



Sustainable Tourism Strategy

Cultural Landscape of Bali Province:
the *Subak* System as a Manifestation
of the *Tri Hita Karana* Philosophy



United Nations
Educational, Scientific and
Cultural Organization



The Cultural Landscape of
Bali Province inscribed on the World
Heritage List in 2012

This publication presents strategies for better management and longer term planning on core issues within the 'Cultural Landscape of Bali Province: the *Subak* System as a Manifestation of the *Tri Hita Karana* Philosophy' – a World Heritage Site in Bali, Indonesia. The critical issues, SMART Action Plan, required outcomes, and the vision statement featured in this Sustainable Tourism Strategy were identified as the result of a series of workshops and consultative meetings conducted throughout 2015 and 2016. These activities are made possible by the support of the Government of Malaysia via the Malaysia Funds-in-Trust, through a project entitled 'The Power of Culture: Supporting Community-Based Management and Sustainable Tourism at the World Heritage Sites in Malaysia and Southeast Asia' implemented by UNESCO Office, Jakarta. This is part of UNESCO's joint effort to conserve and safeguard World Heritage Sites for future generations.

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Bali Provincial Government



Ministry of Tourism
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Sustainable Tourism Strategy

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of the *Tri Hita Karana* Philosophy

Foreword

Shahbaz Khan, PhD

Director and Representative of UNESCO Office, Jakarta

World Heritage and tourism stakeholders both share the responsibility for conserving our common cultural and natural heritage of Outstanding Universal Value. Appropriate tourism management based on dialogue and stakeholder cooperation, as well as the integration of tourism and of heritage management at destination level will help protecting natural and cultural assets.

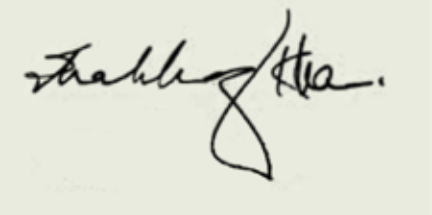
Over the past two years, UNESCO Office, Jakarta, within the framework of the Malaysia-UNESCO Cooperation Programme, has been applying this innovative approach developed by the UNESCO World Heritage and Sustainable Tourism Programme, to 3 pilot World Heritage sites in Southeast Asia: 'Cultural Landscape of Bali Province: the *Subak* System as a Manifestation of the *Tri Hita Karana* Philosophy,' 'Melaka and George Town, Historic Cities of the Straits of Malacca,' and 'Rice Terraces of the Philippine Cordilleras.'

The objective of the project is to develop, in the three pilot sites, a sustainable tourism strategy in order to enhance stakeholder engagement in planning, developing, managing sustainable tourism, and to provide World Heritage stakeholders with the capacity to manage tourism efficiently, responsibly, and sustainably based on the local community context and needs.

UNESCO is honored to partner with the central Government of Indonesia and with the local government in Bali to implement this project in the World Heritage Site of the 'Cultural Landscape of Bali Province: the *Subak* System as a Manifestation of the *Tri Hita Karana* Philosophy,' and applauds the management of the site for taking a leading role in this important process through community outreach and stakeholder collaboration.

Communication and education are fundamental to ensure correct interpretation and protect the Outstanding Universal Value of the site. We hope that the successful implementation of the project in the three pilot sites will make them good practice models for other sites in Southeast Asia.

UNESCO looks forward to continuing this fruitful collaboration.



Foreword

Dr. Hilmar Farid

Director-General of Culture, Ministry of Education and Culture, Republic of Indonesia

The “Cultural Landscape of Bali Province: the *Subak* System as a Manifestation of the *Tri Hita Karana* Philosophy” is Indonesia’s newest site to have been added to UNESCO’s World Heritage (WH) List, following that of the Borobudur Temple Compounds, Prambanan Temple Compounds, and Sangiran Early Man Site. Since its inscription, the number of tourist visits to Bali’s World Heritage Site has increased from 1.3 million in 2012 to 1.6 million in 2016. These increased visitations bring both positive and negative impacts with regard to the conservation of the World Heritage property and the lives of the communities living in the World Heritage area. It is therefore of the utmost importance to plan, develop, and manage tourism sustainably for the future of the World Heritage Site and its communities.

Following the 2012 inscription, the Ministry of Education and Culture – as the national focal point for the UNESCO World Cultural Heritage Sites – has conducted several activities as part of their conservation efforts, including field research to improve the management of Bali’s World Heritage Site, research towards conserving the forests and agriculture of Catur Angga Batukaru, and socio-cultural mapping research at the Cultural Landscape of Bali Province. As a follow-up to the 2015 World Heritage Committee Decision, among which recommendations supported the development of a Sustainable Tourism Strategy for Bali, the Ministry of Education and Culture has been working hand-in-hand with other national and local counterparts – such as the Ministry of Tourism; the local government of Bali Province and the five regencies of Badung, Bangli, Buleleng, Gianyar, and Tabanan; academics; local NGOs; and community representatives at the WH site – to develop a Sustainable Tourism Strategy and Action Plan for its subsequent implementation. Facilitated by UNESCO using the World Heritage and Sustainable Tourism Programme’s toolkit entitled “The How To Guide”, the process of developing the strategy put emphasis on a bottom-up approach based on dialogue and cooperation among stakeholders to ensure that the strategy responds to the needs of the communities.

In the process of developing the strategy, all parties involved were able to take stock of what their counterparts have been doing in order to contribute to the conservation of WH properties. Therefore, it is anticipated that the Sustainable Tourism Strategy and its complementing Action Plan will provide guidelines in support of the concerted efforts towards developing tourism sustainably whilst protecting the Outstanding Universal Value of the World Heritage property and empowering the local communities.

It is our sincere hope that results of these great works will provide guidance for the various stakeholders involved with World Heritage Sites to continue their efforts in safeguarding, interpreting, and sustaining the relevance of World Heritage within their communities and to the world.



A handwritten signature in black ink, appearing to read 'Hilmar Farid', on a white background.

Foreword

Dadang Rizki Ratman SH., MPA

Deputy of Destination Development and Tourism Industry,
Ministry of Tourism, Republic of Indonesia



A handwritten signature in black ink, appearing to be 'Dadang Rizki Ratman'.

First of all, allow me on behalf of the Ministry of Tourism of the Republic of Indonesia in this very happy occasion to congratulate UNESCO Office Jakarta in the publication of the Sustainable Tourism Strategy for the World Heritage Site of the "Cultural Landscape of Bali Province: the *Subak* System as a Manifestation of the *Tri Hita Karana* Philosophy.

This publication is the result of a series of workshop and consultative meetings among stakeholders from national to regional level, conducted throughout 2015 - 2016. The outcomes of this publication is to provide strategies for a better management and longer term planning on main issues in the management of World Heritage Site in Bali. It will also feature a guide map/brochure containing information on the interpretation of the components within the World Heritage Site property, as well as suggested code of conduct for visitors.

We do hope that through this publication we can achieve the vision of tourism development and management that safeguards and protects the authenticity of the Cultural Landscape of Bali World Heritage Site with its unique *subak* system based on the *Tri Hita Karana* philosophy and reflects a balanced conservation and sustainable tourism development with proactive participation of stakeholders, providing an authentic visitor experience, and benefiting local communities.

Foreword

Ir. I Putu Astawa, M. MA

Head of BAPPEDA Office of Bali Province

OM SWASTYASTU (MAY THE GOD ALMIGHTY BLESS US ALL),

First of all, let me extend my gratitude to Ida Sang Hyang Widhi Wasa (the God Almighty) for His blessing that the Cultural Landscape of Bali Province (Ulun Danu Batur Temple and Batur Lake in Bangli Regency, Pakerisan River Basin in Gianyar Regency, Taman Ayun Temple and its surrounding in Badung Regency, and Catur Angga Batukaru area in Tabanan and Buleleng Regency) was inscribed as a World Heritage property.

On behalf of the Government of Bali, I would like to express our gratitude to everyone for their contributions in the process of nomination as well as in developing this publication.

Indeed, the Government of Bali Province is honoured and also understands that we have to conserve the World Heritage Site, with the support of the Balinese communities who still respect their rich local culture with the essence of Hindu/*Tri Hita Karana* philosophy. Certainly, we need support from the Central Government, Regional Government, and all stakeholders so that we can tackle successfully the future challenges and keep protecting the values of the property.

This publication is in line with the 'Bali Clean and Green' initiative, one of the important programmes of Bali Mandara. Through it, we ensure our willingness and ability to conserve our traditions and culture, and surely, we express our commitment to conserve the World Heritage Site.

We hope that UNESCO, the Government of the Republic of Indonesia, the Government of Bali Province and its Regional Government, and various stakeholders will always work hand in hand to protect and conserve the Cultural Landscape of Bali Province and maintain the property in the World Heritage List.

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INTRODUCTION

'Cultural Landscape of Bali Province: the *Subak* System as the Manifestation of the *Tri Hita Karana* Philosophy' (CLBP) was inscribed on the World Heritage List in 2012, by UNESCO World Heritage Committee during its 36th session in St. Petersburg, Russia. Since the inscription, CLBP has experienced immense effects from tourism. Tourism growth has brought an increase in the number of both domestic and foreign visitors, which has in turn led to an uncontrolled development of tourism facilities.

This brings not only social and economic changes to the local community within the World Heritage Site, but also results in the environmental issues arising from pronounced land conversion in certain areas and a growing incidence of water scarcity that are indelibly linked to supporting the continuation of the *subak* system. Furthermore, due to the type of tourism practices taking place, there is also a noticeable lack of understanding and appreciation from visitors toward the spiritual and cultural importance of the landscape.

Following the inscription in 2012, the Government of the Republic of Indonesia, through the Ministry of Education and Culture, published the Management Plan in the nomination dossier that was initially adopted by the Provincial Government of Bali. However, at this time there is still no comprehensive plan for tourism and development. Through an Advisory Mission by ICOMOS and ICCROM that took place in early 2015, recommendations were made for a sustainable approach to tourism development within CLBP.

The obligation to protect and preserve CLBP with its Outstanding Universal Value (OUV) requires support of traditional ways of living providing benefits to the local community, while also considering the visitor experience. These objectives resulted in the Government of the Republic of Indonesia's recognition of the need to developing a strategy for sustainable tourism that engages diverse stakeholders in the protection and management of CLBP.

The work on the Sustainable Tourism Strategy for CLBP is also part of UNESCO's regional efforts to support sustainable tourism and community-based management in managing cultural and natural heritage in Southeast Asia. Its development took place over 15 months (May 2015 - July 2016) and was

structured through a succession of workshops including two sub-regional workshops (inception workshop in May 2015 and final workshop in May 2016) as well as national/destination specific workshops - referred to as initiation, follow-up and finalisation workshops - as well as consultative meetings during the interim period in-between workshops.

While the inception and initiation workshops concentrated on establishing the basic foundation for the strategy, the follow-up workshop focused on strategy development and action planning. The finalisation workshop focused on completing the strategy and specifically on the action plan. A final two-day sub-regional workshop was organized to facilitate the sharing of outcomes and experiences with the other pilot sites in improving sustainable tourism at the respective sites.

This effort was guided by relevant resources including UNESCO's 'How To' guides from the World Heritage and Sustainable Tourism (WH+ST) Programme, on how to manage tourism efficiently, responsibly, and sustainably based on the local community context and needs.

The resulting strategy presented here includes a shared vision for tourism, strategic objectives and an Action Plan to be implemented by a diverse and inclusive set of stakeholders. It ensures tourism development supports the authenticity of the cultural landscape, minimizes negative environmental impacts, and strengthens site management and monitoring through collaborative and participatory efforts. In order to do so, it is essential to take a destination approach, which coordinates and links the components/clusters of the inscribed property as holistic site, especially those with significant tourism activities, and communicates its historical background and its OUV. This will provide a whole experience to the visitors to appreciate and learn about the *subak* system as a living heritage.

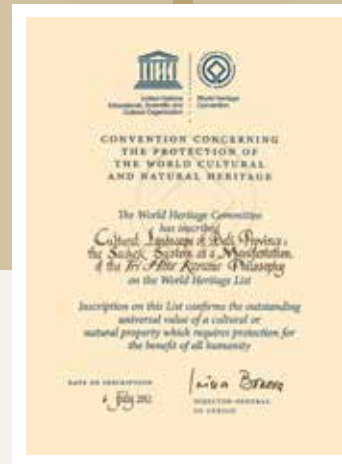
STATEMENT OF OUTSTANDING UNIVERSAL VALUE (OUV)

Why the 'Cultural Landscape of Bali Province: the Subak System as a Manifestation of the Tri Hita Karana Philosophy' is a World Heritage Site?

A line of volcanoes dominate the landscape of Bali and have provided it with fertile soil which, combined with a wet tropical climate, make it an ideal place for crop cultivation. Water from the rivers has been channeled into canals to irrigate the land, allowing the cultivation of rice on both flat land and mountain terraces.

Rice, the water that sustains it, and *subak*, the cooperative social system that controls the water, have together shaped the landscape over the past thousand years and are an integral part of religious life. Rice is seen as the gift of God, and the *subak* system is part of temple culture. Water from springs and canals flows through the temples and out onto the rice paddy fields. Water temples are the focus of a cooperative management of water resource by a group of *subaks*. Since the 11th century the water temple network have managed the ecology of rice terraces at the scale of whole watersheds. They provide a unique response to the challenge of supporting a dense population on a rugged volcanic island.

The overall *subak* system exemplifies the Balinese philosophical principle of *Tri Hita Karana* that draws together the realms of the spirit, the human world and nature. Water temple rituals promote a harmonious relationship between people and their environment through the active engagement of people with ritual concepts that emphasise dependence on the life-sustaining forces of the natural world.



In total, Bali has about 1,200 water collectives, and between 50 and 400 farmers manage the water supply from one source of water. The property consists of five sites that exemplify the interconnected natural, religious, and cultural components of the traditional *subak* system, where the *subak* system is still fully functioning, where farmers still grow traditional Balinese rice without the aid of fertilisers or pesticides, and where the landscapes overall are seen to have sacred connotations.

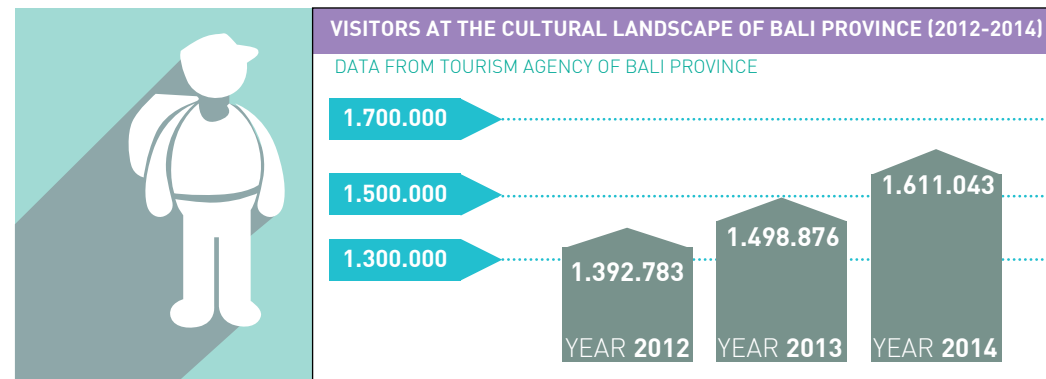
The sites are the Supreme Water Temple of Pura Ulun Danu Batur on the edge of Lake Batur whose crater lake is regarded as the ultimate origin of every spring and river, the Subak Landscape of the Pakerisan Watershed the oldest known irrigation system in Bali, the Subak Landscape of Catur Angga Batukaru with terraces mentioned in a 10th century inscription making them amongst the oldest in Bali and prime examples of classical Balinese temple architecture, and the Royal Water Temple of Pura Taman Ayun, the largest and most architecturally distinguished regional water temple, exemplifying the fullest expansion of the *subak* system under the largest Balinese kingdom of the 19th century.

Subak components are the forests that protect the water supply, terraced paddy landscape, rice fields connected by a system of canals, tunnels and weirs, villages, and temples of varying size and importance that mark either the source of water or its passage through the temple on its way downhill to irrigate *subak* land.

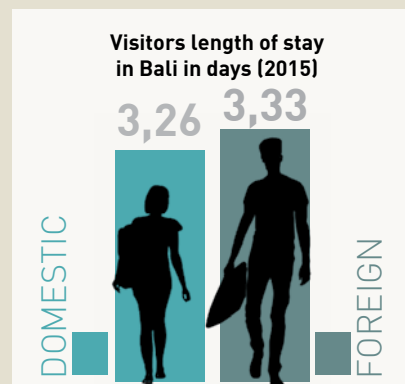
CULTURAL TOURISM AT THE CULTURAL LANDSCAPE OF BALI PROVINCE

The Island of Bali has often been referred to as a 'paradise' on earth with picturesque landscape and pristine beaches combined with unique cultural traditions, heritage, and value systems practiced by its local communities. The island was planned as a cultural tourism destination in Indonesia with the *Tri Hita Karana* philosophy as the basis of its tourism development. With the inscription of the Cultural Landscape of Bali Province (CLBP) as a UNESCO World Heritage Site in 2012, it serves to further strengthen the position of Bali as a cultural tourism destination.

Tourism currently contributes the highest income to Bali's GDP. Other sectors include agriculture and small industries.



Bali receives an average of eight million domestic visitors and four million foreign visitors every year. However, only 14 percent visit the CLBP.



OPPORTUNITIES AND THREATS TOWARD THE CULTURAL LANDSCAPE OF BALI PROVINCE

The nomination of the Cultural Landscape of Bali Province (CLBP) into the UNESCO World Heritage List was an effort to save and protect the traditional Balinese farming system that has lasted for millennium. A growing tourism industry on the Island of Bali has threatened the sustainability and very existence of the *subak* system. Every year an average of 1,000 hectares of rice terraces are converted into tourism facilities and settlements. The introduction of the CLBP as a single destination will enhance the opportunities to overcome the threats of tourism pressures within the World Heritage Site.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Empowerment of local communities as native guardians (i.e. owners, managers, educators, care-takers, story-tellers) of the World Heritage property to allow active participation in sustainable tourism activities (i.e. agro-tourism, eco-tourism, spiritual tourism) 	<ul style="list-style-type: none"> • Uncontrolled development of tourism facilities and activities affects the vulnerability of the World Heritage Site
<ul style="list-style-type: none"> • New development in organic farming systems, local varieties, post-harvesting handling, and culinary tourism 	<ul style="list-style-type: none"> • Infrastructure development threatens the authenticity and integrity of the landscape • Extreme climate and natural disasters affect the farming cycle • Decreased water supply and water quality due to climate change and pollution throughout the catchment area, as well as increased needs for agricultural uses
<ul style="list-style-type: none"> • Inscription as a World Heritage Site increases the number of tourists and their length of stay, and allows for effective promotion of agro and cultural-tourism 	<ul style="list-style-type: none"> • Tourism targets emphasize quantity over quality (overlooking site-bearing capacity)
<ul style="list-style-type: none"> • Commodification of local <i>subak</i> traditional practices with respect to the sacred values and blessings from the native and spirit guardian (<i>sekala</i> and <i>niskala</i>) 	<ul style="list-style-type: none"> • Tourism provides larger economic benefits than farming

SUSTAINABLE TOURISM STRATEGY FOR THE CULTURAL LANDSCAPE OF BALI PROVINCE

Vision Statement

“ Tourism that safeguards and protects the authenticity of the Cultural Landscape of Bali World Heritage Site with its unique *subak* system based on the *Tri Hita Karana* philosophy by reflecting the values of balanced conservation and sustainable tourism development through the proactive participation of stakeholders, providing an authentic visitor experience as well as benefiting local communities “

THE STRATEGIC OBJECTIVES

I. Ensure all stakeholders have a common understanding and appreciation of the Outstanding Universal Value to promote the safeguarding and protection of the World Heritage Site according to sustainability principles

II. Ensure all development (relating to tourism, infrastructure, housing, etc) supports and strengthens the authenticity of the Cultural Landscape of Bali Province, minimizes negative environmental impacts, enforces land use policy, and strengthens site management and monitoring through collaborative and participatory efforts

III. Empower local communities to directly engage in sustainable tourism to improve their welfare

IV. Develop a visitor management system that minimizes negative impacts and enhances the visitor experience

V. Encourage the development of sustainable tourism products and services that respect the local cultural values

OUTCOMES

a) Increased stakeholder understanding and appreciation of the Outstanding Universal Value concept, enhancing awareness related preservation and protection of World Heritage
b) Increased sense of belonging towards the Cultural Landscape of Bali Province (CLBP)
c) Increased awareness and participation of local stakeholders and communities who are committed to conserve and protect the CLBP

a) Harmonized and controlled land use and space utilization within World Heritage areas designed to adhere to land use policy and zoning without variance
b) Increased participation of local communities in site development, management, and monitoring
c) Increased added value that benefits CLBP stakeholders
d) Authenticity of CLBP remains unchanged by tourism development
e) Green tourism implemented with emphasis on the environment and the natural world
f) Established an integrated tourism management system at the World Heritage of Bali Province

a) Increased involvement, engagement, and control of local communities within the development of sustainable tourism activities at and around the World Heritage Site
b) Increased welfare for local communities through their direct engagement in sustainable tourism around the World Cultural Heritage of Bali (long term)
c) Increased local income and job opportunities, therefore resulting in less unemployment, relocation, and poverty among local people

a) Increased number of visitors coming to CLBP
b) Improved quality of experience and increased visitor satisfaction
c) Established regulations and a decrease in negative impacts of visitor activities at the World Heritage Site
d) Increased human resources and capacity for all stakeholders in world cultural heritage tourism

a) Increased quality and diversity of tourism products and services based on respect and preservation of local values
b) Traditional values and cultures implemented within the development of products and services at the World Heritage Site
c) Increased motivation of local people to conserve local resources, which supports sustainable tourism
d) Increased awareness of the importance of local cultural values



THE STRATEGIC OBJECTIVE

1

Ensure all stakeholders have a common understanding and appreciation of Outstanding Universal Value to promote the safeguarding and protection of the World Heritage Site according to sustainability principles

ACTION	SUCCESS INDICATOR/ TARGET OUTPUT	LEAD AGENCY	SUPPORTING AGENCIES
<p>1 Organize outreach programmes for local community stakeholders to create awareness and common interest about the World Heritage Site, and thereby increase their sense of belonging, appreciation, and responsibility towards its protection</p>	<p>Conduct 11 outreach activities per annum (one held at the provincial level and 10 at regency level, and to include five at SKPD level and five within local communities)</p>	<p>Ministry of Education and Culture</p>	<ul style="list-style-type: none"> Office for Research on History and Traditional Values in Bali (BNPB): World Heritage Appreciation Model Toward Young Generation Culture Office (Provincial and Regency level) Tourism Office (Provincial and Regency level) Subak Coordinating Forum Customary Village Assembly
<p>2 Promote World Heritage as local identity, followed by a workshop for the local community that invites members to envision how to retain and strengthen identity for economic development through proactive participation</p>	<p>Conduct 11 outreach activities per annum (one held at the provincial level and 10 at regency level, and to include five at SKPD level five within local communities)</p>	<p>Ministry of Education and Culture and Ministry of Tourism</p>	<ul style="list-style-type: none"> Culture Office (Provincial and Regency level) Forestry Office Agriculture Office Husbandry Office Trade and Industry Office Micro and Medium Enterprises and Cooperative Office Marine Office
<p>3 Promote World Heritage to local community members and stakeholders by bringing them together in a World Heritage communication forum organized by the Culture Office</p>	<p>Conduct two coordination meetings per annum and one seminar per annum</p>	<p>Culture Office of Bali Province</p>	<ul style="list-style-type: none"> NGOs Regency Culture Offices Academics Media (Journalists) Private sectors Local communities
<p>4 Invite students and tourism practitioners to study and learn at the sites, so that they may know and understand the value of the site and thereby enhance their understanding about World Heritage</p>	<p>Conduct one invite per annum for Travel Agent Associations, one for Guide Associations, one for Hotel and Restaurant Associations, one for Local Tourism Promotions (BPPD), three for schools, and two for universities</p>	<p>Education, Youth, and Sport Office of Bali Province</p>	<ul style="list-style-type: none"> BNPB Office for Archeological Heritage Conservation in Gianyar Academics / universities / schools Youth NGOs
<p>5 Establish a mechanism to collate accurate interpretations about the World Heritage Site, including local values/wisdom that educate and empower local community members and guides to provide accurate information to visitors</p>	<p>Establish a mechanism and conduct six education programmes per annum</p>	<p>Ministry of Tourism</p>	<ul style="list-style-type: none"> Academics / universities / schools NGOs Ministry of Education and Culture (through Cultural Heritage Specialized Guide Program)
<p>6 Support best practices within community-based tourism programmes</p>	<p>Conduct four monitoring, evaluation and socialization activities per annum (trimester)</p>	<p>Ministry of Tourism</p>	<ul style="list-style-type: none"> Tourism Office of Bali Province Local Community and Rural Governance Empowerment Agency Trade and Industry Office Micro and Medium Enterprises and Cooperative Office



OUTCOMES

- a) Increased stakeholder understanding and appreciation of the Outstanding Universal Value concept, enhancing awareness related preservation and protection of World Heritage
- b) Increased sense of belonging towards the Cultural Landscape of Bali Province (CLBP)
- c) Increased awareness and participation of local stakeholders and communities who are committed to conserve and protect the CLBP

THE STRATEGIC OBJECTIVE

2

Ensure all development (relating to tourism, infrastructure, housing, etc) supports and strengthens the authenticity of the Cultural Landscape of Bali Province, minimizes negative environmental impacts, enforces land use policy, and strengthens site management and monitoring through collaborative and participatory efforts

ACTION	SUCCESS INDICATOR/ TARGET OUTPUT	LEAD AGENCY	SUPPORTING AGENCIES
<p>1 Develop educational and capacity-building programmes to teach each stakeholder group to be environmentally responsible and to retain the <i>Tri Hita Karana</i> values in the <i>subak</i> system</p>	<p>Conduct three workshops for 40 participants per annum, inviting <i>Pemangku</i> (priests), <i>Krama Adat</i> (villagers), <i>Pekaseh</i> (Head of <i>Subaks</i>), and <i>Kelian Adat</i> (Head of Customary Village)</p>	<p>Culture Office of Bali Province</p>	<ul style="list-style-type: none"> Academics/universities/schools NGOs Public Works Office at Regency level BAPPEDA at Regency level Permit and License and Investment Agency at Regency level Culture Office at Regency level
<p>2 Establish a monitoring system that is in compliance with current rules, regulations, laws, and customary laws (<i>awig-awig</i>) at the local and national levels to mandate the protection and conservation of natural resources at the World Heritage destination</p>	<p>Conduct four monitoring and evaluation activities per annum</p>	<p>Culture Office of Bali Province</p>	<ul style="list-style-type: none"> Tourism Office of Bali Province Bali Natural Resources Conservation Center Office for Archeological Heritage Conservation in Gianyar Office for Research on History and Traditional Values in Bali BKPRD, consisting of BAPPEDA, Public Works, BLH, Permit and License and Investment Agency, Industrial Agency, Related agencies that cover tourism, civil police Legal body (Provincial and Regency level)
<p>3 Enforce and monitor the existing rules and laws governing the Cultural Landscape of Bali Province (CLBP), specifically regarding tourism development</p>	<p>Conduct four monitoring and evaluation activities per annum</p>	<p>Tourism Office of Bali Province</p>	<ul style="list-style-type: none"> Tourism Office at Regency level BKPRD
<p>4 Improve the water management systems to protect and keep the integrity of the water supply</p>	<p>Routinely repair the water sources and irrigation channels twice per annum</p>	<p>Public Works Office of Bali Province</p>	<ul style="list-style-type: none"> Agriculture Office of Bali Province Forestry Office of Bali Province Coordinating Agency of DAS BLH BKSDA Public Works at Regency level
<p>5 Ensure efficient and effective water management that demands water be retained in <i>subak</i> and not diverted to competing tourist industries in other geographical locations</p>	<p>On a monthly basis, ensure that the water gate has been opened according to the agreement between Public Works, Head of Subaks, and PDAM</p>	<p>Public Works Office of Bali Province</p>	<ul style="list-style-type: none"> Public Works Office at Regency level Local Income Agency (Provincial and Regency level) Agriculture Office (Provincial and Regency level) <i>Pekaseh</i> PDAM
<p>6 Ensure competing interests for water, specifically the tourism industry is limited and controlled to allow water to be prioritized to the <i>subak</i> system</p>	<p>Enact a regulation on fair water distribution/division, and evaluate the implementation twice per annum</p>	<p>Public Works Office of Bali Province</p>	<ul style="list-style-type: none"> Agriculture Office at Regency level PDAM
<p>7 Increase preservation efforts, such as the protection, development and utilization of the CLBP for all stakeholders</p>	<p>Conduct one socialization outreach activity for all stakeholders per annum</p>	<p>Culture Office of Bali Province</p>	<ul style="list-style-type: none"> Tourism Office (Provincial and Regency level), in coordination with Cultural Heritage Preservation Agency
<p>8 Conduct an Environmental Impact Assessment (EIA) as well as a Heritage Impact Assessment (HIA) prior to any infrastructure and facility development to prevent negative impacts to the Outstanding Universal Value</p>	<p>Conduct two field visits to each cluster of CLBP per annum and produce a report to be submitted to the Governor of Bali and forwarded to the Mayor of each regency</p>	<p>Culture Office of Bali Province</p>	<ul style="list-style-type: none"> Public Works (Provincial and Regency level) Bureau of Law at Regency level Local Disaster Risk Agency Local communities (<i>subak</i>, villages, etc.)
<p>9 Additional Point(s): <i>Sawah</i> must not be sold or leased for development in order to retain the integrity of <i>subak</i> and must be retained as prime agricultural land (Note: last additional point is referring to Indonesian Law No. 9/2012, which includes the prior Rice Field Protection Law year 2009)</p>	<p>No land conversion</p>	<p>Local community and Bureau of Law</p>	<ul style="list-style-type: none"> Civil Police Ministry of Law and Human Rights Ministry of Land and Spatial Planning Ministry of Agriculture Ministry of Education and Culture Ministry of Coordination on Human and Culture Development



Outcomes

- a) Harmonized and controlled land use and space utilization within World Heritage areas designed to adhere to land use policy and zoning without variance
- b) Increased participation of local communities in site development, management, and monitoring
- c) Increased added value that benefits CLBP stakeholders
- d) Authenticity of CLBP remains unchanged by tourism development
- e) Green tourism implemented with emphasis on the environment and the natural world
- f) Established an integrated tourism management system at the World Heritage of Bali Province

THE STRATEGIC OBJECTIVE

3

Empower local communities to directly engage in sustainable tourism to improve their welfare

ACTION	SUCCESS INDICATOR/ TARGET OUTPUT	LEAD AGENCY	SUPPORTING AGENCIES
<p>1 Engage different demographic groups to talk about their own identity and significance through group discussions on what they want to be in the future in relation to World Heritage Sites, and how they want to be involved in sustainable tourism, thus ensuring community participation in determining local identity and significance</p>	<p>Increase the group society involvement score and number of group societies by up to 10% per annum</p>	<p>Ministry of Tourism</p>	<ul style="list-style-type: none"> Ministry of Education and Culture Education and Culture Office
<p>2 Identify local leaders that could influence, guide, strengthen, and coordinate local talents/artisans to recognize the tangible and intangible values of the sites through cultural mapping processes in their village</p>	<p>Increase the number of identified local leaders/ local figures by up to 10% per annum</p>	<p>Trade and Industry Office at Regency level</p>	<ul style="list-style-type: none"> Ministry of Education and Culture BPNB (<i>Jelajah Budaya</i>, PKB) Culture Office of Bali Province
<p>3 Educate and empower local community (Banjar and <i>Subak</i>) to improve their understanding and roles in implementing and promoting sustainable tourism</p>	<p>Conduct four training/socialization outreach activities per annum</p>	<p>Ministry of Education and Culture and Tourism Office</p>	<ul style="list-style-type: none"> Higher Education Institutions related to tourism Academics/universities/schools
<p>4 Strengthen the educational curriculum beginning with elementary schools by integrating sustainable tourism principles</p>	<p>Conduct curriculum adaptation once every five years</p>	<p>Ministry of Education and Culture</p>	<ul style="list-style-type: none"> Ministry of Education and Culture Education Office of Bali Province Ministry of Tourism
<p>5 Provide support (scholarship, training, subsidies, product development, branding, healthcare, homestay, etc) to local communities</p>	<p>Increase the amount of scholarship awarded by 50% per annum</p>	<p>Ministry of Education and Culture</p>	<ul style="list-style-type: none"> BAPPENAS Kemenristek DIKTI BUMN Ministry of Education and Culture (Directorate General of Culture) Cultural Office of Bali Province
<p>6 Create platforms for collaboration between local communities with local and international NGOs in order to support sustainable tourism at World Heritage Sites and increase local welfare</p>	<p>Increase the number of MOU platforms, at least three of international, national, and local nature</p>	<p>Ministry of Tourism</p>	<ul style="list-style-type: none"> NGOs



Outcomes

- a) Increased involvement, engagement, and control of local communities within the development of sustainable tourism activities at and around the World Heritage Site
- b) Increased welfare for local communities through their direct engagement in sustainable tourism around the World Cultural Heritage of Bali (long term)
- c) Increased local income and job opportunities, therefore resulting in less unemployment, relocation, and poverty among local people

4

The Strategic Objective

Develop a visitor management system that minimizes negative impacts and enhances the visitor experience

ACTION	SUCCESS INDICATOR/ TARGET OUTPUT	LEAD AGENCY	SUPPORTING AGENCIES
<p>1 Empower the local people as native guardians in the management of sustainable tourism</p>	<p>Conduct at least one socialization outreach activity at the World Heritage Site aimed towards local communities within the CLBP per annum</p>	<p>Culture Office (Provincial and Regency level) and Tourism Office (Provincial and Regency level)</p>	<ul style="list-style-type: none"> • Education Office (Provincial and Regency level) • Public Works Office • BAPPEDA
<p>2 Quantify the carrying capacity of each cluster of World Heritage in Bali by conducting assessment studies at the sites, while strengthening and applying World Heritage monitoring and evaluation systems</p>	<p>Conduct one feasibility study for infrastructure and carrying capacity at each cluster of World Heritage in Bali per annum</p>	<p>Regional Planning and Development Agency of Bali (BAPPEDA) (Provincial and Regency level) and academics</p>	<ul style="list-style-type: none"> • Agriculture Office at Regency Level • Revenue Office at Regency Level • Conservation and Natural Resources Agency • Environmental Agency • P3 (Forestry, Plantation, Farming) • P2 (Husbandry and Fisheries)
<p>3 Formulate a holistic visitor management plan, while considering each world heritage site cluster in Bali</p>	<p>Produce a visitors management plan for each cluster</p>	<p>Customary Village Government, <i>Pengempon Puri, Pengempon Pura, subak</i></p>	<ul style="list-style-type: none"> • Culture Office (Provincial and Regency level) • Tourism Office (Provincial and Regency level) • Coordinating Forum and related SKPD (Bureau of Law)
<p>4 Perform assessments and produce a crisis and risk management plan, taking each cluster of the World Heritage Site in Bali into consideration before opening the site to the public</p>	<p>Produce a crisis and risk management plan and disseminate the information through printed media (i.e. books, brochures)</p>	<p>Site manager</p>	<ul style="list-style-type: none"> • Culture Office (Provincial and Regency level) • Tourism Office (Provincial and Regency level) • Local community • Ministry of Education and Culture • Ministry of Tourism • Ministry of Coordination on Human and Culture Development
<p>5 Provide an infrastructure plan to support sustainable tourism at World Heritage Sites that is sensitive to the concept and offers the least potential disruption to the environment and periodic infrastructure rehabilitation</p>	<p>Conduct design and spatial planning, as well as site planning at World Heritage Sites within each regency</p>	<p>Regional Planning and Development Agency of Bali Province (BAPPEDA), Public Works (Provincial and Regency level)</p>	<ul style="list-style-type: none"> • Ministry of Environment • Integrated License and Permit Agency • Transportation Department at Regency level
<p>6 Initiate tourism management by implementing <i>Sapta Pesona</i> aspects</p>	<p>Conduct at least one technical guidance activity for a target audience of approximately 100 people at each site per annum</p>	<p>Ministry of Tourism and Tourism Office (Provincial and Regency level)</p>	<ul style="list-style-type: none"> • Culture Office (Provincial and Regency level) • Tourism Office (Provincial and Regency level) • Coordinating Forum and related SKPD
<p>7 Formulate travel packages and travel patterns for each cluster to improve the quality of life of the local communities</p>	<p>Offer a minimum of one travel package and travel itinerary for each cluster to the visitors</p>	<p>ASITA, Culture Office (Provincial and Regency level), Tourism Office (Provincial and Regency level)</p>	<ul style="list-style-type: none"> • Site manager and local community
<p>8 Identify protected areas and tourism destination areas within the Cultural Landscape of Bali Province (CLBP)</p>	<p>Regulate zoning regulations in protected areas and tourism destinations within each regency of the CLBP</p>	<p>Regional Planning and Development Agency of Bali Province (BAPPEDA)</p>	<ul style="list-style-type: none"> • Culture Office (Provincial and Regency level) • Tourism Office (Provincial and Regency level) • Agriculture Office (Provincial and Regency level) • Public Works (Provincial and Regency level)



Outcomes

- a) Increased number of visitors coming to CLBP
- b) Improved quality of experience and increased visitor satisfaction
- c) Established regulations and a decrease in negative impacts of visitor activities at the World Heritage Site
- d) Increased human resources and capacity for all stakeholders in world cultural heritage tourism

The Strategic Objective

5

Encourage the development of sustainable tourism products and services, respecting the local cultural values

ACTION	SUCCESS INDICATOR/ TARGET OUTPUT	LEAD AGENCY	SUPPORTING AGENCIES
<p>1 Collate local wisdom values into educational curriculum</p>	<p>Produce curriculum syllabus for local wisdom, which will be integrated into existing subjects</p>	<p>Education Office at Regency level</p>	<ul style="list-style-type: none"> • Ministry of Education and Culture • Education Office of Bali Province • Curriculum Development Body (Provincial and Regency level) • Schools and non-formal education body (<i>Pasraman</i>, Learning Center), customary village
<p>2 Publish guidelines for visitors that explain the do's and don'ts of the World Heritage Site through the formulation of local regulations</p>	<p>Publish a Do's and Don'ts Guidebook for World Heritage Sites, and increase the number of signs, information boards, and information centers at World Heritage Site</p>	<p>Regional Planning and Development Agency of Bali Province (BAPPEDA), Culture and Tourism Office of Bali Province, Communication and Information Office, Public Works, Transportation Office</p>	<ul style="list-style-type: none"> • Ministry of Education and Culture • Ministry of Tourism • Provincial Government • Site manager • Customary Village • <i>Subak</i> authority • NGOs
<p>3 Encourage the creation of authentic experiences, products and services that are produced by indigenous/local people, reflecting pride, identity, customs, and local values that create memorable experiences for the visitors; for example traditional and culinary products containing local ingredients (i.e. boreh, red rice, coconut oil)</p>	<p>Increase the variation of local products and services</p>	<p>Regency government</p>	<ul style="list-style-type: none"> • Ministry of Education and Culture • Ministry of Industry • Ministry of Tourism • Ministry of Cooperative and Small Medium Enterprises • Tourism Industry Union of Indonesia (GIPI) • Provincial Government • Site manager • Customary village • NGOs
<p>4 Retain the local wisdom and identity along with licensed trademarks and provenance in the local products</p>	<p>Increase the number of licenses for local products</p>	<p>Trade and Industry Office at Regency level</p>	<ul style="list-style-type: none"> • Creative Economy Office • Trade and Industry Office of Bali Province • Cooperatives and Small Medium Enterprises Office of Bali Province
<p>5 Subsidize the research and development of local products in order for the products to retain the local wisdom and use of locally sourced materials</p>	<p>Increase the number of research results</p>	<p>Regional Planning and Development Agency of Bali Province (BAPPEDA)</p>	<ul style="list-style-type: none"> • Cultural Values Preservation Office (BPNB) • Higher education institution • Research center
<p>6 Give awards for local communities who preserve and protect the local wisdom, which are classified as Wija Kusuma at the regency level and Dharma Kusuma at the provincial level</p>	<p>Conduct an annual award ceremony, increasing the number of nominations and awards</p>	<p>Culture Office of Bali Province</p>	<ul style="list-style-type: none"> • Ministry of Education and Culture • Culture Office at Regency level



Outcomes

- a) Increased quality and diversity of tourism products and services based on respect and preservation of local values
- b) Traditional values and cultures implemented within the development of products and services at the World Heritage Site
- c) Increased motivation of local people to conserve local resources, which supports sustainable tourism
- d) Increased awareness of the importance of local cultural values

INITIATIVES ON THE PROTECTION AND PROMOTION OF THE CULTURAL LANDSCAPE OF BALI PROVINCE

The government and local communities have been working together since the nomination process, particularly during the identification of areas to be nominated as part of the Cultural Landscape of Bali Province (CLBP). This collaboration continues even after the inscription, for example during the participatory mapping with farmers in the Subak Landscape of Catur Angga Batukaru to identify existing conditions of the landscape and potential areas to develop a sustainable tourism plan, conducted by the Ministry of Education and Culture of the Republic of Indonesia together with local NGOs. The involvement and initiatives by NGOs, communities, and other stakeholders to protect, conserve, and promote sustainable tourism in CLBP are also highly encouraged. Participation and collaboration of government entities, communities, and organisations will ensure a more protected and safeguarded World Heritage Site, to be experienced by the future generations.



PROMOTIONAL EFFORTS

A Visitor Information Board has been established by the government entities of the regencies included within the Cultural Landscape of Bali Province. The Ministry of Education and Culture also promotes *subak* through the local curricula for elementary, junior, and senior high schools in Bali.



PROTECTION AND SAFEGUARDING EFFORTS

Community outreach activities were regularly conducted by the Ministry of Education and Culture and the Culture Office of Bali Province to advance with the inscription of the site into UNESCO World Heritage List. These activities invited experts from various sectors, including from the Ministry of Agriculture, Ministry of Tourism, Ministry of Environment, and the Ministry of Forestry. A preliminary study on Spatial Planning for National Strategic Areas was later conducted in 2014 by the Ministry of Public Works to identify water catchment areas within the site.

1. Farming Incentives

Bali Provincial Government is promoting and engaging farmers to return to organic farming. Programmes on providing seeds and fertilizers to *subaks* are conducted through the Agriculture Office, annual funding of IDR 100 million of each *subak* is offered through the Culture Office of the Provincial Government of Bali, and provision of tractors to *subaks* is done through the Agriculture Office of the Gianyar Regency.



2. Policy Development

Sustainable tourism management requires regulations to oversee the recreational activities, such as visitor information and guidance, zoning, closure of sensitive areas, and guided walks to enhance visitor experience. The need to implement a sustainable tourism approach in CLBP is also identified under the Provincial Decree of Bali Province No. 2/2012 on Balinese Cultural Tourism. The regulation stipulates that the provincial government implements measures toward sustainable tourism in Bali. This decree is in accordance with the Indonesian Law No. 10/2009 on tourism, which underscores the importance of sustainable tourism development in Indonesia.

3. Establishment of Forum Pekaseh

The protection and management of CLBP are maintained by different stakeholders, such as head of *subak* (*pekaseh*), head of administrative village (*kelian dinas*), head of customary village (*kelian adat*), and priests (*pemangku*). In June 2014, a Forum Pekaseh of Subak Landscape of Catur Angga Batukaru was established to play an important role in the management of the area by creating *subak* forum bylaws (*awig-awig*), providing training for *pekaseh* within the landscape to do participatory mapping, and encouraging active involvement in various meeting at the national, provincial, and regency level.





RELEVANT DOCUMENTS AVAILABLE

A number of documents and guidelines are available to stakeholders responsible for the protection and management of CLBP. These documents include the Management Plan (2013), Instrument on Monitoring and Evaluation of the Management of World Heritage Site: the Cultural Landscape of Bali Province (2014), and Profile on the Cultural Landscape of Bali Province (based on data of 2011). Through these documents the focus of implementation of the management of CLBP refers to:

1. Livelihood protection and enhancement;
2. Conservation of ecosystem and promotion of ecotourism services;
3. Conservation of material culture;
4. Appropriate development of cultural tourism and education;
5. Infrastructure and facility development.

Legal charter

The Provincial Government of Bali Province provides a legal charter for the management system and conservation activities at the World Heritage Site in Bali through Regulation No. 32/2010. A holistic management approach from key stakeholders to protect and conserve the cluster sites of CLBP is governed through the Governor of Bali Province Decree issued in 2014. This decree states the establishment of Forum Coordination and Communication on the management of CLBP World Heritage Site.

The Regency Government of Tabanan maintains the continuity of the *subak* system in the Subak Landscape of Catur Angga Batukaru through the establishment of Tabanan Regency Regulation No. 27/2011 regarding sustainable rice fields covering 14 subaks in Penebel, Tabanan, and the Regional Regulation No. 6/2014 on greenbelt area in the regency, as well as the establishment of a Tourist Attraction Management Agency of Jatiluwih and Coordination Forum of the Management of World Heritage Cultural Landscape of Tabanan Regency.

WAY FORWARD

The Sustainable Tourism Strategy and Action Plan for CLBP will be implemented from 2017. The strategy supports collaborative actions among stakeholders in the protection, conservation and utilization of the World Heritage Site in Bali as a single destination. This strategy sets detailed programs, budgeting and realization on the development of sustainable tourism in CLBP based on its Outstanding Universal Value.

The potential network to support the strategy implementation includes:

1. Collaboration from tour agencies, hotel and restaurants to establish visitors packages
2. Cooperation between villagers and farmers in creating value added products and services supported by cooperative and small medium enterprises offices;
3. Utilizing support system from NGOs that directly engage local community such as in advanced agricultural technology;
4. Research centres to help monitor and evaluate the conservation and the visitor management system;
5. Networking among similar World Heritage Sites in Southeast Asia to exchange knowledge and experiences to find best practices.

This sustainable tourism strategy will be reviewed through periodic monitoring and evaluation process involving government agencies as policy makers, and local communities, NGOs and academics as practitioners. The results will determine any potential changes that are required to be made to the strategy.

All stakeholders are invited to actively participate in the management of sustainable tourism in CLBP.



PARTICIPATING INSTITUTIONS

1. Ministry of Education and Culture
2. Ministry of Tourism
3. Ministry of Agriculture
4. Ministry of Environment
5. Ministry of Forestry
6. Ministry of Public Works
7. Government of Bali Province
8. Regency Governments of Tabanan, Gianyar, Badung, Buleleng and Bangli
9. Local Planning and Development Agency
10. Provincial and Regency Offices of Culture
11. Provincial and Regency Offices of Tourism
12. Provincial and Regency Offices of Agriculture
13. Provincial and Regency Offices of Husbandry
14. Provincial and Regency Offices of Cooperative and Small Medium Enterprises
15. Provincial and Regency Offices of Public Works
16. Office for Archeological Heritage Conservation in Gianyar
17. Office for Archeological Research Bali
18. Office for Research on History and Traditional Values in Bali





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19. Bali Natural Resources Conservation Center
 20. *Pekaseh* (head of *subaks*) and farmers
 21. Customary Villages
 22. Administrative Villages
 23. Priests and Temples
 24. Natural Resources Research Agency
 25. Regional River Consortium of Bali-Penida
 26. Subak Research Centre of Universitas Udayana
 27. Bali Tourism Board
 28. Yayasan Konservasi Sawah Bali
 29. Yayasan Bali Sahaja
 30. ProjectKalpa