the activities and process to achieve the goal of program, such as the increase of productivity, quality and continuity of product and have higher competitiveness of product. Meanwhile, result evaluation was conducted after the program terminated by government. Government and farmers' group made indicators of achievement on the program. Results of study found that some indicators had been achieved (farmers' knowledge, attitude and skill on farming technology, agro-tourism, productivity of farm yields, etc.). In order to ensure the sustainability of program, government provided manual or guide to monitor and evaluation, which could be done yearly by farmers group.

IV CONCLUSIONS

Subak of Sembung has an alternative to develop its activities for support Bali's tourism development by developing agro-tourism. Government has initiated to introduce and support agro-tourism within subak system. Government employs participatory approach in implementing the program of agro-tourism development. It is mainly addressed to invite farmers' involvement to work together for

having good plan, proper implementation of program and good monitoring and evaluation of program. Participatory demonstration plot was conducted to show best technology on farming for the farmers. Aside from this, extension and training were directly done in the farmland of farmers. Farmers through their group (*subak*) could improve their capacity on the farm technology, business management and agro-tourism management. This participatory approach is very important to make sustainability of the program undertaken by farmers group by raising sense of belonging and sense of responsibility.

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