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Executive Summary

Timor-Leste has few natural resources – mainly oil, gas and fish. Although development of oil and gas resources provide needed revenue to fund the national budget, it will not generate employment and livelihood opportunities for rural communities, which suffer from low agricultural productivity and food shortages, due to steep, rocky topography and dry climate. The tourism sector in Timor-Leste has the potential to bring socio-economic development to rural areas providing employment and income to rural communities along popular tourist routes and in areas where there are clusters of tourism attractions.

The Sustainable Tourism Sector Development and Institutional Strengthening Project in Timor-Leste is a collaborative venture between the National Directorate of Tourism (NDT), the United Nations Development Program (UNDP) and the UN World Tourism Organization (UNWTO). The project aims to assist the NDT to set the proper conditions and guidance and to realize the full potential of tourism in Timor-Leste. Two UNWTO tourism specialist teams have been deployed in Timor-Leste. In late 2005, the first team conducted a situation analysis of the tourism sector to identify its strengths, weaknesses, opportunities and threats (SWOT Analysis). During 2006, international tourism virtually ceased in Timor-Leste, due to social instability and a breakdown in law and order which was brought under control by UN peacekeeping forces. In anticipation of a re-emergence of international tourism in 2007 and subsequent years, a second team of UNWTO tourism specialists was deployed in late 2006, to undertake Strategic Planning for Tourism Sector Development. The team met with tourism sector stakeholders to obtain their views on how to develop tourism in Timor-Leste, to achieve its full potential as an engine of economic growth. This report summarizes the 2006 team’s findings and recommendations.

Chapter 1 of this report reviews the main findings and recommendations of the situation analysis of the tourism sector, conducted in 2005.

Chapter 2 commences with a review of the tourism sector’s potential and factors constraining its development. Based on these potentials and constraints, recommended policies and strategies are elaborated to guide tourism sector development, in a rational, and sustainable manner.

A selective and phased approach to tourism development is advocated—focusing on areas where there are concentrations of tourism attractions. This includes the following three zones:

1. **Dili** (including Atauro Island; the coast east and west of Dili, and the coffee areas and mountains south of Dili.)
2. **Baucau** (including the coastal area north of town, and the mountains and historic towns south of Baucau).
3. **Lautem District** (including coastal areas—Com, Tutuala, Lore; and Lake Iralalaro and mountains south of Lospalos.

The main focus of short-term tourism development should be on marine and coastal tourism resources—coral reefs and the aquatic life they support. Dive tourism—both boat dives and shore-dives—is already well established in the Dili area and there is potential for expansion in Lautem District. One weakness of current dive tourism is that it does not result in significant direct benefits to coastal communities. The challenge is to include more community participation in dive tourism and thus increase benefits to these communities. One way of doing this is to structure agreements with communities, whereby they would assume responsibilities for protecting and conserving marine resources, in exchange for rights to operate and charge for tourism services (eg. beach shelters, washing & toilet facilities, food services, handicraft, parking, etc.).

Due to the fragile nature of both the natural resources and the social structure of Timor-Leste, and the limited national capacity in tourism development, it is recommended that tourism development proceed slowly, concentrating on developing a few core tourism attractions, with high quality tourism products, aimed at small numbers of tourists, seeking new, quality experiences and willing to pay for them.

During the current situation, the accommodations, restaurants and tour businesses service a large resident expatriate community involved in United Nations security, humanitarian and technical assistance initiatives. The challenge for the “post-UN” period is to attract significant numbers of
tourists and restructure tourism service enterprises to improve quality and competitive facilities and services to ensure that these enterprises remain viable.

There are two priorities in this restructuring process:

1) To improve quality and value-for money of Timor-Leste’s tourism products so they can compete successfully with similar destinations in Pacific Islands and South-East Asians; and

2) To train Timorese managers and staff to replace foreigners who currently manage most of Timor-Leste’s tourism services.

Chapter 3 elaborates detailed strategies and a plan-of-actions under 5 topics: Institutions, Marketing, Human Resources Development, Environment and Community tourism—which correspond to the main areas which require strengthening to support tourism development.

Many of the actions described in this report lie outside the responsibility of the National Directorate of Tourism, and therefore it is important to foster cooperation with other Government agencies, private sector tourism industry and NGOs. This tourism sector’s is unique in that government sets an institutional and infrastructural framework that is conducive to tourism development and the private sector initiates and operates the tourism industry. The national tourism agency needs to take a lead role in promoting and coordinating tourism development. In addition, marketing is required to attract tourists to replace with-drawing resident expatriates who presently support the accommodations, restaurants and tour operators. Human resources development is needed to increase opportunities for Timorese nationals in the tourism sector. Environmental strengthening is needed to conserve the natural resources that are the main tourist attractions. Organization and training of rural communities is needed to assist them to initiate and operate small-scale enterprises goods and services to the tourism sector.

Chapter 4 presents recommended actions, which are summarized in action profiles that describe short, medium and long term activities to address current constraints and take advantage of tourism development opportunities. It should be noted that the actions elaborated are only the priority ones. There is a lot more to be done. However the actions elaborated in Chapter 4 are sufficient to initiate and stimulate the tourism sector. The burden of funding many of the actions will fall on government. The Government should make a concerted effort to request its donor partners to participate more actively in tourism. For this reason the recommended actions are presented Chapter 4 as simple “action profiles” to facilitate their review by donors (each profile describes objectives, component activities, implementer, timing and cost.)

Short term actions include awareness raising campaigns, aimed at informing government agencies, private tourism industry, NGOs and the general public, about tourism’s potential benefits, and the prerequisites for tourism development.

The Government needs to pay more attention to the tourism industry - it needs to raise the profile of the sector and create awareness among the local population of it being a viable source of employment, for young, school-leavers.

Concerted efforts need to be made to increase public-private partnership in tourism. In November 2006, the project sponsored a “Tourism Dialogue” at which 60 participants, from government, NGOs and the tourism industry met with UNWTO consultants, to discuss their assessments and recommended measures to strengthen various aspects of tourism. This meeting is seen as a precursor to the establishment of a National Tourism Forum which, as described in Chapters 3 and 4 would meet regularly to discuss tourism issues, build mutual understanding, trust and commitment to cooperating on tourism actions.

Chapter 5, to be published as a separate volume of the report, contains the original reports of the 4 UNWTO tourism consultants, who participated in the 2006 strategic planning mission, including their observations, assessments and recommended action plans.
1 CHAPTER 1: BACKGROUND, AND CONTEXT

“Successful tourism development in terms of economic, environmental and cultural sustainability has been shown elsewhere to be directly related to a targeted tourism plan and strategy. Without a clear plan, tourism development runs the risk of being “ad hoc”, reactionary and controlled and directed by non-national interests”. Carter, Prideaux, Ximenes and Chatenay, Development of Tourism Policy and Strategic Planning in Timor-Leste, University of Queensland, School of Natural and Rural Systems Management. 2001

1.1 The Project

In order to set the proper conditions and guidance and to realize the potential for tourism in Timor-Leste, the Government of the Democratic Republic of Timor-Leste and UNDP in collaboration with UN World Tourism Organization (UNWTO) commissioned the Sustainable Tourism Sector Development and Institutional Strengthening Project in Timor-Leste. The project’s long term objective is to formulate a Tourism Development Master Plan for Timor-Leste. The Master Plan would include a short-term (five year) tourism development programme with emphasis on planning and development, marketing and human resource development in the tourism sector. Development of special interest eco-tourism as well as basic tourism training would be key elements of the Master Plan. The project is to be carried out in two Phases.

Phase 1 -- funded by UNDP, sets the ground work for tourism sector planning. It consists of 2 stages:

- **Stage 1** - Situation Analysis and Policy Development – November-December 2005, and
- **Stage 2** – Strategic Planning for Tourism Development – October-December 2006.

Phase 2 – whose funding has yet to be arranged, is to prepare and commence implementation of a comprehensive Tourism Master Plan for Timor-Leste.

1.2 Review of Findings and Recommendations from Stage 1

During Stage 1 (November – December 2005) a team of 3 UNWTO consultants—Tourism Development Planner, Market Consultant and Community-based Tourism Planner were fielded for 1 month to conduct a situation analysis and recommend appropriate tourism development policies. The Stage 1 report (situation analysis and tourism policy development) provided the basis for the strategic planning work undertaken in Stage 2. The Stage 1 team’s tourism policy recommendations included a number of improvements aimed at strengthening Timor-Leste’s tourism sector. Some of the main findings and recommendations related to tourism development in Timor-Leste are summarized, in the following paragraphs.

1.Role of Tourism in National Development

Timor-Leste has few natural resources, except for oil, gas, and fish. Although the petroleum industry will bring in substantial revenues it will not provide many jobs for rural people. The land is mountainous and rainfall is scarce. Agriculture productivity is low and food shortages are common in rural areas. Tourism presents a viable alternative use of scarce and relatively undisturbed natural resources. It also provides an opportunity for extra income in the rural communities, where many of the country’s tourism attractions are located. Given the naturally warm and friendly nature of Timorese people, hosting and providing goods and services to tourists, would appear to be a natural supplementary livelihood for many rural communities.
2. Tourism Resources Database

A good tourism database is essential to support tourism sector planning, development, marketing and monitoring. At present, tourism information is limited. Efforts should to be made to improve the tourism data-base by collecting information on the tourism attractions, facilities and services, as well as visitor statistics. These should be compiled and reported in an easy-to-access tourism information data base.

3. Prerequisites for Tourism Development

- The lack of the following four prerequisites constrain private investment in rebuilding damaged and destroyed infrastructure and in building and upgrading tourism facilities:
  1. A functioning security system to ensure personal safety of tourists
  2. A functioning land titling system to provide security of ownership to investors
  3. Credit financing for investors to finance tourism facilities and services
  4. An insurance system to reduce risks of investors and tourists.

4. Multi-stakeholder Cooperation for Tourism

- Many of the tasks needed to strengthen the tourism sector lie outside the responsibility of the National Tourism Directorate. Therefore coordination is needed between all stakeholders in the tourism sector, including: government, tourism industry and NGOs, to undertake the many actions needed before tourism’s promised benefits can be realized.
- A multi-stakeholder approach to tourism development is recommended involving various government agencies—land and properties, Trade-Invest, public works, infrastructure, environment, finance, education and culture, agriculture, fisheries, forestry, labour and community reinsertion, and the private tourism industry—tour operators, dive companies, hotels, restaurants, etc., as well as NGOs. These stakeholders must know and understand their roles in tourism development and should be consulted, and kept informed, about tourism development plans. A tourism forum is recommended to achieve this policy.

5. Tourism Marketing and Product Development

- Enhance and improve tourism marketing and product development focused on “blue-green” eco-tourism, adventure and special interest tourism, based on Timor-Leste’s high quality marine resources, scenic natural landscapes and unique socio-cultural traditions.
- Quality standards of many tourist facilities and services are deficient and need upgrading. Standards of new facilities and services should meet acceptable international levels.
- Physical Infrastructure—roads, transport, communications, electricity, water, drainage—is deficient and not capable of supporting large-scale international tourism. Upgrading is needed throughout the country.
- Interpretation of natural, cultural and historical tourism attractions is weak. Signs, guides, visitor information, etc. are needed to improve interpretation of tourism attractions.

6. Community Tourism

Community tourism should be developed according to the following 3 step process:

- Assess and prepare communities for establishment of community-based tourism.
- Engage community tourism facilitator(s) to work with communities to plan, organize, and mobilize community tourism initiatives.
- Develop pilot, community tourism projects.
7. Human Resources Development

- Strengthen operations of National Directorate of Tourism – organization, staff, role, budget, etc.
- Improve general awareness of tourism’s role and benefits – media, public education system, etc.
- Specific training to support tourism development – hospitality industry training for guides, drivers, boat operators, hotel management, food and beverage, maintenance, guest relations, etc.

8. Environment

- Cooperation between local communities, nature conservation authorities and tourism industry is needed to conserve natural tourism assets to sustain and increase their contribution to tourism.
- Encourage tourism industry and international donors to contribute to research, training, management and maintenance of natural, cultural and historic natural heritage.

1.3 Stage 2 Activities and Outputs

In Stage 2, the current stage of the project (October-December 2006), a team of 4 WTO consultants, focusing on marketing, human resources, environment and community tourism, worked with the National Directorate of Tourism, and a wide range of stakeholders (Government, private sector and NGO) to identify and define strategies and actions needed to relieve the constraints to tourism development and to implement the recommended tourism policies, defined in Stage 1. This document—Project Output 2: Strategic Planning for Tourism Development in Timor-Leste, identifies strategic plans and actions for tourism development over a ten-year planning period (2007-2016).

1.4 Stage 2 Report Contents and Format

The document contains five chapters, the contents of which are described briefly below.

Chapter 1: gives an overview of the project to date, a summary of the main activities and findings of the Stage 1 and describes the activities and outputs of the current stage of the project (Stage 2).

Chapter 2: gives an overview of the current status of tourism in Timor-Leste, including the main constraints. It presents general strategies to overcome the constraints and strengthen tourism sector development.

Chapter 3: discusses issues facing tourism sector development, and describes specific strategies and actions to address these issues, guided by the recommended general policies and strategies recommended in Chapters 1 and 2. Chapter 3 contains 5 topics: 1) Institutions (covering the Tourism Directorate and others; 2) Marketing and Product Development; 2) Human Resources Development; 4) Environment; and 5) Community Tourism.

Chapter 4: summarizes the priority actions (introduced in Chapter 3). A number of measures to facilitate implementation of the planned actions are provided at the beginning of the chapter. The actions are then summarized in tables and time charts, that show the actions, implementer, timing, cost for each action. Finally, 35 one-page “action profiles” are presented summarizing the: objectives, activities, implementing agencies, costs and timing for recommended priority actions aimed at preparing for and initiating tourism in Timor-Leste.

Chapter 5: contains the original versions of the four UNWTO consultant’s reports with their detailed findings, analysis, recommendations and background materials, such as guidelines, training course outlines, etc.

Figure 1 is a graphic representation of the Outputs of Phase 1 of the Sustainable Tourism Development and Institutional Strengthening Project.
Sustainable Tourism Sector Development and Institutional Strengthening Project – Democratic Republic of Timor-Leste


OUTPUT 2: Strategic Planning and Actions for Tourism Sector Development (2006)

Strengthen National Tourism Directorate – Staffing & Roles; Tourism Data Base; Tourism Information Office, Tourism Forum

- Human Resources
  - Strategic Plan
  - Action Plan
  - Public Govt. Awareness
  - Industry Training

- Community Tourism
  - Strategic Plan
  - Action Plan
  - Inform, Promote
  - Pilot Test & Demonstrate

- Environmental issues
  - Strategic Plan
  - Action Plan
  - Conservation
  - National parks
  - EIA Process

- Marketing
  - Strategic Plan
  - Action Plan
  - Products
  - Markets
  - Instruments

- Interagency Cooperation
  - Strategic Plan
  - Action Plan
  - Infrastructure
  - Public works
  - P.S. Association
CHAPTER 2: POTENTIAL, CONSTRAINTS, POLICY

2.1 Current Status and Potential of Tourism in Timor-Leste

The 2005 situation analysis identified strengths, weaknesses, opportunities and threats (SWOT) to tourism development in Timor-Leste. The strengths are the country’s tourism assets—excellent climate, undisturbed marine and coastal resources, pastoral mountain landscapes, Portuguese heritage buildings and a warm, friendly people with an interesting, unique history. The quality of these natural, historic and cultural resources, and the opportunity to develop them as tourist attractions, remain relatively unchanged since 2005.

Following a period of increasing stability and tourism activity between 2003 and early 2006, social unrest, social instability and a breakdown in law and order during May-November 2006, resulted in a major set-back for the tourism sector, due to security constraints. Six main factors constraining tourism development are noted below, in order of their impact on tourism. Measures to address these constraints comprise the majority of the tourism enabling and strengthening actions described in Chapter 3 and 4 of this document.

2.2 Constraints to Tourism Development

1. Security - Concerns over Timor-Leste’s unsafe image due to repeated violent events of 1999/2000, 2002 and 2006, negatively affect decisions to travel to Timor-Leste. Travel advisory warnings by Australia, USA and others create doubts and render travel insurance invalid. UN agency warnings of communicable disease risks—dengue, malaria, intestinal disorders—due poor hygiene standards, drainage, sewage and waste disposal systems, also contribute to Timor-Leste’s poor image as a tourism destination.

2. Competitiveness - As a result of security concerns, few tourists came to Timor-Leste in 2006. Tourism marketing and promotion have almost ceased. Private sector tour operators feel that given current conditions, tourism marketing is not justified. Tourism operators survive by providing services to a large, resident expatriate community. High occupancy rates and high prices of tourism products – e.g. accommodations, restaurants – are not sustainable in the long-term. “Value-for-money” of tourism products in Timor-Leste is not competitive with similar tourism products in South East Asia. The success of Timor-Leste’s tourism industry depends on its ability to re-structure, following withdrawal of UN security and support staff, following restoration of social stability and security.

3. Weak institutional systems constrain many aspects of tourism development.
   a. Investors hesitate to invest in the reconstruction of destroyed and damaged infrastructure because there are no secure land rights. Land ownership and title restitution laws, regulations, implementation plans and budgets, which were prepared and submitted to Government in 2004, still await government approval.
   b. Urban land use plans and regulations governing land use and zoning have been prepared and await approval.
   c. Banking and credit systems are inadequate to support tourism development.
   d. Insurance regulations have been adopted, but insurers are not yet offering insurance coverage against loss or damage of buildings, vehicles, life, etc.

4. Lack of qualified human resources at all levels – planning, management, operational, technical and front line. The existing tourism training and education system is limited.

5. NDT’s resources are insufficient to undertake the tasks for which it is responsible. In addition, staff and financial resources are needed to coordinate activities with other stakeholders. A tourism information office is needed in Dili to provide tourists with information on a range of themes, including attractions, tours, access, service providers, prices and products.
6. **Lack of tourism and environmental awareness.** Most local communities and officials do not know about the benefits and drawbacks of tourism, nor about the links between a healthy environment and successful tourism. Public and institutional awareness campaigns on tourism and environment are needed in tourism areas.

### 2.3 Guiding Policies for Tourism Development

The 2005 situation analysis concluded with a number of general policy recommendations and indicated measures to address the constraints to tourism development. These policies were reviewed by Government of Timor (Ministry of Development) and UNDP Environment Unit, who concluded that the policy recommendations are appropriate. The recommended policies have been updated and revised to reflect findings of the UNWTO Consulting team during their October-December 2006 mission. Eight tourism policies and strategies form the basis for tourism development planning in this document. These are listed and described below:

1. Adopt a Phased Approach to Tourism Development
2. Interagency Agency Cooperation on Tourism Development
3. Focus on Defined Tourism Zones
4. Primary Focus on Marine and Coastal Tourism
5. Secondary Focus on Complementary Tourism Attractions
6. Improve Competitiveness
7. Strive for Sustainable Tourism Development
8. Communities as beneficiaries of Tourism Development

#### 1. **Adopt a Phased Approach to Tourism Development**

Given the constraints and number of actions required to develop Timor-Leste’s tourism sector, a phased approach to tourism development is advisable.

- **During the period 2007-08,** international tourist arrivals will remain low. However, large numbers (3,000 at end of 2006) of United Nations security forces and humanitarian assistance NGOs will keep accommodations, restaurants, tour operators and other tourism services in business. This situation will end when peace and order are restored. During this period and prior to removal of Travel Advisory Warnings, the tourism sector should begin restructuring toward the next phase, when the tourism sector will have to compete for business with similar destinations in the region.

- **During this period focus should be on preparing for tourism by undertaking “tourism enabling” actions,** including improving Government and public awareness on tourism benefits and prerequisites; removing constraints to tourism investment (lack of secure long-term land tenure, lack of long-term credit, lack of insurance, etc.); infrastructure improvement; measures to improve competitiveness of tourism products; training to develop Timorese tourism skills to reduce imports of management personnel in the tourism sector, and limited, targeted destination marketing.

- **When security, peace and order are restored and Tourism Advisory Warnings are withdrawn (2008 or 2009),** the focus should shift to “tourism initiating” actions. This should include aggressive marketing (image rebuilding) activities in order to attract tourists in sufficient numbers to avoid a collapse of tourism service industries that have been providing services to UN and other international agency personnel. During this period the tourism industry should focus on improving the quality of facilities and service and identifying and implementing measures to improve competitiveness.

- **During the period 2012-16,** the focus should be on continuing improvement, as well as expanding and diversifying tourism products to attract increasing numbers of tourists and thus providing increasing livelihood opportunities, especially in rural areas.
2. **Multi-Stakeholder Cooperation on Tourism**

- There are many constraints to overcome before Timor-Leste’s potential for tourism development can be realized. Many of the activities required to support tourism development lie outside the responsibility of the National Directorate of Tourism (NDT). Resources need to be invested in physical and social rebuilding. However, resources are limited and therefore actions to be undertaken to prepare for tourism should involve cooperation and collaboration between a number of stakeholders on activities that will satisfy other economic and social needs, in addition to tourism.

- A “no regrets” strategy should be adopted, so that if expected tourism benefits do not materialize in the short-term, activities undertaken will not be wasted as they will benefit other sectors. For example, *improved access to tourism sites will also benefit farmers and fishermen by facilitating market access.*

3. **Focus Tourism on Routes and Clusters**

- Focus tourism development on routes and clusters of primary and complementary tourism attractions. Tourism development should focus on 3 primary tourism zones. (Map 1)
  1. **Dili** (including Atauro Island; the coast east and west of Dili, and the coffee areas and mountains south of Dili.)
  2. **Baucau** (including the coastal area north of town, and the mountains and historic towns south of Baucau).
  3. **Lautem District** (including coastal areas—Com, Tutuala, Lore; and Lake Iralalaro and mountains south of Lospalos.

- Identify any inventory tourism attractions, facilities and services in these three tourism areas. Then develop a tourism database, as the basis for planning access, infrastructure, marketing training, and product development.

- Identify tourism zones in and near to the main urban areas of Dili and Baucau, in collaboration GERTiL town planners and District Administrators. Assess tourism investment proposals and activities to ensure that they follow land the regulations and guidelines on land-use, zoning, etc. included in the urban plans for Dili and Baucau.

4. **Improve Competitiveness**

- Access to Timor-Leste is not competitive. Prices are high and the choice of flights is limited. Bilateral air transport agreements should be negotiated with identified tourism markets – Australia, Indonesia and other counties of East and South-east Asia. Low-cost carriers (e.g. Air Asia, etc) should be encouraged to fly here.

- As problems of land ownership and titling become resolved, incentives should be provided to private sector tourism operators to improve and up-grade existing tourism units and to construct new units that are built to higher, international quality standards to ensure Timor-Leste’s sustained competitiveness in the region.

5. **Primary Focus on Marine and Coastal Tourism**

- Initiate tourism development in Timor-Leste on the basis of resources capable of competing favourably in international tourism markets. Turn less competitive resources into products complementary, or “add-ons” to the competitive ones.

- Timor-Leste’s most competitive tourism resources are its Underwater Reefs and Marine Life that can be viewed on day-trips for boat-dives, shore-dives and snorkelling along the coast east and west of Dili, and to Atauro Island. There is also potential for marine and coastal tourism at Baucau, Com, Jaco Island and Lore.
Dive tourism is already well established in Dili with two dive companies and one dive boat operator. Sports fishing is also offered.

Marine tourism is appropriate at the present time, as much of the urban “built environment” is degraded or destroyed. Divers are keen to see and experience new and undisturbed marine resources and will tolerate poor infrastructure, if they can be among the first to experience Timor-Leste’s excellent marine resources.

Dive tourism meets the strategy of developing “low volume, high value” tourism products. Average spending of divers ranges from US$150-200+/day.

6. Secondary Focus on Inland and Mountain Tourism

There is an opportunity to develop and market inland attractions located in the mountains south of Dili, Baucau and Lake Iralalaro. Mountain sight-seeing in the highland coffee and terraced rice fields, bird watching at lagoons and Lake Iralalaro, and trekking and climbing on Mt Ramelau near Maubisse, and Mt. Matebian and Mundo Perdido south of Baucau and the Mt. Poitchour wilderness area near Lospalos.

7. Strive for Sustainable Tourism Development

Undertake tourism development in Timor-Leste in a sustainable and gradual way, and carry-out on-going evaluation of its progression.

Ensure tourism development is sustainable by identifying areas of special natural, historic, cultural value and then establishing means of protecting/conserving them. Attractions include: 15 protected areas; many cultural and heritage sites (spirit houses, churches, native architecture, Portuguese buildings and battle sites (Timorese, Indonesian, Japanese and Australian).

Ensure sustainable use of tourism resources by applying revenues obtained from tourism to environmental, historical and cultural protection and conservation.

8. Include Rural Communities in Tourism

Adopt a tourism development strategy that spreads benefits to rural communities along tourism routes and near clusters of tourism attractions.

Development models that distribute benefits widely among local communities should be adopted and the process should be slow and small scale to minimize social impacts and harmonize tourism growth with existing rate of social change. The process should start with awareness training for local communities to ensure that they understand and accept planned tourism developments. Facilitators should be engaged to assist communities in planning, organization, mobilization, cost/benefit assessment and how to develop partnerships with NGOs, tour operators, and others to facilitate and fund the process. Communities should be encouraged to engage in activities such as guiding and food catering for tours; home stay, handicraft, cultural performances, all of which have a relatively high degree of community benefits.
Text Box 1. Focus Timor-Leste Tourism on Marine (Dive) Tourism as Core Product and Mountain Tourism as a Complementary Product

- At the present time, only Timor-Leste’s marine resources can be classed as regionally or internationally “competitive”.
- Most of Timor-Leste’s beaches, although attractive, are fringed by shallow shelves of dead coral which makes access to the sea difficult. Much of Timor-Leste’s coast is dry with sparse vegetation. Only a few beaches have lush beach vegetation (palm trees) and easy sea access found in the classic beach vacation destinations—Hawaii, Maldives, Sri Lanka. However, Timor-Leste’s beaches have a “wild” untouched character that appeals to a small (but growing) segment of adventure and solitude-seeking tourists.
- Timor-Leste’s most competitive tourism resources are its Underwater Reefs and Marine Life. These can be viewed on Day Trips – by boat (Atauro and Jaco Islands); or by “shore-dives” and “snorkelling” expeditions, along the coast east and west of Dili.
- Dive Tourism and Sports Fishing Tourism is already well established in Dili with 2 dive companies and 1 dive/fishing boat operator. Divers are keen to see and experience new and undisturbed marine resources and will tolerate poor infrastructure, if they can be among the first to experience Timor’s excellent marine resources. Dive tourism fits the “low volume, high value” criteria. Boat divers spend about $200 / day, and shore divers / snorkellers spend $100+ /day.
- Although Timor-Leste’s mountain scenery is impressive, it does not have the majestic and dynamic character of the rocky mountains of North America, Volcanoes of Indonesia, snow covered peaks of the Himalayas or Cordillera Blanca of South America. However there is an opportunity to market sightseeing and adventure tours of inland (mountain) attractions to dive tourists, during a portion of their holiday in Timor-Leste. Mountain sight-seeing, trekking, mountain climbing at sites south of Dili and Baucau (Matebian, Ramelau, and Mundo Perdido) can help to extend and diversify a tourists’ visit to Timor-Leste. A campaign should be mounted to promote these activities to Dive tourists to extend, and diversify their visit to Timor-Leste.

Text Box 2: Communities’ Role in Marine and Mountain Tourism Development

- Economic leakages in Timor-Leste’s dive tourism are high. Local communities near popular diving reefs receive few (if any) benefits.
- There is a risk that reefs may be damaged and fished-out if they are not protected as “no-fishing” zones.
- The challenge is to re-structure dive tourism so that communities near popular dive sites receive benefits from tourism, and protect and maintain coastal and marine tourism resources (beaches, reefs, fish stocks) to ensure that they continue to enjoy these benefits.
- Technical and financial assistance should be offered to communities to establish and operate tourism services (shelter, toilet / showers / food, beverage, souvenir stalls and possibly camping facilities for night dives) at popular shore-dive sites, in exchange for rights to offer tourism services. Duration of these rights should be 1 year (renewable provided guidelines are followed).
- Potential sites include: Atauro Island - Beloi jeti & market - Ilimano (Metinaro); Maubara (Liquica District), Osolata (Baucau District); Com, Tutala and Lore (Lautem District).
- Potential activities to increase community participation in boat-dive tourism are: 1) catering food/beverages for boat divers and 2) training Timorese Boat operators and Dive masters, from coastal communities—Vila Beloi, Com. Average household income of coastal communities engaged in fishing/farming is $300/year. Small income from tourism ($100-$200/year) could significantly increase house-hold income and reduce or eliminate, periods of food shortage experienced by most rural families. Mountain communities (Baguia, Quelicai, Maubisse) can offer: home-stay, guided treks, meals and handicraft to tourists visiting nearby mountain peaks (Matebian, Ramelau, Mundo Perdido).
2.4 Maps showing tourism zones

Map 1: Tour Route and Clusters of Attractions

Timor-Leste

- North Coast Tour Route (Dili-Com)
- Dili Cluster
- Baucau Cluster
- Lautem Cluster
Map 2: Dili, Coastal Dive Sites, Atauro Island and Highlands
Recursos Turísticos
- Natureza Exótica
- Vulcão de Lama
- Gruta
- Artesanato | Local Tradicional
- Local Pireneu
- Cascata
- Nascente para Termalismo
- Lago
- Praia Infraestruturada

Actividades turísticas não estruturadas
- mergulho Apnea
- mergulho com Edila
- Observação de Cetáceos
- Pesca em canoas tradicionais
- Observação de Vida Selvagem
- Passeios a pé
- Passeios a cavalo
- Montanhismo e Escalada
Map 4: Com – Los Palos – Tutala – Jaco Island – Lore

**Recursos Turísticos**
- Natureza Exótica
- Vulcão de Lava
- Gruta
- Artesanato e Local Tradicional
- Local Pitoresco
- Cascata
- Nascente para Termalismo
- Lago
- Praia Infraestruturada

**Atividades turísticas não estruturadas**
- Marquinho Apanha
- Marquinho com Sadja
- Observação de Cétaceos
- Pesca em canais tradicionais
- Observação de Vida Selvagem
- Passeios a pé
- Passeios a cavalo
- Monteirismo e Escalada
3 CHAPTER 3: TOURISM STRATEGIES AND ACTIONS

3.1 Introduction

Chapter 2 reviewed the status of the tourism sector, identified factors constraining its development and recommended general policies to guide tourism development in Timor-Leste.

Chapter 3 describes the recommended strategies and indicated actions to strengthen each aspect of the tourism sector. The chapter is divided into 5 topics:

**Topic 1: Institutions** – describes the strategy and measures to prepare the responsible organizations (NDT and others) for the task of implementing the recommended actions (Topics 2-6) needed to overcome the constraints and strengthen the tourism sector. These actions should be given priority and undertaken during the early year of the plan period.

**Topic 2: Marketing** - describes the strategy and measures to improve Marketing, Promotion and Product Development. Marketing needs to be done in a number of areas starting with tourism awareness campaigns for the Timorese public and then moving to more conventional approaches to tourism marketing.

**Topic 3: Human Resources Development** - describes the strategy and measures to develop human resources to play a stronger role in tourism. Measures include training of government and community leaders, as well as vocational and technical training to enable local citizens to find employment in tourism service jobs, presently taken by foreigners, and to produce goods needed by tourism sector - food, beverage, handicraft- goods which are currently imported from abroad.

**Topic 4: Environment and Tourism Development** - describes the strategy and measures to ensure that environmental impacts play a meaningful role in guiding tourism investment proposals. Topic 5 also describes a strategy and measures to strengthen the capacity of government agencies—forestry, fisheries, education and culture to protect the country’s natural, cultural and historical assets, many of which are the tourism attractions that underpin Timor-Leste’s tourism potential.

**Topic 5: Community Tourism** - Rural communities can also play a role in protecting natural, cultural and historical tourism attractions near their communities, while at the same time benefiting from providing goods and services to tourists visiting these attractions. This topic describes the strategy and measures for developing tourism products that increase the role of communities in tourism development in order to distribute tourism’s benefits to rural areas, where many of Timor-Leste’s tourism attractions are located.

Each topic starts with a general description of the current status, issues, objectives and rationale for the recommended actions. It then elaborates a strategy to address the issues and constraints, including recommendations on actions.

In Chapter 4, the priority actions from those identified in Chapter 3 are summarized in short, one-page “action profiles” which provide an overview of key information about each of the recommended actions. The recommended actions for each of the 5 topics are then summarized in tabular form—listing the action, implementer, timing and estimated cost for each action. A graph showing the timing of each action is also included in Chapter 4.
3.2 Institutional Strengthening

A prerequisite to tourism sector development is the existence of strong, well-informed national institutions –public and private– to undertake the large number of tasks required to prepare for, initiate and operate Timor-Leste’s tourism sector.

Measures are needed to strengthen the National Directorate of Tourism and to establish a cooperative approach to tourism development among the main tourism sector stakeholders.

3.2.1 National Directorate of Tourism (NDT)

3.2.1.1 Current Status

NDT has a permanent staff of 8, consisting of a national director, three unit coordinators, one assistant coordinator, an administrator and two drivers. The coordinators head the three operating units—Infrastructure, Promotion and Policy. An international advisor, from the Portuguese National Tourism Organization, was provided to assist NDT for four years by Portuguese Technical Cooperation. The advisor completed his term at the end of 2006.

None of the staff had experience in tourism prior to joining NDT. The national director and the three coordinators have Bachelor of Economics degrees from Indonesian universities. Three officers attended five-month training courses in tourism at the Institute for Tourism Studies in Macau. The NDT’s office at Edificio Fomento has 3 large rooms with work-spaces and furnishings or 10-12 persons, plus small meeting areas, computers, internet access and two 4WD vehicles.

NDT’s mandate includes:

- Creating a National Tourism Board (to act as a tourism marketing arm);
- Establishing tourism information facilities in Dili town, airport and seaport;
- Sustaining professional development program;
- Providing environmentally sustainable plans for developing identified tourism assets;
- Instituting sanitation/waste management regulations for tourism facilities;
- Setting up a performing arts centre;
- Founding a tourism training centre.

3.2.1.2 Constraints

NDT’s current funding, staffing levels, and organizational structure are inadequate to carry out its mandated tasks. Its annual budget for 2006 was US$ 248,000 of which US$ 100,000 was allocated as national contribution to the current Sustainable Tourism Development and Institutional Strengthening Project. This leaves only $148,000 to fund NDT’s operations. Most of this is allocated to paying staff salaries and benefits. With a staff of 8 and annual operating budget of $148,000, NDT is the smallest and least funded National Directorate in Timor-Leste’s Government.

NDT’s capacity to carry out its functions at the local level is constrained by the fact that NDT’s does not maintain offices at district or suco levels. Most district administrators are not well informed about planning and managing tourism development.

Prospects for NDT’s structural expansion and obtaining more resources are threatened by a lack of appreciation by the National Government of the role of tourism in Timor-Leste’s economy. Tourism is not a priority sector in the National Development Strategy.
3.2.1.3 **Strategy for strengthening NDT**

If tourism is to become a significant sector in Timor-Leste’s economy, the National Directorate of Tourism should be strengthened. Given the constraints facing the sector and the expanded activities recommended in this tourism strategy and actions, the NDT will need to reorganize and increase its staff to handle its expanded role in providing tourism information and in coordinating tourism-enabling actions of other government agencies, private sector tourism industry and NGOs. To achieve this, the following 4 priority actions are envisioned:

- **Action 1** – Reorganize and strengthen staffing of NDT;
- **Action 2** – Strengthen Information Collection, Compilation and Reporting;
- **Action 3** – Initiate and operate Tourism Information Office;
- **Action 4** – Strengthen Capacity in Economic and Financial Assessment of Tourism and Tourism Products.

**Action 1: Reorganize and Strengthen NDT Staffing – Ref: INS-01** (see Figure 2 and Figure 3) Engage an international Tourism advisor with experience in organizing multi-stakeholder tourism cooperation to assist NDT’s director and staff in implementing the recommended actions described in this document.

- Reorganize NDT into four functional units, covering the following areas of activity:

  1. **Tourism Information and Statistics Unit**
     - Identify and collect data on tourism assets by district and category (natural, cultural, historic);
     - Collection of tourism statistics (with Immigration Department and others)
     - Develop and make available a Tourism Database
     - Operate a Tourism Information Office in Dili (and future branch offices in Baucau and International Airport as, and when justified)

  2. **Tourism Marketing, Promotion and Product development Unit**
     - Conduct and coordinate marketing and promotion according to the strategy and plans outlined in this document.

  3. **Tourism Policy, Strategy and Action Coordination Unit** – under this unit will be 3 tourism liaison officers (external affairs officers) –to coordinate Tourism Activities by the following three groups:
     - Government Agencies
     - Private Tourism Industry and Educational Institutions
     - Communities with potential for community-based eco-tourism.

  4. **Tourism Human Resources Development and Community Tourism Promotion Unit** – to coordinate all aspects of tourism training, including promotion of community tourism. Liaison between:
     - Tourism industry (providers of tourism products and services), and
     - Training and education units (providers of tourism training and education).
Figure 2. EXISTING STRUCTURE OF NDT - TURISMO TIMOR-LESTE

DIRECTOR

ASSISTANT ADMINISTRATION

SECÇÃO DA PROMOÇÃO

SECÇÃO DA INFRA-ESTRUTURA

SUB SECÇÃO PROMOÇÃO

SUB SECÇÃO DA INFRA-ESTRUTURA

SECÇÃO DA POLITICA DO TURISMO

SUB SECÇÃO POLITICA DO TURISMO

SECÇÃO DA INSPECÇÃO

SUB SECÇÃO DA INSPECÇÃO
Director of Tourism (1)
Tourism Advisor (1)

Administrator (1)
Drivers (2)

Tourism Marketing, Promotion & Prod. Dev. Unit (2)
- Design public awareness campaigns with HRD unit,
- Prepare promo-materials,
- Update/operate web-site,
- Mailings, shows, fams, etc.
- Coordinate tourism marketing with industry

Tourism Information and Statistics Unit (2)
- Tourism Assets Attractions
  - Natural
  - Historic
  - Cultural
- Facilities & Services
- Statistics
- Database
- Tourism information office

Tourism Policy, Strategy and Action Coordination Unit (4)
- 1. Government Liaison Officer,
- 2. Private Sector Liaison Officer,
- Implement policy, stategy & actions from WTO Project
- Tourism Task Force
- Tourism Forum

Tourism Capacity Building and Community Tourism Promotion Unit (1-2)
- Tourism Awareness Campaigns:
  - Government awareness on tourism’s benefits and role
  - Awareness campaigns on tourism & environment
  - Liaison with training bodies & Hospitality Industry on vocation & technical training for tourism.
  - Community tourism training
Action 2: Improve Tourism Information Collection, Compilation, Reporting– Ref: INS-02

Background and Current Status
Tourism information is not readily available from a single source.

- Data on national parks is with Forest Department.
- Data on marine resources is with Fisheries Department
- Data on Tourism Facilities and Services is with Assn. of Tourism of Timor-Leste ATTL.
- Information on Tourism Activities (diving, trekking, etc) is on various websites.
- Tourist arrival data is with Immigration Department and forwarded to NDT for compilation.

It is would be preferable if this information was all collected and compiled at one central location, and entered into a database that could be easily accessed by a potential users – tourists, investors, planners, public works department, district/municipal administrations, etc.

It is proposed that a Tourism Information and Statistics Unit be established in the NDT to collect and compile in a database, a wide variety of information related to tourism attractions, facilities, services, and statistics.

Inventory of Tourism Attractions, Facilities, Services and Visitor Statistics

- **First Activity – Tourism Attractions:** Collect data on tourism attractions in each of the main tourism districts. Figure 4 shows a sample data entry form is provided, on the next page, for use in conducting a tourism attractions inventory. This form would be used by field teams who would travel to the main tourism districts and work with local people to collect data on Tourism Assets / Attractions. Figure 5 shows a sample listing of tourism attractions with selected information on their features, location, market, etc.

- **Second Activity – Marine and Coastal Tourism Resources:** Collaborate with Departments of Forestry and Environment on coastal and marine tourism resources being collected by Department of Forestry in collaboration with a group of Australian University and Government scientists. Information from six studies being conducted should be compiled and entered into the tourism data base.

- **Third Activity:** Collect current data on tourism facilities and services in order to update the information compiled by the ATTL. This information should be collected in collaboration with district administrators to ensure its completeness and accuracy.

- **Fourth Activity - Visitor Statistics:** Existing statistics on tourists in Timor-Leste are weak. In many cases, “tourists” are really overseas workers who are long-term residents. Collecting accurate information on visitors in collaboration with the national Immigration Agency is a priority activity. The existing arrival and departure forms should be adapted in collaboration with Immigration Agency in order to provide accurate data on visitors. Data is needed on numbers of international tourist arrivals, country of origin, purpose of visit, places visited, accommodations and spending patterns. This data is required as a basis for tourism planning, revenue forecasting and marketing etc.

- **Tourism Database**

Data collected from the inventories of tourism attractions, facilities, services and visitor arrival and departure forms its should be entered Tourism Data Base, where it can be readily accessed by tourists, and tourism services operators, planners, investors and government agencies in order to support planning, marketing and provision of support infrastructure and services for the tourism sector. A sample tourism attractions data entry form and tourism attractions summary sheet are provided in this section as examples of the type of information gathering and data reporting that should be part of the Tourism Attractions Information function.

*Note: Further information on this recommended action is contained in Chap.4 Ref. INS-02.*
**TIMOR-LESTE NATIONAL DIRECTORATE OF TOURSIM NDT**

**INVENTORY OF NATURAL HISTORIC AND CULTURAL TOURISM ASSETS / ATTRACTIONS**

<table>
<thead>
<tr>
<th>ATTRACTION:</th>
<th>Danau Buiguira</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCATION:</td>
<td>10 km west of Lautem (250 m south of the main Lautem-Baucau road)</td>
</tr>
<tr>
<td>MAP REFERENCE:</td>
<td>Latitude:_________________ Longitude_________________</td>
</tr>
<tr>
<td>ASSET TYPE AND DESCRIPTION:</td>
<td>Natural Attraction - Salt Lake (source of rock salt crystals)</td>
</tr>
<tr>
<td>ACCESS:</td>
<td>Good access from main road</td>
</tr>
<tr>
<td>PRIME OR COMPLEMENTARY ATTRACTION:</td>
<td>attraction is complementary one – must be coupled with a core attraction as it is not that special.</td>
</tr>
<tr>
<td>ACTIVITIES AT THE SITE:</td>
<td>view villagers collecting salt crystals, Bird watching in the season?</td>
</tr>
<tr>
<td>MARKET TYPE:</td>
<td>domestic and international tourists – especially those travelling through the area for whom it makes an interesting rest stop.</td>
</tr>
<tr>
<td>INTERPRETATION:</td>
<td>No signs. Local salt harvesters can explain about the lake and its salt resource in Tetum</td>
</tr>
<tr>
<td>CURRENT CONDITION AND STATUS OF THE ASSET:</td>
<td>lake in good (clean) condition, salt crystals forming</td>
</tr>
</tbody>
</table>

**CURRENT MANAGEMENT (Ownership/Control) OF THE ASSET**

- **Government Agency Responsible for the Asset:** Not sure if any government control over this asset.
- **Community or Individual Currently Managing the Asset:** owned by famous leader of Timor’s independence struggle with Indonesia – “Eli-Siete”

**Rights:**

- Collect visitors fees
- Sustainable harvest of renewable products
- Sell handicraft and other products to visitors

**Responsibilities:**

- Clean
- Put up signs and interpret site to visitors
- Ensure visitors do not damage the tourism assets
- Don’t harvest protected products (eg. Turtle shells, etc)

**RECOMMENDED IMPROVEMENTS TO ENHANCE ACCESS TO OR CONDITION OF ASSET**

- Improve road – 3 km @ $ 500/km = $ 1,500
- Clean-up site: - 10 days @ $2/man-day = no charge, included in management responsibilities
- Post sign to interpret the site for visitors (Tetum, Port. and English)
- Visitor’s toilet, picnic and rest shelter combined with Fee Collection Station: $ 500
- Food and souvenir sales stall: $ 2,500
- **TOTAL** $7,000

**RECOMMENDED MANAGEMENT AND CONSERVATION IMPROVEMENTS**

- Identify responsible individual or group in nearby community to be responsible for managing the asset.
- Prepare contract for management of the tourism asset clearing identifying rights & responsibilities
- Monitor the site to ensure that site is being maintained.
Figure 5. A Sample Form Showing Data on Tourism Attractions by Region and District

<table>
<thead>
<tr>
<th>DISTRICT</th>
<th>PRIMARY ATTRATIONS</th>
<th>COMPLEMENTARY ATTRATIONS</th>
<th>TOURISM FACILITIES &amp; ACTIVITIES</th>
<th>CURRENT CONDITION &amp; IMPROVEMENTS</th>
<th>TOURIST MARKET (type &amp; location of market)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DILI</td>
<td>Dili Town &amp; Beaches/Dive-sites east &amp; west of Dili Km 41, Bob’s Rock, Dili Rock, Maubara, Tibar Bay, secret garden, Wayne’s world, dollar bay.</td>
<td>Harbour / Town / Cristo Rey Historic Buildings – Palacio Governo, old customs house. Motel &amp; other churches Historic sites on hill above Dili - hospital, president’s mansion, seminary / retreat/ conference centre. Australian war memorial.</td>
<td>Hotels/Guesthouses, Restaurants, bars. Dive shops, diving tours, snorkeling, swimming, fishing Walks along harbor Historic buildings</td>
<td>OK Community operated beach facilities at dive sites. Clean up, fix up, paint up Improve road and signage</td>
<td>History and Culture, Portugal, Macau Dive Tourism, S.E.Asia, Australia, Japan,</td>
</tr>
<tr>
<td>Atauro Island</td>
<td>Coral reefs Dive Sites, Eco-Lodges</td>
<td>Rural village (culture &amp; life styles, Dolphin and whale watching, Water sports: fishing, etc.</td>
<td>Eco Lodge, Vila Nema’s@Atauro, Beloi Reef/Wall Diving, Trekking Relax / Rest at beach resorts</td>
<td>Improve access – boat schedule/ price - constraints Road / Signs needed Accommodations , 2 lodges</td>
<td>Dive Tourism, S.E Asia Australia, Japan</td>
</tr>
<tr>
<td>LIQUICA</td>
<td>Maubara Fort &amp; Waterfront Dive Site</td>
<td>Fort Church Governor’s house Handicraft Market Beaches (Liquica &amp; Maubara) Religious retreat centre – bungalows, garden 3km W of Maubara on hill overlook sea.</td>
<td>Day visits from dili: sight seeing diving picnic by sea handicraft rest/relax @ retreat centre</td>
<td>OK but no facilities except handicraft market. Needs clean up, fix up, paint up. Need food/beverage services (in conjunction with church/fort/beach)</td>
<td>History and Culture, Portugal, Macau</td>
</tr>
<tr>
<td>AINARO</td>
<td>Maubisse mountain town Pousada / church</td>
<td>Coffee growing areas and towns en route to Maubisse (Ailieu, Ermera, Gleno) Mt. Ramelau &amp; other high mountain areas</td>
<td>Maubisse Pousada Sight Seeing &amp; Trekking In High Mountain Areas Mt Tata Mailau 2,963 Mount Sadoria 2,495m Mt Cablaque 2,340 M Mount Diatuto 2,460 M</td>
<td>Need restoration, Directional and Interpretive signs Agro-tourism to coffee plantations, sandalwood etc.</td>
<td>Culture, History, Agro Tourism Portugal Adventure Tourism Aus., S.E. Asia, H.K. &amp; Macau</td>
</tr>
<tr>
<td>DISTRICT</td>
<td>PRIMARY ATTRactions</td>
<td>COMPLEMENTARY ATTRactions</td>
<td>TOURISM FACILITIES &amp; ACTIVITIES</td>
<td>CURRENT CONDITION &amp; IMPROVEMENTS</td>
<td>TOURIST MARKET (type &amp; location of market)</td>
</tr>
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<td>------------------------------------------</td>
</tr>
<tr>
<td>BAUCAU</td>
<td>Baucau Town, Market, Church, Posada Osalata dist &amp; Wataboo Beach, Interesting coral terraces, views Unique water canal / laundry / bathing systems.</td>
<td>Bado Hoo–lake hotspring Bericoli-WW2 Jap caves Venilale – primary &amp; girls schools Mountain Villages – Bagua Quelicai Mt Matebian, Mundo Perdido Don Bosco boys school, farm, grotto Laho - Silk farm, production, weaving, fruits, vegetables, etc.</td>
<td>Pousada, Planoalto motel, Baucau Beach Bungalows Visits To: Osalata (hospital, school, swim pool, viewpoint Wataboo Beach Venilale, Lago Bado Hoo, Matebian. Mundoperdido Don Bosco School/grotto Laho Silk Farm</td>
<td>Needs restoration – clean up, fix up, paint up Directional and interpretive signs Rehabilitate Portuguese buildings: Market Hospital School (Osalata); Customs House (Wataboo beach) Signs / Promotional support to Baucau Beach Bungalows</td>
<td>History and Culture Tourism – Portugal, Macau, Hong Kong. Adventure Tourism Australia, S.E. Asia</td>
</tr>
</tbody>
</table>
| LAUTEM  | Com Beach Resort, Guest houses, Shell Handicraft, Fishing village Coastline to east tip of Timor ls. | • Com Village  
• Ile Kere Kere,  
• Tutuala Beach  
• Jaco Isl.  
• Lake Ira Lelara  
• Los Palos  
  ○ Don Bosco  
  ○ Market  
• Lore (southcoast)  
• Lautem Fort  
• Crystal Salt Lake  
• Fish Village | Com Beach resort & Guest houses – Com  
Sight seeing along coast from Com, to Lore s.coast  
Roberto Carlos & No. 27  
hotel/restaurant Los Palos  
Bird watch @ Lake Ira Lelara | Improve Access Roads from Los Palos – Use boat transport from Com in the short term & improve road from Los Palos, community tourism facilities @ Tutuala & Ile KereKere, Jaco Island | Adventure and Dive Tourism  
Australia, Portugal |
Action 3: Initiate and operate a Tourism Information Office – Ref: INS-03

**Background:** A Tourism Office has been planned for Dili for some time. However, its establishment was postponed when international tourist arrivals ceased in 2006. When security and stability are restored and tourist arrivals begin, the tourism information office should open.

**Purpose and Functions:** The proposed Tourism Information Office would provide information on tourism and environment to the general public; information on tourism attractions, facilities, services to tourists; and function as a referral (or booking) agent for tourism operators, hotels, restaurants, transport providers, guides, etc.¹

**Location:** Uma Fakum Heritage Building in Dili.

**Activities:** See Activity INS-4, chapter 4, for description, timing and cost of the tourism information office.

Action 4: Economic/Financial Assessment of Tourism and Tourism Products - Ref: INS-04

**Background:** Currently there is a lack of information on the total and potential value of tourism to the national economy and how these benefits are distributed within the between rural and urban populations and between overseas owners of many of the tourism products and the Timorese population at large. This information should be estimated to support tourism planning and decisions on investment of national resources in tourism development.

There are few international tourist arrivals and tourism operators survive by providing services to a large resident expatriate community. Occupancy rates are near 100%, mostly due to long-term stay guests. Demand exceeds supply and therefore operators have little incentive to cut costs. As a result, their pricing and value-for-money are not competitive with other similar destinations in south east Asia. This situation is therefore not sustainable in the long term.

**Reasons and Symptoms of a lack of competitiveness of Timor-Leste’s tourist products:**

- Limited accessibility from main tourism markets. At the present time there are flights from Denpasar and Darwin. There is a high dependency on the two airlines that provide these services. Lack of competition results in high airfares and limited, inconvenient flight schedules.
- High content of imported goods and services in tourism products, increases the prices and makes Timor-Leste uncompetitive with other tourism destinations in the S.E. Asia region.
- Low price-value relationship compared to similar products and destinations in south east Asia.
- Public utilities characterized by high cost and poor service—especially in the districts.
- Image of poor security, political instability and lack of secure land ownership, long term credit, and insurance result in investors charging high prices to cover their high risks.
- Poor transport and communications infrastructure makes marketing and access to the areas of tourism attractions difficult.

**Strategy:** Tourism operators should be encouraged to upgrade the quality of their products to prepare for international tourist arrivals. They should also be encouraged to initiate cost-cutting measures, such as replacing foreign service staff and products with Timorese trained staff and goods produced in Timor-Leste.

**Activities:** Recruit a tourism economist to work with NDT; ATTL, and the Tourism Unit of Timor-Leste Business Forum to study the Timor-Leste tourism sector including aspects such as destination access, tourism products and services with the objectives of:

- Assessing the value of tourism to the national economy and the distribution of tourism benefits between overseas investors who own many of the tourism facilities and the national economy.

¹ Booking fees collected by the Tourism Information Office would be used to offset operating costs.
• Estimating the economic leakages in various tourism products – including: dive and land tours; various classes of hotels, restaurants, souvenirs, etc. The study should identify opportunities and measures to reduce leakages.

• Comparing competitiveness of Timor-Leste’s tourism products with those of similar destinations in South East Asia and the Pacific Islands region.

*Note: More information on this action in Action Profile Reference Number INS-4, Chapter 4.*

### 3.2.2 Multi Stakeholder Cooperation on Tourism

#### 3.2.2.1 Status of Cooperation on Tourism Development

As shown in Chapter 2 a number of factors constrain Timor-Leste’s tourism development. Significant resources need to be invested in physical and social rebuilding. However, resources are limited and therefore actions to be undertaken to prepare for tourism should involve cooperation and collaboration between a number of stakeholders on activities that will satisfy other economic and social needs, in addition to tourism.

Many of the actions needed to relieve these constraints lie outside the responsibility of the National Directorate of Tourism. Cooperation with others is needed. Cooperation between government departments on reaching common goals, such as promote tourism development is not common in Timor-Leste.

Tourism is not regarded as a priority sector in the National Development Strategy. The country’s economy is underpinned by oil and gas, which although it provides abundant revenue, does not provide many jobs in rural areas. Timor-Leste’s legislators and executives need to be informed and convinced about the benefits of tourism development before cooperation on tourism goals will be realized.

Currently there is no body that represents all tourism stakeholders. The tourism industry formed an association and undertook cooperative activities. However the association does not represent the whole industry due to divisive factors.

#### 3.2.2.2 Recommended Policies and Strategies

Multi stakeholder cooperation on tourism development would be facilitated if the tourism policy and strategy, was endorsed by senior government officials—i.e. If the Council of Ministers endorsed the policy and strategy and declared tourism to be a “national priority”, then actions recommended in this document would be viewed more seriously by the various stakeholders, who are indicated as potential implementers of these actions.

- Broad-based public and private-sector involvement in the implementation of the Timor-Leste’s tourism policy and strategy is critical for its overall success.
- Where a large number of stakeholders are involved in various aspects of tourism development, it is advisable to arrange periodic (1 or 2 times a year) broad-based “tourism forum sessions” for public and private stakeholders to meet to review and discuss various aspects of the national tourism policy and strategy and achieve consensus on the multi-sector approach to implementation.
- The Ministry of Development should secure approval for establishing mechanisms for an on-going dialogue with other Ministries responsible for aspects affecting tourism.
- NDT should establish links and on-going dialogue with relevant government agencies and private sector stakeholders on the indicated the topics indicated in Figure 6, which shows the various tourism stakeholder agencies and the roles they should play in supporting tourism development.
Action 5: Initiate a Tourism Task Team and Tourism Forum - Ref: INS-05

The Ministry of Development, directly or through NDT, should take the initiative to convene regular meetings with pertinent Ministries and District and Sub-District Administrators, Regional State Secretaries, and the private sector tourism industry on matters affecting tourism development.

- The first step is to write a short (20 page) “Tourism Policy and Strategic Framework”, extracted from points raised in the UNWTO Consultants’ report.
- The second step is to form a Tourism Task Team consisting of the National Director of Tourism, International Tourism Advisor, and other key government agencies; as well one representative each from the Private Sector Tourism Industry, NGOs and Educational Institutions involved in tourism training.
- The task team should be headed by a senior government official—eg. Minister of Development. The National Tourism Directorate should undertake the secretariat function of the task team.
- The tourism task team would meet to discuss, take decisions and assign responsibilities for appropriate entities to implement the recommended actions.

NDT should take the lead in organizing and convening a Tourism Forum meeting in Mid-2007, shortly after the first organizational meeting of the tourism task team.

(Note: Tourism forum participants, activities, timing and costs are included in Chapter 4)

Experience in other countries has shown that Tourism Forums are useful if clear plans are available and these can be discussed and endorsed. However they can be divisive if plans and discussion topics and ideas are vague or open to factional conflicts.

Suggested discussion topics for the first meeting of the tourism forum, include the following:

- Presentation, review and discussion of a “short-version” of the recommended tourism policy, strategy and actions, contained in this document.
- Each of the main topics could form a discussion session and then “break-out” groups could meet to resolve differences and reach consensus. sessions:
  - Institutional Reform
  - Marketing
  - Human Resources Development
  - Environment, and
  - Community Tourism.
- Current status of tourism.
- Steps to be taken to re-initiate international tourist arrivals.

Note: Further information on recommended actions related to strengthening multi-stakeholder cooperation on Tourism Development can be found in Chapter 4 - Actions INS-5
<table>
<thead>
<tr>
<th>GOVERNMENT AGENCY / UNIT</th>
<th>ACTIVITIES THAT SUPPORT TOURISM DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary of State for Foreign Direct Investment (Prime Minister’s Office)</td>
<td>Strengthen process of application review approval of tourism investments – ensure tourism investment proposals comply with urban plan, environmental protection and conservation legislation, environmental guidelines, and respect traditional land rights &amp; property ownership and titles.</td>
</tr>
<tr>
<td>• Institute of Trade and Investment Timor-Leste</td>
<td></td>
</tr>
<tr>
<td>Secretary of State for Central Planning (Prime Minister’s Office)</td>
<td>Provide environmental guidelines for tourism development in coastal areas, hill slopes areas, etc; conduct EIA of proposed tourism development, Ensure Biodiversity Conservation; Inspect and enforce Pollution standards</td>
</tr>
<tr>
<td>• Directorate of Environment</td>
<td></td>
</tr>
<tr>
<td>Ministry of Culture and Education</td>
<td>Promote cultural entertainment programs, music, dance, handicraft in communities where main tourism attractions are located to preserve culture &amp; improve tourism livelihood opportunities and benefits. Diversity handicraft products (e.g. textiles, leather, wood, ceramic, shell jewellery, etc.) and improve designs to ensure universal appeal.</td>
</tr>
<tr>
<td>• Directorate of Culture</td>
<td></td>
</tr>
<tr>
<td>• Directorate of Education</td>
<td>Introduce tourism awareness in general curriculum. Hospitality training in vocational and technical training curriculum, tourism management in professional training curriculum.</td>
</tr>
<tr>
<td>Ministry of Labour and Community Reinsertion</td>
<td>Tourism / Hospitality Training; Apprenticeship and Training programs aimed at enabling Timorese to replace foreign staff at hotels, boat tour operations, etc.</td>
</tr>
<tr>
<td>• Directorate of Technical and Vocational Training</td>
<td>Implement the 6 studies on marine and tourism resources proposed by consortium of Universities and Government of Northern Territories, Australia.</td>
</tr>
<tr>
<td>Ministry of Agriculture Forestry and Fisheries (MAFF)</td>
<td>Diversify agricultural production and agro processing &amp; promote use of local food products in place of imported products that are responsible for leakages in tourism ind. Examples: local fruits, vegetables, seafood, beverages (water, beer, tinned drinks, etc)</td>
</tr>
<tr>
<td>• Directorate of Agriculture</td>
<td>Signs, management plans &amp; protection of 15 Protected Areas. Agreements with communities to strengthen protection/conservation in exchange for tourism rights in the Protected Areas.</td>
</tr>
<tr>
<td>• Directorate of Forests</td>
<td>Reef and fish stock protection in dive areas popular with tourists = Atauro, Jaco island</td>
</tr>
<tr>
<td>• Directorate of Fisheries</td>
<td></td>
</tr>
<tr>
<td>Ministry of Natural Resources and Energy Policy</td>
<td>Respect / conserve tourism resources when developing mining and petroleum resources.</td>
</tr>
<tr>
<td>• Directorate of Mining</td>
<td>Assist communities near tourism attractions to improve water and sanitation in order to support community tourism and improved livelihood opportunities in the communities.</td>
</tr>
<tr>
<td>• Directorate of Water and Sanitation</td>
<td>Improve road access to communities near tourism attractions to support community tourism and improved livelihood opportunities in those communities.</td>
</tr>
<tr>
<td>• Directorate of Road Services</td>
<td>Develop energy efficient home cooking systems to reduce use of firewood, which is deforesting countryside, degrading tourism resources, causing environmental damage.</td>
</tr>
<tr>
<td>• Directorate of Research and Development</td>
<td></td>
</tr>
</tbody>
</table>
| Ministry of Planning and Finance | Coordinate tourism efforts of district and national ministries and departments  
Conduct studies on cost/benefit of tourism, competitiveness, leakages, taxation, etc. |
|---|---|
| Ministry of Transport and Communication | Improve ferry boat service to Atauro Island and other destinations along the coastal areas. Licensing of tourism boats (safety features). Train & licence tour boat operators.  
Road signs (directions, distances, points of interest) along main tourism routes. Training, testing and licensing of tour drivers. Inspect & Licence tour buses.  
Extend/improve telecommunications in tourism areas (telephone/internet) to facilitate promotion of tourism products and bookings between tour operators, tourists and providers of tourism services – accommodations, meals, tours, transport, etc. |
| • Directorate of Marine Transport | | 
• Directorate of Land Transport | | 
• Directorate of Telecommunications | | 
| Ministry of Internal Affairs / Administration | Inventory tourism resources. Include tourism development in district and sub-district development plans.  
Revise visitor arrival information forms to enable NDT to construct tourist profiles and data base.  
Include tourism considerations in developing and implementing urban plans – tourism zones, regulations, utilities-water, electricity and sanitation. |
| • Regional Administrators and District / Sub-district Administrators | | 
• Immigration | | 
• Directorate of Urban Planning | | 
| Ministry of Culture and Education | Promote Timorese Music, Dance, Costumes and Handicraft as Tourism Attractions.  
Promote cultural performances (song/dance) and handicraft development – diversify designs and products to make handicraft more universally appealing.  
Training at 3 levels – 1) public awareness, 2) tourism & hospitality technical/vocational & tourism managerial training |
| • Directorate of Culture | | 
• Directorate of Education | | 
| Ministry of Public Works | Roads, ports, airports to facilitate access to TL destination and to main tourism regions  
Finalize and implement plans for Baucau airport  
Establish public works regional headquarters at Baucau and support infrastructure development to support and facilitate tourism development in the eastern districts  
Collaborate with NDT to identify main tourism areas and routes in order to improve services that will support and facilitate tourism development in these areas.  
Negotiate agreements with main market countries, budget air carriers to ensure more & lower-cost flights to Timor-Leste.  
Extend/improve telecommunications in tourism areas (telephone/internet) to facilitate promotion of tourism products and bookings between tour operators, tourists and providers of tourism services – accommodations, meals, tours, transport, etc. |
| • Directorate of Ports and Airports | | 
• Directorate of Regional Public works | | 
• Directorate of national planning | | 
• Directorate of Civil Aviation | | 
• Directorate of Telecom | |
<table>
<thead>
<tr>
<th>Ministry of Justice</th>
<th>Ensure secure land ownership in order to provide confidence to investors and communities to develop tourism facilities on their lands. Titles and/or long term leases.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Development</td>
<td>Coordinate Tourism Activities of other agencies through a Tourism Forum – component of the Timor-Leste Business Forum</td>
</tr>
<tr>
<td>• Directorate of Land and Property</td>
<td>Strengthen organizational structure to implement tourism plan. Establish a tourism information centre; Increase role in coordination of tourism-oriented actions of other government departments.</td>
</tr>
<tr>
<td>• Directorate of Tourism</td>
<td>Encourage and facilitate local agro processing industries so that local products can be substituted for imported ones and thus improve tourism benefits to Timor/Timorese.</td>
</tr>
<tr>
<td>• Directorate of Industry</td>
<td>Encourage and promote small scale tourism business based on handicraft &amp; cultural programs, tours, transport, accommodation/restaurants, food / beverage processing, etc.</td>
</tr>
<tr>
<td>• Directorate of Entrepreneurship</td>
<td>Make low cost capital available to small scale tourism business based on handicraft &amp; cultural programs, tours, transport, accommodation/restaurants, food / beverage processing, etc. Give loans to enable restoration and use of historic buildings in tourism</td>
</tr>
<tr>
<td>• Directorate of Local investment (IADE)</td>
<td>Inventory tourism resources and maintain data tourism data base. Include tourism development in district and subdistrict development plans</td>
</tr>
<tr>
<td>• District Administrators</td>
<td>Consider means of implementing recommended zoning (Dili Urban Plan) of Moteil Pertamina coastal area for tourism development – integrate diplomatic missions &amp; foreign affairs with upgraded and expanded tourism development in this area</td>
</tr>
</tbody>
</table>

### NON GOVERNMENTAL ORGANIZATIONS (NGOs)

**ACTIVITIES THAT SUPPORT TOURISM DEVELOPMENT**

- **Roman Luan**
  - Assist communities to plan and implement community tourism operations – accommodations, food & beverage, transport, tours (boat/car), handicraft, etc.

- **Haburas**
  - Promotion of Handicraft production and marketing as tourism attraction

- **Alola**
  - Continue hospitality industry training and incorporate this into future courses.

### EDUCATIONAL INSTITUTIONS

- **Baucau vocational and technical training secondary school**
  - Consider tourism and hospitality sector training in planning for future courses.

- **Becorra vocational and technical Secondary School**
  - Consider tourism and hospitality sector training in planning for future courses.

- **Dili Institute of Technology**
  - Consider tourism and hospitality sector training in planning for future courses.

- **Tibar Vocational and Technical Training Centre (Tibar and Opposite Dili Port**
  - Consider tourism and hospitality sector training in planning for future courses.

- **Don Bosco Training Centres- Dili, Baucau, Fuiloro, etc.**
  - Consider tourism in planning future courses at Don Bosco schools, make arrangements with tourism facilities to provide on-the-job training. Produce agriculture products for tourism.

- **Driver training centre**
  - Train tour bus drivers to have a pool of trained tourism vehicle operators.

- **Primary, Secondary and Adult Education (literacy training) Schools**
  - Introduce tourism & environment awareness programs in school programs.
<table>
<thead>
<tr>
<th>PRIVATE SECTOR TOURISM SERVICES OPERATORS</th>
<th>ACTIVITIES THAT SUPPORT TOURISM DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOUR OPERATORS</strong></td>
<td>Make arrangements with communities to provide a range of community tourism services - accommodations, tours, transport, food &amp; beverage, handicraft, etc.</td>
</tr>
<tr>
<td>Mega Tours</td>
<td>Provide training and financial support to initiate community tourism.</td>
</tr>
<tr>
<td>Eco Discovery</td>
<td></td>
</tr>
<tr>
<td>Vila Harmonia</td>
<td></td>
</tr>
<tr>
<td><strong>DIVE &amp; FISHING OPERATORS</strong></td>
<td>Where possible use Timorese staff in operations – provide training/apprenticeship programs for boat operators, boat and dive equipment maintenance, dive masters, and use local community tourism facilities to cater meals for dive/fishing expeditions</td>
</tr>
<tr>
<td>Dive Lorosai</td>
<td></td>
</tr>
<tr>
<td>Free Flow Dive Tours</td>
<td></td>
</tr>
<tr>
<td>Island Charters – Dive and Fishing Boat Charters</td>
<td></td>
</tr>
<tr>
<td><strong>HOTELS &amp; RESTAURANTS</strong></td>
<td>Use Timorese staff in operations – provide training/apprenticeship programs for management, food/beverage, housekeeping, technical maintenance, etc. Replace foreign staff with trained Timorese staff to improve profitability and competitiveness in the hospitality industry.</td>
</tr>
<tr>
<td>Timor, Esplanda, Dili Dili 2000, Dili 20001, etc.</td>
<td>Work with technical and vocational training on tourism curriculum and implement on-job training by making hotel facilities available and hiring students so they can gain experience while training.</td>
</tr>
<tr>
<td>Sagres, Casa Mina, City Café, Faro, etc.</td>
<td>Use products from local producers / suppliers to replace imported food/beverage products.</td>
</tr>
<tr>
<td>One More Bar, Turismo. Audian, Farol, and the restaurants, bars and discos at Areas Brancas Beach (eg. Earli-Sun &amp; many others…constantly changing))</td>
<td></td>
</tr>
</tbody>
</table>
3.3 Marketing and Product Development

3.3.1 Current Status of Tourism Marketing
Under the current situation of tourism advisory warnings against travel to Timor-Leste, NDT and private sector tourism companies are undertaking limited (if any) destination and product marketing, at least until security, stability, peace and order are restored and the large numbers of security forces begin to withdraw. However, targeted “soft-sell” info-commercials about natural and cultural attractions placed in targeted adventure, diving and geographic periodicals, may be justified, even during the current absence of international tourist arrivals.

3.3.2 Attractions
This subject was covered in Chapter 2, a brief summary of the primary and complementary tourism attractions is provided below.

Primary Tourism Attractions and Market (short-term): In terms of quality and uniqueness of tourism assets (i.e. Compared to other parts of south east Asia) diving, snorkelling and other forms of marine and coastal tourism (traditional sun & sea) based on Timor-Leste’s coral reefs and diverse aquatic life, are the core tourism assets, on which to focus tourism marketing and short term development. Reasons supporting this conclusion include:
1. Strong market for dive tourism – keen sports divers and snorkellers seek new dive sites.
2. Divers overlook weak infrastructure to be “first” to visit new and un-trammelled reefs.
3. Diving is high-value–low-volume tourism (recommended by UNWTO 2005 Consultants).
4. Timor-Leste’s reefs – particularly Atauro island and east and west of Dili – are of “world class” quality and are easily accessible from Dili, on day-trips to “shore-dive” sites. (ie. Sites that do not need marine transport (boat), nor on-site accommodations to support divers/snorkellers.)

Complementary Tourism Attractions and Market (medium-long term): based on scenic inland attractions – mountains, agricultural villages, Timorese/Portuguese heritage in areas south of Dili and Baucau – Maubisse, Ramelau, Matebian, Mundo Perdido, etc. There are opportunities for alternative tourism activities, including:
- sightseeing and cultural (Timorese rural life-style) experiences
- visits to historic Portuguese churches, forts, warehouses, jails and Pousadas
- visits to agricultural plantations (coffee, silk, etc) and handicraft workshops (e.g. successful silk farm, weaving centre and agricultural extension farm near Baucau operated by a local NGO—LAHO assisted by Australian Volunteers International—AVI).
- adventure sports – e.g. mountain trekking, climbing, paragliding, etc. that can diversify and complement the core (marine based) tourism market.

3.3.3 Market Segments
Given the available attractions and activities, the main market for Timor-Leste tourism is adventure and dive tourism. Adventure travel tour operators have reported annual increases of up to 20%. Globally the leading adventure travel markets are USA, Germany, UK, France and Italy. However, inbound tour operators state that the largest number of adventure and dive tourists visiting Timor-Leste in the past were from: Australia, New Zealand and Japan.

A secondary market exists in Timor-Leste for cultural tourism based on the forts, churches, pousadas and administration buildings. Observing Portuguese culture in Timor-Leste attracts tourists from Portugal and other former Portuguese colonies, such as Macau and Brazil.
3.3.4 Market Size

Some indication of international visitor numbers is available from international arrival data. Statistics on international tourist arrivals in the past five years are inconsistent and confusing. Available estimates tend to be inflated by over-seas workers arriving on tourist-visas.

In 2003, there were 30,000 international arrivals in Timor-Leste. It was estimated that 3,000 of these (10%) came for tourism. During the first half of 2006, the average number of arrivals fell from 400 per month, to 300 per month. During the second half of 2006, the average number of arrivals increased to 400 per month. This is consistent with current flights and passenger loads, which indicate about 40,000-50,000 passenger arrivals per year.

It is not possible, with current data, to differentiate tourists from other international arrivals, nor to establish trends or seasonality patterns on tourism arrivals. In the absence of better information, readers are referred to statements by Phase I, Stage 1 consultants, who reported:

“Tourism was the purpose of travel: for 4,565 persons, or 10% of international visitors in 2004. This number approaches government’s short-term tourist target of 5,000 per year”.

In terms of tourist potential, based on the current installed accommodations capacity (see Figure 7), the potential number of tourists could be as high as 60,000 per year. (1,100 rooms @ 50% occupancy; 7 day stay, 2 pax per room = 57,200)

Considering the above information sources, the short-term potential of tourist arrivals probably lies at about 5,000 and possibly the long term potential could be as high as 60,000 per year. Inbound tour operators in Dili take a more conservative view of tourism potential, estimating that under the current conditions of poor security image and high-cost flights, the potential for tourists is about 100 per month or 1,200 tourists per year.

**Figure 7. Tourist Accommodation in Timor-Leste by District (2006)**

<table>
<thead>
<tr>
<th>District</th>
<th>Number of Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aileu</td>
<td>--</td>
</tr>
<tr>
<td>Ainaro</td>
<td>22</td>
</tr>
<tr>
<td>Baucau</td>
<td>32</td>
</tr>
<tr>
<td>Bobonaro</td>
<td>32</td>
</tr>
<tr>
<td>Corvalina</td>
<td>24</td>
</tr>
<tr>
<td>Dili</td>
<td>1,112</td>
</tr>
<tr>
<td>Ermera</td>
<td>--</td>
</tr>
<tr>
<td>Lautem</td>
<td>45</td>
</tr>
<tr>
<td>Liquica</td>
<td>2</td>
</tr>
<tr>
<td>Manatuto</td>
<td>7</td>
</tr>
<tr>
<td>Manufahi</td>
<td>14</td>
</tr>
<tr>
<td>Oecusse</td>
<td>31</td>
</tr>
<tr>
<td>Viqueque</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,329</strong></td>
</tr>
</tbody>
</table>

*Source: Timor-Leste NDT, 2006*
3.3.5 Marketing Objectives

Tourism marketing in the context of Timor-Leste aims to fulfill four objectives.

- To inform the public on tourism benefits and the importance of treating tourists well.
- To inform tourists on Timor-Leste’s attractions, activities, tours, vacation packages, etc.
- To inform travel agents, operators and wholesalers of the opportunity to do business.
- To communicate to investors the possibilities to invest in and operate tourism businesses.

3.3.6 Market Messages

Branding

- Currently Timor-Leste’s tourism promotion logo (brand) is:

![Logotipo Turismo de Timor Leste](image)

Slogans: – different slogans are appropriate for different market segments. For example:

- **For Tourists** - “Timor-Leste: the newest paradise on Earth”… or
  “Design your own and intimate experience in Timor-Leste”.

- **For Tourism Trade** - “Timor-Leste: discover the newest paradise for business”… or
  “Timor-Leste: your newest partner for your business”.

- **Timorese Government.** “Tourism – a national priority”.

- **Timorese Public.** - The theme for a tourism public awareness campaign could be:

  “TIMOR LOROSAE HAMNASA - BEN VINDOS OS TURISTAS”
  (Timor-Leste Smiles – Welcome to Tourists)

- **Tourism industry.** - “In Timor Lorosae the quality is us”… or
  “In Timor-Leste we work for the excellence in tourism”

- **Investors** - The message for potential investors can be:
  “Come, we invite you to develop the paradise of Timor-Leste”

3.3.7 Tourism Marketing Strategy

Two elements are needed to support tourism marketing efforts and achieve the objectives:

- **Creation of a Tourism Marketing Data Base** of intermediaries (travel agents, tour operators and wholesalers), media, associations, and journalists; and

- **Empowerment of NDT** to implement and pursue the Marketing Plan.

Different marketing approaches and instruments are needed to match different audiences and meet the objectives of marketing communication. The matrix in Figure 8 shows target groups (7) for marketing messages (vertical axis); and appropriate marketing methods, or measures (6) to convey the messages to the target groups (horizontal axis).
The different types of marketing measures to be used for each of the 7 types of audiences are described in the flowing paragraphs:

1. **Tourists**
   
   **Advertising**
   
   In the medium term, to develop an advertising campaign using, some of the most important tourism and diving magazines in the target markets:
   
   - Diving Asia; Adventure Asia
   - Travel and Leisure
   - Mundo Submerso (Portuguese Diving Magazine)
   - Escape
   - Destin Asia
   - National Geographic

   **Promotion**
   
   Create a network of Tourism Information Centres in the main tourism destinations of the country, starting in Dili (at the pink building in front of Palácio de Governo) and in Baucau (using the old market building).

   In those centres, beside to give tourism information and printed materials, they can also perform like booking agencies for diverse services such as: accommodation, tours, car rent, taxis and sales centre for handicrafts, post cards etc.

   **Web site**
   
   Even though Turismo Timor-Leste has a website, it is necessary to improve some information. For instance, by inserting links to different tourism services in the country, in a way that potential tourists can make reservations online. The contents of the website must include maps and information for specific markets such: diving, bird or fauna watching, trekking, mountain bike, caves, etc.

   **Printed materials**
   
   Develop a wide range of materials for specific niches and proposes, in this particular case, tourists need to have information on arrival, like, for instance, maps (of the country, of the main cities), specific activities guides (beaches, diving and snorkeling, mountain bike, trekking, bird and fauna watching, among others).
2. **International Tourism Trade**

*Public relations*

To achieve two objectives:

- To create image for the country like a safety and diverse destination; and
- Publish articles in the most important newspapers and magazines in the target markets.

Actions recommended for this case are:

- Familiarization trips and site inspections.
- Electronic bulletin.

*Promotion*

These are the most direct actions to get in touch with selected audiences. Actions recommended in this Marketing Plan to develop in the medium term are:

- To participate in Trade shows.
- Mailing.
- Workshops with travel agents, tour operators and wholesalers.

*Website*

It is recommended to create a special section in the website only for travel agents, wholesalers and tour operators, containing a complete directory about the tourist services available in Timor-Leste. Also it is recommended insert some sections about new tourist products in the country and links to the different tourist services.

*Printed materials*

For the trade market there must be special materials such: sales manual, compact discs, directories, etc.

*Partnership*

To implement cooperative programs in order to create synergies and increase the budget for promotion activities. It is recommended for the medium and long term, to try to establish compromises with some of the mayor tour operators to be part of their catalogues, at the same time support them to develop their own advertising and promotion campaigns, only when the brand Timor-Leste is present.

3. **Government**

*Promotion*

Seminar about to inform key governmental agencies about the importance and benefits of tourism, with the objective to get government to declare tourism as a national priority and thus get various government agencies to undertake actions needed to support tourism development in Timor-Leste.

4. **Journalists**

*Public Relations*

In the immediate term Timor-Leste tourism authorities must elaborate a complete directory of journalists, including those in newspapers and tourism magazines.

Once having the directory, of the next actions have to be done:

- Press bulletins.
- Press kit.
- Fam trips.

The objective is to obtain, free of charge, some articles in the main newspapers and magazines in the target markets.

*Website*

As in the case of tour operators and wholesalers, it is recommended to create a special section in the website, containing general and tourist information about the country and a complete catalogue of pictures, in a way that make possible the work of journalists.
5. Local community

Advertising
An awareness campaign should be mounted to inform the public about tourism. A “Wall campaign”, to paint walls (using them like billboards) with an announcement “Timor Lorosae Hamnasa, Ben vindos os turistas” Timor Smiles welcome to tourists or similar.

Printed materials
It is recommended to print brochure containing information about the importance of tourism in the world, and of course, the importance of tourism for Timor-Leste. This brochure can be distributed in schools to all levels, government agencies, and any other organization interested on the theme.

6. Local tourist industry

Promotion Local tourist industry must be a partner for the Tourism Direction in preparing, operating and co-financing promotion actions.

Website Private sector has to provide government with information on tourist products and services also links to their own websites, creating a net of tourist services for Timor-Leste.

Printed materials It is recommended to print some “shell brochures” containing general information, with the objective that different touristic companies can use this material for their own purposes. Also it is recommended to print some materials (one brochure and one poster) with a message about improving quality in tourism sector in Timor-Leste.

Partnership To implement cooperative programs in order to create synergies and increase the budget for promotion activities.


Promotion Participate in the major international tourism investment shows, for instance, ITB, FITUR, and some others.

Printed materials “Catalogue of opportunities for investment in Timor-Leste”.

- Guide “How to invest in Timor-Leste”.

3.3.8 Tourism Marketing Actions

A total of 13 marketing measures have been described to meet the stated marketing objectives. An matrix showing how the different marketing measures use 6 marketing instruments to reach the 7 audiences presented in Table 1 and a estimated cost for implementing the recommended tourism marketing actions is presented in Table 2 below. These are summarized in Chapter 4 in the form of “Action Profiles” – one for each action.

3.3.9 Means of Funding Tourism Marketing Actions

The main objective of this last chapter of the Marketing Plan is to present some recommendations about a number of instruments that, in the medium and long term, can help Tourism Department to get some resources to finance marketing actions.

It should be noted that these are only some recommendations that in the long term can contribute to reinforce NDT’s capacity, to overcome the negative image of Timor-Leste in international tourism markets.

a. Taxes

It is recommended that resources to finance marketing actions proposed in this Plan, be obtained from taxes, with arrangements between NDT and Finance Agency. In this way, a percentage of the taxes currently charged to tourism services can go to a specific body created to keep that amount and operate the tourism marketing actions. In the longer-term a tourism board to be created to take charge of marketing actions. A proportion of (50%) of visa fees, airport taxes, etc., should be directed to NDT.

b. Visas

Other instrument that can be used to encourage tourist flows to Timor-Leste, can be to eliminate visas for certain countries, beginning with target markets—Australia, Japan and Portugal.
c. **Mix funds**
In this case, the suggestion is to create a fund for tourism, with the participation of all the actors involved in tourism in Timor-Leste, these are: hotels and other forms of accommodation, restaurants, tour and dive operators, government, etc. with the objective to finance the different marketing actions such as brochures or other printed materials, participation in trade shows, fam trips for journalists or tour operators, among others. Each one of the participants must contribute with cash or services creating a stock to finance or carry out the different marketing actions foreseen in the Marketing Plan. This fund will be operated through a special promotion body to be created for this purpose—Timor-Leste Tourism Marketing Board.

**3.3.10 Tourism Product Development**

**POUSADAS TIMORENSES**
There is a potential market for development of a “Branded” lodging network in Timor-Leste, similar to what has been done in Spain and Portugal, where Spanish and Portuguese inns networks, built with quality standards with offering high service standards, successfully entering into the international travel market.

Timor-Leste could take advantage of its rich heritage of Portuguese period buildings—fortresses, churches, markets, hospitals, schools, warehouses and administrator’s houses to develop a network of tourism products—hotels, youth hostels, handicraft markets.

The network should incorporate already existing infrastructure, such as the “pousadas” operating in Baucau, Maubisse, and Tutuala.

A feasibility study should be undertaken of these sites in order to determine their potential for restoration and use for tourism products. NDT should develop standards by which establishments wishing to become a part of the "Pousadas Timorenses" network should developed. Such standards should provide information related to services, image and types of construction, colors, decoration, etc., in order to create a standard image for the network.

The current investment regulation needs to be clear, objective and possess general applicability so as to guarantee the investor’s funds and create an appropriate environment for operation, allowing for the consolidation of investments throughout time while, in the meantime, building and image of Timor-Leste as a reliable and attractive country for investment.

**YOUTH HOSTELS**
Another area of opportunity for tourist development in Timor-Leste is a Youth Hostels Network. This kind of tourism is aimed at young, independent tourists, could be easily developed. Following the lead of the Pousadas Network, the Youth Hostels network could use abandoned heritage buildings (many former Portuguese Custom’s Houses at the seaside). They should meet high quality standards developed by NDT.

**COMMUNITY HOME STAY AND ECO LODGES**
There is a growing network of rustic beach bungalows at many of the main tourism sites—Atauro Island, Com, Baucau, etc. This network should be expanded and promotional material developed to show tourists how they can build their visit to Timor-Leste around staying in these bungalows.

**PRODUTOS TIMORESENSES - HANDICRAFT**
Tourism Side Products describes goods that can contribute to strengthening the tourism image a country, even though they may not be directly related to the tourist sector. The development of this type of products is recommended for marketing tourism in Timor-Leste. Products to be presented as a part of Timor-Leste’s tourist image include coffee and its derivates, bamboo furniture and other souvenirs, and weaving and basketry handicraft items. Quality of Timor’s coffee products should be...
emphasized in hotels, restaurants, and as a souvenir of Timor-Leste. Coffee is directly related to many tourism sites—Java, Toraja, Laos, Costa Rica and Columbia to name a few.

Similarly bamboo products, long considered as “poor man’s furniture” can be made into products to support the tourist industry—guest house and eco-lodge furniture, and decorative objects thus replacing imported products, which are currently in use.

Currently, weaving represents the bulk of production of artisan crafts, therefore, in order to develop workshops in which artisans can learn the use of wood, ceramics, non-turtle shell products, and other available materials for handicraft manufacture, providing them with the basic design and use of materials know-how to build useful and novel articles. Coordinated actions are needed between Tourism and Ministry of Culture and Education.

COMMUNITY TOURISM NETWORK

In the mid to long-term, a group of eco-lodges, guest houses and youth hostels and handicraft makers, located in several regions—Atauro, Com, Baguia, Baucau, Maliana, Los Palos, Liquica, Bobinaro, etc. could be incorporated to a “Community Tourism Network”, which would share information on community tourism development models, as well joint marketing, training, common standards, etc.

Note: Standards for building and operating community guest houses/eco-lodges are included in the Environment and Community Tourism Consultant’s Reports in Chapter 5.
3.4 Human Resource Development

3.4.1 Status of Human Resources in Timor-Leste’s Tourism Sector

Estimates of human resource supply in the country could only be extrapolated using the database compiled by the Associação Turismo de Timor-Leste (ATTL) or the Timor-Leste Tourism Association and information provided by survey respondents as the National Directorate of Tourism still does not have a system for gathering tourism-related data. Based on average room-to-staff ratios provided by respondents in the hotel sector, and observed seat-to-staff ratios in restaurants, plus direct counts of employees in the other sectors, direct employment in Timor-Leste’s tourism industry is estimated at 1,638, as of November 2006. Nearly 88% of staff are in the hotel sector. More than 50% of them are skilled or semi skilled. This information points to where the emphasis for capacity building should be in the future. Figure 9 shows the distribution of Tourism Staff.

Figure 9. Estimated direct employment in Timor-Leste’s tourism sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total</th>
<th>Managers</th>
<th>Supervisors</th>
<th>Skill/Semi-Skill</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>NDT</td>
<td>12</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Education &amp; training</td>
<td>26</td>
<td>2</td>
<td>5</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td>1435 (88%)</td>
<td>86</td>
<td>158</td>
<td>789 (50%)</td>
<td>402</td>
</tr>
<tr>
<td>Restaurants</td>
<td>103</td>
<td>36</td>
<td>-</td>
<td>36</td>
<td>31</td>
</tr>
<tr>
<td>Tour and travel</td>
<td>50</td>
<td>10</td>
<td>-</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Souvenir shops</td>
<td>12</td>
<td>6</td>
<td>6</td>
<td>-</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>1,638</td>
<td>144</td>
<td>166</td>
<td>867</td>
<td>461</td>
</tr>
</tbody>
</table>

3.4.2 Status of Tourism Education and Training Institutions

To assess the supply and quality of human resources in this sector, surveys were conducted at the five tourism training and educational institutions in the country.

1. Dili Institute of Technology (DIT)
2. Canossa College Training Centre, Baucau
3. Becora Senior High School Hospitality Training Centre
4. Heroi Maulear University (HMU)
5. Timor-Leste Development Agency (EDTA)

Except for Canossa College and ETDA, all schools are poorly equipped. Many were burned and looted (stripped of all furnishings and equipment) during the April-June 2006 riots.

3.4.3 Foreign Owners and Supervisors in Hotel and Restaurant Sector

With the exception of a few family-owned home-stay operations and restaurants in the local villages, control of hotels and restaurants in Timor-Leste is largely in foreign hands. Many of the Australian, Portuguese and Chinese investors are long-time residents in the country, and some hold dual citizenships. Tour operations and travel agencies are also owned or run by Portuguese, British, or Australia-educated Timorese. Management positions are dominated Portuguese and Australian expatriates or Timorese of mixed race. Supervisory and technical positions (chefs and accountants) are dominated by foreigners, which include Indonesians, Burmese, Chinese, Filipinos, Thais, Singaporeans and Vietnamese. Timorese occupy some skilled positions (e.g. cooks) and almost all of semi- or unskilled positions. The reasons are:

- few native staff with professional experience in tourism and hospitality,
- relatively relaxed attitude toward work, including going home before dark (Security Issue),
- lack of proficiency in English (main language of international tourism)
- relatively longer time it takes for them to acquire skills.
3.4.4 Travel agencies, tour operators and souvenir shops

Combined employment in travel agencies, tour operations and souvenir shops is 62, comprising only 4% of total tourism employment in Timor-Leste. These businesses are relatively small operations with an average of six employees per establishment. Expatriates or Timorese holding dual citizenships own most of these companies.

3.4.5 Capacity Development Needs

In Chapter 2 the major constraints confronting tourism development in Timor-Leste are elaborated. The human resources constraints are described in more detail below as these constraints have direct implications on future capacity development initiatives.

- Limited institutional capacities at the national, district, and community level to manage the sustainable planning, development, and promotion of the tourism sector in Timor-Leste
- Limited awareness by government of the potential of tourism as a contributor to economic development at the national and district levels, and tourism’s capacity to create additional livelihood among local communities in rural areas
- Absence of the requisite comprehensive and integrated long-term policy framework and strategies, and short to medium-term action plans and programmes to harness the full potential of the sector to national development priorities in an orderly and sustainable way giving special attention to local community participation in the development and conservation of tourism resources.

The consultant’s research yielded specific issues that affect the state of human resources in Timor-Leste’s tourism industry:

- Tourism and the state of the economy are linked. Timor-Leste’s narrow economic base cannot produce enough well-paying jobs. This is a strong disincentive for pursuing education. Average disposable income of Timorese is $150 a month.
- Low wages, plus a small population implies that domestic tourism will be quite limited. Thus, most tourism ventures will logically be targeted at the international or expatriate market. As such, the level of tourism services and facilities should be at a sufficiently high level. This will require high investments in capacity development.
- Unfortunately, with its limited revenue base, the Government is incapable of providing quality tourism education and training. The private sector also has reservations in training prospective employees due to the high cost involved.
- Tourism’s potential to spearhead Timor-Leste’s economic development is being slowed down by prohibitively high import and sales taxes, and high costs and unreliable electricity. Therefore, education of Government on tourism investment incentive schemes is required.

Absence of comprehensive up-to-date tourism statistics makes it difficult to forecast and plan for tourism. A tourism statistics unit is therefore needed at NDT.

Timorese are friendly people who readily smile and wave to foreign visitors. However, a few incidents in the recent past have shown that this openness can turn to violence quickly. A civic education campaign is needed to re-channel destructive energies into productive activities. A more tourist-friendly culture, including, environmental awareness and personal and community hygiene should be included the civic education campaign.

3.4.6 Priority HRD Needs in Timor-Leste’s Tourism Sector

Based on the Team’s assessment, the following are the priority training needs in various entities involved in the tourism sector.

Government

- Tourism awareness for senior and middle level executives, legislators and local administrators in order to evaluate tourism’s potential for contributing to the economic development of Timor-Leste.
• Knowledge of tourism development planning principles at all levels (national down to the suco level) in order to enable government to craft comprehensive and sustainable tourism plans
• Knowledge of key policy areas for decision making (tourism investment incentives, human resource development, environmental management)
• Knowledge of how NTAs in other countries are organized so that the NDT can structure itself for optimal effectiveness (including setting up of offices for standards and classification system, HRD, product research and development, tourism statistics, and liaison for coordinating government and private sector activities in tourism and networking with international agencies)
• Key components of and setting up a tourism training centre
• Key functions and organization of a national tourism board (marketing arm)
• Putting up tourism information centres around the country
• Managing events
• Advanced English and Portuguese language proficiency

Educational and training institutions

• Advanced English and Portuguese language proficiency
• Translation services for textbooks
• Tetun language training program for foreign teachers
• Teacher training (train-the-trainer) courses
• Specialized education in finance, administration, management, and information technology
• Best practice exposure at leading tourism training centres in the region
• Facility and equipment provision
• Curriculum design

Hotels and restaurants

The quality of facilities and services in hotels and restaurants are below standards of their counterparts in most of the major urban centres in south east Asia. Hygiene in toilet facilities needs to be upgraded. Service time need to be speeded up; the minimum time it takes to get food on the table is thirty minutes. Variety of menu is also quite limited. Waitresses do not do suggest selling or up-selling. Much need to be improved in terms of professional presentation and hygiene in provincial tourist facilities. There is currently no system for classifying tourist facilities in the country and thus there is no indicator of the calibre of the hotels and restaurants that visitors can make prior to coming to the country.

Tourism front liners (taxi drivers, airport personnel, shopkeepers)

Taxi drivers in Dili generally drive very slowly (not exceeding 40 km/h) apparently on the mistaken belief that driving in low gear saves fuel. Their personal hygiene and grooming also need to be improved. Most of them do not speak any foreign language. Shopkeepers need to be trained in customer service and suggestive selling. Better visibility through well-designed signage and display windows could also be achieved.

Training needs for front line tourism personnel include:
• Customer courtesy
• Professional grooming
• Basic English or Portuguese language
• Driving skills
• Basic knowledge of Timor-Leste attractions
• Merchandising

Community tourism training

Tourism has made inroads in a few communities. In Com, a few families have ventured into homestay operations, offering very basic accommodation at an average of USD 10 per night per person. The community has also formed a cooperative selling tais (traditional woven products) to visitors. On Atauro Island, about seven people from the community are employed at Tua Ko’in eco-lodge as cooks and maintenance staff. The standard of cleanliness and hygiene in the rural facilities need to be raised. At Atauro, there is little connection between the ecolodge and local suppliers, resulting in little
impact on the local economy. Entrepreneurship is non-existent. Fish and coconuts are abundant on the island but not offered on the menu. There are no souvenirs for sale; no value-added services exist such as spas or guides. Training needs in the community sector include:

- Tourism awareness
- Entrepreneurship
- Home-stay operations
- Eco-lodge construction and management
- Livelihood training (tourism services, production and sale of handicrafts, t-shirt printing, weaving, and agricultural production (food & beverage for tourism)
- Community organizing and mobilization for community leaders

### 3.4.7 Strategy for Developing Human Resources for the Tourism Sector

- Institutional and human resource capacities in all aspects tourism are extremely weak. Substantial and long-term investment in human resource development will have to be made.
- Priority is strengthening National Directorate of Tourism to assume a leadership role. Following this relevant government agencies need to be sensitized to their role in tourism development so that the necessary organizational structures and legislative and policy frameworks for tourism development could be put in place or set into motion.
- For the private sector, the immediate need is to upgrade the quality of service among the current workforce in hotels and restaurants. This preparatory groundwork is feasible within the short-term despite the volatile security situation.
- To achieve competitiveness in the long-term, priority will shift—first to developing domestic skills-based capacity and then to management-oriented, training. This can only be achieved by instituting a national tourism training centre, which entails large investments in infrastructure and equipment and faculty development.
- Funding the proposed capacity development strategies will most likely have to come from donors, particularly UNDP which has expressed its commitment to developing the human and institutional capacities of tourism in Timor-Leste. The remainder will come from national government allocations. Legislation supporting the allocation of a certain portion of visa fees and hotel sales tax, etc. could be promulgated to support creation of the proposed national tourism training centre.

**Guiding principles for Capacity Development in the Tourism Sector**

The following guiding principles were used in prescribing capacity development programmes:

- Follow a multi-sectoral, multi-level approach
- Considers stakeholder suggestions
- Consider available capacity building resources in the country
- Develop and utilize local capacities whenever possible
- Channel resources to programmes with the most immediate effect

### 3.4.8 Five Components of Capacity Development for the Tourism Sector

There are five main capacity development components are:

1. Institutional strengthening programme
2. Hospitality management and skills training programme
3. Travel operations skills training programme
4. Community tourism awareness and livelihood training programme
5. Establishment of a National Tourism Training Centre

### 3.4.9 Short-term Human Resources Development Strategy

Timor-Leste’s core tourism assets lie in its natural resources (diving, ecotourism, adventure tourism, etc). The tourism strategy for Timor-Leste emphasizes conservation. The country’s relatively small area and population indicate the need for observing smaller carrying capacities. Thus to create the desired level of revenues, the smaller but higher spending market segments will be tapped. Catering to
these discriminating customers implies that HRD should strongly emphasize environmental management know-how (ecotourism management) and customer service skills.

**Institutional strengthening programme**

Because the government sector will play the lead role during this incipient stage of tourism industry, the focus of the short- to medium-term program will be on developing the institutional capacity of the National Directorate of Tourism and relevant government agencies. The capacity development programme will employ various modes, mainly

- study tours for senior NDT and government offices and middle-level managers of NDT, and selected district administrators to national tourism administrations, tourism marketing and promotion boards, tourism education and training centres, and popular destinations in selected countries in south east Asia
- overseas fellowship programmes on relevant topics in designated institutions of higher learning in Malaysia and Macau
- in-country intensive English and/or Portuguese training courses for NDT officers
- in-country seminars on key topics for local officials from district down to suco levels
- attendance to international tourism conferences

The study tour for NDT officers and cabinet ministers is aimed at educating the officials on the greater role that tourism could play in Timor-Leste’s development. They will visit national tourism offices and tourism promotion boards in key countries in Southeast Asia in order to learn about how such organizations are structured, experiences in the areas of marketing, classification and standard setting and monitoring, and inter-agency coordination. They will also visit major training institutions in the region such as the Singapore Hotel and Tourism Education Centre and Macau’s Institute for Tourism Studies.

The officers will hear presentations and briefings from their counterparts in the host countries. Through their direct exposure to travel and hospitality services, they will acquire a better appreciation of human resource requirements for developing a robust tourism industry. This will be complemented by a program to support their attendance at international tourism conferences.

**Itinerary for the study tour should include visits to:**

- Bali’s various beach resorts, dive sites and marine sports centres
- Singapore Tourism Board (listen to a presentation on Singapore’s highly successful destination branding strategy)
- Singapore Hotel and Tourism Education Centre (SHATEC; study the centre’s organizational structure, facilities and curriculum)
- Department of Tourism, Manila, Philippines (study the NTA’s organizational structure and inter-agency linkages)
- Technical Education and Skills Development Authority, Manila (study national skills accreditation and classification scheme)
- Macau Institute for Tourism Studies (study course offerings and organizational set-up)

Overseas fellowships for the NDT officers and other government agencies will cover ecotourism management, environmental impact assessment, monitoring and control, tourism planning, destination marketing, and human resource development, among others. Rapid deployment is possible with the engagement of institutions like the Macau Institute for Tourism Studies whose tourism management courses may be activated on a turn-key basis. Another institution that may be considered is the Universiti Utara Malaysia (UUM), which has rendered excellent customized courses for the DPR Korea tourism personnel in 2005-2006.

Foreign language training will also be undertaken to improve the officials’ communication skills to a level where they will no longer depend on professional translators and where they can write correspondence and reports of acceptable standard.
**Hospitality management and skills training programme**

- Overseas hospitality operations fellowships
- In-country language training program
- In-country train-the-trainer program
- In-country skills training programs

Hotels and restaurants employ 95% of the tourism workforce in the country. Most of the employees belong to the skilled and semi-skilled categories. Improving the standards of hotels and restaurants in the country could be achieved rapidly by upgrading skills level among these personnel.

Short-term overseas fellowships at the aforementioned training centres on will be established to develop a cadre of local trainers. These future trainers will be recruited from the present hotel and restaurant staff. They will be nominated by their managers and owners, and will go through further screening by a panel made up of tourism industry and government officers. After completing their training abroad, they will resume their posts at their respective establishments where they are expected to pass on their acquired knowledge and skills to co-employees. Some of them will be recruited (part time) to train the rest of the workforce. To prepare them for this new role, they will go through an intensive train-the-trainer program while overseas.

Foreign language skills will be reinforced by requiring service staff to go through intensive 3-month training courses in English and Portuguese. Volunteers from UNV and AVI will be recruited to handle the programs. See Chapter 5: Consultant’s Reports for Outlines of Training Modules

**Travel and tour operations skills training programme**

- In-country intensive tour guide training program - professional hygiene and grooming, occupational health and safety, first aid, cross-cultural awareness, Timor-Leste history, culture and tourist attractions, providing shopping opportunities, interpretation techniques, putting guests at ease, tour planning
- Computer reservation system (Abacus)

For travel and tour operations, a five-day in-country training program on tour guiding techniques and CRS will be carried out by international experts.

**Community awareness and livelihood training programme**

- In-country tourism awareness seminar
- Develop a tourism culture through civic tourism education program at primary school
- In-country livelihood seminars
- Home-stay operations training program
- Community organization and mobilization training

In-country training seminars at local sites will be conducted on community organizing, eco-lodge operations, livelihood training (soap-making, silk-weaving, handicraft-making, t-shirt printing, etc.). This will be strengthened by study tours to best practice sites in the county, such as Tua Ko’in, Com homestay operations, and Laho Silk Farm in Baucau. Local experts will be recruited to conduct training when available. Training manuals and PowerPoint presentations will be prepared for distribution during the in-country seminars. To be effective, the manual will be translated into Tetun. There will be successive translation for PowerPoint lectures into Tetun if simultaneous translation will not be possible.
3.4.10 Summary of short term actions

Details of actions to be taken to develop human resources for the tourism sector are included in Chapter 4. Figure 10 summarizes the short term actions.

**Figure 10. Summary of Short Term Actions to Build Capacity in Tourism Sector**

<table>
<thead>
<tr>
<th>Total Cost of Short Term Human Resources Development for Tourism</th>
<th>USD 315,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overseas study tours</td>
<td>To provide knowledge of the potential of tourism to contribute to a country’s economic development; expose participants to best management practices in the tourism sector and structures of NTAs and tourism promotion boards in the region</td>
</tr>
<tr>
<td>Overseas management fellowships</td>
<td>Management training in tourism marketing, planning and policy formulation, tourism investment incentive schemes, environmental management, ecotourism &amp; industry &amp; culture exposure trips</td>
</tr>
<tr>
<td>International conference grants</td>
<td>To expose NDT officers to current information on tourism and to learn about event organizing</td>
</tr>
<tr>
<td>Overseas hospitality operations fellowship programme</td>
<td>To provide skills upgrading in front office, housekeeping, food and beverage service, bartending, and customer service</td>
</tr>
<tr>
<td>In-country training seminars</td>
<td>To disseminate knowledge gained from overseas study tours and fellowships and teach service and training skills</td>
</tr>
<tr>
<td>Intensive tour guiding seminar</td>
<td>To train local tour guides in guiding techniques</td>
</tr>
<tr>
<td>Computer reservation system</td>
<td>To train local travel agency staff on Abacus or other CRS</td>
</tr>
<tr>
<td>In-country intensive language courses</td>
<td>To develop basic and advanced proficiency in English and Portuguese</td>
</tr>
<tr>
<td>Community tourism awareness training</td>
<td>To make public aware of benefits of tourism and how to participate by produce products that are of value to tourists</td>
</tr>
</tbody>
</table>
3.4.11 Implementation Timetable for Short Term Actions

To have the desired “jump-starting” effect, the actions listed in Figure 10 should take place immediately – i.e. during the current year (2007). Figure 11 shows the timetable for implementing the actions recommended in Figure 10.

Figure 11. Implementation Schedule for Short Term Capacity Building

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Institutional strengthening</td>
<td>J</td>
</tr>
<tr>
<td>1. Overseas study tours</td>
<td></td>
</tr>
<tr>
<td>Organization of study tours</td>
<td></td>
</tr>
<tr>
<td>Selection of candidates</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>2. Overseas management fellowships</td>
<td></td>
</tr>
<tr>
<td>Identification of course provider</td>
<td></td>
</tr>
<tr>
<td>Selection of candidates</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>3. Conference grants</td>
<td></td>
</tr>
</tbody>
</table>

II. Hospitality sector capacity

| 1. Overseas fellowships | | | | | | | | | | | | |
| Selection of candidates | | | | | | | | | | | | |
| Identification of course provider | | | | | | | | | | | | |
| Implementation | | | | | | | | | | | | |
| 2. In-country training programs | | | | | | | | | | | | |
| Preparation of detailed program and | | | | | | | | | | | | |
| a. Hospitality operations | | | | | | | | | | | | |
| b. Intensive tour guiding seminar | | | | | | | | | | | | |
| c. CRS | | | | | | | | | | | | |
| d. Foreign language training | | | | | | | | | | | | |
| 3. Community tourism awareness/ | | | | | | | | | | | | |

3.4.12 Medium-Long-Term Human Resources Development Strategy

National Tourism Training Centre

It is recommended that a National Tourism Training Centre be established over the long-term. The tourism and hospitality schools surveyed for this study do not offer any critical advantages in terms of resources it might be more cost-effective if the NTTC will be built from the ground up.

The National Tourism Training Centre will have a lobby area, three classrooms, an audiovisual room, a an IT room with 30 units of modern computers, a library with an e-library section, a kitchen laboratory, mock hotel room, an educational cafeteria, and staff offices. The building should be located in an accessible area of Dili. It will take up the lion’s share of the initial investment for the planned school. As a more practical option, the government may simply rehabilitate any of the burned down buildings as the site for the NTTC. The site should have suitable landscaping.

The centre will be headed by a Director, and have officers in charge of administration, student matters (student recruitment, registration, and graduation), training and translation services for converting English language textbooks to Portuguese and Tetun. The total staff complement will be about 20, including five full-time instructors. Instructors will be experts in hospitality operations, culinary arts, tourism planning, marketing, and human resource development. Part-time faculty will be drawn from the industry practitioners to infuse the program with practical content.

The NDT may secure the funding for this from government allocation. A certain percentage of airport tax or visa fees may be earmarked for this. Private sector will be asked to help design the curriculum, sponsor training facilities and provide lecturers. The NTTC will be attached to the NDT under its future Human Resources Development Unit.
3.4.13 Cost estimate and Time Table for NTTC

Figure 12 lists the various facilities to be included in the National Tourism Training Centre, along with their estimated cost. The total cost of the training centre is USD $1,345,000. Figure 13 shows the implementation time table for the National Tourism Training Centre.

**Figure 12. National Tourism Training Centre – Components and Costs**

<table>
<thead>
<tr>
<th>Facility Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building @ USD 1,000 per sqm</td>
<td>USD 880,000</td>
</tr>
<tr>
<td>Lobby @ 100 sqm</td>
<td></td>
</tr>
<tr>
<td>Classroom @ 40 sqm x 3</td>
<td></td>
</tr>
<tr>
<td>Library (with e-lib) @ 120 sqm</td>
<td></td>
</tr>
<tr>
<td>IT training lab @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>Language training lab @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>AV room @ 120 sqm</td>
<td></td>
</tr>
<tr>
<td>Educational restaurant with bar set-up @ 100 sqm</td>
<td></td>
</tr>
<tr>
<td>Office spaces @ 100 sqm</td>
<td></td>
</tr>
<tr>
<td>Mock hotel room @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>Kitchen lab @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>Toilets @ total of 60 sqm</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>124,000</td>
</tr>
<tr>
<td>50 units of computers</td>
<td>50,000</td>
</tr>
<tr>
<td>2 units LCD projectors</td>
<td>4,000</td>
</tr>
<tr>
<td>20 units language training sets</td>
<td>20,000</td>
</tr>
<tr>
<td>Kitchen training equipment</td>
<td>50,000</td>
</tr>
<tr>
<td>Books &amp; library resources @ USD50 per book x 20 titles / subject x 36 subjects</td>
<td>36,000</td>
</tr>
<tr>
<td>Furniture (tables and chairs)</td>
<td>15,000</td>
</tr>
<tr>
<td>Subtotal</td>
<td>1,055,000</td>
</tr>
<tr>
<td>Faculty development</td>
<td>100,000</td>
</tr>
<tr>
<td>Personnel services</td>
<td>70,000</td>
</tr>
<tr>
<td>International consultant @ USD 10,000 per month x 12 months</td>
<td>120,000</td>
</tr>
</tbody>
</table>

**NTCC- Total Cost of Building, Furnishing and Developing Staff**

USD 1,345,000

The estimated costs of faculty development and personnel services are shown in the Figure 12. The services of an international consultant with strong background in tourism education and training would be engaged to provide advice on course development, teaching materials acquisition, faculty development, and facility design and layout. Because of the large total investment needed, the NTTC may be built incrementally, starting with the most important structures, such as one or two classrooms, library, training labs, and an office. A proposed implementation timetable is shown in Figure 13.

**Figure 13. Schedule for Medium-Long-term Capacity Building Actions**

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</thead>
<tbody>
<tr>
<td>Establishment of NTTC</td>
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<tr>
<td>a. Recruitment of Faculty and staff</td>
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<td>b. Recruitment of Dean</td>
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<tr>
<td>c. Recruiting International consultant</td>
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<tr>
<td>d. Curriculum Syllabus development</td>
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<tr>
<td>e. Faculty development programme</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>f. Temporary building &amp; equipment</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>g. Skills training programs</td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td>h. Construct permanent building</td>
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<td></td>
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<td></td>
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<tr>
<td>i. Full operations start</td>
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</tr>
<tr>
<td>j. Bachelor’s in tourism management</td>
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<tr>
<td>k. First batch of graduates</td>
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<tr>
<td>l. Master’s in tourism management</td>
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</tbody>
</table>
3.4.14 Funding and Implementing Human Resources Development

The capacity development plan, as an integral part of the Sustainable Tourism Strategy for Timor-Leste, will be managed jointly by the United Nations World Tourism Organization (UNWTO), United Nations Development Programme (UNDP), and the National Directorate of Tourism (NDT).

UNDP will assist in securing funding for the program components and will also be involved in monitoring the implementation of the plan. It will also administer the release of funds for all the approved capacity development projects.

UNWTO will execute the plan and will be responsible for the procurement of international consultants and trainers. It will also facilitate the organization of all study tours and fellowship programs and in-country training seminars. UNWTO will ensure the timely delivery of all project reports.

NDT will be responsible for the on-time delivery of all planned activities, the provision to international consultants of support staff, office space, supplies, internal transportation, and venues for in-country training activities, translation services, and assistance in obtaining visas. The project will be headed by a National Project Director, in the person of the National Director of the NDT. He will be supported by a chief technical adviser. The project implementation will be subject to a tri-partite review at least once a year. Progress reports will be required from the chief consultant once every two weeks during the course of the plan implementation.

3.5 Environment and Tourism Planning

3.5.1 Current Status and Context of Environment and Tourism

The UNWTO Phase 1 assessment of tourism for Timor-Leste highlighted that the country is heavily dependent on its natural resources for tourism. The surrounding marine environment with world-class coral and abundant fish life is arguably the country’s core tourism asset. In addition to the marine environment, the rugged mountainous interior and system of protected areas provide additional natural attractions for potential visitors to the country. The rich birdlife is especially important with six resident globally threatened bird species occurring in Timor-Leste. Timor-Leste’s beaches, while not the primary attraction for the country are nonetheless attractive and provide attractions catering mainly to the existing resident week-end visitor market.

Maintenance of these important natural assets is important not just for tourism purposes, but for future generations of Timorese. The commitment to protect these areas is a global responsibility and this in turn becomes an asset for tourism and an economic means to justify protection and derive income through visitation, research and sustained fisheries.

3.5.2 Issues Related to Environment and Tourism

Timor-Leste has recognised the importance of the environment and the natural attractions for the country and the need to protect and provide management of these resources. Most of the appropriate institutional and legal frameworks have been developed or initiated, but the agencies tend to be under-resourced in terms of financing and experience.

The natural environment, which is the country’s main tourism asset, this environment is already under considerable stress from activities outside tourism. Many of these stresses are the result of long years of resource use by local people, while other stresses have resulted in more recent times as the population pressure on specific areas has increased. Some threats to the environment are listed below

- Illegal timber cutting
- Conversion of forests to plantations
- Cutting of forests for fire wood
- Burning for pasture production and Swidden agriculture
- Hunting, and Turtle harvesting for meat and souvenir trade
- Lack of collection and disposal systems for solid and liquid wastes
Environmental threats related to the marine environment include:

- Over-fishing
- Coral collection for sale as souvenirs
- Coastal zone development
- Pollution (sewage, solid waste)

3.5.3 Environmental Considerations in Tourism Planning

The objective of environmental planning is to ensure that developments (tourism included) are properly planned and located in areas able to withstand the impacts brought on by the development. Assessing the impacts of potential or proposed developments is an important part of the process to identify the significant impacts and the measures required to mitigate them.

As a land use, tourism development must be implemented in a manner that has the least impact on the environment. Unlike urban developments that are placed in areas designed to deal with large numbers, tourism development (and especially nature tourism) often are placed in areas that are attractive but inherently more susceptible to impacts from alteration and development. Areas such as beach zones and mountains are prime tourism attractions but they are also fragile areas requiring relatively greater measures to mitigate the potential negative impacts from the development. Therefore, the development planning for tourism has to be mindful of the areas that area being designated for tourism development to ensure that areas designated as environmentally sensitive are avoided. Identification of these areas requires that the agencies responsible for the environment and relevant stakeholders be called upon and able to provide inputs at the development planning stage.

Timor-Leste tourism is based on promotion of the country’s natural assets, both the marine and the terrestrial natural environment. Therefore, the key stakeholders in determining the parameters for tourism to these areas are the agencies responsible for conservation and management of the marine resources, the national parks and terrestrial resources and the protection of the environment.

3.5.4 Planning, Review and Approval of Tourism Development Proposals

Timor-Leste is currently in the process of amending several laws related to the environment and planning that were initiated during the UNTAET time. In general, the laws being drafted are well considered and provide adequate mandate for the responsible agencies.

However, the sequencing of the approval process for new investments should be reviewed to ensure that there is sufficient emphasis given to the existing and proposed environmental requirements and laws prior to the granting investment approval. As part of the investment guidelines, potential investors should be directed to refer to the existing urban development plans and regulations as well as the requirements for EIAs and any other stipulations.

The sequence of this process is important and should come before project approval so that any measures required as a result of the EIA can be incorporated in the final costing of the development. This type of technical input is vital so that sound, well-informed political decisions can then be made. In the absence of this information, decisions will be based on other agendas.

As the key agencies in this process are all under the Prime Minister’s Department coordination of these activities requires only procedural changes in the sequence of approval and information provided to investors. The key agencies are as follows:

- Institute of Trade and Investment (Prime Minister’s Office);
- Directorate of Urban Planning (Secretary of State of Central Planning, also under the Prime Minister’s Office); and
- Directorate of Environment (Secretary of State of Central Planning, also under the Prime Minister’s Office).

In advance of investment approvals, there is a need to clarify the existence of environmentally sensitive areas such as national parks, other protected areas and watersheds. From a tourism perspective, maintaining the quality of the environment is of paramount importance, especially if this is to be the main selling point for Timor-Leste. Diving and nature tourism is potentially lucrative, but
if the resources on which these activities rely are not adequately protected, this business will not have a chance to develop.

For the environment, there is a need to outline a clear process for tourism development. This process needs to be endorsed by the Ministry of Trade and Investment so that the environmental concerns are heard up front and the development supports both the environmental objectives and the tourism goals.

The aim is to provide prospective investors with the full details of the environmental requirements they need to fulfil. The results of the EIA will advise whether changes to their proposal are required and whether adjustments to investments in terms of increased environmental protection are required.

There is a need to ensure that the environmental protection process is built into the investment approval process so that any developments are mindful of and serve to support conservation and wise management of these important resources. The overall aim is to ensure that development occurs in the right place and in the right manner. The purpose of this is not to stop development but to ensure that any development occurs in a manner that is sustainable both in the environmental sense as well as the long-term economic.

3.5.5 Coordination of tourism development

The Dili Urban Master Plan prepared by the Grupo de Estudos de Reconstrucao de Timor-Leste (GERTIL) has defined the guidelines for urban development and the regulations for set-backs and beach zones. These guidelines and regulations should be incorporated into all regional planning to provide a coherent set of regulations and to ensure that all developments (including beaches) in other parts of the country are developed in a sustainable manner. Defining public access zones and areas with low and medium density development has been done for the Dili and Baucau urban master plans and these can be used as templates for other areas. The development guidelines also address the main physical planning issues and can be used as a guide for development as well.

In order that the natural resources so important to the country (and to tourism) are adequately protected, the responsible agencies should be included in the planning process. This is to ensure that these important areas are identified at the planning and land use allocation stage and developments appropriate to the resources are planned. The regional administration staff also should be included in the process so they are part of planning and able to provide a linkage between the planning and the implementation. Also important is that the regional administration fully understands both the development and the environmental needs so these can be balanced during the implementation phases.

The GERTIL example is excellent and should be used as a template for all other areas for how cultural and natural landscapes are to be incorporated in the urban context. These plans were built on consultation and through the inputs of many agencies with environmentally sensitive areas incorporated as a part of the process. These plans and laws that will go along with the plans the regulations for planning should form the guiding regulations for planning for the rest of the country.

3.5.6 Support to Protected Areas

Many of Timor-Leste’s natural tourism assets are planned for protection in a network of 15 Protected Areas, located throughout the country. The protected areas are approximately equally distributed between coastal and marine areas—e.g. Jaco and Atauro Islands, Cristo Rey—and inland mountain areas, such as Matebian, Ramelau, as shown in Figure 14.

Figure 14. List of Proposed Protected Areas of Timor-Leste

<table>
<thead>
<tr>
<th>Marine / Coastal Protected Areas (5) – 2 in Dili; 3 in Lautem</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Manucoco (Atauro) map 14</td>
</tr>
<tr>
<td>2. Cristo Rey Beach map 2</td>
</tr>
<tr>
<td>3. Jako Island map 1</td>
</tr>
<tr>
<td>4. Tutuala Beach map 1</td>
</tr>
<tr>
<td>5. Lore Reserve map 10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mountain Protected Areas (8) – 4 in Ainaro Dist, 2 in east, 2 in west</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Mt Tata Mailau (Ramelau) map 3</td>
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<tr>
<td>7.</td>
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<td>9.</td>
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<td>10.</td>
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<tr>
<td>11.</td>
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<tr>
<td>12.</td>
</tr>
<tr>
<td>13.</td>
</tr>
</tbody>
</table>

Other Protected Areas (2) – both on south coast

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Elev.</th>
<th>Area (ha)</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>Rivulet Clere Sanctuary</td>
<td>Low</td>
<td>30,000</td>
<td>Manutahi Dist</td>
</tr>
<tr>
<td>15.</td>
<td>Tilomar Reserve (forest)</td>
<td>Low</td>
<td>13,000</td>
<td>Cova Lima (south)</td>
</tr>
</tbody>
</table>

Key points to consider in relation to protected areas are:

- Enforcement of the existing regulations is needed (resources and capacity)
- There is a need to involve the community in the management process
- Currently coral reefs are protected from destruction by legislation. However, reefs are open for fishing, as none of the reef areas has yet been granted protected area status.

### 3.5.7 Developing and implementing protected area management plans

The current protected area network provides good coverage for protection of the important natural resources in Timor-Leste. The National Parks Division under the Directorate of Forests has been given the mandate to manage the parks through the national parks and protected areas legislation. One of the first activities required is to establish the boundaries of the protected areas so that management plans can be prepared for each.

Planning for tourism in these areas is an important task and should be an integrated component of the management planning process. However, before this can happen a priority need is support for the institutional strengthening and capacity building for managing protected areas. The two agencies requiring support are the National Parks Division under the Directorate for Forests and the Fisheries Department.

Both these departments have the legislation providing them the mandate for management of protected areas, but both need considerable capacity strengthening and hands-on practical training for staff involved in the management.

In support of the management, sufficient resources are also required for equipment and logistics as well as for training of staff to be able to set management objectives and prepare plans to achieve these. Yearly budgets should be prepared based on yearly management plans and linked to clear objectives and realistic goals. Progress towards these goals should be monitored to provide an indication of management success or needs for alteration.

### 3.5.8 Stakeholder involvement in Marine Protected Area management

There is already in existence a Joint Working group that consists of 11 agencies (mainly government agencies) to oversee protection of marine resources; The Joint Patrol Development Authority (JPDA). The JPDA should include a tourism component as well as involving the local dive and fishing charter operators to enlist the help and cooperation of the private sector agencies that rely on the health of the resources. Any deterioration in these resources will adversely affect the business. As Timor-Leste is to be promoted as a “pristine” “frontier” dive destination, it is important that the resources are protected in order to live up to this billing. By promoting the private sector’s involvement in the protection of the resources, this demonstrates an industry-wide concern and involvement in ensuring that the resources are protected. Fisheries sets the rules and enforces them, the private sector help to ensure that the resources are protected and can serve as a monitoring network to assist the JPDA in doing their job.

There has been some cooperation with the private sector and this needs to be enhanced. Regulations are not meant to stop business, but to ensure that the business can continue for many years to come.
Once this is understood by all and provided this is evenly and equally enforced over all, the resources will be protected.

Support (financial and human resources) to the Directorates of Forestry and Fisheries is required to assist with the building of the capacity to manage the protected areas and resources. However, there is a corresponding need to coordinate and support with the stated goals of the directorates so that efforts are not duplicated but aimed at achieving the directorate’s goals. Support projects should be of a duration long enough so that there can be a chance for technology transfer and training and the project will not die when the foreign consultants leave.

3.5.9 Conservation of Priority Protected Areas

For protected areas, the management authorities require resources (both financial and human) to prepare management plans for the key protected areas. From a tourism perspective, the protected areas in most urgent need of management planning are:

- Jaco-Tutuala area (including the Conis Santana),
- Atauro Marine protected area and Manucoco,
- Christo Rei,
- Tata Mailan Mountain
- Mundo Perdido and
- Matebian

Give current staff strengths in both the Fishers and the Forestry, there is a need to establish the priority PAs and MPAs so that some sort of management can be started and entrance fees can be charged. Ideally these PAs should be linked with the core attractions, where visitors are already going. Once management objectives have been established, the plans can be drawn up and implemented and user fees can start to be charged. Revenue from user fees collected can then be channelled towards PA management. Priority marine areas for protection and management include:

- Pertamina Jetty (exceptional marine life)
- Metinaro- Mantuto (K35- K57) (popular day-trip dive sites under fishing pressure)
- Atauro (the whole island, exceptional quality of coral and marine life)
- Tutuala, Com, Jaco (exceptional quality of coral and marine life)

3.5.10 Building capacity to manage protected areas

To strengthen their local capacity, the Fisheries Directorate will be receiving 4 volunteers in June 2007. These volunteers will focus on community based projects and development of marine protection regimes at the local level. Support of these initiative and incorporation of tourism concerns is important if these resources are to contribute to the overall development of the tourism industry.

To increase the effectiveness of any interventions, it is essential that they have a sufficient time span to actually achieve results. The capacity concerns in all departments are such that 1-2 year project periods for capacity building are too short to be able to achieve significant results. There is a need to plan capacity building over 5 year periods and clearly mark the milestones and work towards these. The overall objective should be to train local staff to have the ability to understand and manage the resources in their charge. There are a number of considerations in this regard:

- Academic qualifications should be ignored in favour of a system that can recognize experience and the ability to manage. Thus, training will have to be practical and results oriented as opposed to theoretical approaches that assume a broad background or understanding of model-based management approaches. Setting of an overall objective and then achievable goals is paramount so that progress can be observed, monitored and, importantly, achieved.
- The institutional set-up should be established so that career paths in natural resource management are clear and there are salary scales that are commensurate with the increasing responsibility that candidates will be asked to assume.
- Resources should be allocated to ensure that the support equipment (communication, transport, logistical, operational) is available to carry out the tasks required.
- Monitoring of progress is essential to provide an indication of success and to be able to remedy interventions that are not having the desired effect. Reporting should be based on progress towards the agreed upon goals and any alterations in the process required to adjust for goals not achieved.

The Fisheries Directorate has over 100 staff. The majority are young and lack knowledge and experience, thus building on this resource base is essential. The building of this knowledge should be done through a mentoring process that allows staff to learn on-the-job, but at the same time to build their qualifications as they go. Volunteers have dedication to assist with the linkages at the ground level, but there may also be a need for overall guidance and development of on-going training programmes at the departmental level. Tourism considerations for use of protected areas should be incorporated into the training and capacity building process. Cooperation with tourism industry stakeholders should be included.

It should be noted that this process can apply to Forestry Directorate as well as to Fisheries.

3.5.11 Engaging the private Sector in Conservation of Tourism Assets

Marine tourism

The companies involved with marine-based tourism rely on the health of the resource and should be involved as stakeholders in the process of managing these resources. In general, the Dive industry has its own codes of ethics and standards and it is important that all companies subscribe to these codes of conduct. Guidelines for snorkelling and diving tourism on reefs are included in Chapter 5.

Reef monitoring The Directorate of Fisheries should cooperate with the private sector dive companies to develop a reef monitoring system that can be used to monitor the overall health of the country’s reefs. The dive companies are on the reefs on a regular basis and having a simple check-list that can be compiled either by dive masters or keen divers would provide information that the Directorate could use to support management decisions. Examples of this type of monitoring exist in many parts of the world and these could be adapted for use in Timor-Leste. The information gathered should not be gathered simply for the sake of having information but for a purpose and be used to support decisions or monitor effectiveness in achieving management goals.

Education programmes Programmes to educate the public and the industry on the importance of the reefs and to provide avenues for cooperation on management of these resources.

Enforcement assistance As the divers are on the reefs on a regular basis, they can provide the Directorate of Fisheries with timely information on any infringements to the regulations so that action can be taken.

User Fees Once marine protected areas have been established, it will be possible to determine what fees can be charged for access to the reefs. These fees can be incorporated with community tourism efforts to main the reefs, moorings or landing sites. Note: any move to charge user fees, should have a lead-in time of at least 6 months so operators can adjust prices and inform clients.

Community Reef Management Establishing permanent moorings that are maintained by the local villages will provide some income to the village, prevent potential anchor damage to the reef and instil a sense of resource ownership in the village. Support in this would have to come from the Directorate of Fisheries in terms of establishing the moorings and providing community education programmes. The private sector involvement in this is vital.

3.5.12 Carrying Capacities of Natural Tourism Assets

Carrying capacities are generally included as a component of protected area management plans and as such are the responsibility of the protected area management to set and enforce. Part of the management planning process involves identification of the core conservation areas in the protected area and allocation of use zones. To prevent over-use or degradation of sensitive areas, carrying capacities are often set to provide a number beyond which use is not sustainable. The first step in
this process is to be able to identify the sensitive areas, so the use zones and limitations can then be
determined.

Carrying capacity has its origins in wildlife management and implies some threshold number below
which all factors are in balance and the system can continue to function. In the wildlife context, as
soon as the numbers exceed the threshold, one or more of the resources the population depends on
comes under such severe stress that further use is unsustainable and the population crashes. With the
population pressures relieve, the resource recovers and eventually the population also recovers.

To a certain degree this model of limited resources and a level beyond which uses is unsustainable can
be applied to tourism. However, the notion of a “magic number” becomes difficult to manage as soon
as management approaches the set threshold or when the resource limitations have been solved.
Further, enforcing these numbers requires considerable management capacity on the part of the
agency responsible for the resource. The enforcement of the carrying capacity becomes even more
problematic as numbers approach the set capacity number (eg. if the capacity is 120 persons per day
and 121 show up). Examples of Visitor Carrying Capacities for various tourism sites and activities
are included in Chapter 5.

3.5.13 Studies and Education

Protected Areas There is a need for continued research and studies to better understand the
country’s natural resources. This information is required to provide the basis for determining
management zones and to understand how best to manage and protect the resources. In turn, this
information can be used to highlight the importance of the protected areas and why they are such
special places to visit. As the body of information grows, this can be used to further justify the
protection of the areas and to potentially identify areas that require further protection or increased
management attention. The key agency responsible for this is the National parks Division in the
Directorate of Forestry. However, assistance from universities and other institutions as well as
projects should be encouraged. Importantly, this information should be coordinated through the
National Parks division to ensure the studies are directed towards the conservation needs.

Marine Protected Areas The on-going research and inventory proposals for these areas should
be supported to document the richness of the area and to provide continued justification for protection
and management. One of these projects is a coast survey coordinated by the Northern Territory
Government.

During 2007, the Northern Territory Government (in collaboration with James Cook University) will
be working with the Ministry of Agriculture, Forestry and Fisheries to develop an Coastal and Marine
Ecotourism Strategy for northern Timor-Leste. This strategy will build upon existing tourism and
cotourism planning activities (such as the Gertil and WTO activities) and also, significantly, provide
the basis for an ecotourism management framework for the proposed Nino Conis Santana National
Park (including the proposed marine extension of the park, Timor's first Marine Park) (Karen
Edyvane, 2006, pers comm.).

These efforts to underpin conservation planning and sustainable management of community-based,
ecotourism and marine resource development activities in the region should be supported. Other
interventions should be coordinated with these efforts to ensure that the information base is expanded
and not duplicated.

Environmental education There is a need to distill the information gathered by the various
university and departmental studies to a form that can be used for village level education regarding
the environment. This type of intervention needs to be coordinated among the various government
agencies with regards to development and regarding protection of the environment. Project
interventions, should be aimed at medium term results (3-5 years) involving training of staff to enable
local management of protected areas. In addition to practical aspects of the day-to-day management,
training should include setting achievable goals and the monitoring progress towards the goals.
3.5.14 External assistance to Strengthen Environmental Management

Possible donor agencies to assist in strengthening the management of Coastal Zones, Biodiversity and Protected Areas and Community Management of natural resources are:

- Danida (Danish Government)
- GTZ, (German Government)
- JICA (Japanese Government)
- Cida (Canadian Government)
- DAI (US government)

Note: See action profiles Ref: ENV-01 through ENV-06 in Chapter 4.

3.6 Community Tourism Development

3.6.1 Background and Context

In order to set proper conditions and guidance and to realize benefits community-tourism can contribute to poverty alleviation in rural areas, UNDP and WTO plan to support community tourism development in Timor-Leste, under the Sustainable Tourism Sector and Institutional Development Project.

When properly developed, community tourism can make significant contributions to the local economy. Where carefully planned, such developments act as incubators of micro, small and medium sized enterprises at a local level—generating supplementary income opportunities for communities (especially women and ethnic minority groups) through their participation in production and sale of various goods and services needed by tourists.

Supporting entrepreneurship is a key strategy to reduce poverty in Timor-Leste. UNDP’s Timor-Leste Country Strategy refers to support of small and medium enterprises (SMEs) and urges government to create an enabling business environment for SMEs.

UNWTO and UNDP (Timor-Leste) together with Ministry of Development aim to promote entrepreneurship for poverty alleviation. Among potential local products and services, tourism is one of the most promising. Attractions include Timor-Leste unique natural and cultural heritage.

Currently, tourist infrastructure in Timor-Leste is very limited. The 15 proposed protected areas have insufficient resources for their protection and management. It has been proposed to involve local communities in providing basic tourism infrastructure and services, while promoting community participation in conserving these areas to reduce deterioration their natural resources, and to promote tourism by local communities, based on sustainable use of these resources.

3.6.2 Preconditions for Successful Community Tourism

Ecotourism and community-based tourism are not panaceas for solving community development problems. Community tourism can assist communities to improve their livelihood, but should not be seen as the main source of livelihood. Also, there are preconditions that have to be considered before attempting to implement community tourism. If these preconditions are not present, community tourism may in fact do more harm than good.

For a number of reasons, not all villages and communities are suited for being involved in tourism. The first precondition is having special and unique attractions that draw tourists to the area. Proposing community tourism in areas that do not have special tourism attractions raises false expectations and wastes resources that could have been better used for other ventures like water supply systems, agriculture, education and healthcare.

Therefore, it is imperative that before considering implementation of community-based tourism initiatives, a thorough analysis of the situation is undertaken. This analysis has to be a very critical examination of the tourism attractions and their ability attract visitors; an assessment of the market demand for the attractions and whether this market currently exists in the country; and if not, will the
attraction be sufficiently unique to attract visitors from distant areas, given the very competitive state of international tourism. Also important is the level of competence in the community to provide the expected tourism facilities and services.

There are a number of guidelines prepared by various NGOs for tourism development involving local communities. All of these guidelines call for critical appraisal of the local situation BEFORE commencing implementation. The key components in tourism are having an “attraction” that people are willing to pay to come and visit, and having a market for that attraction. Once these two aspects have been identified, together with the process of defining what to do and who will benefit.

3.6.3 **UNDP / UNWTO Community-Based Tourism Initiative**

Under the Sustainable Tourism Sector Development and Institutional Strengthening Project, two short-term consulting assignments have been carried out—one in 2005 and another 2006.

During these assignments UNWTO consultants, in collaboration with National Directorate of Tourism (NDT) of Timor-Leste, undertook the following activities and produced the following outputs to support development of community tourism in Timor-Leste.

**2005 OUTPUTS** (see 2005 UNWTO Consultant’s report)

1. Situation Analysis of Community Tourism;
2. Policy framework for Community Tourism.

**2006 OUTPUTS** (see Community Tourism Consultant’s Report)

1) Strategic Plan for Community Tourism Development in Timor-Leste
   - Terms of Reference (TOR) for National Community Tourism Liaison Officer to facilitate and promote Community Tourism Development.
   - Selection criteria for evaluation of Community Tourism Proposals received.
   - Assessment of Potential Community Tourism sites in Timor-Leste;
   - Guidelines for Community Tourism Development;
   - Curriculum for Community Tourism Induction Training
   - Invitation to submit proposals for community tourism assistance

2) Priority Actions for Community Tourism Development
   - Assessment of Potential Community Tourism sites in Timor-Leste;
   - Guidelines for Community Tourism Development;
   - Curriculum for Community Tourism Induction Training

3.6.4 **General Strategies for Community Tourism in Timor-Leste**

- Adopt a spatial strategy for tourism development that, as far as possible, will spread its benefits throughout the country—especially to zones or areas where poverty is highest, by giving developers incentives to invest there and adopting development models that distribute benefits widely among local communities.
- Community tourism in rural areas, should be undertaken with limited intrusion and low levels of occupation, in order to minimize social impacts and harmonize tourism growth with existing, acceptable rates of social change.
- Conduct assessments and training in communities prior to initiating tourism development activities. Training should include tourism awareness, organization and planning.
- Develop partnerships between communities with tourism potential and NGOs, Tour Operators, and others who can assist the community in their tourism development ventures.

3.6.5 **Strategic Planning Documents for Community Tourism***

Development of community tourism in Timor-Leste should follow a step-wise process, as described below. Supporting documents (see underlined titles below) for each of these steps have been developed and are included in Chapter 5—Report of Community Tourism Planner.

- Develop Criteria for Selecting Community Tourism Sites.
• Conduct Site assessments of communities with potential for tourism.
• Conduct Site Selection - based on the outcomes of site assessments 2 sites with high potential for success have been selected for further assistance and to serve as pilot/demonstration sites for community tourism development.
• Develop Guidelines for Community Tourism in Timor-Leste
• Develop Training Curriculum for Community Tourism including sections on community awareness, planning, organization, and mobilization for community tourism
• Develop Terms of Reference for Community Tourism Liaison Officer to conduct preliminary, induction training and dialogue with communities identified as having tourism potential.
• Advertise Request Proposals from Communities (in collaboration with NGOs, Tour Operators, etc.) for assistance in preparing plans, feasibility studies and business plans to enable the community to attract capital and technical assistance from credit/financial institutions, NGOs, donors, etc. A “competitive selection” process will ensure community ownership, commitment and cooperation between participating partners.
• Provide on going assistance to communities that meet the criteria for community tourism development and apply for assistance in developing community tourism products.

*Underlined Documents* included in Chapter 5 – Report of Community Tourism Planner

### 3.6.6 Community Identification and Assessment

Potential community tourism sites were identified and assessed by the WTO consultant during their field work. From information gathered during these visits brief site profiles were prepared, to provide sufficient information to identify the main tourism attractions and potential community tourism products. The existing and planned community based tourism facilities in Timor-Leste include tourist guest-houses in Com and Los Palos and two small eco-resorts on Atauro Island.

From these assessments it was possible to distinguish 2 distinct types of community tourism facilities—the first is “overnight facilities” and the second is “day-visitor facilities”. In terms of investment and level of expertise needed, the “day-visitor facility” is the “entry level” community tourism product and “overnight accommodation is a more “mature level” product. Where possible it is recommended that communities initiate community tourism with the former and then, based on experience, consider expanding into the more demanding overnight facilities.

### 3.6.7 Criteria for Community Tourism Project Selection:

The following criteria were developed to assess potential community tourism sites in order to select two case study projects for further assistance. Six criteria were used for this selection process:

1. **Attractions:** Existence of prime tourism attractions, or on a route or circuit of attractions. Marine resources-coral-reef dive sites have been identified as the primary tourism attractions with, inland scenery, agro-tourism, handicraft, cultural/historical sites identified as complementary attractions.

2. **Activities:** Existence of a range of activities in the area – water sports (fishing, snorkelling, scuba-diving, kayaking, surfing, sailing, whale/dolphin watching, etc.) and sight seeing, trekking, visiting special interest historical / cultural tourism attractions – handicraft, cultural performances, bird and wildlife viewing, etc.

3. **Attitude and Motivation:** Community displaying enthusiasm / cohesiveness and a record of undertaking community projects (water system, church, pre-school, agricultural production/marketing) should be given preference. Sites with indicators of social disharmony—burned houses, destroyed infrastructure, untidy, poorly maintained public areas, should be avoided.

4. **Access:** Good physical and market accessibility of the site to key towns (eg. Regular, easy to arrange transport < 4 hour travel from point of entry, < 1 hour from a district capital);

5. **Partnership:** Potential for effective partnership development should include interest in from the private sector travel trade (tour operators), NGOs, local government administration.
6. **Amenities:** Basic level of amenities/services (attractive environment, road access, electricity, water, communications, etc.) or at least good conditions for providing these services.

7. **Land Tenure:** Areas with clear, traditional community land rights.

It should be noted that all of these criteria may not be satisfied at the selected site. However, selected sites should incorporate most of them.

It is suggested that as part of the selection process, the local church and religious bodies should play a role during the decision-making and community-based tourism development process.

**Figure 15. Potential Community Tourism Sites in Timor-Leste**

<table>
<thead>
<tr>
<th>Site No.</th>
<th>Community</th>
<th>Location</th>
<th>NGO / Funding</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aldeia Betotasi (Marinir)</td>
<td>On coast east of Comorro airport near mouth of Comorro River in Dili</td>
<td>Not yet but could be when peace reestablished titles issued, etc. become available.</td>
<td>Seaside Community Beach potential for R&amp;R, Swimming in short-term &amp; develop resort, etc later.</td>
</tr>
<tr>
<td>2</td>
<td>Maubara, Liquica</td>
<td>Western Coastal</td>
<td>Haburas Found. JICA Funded</td>
<td>Fruit &amp; Handicraft production / sales Revolving fund…</td>
</tr>
<tr>
<td>3</td>
<td>Atauro Island (Vila) – Eco Lodge</td>
<td>Central Island</td>
<td>Roman Luan Foundation.</td>
<td>Beach Lodges Tours, Diving.</td>
</tr>
<tr>
<td>4</td>
<td>Atauro Island. (Beloi) Beach bungalows &amp; homestay</td>
<td>Central Island</td>
<td>Community private individual – no NGOs</td>
<td>Community tourism lodging etc</td>
</tr>
<tr>
<td>5</td>
<td>Atauro Island – hotel, eco-lodges</td>
<td>At other communities on Atauro Island</td>
<td>Roman Luan foundation or other</td>
<td>Repairoperate hotel near Beloi Ferry Dock</td>
</tr>
<tr>
<td>6</td>
<td>Ililmanc, Maubara and other north coast communities , Dili</td>
<td>East and west of Dili Ponta Hatolana Metinario Maubara., Liquica Dist.</td>
<td>Haberas interested in helping to develop CBT Poss. JV with Dive operators Free Flow, etc.</td>
<td>Potential for beach shelters, shower, toilet, food, camping /nightdives equip rental, handicraft,?</td>
</tr>
<tr>
<td>7</td>
<td>Baucau</td>
<td>Central coast</td>
<td>Laho NGI – Loron Aban Haho Ohin tomorrow start today</td>
<td>Agro tourism NGO near Baucau based on silk prod. &amp; weaving.</td>
</tr>
<tr>
<td>8</td>
<td>Eraulo (Aileu-Gleno area south of Dili)</td>
<td>Central Inland</td>
<td>Leewuin Care (c/o Hotel Dili)</td>
<td>Community Centre Training, School Handicraft</td>
</tr>
<tr>
<td>9</td>
<td>Loihuno, Viqueque Woossolo, Uatkarbau</td>
<td>Eastern Inland (Ossu-Viqueque)</td>
<td>Vila Harmonia</td>
<td>Eco lodge @ at Loihuno &amp; Camping @ Woosslo (plan to build 6 bed dormitory)</td>
</tr>
<tr>
<td>10</td>
<td>Quelcai – Bagua, Baucau District</td>
<td>25 km E of Baucau in On Mt. Matebian</td>
<td>Visitors trek Quelcai - Bagua west – east of Mt. Matebian</td>
<td>Accommodation, food Guides, handicraft. 15 villages in area with total pop.-19,000 – 3 villages involved directly</td>
</tr>
<tr>
<td>11</td>
<td>Ossalo and Wataboo Beach Baucau District</td>
<td>Wataboo Beach (Baucau Beach Bungalows)</td>
<td>Family of Jose Borges</td>
<td>2 motel style units plus 4 native style beach bung.</td>
</tr>
<tr>
<td>12</td>
<td>Com Lautem District</td>
<td>20 km east of Lautem 20 km east of Lautem 6 villages-3 up 3 down about 600 households 3,000 population</td>
<td>Private operator – owner of Timor Lodge</td>
<td>Motel, restaurant &amp; beach activities</td>
</tr>
<tr>
<td>13</td>
<td>Malahara, Lake Lala near Los Palos,</td>
<td>20 km south east of Lautem, 10 km east of Los Palos / Fuioloro.</td>
<td>Agricultural area with Don Bosco School at Fuioloro, &amp; bird watching</td>
<td>Motel, homestay, etc. interest in building rustic lodges near lake</td>
</tr>
</tbody>
</table>
These 14 potential community tourism sites were measured against the following 7 selection criteria and 2 sites were selected for assistance in community organization/mobilization induction training, followed by feasibility assessment and preparation of business plans.

### 3.6.8 Selection of Pilot Sites for Community Tourism Development

Using the above 7 criteria, two pilot sites were selected for assistance under the project. The selected sites include: Com (Lautem), and Ilimano (Metinaro) communities were selected because:

- They are located at, or near, identified primary marine and coastal tourism attractions,
- They represent geographic range (Com is in the east and Ilimano is in the west of the country)
- They represent a range of existing community tourism development - Com has begun community tourism development and existing tourism facilities, while Ilimano has no tourism facilities.
- They are representative of size and sophistication of communities – Com is a large community consisting of 5 or 6 clans, while Ilimano is relatively small.
- They are representative of a range of tourism products – Com focuses on overnight accommodation, handicraft sales and boat-diving excursions to the eastern end of the Timor-Leste, while Ilimano is a site visited by day-visitors who shore-dive in the excellent reefs near Ilimano at Km 41 east of Dili.

**COM** – A large coastal fishing community with a fishing dock and established beach resort. The community offers overnight tourism facilities, handicraft production and sales, and boat diving trips along the north-east coast to Jaco Island.

**ILIMANO** – A small coastal fishing village in Metinaro District with very good beach diving and snorkelling. There is some potential for offering day-trip facilities – toilet, showers, shelters, meals, etc. to people from Dili who come for the day to dive, snorkel and relax on the beach. The advantage of developing Ilimano as a demonstration community tourism site is that it is representative of many villages with good reef diving and snorkelling within an hour’s drive east and west of Dili.

**Text Box 3: Opportunity for Community Operated Beach Recreation Sites East & West of Dili**

Coastal regions from Maubara to Manatuto are important recreational areas for the residents of Dili. These areas are also the most accessible due to the proximity of the main highway to the coast.

Development of coastal recreational sites in association with the local villages is an important method of providing not only a range of recreational settings but also for spreading the visitor load across a wider area.

Through cooperation with the local villages, the management of the sites can be the responsibility of the village with revenues from collection of entry or parking fees and sale of goods and services going directly to the village. Revenue can be derived from the sales of drinks, food and handicraft.

The village would be responsible for the up-keep and maintenance of the recreational area and the promotion of the area would be the responsibility of the tourism department. By providing information to visitors regarding the various recreation sites available, visitors’ choices could be made, based on the availability of facilities, quality of diving, beach and other facilities.

Development of these recreational areas would require funding for establishment of picnic tables, shelters and toilets / showers. Priority should be given first to the venues currently receiving large numbers of visitors as these would be assured of successful and could be used as example (demonstration sites) for future developments.
3.6.9 Plan for Community Tourism Development

STEP 1 – 2007-2008 (Short-term Action)

1) Engage a National Community Tourism Liaison Officer to work with NDT in consultation and collaboration with District and Sub-district governments, as well as the National Agency for Employment and Community Reinsertion, to promote and facilitate Community Tourism Development. (Terms of Reference for this position included in Chapter 5: Consultant’s Reports)

2) Develop Community Tourism Guidelines (Draft Guidelines in Chap.5: Consultant Reports)

3) Prepare training materials for Community Tourism Training (Course outline in Chapter 5)

4) Conduct preliminary induction training in communities with potential to participate in tourism development – see list of communities with potential for tourism development and selection criteria for selecting community tourism sites. (Curriculum for Community Training Course is included in Chapter 5: Consultant Report)

5) Based on the outcome of induction training, invite communities having potential for community tourism to submit proposals to initiate, expand or strengthen their community tourism development. (Draft Request For Proposals (RFP) in Chap5: Consultant’s Report)

6) Assess and evaluate proposals received against selection criteria.

7) Based on proposals received, select communities to receive training and assistance under the project.
   a. Form a community tourism group (association of stakeholders in the community);
   b. Prepare tourism plans (facilities, services, etc.)
   c. Prepare general cost/benefit assessments and business plans for tourism development,
   d. Arrange partnerships with tour operators and/or NGOs,
   e. Prepare marketing materials,
   f. Arrange for further training,
   g. Apply for credit to fund their proposed tourism activities and facilities

STEP 2 – 2009-2011 (Medium-term Action)

8) Tourism Feasibility Assessment: This would comprise the following outputs:
   a. A tourism market assessment that identifies the key potential markets, evaluates competing destinations and estimates demand for market sectors. This would also include recommendations on linkages with the domestic and foreign travel trade;
   b. A tourism strategy that would identify the key attractions in the area, and potential circuits for visitors. This would include recommendations for improvements to those attractions and nearby villages;
   c. A tourism concept plan for the project itself that would identify improvement proposals for facilities and the environment, and would include infrastructure investment requirements;
   d. An outline of best practice principles that would be relevant for the individual case studies. This would include suggestions for community involvement, work and livelihood improvement opportunities from the case studies;
   e. A proposed short-term work programme identifying immediate actions to be undertaken in order to implement the recommendations.
   f. The work plan would include efforts to secure, or at least, to outline sources of funding for project case studies and suggested partnership arrangements and proposals for environmental program and codes of conduct.
9) Community Tourism Workshop and Formation of Community Tourism Working Group

a. The outcomes of the feasibility studies of community tourism sites would be presented and discussed in a combined workshop involving key participants from selected case studies and other communities who responded to the request for proposals for community tourism projects. The case study participants would learn from the experiences of others.

b. The workshop and case study feasibility assessments would be discussed in order that participants learn from experiences of others.

c. The final element of the workshop would be to discuss formation of a Community Tourism Working Group to coordinate future actions: e.g. formulate standards, pricing, marketing and other cooperative arrangements between communities involved in community tourism activities.

3.6.10 Responsibilities and Work approach

1) NDT - Review, edit and post the attached public announcement inviting applications from local communities in Timor-Leste to develop community-based tourism projects.

a) Review, edit and print guidelines for development of community-based tourism;

b) Review, edit, print, community tourism induction training materials in preparation for community tourism training by national consultant.

c) Engage national consultant to conduct induction training and assist communities to organize and prepare plans, budgets, for community tourism development.

2) National Community Tourism Liaison Officer at NDT

a) The Community Tourism Liaison Officer will commence work by translating the community tourism guidelines and training course outline into Tetum.

b) Next he will request applications from local communities (See list of communities with potential for community tourism development and Draft Public Announcement in Chapter 4-Consultants Reports). The Invitation should be directed to all communities—and should include site selection criteria for pilot projects.

c) Consult with the Government of Timor-Leste, UNDP, NGOs and other stakeholders to improve the understanding of the current tourism situation in Timor-Leste.

d) Finalize selection criteria based on needs and potentials of the applicants and stakeholders

e) Organize selection panel and select sites for pilot testing

f) Conduct induction training of government officials and key stakeholders in selected communities based on Guidelines for Community-based Tourism in Timor-Leste

g) Assist selected communities to organize and form a Community Tourism Group or association with representation of a cross section of the community

h) Assist the community to define activities, projects, etc. to develop community tourism

i) Prepare Business Plans and budgets for proposed community tourism activities projects

j) Submit final community tourism development proposals to UNDP/WTO to assist in arranging donor funding.
4. CHAPTER 4: PRIORITY ACTIONS, IMPLEMENTATION AND COST

3.7 Introduction

The Tourism Sector Assessments conducted by the UNWTO consultants resulted in a number of recommendations on strategies to be followed and actions to be taken. Summaries of these assessments and the rationale for the consultant’s recommendations are presented in Chapter 3, with more detailed descriptions in the original consultant’s reports in Chapter 5.

In this chapter, the recommended actions and component activities are summarized and described in simple, one-page “Action Profiles”, each of which describes a measure aimed at relieving a particular constraint or strengthening a particular aspect of the tourism sector. Each “action profile” sheet shows: objective, target beneficiary, description of the component activities, private sector role, indicators, timing and cost of the recommended action.

Chapter 4 begins with a number of suggestions on mechanisms to facilitate implementation of the tourism strategy and the recommended actions. This is followed by summary tables and graphs which show key information about each action-implementing body, timing and cost. These summary tables and graphs serve as a “road map”, “menu” or “checklist” to guide the reader through the 35 recommended action profiles, presented at the end of the Chapter.

It is hoped that this easy-to-follow format, will facilitate understanding and implementation of 35 actions that are recommended to prepare for and support tourism development.

The summaries contained in this chapter together with more detailed descriptions of the background, issues, rationale, strategy and action plans contained in Chapters 3 and 5, form the basis of a tourism action plan for Timor-Leste.

3.8 Timing and Sequencing of Recommended Actions

The recommended actions are to be implemented over a 10 year period. This period is divided into 3 time periods—corresponding to the path that tourism will likely follow from its current (2006) situation, with few tourist arrivals, to a fully recovered, normalized tourism sector by 2016.

- **Short-term Actions:** 2007/08—actions to prepare for tourism.
- **Medium-term Actions:** 2009/11—actions to strengthen and expand tourism.
- **Long-term Actions:** 2012/16—continuation of strengthening and expansion actions.

3.9 Implementation Mechanisms

A first priority in planning for the tourism sector of Timor-Leste is to ensure that all tourism initiatives are implemented within a national tourism policy and strategy framework. In other countries experience has shown that actual implementation of suggested actions often falls short of the recommendations in the planning documents. The following paragraphs include a few practical steps aimed at addressing this short-fall, and hopefully ensuring that the ideas and concepts in this report are implemented. The suggestions are brief, bearing in mind that they must be reviewed and considered, by relevant Timor-Leste authorities and their advisors.

3.10 Review and Endorsement of Tourism Policy and Strategy

Broad-based public and private-sector involvement in the implementation of the tourism development strategy is critical for its overall success. A task team consisting a small number (10-12) of key representatives from government, tourism industry and tourism training institutes, NGOs and possibly a few foreign advisors would be the best way to start implementing the planned actions. The Ministry of Development and NDT should act as the secretariat for the task team, which would include other Government departments, including Planning, MAFF, Public Works, Labour and Community Reinsertion, and Transportation and Communications.
Prior to the first meeting of the Tourism Task Team, a short, summary **Draft Tourism Policy, Strategy and Action Framework** should be produced and published. This document should be distributed to the tourism task team members prior to their first meeting, so they can review it and come to the meeting prepared to discuss and develop consensus on a national tourism policy and strategy, and to make decisions on which agencies or groups should take the lead in implementing the recommended actions. Following the task-team’s review of the tourism policy and strategy, the draft document should be finalized and put to the Council of Ministers for their review, consideration and endorsement.

### 3.11 Tourism Forum

It is recommended that a broad-based “tourism forum, or “tourism dialogue session” of public and private tourism stakeholders be convened to propagate the concepts introduced in the **Tourism Policy, Strategy and Action Framework**.

The first meeting of the Tourism Forum should be to discuss the **Tourism Policy, Strategy and Action Framework** and to initiate collaboration and progress on implementing the recommended actions and to achieve a sense of ownership and commitment to the multi stakeholder approach to tourism development.

It is important that this concept be supported by a senior Government ministry—such as the Ministry of Development—and that the first meeting be properly planned and organised, with the NDT a major player. Such forums are useful if clear plans are available, that can be discussed and endorsed. However, they can be divisive if the plans and concepts are too vague or open to interpretation by different stakeholders and special interest groups.

Participation in the tourism forum should be broad based and should include representatives of all Government ministries and departments with a supporting role to play in tourism development as well as representatives of the tourism industry – airlines, tour and transport companies, hotels, restaurants, and NGOs supporting community tourism. Participants from approximately 50 groups should be invited. See following list of government agencies, industry and civil society (NGOs) with roles to play in supporting tourism development.

### 3.12 Coordinating Role of National Directorate of Tourism (NDT)

In this strategic planning document, NDT is identified as having a key role in implementing many of the recommended priority actions, and in coordinating the actions of other stakeholder agencies, who will undertake the actions to support tourism development. Many of these actions (e.g. tourism training, environmental protection and infrastructure improvement) are not the direct responsibility of NDT, nor does NDT have funds to undertake the activities. However, NDT, with assistance of an experienced International Tourism Advisor, would co-ordinate, focus and provide overall “management” of these initiatives. This is particularly important where the responsible agencies do not have strategies and initiatives to undertake actions to support tourism development. This is necessary to keep the cooperating institutions focused on moving these important initiatives forward.
### Figure 16. List of Potential Tourism Forum Participants

<table>
<thead>
<tr>
<th>Ministry of Development</th>
<th>Ministry of Planning and Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Directorate of Tourism</td>
<td>• Directorate of national planning</td>
</tr>
<tr>
<td>• Directorate of Entrepreneurship</td>
<td>Ministry of Natural Resources and Energy Policy</td>
</tr>
<tr>
<td>• Directorate of Local investment (IADE)</td>
<td>• Directorate of Water and Sanitation</td>
</tr>
<tr>
<td>• Foreign Direct Investment (Trade Invest TL)</td>
<td>Ministry of Internal Affairs / Administration</td>
</tr>
<tr>
<td>Secretary of State for Central Planning (PM’s Office)</td>
<td>• Regional Administrators</td>
</tr>
<tr>
<td>• Directorate of Environment</td>
<td>• District Administrators</td>
</tr>
<tr>
<td>• Directorate of Urban Planning</td>
<td>Air, Marine and Land Transport Companies</td>
</tr>
<tr>
<td>• Ministry of Transport and Communication</td>
<td>• Restaurants and Food and Beverage Suppliers/Caterers</td>
</tr>
<tr>
<td>• Directorate of Civil Aviation</td>
<td>• Tour Operators Dive Operators</td>
</tr>
<tr>
<td>• Directorate of Sea Transport</td>
<td>• Non-Government Org. involved in community tourism</td>
</tr>
<tr>
<td>• Directorate of Land Transport</td>
<td>• Cultural Performance Groups (music &amp; dance)</td>
</tr>
<tr>
<td>• Directorate of Telecom</td>
<td>Ministry of Agriculture Forestry and Fisheries</td>
</tr>
<tr>
<td>• Directorate of Forests</td>
<td>Handicraft and Art Production and Sales</td>
</tr>
<tr>
<td>• Directorate of Fisheries</td>
<td>TVTL</td>
</tr>
<tr>
<td>• Directorate of Agriculture</td>
<td>Radio Stations</td>
</tr>
<tr>
<td>• Directorate of Technical and Vocational Training</td>
<td>Bishop’s offices in Dili, Baucau, Los Palos, Maubisse</td>
</tr>
<tr>
<td>Ministry of Public Works</td>
<td>Members of the Press</td>
</tr>
<tr>
<td>• Directorate of Road Services</td>
<td>• Service Clubs (rotary, lions, etc.)</td>
</tr>
<tr>
<td>• Directorate of Regional Public works</td>
<td>Educational Institutions involved in tourism training</td>
</tr>
<tr>
<td>Ministry of Education and Culture (Education Dept)</td>
<td>Museums</td>
</tr>
<tr>
<td>Ministry of Employment and Community Reinsertion</td>
<td>Public schools</td>
</tr>
<tr>
<td>• Directorate of Technical and Vocational Training</td>
<td>Medical services, pharmacies, first aid providers, etc.</td>
</tr>
</tbody>
</table>

#### 3.13 Progress Monitoring

As in any other sector, implementation of this tourism development strategy will take time, create conflicts of interests, and requires inputs of many different parties. It is, therefore, important that the wider public (or “the industry”) is regularly reminded about progress actually made, reasons for the apparent lack of progress in certain areas, unavoidable delays, impending reform actions, major projects in the pipeline, institutional or leadership shifts, etc., with respect to the evolving tourism sector strategy. To achieve this important goal the conventional approach is the acceptance of a commitment (by the task team and its secretariat) that regular (at least half-yearly) progress reports will be prepared, tabled for discussion, and released to the wider public, at tourism forum meetings. Preparing objective, easily understood and constructively phrased reports is a major challenge and a precondition for overall success. Sufficient funds need to be made available in advance to enable such reports to be prepared in a professional way. NDT must take the lead on this.

#### 3.14 Preparation and Dissemination of Tourism Fact Sheets

In order to spread understanding about challenges and tourism industry-specific themes related to Timor-Leste’s tourism development, a series of fact sheets on specific topics, should be prepared and disseminated to the public. Folded A-3 sheets, providing six pages of text are a popular format. The following are examples of four relevant topics.

- Basic Facts on Tourism in Timor-Leste.
- Tourism Zones and Attractions – Maubara-Manatuto; Baucau-Lautem; Central Highlands (south of Baucau and Dili).
- Tips on Diving and Snorkelling in Timor-Leste (sites for: boat-dives; shore-dives, snorkelling and the guidelines for diving and snorkelling (see Chap.5 – Environment Consultant’s report)
- Eco-Lodges and guest houses in Timor-Leste. (Atauro, Com, Los Palos, etc)

These fact sheets would have two functions.
- First they inform visitors about attractions and facilities, and
• Second they spread awareness about business opportunities in Timor-Leste, indicating scope for local as well and foreign entrepreneurs or investors.

The cost of preparing fact sheets could be (co-) funded by private or corporate sponsors, such as dive tour operators, Timor Telecom or Tiger Beer, or a leading hotel. Journalism and tourism trainees, members of the photographers’ association of Timor-Leste should also be engaged to produce these promotional “tourism fact sheets”, which would be distributed through the tourism information office and other establishments such as hotels, tour operators, restaurants,

3.15 Annual Tourism Awards

In conjunction with the tourism forum meetings, a system of tourism awards would be a useful and effective means of publicising and spreading awareness and commitment among existing (and potential) tourism facilities and services operators,

These awards would consist of annual prizes for such categories as:

• District administration with most dynamic and innovate approach to tourism development.
• Tour operator with the most innovative and successful tourism product.
• Dive operator with most innovative approach to involving local communities in tourism.
• Hotel with the most innovative approach to integrating Timorese staff in operations.
• Restaurant with the most innovative approach to integrating Timorese staff in operations.
• Best day-visitor beach tourism facility operated by a community.
• Best guest house or eco-lodge operated by a community. (2 awards, 1 beach 1 highland)

The above suggestions are made, only to illustrate the concept. Actual awards should be based on the interests of the NDT, the tourism trade, and local or external sponsors (Timor Telecom, Tiger Beer, Alternative Tour Operators in Australia, France, Portugal, etc). The government tourism agency (NDT) should also co-sponsor awards to assure that information on the competitions spreads throughout urban and rural areas of Timor-Leste.

3.16 Support of the Media and Religious Bodies

Representatives of the media (Press, TVTL and the AM and FM Radio stations) should also be invited to participate in the Tourism Forum and to assist in conveying tourism messages to their audiences. Messages should include information on “Tourism and Environment Public Awareness”, as well as to present progress reports on initiatives being taken by various organizations. It is critical that information on the national tourism strategy be spread through the religious bodies. Efforts should be made to publish short “Message on Tourism” bulletins and distribute them to religious groups for use in Church Announcements, and religious schools such as those operated by Don Bosco, Carosca, and others. To ensure church support in tourism public awareness initiatives representatives of Dili, Baucau, and Los Palos bishop’s offices should be invited to join the tourism forum.
### 3.17 Summaries of Actions, Descriptions, Timing, Implementer and Cost

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action</th>
<th>Description</th>
<th>Timing</th>
<th>Implementer</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>INS-01</td>
<td>Strengthen NDT</td>
<td>Engage Tourism Advisor, revise organization structure and add 3 Tourism Liaison Officers</td>
<td>Short 2007-2008</td>
<td>NDT</td>
<td>$ 120,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Medium 2009-2011</td>
<td>NDT</td>
<td>$ 180,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Long 2012-2016</td>
<td>NDT</td>
<td>$ 300,000</td>
</tr>
<tr>
<td>INS-02</td>
<td>Tourism Data Base</td>
<td>Collect &amp; enter data on Tourism Assets, Attractions, Facilities, Services &amp; Visitor Statistics into Database.</td>
<td>Short 2007-2008</td>
<td>NDT</td>
<td>$ 25,000</td>
</tr>
<tr>
<td>INS-03</td>
<td>Tourism Task Force and Multi Stakeholder Tourism Forum</td>
<td>Convene a Tourism Task Force and Multi- Stakeholder Tourism Forum to discuss and endorse tourism policy, strategy and actions</td>
<td>Short 2007 – 2008</td>
<td>NDT &amp; others</td>
<td>$ 32,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Operate Tourism Task Force and Forum</td>
<td>Med 2009-2011</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Operate Tourism Task Force and Forum</td>
<td>Long 2012-2016</td>
<td></td>
</tr>
<tr>
<td>INS-04</td>
<td>Tourism Information Office</td>
<td>Establish and operate a tourism information office at Uma Fukum in Dili’s centre.</td>
<td>Short 2007-2008</td>
<td>NDT</td>
<td>$ 22,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Medium 2009-2011</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Long 2012-2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INS-05</td>
<td>Financial and Economic Assessment of Tourism</td>
<td>* Assess existing and potential economic contribution of tourism to national economy. * Assess competitiveness and leakages in tourism sector. Identify measures to increase competitiveness. &amp; reduce leakages</td>
<td>Short 2007-2008</td>
<td>NDT</td>
<td>$ 25,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10 years</td>
<td>Short Term</td>
<td>$ 224,000</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Med</td>
<td>$ 248,000</td>
<td></td>
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<td></td>
<td></td>
<td>Long</td>
<td>$ 415,000</td>
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<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$ 887,000</strong></td>
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<tr>
<td>Ref</td>
<td>Action</td>
<td>Description</td>
<td>Timing</td>
<td>Implementer</td>
<td>Cost US $</td>
</tr>
<tr>
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<td>-----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>MKT-01</td>
<td>Marketing Data Base</td>
<td>Create a database of travel agents, tour operators, media, journalist and associations</td>
<td>Short term 2007</td>
<td>NDT</td>
<td>No cost</td>
</tr>
<tr>
<td>MKT-02</td>
<td>Advertising Campaign</td>
<td>Develop an advertising campaign in magazines</td>
<td>Medium term starting 2010 at least for 3 years</td>
<td>NDT</td>
<td>$150,000/year</td>
</tr>
<tr>
<td>MKT-03</td>
<td>Printed material</td>
<td>Inform and motivate targeted customers</td>
<td>Research information &amp; photos-med-term- 2009→</td>
<td>NDT</td>
<td>$24,000</td>
</tr>
<tr>
<td>MKT-04</td>
<td>To participate in trade shows</td>
<td>Create image of T.L. in target markets, Participate in major tourism trade shows</td>
<td>Short term starting 2007</td>
<td>NDT</td>
<td>$120,000/year</td>
</tr>
<tr>
<td>MKT-05</td>
<td>Mailing</td>
<td>Send information to different sectors: travel agents, tour operators, wholesalers and journalists</td>
<td>Short term starting 2008</td>
<td>NDT</td>
<td>$2,500/year</td>
</tr>
<tr>
<td>MKT-06</td>
<td>Workshops with tour operators, travel agents and wholesalers</td>
<td>Workshops on tourism in the main markets</td>
<td>Medium and long term. Starting 2009</td>
<td>NDT</td>
<td>$120,000/year</td>
</tr>
<tr>
<td>MKT-07</td>
<td>In conjunction with Tourism Forum</td>
<td>Sensitize government agencies on importance of tourism to Timor-Leste.</td>
<td>Short, Feb. March 2007</td>
<td>NDT</td>
<td>$4,000</td>
</tr>
<tr>
<td>MKT-08</td>
<td>Familiarization trips and site inspections</td>
<td>Trips for travel agents, tour operators and wholesalers</td>
<td>Long term starting 2010</td>
<td>NDT</td>
<td>$225,000/year</td>
</tr>
<tr>
<td>MKT-09</td>
<td>Electronic tourism bulletin</td>
<td>To prepare and deliver an electronic bulletin</td>
<td>Short, starting 2007</td>
<td>NDT</td>
<td>No cost</td>
</tr>
<tr>
<td>MKT-10</td>
<td>Tourism articles for local press</td>
<td>To generate articles, news and press notes (without direct payment) on the tourist sector.</td>
<td>Medium starting 2009, permanent action</td>
<td>NDT</td>
<td>$22,500/ear</td>
</tr>
<tr>
<td>MKT-11</td>
<td>Wall campaign- public awareness</td>
<td>Awareness campaign to raise tourism consciousness in Timor-Lestes – ! Timor Smiles and Welcomes Tourists ! design &amp; wall painting</td>
<td>Short, to perform 2007</td>
<td>NDT</td>
<td>$5,000</td>
</tr>
<tr>
<td>MKT-12</td>
<td>Web-site on Tourism</td>
<td>Improve NDT website – add information links</td>
<td>Short 2007</td>
<td>NDT</td>
<td>Marginal costs</td>
</tr>
<tr>
<td>MKT-13</td>
<td>Partnerships</td>
<td>Create cooperative programs between national and international tour operators, airlines, travel wholesalers, hotels, credit institutions, governmental and Non-government agencies, etc.</td>
<td>Medium and long</td>
<td>NDT</td>
<td>depending on NDT budget</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Short Term</strong></td>
<td><strong>$125,000</strong></td>
<td><strong>Medium Term</strong></td>
<td><strong>$517,000</strong></td>
<td><strong>Long Term not estimated</strong></td>
</tr>
<tr>
<td>Ref</td>
<td>Action</td>
<td>Description</td>
<td>Timing</td>
<td>Implement</td>
<td>Cost</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------</td>
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<td>-----------------------------------------</td>
</tr>
<tr>
<td>HRD1</td>
<td>Overseas study tours to increase awareness</td>
<td>12 (2 groups of 6) senior-level government officials including Min. of Development &amp; Director of NDT</td>
<td>2007/08</td>
<td>NDT</td>
<td>$ 30,000 (airfare/DSAs)</td>
</tr>
<tr>
<td>HRD2</td>
<td>Overseas management fellowships</td>
<td>Overseas fellowships for 20, English-speaking middle-level managers of NDT, and district administrators; 10 participants from tourism industry &amp; education</td>
<td>2007/08</td>
<td>NDT</td>
<td>$ 130,000 (airfares, board, and course fees)</td>
</tr>
<tr>
<td>HRD3</td>
<td>International conference grants</td>
<td>Grant for 12 officers from NDT, related government agencies, and tourism education sector to attend international conferences</td>
<td>2007/08</td>
<td>NDT</td>
<td>$ 24,000 (airfare, DSAs &amp; registration fees)</td>
</tr>
<tr>
<td>HRD4</td>
<td>Overseas hospitality operations fellowship</td>
<td>Overseas fellowships for 10 selected Timorese hotel and restaurant supervisory staff</td>
<td>2007/08</td>
<td>NDT</td>
<td>$ 50,000 (airfare, DSAs, &amp; programme fee)</td>
</tr>
<tr>
<td>HRD5</td>
<td>In-country training seminars to increase</td>
<td>Training seminars on tourism for 40 people from all sectors including local government administrators</td>
<td>2007/08</td>
<td>NDT &amp; Min. of Dev</td>
<td>$ 30,000 (venue, F&amp;B supplies, translation fees)</td>
</tr>
<tr>
<td>HRD6</td>
<td>Intensive tour guiding seminar</td>
<td>Intensive Tour guide training for 20 tour guides</td>
<td>2007/08</td>
<td>NDT</td>
<td>$ 15,000</td>
</tr>
<tr>
<td>HRD7</td>
<td>Computer reservation system</td>
<td>Train local travel agency staff on Abacus or other CRS</td>
<td>2007/08</td>
<td>Abacus/NDT</td>
<td>$ 10,000</td>
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<tr>
<td>HRD8</td>
<td>In-country intensive language courses</td>
<td>Develop basic &amp; advanced English &amp; Portuguese</td>
<td>2007/08</td>
<td>Nat.Lang Train. Centre</td>
<td>$ 16,000 (volunteer instructors and supplies)</td>
</tr>
<tr>
<td>HRD 9</td>
<td>Community Tourism Training</td>
<td>Inform communities on benefits of tourism and how to provide goods and services to tourism in order to improve rural employment and livelihood.</td>
<td>2007</td>
<td>NDT &amp; Local administrators</td>
<td>$ 10,000 (3 day workshop based on guide-lines course outline in Chap. 5)</td>
</tr>
<tr>
<td>HRD10</td>
<td>Nat’l Tourism Training Centre</td>
<td>To create/operate a training centre to develop Timorese Capacity in all aspects of tourism development</td>
<td>2009-16</td>
<td>Education and Culture.</td>
<td>$ 1,345,000 million</td>
</tr>
<tr>
<td>Total</td>
<td>Short Term</td>
<td>$ 135,000</td>
<td>Medium to Long Term</td>
<td>$1,345,000</td>
<td>10 years</td>
</tr>
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</table>
## ENVIRONMENTAL MEASURES TO ENSURE SUSTAINABLE TOURISM DEVELOPMENT

<table>
<thead>
<tr>
<th>Ref</th>
<th>Action</th>
<th>Description</th>
<th>Timing</th>
<th>Implementer</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENV-01</td>
<td>Environmental Guidelines</td>
<td>Develop and distribute environmental guidelines to guest house operators and tourism investors + Training Program.</td>
<td>2007-2008 2009-2011</td>
<td>NDT collaborating with Environment &amp; IADE</td>
<td>Short $ 30,000 Med $ 45,000</td>
</tr>
<tr>
<td>ENV-02</td>
<td>Environment Coordination</td>
<td>Include EIA in process of application &amp; approval for tourism investment. Provide IADE &amp; TradeInvest with guidelines to give to investors to ensure environmental requirements are fulfilled in their projects.</td>
<td>2007-2016</td>
<td>NDT collaborating with Environment &amp; IADE &amp; Trade Invest T.L.</td>
<td>Short $ 2,000 Med $3,000 Long $5,000</td>
</tr>
<tr>
<td>ENV-03</td>
<td>Protected Area Management</td>
<td>Support strengthening of Protected Area Management</td>
<td>2007-2016</td>
<td>NDT collaborating with Forestry &amp; Fisheries</td>
<td>Short $ 2,000 Med $3,000 Long $5,000</td>
</tr>
<tr>
<td>ENV-04</td>
<td>Studies &amp; Environmental Training</td>
<td>Studies and Training on marine/ land tourism resources and community based resources management</td>
<td>2007-2008 2009-2011</td>
<td>NDT collaborating with Forestry &amp; Fisheries &amp; Aus. Tech. cooperation</td>
<td>$ 60,000 (funded) Short-Med $ 40,000 (to be funded….)</td>
</tr>
<tr>
<td>ENV-05</td>
<td>Handicraft Development</td>
<td>Develop sustainable community handicraft industries</td>
<td>2007-2008 2009-2011</td>
<td>NDT &amp; AVI LAHO, AVI</td>
<td>$ 2,000 $ 90,000</td>
</tr>
<tr>
<td>ENV-06</td>
<td>Coral Reef Conservation</td>
<td>Monitoring and responsible use of coral reefs</td>
<td>2007-2008</td>
<td>NDT/ Fishery / Community</td>
<td>$ 46,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Short Term</strong> $ 82,000</td>
<td><strong>Medium Term</strong> $ 181,000</td>
<td><strong>Long</strong> $10,000</td>
<td><strong>Total</strong> $ 273,000</td>
<td></td>
</tr>
</tbody>
</table>
## COMMUNITY TOURISM DEVELOPMENT

<table>
<thead>
<tr>
<th>Action Number</th>
<th>Description</th>
<th>Time Period</th>
<th>Funding Source</th>
<th>Amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>CT-01</td>
<td>Promote Community Tourism Promote /Facilitate Community Tourism Development at selected pilot sites</td>
<td>2007-2008, 2009-2011, 2012-2016</td>
<td>NDT / communities</td>
<td>$15,000/$15,000/$25,000</td>
</tr>
<tr>
<td>CT-02</td>
<td>Demonstrate Community Tourism Develop a pilot / demonstration community tourism site(s)</td>
<td>2007-2008</td>
<td>NDT &amp; pilot communities</td>
<td>$20,000</td>
</tr>
<tr>
<td>CT-03</td>
<td>Training in Community Tourism Conduct planning and operations training in community tourism at expansion sites</td>
<td>2009-2011</td>
<td>NDT &amp; 4 Pilot Communities</td>
<td>$24,000</td>
</tr>
<tr>
<td>CT-04</td>
<td>Develop a Range of Recreational Sites Develop a range of community recreational sites based on community operated tourism facilities</td>
<td>2009-2011</td>
<td>NDT &amp; communities</td>
<td>$25,000/site x 3 sites = $75,000</td>
</tr>
<tr>
<td>CT-05</td>
<td>Small &amp; Medium Enterprises Provide financial assistance (soft credit) to communities to businesses in handicraft, food production, transport, catering.</td>
<td>2012-2016</td>
<td>NDT &amp; communities</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>Short Term $35,000</td>
<td>Medium Term $114,000</td>
<td>Long Term $125,000</td>
<td>$274,000</td>
</tr>
</tbody>
</table>

## COST SUMMARY OF RECOMMENDED ACTIONS TO SUPPORT TOURISM DEVELOPMENT

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>INS</td>
<td>Institutional Strengthening</td>
<td>$887,000</td>
</tr>
<tr>
<td>MAR</td>
<td>Marketing and Promotion</td>
<td>$642,000</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Development</td>
<td>$1,480,000</td>
</tr>
<tr>
<td>ENV</td>
<td>Environment</td>
<td>$273,000</td>
</tr>
<tr>
<td>CBT</td>
<td>Community Tourism</td>
<td>$274,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Total Estimated Cost of Recommended Actions</strong></td>
<td>$2.2 million (with and without NTTC)</td>
</tr>
</tbody>
</table>

10 years With NTTC $3.6 million
### Implementation Time Table for Tourism Development

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>INS 01</td>
<td>Strengthen NDT</td>
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<td>INS 02</td>
<td>Tourism Database</td>
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<tr>
<td>INS 03</td>
<td>Tourism Information Office</td>
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<td>INS 04</td>
<td>Financial Assessment</td>
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<td>INS 05</td>
<td>Tourism Forum</td>
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<tr>
<td>MKT-01</td>
<td>Marketing Database</td>
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<tr>
<td>MKT-02</td>
<td>Advertising campaign</td>
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<tr>
<td>MKT-03</td>
<td>Printed material</td>
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<tr>
<td>MKT-04</td>
<td>Trade shows (two per year)</td>
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<tr>
<td>MKT-05</td>
<td>Mailing (every six months)</td>
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<tr>
<td>MKT-06</td>
<td>Tourism Forum Marketing Meeting</td>
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<tr>
<td>MKT-07</td>
<td>Seminar &quot;importance of tourism&quot;</td>
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<tr>
<td>MKT-08</td>
<td>“Fam” trips and site inspections</td>
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<tr>
<td>MKT-09</td>
<td>Electronic bulletin</td>
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<tr>
<td>MKT-10</td>
<td>Attention to press</td>
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<td>MKT-11</td>
<td>“Wall campaign” (awareness)</td>
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<tr>
<td>MKT-12</td>
<td>Improving website</td>
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<tr>
<td>MKT-13</td>
<td>Marketing Partnership with Priv Sec</td>
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<tr>
<td>HRD 01</td>
<td>Various types of short term training</td>
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<td>ENV- 01</td>
<td>Environmental Guidelines</td>
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<td>ENV- 02</td>
<td>Environment Coordination</td>
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<td>ENV- 03</td>
<td>Protected Area Management</td>
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<td>ENV- 04</td>
<td>Studies &amp; Environmental Training</td>
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<td>ENV- 05</td>
<td>Handicraft Development</td>
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<td>ENV- 06</td>
<td>Coral Reef Conservation</td>
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<tr>
<td>CBT-01</td>
<td>Promote Community Tourism</td>
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<tr>
<td>CBT-02</td>
<td>Training in Community Tourism</td>
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<td>CBT-03</td>
<td>Demonstrate Community Tourism</td>
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<tr>
<td>CBT-04</td>
<td>Expand Community Tourism</td>
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<tr>
<td>CBT-05</td>
<td>Small &amp; Medium Enterprises</td>
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</tbody>
</table>

**Enabling**
- Types of Actions being taken in the SHORT-MEDIUM-LONG TERM
- Number of tourists low
- Preparing for tourism
- Resolve Constraints, land finance, Competitiveness, infrastructure

**Initiating**
- Targeted marketing
- Improve competitiveness of tourism products
- Develop Timorese tourism skills & Improve quality of service through Human Resources Development

**Operations and expansion**
- Upgrading and expanding existing tourism facilities
- Aggressive marketing
- Develop new tourism products
- Improve quality of facilities

80
### Institutional Strengthening

#### Strengthen National Tourism Directorate (NDT) (additional staff and facilities)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Ref: INS-01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to strengthen capacity of National Directorate of Tourism (NDT) to implement national tourism plan</td>
<td></td>
</tr>
<tr>
<td>NDT needs to have staff who will ensure effective communication and cooperation between private sector tourism service providers, government agencies and local communities in areas of tourism assets.</td>
<td></td>
</tr>
<tr>
<td>There is no tourism information office in Timor-Leste. Tourists need a place where they can go to learn about attractions, products, transport, events, and book accommodations, tours, etc.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage Tourism Advisor to strengthen &amp; reorganize NDT to facilitate implementing National Tourism Plan.</td>
</tr>
<tr>
<td>Engage Liaison officer to work with private sector tourism service providers to improve their services and to initiate measures to improve competitiveness of the tourism sector.</td>
</tr>
<tr>
<td>Engage Liaison officer to lobby and work with other government agencies to ensure their activities support tourism development.</td>
</tr>
<tr>
<td>Engage liaison officer to promote and assist development of community tourism in areas of tourism attractions.</td>
</tr>
<tr>
<td>Engage experienced tourism professional as a Tourism Information Officer to maintain tourism data base and provide information on tourism attractions, routes and facilities and services.</td>
</tr>
</tbody>
</table>

#### Activities

<table>
<thead>
<tr>
<th>Tourism Advisor (1)</th>
<th>Private Sector Tourism Liaison Officer (1)</th>
<th>Public Sector Tourism Liaison Officers (1)</th>
<th>Tourism Information Officer (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assist director to:</td>
<td>• Work with tourism service providers to:</td>
<td>• Lobby government departments (land &amp; properties, roads, marine transport; land transport, local administrators, etc.)</td>
<td>• Maintain information on tourism products, attraction, activities,</td>
</tr>
<tr>
<td>• Organize staff, data base and other aspects of the national tourism agency;</td>
<td>• ensure high standards</td>
<td>• Ensure policy &amp; actions, support tourism development</td>
<td>• Operate the interactive tourism data base.</td>
</tr>
<tr>
<td>• Implement activities in National Tourism Plan</td>
<td>• achieve competitive pricing</td>
<td>• Conduct community awareness &amp; training in community tourism activities / operations</td>
<td>• Provide information to tourists.</td>
</tr>
<tr>
<td>• Establish &amp; maintain a tourism data base on attractions, services, facilities, statistics, etc.</td>
<td>• assist private sector in training Timorese staff</td>
<td>• Keep Visitor records &amp; financial records.</td>
<td>• Make bookings for tour companies, hotels, etc</td>
</tr>
<tr>
<td>• Ensure that all staff know &amp; carry out their responsibilities and roles to support tourism.</td>
<td>• initiate a tourism classification system</td>
<td></td>
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<tr>
<td></td>
<td>• Coordinate tourism promotion /marketing</td>
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</tr>
</tbody>
</table>

#### Location

Dili, National Tourism Directorate, Ministry of Development, Edificio Fomento, Dili - Travel to districts. 
Tourism Information Office – at Uma Fukum (historic building east of Palacio Goberno on Dili’s waterfront.

#### Timing

Commencing in 2007 and extending though 2016 - 10 years

#### Qualifications

**Tourism Advisor** should have > 5 year’s experience operating an national tourism directorate. 
**Tourism Liaison Officers** should be skilled in tourism services, self motivated and have good lobbying skills. 
**Tourism Information staff** must have good communications skill, able to work with tourists (fluent in Tetum, Portuguese, English Bahasa Malay/Indon. Must work independently, provide information, make bookings, collect deposits and take care of financial and logistical matters related to operating tourism office.

#### Budget

<table>
<thead>
<tr>
<th>Budget</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Tourism Advisor (International)</td>
<td>$55,000 /yr $ 54,000/year</td>
</tr>
<tr>
<td>Tourism Liaison Officers</td>
<td>@ $2,000/year = $ 6,000</td>
</tr>
<tr>
<td>Annual cost – strengthening NDT</td>
<td>$60,000/year</td>
</tr>
<tr>
<td>TOTAL (Short-term - 2 years)</td>
<td>$120,000; (Med Term - 3 years) $ 180,000; (Long-term – 5 years) $300,000</td>
</tr>
</tbody>
</table>

81
Tourism Database

Consisting of Data on 1) Tourism Assets & Attractions; 2) Facilities & Services; 3) Visitor Statistics.

Ref: INS-02

Rationale for Tourism Data Base

- Natural, cultural & historic assets to be identified and conserved to ensure their function as tourism attractions
- Tourism Directorate (NDT) needs information on natural, historic and cultural tourism assets and resources to support its planning and marketing efforts.
- Tourism information office need data on tourism attractions, products, transport, events, in order to be able to communicate this information to tourist and arrange tours, accommodations, guides, etc.
- Forestry Directorate needs information on inland natural areas to plan their protection and management.
- Fisheries Directorate needs information on coastal and marine resources to plan their protection/management.

Objectives and Rationale for the Developing Tourism Data Base

- Tourism Directorate (NDT) needs information on natural, historic and cultural tourism assets and resources to support its planning and marketing efforts.
- Forestry Directorate needs information on inland natural areas to plan their protection and management.
- Fisheries Directorate needs information on coastal and marine resources to plan their protection/management.
- Tourism information office in Timor-Leste need data on tourism attractions, products, transport, events, in order to be able to communicate this information to tourist and arrange tours, accommodations, guides, etc.

Description

- Coastal and Marine Tourism Attractions and Assets Inventory
- Inland Tourism Attractions and Assets Inventory and data base development
- Tourism Facilities and Services Inventory and data base development
- Tourist Statistics Information / Visitor Profile Development
- Integrated data base covering items 1-4 above.

Tourism Assets / Attractions

- Inventory of coastal and marine tourism assets
- Inventory of inland tourism assets
- Inventory of historic tourism assets
- Inventory of cultural tourism assets
- Collate data from these inventories and compile a data base of tourism attractions and assets.

Tourism Services/Facilities

- Work with tourism service providers to inventory and develop data base of tourism services
- Update and expand the tourism services inventory prepared by ATTL
- Collaborate with ATTL to make data widely available.

Tourism Statistics and visitor profiles

- NDT & Immigration to revise visitor arrival/departure forms to collect data to support tourism planning & marketing.
- Gather data on spending patterns, sites visited, activities, etc.
- Hire tourism students to conduct exit surveys to gather data on forms.

Data Base Development

- Maintain information on tourism products, attraction, activities, etc.
- Operate interactive tourism data base.
- Provide information to tourists.
- Make bookings for tours, hotels, etc
- Keep Visitor records & financial records.

Location

- Dili, National Tourism Directorate, Ministry of Development, Edificio Fomento, Dili. Travel throughout T.L.

Timing and Duration

- Commencing in 2007 and extending though 2008 and onward depending on performance 2 years

Budget

| Inventory of Natural, Historic and Cultural Assets | $ 10,000 |
| Travel, equipment etc. costs related to 3 month inventory and data collection activity | $ 10,000 |
| Part time staff and DSA for Data Collection 3 persons, 3 months @ $550/person-month | $ 5,000 |
| Collation, compilation of Data and Data Base Construction | $ 10,000 |
| TOTAL | $ 25,000 |

Note: Coastal, Marine and Tourism Assets Surveys 2007/08 @ $ 30,000/year = $ 60,000 (funded by Aus. Tech Cooperation)
Creation and Operation of a National Tourism Forum  
Ref: INS-03

Objectives

- To implement the wide range of activities encompassed in the national tourism plan, using a cross-sector, multi-stakeholder approach.
- To provide a forum for discussion & cooperation where NGOs, Private Sector & Govt. agencies can discuss & follow-up on their various roles and actions in supporting tourism development.
- The first meeting of the Tourism Forum should be held shortly after the tourism plan has been completed, discussed and adopted by GoTL - before or immediately after May 2007 elections?
- The forum should meet 2 times per year at the beginning of the tourism season and end of the tourism season, to discuss and report on activities undertaken to support tourism development.

Description

The forum will consist of about 60 stakeholders who will meet twice a year to discuss their roles, activities and progress in implementing the national tourism plan as well as other tourism related issues and plans for the next period.

Forum meetings will be convened & hosted by Ministry of Development. NDT director & Liaison officers would organize and chair the forum and followup with the participants between forum meetings. (see attached list of [Tourism Forum Participants])

<table>
<thead>
<tr>
<th>Tour / Transport Operators</th>
<th>Hotel, Restaurant and Entertainment</th>
<th>Government Departments</th>
<th>NGO &amp; Community Tourism Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound, outbound, dive, adventure, local guides of history, culture &amp; special interest tours Transport companies</td>
<td>Hotel, guest house, Restaurants, bars, entertainment outlets Food and beverage Supply Companies See list……</td>
<td>Land &amp; marine transport, Civil aviation Public works Education/training Local govt. admin See list……</td>
<td>Handi craft Culture groups Church Community tourism Local providers of food, beverage to tourism outlets</td>
</tr>
</tbody>
</table>

Private – Public partnerships

Participants will include of all stakeholders with a role to play in tourism. People with similar interests and similar needs will be able to discuss these and agree to cooperate on achieving their mutually agreed to goals. Tour operators and tourism service providers (guides, home stay, etc. can meet, exchange ideas and make agreements to utilize each other’s services.

Indicators

- Numbers of people in attendance
- Progress in achievement of Tourism Plan Activities
- Increasing numbers of tourists visiting Timor-Leste.

Time frame

- Short – term (preparing for tourism) and continue into the medium and long term. On-going
- Support for this action needed until tourism is initiated and achievement are being realized.

Budget

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Meetings: 2 @ $500 =</td>
<td>$ 1,000</td>
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<tr>
<td>Production and distribution of information 6 newsletters/year @ $1000 =</td>
<td>$ 6,000</td>
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<tr>
<td>Communications: 12 months @ $250/month</td>
<td>$ 4,000</td>
</tr>
<tr>
<td>Awards for best, most innovative tourism products or approaches to tourism</td>
<td>$ 5,000</td>
</tr>
<tr>
<td><strong>TOTAL ($/year)</strong></td>
<td><strong>$ 16,000</strong></td>
</tr>
<tr>
<td>2007/08 $32,000; 2009/11 $48,000; 20012-16 $80,000 <strong>Total - 10 years $160,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

83
Establish and Operate a Tourism Information Office at Uma Fukum, in Dili (staff and office facilities)  

Ref: INS-04

Objectives

- There is no tourism information office in Timor-Leste.
- Tourists need a place where they can go to learn about attractions, products, transport, events & book hotels, tours, etc.
- Public awareness of tourism is low. A tourism information office would disseminate information on tourism to the public.
- Tourism information office could also assist tourism services operators to contact tourists and vice versa.
- Tourism information office could take bookings for tourism services – tours, hotels, transport, etc. (commissions from this aspect of operations could offset the operation costs of the Tourism Information Office.)

Activities

- Engage staff – experienced tourism professional to manage the tourism office at Uma Fukum in Dili.
- Purchase equipment.
- Establish a tourism information office.
- Maintain tourism information data-base, provide tourists with information on tourism attractions, routes, hotels, tours, transport.
- Inform tourists and make bookings for tourism services – accommodation, transport, etc.

Advise Tourists

- Assist tourists to find information on
  - Attractions and activities
  - Transport
  - Accomodations
  - Tours – inland and coastal, dive tours, etc.
  - Cultural aspects such as handi Craft, Cultural performances.

Advise General Public

- Work with tourism service providers to
  - disseminate information to the public and tourism services providers on standards, markets, prices, etc.

Maintain data base on Tourism Attractions, Facilities, Visitors, etc.

- Maintain files on tourism assets, attractions, facilities, services and transport routes, etc.
- Disseminate this information to tourists.

Operate Tourism Services Booking Service

- Make bookings for tour companies, hotels, etc
- Deduct commission to offset operating costs.
- Keep Visitor records & financial records.

Location

- Tourism Information Office – at Uma Fukum (historic building east of Palacio Goberno on Dili’s waterfront).

Timing

- Commencing in 2007 and extending though 2008 and onward, depending on performance. Cost estimate based on 10 years.

Qualifications

Tourism information staff must have good communications skill, able to work with tourists (fluent in Tetum, Portuguese, English Bahasa Malay/Indon. Must work independently, provide information, make bookings, collect deposits and take care of financial and logistical matters related to operating tourism office.

Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>Short-term - 2 years</th>
<th>Medium Term - 3 years</th>
<th>Long-term - 5 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Info Office equipment, materials, services</td>
<td>$8,000/year</td>
<td>$20,000*</td>
<td>$35,000*</td>
<td>$77,000*</td>
</tr>
<tr>
<td>Tourism Info Office Staff costs - @ $2,000/year</td>
<td>$2,000/year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Info Office annual operating costs</td>
<td>$5,000/year</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(*in medium/long-term cost will be partially recovered from commissions charged on booking tourism services.)
Strength is m Products to  e nsure 
en NTD Capacity in Financial analysis of Tour 
financial viability, to identify leakages and measures to improve competitiveness.

Ref: INS-05

Objectives
- To overcome the constraints of un-competitively high prices in air fares, and a tourism services
- To put Timor-Leste’s Tourism on a competitive footing with other similar destinations in the region.
- To identify the elements of tourism product costs that are high compared to competing destinations and then develop solutions to make Timor-Leste’s tourism products more competitive.
- To elaborate measures to be taken by tourism services providers to reduce costs and improve quality.

Activity Description
- Engage consultant to study Timor-Leste tourism sector from access to the destination through tourism services with the objective of identifying measures to improve competitiveness and reduce leakages in tourism products.
- Collaborate with the Timor-Leste Business Forum on conducting the study and developing proposals to address the competitiveness and leakages issues.
- Identify the measures that need to be taken to improve competitiveness and reduce leakages and make a presentation to Government summarizing the findings of the study and recommending incentives to the tourism industry to undertake these measures.

Cost/Benefit Analysis of Air Transport to TL
- Compare air routes and expected tourist numbers in TL & competing destinations
- Estimate costs and revenues of air transport to/from main markets to TL.
- Recommend measures to reduce airfares to/from TL to make the destination more competitive with similar tourist destinations in Asia Pacific Region

Cost/Benefit Analysis of Accomodations
- Compare rates charged by hotels, guesthouses, etc in TL with those of competing destinations
- Identify the costs: Staff, F&B&other materials, landrent, interest, tax, insurance, etc.
- Identify Identify cost elements that can be reduced by:re-structuring using local staff & materials; lobbying govt. for tax, land, insurance, reforms.

Cost Benefit Analysis of Community Tourism
- Compare costs and revenues in community tourism products – homestay, eco lodge, tours,transport handicraft, etc.
- Recommend types of community tourism products that should be initiated to ensure revenues > costs in CBT

Identify Technical / Financial Assistance to Improve Competitiveness and reduce leakages
- Based on studies of the relative costs & benefits of tourism products in TL
- Make recommendations on measures to be taken to ensure products that are financially viable to the operators while at the same time being competitive in cost and quality (value-for-money) with similar tourism product in other competing destinations in Asia-Pacific Regions

Cooperation with International Agencies, Tourism Industry and Government Finance Ministry
International Finance Corporation of the World Bank has an Asia Pacific Tourism Unit which would be interested in cooperating on these issues to qualify Timor-Leste’s Tourism Sector for IFC credit financing.

Tourism Group of T.L’s Business Forum would be interested cooperating

Trade Invest TL & IADE are interested in competitiveness & leakages related to international & domestic tourism investment.

Indicators
- Tourism sector becomes more competitive and number of tourists and other visitors visiting TL rises
- Comparison with other tourism markets indicates TL is becoming competitive on “value-for-money”

Time Frame
Medium-term 2009-2011 when during period when tourism is being initiated. 2 – 3 years.

Implementing Agency and Budget: $ 25,000

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/08</td>
<td>International Consultancy to undertake the study 2.5 months @ $ 5,000 - 1,000</td>
<td>$ 12,000</td>
</tr>
<tr>
<td>2007/08</td>
<td>Honorarum for National Financial Assessor to assist and follow up 4 mo @ $ 250</td>
<td>$ 1,000</td>
</tr>
<tr>
<td></td>
<td>International and National Transport , DSA, etc</td>
<td>$ 12,000</td>
</tr>
<tr>
<td></td>
<td>Total Cost</td>
<td>$ 25,000</td>
</tr>
</tbody>
</table>
Marketing and Product Development

Marketing Database

Objectives

- To have an effective marketing instrument, updated and that allows developing a direct and effective communication with intermediaries and other actors.
- To have updated data of the market to prepare the actions foreseen in the Marketing Plan.
- To make a precise pursuit of the actions and the results obtained.
- To provide information and intelligence services of marketing to the tourist industry of Timor-Leste and tie institutions to the sector.
- To facilitate segmented actions of promotion.

Description

Data base will be to disposition - of selective form of the Timorese private sector and will constitute the key tool of the Tourism Department for the efficient management of sale seminaries, contacts with the press and other media, etc. In order to facilitate the promotion actions, database must include:

Operators
- Company
- Segments/products
- Destinations
- Decision makers
- Catalogs
- Pages and packages
- Competitors
- Sales net
- Sales volume

Associations
- Companies
- Segments / products
- Number of members
- Decision makers

Journalists
- Name
- Address
- Specialty
- Interest themes

Media
- Newspapers, magazines and multimedia
- Company
- Address
- Characteristics
- Distribution
- Closing dates

Private sector participation

The use of data bases for the Timorese private sector can be paid according to type of consult. It is had to prepare a list of services and prices in which it will be specified who and in what conditions will have right of access to the data.

Indicators

- Number of records include in marketing data base
- Number of promotion activities of Tourism Department for which data base is useful
- Number of requests of data coming from the private sector
- Survey of satisfaction with Timorese tourism sector

Term and duration

Immediate term. Considering it does not have a cost for the Tourism Department, using existing resources and personnel. This action can be done in eight months. Year 2007.

Budget

Marginal costs using existing resources. Only communications are needed
### Advertising

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To create image of Timor-Leste.</td>
<td>• Travel agents, tour operators and wholesalers.</td>
</tr>
<tr>
<td>• To motivate to specific segments of clients in a determined aspect of the country</td>
<td>• Potential tourists</td>
</tr>
<tr>
<td>• To narrow the collaboration between the Timorese tour operators and the agencies, tour operators and wholesalers in the main markets.</td>
<td></td>
</tr>
</tbody>
</table>

### Description

To insert announcements in 6 magazines, 3 times a year (or any other specialize media), with the intention to deliver specific messages to specific market niches.

Campaign “Discover the newest paradise”.

Magazines recommended:
- Diving Asia
- Travel and Leisure
- Mundo Submerso (Portugal)
- Escape
- Destin Asia
- National Geographic

### Private sector participation

The Timorese hoteliers and tour operators can participate with NDT, thus obtaining better economies of scale and greater yield to its investment.

### Indicators

- Number of announcements published.

### Term and duration

Medium and long term. This is a permanent action. The campaign must be present at least 3 years starting 2010.

### Budget

Approximately 150,000 each year.
**Objective**

- To make know and understand tourist products of Timor-Leste
- To motivate with impressive images, design and illustrations
- To inform and motivate

**Target**

- Potential and existing consumers
- Trade: travel agencies, operators and wholesalers
- Potential investors
- Local society

## Description

<table>
<thead>
<tr>
<th>Material</th>
<th>Number of pieces</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Country brochure</td>
<td>3,000</td>
<td>2,250</td>
</tr>
<tr>
<td>2. Country map</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td>3. Dili map</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td>4. Baucau map</td>
<td>2,000</td>
<td>1,000</td>
</tr>
<tr>
<td>5. Beach/diver brochure</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>6. Bird watching guide</td>
<td>1,000</td>
<td>750</td>
</tr>
<tr>
<td>7. Mountain bike guide</td>
<td>1,000</td>
<td>750</td>
</tr>
<tr>
<td>8. Trekking guide</td>
<td>1,000</td>
<td>750</td>
</tr>
<tr>
<td>9. Sales manual</td>
<td>500</td>
<td>1,000</td>
</tr>
<tr>
<td>10. Services directory</td>
<td>500</td>
<td>5,000</td>
</tr>
<tr>
<td>11. Brochure “Importance of tourism”</td>
<td>5,000</td>
<td>2,500</td>
</tr>
<tr>
<td>12. Brochure “Quality”</td>
<td>1,000</td>
<td>500</td>
</tr>
<tr>
<td>13. Poster “Quality”</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>14. Catalogue “Investment Opportunities”</td>
<td>300</td>
<td>3,000</td>
</tr>
<tr>
<td>15. Guide “How to invest in Timor-Leste”</td>
<td>300</td>
<td>1,500</td>
</tr>
</tbody>
</table>

**TOTAL**                                    |                  | **$24,000**    |

**Private sector participation**

Local industry must provide information to produce the materials; also announcements can be contracted in the “Sales Manual” and “Services directory”.

On the other hand, a certain quantity of brochures have to be given to local tourism industry for its distribution.

**Indicators**

- Number of requests of information and distributed units
- Survey of satisfaction to Timorese tourism sector

**Term and duration**

**Immediate:** Research, photographs and information.

**Medium and long:** Print (according to program).

**Budget**

Estimate $24,000 $ (using prices of pieces already printed by NDT)
<table>
<thead>
<tr>
<th>Trade Shows</th>
<th>Ref: MKT-04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>• To create image of Timor-Leste as a tourism destination</td>
<td>• Travel agencies</td>
</tr>
<tr>
<td>• To make commercial contact with travel agents, tour operators and wholesalers in target markets</td>
<td>• Tour operators</td>
</tr>
<tr>
<td></td>
<td>• Wholesalers</td>
</tr>
<tr>
<td></td>
<td>• Media</td>
</tr>
</tbody>
</table>

**Description**

Due to the high cost that represents the participation in trade shows, and to the high consumption of resources and time that mean, it becomes necessary to study new forms of participation. Some of the possible lines of performance could be the following ones:

- To keep presence only in target markets.
- To reduce the size of stand in each fair and to look for ways to make a better use of the space.
- To reduce the complementary actions to the minimum, since the trade shows are not the best moment to attract the attention of the tour operators or the press, since they are saturated of invitations to multiple acts.
- To establish criteria relative to the type of companies that can participate, since, as the space is limited, priority will be given to the operators who can sell complete products.
- To make an intense and systematic work pre and post trade show:
  - Press note shipment announcing the presence of Timor-Leste
  - Informative mailing to the main contacts including in the data base
- The participation of Timor-Leste NDT in trade shows must be decided with the following criteria:
  - Participation in an “umbrella” scheme in all the trade shows including timorese tourism industry: accommodation, tour and dive operators, etc., sharing the same space.
  - Participation, in trade shows specialized in the segments of adventure, diving, etc.
- In a first stage, it is recommended to be present in the following tourism trade shows:
  - ITB
  - FITUR
  - PATA Travel Mart
  - Expo Darwin
  - Bolsa de Turismo de Lisboa
  - IMEX

**Private sector participation**

To study participation formulas according to the described criteria

**Indicators**

- Number of business cards collected in the trade show
- Survey to visitors at the Timor-Leste stand
- Requests of information received as a result of the trade show

**Term and duration**

**Immediate:** Start participation in some of these events (2007)

**Medium and long:** Prepare a strategy of participation, according to recommendations.

**Budget Estimate:** $120,000.00 $ each year.
<table>
<thead>
<tr>
<th>Mailing</th>
<th>Ref: MKT-05</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>• To position Timor-Leste as tourist destination with diversified supplies</td>
<td>• Tour operators</td>
</tr>
<tr>
<td>• To create interest by the Timorese tourist offer</td>
<td>• Travel agencies</td>
</tr>
<tr>
<td>• To generate information requests and to identify potential clients</td>
<td>• Wholesalers</td>
</tr>
<tr>
<td>• Tour operators</td>
<td>• Tourists</td>
</tr>
<tr>
<td>• Travel agencies</td>
<td>• Journalists</td>
</tr>
</tbody>
</table>

**Description**

**Mailing to specialized operators, travel agents, tourists and journalists in the target markets**

- A first shipment will be carried out containing the general brochure of Timor-Leste, in it there will invite to reply for more information. For it, they will have to give back a format that will ask for some data with respect to the intention to organize a trip to Timor-Leste.
- A second shipment will be made to those that did not answer first, remembering that they can ask for information about the country.
- Third shipment only one letter of reminder, hoping that they have received the previous information.

**Private sector participation**

- Timorese tourist companies will have to pay to appear in promotional publications
- Joint operations with specialized operators will negotiate

**Indicators**

- Answers to mailings
- Number of potential clients identify
- Survey with timorese tourist industry

**Term and duration**

<table>
<thead>
<tr>
<th>Medium: As soon as the data base is accomplish.</th>
</tr>
</thead>
</table>

**Budget**

Marginal costs using existing resources. It can be very cheap using e mail.
Otherwise, to be determined according costs of mailing and services available in Timor-Leste.
The cost, depending on the volume of mails, would be $2,500 per year, starting 2009.
<table>
<thead>
<tr>
<th><strong>Workshops</strong></th>
<th><strong>Ref: MKT-06</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Target</strong></td>
</tr>
</tbody>
</table>
| • To present to the operators, travel agents and wholesalers Timorese tourist supply.  
• To facilitate contacts between specialized Timorese operators and tour operators in the origin markets.  
• To create personal links between Timorese tourist supply and tour operators of the potential markets. | • Tour operators, wholesalers and travel agents in the main markets:  
- GD  
- Marketing directors |

<table>
<thead>
<tr>
<th><strong>Description</strong></th>
</tr>
</thead>
</table>
| Workshops must take place in the main cities of the high-priority emitting markets:  
**Australia:** Sydney  
**Japan:** Tokyo  
**Portugal:** Lisbon |

It is recommended that workshops are organized around a central subject to promote: a product (adventure tourism, sun and beach, diving, etc.), a new product, etc., although also a generic promotion can be made.

<table>
<thead>
<tr>
<th><strong>Private sector participation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Quotas of participation for the companies can be established, in exchange for the services of organization and logistic.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Indicators</strong></th>
</tr>
</thead>
</table>
| • Number of assistants to workshops: timorese and foreign operators.  
• Survey to assistants: timorese and foreigners  
• Requests of information generated as resulting from workshops |

<table>
<thead>
<tr>
<th><strong>Term and duration</strong></th>
</tr>
</thead>
</table>
| Medium and long term. Starting 2009.  
This action can be done once a year changing cities to visit each time. |

<table>
<thead>
<tr>
<th><strong>Budget</strong></th>
</tr>
</thead>
</table>
| Approximately $120,000.00 based on 3 workshops a year.  
This budget can be reduced with the collaboration of Timorese tourism industry, airlines, or any other sponsor. |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>To present to all government agencies the importance that tourism can reach for countries all over the world.</td>
<td>- Decision makers in all government agencies.</td>
</tr>
<tr>
<td>- Create conscience among all the agencies with the objective to gain support for the tourism</td>
<td></td>
</tr>
<tr>
<td>- Strength the capacity and resources of DNT</td>
<td></td>
</tr>
</tbody>
</table>

**Description**
- To celebrate one Seminar, with the presence of an international speaker (UNWTO), that talks about the importance of tourism in the world, in terms of economy, social, cultural and environmental contributions.

**Private sector participation**
- Invitation to participate to the most important local entrepreneurs and organizations.

**Indicators**
- Number of assistants.
- Survey to assistants.

**Term and duration**
**Immediate.** The seminar can take place in January or February 2007.

**Budget**
Approximately $ 4,000 including conference room, speaker, air fare, accommodations, etc
This budget can be reduced with collaboration of sponsor such as tourism industry, etc.
### Familiarization trips and site inspections

**Objective**
- To increase the knowledge of Timor-Leste among travel agents, tour operators, wholesalers and journalists.
- To create emotional links to the country.
- To promote the article publication and news articles about the tourism sector.

**Target**
- Tour operators and wholesalers
- Travel agents
- Journalists

### Description
- Trips for travel agents, tour operators and wholesalers, so that they become familiar with timorese tourist products
- Small groups maximum 15 participants.
- Selection and coordination in emitting markets in charge of NDT.
- The selection will have to become in cooperation with local industry in order to make sure that only the best ones travel and those that sell more.
- Never combine a mixed group of journalists and travel agents. Since interests are different it is very difficult to operate.

### Private sector participation
The contribution of the local industry would consist on facilitation of transport, lodging and stay in Timor-Leste.

### Indicators
- Number of participants in the trips.
- Survey to participants.
- Increase in sales.

### Term and duration
**Long term.** It is recommended to celebrate 3 fam trips, 2 for trade, 1 for journalists. Starting 2010.

### Budget
Depending on the arrangements made by NDT and collaboration of private sector and airlines.

It is necessary to consider next expenses:

- Air fare
- Lodging
- Catering
- Local transport
- Presents

Considering a group of 10 people for trip, the estimated cost would be $225,000 $ per year.
# Electronic bulletin

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
</table>
| • To inform journalist, travel agents, tour operators and wholesalers about tourism industry in Timor-Leste.  
• To present new products and services.  
• To influence the potential market and the intermediaries (image creation, improvement of the knowledge).  
• Favorable attitude. | • Tour operators and wholesalers  
• Travel agents  
• Journalists  
• Tourists |

## Description

• To produce a monthly bulletin to be delivered via Internet to tour operators, wholesalers, travel agents and journalists, according with database carry out.

## Private sector participation

• *To provide information about new products and services available in the country.*

## Indicators

• Number of bulletins delivered.  
• Requests of information generated as resulting of electronic bulletins.

## Term and duration

**Immediate using existing resources and personnel in NDT. Permanent.**

## Budget

**Marginal costs using existing resources. Only communications are needed**
<table>
<thead>
<tr>
<th><strong>Wall Painting Campaign</strong></th>
<th><strong>Ref: MKT-11</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>• To create conscience and awareness among local society about the importance of tourism</td>
<td>• Local society</td>
</tr>
<tr>
<td>• To produce a behavior of well treatment and welcome for tourists.</td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td></td>
</tr>
<tr>
<td>To use walls like bill boards to place signboards to create conscience and to alert to the population to receive and to treat the tourists well.</td>
<td></td>
</tr>
<tr>
<td>Theme of the campaign will be: “<em>Timor Lorosae Hamnasa. Ben vindos os turistas</em>”</td>
<td></td>
</tr>
<tr>
<td>“<em>Timor-Leste Smiles – Welcome to Tourists</em>”.</td>
<td></td>
</tr>
<tr>
<td><strong>Private sector participation</strong></td>
<td></td>
</tr>
<tr>
<td>To sponsor some of the paintings, contributing with paint or payment for the painters.</td>
<td></td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td></td>
</tr>
<tr>
<td>• Number of walls painted.</td>
<td></td>
</tr>
<tr>
<td>• Survey among population.</td>
<td></td>
</tr>
<tr>
<td><strong>Term and duration</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Immediate. Three months:</strong> first month to determine places to be painted and produce the designs of the signboards, then two-three months more to paint (Eng Port Tetum).</td>
<td></td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Estimate:</strong> $</td>
<td><strong>$ 1,000</strong></td>
</tr>
<tr>
<td>Press Campaign</td>
<td>Ref: MKT 10</td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>• To generate articles, news and press notes (without direct payment) on the tourist supply of Timor-Leste.</td>
<td>• The target market is the journalists, but the objective is to influence the potential market and the intermediaries.</td>
</tr>
<tr>
<td>• To generate a positive image of the destination.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Description</strong></th>
</tr>
</thead>
</table>
| • A specific **Press Kit** will be prepared containing:  
  - *Editorials in different idioms (at least English, Portuguese, Japanese, and Indonesian)*  
  - *CD with photographs.*  
  - *DVD Video.*  
  
  • Periodic press bulletins will be sent to specialized journalists in magazines and newspapers in the target markets.  
  • Service of permanent attention to the press in charge of NDT. |

<table>
<thead>
<tr>
<th><strong>Private sector participation</strong></th>
</tr>
</thead>
</table>
| • Generating press notes to communicate to media through NDT.  
  • Making contributions to take care of the journalists during its stay in Timor-Leste. |

<table>
<thead>
<tr>
<th><strong>Indicators</strong></th>
</tr>
</thead>
</table>
| • Press articles published (number of pages)  
  • Estimation of the value of the pages dedicated to Timor-Leste, based on the cost of the advertising of each publication.  
  • Requests of information-collaboration generated. |

<table>
<thead>
<tr>
<th><strong>Term and duration</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Medium term. Permanent action, starting on 2009.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Budget</strong></th>
</tr>
</thead>
</table>
| • Marginal costs using existing resources.  
  • The press kit could cost approximately $30 each, 750 kits are recommended for the first year, ie. $22,500.00 (2009). |
### Website

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Target</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• To communicate directly with the increasing market of users of Internet</td>
<td>• Potential tourists</td>
</tr>
<tr>
<td>• Presence in Internet with an effective Website, like commercial tool</td>
<td>• Travel agents, tour operators and wholesalers</td>
</tr>
<tr>
<td>• Create good image for the country.</td>
<td>• Journalists</td>
</tr>
</tbody>
</table>

| **Description** |
|-----------------
| • Improve information including maps, links, and information for specific niches. |
| • To create a Special section for travel agents, wholesalers and tour operators, containing a complete directory of services and links to tour operators. |
| • To create a special section for journalists. |
| • Also the possibility to communicate with NDT by email online. |
| • To include the “Sales manual” only for tour operators and travel agents. |

<table>
<thead>
<tr>
<th><strong>Private sector participation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Links of individual his webs with the central Web</td>
</tr>
<tr>
<td>• Update information in their web sites.</td>
</tr>
<tr>
<td>• Publicity in form of banners will be able to be sold, including announcements and pages of special offers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of visits to the website of Timor-Leste.</td>
</tr>
<tr>
<td>• Survey with local industry about the use and visits of their websites.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Term and duration</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>This action can be developed in the <strong>immediate term</strong>.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Budget</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Marginal costs using existing resources.</td>
</tr>
<tr>
<td>Objective</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• To increase the quantity of resources to finance marketing actions.</td>
</tr>
<tr>
<td>• To create a cooperative and share-responsibility program.</td>
</tr>
<tr>
<td>• Local industry.</td>
</tr>
</tbody>
</table>

**Description**

- In the case of local tourism suppliers, to create a fund to finance marketing actions, and share responsibility and finance resources.
- Empower the resources aimed to finance marketing actions.
- In the case of tour operators, wholesalers, and travel agents to induce them to participate in cooperative programs to commercialize the tourism product of Timor-Leste.

**Private sector participation**

- Support marketing actions, with cash or services.

**Indicators**

- Number of cooperative programs achieved.
- Amount involved in cooperative programs.

**Term and duration**

Medium and Long. An annual program has to be prepared based on the budget of NDT.

**Budget**

N. A. Depending on the budget of NDT.
<table>
<thead>
<tr>
<th>Target groups</th>
<th>Advertising</th>
<th>Promotion</th>
<th>Public Relations</th>
<th>Printed material</th>
<th>Website</th>
<th>Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>NDT</td>
<td>MARKETING</td>
<td>DATA</td>
<td>BASE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourists</td>
<td>o Campaign in magazines</td>
<td>o Tourist Information Centres</td>
<td>o Mailing</td>
<td>General Country brochure. Maps: country, and main cities</td>
<td>Improve information including maps, links, and information for specific niches.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade</td>
<td></td>
<td>Trade shows. Mailing. Workshops with travel agents, tour operators and wholesalers</td>
<td>Fam trips and site inspections. Electronic bulletin.</td>
<td>Sales manual Directories</td>
<td>Special section for travel agents, wholesalers and tour operators, containing a complete directory of services and links.</td>
<td>Cooperative programs.</td>
</tr>
<tr>
<td>Government</td>
<td></td>
<td>o Seminar “The importance of tourism”</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Journalists</td>
<td></td>
<td>o Mailing</td>
<td>Press bulletins. Press kit. Fam trips.</td>
<td></td>
<td>Special section</td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>“Wall campaign”: “Timor-Leste Hamnasa - Ben vindos os turistas”.</td>
<td></td>
<td>Brochure “Importance of tourism”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local industry</td>
<td></td>
<td>o Preparing, operating and co-financing promotion actions.</td>
<td></td>
<td>o Shell brochures o Brochure and poster to promote quality services.</td>
<td>o Provide information</td>
<td>o Cooperative programs.</td>
</tr>
<tr>
<td>Investors</td>
<td></td>
<td>o Investment shows: ITB, FITUR, etc.</td>
<td></td>
<td>o Catalogue “Opportunities” o Guide “How to invest in Timor-Leste”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Figure 18. Marketing Plan Budget

<table>
<thead>
<tr>
<th>Strategic line</th>
<th>Action</th>
<th>Term</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>S</td>
<td>M</td>
</tr>
<tr>
<td>General</td>
<td>Data Base</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Public Relations</td>
<td>Fam trips and site inspection</td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Press</td>
<td>(2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Electronic bulletin</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>Magazines campaign</td>
<td>(3)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wall campaign</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>Trade shows</td>
<td>(4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mailing</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workshops</td>
<td>(5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Seminar “Importance”</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Website</td>
<td>Improvement of website</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Partnership</td>
<td>Partnership</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>T O T A L</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Starting 2007, depending on accomplish data base.
- Starting 2010.
- Starting 2009.
- Starting 2010. Increasing the budget every year, depending on resources available. Permanent, at least for 3 years.
- Starting 2007, increasing participation according to results and available budget.
- Starting 2009
Human Resources Development

### Support to Study tours, Seminars and Training of a Range of Stakeholders in the Tourism Sector

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase the level of awareness on Tourism and its benefits</td>
<td>• Variety of Tourism Stakeholders in Government, Private Sector &amp; Communities</td>
</tr>
<tr>
<td>• Increase tourism service skills of Timorese</td>
<td></td>
</tr>
<tr>
<td>• Increase knowledge of rural communities on the opportunities to produce goods and provide services for the tourism sector.</td>
<td></td>
</tr>
</tbody>
</table>

### Description

#### Institutional Strengthening in Tourism

<table>
<thead>
<tr>
<th>Ref</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD-01</td>
<td>Overseas study tours — 12 Senior govt., Min Dev, NDT, &amp; other govt. depts. - SE Asia -</td>
<td>$30,000</td>
</tr>
<tr>
<td>HRD-02</td>
<td>Overseas management fellowships –20 mid-mgr. NDT, Dist.Admin., Private &amp; Education Sector</td>
<td>$130,000</td>
</tr>
<tr>
<td>HRD-03</td>
<td>Conference grants 12 officers NDT and other govt. agencies to attend 12 international conferences</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

#### Hospitality sector capacity development

<table>
<thead>
<tr>
<th>Ref</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD-04</td>
<td>Overseas fellowships 10 Timorese supervisors from hotel, restaurant, sector 30 days fellowships</td>
<td>$50,000</td>
</tr>
<tr>
<td>HRD-05</td>
<td>In-country training programs 40 from all sectors including Dist Administration. 30 days in Dili</td>
<td>$30,000</td>
</tr>
</tbody>
</table>

#### Hospitality Operations

<table>
<thead>
<tr>
<th>Ref</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD-06</td>
<td>Intensive tour guiding seminar 20 tour guides to receive 23 days training</td>
<td>$15,000</td>
</tr>
<tr>
<td>HRD-07</td>
<td>Computer Reservation System (Abacus) training 10 travel agency staff- 5days</td>
<td>$10,000</td>
</tr>
<tr>
<td>HRD-08</td>
<td>Foreign language training 30 from all sectors basic English and Portuguese Training 90 days</td>
<td>$16,000</td>
</tr>
<tr>
<td>HRD-09</td>
<td>Community tourism awareness &amp; livelihood training 30 from all tourism zones (districts) 3 days</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

### Private sector participation

- Private sector should be encouraged to send their staff to these training courses with guarantee of continued employment after the course is completed.
- Hospitality sector will benefit from additional pool of trained Timorese service sector personnel
- Tour operators will benefit from a pool of trained office personnel and local area guides
- As experience is gained, Timorese people will form private small/med tourism service enterprises

### Indicators

- Reduced dependency on imports of staff, goods and services.
- More employment in the tourism sector – first in urban areas and then spreading to rural areas
  - Less unemployed youth =
  - less social unrest =
  - more security =
- better image of Timor-Leste as tourist destination
- Higher levels of income in Timorese Households

### Term and duration

<table>
<thead>
<tr>
<th>Ref</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Short-Term - 2007-2008</td>
<td>$315,000</td>
</tr>
</tbody>
</table>

### Budget

<table>
<thead>
<tr>
<th>Ref</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$315,000</td>
</tr>
</tbody>
</table>
### Build & Operate a National Tourism Training Centre

**Objective**
- Provide local training facility to train tourism staff in all aspects of the tourism business
- Replace foreign tourism staff with trained Timorese staff
- Improve competitiveness of Timor’s Tourism products by replacing high cost labour imports.
- Create employment
- Improve economy
- reduce social unrest

**Target**
- All levels of tourism industry staff
  - Managerial
  - Vocational
  - Technical
  - Service Sector
  - Entertainment sector
  - Handicraft sector, etc.

### Description

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building @ $ 1,000 per sqm</td>
<td>$ 80,000</td>
</tr>
<tr>
<td>Lobby @ 100 sqm</td>
<td></td>
</tr>
<tr>
<td>Classroom @ 40 sqm x 3</td>
<td></td>
</tr>
<tr>
<td>Library (with e-lib) @ 120 sqm</td>
<td></td>
</tr>
<tr>
<td>IT training lab @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>Language training lab @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>AV room @ 120 sqm</td>
<td></td>
</tr>
<tr>
<td>Educational restaurant with bar set-up @ 100 sqm</td>
<td></td>
</tr>
<tr>
<td>Office spaces @ 100 sqm</td>
<td></td>
</tr>
<tr>
<td>Mock hotel room @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>Kitchen lab @ 40 sqm</td>
<td></td>
</tr>
<tr>
<td>Toilets @ total of 60 sqm</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>$ 124,000</td>
</tr>
<tr>
<td>50 units of computers</td>
<td></td>
</tr>
<tr>
<td>2 units LCD projectors</td>
<td></td>
</tr>
<tr>
<td>20 units language training sets</td>
<td></td>
</tr>
<tr>
<td>Kitchen training equipment</td>
<td></td>
</tr>
<tr>
<td>Books and library resources @ $50 per book x 20 titles / subject x 36 subjects</td>
<td>$ 36,000</td>
</tr>
<tr>
<td>Furniture (tables and chairs)</td>
<td>$ 15,000</td>
</tr>
<tr>
<td>Faculty development</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Personnel services</td>
<td>$ 70,000</td>
</tr>
<tr>
<td>International consultant @ $ 10,000 per month x 12 months</td>
<td>$ 12,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,345,000</td>
</tr>
</tbody>
</table>

### Private sector participation
- Hospitality sector will benefit from additional pool of trained Timorese service sector personnel
- Tour operators will benefit from a pool of trained office personnel and local area guides
- As experience is gained, Timorese people will form private small/med tourism enterprises

### Indicators
- Reduced dependency on imports of staff, goods and services.
- More employment in the tourism sector –first in urban areas and then spreading to rural areas
- Less unemployed youth =
  - less social unrest =
  - more security =
- better image of Timor-Leste as tourist destination
- Higher levels of income in Timorese Households

### Term and duration -
Medium-Term - 2009- 2016

### Budget
- $ 1,345,000
<table>
<thead>
<tr>
<th>Reference No &amp; Name</th>
<th>Objectives</th>
<th>Target participants</th>
<th>Duration</th>
<th>Location</th>
<th>Total cost estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD 1 Overseas study tours</td>
<td>To provide knowledge of the potential of tourism to contribute to a country’s economic development; expose participants to best management practices in the tourism sector and structures of NTAs and tourism promotion boards in the region</td>
<td>12 (two batches of 6) senior-level government officials including the Minister of Development and the National Director of Tourism</td>
<td>15 days</td>
<td>Indonesia, Singapore, Philippines, Macau</td>
<td>$ 30,000 (airfare and DSAs)</td>
</tr>
<tr>
<td>HRD 2 Overseas management fellowships</td>
<td>To provide management training in tourism marketing, planning and policy formulation, tourism investment incentive schemes, environmental management and ecotourism management, complemented by industry exposure trips and cultural experiences</td>
<td>Total of 20 participants. English-speaking middle-level managers of NDT, and district administrators; 10 participants from the private and education sectors</td>
<td>100 days</td>
<td>Malaysia, Universiti Utara Malaysia or other qualified institutions</td>
<td>$ 130,000 (airfares, board, and course fees)</td>
</tr>
<tr>
<td>HRD 3 International conference grants</td>
<td>To expose NDT officers to current information on tourism and to learn about event organizing</td>
<td>12 officers from NDT, related government agencies, and tourism education</td>
<td>12 conferences of approximately 5-day duration</td>
<td>Various countries</td>
<td>$ 24,000 ($2,000 each conference X 12 to cover airfares, DSAs and registration fees)</td>
</tr>
<tr>
<td>HRD 4 Overseas hospitality operations fellowship programme</td>
<td>To provide skills upgrading in front office, housekeeping, food and beverage service, bartending, and customer service</td>
<td>10 carefully selected Timorese hotel and restaurant supervisory staff</td>
<td>30 days</td>
<td>Macau IFT</td>
<td>$ 50,000 (inclusive of airfare, DSAs, and programme fees)</td>
</tr>
<tr>
<td>HRD 5 In-country training seminars</td>
<td>To disseminate knowledge gained from overseas study tours and fellowships and teach service and training skills</td>
<td>40 from all sectors including local administrators</td>
<td>30 days</td>
<td>Dili</td>
<td>$ 30,000 (venue, food and beverage, supplies, translation services; international consultants fees)</td>
</tr>
<tr>
<td>HRD 6 Intensive tour guiding seminar</td>
<td>To train local tour guides in guiding techniques</td>
<td>20 tour guides</td>
<td>23 days</td>
<td>Dili</td>
<td>$ 15,000 (venue, food and beverage, supplies, translation services; international consultants fees)</td>
</tr>
<tr>
<td>HRD 7 -Computer reservation system</td>
<td>To train local travel agency staff on Abacus or other CRS</td>
<td>10 travel agency staff</td>
<td>5 days</td>
<td>Dili</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>HRD 8 In-country intensive language training</td>
<td>To develop basic and advanced proficiency in English and Portuguese</td>
<td>30 initial enrollment for beginners’ course and 30 for advanced course from all sectors</td>
<td>90 days</td>
<td>Dili</td>
<td>$ 16,000 (volunteer instructors and supplies)</td>
</tr>
<tr>
<td>HRD 9 Community tourism awareness and livelihood training program</td>
<td>To educate the public especially those residing in the rural areas about the potential benefits of tourism on their lives and how they can participate in it by learning to produce products that are of value to tourists</td>
<td>30 from all over the country’s rural villages</td>
<td>3 days</td>
<td>Dili</td>
<td>$ 10,000</td>
</tr>
</tbody>
</table>

**TOTAL COST OF SHORT TERM ACTIONS FOR TOURISM HUMAN RESOURCES DEVELOPMENT**: $ 315,000
Summary of Medium to Long Term Actions

In the long term, a National Tourism Training Centre is recommended to serve the human resources development needs of Timor-Leste’s Tourism Sector. The cost of this facility is estimated at $1.35 million as shown in the following table:

Estimated Cost of National Tourism Training Centre

<table>
<thead>
<tr>
<th>Building (at $1,000 per sqm)</th>
<th>$880,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lobby (at 100 sqm)</td>
<td></td>
</tr>
<tr>
<td>Classroom (at 40 sqm x 3)</td>
<td></td>
</tr>
<tr>
<td>Library (with e-lib) (at 120 sqm)</td>
<td></td>
</tr>
<tr>
<td>IT training lab (at 40 sqm)</td>
<td></td>
</tr>
<tr>
<td>Language training lab (at 40 sqm)</td>
<td></td>
</tr>
<tr>
<td>AV room (at 120 sqm)</td>
<td></td>
</tr>
<tr>
<td>Educational restaurant with bar set-up (at 100 sqm)</td>
<td></td>
</tr>
<tr>
<td>Office spaces (at 100 sqm)</td>
<td></td>
</tr>
<tr>
<td>Mock hotel room (at 40 sqm)</td>
<td></td>
</tr>
<tr>
<td>Kitchen lab (at 40 sqm)</td>
<td></td>
</tr>
<tr>
<td>Toilets (at total of 60 sqm)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equipment</th>
<th>124,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 units of computers</td>
<td>50,000</td>
</tr>
<tr>
<td>2 units LCD projectors</td>
<td>4,000</td>
</tr>
<tr>
<td>20 units language training sets</td>
<td>20,000</td>
</tr>
<tr>
<td>Kitchen training equipment</td>
<td>50,000</td>
</tr>
<tr>
<td>Books and library resources (at $50 per book x 20 titles / subject x 36 subjects)</td>
<td>36,000</td>
</tr>
<tr>
<td>Furniture (tables and chairs)</td>
<td>15,000</td>
</tr>
</tbody>
</table>

Subtotal | 1,055,000 |
| Faculty development | 100,000 |
| Personnel services | 70,000 |
| International consultant (at $10,000 per month x 12 months) | 120,000 |

Total | $1,345,000 |

Construction of this facility can be done in stages starting with a few class rooms and then gradually building and equipping the remainder for the facility.
### Figure 19. Time Table of Strategic Short Term (2007) Actions for HRD

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Institutional strengthening</td>
<td>J</td>
</tr>
<tr>
<td>1. Overseas study tours</td>
<td></td>
</tr>
<tr>
<td>Organization of study tours</td>
<td></td>
</tr>
<tr>
<td>Selection of candidates</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>2. Overseas management fellowships</td>
<td></td>
</tr>
<tr>
<td>Identification of course provider</td>
<td></td>
</tr>
<tr>
<td>Selection of candidates</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
</tr>
<tr>
<td>3. Conference grants</td>
<td></td>
</tr>
</tbody>
</table>

### Figure 20. Time-Table for Medium-to Long-term (2008-2016) Actions for HRD

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of NTTC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Recruitment of faculty and staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Recruitment of dean</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Recruit international consultant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Curriculum &amp; syllabi development</td>
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<td>e. Faculty development programme</td>
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<td>f. Build / equip. temporary building</td>
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<td>k. First batch of graduates</td>
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</tbody>
</table>
### Environment and Tourism

#### Development of Environmental Guidelines for Community Guesthouse Construction and Operation

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To establish minimum standards for guesthouses.</td>
<td>• Community-based guesthouse entrepreneurs.</td>
</tr>
<tr>
<td>• To provide guidance for entrepreneurs wishing to start</td>
<td>• Tour operators collaborating with communities</td>
</tr>
<tr>
<td>• To establish environmental standards for design and operation of the guesthouses.</td>
<td>• NGO’s wishing to assist development</td>
</tr>
<tr>
<td></td>
<td>• Hotel operators</td>
</tr>
</tbody>
</table>

#### Description

- Guidance is required to ensure that the development of guesthouses does not adversely impact the surrounding environment either through consumption of resources or through production of waste. Lacking community waste management services, guesthouses must be responsible for their own waste management.

- The guidelines should include methods to save water, harvest rainwater, and re-use grey water. The primary focus for the guidelines is the small community-level operator, but the concepts should be stressed for any new hotel or tourism development, especially those that will be developing extensive gardens.

- The core objective is to ensure that the guesthouses are environment-friendly and the guidelines provide the basic requirements for improved overall hygiene and waste management.

- As part of a national intervention, standards are set and the guesthouses become part of a larger marketing effort. By promoting the concept of Timor-Leste Guesthouses there is a standard for the type of accommodation and visitors know what they can expect. or participated in training to support implementation of the guidelines can be included in NDT promotional material.

- Linkages with other responsible tourism initiatives such as the Wild Asia Responsible Tourism (RT) check-list

#### Private sector participation

- Local communities,
- Village-based entrepreneurs,
- Tour operators in collaboration with local villages,
- Hotels

#### Indicators

- Number of guesthouses included in the training or implementing the guidelines
- Visitor satisfaction of service.
- Guesthouse Scoring on the Wild Asia RT assessment

#### Term and duration

Short-term - development of guidelines and brochures  
Medium and long term. – Continuation of programme as an on-going action. Training sessions on implementation.

#### Budget

- Initial guideline publication and training 2007-2008 Guidelines $15,000 Training $15,000 = $30,000
- Subsequent training programme 2009-2011 $15,000 per year (depending on numbers of participants)
### Coordination of Environmental Concerns in Tourism Development

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Target</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• To ensure that environmental concerns are considered during planning and planning approval.</td>
<td>• Institute of Trade and Investment (Prime Minister’s Office);</td>
</tr>
<tr>
<td>• To identify the environmental and tourism assets and ensure these are adequately protected and managed.</td>
<td>• Directorate of Urban Planning (Secretary of State of Central Planning, also under the Prime Minister’s Office); and</td>
</tr>
<tr>
<td>• To provide prospective investors with the full details of the environmental requirements they need to fulfill.</td>
<td>• Directorate of Environment (Secretary of State of Central Planning, also under the Prime Minister’s Office).</td>
</tr>
<tr>
<td>• To ensure that development is environmentally and economically sustainable</td>
<td></td>
</tr>
</tbody>
</table>

### Description

- In general, the laws are well considered and provide adequate mandate for the responsible agencies for planning and for environmental protection.
- There is a need to review the sequencing of the approval process for new investments to ensure that there is sufficient emphasis given to the existing and proposed environmental requirements and laws prior to the granting investment approval.
- The GERTiL urban master plans and laws that will go along with the plans should form the guiding regulations for planning for the rest of the country.
- Environmentally sensitive areas such as national parks, other protected areas and watersheds to be included in the planning process. From a tourism perspective, maintaining the quality of the environment is of paramount importance, especially if this is to be the main selling point for TL.
- Potential investors should be directed to refer to the existing urban development plans and regulations as well as the requirements for EIAs and any other stipulations. The sequence of this process is important and should come before project approval so that any measures required as a result of the Environmental Impact Assessment (EIA) can be incorporated in the final costing of the development.
- This type of technical input is vital so that sound, well-informed political decisions can then be made. In the absence of this information, decisions will be based on other agendas.

### Private sector participation

- Investors
- Developers

### Indicators

- Developments follow the Urban Master Plan
- EIAs are completed before investment approvals are granted
- Protected areas are recognised and incorporated into regional plans

### Term and duration

- **Short-term**: Procedural change in approval sequence
- **Medium and long term**: Continuation of process for coordination of planning and development.

### Budget

- **Short-term**: Procedural changes only. Involving key agencies (Environment, IADE, Trade Invest in the process. Cost might involve printing and distributing guidelines – procedures, etc. 10 years @ $1000/year = $10,000
### Objective

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish the boundaries of the protected areas so that management plans can be prepared for each</td>
<td>National Parks Division under the Directorate for Forests</td>
</tr>
<tr>
<td>To include tourism as an integrated component of the management planning process</td>
<td>The Directorate for Fisheries</td>
</tr>
<tr>
<td>To support the institutional strengthening and capacity building for managing protected areas</td>
<td>The National Directorate of Tourism</td>
</tr>
<tr>
<td>To promote the private sector’s involvement in the protection of natural resources</td>
<td></td>
</tr>
</tbody>
</table>

### Description

- The current protected area network provides good coverage for protection of the important natural resources in Timor-Leste.
- The directorates have the legislation providing them the mandate for management of protected areas, but need considerable capacity strengthening and hands-on practical training for staff involved in the management.
- The Joint Patrol Development Authority (JPDA), should include a tourism component as well as involving the local dive and fishing charter operators to enlist the help and cooperation of the private sector agencies that rely on the health of the resources.
- Sufficient resources are required for equipment and logistics as well as for training of staff to be able to set management objectives and prepare plans to achieve these.
- Proposed pilot projects in areas incorporating villages in the protected area management process require tourism participation and input. Villages proposed; Batugade in Bobonaro district, Biqueli on Atauro island, Tutuala and villages near Conis Santana.
- Priority protected areas:
  - Jaco-Tutuala area (including the Conis Santana),
  - Atauro Marine protected area and Manucoco,
  - Christo Rei,
  - Tata Mailan Mountain
  - Mundo Perdido and
  - Matebian

### Private sector participation

- Communities living adjacent to the protected areas
- Tour operators (ATTL or similar associations)
- Developers

### Indicators

- Capacity to manage protected areas
- Master Plans developed for key protected areas
- Communities are part of the planning process
- Protected areas are recognised and incorporated into regional plans
- Tourism contributions to conservation management

### Term and duration

- Short-term - Support to training of Protected Area staff to manage protected areas
- Medium and long term. — Support for continued involvement of villages in PA planning, development and management process

### Budget

- Mainly in-kind:
  - Support to Directorate of Fisheries and Forestry Budgets
  - Technical Inputs to training curriculum
  - Provision of NDT staff for training (both as students and facilitators)
- May cost $1,000 per year for producing and printing of training materials and travel
## Support to Studies and Environmental Education

**Ref:** ENV-04

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
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<tbody>
<tr>
<td>• To encourage continued research and studies to better understand the country’s resources</td>
<td>• National Directorates for Fisheries and Forestry</td>
</tr>
<tr>
<td>• To ensure that the information base is expanded and coordinated between agencies</td>
<td>• National Directorate for Tourism</td>
</tr>
<tr>
<td>• To use the information gathered for local and village level education regarding the environment</td>
<td></td>
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</tbody>
</table>

### Description
- Timor-Leste’s natural resources (both marine and terrestrial) have not been well documented and there is a need to continue to build on the existing information base.
- A number of studies are planned to develop a Coastal and Marine Ecotourism Strategy for northern Timor-Leste. This strategy will build upon existing tourism and ecotourism planning activities (such as the Gertil and WTO activities) and also, significantly, provide the basis for an ecotourism management framework for the proposed Nino Conis Santana National Park (including the proposed marine extension of the park, Timor's first Marine Park).
- Support to these efforts is important as they underpin conservation planning and sustainable management of community-based, ecotourism and marine resource development activities in the region.
- Further, any other studies or interventions should be coordinated with these efforts
- Coordination of the results of the studies through the Ministry of Agriculture Forestry and Fisheries is required to ensure that future studies are directed towards the conservation needs.
- The information gathered in the studies can also be used to develop environmental education materials for the public, specifically targeting the mobile workforce in Timor-Leste as well as the communities.

### Private sector participation
- Northern Territories / James Cooke University
- Charles Darwin University
- Environmental NGOs involved with research

### Indicators
- Library resources of studies
- Use of research for PA management
- Use of study results for education programmes

### Term and duration
- Short-medium term - 2007-2011

### Budget
- Short term – $60,000 for marine based resources (funded under technical cooperation agreement with Australia)
- Short term – $40,000 for land based tourism resources in Protected Areas, National Parks, etc. $ 40,000
## Souvenir and Handicraft Development

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
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<tbody>
<tr>
<td>• To encourage the development of a sustainable handicrafts industry</td>
<td>• Communities</td>
</tr>
<tr>
<td>• To educate and inform the consumer regarding their environmental responsibility</td>
<td>• Handicraft-buying public</td>
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<tr>
<td>• To educate the local communities regarding the importance of Timor Lest environment</td>
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</table>

### Description

- The sale of coral and other marine products such as turtle shell for souvenirs needs to be stopped.
- This requires an education campaign targeted at both the consumer and the supplier. The tourists as well as all the foreign workers in Timor-Leste have to be informed and educated on the items that are not appropriate (or illegal) as souvenirs.
- Support for the development of quality handicraft and souvenir items needs to be pursued so that the communities have other potential sources of income.
- This includes support for the development of supply chains from the producers to the markets for Timor-Leste weaving and handicrafts.

### Private sector participation

- NGO’s working with village development
- LAHO
- Private sector retail
- Tour operators

### Indicators

- No sale of coral or turtle shell
- Range of Timor-Leste handicraft items
- Education materials (posters, brochures) on acceptable handicraft items

### Term and duration

**Short-term** - Development of education materials  
**Medium and long term.** – Development of handicraft industry.

### Budget

**Short term** – 1000 posters – $1000  
**Medium to Long** – support to development of handicraft industry (e.g. LAHO) $30,000 per year
## Reef monitoring and responsible use

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>• To develop a set of guidelines or codes of conduct for responsible reef use</td>
<td>• Directorate of Fisheries</td>
</tr>
<tr>
<td>• To develop a reef monitoring system that can be used to monitor the overall health of the country’s reefs</td>
<td></td>
</tr>
<tr>
<td>• To involve communities in the management and responsible use of the reefs.</td>
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</tr>
</tbody>
</table>

### Description

- The dive companies involved with marine-based tourism rely on the health of the resource and should be involved as stakeholders in the process of managing these resources. An important aspect of this is having guidelines or codes of conduct for handling snorkeling and diving tourism on reefs.

- Recognising that in general, the dive companies already have codes of conduct; with the contribution of the dive industry the guidelines would serve to establish national guidelines for use of the marine and reef resources.

- The dive operators and local divers should be involved in monitoring to provide information on the condition of the reefs and the activities taking place. The information gathered should be used to support management decisions or to monitor effectiveness of measures employed to achieve management goals.

- Education programmes for the public and the industry on the importance of the reefs should be initiated to provide avenues for cooperation on management of these resources.

- Establishing permanent moorings that are maintained by the local villages will provide some income to the village, prevent potential anchor damage to the reef and instill a sense of resource ownership in the village. Support for this would be required from the Directorate of Fisheries to establish the moorings and provide community education programmes. The private sector involvement in this is vital.

### Private sector participation

- Dive operators
- Public divers
- Communities using the reefs

### Indicators

- National guideline for responsible reef use
- Reef Watch or similar monitoring programme with contributions from private sector
- Annual state of the reef report
- Community involvement in reef monitoring and management

### Term and duration

- Short-term: Development of responsible reef use guidelines
  - Initiation of reef monitoring programme
  - Education programme and materials for reef management
- Medium and long term: Continuation of monitoring.

### Budget

- Short term:
  - Development of Guidelines: $15,000
  - Workshop for monitoring: $11,000
  - Education programme: $20,000
Promote and Facilitate Community-Based Tourism in Timor-Leste

Ref: CT-01

Objectives

• To diversity tourism product—especially in rural areas. To provide tourists a more intimate and personal experience for tourists.
• To provide supplementary livelihood to rural people living near tourism attractions
• To promote development of small enterprises in rural areas through provision of goods and services to tourists (accommodations, food, beverage, handicraft, tours, transport, etc.)
• To provide an economic incentive for rural people to protect and enhance natural, historic and cultural resources near their communities.

Activity Description

• Identify a number of potential sites for community tourism development
• Prepare Criteria for assessing community tourism potential at a tourism site
• Using the assessment criteria, select 1 (or 2) community tourism site to assist in further developing community tourism and use this site to demonstrate community tourism to other communities.
• Develop guidelines and training curriculum for use in conducting induction training for communities
• Engage a Community Tourism Liaison Officer to work with communities on the following: contacting NGOs and Tour Operators to partner with the community to provide technical and financial assistance, and to use the community’s tourism facilities for their tour guests; organize community tourism group; plan tourism facilities and activities; develop promotional material, conduct financial assessment of these planned activities and finally, implement their community tourism plans.

Assess Potential for Community Tourism

• Must be near or on route to area of tourism attractions
• Tourists already visit the site.
• Community should be cohesive & have record of having worked together on other long-term projects.
• Planned tourism in harmony with nature, history, culture preservation

Guidelines & Training

Guidelines & Training include:

• Attractions, Access, Activities, Marketing,
• Location, Construction, Operation
• Hygiene and safety,
• Language & Service
• Business planning & financial assessment
• Partnerships with tour operators
• History, cultural conservation

Links to NGOs & Tour Operators

• Assist community to partner with an NGO and/or a Tour Operators
• To provide tech. & finance assist.
• To promote and provide links to the tourist market
• To ensure that facilities meet expectations

Technical Assistance / Financial

• Design and operation of Community tourism facilities
• Simple Cost / benefit assessments
• Locating sources of finance to fund initial operations
• Language and service training.
• Identifying tourism products, activities, etc

Cooperation with Private Tour Operators, NGOs and Financial Agencies

• Communities will benefit from partnerships with Tour Operators to ensure that they have a market for their community tourism products.
• Handicraft and local food production and sales to tours and individuals will increase livelihood and revenue
• Community Tourism Partnerships with NGOs and Handicraft shops in urban areas assist in expanding CBT.
• Communities linking with NGOs may find technical and financial assistance to implement their projects.
• Capital may be available from Small Business Development programs operating in the country.

Indicators

• Develop base-line data on household income in community, record number of visitors and income generated over time, compare household income (% from tourism, % from traditional sources)

Time Frame

Medium-term 2009-2011 when during period when tourism is being initiated. 2 – 3 years.

Implementing Agency and Budget: $ 50,000

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/08</td>
<td>National Community tourism liaison officer - Salary, Travel and DSA costs</td>
<td>$10,000</td>
</tr>
<tr>
<td></td>
<td>Translate, publish and distribute course materials, guidelines, promotion</td>
<td>$5,000</td>
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<tr>
<td></td>
<td>materials etc.</td>
<td></td>
</tr>
<tr>
<td>2009-11</td>
<td>Consultant plus tools, materials, equipment, furnishings (1-2 sites)</td>
<td>$15,000</td>
</tr>
<tr>
<td>2012-16</td>
<td>Consultant plus tools, materials, equipment, furnishings (4-5 sites)</td>
<td>$25,000</td>
</tr>
<tr>
<td>TOTAL –</td>
<td>2007-2016 (10 years)</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

112
Demonstrate Community Tourism - Build & Operate Community Beach Facility at Popular Coastal Dive Site

**Objectives**

- To demonstrate the how building and operating simple tourism facilities can increase livelihood and income of rural communities located near popular tourist attractions such as coastal dive sites.
- To promote development of small enterprises in rural areas through provision of goods and services to tourists (accommodations, food, beverage, handicraft, tours, transport, etc.)
- To provide an economic incentive for rural people to protect and enhance natural, historic and cultural resources near their communities.

**Activity Description**

- Identify popular coastal dive sites – km 41, Dili Rock, Secret Garden, Bob’s Rock, Waynes World, etc.
- Engage a local NGO to conduct community tourism awareness, organization and mobilization training and assessment with communities near to these dive sites.
- Based on outcome of the awareness training, select 1 community to pilot test community tourism facilities.
- NDT to provide materials and technical expertise and make a contract (binding agreement) with the community to build and operate shower, toilet and shelter facilities for use of people using the dive sites in exchange for charging “user fees” ($1/person?) and for protecting and maintaining the facilities, beach, reefs, fishstocks, etc.

**Assess Several Dive sites**

- Must be near or on route to area of tourism attractions
- Tourists already visit the site.
- Community should be cohesive & have record of having worked together on other long-term projects.
- Planned tourism in harmony with nature, history, culture preservation

**Select Site for Pilot Testing/Demonstration**

- Guidelines & Training should include:
  - Attractions, Access, Activities, Marketing,
  - Hygiene and safety,
  - Language & Service.
- Business planning & financial assessment
- Partnerships with tour operators
- Environment, history, cultural conservation

**Contract with community to build and operate tourism facilities**

- Assist community to partner with an NGO and/or a Tour Operators
- To provide tech. & finance assist.
- To promote and provide links to the tourist market
- To ensure that facilities meet expectations

**Provide Technical / Financial Assistance to Implement Project**

- Assist in design & estimate cost of materials / labour.
- Provide funds for materials Language/service training.
- Provide funds for materials Language/service training.
- Identify tourism products & activities with community
- Monitor/supervise project to ensure success & benefits to the community
- Use site to demonstrate CBT to other communities.

**Cooperation with Private Tour Operators, NGOs and Financial Agencies**

- NDT’s community tourism liaison officer would lead the project
- Develop partnerships with Tour Operators to bring their clients to the site and utilize community tourism products.
- Promotion of the site would be through the Tourism Information office
- Handicraft & local foods (fruits, nasi bunkus, etc) production & sales of tourist necessities (sunblock, water, etc) would provide additional income

**Indicators**

- Numbers of visitors paying for and utilizing the facilities, services, etc. provided by the community
- % of income from CBT and from traditional (fishing and farming) activities

**Time Frame**

- Short-Medium-term 2007-2009 during period of preparation for tourism is being initiated . 1 – 2 years.

**Implementing Agency and Budget:** $ 50,000

- 2007/08 Equipment for water system (probably deep well, pump, generator, pipes, fittings $2,000
- 2007/08 Building materials and technical assistance $2,000
- 2007/08 Other equipment and furnishing, stock for tourist necessities shop, cooking equip. etc. $1,000
- Total Cost - tools, equipment, materials, furnishings (1 site) …………………… $5,000
- Future Replication @ other sites: eg. Maubara, Metinaro, Atauro, Baucau, Lautem, etc. (5 sites) $25,000
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To provide community level training courses for tourism</td>
<td>• Community level entrepreneurs</td>
</tr>
<tr>
<td>• To provide a realistic overview of the industry, what is</td>
<td>• Tour operators</td>
</tr>
<tr>
<td>expected, an indication of the costs involved and the returns</td>
<td>• Directorates of Forestry and Fisheries,</td>
</tr>
<tr>
<td>that can be expected.</td>
<td></td>
</tr>
<tr>
<td>• To provide guidelines including basic lodge management and</td>
<td></td>
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<tr>
<td>maintenance.</td>
<td></td>
</tr>
<tr>
<td>• To raise the overall standards of service delivery</td>
<td></td>
</tr>
</tbody>
</table>

**Description**

- In areas that have been identified as the key areas for tourism development there is a need to provide access to training for those potentially interested in starting a business to provide tourism services.
- The training should cover basic issues in terms of what visitors to the area expect and provide the community with an outline of the various options for getting involved in the tourism industry.
- Training for lodge operators should include:
  - Basic Hygiene (kitchen, cleaning, bathrooms)
  - Overall cleanliness (of lodge and compound)
  - Developing menus featuring local produce and to reduce economic leakages (e.g. why have chicken on Atauro?)
  - Local lodge standards (efficient, bright, clean, economical designs)
  - Energy and water efficiency
  - Waste management (linked to hygiene and overall health)
- Training to build environmental awareness, especially in communities adjacent to or living within protected areas emphasizing the role the village plays in support of conservation. Methods include dialogue, distribution of information and eventually joint-management of protected areas. Areas of concern at present include:
  - The importance of the Timor-Leste environment (water, resources)
  - The importance of reefs, the need for protection and the value to the community (resource, tourism)
  - Turtle conservation and how to make money from watching live turtles (turtle watch and other examples)

**Private sector participation**

- Community development NGO’s
- Training institutions (INDE)

**Indicators**

- Number of participants trained
- Number of new business start-ups
- Training materials and educational material

**Term and duration**

- Short-term - Development of training materials
- Medium and long term. – Training programmes

**Budget**

- Short term – Development of training modules $10,000
- Training of trainers 4 persons @ 2,500 $10,000
- Medium term – Delivery of training 4 per year @ 6000 $24,000
## Development of a range of recreational sites

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To provide a range of recreational settings to spread the visitor load across a wider area.</td>
<td>• Regional Administration</td>
</tr>
<tr>
<td>• To encourage the involvement of local villages in the management of the sites in return for revenues from collection of entry or parking.</td>
<td>• Community Committees</td>
</tr>
<tr>
<td>• To encourage local stewardship of coastal resources.</td>
<td>• National Directorate of Tourism</td>
</tr>
</tbody>
</table>

### Description

- Developing a range of settings enables the distribution of visitor loads according to the types of recreation and setting.
- Development of recreational sites in association with the local villages is potential means of providing a source of income for the village and developing local management and stewardship capacity towards the resources.
- Funding is required for the establishment of picnic tables, shelters and toilets / showers at coastal recreation sites.
- Priority should be given first to the venues currently receiving visitation with these used as an example for future developments. By providing information to visitors regarding the various rest stops, choices could be made based on the availability of facilities or the numbers of people.
- Communities can derive other forms of revenue from the sales of drinks and food or provision of other services. The village would be responsible for the up-keep and maintenance of the recreational area and the promotion of the area would be the responsibility of the NDT. Maintenance of permanent moorings is another option.
- **Priority Areas (existing beach and recreation sites in the following areas):**
  - Christo Rei
  - Metinaro
  - Liquica - Maubara
  - K30 to K60

### Private sector participation

- Tour and dive operators
- Public sector
- NGO’s

### Indicators

- Number of village-managed recreation sites
- Fees collected for use of recreation sites
- Visitor satisfaction of area and services

### Term and duration

**Short-term:** Identify sites and construct basic infrastructure  
**Medium and long term:** Continuation of process and expand to other areas.

### Budget

Development per site $ 25,000
ANNEX 1: List of Consulting Team and Counterparts

International Consultants

1. Mr. Jay Blakeney, Chief Technical Advisor (CTA) and Community-Based Tourism Expert
2. Mr. Victor Chale, Tourism Marketing Planner
3. Mr. Reil Cruz, Tourism Human Resources Development Planner
4. Mr. Robert Basiuk, Environmental Specialist

Local Counterparts - National Directorate of Tourism (NDT)

1) Mr. Miguel Lobato, Director
2) Mr. Marcio Rosa Lay, Deputy Director
3) Mr Aquelino Santos Caeiro, Head of Promotion Section
4) Mr. Jose Filipe Dias Quintas Head of Policy Section
5) Mrs. Carmen Joela Pereira, Head of Infrastructure Section