

Master's Thesis

**Cultural and Historical Tourism of *Lautem* Municipality Timor-Leste:
Its Concept of Future Opportunity**



by

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Certificate Page

I, MARQUES CABRAL Claudio (Student ID 51220637), hereby declare that the content of this master's thesis is original and true and has not been submitted to any other university or educational institution for the award of a degree or diploma.

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MARQUES CABRAL Claudio

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Abstract

Lautem is a municipality at the eastern tip of the country Timor-Leste, where this study is addressed. Designing the place development strategy and potential resources of cultural and historical heritage classification becomes the statement of the problems. This study aims to identify the tourism stakeholder's understanding of the cultural and historical heritage integration; clarify the definition of heritage and its division, the tourism development concepts, the role of local authorities, and guidelines for heritage promotion; identify best practices for developing the cultural and historical heritage and the manners of its implementation and explore resources that constitute the cultural and historical heritage of Lautem municipality. The orientation of gathering data becomes the qualitative method of the phenomenology approach. This study's participants are governmental, nongovernmental organizations, tourism businesses, host communities, and visitors. Tourism stakeholders' perceptions were gathered through unstructured interviews and visitor surveys, such as heritage definition, the concept of cultural and historical heritage integration, primary needs and challenges of tourism development, ways of balancing its sustainability, and slogans and symbols needed for Lautem's future tourism development.

Tourism is one of the important sectors for sustainable development; it has become an alternative for alleviating poverty. Cultural and historical heritage is an essential element within this industry. Both are defined as the creation of human beings. However, integrating both elements, as tourism attractions require understanding the definitions of heritage, strategy and strategy management, level of the decision-making, management process, economic evaluation, roles of local government, and guidelines for heritage promotion. Finally, Lautem's future tourism development can begin with an executive summary of the place, determination of its strategy and tactical targets, image creation, and determination of long-term goals by considering the values of resource distribution, respect for all entities, local community involvement, and effective communication, and marketing strategy. Lautem-Cultural town is the image conceived based on the perception of visitors.

Keywords: heritage, tourism, place marketing strategy, image-making, and Lautem municipality.

1. INTRODUCTION

1.1. Geographical Information on Lautem Municipality Timor-Leste

Timor-Leste is a newly emerging country in Southeast Asia, situated between Indonesia and Australia. This microstate of about 15000 Km², (Toops, 2021, p. 13-34) is divided into twelve municipalities and one special economic zone. *Lautem* municipality, at the eastern tip of the country, is the location of this study.

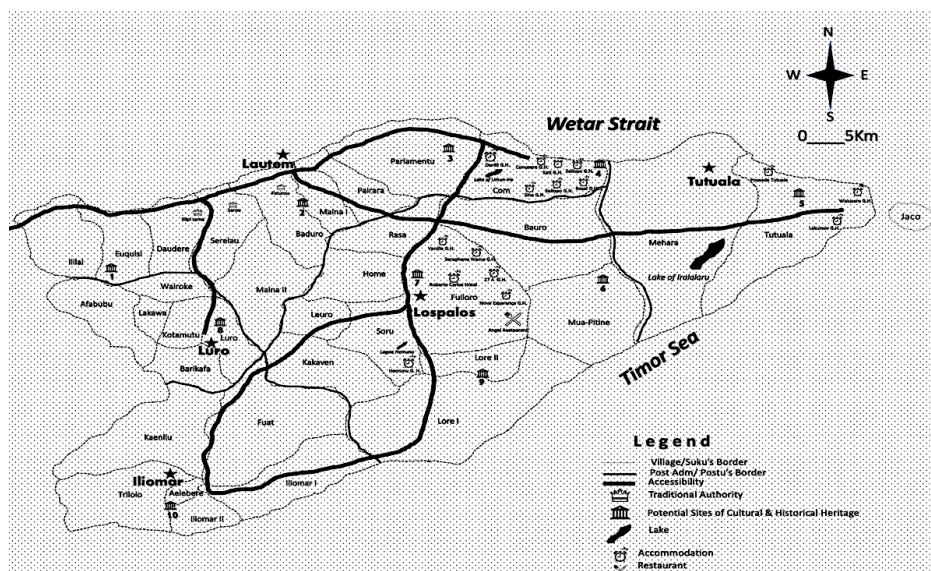


Figure 1 Map of Lautem Municipality. Source: Author Compilation

Lautem is about 1,813.11 km². The western part borders with *Baucau* and *Viqueque* municipalities, the northern part borders the *Wetar Strait*, and the southern parts border the *Timor Sea*. Lautem comprises 5 post-administrative, 34 villages, and 151 sub-villages with a total population of about 66,845, of which 32, 838 are male and 34,003 are female (RDTL, 2021, p.13-15).

Etymologically, the word *Lauteinu* contains two lexicon words of the *Fataluku* dialect: “*Lau*” which means *Tais* or textile, and “*Teinu*” which means *Lulik* or Sacral. Thus, *Lauteinu* is defined as *Tais Lulik* (national language of Tetun) or sacral textile (English). It was coined through an agreement between three traditional authorities, in a

place called “*Koforenu*”. It is in Lautem post-administrative. This traditional textile is important because it aims to protect people from cold and sickness as well as corroborate family relationships between clans through the tradition of death and life (Lautem A. M., 2020).

Lautem municipality has two seasons: the rainy season and the dry season. The rainy season extends from May to January. However, from May to probably the middle of July, the rain comes twice a week, whereas from November to the middle of January, it rains two hours a day. The dry season starts from August to October. The medium temperature during the dry season is 23.6°C – 31.8°C, and the highest is 38°C.

1.2. Historical Information on Lautem Municipality Timor-Leste

Timor-Leste was colonized by Portugal for about four and a half-century (1515–1974) and Indonesia for about 24 years (1975–1999). It gained independence on May 20, 2002 (Durand, 2009, p. 17-151). The administration division was designed by the Portuguese and then continuously used during the Indonesian occupation and the era of independence (Lautem A. M., 2020).

Before the Portuguese colonization, Lautem had several traditional authorities, such as *Sarou*, *Faturou*, *Sama*, *Marafuhu*, *Home*, and *Muapitine*, which ruled their jurisdiction areas without any intervention from one another. Linguistically, three dialects are used in Lautem: *Fataluku*, *Makasae*, and *Makalero* (Municipal, 2012). These dialects are considered part of the non-Austronesia Language in Timor-Leste (Hajek, 2000, p. 214-226).

1.3. Cultural Information on Lautem Municipality Timor-Leste

Lautem has a cultural and historical heritage (Durand, 2009, p 17-151), which can be seen *via* the tangible and intangible heritage. Cultural heritage is, for example, traditional houses or *Uma Lulik* (national language of Timor), traditional objects (i.e., figuring wood, stone statues, ancient barriers or cemetery) the ways of worshipping, traditional textiles, human settlement, traditional dance, music, poetry, and the rock art of *Ilikere-Kere* in Tutuala post administrative. Historical heritage is, for example, *Forças Armadas da Libertação Nacional* (FALINTIL) or the armed forces for the national liberation of Timor-Leste hideouts and significant resistance sites, the ruin of Portuguese fort, massacre sites, and Japanese military bases (ILO, 2013, p. 23-25).

The government guarantees its citizen's right to the resources that potentially constitute a part of the culture, which is stipulated in Timor-Leste's constitution as follows: "The state shall recognize and guarantee that every citizen has the right to education and culture, and everyone has the right to cultural enjoyment and creativity and the duty to preserve, protect and value cultural heritage" (RDTL, 2002, p. 22).

More than 150 sites have been identified along the country's north coast to Jaco Island. These sites have a religious, traditional, customary harvest, architectural, political, and resistance history, and natural and aesthetic significance. The traditional house or *Uma-Lulik* is the icon of that municipality. The battle for independence destroyed most of the significant heritage. Therefore, it is crucial to encourage the community to preserve, survey, document, and evaluate opportunities for concatenation in tourism development (Edyvane, et al., 2009, p. 2-63).

Lautem comprises four different traditional clans: *Chaylor-Ratu*, *Latuloho-Ratu*, *Naza-Ratu*, and *Wacu-Mura-Ratu*. They can be distinguished *via* the ornamentation of each traditional house. For example, the traditional house of *Chaylor-Ratu* (also well

known as *Koro-Lee-Ara – Chaylor-Ara*) used the symbols of human beings as ornaments. The traditional house of *Latuloho* (also well known as *Moruloi-Ara-Pana-Ratu-Ara*) used the eagle and dove symbols as ornaments. The traditional house of *Naza-Ratu* (also well known as *Horuarahu-Ara/Horufatu-Ara*) used crocodile symbols as an ornament. However, the symbols of ornamentation of the traditional house of *Waco-Mura* (also well known as *Loi-Sau-Ara/Ina-Taman-Ara*) is difficult to identify at this moment (USJTL, 2019).

The Lautem society actively maintains traditions, lifestyles, and practices more than the other municipalities in that microstate. This municipality is considered the home of the noble family and sacred places, which are still accessed and protected by the local people as the landowners. Furthermore, there is also a seasonal ceremonial harvest festival, known as *Metchi-eme* (Fataluku dialect) or (Seaworm Harvesting (English)). The ceremony is held in March to welcome the new agriculture calendar, accompanied by traditional rituals and ceremonies (Edyvane, et al., 2009, p. 39).

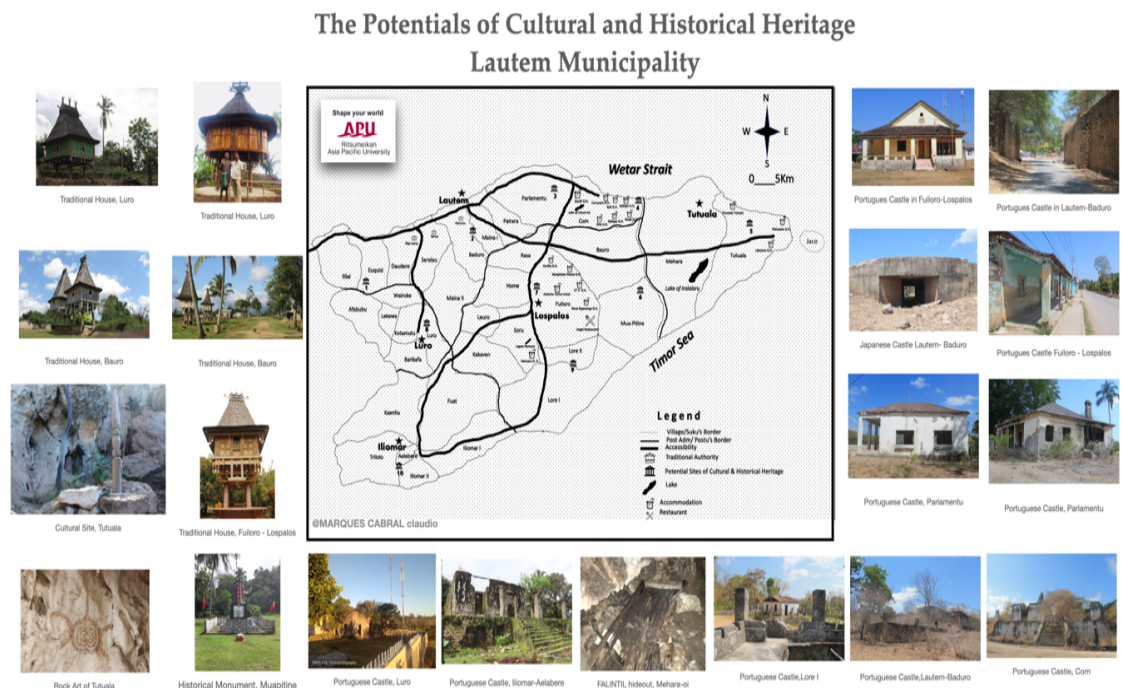


Figure 2 Potential Resources. Source: Author Compilation

1.4. Research Motivation

Timor-Leste development depends on petroleum revenue. Other sectors are still under development, such as the tourism sector which is considered the most important element for reducing the state of extreme poverty and increasing community economic development, (UNWTO, 2005 cited in, Timothy & Nyaupane, 2009 p.4). The year 2007 was considered as the period of embarking on development when the concept for the development was prepared [Viz., Timor-Leste’s strategic development plan 2011–2030 or *Plano Estrategico Desenvolvimento Nacional*] as a strategy to develop Timor-Leste. This concept is the aspiration of the Timorese that became the vision for the twenty years of creating a “prosperous and strong nation”. It provides the vision of “our nation, our future”, and reflects the Timorese view, which supported the national consultation on the concept summary of this strategic plan. Three important factors are highlighted within the strategic development concept: social capital, infrastructure development, and economic development (RDTL, 2011, p. 8-11).

In order to tackle these three important factors for people’s well-being, specifically *via* tourism development, the tourism stakeholders are criticized to have an in-depth understanding of the heritage for both developments of the sense of identity and sense of belonging and right after moving forward to integrate into the development of tourism which is considered one of the fundamental sectors for sustainable development.

The following are definitions considered as the motivation for this study.

Table 1 Motivation for this study

Definition	Year	Author
Understanding the living culture is critical to comprehending their past legacies.	2017	Kawaiku, 2005, cited in Michael C. Hall
Tourism is defined as the interrelated aspects that combine within the nature of tourism, becoming the world’s economy.	2007	David Fennel
Culture is defined as the “driver and enabler” of the development of	2019	Williams, Dr. Mercedes Giovinazzo & Guy

sustainability and has an impact on economic, social, and environmental sustainability.		
To alleviate poverty, it is required to encourage citizens <i>via</i> cultural diversity and intercultural dialogs, and the new European consensus on development strategy, in which the European Union's approach is criticized over development cooperation by designing new ways of communicating with nongovernmental organizations, through boosting "cultural and creative industries to help and achieve sustainable development"	2012	UNESCO
Heritage is defined as the product and process, and its position in tourism development is considered the crucial support element of the tourism industry.	2013 and 2007	UNESCO David Fennel
Cultural tourism includes performing arts such as theatre, dance, music, visual arts and crafts, festivals, museums and cultural centers, and historic sites and interpretive centers. However, heritage tourism includes those who are traveling directed to experience the heritage of a city, region, state, or country, where this travel enables them to learn about, and be surrounded by local customs, traditions, history, and culture.	2012	Federal Provincial Territorial Ministers of Culture and Heritage of Canada
Sustainable development is defined as a development that addresses the needs of today without weakening the ability of future generations to meet their own needs.	2014	Samsudin, P. Y., & Maliki, N. Z.
Three suitable balances that must be established for tourism development, such as making optimal use of environmental resources, respecting the cultural authenticity of the host community, and providing socioeconomic benefit to all stakeholders.	2004	WTO
Cultural and historical heritage is the real opportunity for economic, social, and cultural development, that generates change and provides job opportunities.	2015	Ismagilova, Safiullin, & Gafurov

Most of the theories on tourism indicate that heritage plays a vital role in sustainable development. However, the strategies tackling heritage for economic benefit starting from

the initial stage of development by determining challenges faced during the process are scarce, particularly for the country of Timor-Leste, as well as the national tourism strategy of Timor-Leste that is considered as an overarching policy, which provides guidelines for the growth of Timor-Leste's tourism sector by 2030 to enhance national identity. This policy put tourism at the center of socioeconomic development, encouraging all stakeholders to work together to earn foreign exchange, create jobs, and alleviate poverty (RDTL, 2020, p. 9). However, tourism development has not been touched on yet. Therefore, providing in-depth information related to the elements integrated into tourism development as an attraction is essential, particularly cultural, and historical heritage.

This research mainly aims to reinforce tourism stakeholders' understanding the cultural and historical heritage integration into the future tourism development concept. When the tourism elements, such as cultural and historical heritage management, are appropriately organized they will support the country's economy. If not, they will have sociocultural, and environmental impacts. Therefore, this study focuses on Lautem's cultural and historical tourism and its concept of future opportunity using the qualitative methods of the phenomenology approach.

1.5. Research Questions

This study tackles the following two research questions:

- What is the place development strategy needed to achieve the goal of the Lautem municipality's tourism development by combining cultural and historical heritage?
- What are the heritage types in *Lautem* municipality that potentially constitute cultural and historical heritage?

1.6. Research Objectives

The research objectives are as follows:

- To identify the tourism stakeholders' understanding of cultural and historical heritage integration.
- To clarify the definition of heritage and its division, the tourism development concept, the role of the local authorities, and guidelines for heritage promotion.
- To identify best practices for developing cultural and historical heritage and the manners of its implementation.
- To explore resources that constitute the cultural and historical heritage of Lautem municipality.

1.7. Significance

The study's significance lies in empowering tourism stakeholders' understanding of the effectiveness of cultural and historical heritage integration for tourism development and its crucial elements for shaping a sense of identity and belonging by providing the concept of its preservation and its utilization as the promotion tool for tourism development and providing information about the best practice needed to promote cultural and historical heritage in the initial stage of tourism development concept on implementing decentralization. It is significant for the country because it delivers the scientific concept for the central government to utilize human resources in the related area properly. For example, anthropology and its branches into practice to develop community-based tourism and confirms that tourism is not merely terrestrial and marine tourism as promoted earlier (Tourism, 2021), such as *Com* beach, *Ilikere-Kere* cave, *Nino Koni Santana* National Park, and the lake of *Ira-Lalaru* (name of the lake in Fataluku dialect). This municipality also has the potential for cultural and historical heritage. This

study contributes to science, because it may help for some future related studies on cultural contribution to the development of identity and historical heritage contribution to the development of a sense of belonging, as well as its contribution that is overwhelmingly crucial for tourism attraction.

1.8. Hypothesis

A hypothesis is a provisional statement to suggest a probability solution to a problem or clarify the issues around a challenge, (Ary et al. cited in Chigbu, 2019). Therefore, this study's hypothesis is as follows: by understanding the concept of heritage, the tourism development concept, the role of the local authorities, and heritage promotion guidelines within the configuration of tourism development, there will be no intervention for tourism development *per se*. This hypothesis is the clear statement that is conceived regarding the statement of the problems of this study.

2. LITERATURE REVIEW

2.1. Introduction

The theoretical review is the most significant item within the research concept. Therefore, this chapter provides related theoretical information, such as heritage definition and division, the tourism development concept that should focus on cultural and historical heritage integration into the development of the tourism concept, the role of local authorities in the cultural and historical heritage promotion, and the guideline for the local authorities on the cultural and historical heritage development, with the notion of providing the basic information on the initiation stage toward preservation and moving to the heritage involvement within the tourism development concept.

2.2. Heritage Definition and Division

Etymologically, the word “heritage” comes from old French *eritage or heritage*, in the English language, it is a noun, meaning an *inheritance* or a property that may be inherited and *a tradition*, a practice or set of values that are passed down from preceding generations through families or institutional memory (Wiktionary, 2021). It is classified into three categories: cultural, natural, and mixed (cultural and natural). All the countries worldwide worked with UNESCO to identify and protect the cultural and natural places with an outstanding universal value by ratifying the UNESCO Convention concerning the Protection of World Cultural and Natural Heritage in 1972. Totally, 193 countries have ratified the treaty. Approximately 1,092 properties are inscribed on the list, of which 845 are cultural, 209 natural, and 38 mixed (UNESCO, 2020).

Cultural and historical heritage are crucial elements in distinguishing a tourist site because the people undertaking tourism activities not only visit and see the site but also interpret certain elements within it (Samsudin & Maliki, 2014).

In order to define and classify heritage, several subjects should be incorporated into the concept of definition and classification of heritage *per se*. This subject belongs to anthropology and its branches. Anthropology is defined as the scientific study of human beings and their character around the globe; making the knowledge believable on both things make a difference, and things make them tantamount in all. The related subjects are the anthropology branches: physical anthropology, cultural anthropology, archeology, linguistics, and ethnology. These related subjects have become fundamental in producing information, mainly a description of heritage information, because producing information about the cultural and historical heritage is criticized for searching all their past and present (Haviland 1999).

2.2.1. Definition of Heritage Preservation

Several definitions and points consideration should be considered as tourism stakeholders for heritage preservation. For example, heritage is the fundamental unit for sustainable development; it is the pointer for social cohesion and reconciliation, the fundamental thing that causes regional cooperation, and a reminder of all that unites humanity. In other words, it fastens the relationship between culture, nature, and societies, (UNESCO cited in Labadi, 2013).

Cultural heritage is “Monuments: it includes architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art, or science. Groups of buildings such as groups of separate or connected buildings because of their architecture, their homogeneity, or their place in the landscape, are of Outstanding Universal Value from the point of view of history, art, or science. Sites [*sic*] works of man or the combined works

of nature and man, and areas including archaeological sites which are of Outstanding Universal Value from the historical, aesthetic, ethnological or anthropological points of view” (UNESCO-WHC cited in Rouhi, 2017).

Heritage has an intangible value, perception, and belief, which is learned by human beings and not inherited biologically. It is derived from several characteristics (e.g., shared, learned, based on symbols), and it is integrated with important values and something material (Oswell, 2006).

Heritage is defined as a “set of beliefs, customs, practices, and ways of thinking that have come to share [*sic*] through being and working together. It is a set of assumptions people simply accept without question as they interact with each other. At the visible level, the culture of a group of people takes the form of ritual behavior, symbols, myths, stories, sounds, and artifacts” (Stacey, 2010, cited in Evans, 2015). An example is the way of weaving traditional textiles in Timor-Leste before it becomes a material as such traditional textiles for the people’s use. Several things need to be considered: the starting point of preparing the principal material (e.g., cotton), observing the material for making color, preparing cotton to become yarn, the traditional weaving machine, and the weaving process (Soares, 2015).

Some points should be considered for heritage preservation, which is the notion of cultural invention because something quite recent in origin and oftentimes invented has become a claim toward a tradition. Pageantry in the ceremonial manifestation is the one that could link the past. Tradition is defined as something constructed, invented, and formally instituted which was greatly developed within a period, considered as a set of practices involving norms and values of behavior by repetition that directly interprets continuity with the past. The opportunity for survival becomes a primary concern rather than appearance and establishment (Hobsbawm, 1992).

Continuity becomes the importance of the invented tradition. Artificiality and factitiousness are important for the continuity of the past. However, to make this happen, some parts of the social structure must be involved to distinguish between “tradition” and “custom”, and empower the desire for resistance to innovation, social continuity, and natural law as expressed in history. Illuminating that custom is what judges do, and tradition is the wig, robe, and other equipment and rituals practiced around actions, followed by the distinction of tradition in people’s sense and convention or routine as means to transmit the practice to new practitioners technically rather than ideologically. It will help identify the distinction in the traditional invention, defined as a formalization and ritualization process with past reference and characterized by repetition. The most important point is that old ways are alive, and tradition needs to either be revived or invented. It can be conducted by establishing or symbolizing social cohesion, or the membership of a group of real or artificial communities, establishing or legitimizing an institution, status, or relation to authority, and socialization; inculcating beliefs, value systems, and convention of behaviors; and considering that adaptation occurs using old uses in a new condition by utilizing old uses with a new purpose. Finally, studying the invention of tradition requires the interdisciplinary collaboration between, for example, historians, sociologists, and anthropologists (Hobsbawm, 1992).

Retrospective invention (looking back into past events and situations) becomes the basis of cultural varieties. For example, creating an independent highland tradition and imposing a new tradition in Scotland occurred in the 18th and 19th centuries, these occurrences emerged as a cultural revolt against Ireland, an artificial creation of the new highland tradition, and the process of adaptation (Roper, 1992).

Heritage transformation with new imagination helps natives to appreciate the values of the heritage. However, it is crucial to ransack (search and check) the past and then

transform it with imagination to create new things that can instruct, entertain, amuse, and educate the people (Morgan, 1992).

All aforementioned notions are imperative for heritage preservation because conservation or preservation of tangible heritage is crucial. Timothy and Nyaupane stated that; “(building) heritage is a non-renewable resource that once destroyed is gone forever” (Timothy & Nyaupane, 2009).

2.2.2. Definition of Heritage Contribution to Tourism Development

Several definitions and points should be highlighted to integrate cultural and historical heritage for tourism development. The definitions highlighted are as follows.

Culture is the activities conducted to support the definition of a place of stay, society, its resources, and the creation of a social dynamic, by explaining the culture’s benefits ranging from intrinsic to instrumental benefits. The intrinsic benefit refers to value consumption such as proximity, participation, and experience. The instrumental benefit refers to well-being and economic impact, divided into five categories such as cognitive, attitude, behavior, health, social, and economic (OECD, 2018).

The existing cultural landscape is a product of the development of the tourism industry; thus, tourism should safeguard the cultural landscape for the quality of the environment (Samsudin & Maliki, 2014).

Cultural heritage is the product contributing to the territory’s development, which can be seen through job creation and its economic value in improving the people’s quality of life. A positive image of the site becomes the driver for the development, whereas the cultural assets have been identified and community awareness has been built (OECD, 2018). Thus, culture can be defined as the guideline for human beings’ creativity, in which culture is the factor of production in which the intangible core plays a crucial role in the

development process of, for example, goods and artistic activities that may become as the stimulation of the economy. Accordingly, in the initiation process of tourism development, the involvement of cultural and historical heritage requires many definitions for planning and policy, because the cultural landscape is defined, for example, the views, and daily cultural environments, and their contribution to the quality of life. Herein, the mindset and ways of living shape the cultural landscape (OECD, 2018).

Heritage is the complete capital of human knowledge generated from the development and experience of human practices, all recognized as memory. Understanding the heritage definition in a larger sense leads to recognizing the relationship between cultural heritage and sustainable development because heritage plays an essential role in sustainable development, such as enhancing community awareness, social cohesion, welfare, creativity, and economic attraction (Hosagrahar, Soule, Girard, & Esq., 2016).

Furthermore, Heritage is the constituent parts of monuments and museums, artifacts, representation, and various values, as well as intangible heritage such as know-how, human practices, and folklore. Accordingly, many tourists play their roles in this landscape; as a result, cultural heritage has evolved toward a system of knowledge that combines the combination of past, present, and future (OECD, 2018).

Heritage tourism focuses on cultural and historical heritage, encompassing the tangible and intangible. The largest, most pervasive, and fastest development in the tourism industry is visiting cultural and historical resources. It is most significant in reducing the state of extreme poverty and developing economy (UNWTO, 2005 cited in Timothy & Nyaupane, 2009).

The following points need to be considered when integrating heritage within tourism development: first, the flexible definition of heritage, cultural ability, the people's

needs, heritage interpretation, heritage tourism impact, the ways of maintaining the cultural landscape, and the political position within tourism development and second, the transformation of history into politics and economics, the cultural roots, the consideration of old languages, the understanding of nationalism and nation-state legitimation, people's different journeys in the twentieth century, and the product of cultural nationalism.

The flexible definition of heritage is crucial for tourism development. The local authority should consider the flexible definition of culture that does not only describe stuff around us but also all that become part of the stuff (Oswell, 2006). Cultural ability recognition as a testimony to human beings which cannot be isolated from others, at the same time, needs to respect because a group of people together is not human beings but the linguistics system (Saussure's theory in the early nineteenth century cited in Oswell, 2006). Personal will, the necessity of the society, and the capacity to adapt to the new situation are key points of heritage involvement in tourism development, (Havilland, 1999). Heritage interpretation is a major topic in destination marketing. It helps people to understand the heritage and enhances cultural interaction which helps achieve political and commercial goals. By using the looming approach, we can discover what heritage is. It is a way of collecting information to arrive at a more inclusive interpretation of heritage. It allows the integration of ancient and modern and the involvement of local community input, in which there will be an opportunity for past, present, and future voices within history (Alobiedat, 2021).

Tourism impacts, challenges, and management are not similar. Therefore, knowledge should be considered a central part of the preservation and longevity of the tourism destination. However, important elements such as culture and history that contribute to heritage tourism will get ramifications, while it open to tourists. Generally, tourism has positive and negative impacts. However, the impact of tourism is classified

into three categories: physical or environmental, sociocultural, and economic (Mathieson and Wall 1982, cited in Timothy & Nyaupane, 2009).

Several organizations have applied various methods to maintain the cultural landscape: World Heritage Advisory boards, the U.S. National Park Services, and the European and Australian governments. Cultural landscape principles were accepted by the World Heritage Committee (WHC) as a site category, which was in the organizational guidelines of the world heritage convention in December 1992. The three world heritage categories are explained in the guide. The first category is the landscape that individuals specifically identify, design, and build, such as gardens and parklands for aesthetic reasons, and there are two subcategories of the landscape: the relict (or fossil) landscape and the continuous landscapes that maintain an active role in society. The final category is an associative landscape that involves natural elements of religious, artistic, and cultural associations rather than material cultural evidence (Ceccarelli and Rossler 2003 cited in Samsudin & Maliki, 2014).

There are two political positions within tourism development: pro-tourist and anti-tourist positions. The pro-tourist position is the activities conducted by many people with minor economies who view tourism becomes as a means for profit. The anti-tourist position is an activity held by the city, modernized liberals, and the third world radicals who question the value of the touristic development for the local people (Maccanell, 1999).

History transformation in terms of politics and economics developed based on the theory and practice of communism is still in front of us. All properties are owned publicly. All work for and are getting paid based on their ability. In addition, the term 'national' was highlighted after the second world war. Moreover, nationalism is defined as a cultural artifact of a particular kind. For a proper understanding of nationalism, the way its nature

comes into history should be considered. It will separate or distinguish individuals; however, once established, it will become modular and correspond to the political and ideological constellation.

Cultural roots should be considered in this situation, considering old languages, nationalism and nation-state legitimation, people's different journeys in the twentieth century, and the product of cultural nationalism. For example, cultural roots should be considered at the beginning of public ceremonial reverence for those who are dying for the nation (Anderson, 2006). Moreover, the old language as the estate of collectivity and applying its new model for liquidating serfdom, promoting popular education, and expanding suffrage, among others (Anderson, 2006).

Nationalism and the nation-state legitimation, the different journeys of the people in the twentieth century, and the product of cultural nationalism. For example, the term "nationalism" was officially used in Europe in the middle of the nineteenth century, which was called "official nationalism", conceived by Seton-Watson. This term could have been used after the occurrence of popular nationalism linguistics. However, in a popular imagined community, the dynastic and aristocratic threatened with a form of marginalization, similar to imperialism occurring in Asia and African territories that finally came together with culture and histories, which the indigenous ruling groups imitated in a few zones (Anderson, 2006). The nation-state was legitimated in international norms at the time of the congress of Berlin of the league of nations, resulting from surviving imperial power coming dressed in national costumes (Anderson, 2006). People's journey in the twentieth century become different, because of three central factors: an enormous increase in physical mobility, imperial russification in terms of practice and ideology, and the spread of the modern style of education. As a result, intelligentsia become central to nationalism development, because the transformation

provided a means of physical and intellectual communication, which subsequently gave ways of bypass in propagating the imagined community for both the illiterate and literate (Anderson, 2006). Furthermore, poetry, prose fiction, music, plastic arts, and language were the cultural product of nationalism because they reflected love in different forms and styles. They provided a substantial impetus for a restoration of the past, fellowship imagination, and dreaming about the future (Anderson, 2006).

2.3. The Concept of Tourism Development

Heraclitus, (c.500 BC) stated that ‘nothing is permanent but change’, (cited in Chambers, 1997). Predicting the future becomes difficult because of the quite fast change in the early twentieth century. The equilibrium between development and well-being is an ongoing discussion. Although both power and poverty are increasing, they still have opportunities for change by framing a practical paradigm that is unprecedented and scandalous.

Making change requires analysis, reflection, and actions on both power and vulnerability, which become problems of different levels, dimensions, and implications. Therefore, those who have power must step down, sit, listen, learn, and empower those who are weak and still behind (Chambers, 1997). Natural change is something endemic, but interlinked and communicated, which can be political, economic, technological, environmental, and social, (Chambers 1997).

Changes improve economic development, where there is a great opportunity and more danger. (Chambers,1997). The shifting occurs with different dimensions; therefore, simplification becomes the temptation for the change. A consensus on concepts, objectives, and action should be highlighted within the change by considering the well-being as the end of the concept; capability and livelihood as a means; and equity and

sustainability as the principles of consensus. Some crucial key elements must be put into policies and practice to achieve the end of well-being: integrating and harmonizing the state and market for the poor people in terms of benefit, service, and empowerment; seeking a strong quality of life; protecting everyone's human rights; guaranteeing everyone's survival; providing fundamental service; and facilitating participation, (Chambers, 1997).

Strategy and strategy management, the decision-making level, the management process, and economic evaluation are concepts that should be highlighted for tourism development.

2.3.1. Strategy and Strategy Management

A good manner of control is recognized as strategy and strategy management. A strategy is the determination of the basic long-term goals and objectives of an enterprise, the adoption of courses of action, and the allocation of resources. It is also a means of looking forward to matters affecting the organization. Strategic management is a means of providing concepts, techniques, and guidelines (Chandler, 1962, cited in Evans, 2015). Therefore, the initiation process of the tourism development concept requires identifying parts of strategy and strategy management.

For example, in Japan, heritage is incorporated and intimately associated with the society's growth. Religious, educational, and social goals are determined as long-term goals, and the preservation is undertaken by all related stakeholders for about one and a half-century, this provides the opportunity for a connection of heritage to community economic development. The word heritage is a special word for cultural heritage protection, used in public policy to protect the country's cultural property. Conducting surveys, registrations, and collecting for the establishment of museums, providing funds

for repairing buildings, and categorizing cultural properties, such as tangible and intangible heritage and monuments, are strategies designed for heritage preservation (Kakiuchi, 2014).

However, it is also important to understand, first the causes of troubles and their solutions; second, the ways of marketing the places, the ways the place buyers make decisions, the concept of place auditing, and the strategy of marketing place; and third, design the place image.

First, generally, disequilibrium between income and expenditure and internal and external forces cause trouble with different characteristics, such as dying or cynically depressing, an acutely depressing, boom and bust, healthy transformation places, and favored few places. However, it is relative. It is important to consider the place as more than budget and business. In other words, the place is people, culture, historical heritage, physical assets, and opportunities that never end in the minds of people in seeking a new thing with full of energy by providing solutions for the challenges *via* guaranteeing job opportunities, making life more interesting and controlling external environment in order. It also means providing the community an in-depth explanation of the economic characteristics from the old to the new character of economies, embarking on its scope, driving force, job, organization, markets, workers, tasks, technology, emphasis, information flow, business or government, and symbols. Therefore, leadership and formulation of a systematic perspective are essential for places to overcome these challenges and reach the satisfaction and expectations that are the tools for measuring the success of place marketing. Overall, will, skills, experiences, values, and organization are resources for places' development (Kotler, Haider, & Rein, 1993a)

The following table proves information about the different characteristics of old

and new economies.

Table 2 Different Characteristics of Old and New Economies

Characteristics	Old economy	New economy
Scope	Domestic	Global
Driving force	Mass production	Technology and innovation
Resource	Capital	Knowledge and information
Job	Stable, large firms	Dynamic, smaller firm
Organization	Centralized, hierarchical	Mix, fluid, decentralized
Markets	Stable	Fluid
Workers	Uneducated, unskills	Educated, skills, adaptive
Tasks	Simple, physical	Complex, intellectual, participatory
Technology	Mechanical	Electronic, biological
Emphasis	Predictability	Innovation and creativity
Information flow	Top down	Bottom-up, interactive
Business/government	Minimal intervention	Cooperation and partnership
Symbols	Smokestack	Computer

Source: see Kotler, P., Haider, D. H., & Rein, I. (1993a). *Marketing Places*. In P. Kotler, D. H. Haider, & I. Rein, *Places in Trouble* (pp. 1-20). New York: The Free Press, A division of Macmillan, Inc.

The following diagram shows the place's marketing levels.

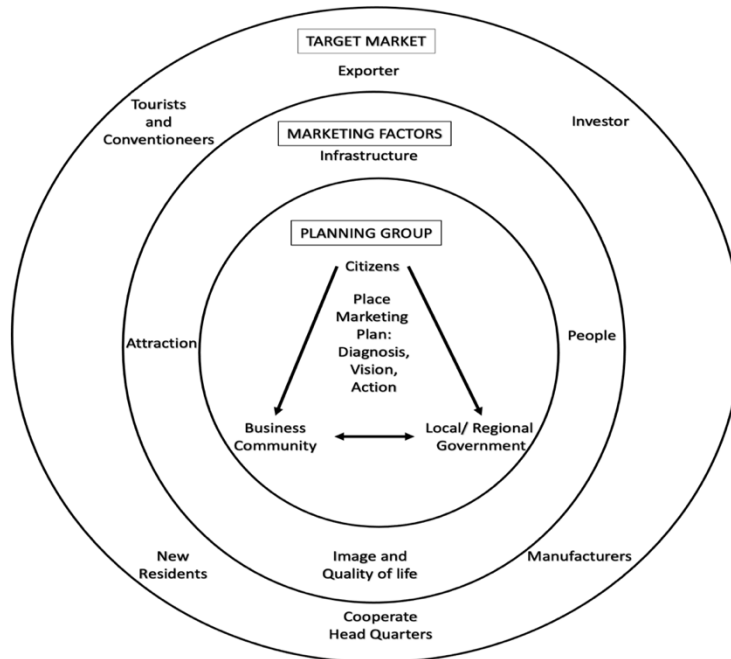


Figure 3 Place's Marketing Level

Source see: Kotler, P., Haider, D. H., & Rein, I. (1993a). *Marketing Places*. In P. Kotler, D. H. Haider, & I. Rein, *Places in Trouble* (pp. 1-20). New York: The Free Press, A division of Macmillan, Inc.

Second, visitors, residents and workers, business and industry, and the export market are the targets for marketing places. Image, attraction, infrastructure, and people marketing are marketing places strategies (Kotler, Haider, & Rein, Marketing Places 1993b). Problem recognition, information search, evaluating alternatives, purchase decisions, and post-purchase decisions are ways of place buyers to make a decision (Kotler, Haider, & Rein, Marketing Places, 1993c). Global forces and failure to plan a better future are sources for auditing the place. A planning commission, an economic development agency, a chamber of commerce, and a city leader are the apparatus for auditing the place. Community development, urban design, urban planning, economic development, and strategic marketing planning are approaches. Place auditing, vision and goals development, strategy formulation, action plans, and implementation and control can be conducted by examining the strength, weaknesses, opportunities, and threats; developing the vision by asking what the community wishes to become in the future; and developing strategies, developing action plans, and implementing and controlling (Kotler, Haider, & Rein, Marketing Places, 1993d).

Third, the place image can be determined using people's ideas, perceptions, and impressions of the place. Selecting the target audience and asking the planner to evaluate the perception of the audience's interest in terms of living, visiting, and working are measures of the place image. Target audiences are residents, visitors, factories, corporate headquarters and offices, entrepreneurs, investors, and foreign purchasers. The measurement methods are familiarity-favorability measurement, semantic differential, and evaluative maps. Moreover, the criteria for image-making are valid, true, simple, appealing, and distinctive. Slogans, themes, positions, visual symbols as well as events and deeds are points of reference for image-making. Overall, a place slogan is created based on the terminology derived from different possibilities, which reflect an overall

vision of the place. It is considered a platform to amplify the place further (Kotler, Haider, & Rein, Marketing Places, 1993e).

2.3.2. Decision-Making Level

Strategic, tactical, and operational decision-making levels are the decision levels in the organization or institution. The definitions of each level of decision are presented below. At the strategic decision-making level, the focus is on the competitive advantage. The level is for senior management, and the scope is for the whole organization. The time horizon is from the medium to the long term. The degree of certainty or uncertainty is high uncertainty. Moreover, the complexity is highly complex, for example, decisions to launch new products, enter new markets, takeover competitors, and make investment decisions. At the tactical level, the focus is on implementing the strategy. The level and scope are for the head of the business unit or functional area, and the time horizon is a medium term. The degree of certainty or uncertainty is some uncertainty, and the complexity is moderately complex. An example is the decision to advertise prices adjustment and alter product features. At the operational level of decision-making, the focus is on the day-to-day operation, the level is for supervisory, the scope is for the department, and the time horizon is from the short to medium term. The degree of certainty or uncertainty is highly certain, and the complexity is comparatively simple: scheduling of work, the listing of each person's needs to do the job (rotas), and reordering supplies, among others. (Evans, 2015).

The above description of the decision level indicates that the strategic level of the decision within an organization or institution is different. At the strategic level, decisions are made for the whole organization. At the tactical level, the decisions are made based on how to accomplish the aim by providing implementation guidelines, and at the

operational level, based on day-to-day activities. Even though the decision level is different from one to another, it should be highlighted within the level of decision-making. For example, hierarchical congruence is defined as the design of the unit objective, which must be in line with the common purposes of the institution or organization's common purpose (Evans, 2015).

2.3.3. Management Process

Strategic analysis, strategic selection, and strategic implementation are steps of the management process in an organization. This process shows that an organization or institution should examine internal and external issues by identifying the strengths, weaknesses, micro-environment, and macro-environment. Then it should continuously utilize the challenges faced during the action by selecting important issues, then gathering and putting them into practice, and monitoring (Evans, 2015).

Financial constraints, private ownership, human habitation, agriculture, looting, and illegal digging, colonialism, improper conservation, war and conflict, modernization, many good things, lack of cooperation and holistic management, lack of social wills such as poverty and unawareness, and lack of political will are challenges for heritage conservation and management (Timothy & Nyaupane, 2009).

Of the abovementioned, the financial constraint is the biggest problem for conservation and heritage management (Zhan, 1992 cited in Timothy & Nyaupane, 2009). Moreover, (Ronquillo, 19992 cited in Timothy & Nyaupane, 2009) stated that the development and conservation of heritage are costly and needed abilities. In this situation, often the site managers adopt dual pricing to make differences between domestic and international visitors, which many international visitors consider this differential

overwhelmingly offensive, (Duff-Brown 2001 cited in Timothy & Nyaupane, 2009).

Enabling well-being and sustainability for all requires a new paradigm and new professionalism. Personal choice, errors, and the potential to make a better change are important for a new paradigm. Challenges for development are complexity, diversity, and the dynamism of people, conditions, institutions, and actions. Learning, adaptation, and adjusting are fundamental for responsibility. Therefore, the one responsible needs to initiate the change. (Chambers, 1997).

2.3.4. Economic Evaluation

The regional input-output model, the contingent evaluation method, and self-evaluation are approaches for economic evaluation within the cultural project. The regional input-output model is an assessment model that looks at the effect which consists of direct, indirect, or multiplier. Contingent evaluation is an assessment used to ask the consumer questions directly. Self-evaluation combines intrinsic and extrinsic values (OECD, 2018).

However, the model of assessment is still unclear, and it depends on its nature, structure, results, data demand, and complexity. Kumar & Hussain, (2014) suggested different models assess the economic impact of tourism: the computable general equilibrium (CGE) model and the money generation model (MGM). CGE has sufficient patterns or conventions to overcome the challenges of other models because it considers all industries within the economy. MGM has an economic impact analysis that connects various events to the local community. This model also provides recommendations to make a difference for tourists in multiple segments. It helps understand and calculate

disparities in spending patterns among various age groups. Furthermore, the results can be utilized to evaluate various management options and develop and design a marketing campaign.

Furthermore, Taylor, (2010) provided technical guidelines for evaluating tourism impacts using simulation models. This approach can be effective because the complexity can be very well-reflected. This model has two important points: consistent cost-benefit analyses and can be extended to focus on specific outcomes including lessons learned about different types of tourism approaches that can lead to related functional forms and price determination.

2.4. Role of Local Government

The term “stakeholders” was defined by Edward Freeman (1984) as individuals or a group that can affect or be affected by the company’s activities, for example, tourists, suppliers, local governments, accommodation, tourism agencies, local communities, non-governmental (NGOs) and ecological groups. It gives further information that cooperation, communication, and involvement of different key actors become the foundation of development growth. Involving different stakeholders in the development, planning, and management is needed to achieve sustainability. Furthermore, a stakeholder is defined as a key player who achieves the aim of development (Bakman, and Munamura, 2015 cited in Diamantis, 2018). However, the concept of stakeholder management is a challenge in tourism management (Ellenberg 2005 p. 34 cited in Diamantis, 2018). Kipper, (2013) stated that challenge is a top-down decision that sometimes does not reflect the community’s opinion and interest (cited in Diamantis, 2018). This issue occurred because of competing interests between different stakeholders during the decision-making process.

Therefore, diverse, and different perspectives and interests of key stakeholders not only make the development sustainable but can cause trouble during the development.

Therefore, while involving the heritage of cultural and historical heritage in tourism development, the local government must disseminate information on the scope of the heritage policy to other sectors, for example, urban planning, education, and promotion of industries, because tourism development requires much multi-sector coordination. Moreover, creating a place for creativity is an important role of the local government within the cultural policy (OECD, 2018).

For example, in Hong Kong, the government converted the former police married quarters into an information and dissemination spot for creators and artists by offering low prices, creating a hundred ateliers for artists in 2014, where the first floor was lent to a market and restaurant. In this instance, the operation manager needs to be highlighted (OECD, 2018). The public facility that has a link under the government's control should have a contract with a designated manager to run the operation. Therefore, it was criticized for preparing an operational plan with set objectives, which may permit the control of the local government every year.

The role of local government in tourism development is not only disseminating the issues on the scope of heritage, creating a place for creativity, and preparing contracts and criteria for operational managers selection but also creating cooperation among stakeholders vertically and horizontally to experience an equal situation. In this case, the role of the local authority is needed to highlight three important partnerships in the context of management: private-public partnerships, public-public partnerships, and stakeholder engagement and civic spaces development (OECD, 2018).

The following are the definitions of these three partnerships. First, the private-public partnership means delivering a chance based on the citizenship preferences to operate a public facility. Second, the public-public partnership means, the central government works in partnerships with the local government for cultural public management, which may happen in countries with strong state intervention. Third, stakeholder engagement and civic space development mean the local government supports the community by prioritizing it in the development plan (OECD, 2018).

The potential for cultural and historical heritage is needed to be utilized are private-public partnerships and stakeholder engagement and civic space development. an example of a public-private partnership is as follows: a Japanese company named *Kuraboke* from *Shiga* prefecture, which conducted the restoration of an old former bank building into an artistic glassware shop and studio. The renovation of the historic building continuum with the promotion of artistic glassware, traditional craft, and gastronomy, over the past 30 years has lured or attracted more than 2 million visitors (OECD, 2018).

Furthermore, several strategies may be involved in cultural and heritage tourism, such as place promotion, cultural districts, legacy tourism, and cultural and heritage routes. Promoting places is related to using heritage tourism as a location promotion strategy. For example, Cape Coast in Ghana, Granada in Spain, Antalya in Turkey, and Mdina in Malta, are focused on historical heritage, defining place promotion as an extra vehicle for inspiring travelers. For example, a “Home Coming Festival” for the African American Diaspora is held in Gambia, West Africa, promoting its important Atlantic slave trading sites (Rosenfeld, 2014).

2.5. Heritage Promotion Guidelines

Resources' exploration and promotion are important because the world gives people the ability to be what they want (Taylor, 2007, cited in Samsudin & Maliki, 2014). Therefore, the local government guidelines for promoting heritage focus on cultural facilities' protection and cultural heritage management. However, the nature of this focus is often not prioritized in the initial stage of the process, because of the society's demand for quality of life, which becomes a cause for not considering culture's significance in socioeconomic life. In this stage, the local government should design the needs based on the demands, for example, creating a manner to sustain the local values; promoting cultural heritage such as historical sites, cultural landscapes, and archeological sites; and involving local people because the power of culture is to bring people together. When the local authority is established, there is an opportunity for the local people to be involved. At this point, the heritage inventory must be open for all possible references (OECD 2018).

Then, identifying dilemmas helps develop heritage for tourism attractions, such as sociocultural heritage that provokes conflict and can damage tourism development by channeling heritage to the culmination of presenting the combination of the shared past and future destiny. The colonial heritage often opts to destroy or neglect any physical remains. Therefore, all actions related to colonization should be explained in a public museum, to overcome this dilemma because the concept of independence is articulated and underpinned by historical evidence, historical incidents, and artifacts. The wartime heritage that lives together with the memory should be put into the curriculum as part of the country's history. Political heritage is defined as the colonial rule; for example, ideology, regime, and personality have their own heritage for tourist attraction. To overcome doubts about developing tourism attractions we should have a clear explanation

of its causes. The involvement of all stakeholders particularly local people is essential in developing this heritage (Henderson, 2009).

Furthermore, consider the cognitive social capital of the community, such as values, attitudes, norms, and beliefs should be considered (Jones, 2015; Stone 2015; and Lit et al., 2014, cited in Scheweinsberg, Darcy, & Wearing, 2018) because different perceptions not only provide a positive side for the concept discussed but a negative side in which everyone has their own opinion and hypothesis about how the world works, (Kelly, 1963, cited in Scheweinsberg, Darcy, & Wearing, 2018) and heritage authenticity by shifting the direction of authenticity to authentication *via* identifying the position of stakeholders who authenticate tourism and its potential resources (Tiberghien, Bremner, & Milne, 2018).

Therefore, the concept's aim must be clear, for example, the community-based of ecotourism aims to empower the local community's participation in the development. It helps to make the tourism development equilibrium in terms of social, cultural, and environmental aspects which leads to embracing the concept of sustainable development and decentralization, in which local authorities encourage preserving the environment, raising awareness, providing education, and cooperating with local people (Sonjai, Bushell, Hawkins, & Staiff, 2018). For example, heritage development using English heritage, in which they delivered the role to the local people through the authority that called documentation description, and analysis, as well as the Turkish province of Kars on the intangible cultural heritage recognition program, which was organized by the central government. The information gathered on the know-how was open to the communities. As a result, 80 villages conducted meetings and 10.000 documents were collected (OECD, 2018).

2.6. Literature Summary

Globally, tourism has become fundamental in contributing to sustainable development. It provides direct and indirect benefits to the community: intrinsic and instrumental benefits. Cultural and historical heritage plays an important role in tourism development. Both are considered fundamental for sustainable development because they raise community awareness, welfare, creativity, and economic attraction.

Heritage is an inheritance or a set of practices that are transmitted by our progenitor through family or institutional memory. It has been classified into three categories: cultural, natural, and mixed. The definition and classification of heritage require some potential subjects, such as integrating anthropology and its branches because building heritage is vulnerable in its estate. Moreover, practical transformation is crucial for heritage preservation because heritage continuity is characterized by repetition. Therefore, it is critical to have a broad notion of artificiality or factitiousness and consider old things are alive, but it needs to either be invented or revived. Appreciating heritage requires empowerment and collaboration. This leads to creating new things that can be utilized for instruction, entertainment, amusement, and education of the people.

Social dynamics are created because of heritage endorsement, indicating well-being and economic benefit. In order to achieve this, environmental quality must be considered as the role of tourism. community assets identification and community awareness development are important for the heritage's positive image for sustainable development leading to heritage presentation and heritage protection. Moreover, having a clear notion of the impact of heritage tourism may provide solutions to challenges in tourism development such as pro and counter to tourism development. Cultural roots, old languages, different journeys in the twenty centuries, and the product of nationalism in its nature of transformation in politics and economics should be considered.

Furthermore, considering important points such as the concept of tourism development, the role of the local authority, and guidelines for heritage promotion is imperative because a matter that considers the current hostility is the framing of a practical paradigm. The following are points that need to be highlighted.

Firstly, the concept of tourism development should be highlighted such as strategy and strategy management, level of decision making, management process, and economic evaluation.

Strategy is determining the long-term goal and objective, the adopting of a course of action, and strategy management is providing concepts, techniques, and guidelines. Such as in the case of Japan on the protection of heritage. The association of heritage within the community and the preservation should be taken by all people with religious, educational, and social purposes. The guidelines: surveys, documentation, museum establishments, funds support for re-building, and heritage classification. In contrast, within strategy and strategy management, we should know the causes and solutions of places in trouble, how to market the places, how the ways the place buyers make decisions, the concept of place auditing, the strategy of marketing place, and designing the place image.

Strategic, tactical, and operational are decision-making levels. The focus, scope, time horizon, degree of uncertainty and certainty, and complexity are not similar. The strategic level focuses on the whole organization. The tactical level focuses on providing guidelines for implementation, and the operational level focuses on daily operations. All these levels are different but must align with the design aim. This is a hierarchical congruence of the decision-making level.

Strategic analysis, selection, implementation, and evaluation are crucial in the management process because there are several challenges to the conservation and

management of heritage. Financial constraints emerged but they impact the determination price, leading to visitors' dissatisfaction. The abovementioned process guarantees well-being and sustainability, which required a new paradigm and professionalism. Therefore, it is critical to have a combination of professionalism, distance, and power.

The regional input-output model, contingent evaluation, and self-evaluation are developed to evaluate the economic benefit. The CGE, money-generating model, and simulation model are also developed focusing more on cost and benefit analysis and the learned lessons.

Secondly, cooperation, communication, involvement of different stakeholders, and promotion are considered the role of tourism stakeholders, particularly the local authority. These are the foundations for development growth. However, we should consider that the top-down decisions that do not reflect the community's opinion and different interests often negatively impact the development. Guaranteeing equal opportunity required holistic cooperation that is horizontal and vertical. It can happen in private-public partnerships, public-public partnerships, stakeholder engagement, and civic space development. Disseminating information on the scope of heritage and designating an operation manager to operate become part of involving different stakeholders and campaigns and creating a place for creativity becomes a part of the promotion role.

Finally, the guidelines for heritage promotion are exploring the potential resources, defining the landscape, focusing on cultural facilities in terms of protection and management, designing the needs based on the demands, identifying dilemmas for heritage development, and explaining the impact of development.

3. RESEARCH METHODOLOGY

3.1. Introduction

This research aims to enhance the understanding of the tourism stakeholders' understanding of the effectiveness of cultural and historical heritage involvement in tourism development concepts regarding how to design a strategy for place development. This chapter provides information about collecting the data, known as a research methodology. It is defined as the fundamental principles that orient researchers to using methodology as an instrument for data gathering (Dawson, 2002). Research methodology is the process of advancing human knowledge toward something that previously became a question. It can be conducted through descriptive, explanatory, and evaluative methods. The descriptive method consists of finding out and describing, the explanatory method comprises explaining why things are the way they are and then using this explanation in prediction, and the evaluative method consists of evaluating policies and programs (Veal, 2011).

The qualitative method consists of interviews, observations, and document analysis using the deductive etic approach. The aim is to find out why things happen, (Vanderstoep & Johnston, 2009) or, in another form, it “provides material for an empirical analysis of a phenomenon that a study is about”. It has three principles: self-reflexivity, context, and thick definition. Self-reflexivity is considering the previous study. Context refers to examining and designing the ways to follow. The thick description refers to the investigated things and then stepping further to the most important point (Uwe, 2018).

The qualitative method's instruments are observation, participation, and interview. It can be conducted systematically based on the following guidelines: gathering, organizing, interpreting, analyzing, and communicating (Tracy, 2013). The qualitative method aims to describe the phenomenon in detail, identify the condition on which

differences are based, explain issues of differences, and develop a theory based on the phenomenon (Uwe, 2018).

The qualitative research methods approaches are ethnography, case study, grounded theory, phenomenology, content analysis, action, evaluation, autoethnography, and mixed-method research. The ethnography approach is a way of studying people's culture and the ways of undertaking daily life. A case study is a qualitative approach that focuses on a single unit. Grounded theory is a way of building a theory from the ground. Phenomenology investigates nature and experiences, focusing mainly on interview data and determining a definition wholly. The content analysis examines print materials. Action research is fieldwork research that does not consider participants as a research subject of the research but bolsters collaboration to improve conditions. Evaluation research examines merit, the significance of the program, and policy. Autoethnography research is a new type of qualitative research in which researchers are asked to reflect on themselves. The mixed-method research combines quantitative and qualitative methods (Saldana & Omasta, 2018).

3.2. Research Strategy

This research uses the phenomenology approach for data collection. All interview questions will be framed with research questions that begin with "what," then contemplating and theorizing as clarified by Mark D. Vagle in his *Crafting Phenomenological Research* clarifies: "When we study something phenomenologically, we are not trying to get inside other people's minds, rather, we are trying to contemplate and theorize the various ways things manifest and appear in and through our being in the world" (Vagle, 2014, p. 22 cited in Saldana & Omasta, 2018).

Phenomenology is a qualitative method that describes the appearance or experience

of something. Historically, this qualitative method approach was founded at the beginning of the twenty-first century by Edmund Husserl (1859–1938). The phenomenology approach originated from questions: what are the things themselves and how to perceive and conceive? Noesis or the act of consciousness and noema or the properties of the *cogitatum* are different important points of phenomenology in the qualitative method (Elberle, 2014). Therefore, this study will cover stakeholders such as the governmental, nongovernmental organizations, tourism businesses the host community, and visitors.

This study will use phenomenology research *via* collecting the nature of perception and experience of involving cultural and historical heritage in tourism development. Although in-depth interviews, observations, and textual analysis are considered data collection techniques (Veal, 2011), as well as participant observation, unstructured or semi-structured interviews, and examination of documents, constitute important sources in the qualitative method (Bryman, 2005). The data collection instrument in this study will be unstructured interviews and surveys for visitors who have conducted their visits to Lautem municipality.

3.3. Unstructured Interview

An unstructured interview is a qualitative technique that explores the respondents' ideas based on the questions that the study addressed. Respondents of this study method approach generally prefer to be as open as possible. This interview sometimes starts with some general questions, and assistance issues are only brought up to ensure that everything is addressed (Bryman, 2005). In terms of interpretation, this research will focus on the narrative technique within the method of unstructured interview method. The researcher will use interviews and surveys to ask questions to the governmental, nongovernmental organizations, tourism businesses, the host community, and visitors.

Therefore, during interviews and surveys, the researcher selects subjects who have information and a view to answering the problems in this research. A convenient sample is used in this study, in which participants are those who have experience in the study (Uwe, 2018).

The following are the interview questions for tourism stakeholders such as governmental, nongovernmental organizations, tourism businesses, host communities, and visitors.

- **Central Governmental and Nongovernmental Organizations**

The State Secretary for Arts and Culture and Ministry of Tourism, Commerce, and Industry, and Nongovernmental organizations such as Many Hands International (MHI) and *Komisaun Nasionàl Timor-Leste ba UNESCO* (KNTLU). The Following are the interview questions.

Table 3 Questions for Central Governmental and Nongovernmental Organizations

No.	Questions
1.	There are vast definitions and types of heritage. What is your definition of heritage, and how do you categorize that heritage?
2.	How did the institution you work for, conceive the strategy of integrating cultural and historical heritage within the development of tourism of Lautem municipality?
3.	What become the main needs of the institution in the early stage of developing the tourism sector?
4.	What obstacles will be faced when embarking on the development of tourism and how to overcome them?
5.	What are the tourism types your institution recommends for the tourism development of <i>Lautem</i> municipality?
6.	How can the type of development that your institution recommended balance its sustainability?
7.	What slogan can you propose to help develop tourism in <i>Lautem</i> municipality by integrating the cultural and historical heritage?

- **Local Authority of Lautem Municipality**

The following are the interview questions for the local authority in Lautem municipality.

Table 4 Questions for Local Authority of Lautem Municipality

No.	Questions
1.	There are vast definitions and types of heritage. What is your definition of heritage, and how do you categorize that heritage?
2.	How many cultural and historical heritage types are located within your geographical area? Please provide detailed information.
3.	How about the accessibility to the tourist destination in your place?
4.	What actions will you do, if the government is planning to develop the tourism sector by integrating the cultural and historical heritage in your geographical area and how do you implement it?
5.	What action plan do you think of as the chief of the village that becomes the primary need before the development of tourism is embarked?

- **Tourism Business of Island Explorer Holidays (IEH)**

The following are interview questions for the tourism business.

Table 5 Questions for Tourism Business of Island Explorer Holidays (IEH)

No.	Questions
1.	What tourism types do you prefer to develop in the geographical location of Lautem municipality and why?
2.	What are the symbols/icons and slogans that may be used for tourism development in Lautem municipality?
3.	What actions need to do, as the related stakeholders for the development of tourism destinations in <i>Lautem</i> municipality?
4.	Why do those actions you mentioned need to do for the development tourism destination in <i>Lautem</i> municipality?
5.	What actions will you do, if the government is planning to develop the tourism sector by integrating the cultural and historical heritage in Lautem municipality?

- **The Host Community**

The following are the interview questions for the host community.

Table 6 Questions for The Host Community

No.	Questions
1.	There are vast definitions and types of heritage. What is your definition of heritage, and how do you categorize that heritage?
2.	What are the tourism types you have developed in your village?
3.	How about the accessibility to the tourist destination in your place?
4.	How many visitors have been visited?
5.	What is your view as a host community toward government, nongovernmental organizations, and so, which work concerning cultural and historical heritage?

- **Survey Questions for Visitors**

The following are survey questions for those people who have visited Lautem municipality.

Table 7 Survey Questions for Visitors

No.	Questions
1.	What tourism types do you prefer to develop in your geographical location of Lautem municipality and why?
2.	What are the symbols/icons and slogans that may be able used for the tourism development in Lautem municipality?
3.	What actions do you need to do as the related stakeholders to develop tourism destinations in <i>Lautem</i> municipality?
4.	Why do those actions you mentioned need to do for the development of tourism destinations in <i>Lautem</i> municipality?
5.	Did you enjoy your trip to Lautem municipality? What did you experience most?

3.4. Data Analysis Framework

A conceptual framework is also known as a theoretical framework. It is a narrative that consists of just an opinion or is known as epistemology, theory, and methodology. It explains how to build the notion, what kinds of theories drive the study, and what

qualitative types of research were selected. Overall, it is defined as the architecture of the investigation that demonstrates the researcher’s considerations and makes everything go together (Saldana & Omasta, 2018). The following data analysis framework is presented below.

The Framework of Data Analysis

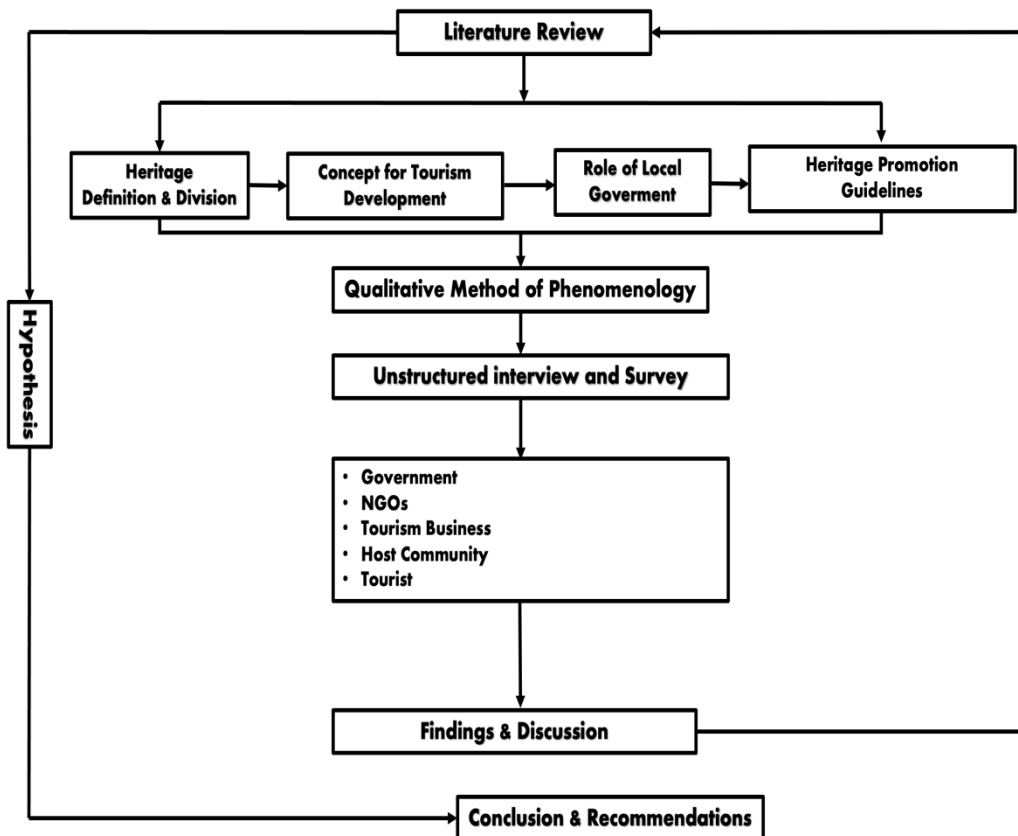


Figure 4 Framework of Data Analysis. Source: Author Compilation

3.5. Code of Ethics

A code of ethics is fundamental in conducting research (Veal, 2011). Honesty and respect for individual rights are crucial in this study, as well as appropriately acknowledging the role of others in research and the responsibility for communicating the research result. Accordingly, the researcher explains the procedural research ethics, such as ensuring privacy and confidentiality, and the situational ethic of utilizing or making documentation without taking permission (Tracy, 2013).

3.6. Research Structure of this Study

This study is about the cultural and historical heritage of *Lautem* municipality in Timor-Leste and its concept of future opportunity. It is divided into five chapters as follows:

- Chapter I presents information about the background of this research study. It comprises an introduction, research questions, research objectives, the significance of this study, and a hypothesis.
- Chapter II presents the supporting information from the related theory, such as the definition of heritage and its divisions, the concepts of tourism development, the role of local government, and the heritage promotion guidelines.
- Chapter III presents the methodology used in this research study. It comprises a short introduction about the research, research strategy, data collection, data analysis framework, code of ethics, and research structure.
- Chapter IV presents the discussion and findings. It comprises Timor-Leste: involving heritage in tourism, Lautem municipality: manners of implementation, participant perceptions: pragmatics definition of tourism stakeholders, concept posed for cultural and historical heritage combination for tourism, primary needs and challenges of tourism development, type of tourism proposed for future tourism development of *Lautem* municipality, the concept of its balance for sustainability, and slogan posed for *Lautem* municipality tourism development through the visitors' survey, and place marketing strategy for Lautem municipality Timor-Leste: an executive summary, strategy targets, tactical target, marketing strategy, stakeholder perception and visitor experience, image, and goals and values.
- Chapter V presents information about the conclusion, limitations and potential problems, and recommendations of this study.

4. RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction

This chapter discusses the significance of the findings of the problems of this study, which applies the qualitative method of the phenomenology approach. This chapter starts with providing general theory in the context of Timor-Leste, then followed by providing the manners of its implementation in the context of Lautem municipality.

Then, the perceptions of different tourism stakeholders are highlighted as the important value of this study. The sample included tourism stakeholders such as governmental organizations, nongovernmental organizations, tourism businesses, host communities, and visitors. Diverse perspectives are highly beneficial to the concept of tourism development. Nine interviewees and twenty-seven visitors participated in the survey. Five interviewees were from the central government: four from the central and one from the municipal government. Two interviewees were from the National Directorate for Tourism Products and its Activities, two were from the National Directorate of Art and Creative Industry Promotion, and one was from the *Lautem* municipal authority. Two interviewees were from the nongovernmental organizations: Many Hands International (MHI) and Timor-Leste national commission for UNESCO. One interviewee came from the tourism business (the Island Explorer Holiday (IEH)), and one from the host community (*Lagoa Hemunu-Soru*) and a survey for visitors.

All information gathered from interviews and surveys presents a diversity of notions that are pragmatic and epistemological. Consensus between different stakeholders is the most important thing highlighted, for concatenating different perspectives for the future development of tourism, which will ensure its sustainability and overcome the social, cultural, and environmental problems that are considered hostile to tourism development.

4.2. Timor- Leste: Involving Heritage in Tourism

The involvement of cultural and historical heritage in the context of Timor-Leste tourism development is something prominent. It is necessary because Timor-Leste has potential cultural and historical resources. However, the needs of today and the future should be considered at the same time, (WCED, 1978, cited in Samsudin & Maliki, 2014) to develop the tourism sector. The needed benchmarks are the optimal use of environmental resources, respect for the cultural authenticity of the host community, and provision of economic benefits for all (WTO, 2004).

Collaboration between different stakeholders makes heritage involvement in tourism development effective. The first important issue for the nation in the initial stage of tourism development is heritage preservation because nothing is permanent but change, (Heraclitus, c. 500 BC, cited in Chambers, 1997). Built heritage is fragile; once destroyed, it is gone forever, (Timothy & Nyaupane, 2009). Heritage preservation provides solutions for the counterpart of tourism development that criticized much about heritage values (Maccanell, 1999), as well as the natural change that is endemic (Chamber, 1997). The heritage preservation requires involving professionals in anthropological subjects (Havilland, 1999). They help much in the process of heritage definition and classification and provide an in-depth explanation of the term “repetition,” which is utilized as the characteristics of past continuity, in which the opportunity for survival becomes the primary concern (Hobsbawm, 1992).

The second important issue is involving heritage in tourism development. The fundamental notion that needs to be considered are skills, experience, value, and organization which are the resources for place development, (Kotler, Haider, & Rein, Marketing Places, 1993a). These help much to determine long-term goals and objectives and actions, and distribute resources, and provide concepts, techniques, and guidelines,

(Chandler, 1962; Evans, 2015) within the different levels of decision-making and steps of the management process such as strategic analysis, selection, and implementation (Evans, 2015). Moreover, it helps to evaluate the income generated from tourism development in different models, for example, regional out-put models, contingent evaluation, and a combination of intrinsic and extrinsic value (OECD, 2018); Computable general equilibrium model (CGE) and money generated model (Kumar & Hussain, 2014); and simulation model (Taylor, 2010). Ultimately, it also helps provide a role for local government and guidelines for heritage promotion.

4.3. Lautem Municipality: Manners of Implementation

Heritage involvement in the tourism development of Lautem municipality can be achieved by identifying potential resources and raising community awareness to build a positive image of the destination, (OECD, 2018). The effectiveness of the identification and raising community awareness required consensus for simplification of concepts, objectives, and actions (Chamber,1997).

The identification methods must be clear; for example, Japan has associated its heritage within the community with religious, educational, and social purposes for almost one and half centuries. The identification manners start with a survey, registration, collection, museum establishment, and categorization, immediately after connecting to community economic development (Kakiuchi, 2014). The methods for raising community awareness to involve heritage within tourism development can be undertaken by establishing or symbolizing social cohesion, socialization, and inculcation of beliefs, among others (Hobsbawm, 1992). Heritage definition helps raise community awareness: the etymological word of “heritage” (Wiktionary, 2021) and the definition of heritage by different authors (Labadi, 2013); (Rouhi, 2017); (Oswell, 2006); (Evans, 2015); (Soares

R. E., 2015); (Hobsbawm, 1992); (Timothy & Nyaupane, 2009); (OECD, 2018); (Samsudin & Maliki, 2014); (Hosagrahar, Soule, Girard, & Esq., 2016); (Alobiedat, 2021); (Williams, 2019). These activities need to be considered as extension work rather than projects.

A management process follows, such as strategic analysis, selection, implementation, and evaluation (Evans, 2015), through levels of marketing places such as planning group, marketing factors, and target markets (Kotler, Haider, & Rein, Marketing Places, 1993a) within the different contexts of partnerships such as public-private partnerships, public-public partnerships, and stakeholders engagement and development of civic spaces (OECD, 2018).

For example, in Hong Kong, information was created on dissemination spots using historical heritage called “former police married headquarters” for creators and artists at low prices with the first floor for market and restaurant in 2014, in Japan, the restoration of the old former bank into an artistic glassware shop continues with the promotion of artistic glassware, traditional craft, and gastronomy, (OECD, 2018).

4.4. Participant Perceptions

The results of the interview illuminated information about the pragmatic and epistemological definition of tourism stakeholders toward heritage, the concept posed for cultural and historical heritage combination within the tourism concept, primary needs and challenges, types of tourism proposed for the future, the concept of its balance for sustainability, and a slogan for future tourism development of Lautem municipality. The information depicted above conveys themes emerging from the interviews and surveys discussed in the following sections.

4.4.1. Pragmatic and Epistemological Definition of Tourism Stakeholders toward Heritage

The interview results for heritage definition are as follows. There are cultural, natural, and mixed. Cultural heritage sites include hundreds of historic buildings and town sites, important archaeological sites, and works of monumental sculptures or paintings (interviewees 1 and 2); historical buildings, traditional houses, cultural sites, and monuments (interviewees 3 and 4); traditional house and cultural sites (interviewee 5); heritage as a tourist attraction (interviewee 6); heritage is defined based on the convention of safeguarding intangible cultural heritage and protecting of world cultural and natural heritage (interviewee 7); and the creation of ancestors and local knowledge, (interviewee 8); land, cultural heritage, language or dialects, traditional houses, and nature are heritage constituents (interviewee 9).

Viewing the tourism stakeholder's perception of heritage definition shows that the difference in perception was only the manner of expression, but the content of the expression was tantamount in all. Therefore, understanding of the heritage definition needs to be socialized more in terms of unification of expression, in which the pragmatic definition and epistemological definition of heritage should be combined to provide in-depth comprehension of the notion of heritage definition. The uniformization of different perceptions helps a lot in the concept of tourism in terms of space development. Involving crucial areas of specialization and informal knowledge to achieve the long-term goals designed for development is also significant.

The concept of space for tourism development is a hub for visitors' consumption to achieve intrinsic and instrumental benefits; in the other words, the visitor gets an experience and then provides an economic benefit at once. In order to provide a worthwhile product for visitor consumption in terms of intrinsic benefits, such as

experience, it is essential to encourage related areas such as anthropology and its branches, and informal knowledge within the production of tourism products. In this stage, understanding visitors' needs should be highlighted. In other words, the definition of heritage for tourism not only focuses on a particular matter but also should provide a definition that illuminates everything that revolves around this matter, in which the case of preservation and its endorsement for tourism should be combined within the concept of heritage by providing a concept that portrays the importance of its preservation to shape the sense of belonging and sense of identity, and importance of heritage that is considered a crucial element for tourism development.

Therefore, it is important to differentiate between heritage preservation and its contribution to tourism development to provide a countermeasure for challenges faced by tourism development, particularly the counter position of tourism development that vigorously criticized much of the impact of tourism on local culture. Through stakeholders' policy and action plan design, it can be undertaken by national, regional, and municipal campaigns. The etymological word of heritage, the definition of heritage, the classification of heritage, the cultural invention, the retrospective invention of tradition, and the heritage contribution to tourism development are important points that should be involved in socialization and campaign activities. These points help to reinforce community awareness of the importance of heritage in shaping identity and nationalism and in tourism development, positively, impacting social, economic, and environmental sustainability.

4.4.2. Concept Posed for Cultural and Historical Heritage

Combination for Tourism

The interview result regarding the concept of heritage, such as cultural and historical heritage integration for the future tourism development of Lautem municipality are as follows: community tourism based on ecological tourism, integration of local culture and heritage, and the beauty of the landscape (interviewee 1 and 2); collaboration with related stakeholders, mainly tourism (interviewees 3, 4, and 8); and community-based tourism (interviewee 6); assets-based approach and partnership (interviewee 7); and heritage identification and promotion (interviewee 9).

Generally, the tourism stakeholders' perspectives on the future tourism development of Lautem municipality are crucial. The interview results indicate that the stunning vistas that portray the beauty of this geographical location should be combined with other resources. In other words, other resources of cultural and historical significance can be considered the subtheme for future tourism development. The concept of collaboration among tourism stakeholders must be considered in the initial stage of the process. This will help to determine the strategies and guidelines that address challenges and opportunities.

The long-term goal, the actions needed to accomplish these goals, the resources distribution, and guidelines provision should be determined. In general, resources for development, such as will, experience, skills, values, and organizations, should be considered regarding the notion that nothing is permanent but change. Combining the cultural and historical heritage is done as follows: understanding the characteristics of places in trouble, causes of places in trouble and its solution, characteristics of the economy, leadership and systematic formulation of perspectives, ways of marketing the place, and image-making.

Moreover, the community should adapt to the changes in the marketplace, capture opportunities, and make its vitality sustainable. The interaction will help transform the potentiality in terms of cultural and historical heritage for economic benefits and social-cultural and environmental sustainability. Therefore, it is crucial for tourism stakeholders should have an in-depth understanding of heritage definition because it leads to knowing the relationships between heritage and sustainable development.

In order to understand the concepts posed by different stakeholders above, potential resources and opportunities should be identified, emphasizing the concept of an asset-based approach, and moving to the community-based tourism concept and other highlighted concepts. The notion pointed out by tourism stakeholders about the Lautem future tourism is crucial because the indicated perceptions have an important position in the future development of that municipality. Furthermore, tourism development will alleviate the state of extreme poverty and develop the community's economy. A network should be built among various stakeholders such as governmental, nongovernmental organizations, tourism businesses, host communities, and tourists to address the phenomenon of different perspectives on tourism concepts.

Practically, the concept should amalgamate all perceptions in the process of configuration as well as in the process of reconfiguration. In other words, a concept comes from the abundance of notions where all related sectors within the different decision-making levels assume their responsibility, the idea which is designed within the concept must be defined as a reflection of all the aspirations. Therefore, the tourism development concept should clarify that all stakeholders assume their responsibility within the development concept and in the implementation process.

4.4.3. Primary Needs and Challenges of Tourism Development

The interview results show several primary needs and challenges for tourism development: an integrated policy, infrastructure, good policy, human and financial resources, and poverty (interviewees 1 and 2); human resources, regulation, the definition of the type of tourism and connectivity (interviewees 3 and 4); identification (interview 5); tourism spot, resting place, promotion, and capacity building (interviewee 6); codesign, ensure community ownership, consensus development, knowledge sharing, mapping, accessibility to market, political will, community readiness, and community needs (interviewee 7); funds and cooperation (interviewee 8); and identification of heritage and promotion (interviewee 9).

The primary needs and challenges of the tourism development of Lautem municipality specified by different stakeholders can be summarized as follow: professionalism or human capital, infrastructure development, policy development, heritage preservation, community needs, collaboration, and promotion. Those points need to be considered as part of the management process. Strategic analysis, strategic selection, and strategic implementation should be considered when addressing the issue of needs and challenges.

Practically, the management process of strategic analysis can be conducted based on the following process: examining internal and external issues by understanding their micro and macro-environment. The strategic selection process can be conducted based on the following process: highlighting all identified constraints, designing the plan as the action for addressing the issues, and then, combining all together and putting them into practice as a part of strategic implementation. This management process can be applied to this municipality.

Identifying resources that contribute to tourism development and designing its

protection low and management are the primary needs for tourism development. In this process, involving the local community is crucial in addressing community ownership and consensus development. These steps are essential in addressing challenges of conservation and heritage management, such as financial constraints, private ownership, human habitation, agriculture, looting, illegal digging, colonialism, improper conservation, war and conflict, modernization, many good things, lack of cooperation and holistic management, lack of social will and lack of political will.

Because of the question of community readiness and needs, the first step of the management process may cover all these issues. The second thing is about infrastructure, this part should highlight important areas during the identification and the design of infrastructure regarding accessibility and the concept of space for tourist destinations. Third, when the community's readiness for tourism becomes a discussion point, we should focus on domestic tourism rather than international tourism with the goal to corroborate the community readiness through peoples' interaction.

When the destination is open to domestic visitors, the community should take a lead. This provides the opportunity to identify the points of strength and weaknesses which lead to capacity building and addressing the community's readiness for tourism development. Community participation is crucial in addressing challenges in terms of community readiness; therefore, community participation should be considered in terms of policy integration.

4.4.4. Type of Tourism proposed for Future Tourism Development of Lautem Municipality

The interview result proposed several types of tourism: ecotourism (interviewees 1, 2, 5, and 6); community-based tourism (interviewees 3, 4, 8, and 9); and cultural tourism,

historical tourism, and natural heritage tourism Interviewee 7).

The perception of tourism stakeholders about the type of tourism that is proposed for the future concept of Lautem municipality, such as ecotourism, community-based tourism, and cultural, historical tourism, and nature tourism, indicated that this municipality has cultural and historical heritage significance and natural potentiality that needs to be involved in future tourism development.

Community-based tourism, cultural, historical, and natural tourism can be combined as the subtheme of ecotourism. Different types can be considered tourism spots that can be developed in terms of infrastructure, which may allow the visitor to have a tourism experience from varieties of attractions. Moreover, provide space for tourism business in the process of managing visitor needs, embarking from initiation process till tourism destination, but also strengthening community awareness through providing the opportunity to actively take part in the process of tourism development. Public-private partnerships and stakeholder engagement and the civic spaces developments are important in this situation.

Furthermore, it provides a chance to differentiate the significance of its resources based on the area's assets which could help distinguish between visitors to the tourist attractions. In other words, the potential significance that will be highlighted for tourism attractions provides added value because it increases a visitor's desire to have further planning by adding the duration or planning for another opportunity to make a visit. From another viewpoint, these types of tourism proposed to criticize the manner of working together among tourism stakeholders on how to link these different perceptions within one concept of the future sustainability of the tourism development per se.

Therefore, any type of tourism can be developed in a geographical location that potentially reflects its significance, which can be cultural, historical, and natural.

However, development should have a clear notion of providing a realistic concept. In other words, any theme or subtheme of tourism can be developed. However, it should be clear to all stakeholders that; notions for development are derived from a frank discussion and conceptualized based on various notions.

4.4.5. Concept of Its Balance for Sustainability

The interview results for the concept of its balance and sustainability are as follows: maximizing community participation, providing an opportunity for local people to take the lead, ensuring community economic prosperity (interviewees 1 and 2); community involvement (interviewees 3 and 4); strengthen the community awareness (interviewee 5); having a participatory and empowering process, assisting the community in identification, innovatively applying the traditional culture, establishing cultural centers, developing skills, making strong partnership (from traditional speakers to international), reinvesting the income to support local tourism, adopting the strict environmental policy, having good governance, protecting intellectual property, identifying cultural authorities, and ensuring inclusivity (interviewee 7); and building the capacity (interviewee 8).

The notion of sustainability of future tourism development from the perspectives of different stakeholders indicates important positions for sustainability. Nevertheless, designing its configuration explicitly in terms of its guidelines is crucial to providing true information. The design of guidelines should be based on the three important matters of heritage continuity: personal will, community necessity, and the ability to cope or adjust to a new situation.

In order to provide a solution for the personal will of society to understand the importance of tourism development, it is crucial to link with the community and provide

it with an opportunity to express the importance of heritage and its needs. We should move a further step and use those important notions and their needs. A frank discussion between the local community should be highlighted in the initial stage of the heritage involvement in tourism development. Heritage involvement in tourism as an attraction is a current discussion within a community for tourism development. Therefore, providing the community an opportunity to participate actively in a frank discussion will allow tourism stakeholders to address this issue. In terms of community necessity, most expressions from the community address the issues of daily life, which frequently become a hub for tourism discussion. However, providing a concrete answer to the issues of the necessity of a community is abstractive, leading to unexpected challenges within tourism development.

Therefore, it is important to provide a concrete answer for the community to provide not only an opportunity for production but also provide a positive impact in terms of security for an experienced consumer. It will provide another solution for challenges within tourism development. For example, identification, education for strengthening community awareness, relationship development, infrastructure development, and governance will enhance the community's ability to cope with the development that happens, with the expectation of alleviating the state of extreme poverty and developing economy. The guidelines for heritage promotion are important such as exploring potential resources, focusing on cultural facilities, designing the needs based on demands, identifying dilemmas of heritage development, and explaining the impact of cultural and historical heritage within tourism development.

4.4.6. Slogan Posed for Lautem Municipality Tourism Development

Tourism stakeholders such as governmental organizations, nongovernmental organizations, tourism businesses, and the host community through interviews and survey, proposed slogans for Lautem municipality as follow: Let's Act Upon Time To Explore More = Lautem (interviewees 1 and 2); build the road of knowing the world through Tourism (interviewees 3 and 4). Come on promoting our heritage (interviewee5); Lautem: A Cultural Paradise for All, Lautem: Garden of Cultural Delight, Lautem: Rich in History, Culture, and Natural beauty, Lautem: let Our History and Culture Amaze You, and Lautem: Bedazzled Be the Jewel in the Crown of Timor (interviewee 7); Jaco Island and Traditional house (interviewee 8); and Lagoa Hemunu (interviewee 9)

The visitor's experiences in Lautem municipality, according to a survey conducted on 27 domestic tourists are as follows: traditional houses and historical places (visitor 1); the beauty of the landscape (visitor 2); cultural and historical places (visitor 3); cultural and historical places (visitor 4); landscape (visitor 5); landscape (Visitor 6); traditional house and the beauty of the landscape (visitor 7); landscape and its cultural activities (visitor 8); the beautiful sea and traditional house (visitor 9); culture, beautiful sea, the cave of Ilikere-Kere, Jaco island, lake Umunira, and Iralalaru and mountains Paitxau and Lekumau (visitor 10); the beauty of the landscape (visitor 11); the beauty of its landscape and stunning vistas (visitor 12); landscape, traditional houses, and historical heritage (visitor 13); the crystal water of Jaco island (visitor 14); landscape, Jaco Island, and National Park of Nino Konis Santana (visitor 15); Jaco island and beach (visitor 16); locals' food, beautiful beach, and Jaco island (visitor 17); beautiful natural landscape (visitor 18); crystal clear water, Jaco island, traditional festival (visitor 19); beautiful sea and culture (visitor 20); the natural landscape and traditional knowledge (visitor 21); Jaco Island (visitor 22); the natural landscape and historical heritage (visitor 23); natural

landscape (visitor 24). beautiful places (visitor 25). Com beach and Jaco island (visitor 26); and the uniqueness of its culture and landscape (visitor 27).

Slogans proposed by different stakeholders for tourism indicated different opinions in terms of abstract and concrete. These ideas propose that differences result from understanding the design of the image of the place for marketing. Tourism stakeholders such as governmental organizations, nongovernmental organizations, tourism businesses, and host communities should use visitors' experiences in designing the slogan or image to impact tourism development positively. This consideration leads to communicating the overall vision of the place development based on the reality, truth, simplicity, appeal, and distinction that are considered the image-making criteria.

Combining different perceptions of tourism stakeholders within the concept of image-making for tourism development is important. Communication channels should be open for visitors to provide information about their leisure experience. Tourism stakeholders and academicians should discuss those potentials further, expecting that the slogan developed for the future development will be derived from visitors' multi-faceted viewpoint to guarantee its attractiveness and sustainability.

Therefore, future image notions of developing tourism in Lautem municipality should be structured in terms of destination potential, which be conceived based on the significance of the potential, which may be conceived as a short expression or symbol that descriptively provides information about a destination.

4.5. Place Marketing Strategy for Lautem Municipality Timor-Leste

The perceptions of different stakeholders obtain *via* interviews are the pragmatic and epistemological definition of heritage, the concept of cultural and historical involvement within tourism, the primary needs, and challenges, the type of tourism, the

concept of its balance sustainability, and the slogan for *Lautem* tourism development, and the visitors' survey regarding their experiences during their leisure time. Lautem's place marketing strategy to develop tourist destinations are as follows the executive summary of Lautem municipality Timor-Leste, the strategic targets, the tactical target, the marketing strategy, the visitor perception, the image development, and the goals and values.

4.5.1. Executive Summary of Lautem Municipality Timor-Leste

Timor-Leste is a country in Southeast Asia. It is considered a microstate that emerges in a century full of information and technology. This microstate economy depends on petroleum, gas, and tourism. Tourism is considered an important sector for sustaining the country's economy and is still an ongoing process of discussion for development. This small island nation has potential resources for tourism development (i.e., history and culture).

The culture and history of this small nation vary from one municipality to the other. The ways of life that are still maintained within the society together and the country's history (about 450 colonized by Portugal, 3 years become a place for the second world war, and 24 years occupied by Indonesia, as well as paths of Timorese heroes for independence) reflects important values that must be preserved for the development of identity and economic benefits. The future economic direction of this small nation will be sustainable, whereas the municipalities that have potential resources will develop tourism, particularly Lautem municipality, which has potential cultural and historical heritage resources.

Lautem has significant potential resources compared to other municipalities, such as mountains, the ocean, and historical and cultural heritage. It portrays the ways of life

and the history and culture of that society. This municipality is different from others in that its traditions differ from one clan to another, as experienced in the ornamentation used in the traditional house. Moreover, it has abundant historical heritage such as the Portuguese ruin, the Japanese military bases, and historical places for the Timorese heroes hidden for battling. It also has a beautiful sea from the entrance to Jaco island, and a famous lake called *Iralalaru* that has become a center for fishing activities during the rainy season. One of the famous cultural festivals can be found in Lautem: The *Metchi-eme* (Seaworm festival). This festival is held in March to welcome a new agriculture calendar in coastal areas of Com Village-Lautem Post administrative, Walu-Tutuala-Village-Tutuala post administrative and Lore Village-Lospalos post administrative.

This strategic marketing plan aims to enhance stakeholders' understanding of transforming the community's awareness of its resources to develop both identities and the economy.

4.5.2. Strategy Targets

There are three strategic targets: the first is the proper distribution of the resources in terms of human resources and finance for Lautem Timor-Leste tourism development, which requires leadership and a systematic formulation of perspective. The second is disseminating information about tourism development to the local community to develop identity and economy. The third is preserving potential heritage for the sustainability of the society's social and cultural value and the promotion of heritage for tourism development.

4.5.3. Tactical Targets

The tactical targets for Lautem municipality Timor-Leste are retrospective invention, the heritage classification, the development of tourism spots, the development of accommodation, and the creation of a web page for tourism organizations to promote and market Lautem tourism, strengthen professionalism in providing goods and services and enhance the collaboration within different stakeholders with interactive discussion.

4.5.4. Marketing Strategy

Three steps that propose in the marketing strategies for Lautem Timor – Leste tourism development. Step one involves identifying the potential to classify heritage identity and then moving forward with the systematic formulation of perspectives from different stakeholders for tourism development. Step two is infrastructure development. Step three directs community awareness toward place marketing.

4.5.5. Stakeholder Perception and Visitors Experience of Lautem

Municipality

Collaboration between different stakeholders; strategic planning and management; identification of potential resources; enhancement of community awareness to be ready for development; and participate actively and promotion of tourism resources; development of policies and measures for tourism development; and regular cultural activities are the perception of tourism stakeholders such as governmental organization, nongovernmental organization, tourism business, and host community toward Lautem Timor-Leste tourism development. Moreover, traditional houses, historical places, the beauty of the landscape, Jaco island, the lake of *Iralalaru*, the lake of *Umunira* in com

village, the beautiful sea, crystal clear water, snorkeling, *Paitchau* mountain, the cave of *Ilikere-Kere* or rock are what the visitors' experiences during their leisure time in *Lautem*.

4.5.6. Lautem Municipality Image

Viewing the slogan proposed by different stakeholders about the TL-Lautem municipality for tourism development, such as discover the world through our culture, discover the beauty of untouchable in your new destination within Lautem's landscape, the cave of *Ilikere-Kere*, traditional houses, nature, Jaco island festival, the culture of Lautem and visitors' experience, and considering the image-making criteria that need to be short, real, true, appealing and distinctive, the image or slogan can be "***Lauteinu-Cultural Town***".

This image or slogan can be used to promote the potential of Lautem municipality through brochures in different languages, such as the national language of *Tetun*, and international languages such as Portuguese and English. It can be done by launching on tourism campaign through domestic and international media, creating a web page of Lautem municipality on social media, publishing articles through the newspaper, participating in national and international events, and placing advertising at the entrance of tourists' places to welcome visitors.

5.6.7. Goals and Values

This marketing strategy aims to increase the number of visitors by developing different types of tourism, with the long-term expectation of becoming the best destination for shaping identity and providing economic benefits for the local community. Furthermore, there are some values that should be highlighted to market the place: the distribution of resources, respect for all entities, involvement of the local community, and effective communication.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

In conclusion, tourism is an important sector globally recognized as essential in supporting the economy of the country. However, the cultural and historical heritage within the concept of tourism development should be focused on. Combining both elements within the configuration of tourism development requires an understanding of the definitions of heritage, strategy and strategy management, decision-making levels, management process, economic evaluation, roles of the local government, and guidelines for heritage promotion.

There are many references for tourism development worldwide, ranging from the experience of practitioners to academicians. However, the sustainability of tourism development is still an ongoing discussion. Different notions occur because some of the tourism stakeholders within tourism development have different interests. Accordingly, the equilibrium of sociocultural and environmental protection, and economic benefit has become discussion topics.

Cultural and historical heritage are highlighted in this study. General, both are defined as the creation of mankind, and the difference between them is a matter of time. Their importance lies in shaping identity and developing a sense of belonging, which can promote tourism. Lautem municipality has a huge cultural and historical heritage. Involving either cultural or historical heritage within the future tourism development of this municipality has become a phenomenon, because of different opinions. Therefore, the following description will answer the problem statement that may help tourism stakeholders combine cultural and historical heritage for the future tourism development of *Lautem* municipality.

Conditions in differentiating cultural and historical heritage are essential for

developing a sense of nationalism and sense of identity right after for the economic benefits by involving both as a destination attraction for visitors. A sense of nationalism can be developed by enhancing citizens' understanding of the importance of historical heritage, this helps much in providing new ways of thinking forward for the future. Similar to creating a sense of identity, which helps people to identify its origin. For example, the most important condition that needed to be considered is values and significance. Values mean the attribution of positive values determined by legislation, governing authorities, and other stakeholders, and significance mean the overall importance of heritage which the determination is derived from the totality of values that are attributed to the heritage per se. Three important points need to be highlighted: its importance and fragility, the requirement for vigilant protection, and its interpretations (de La Torre, MacLean, Mason, & Myers, 2005). While these important points have been addressed well, so then it may implicate positive things to the development, particularly Lautem Municipality which has a potential for cultural and historical heritage. The research question of this study is as follows.

What is the place development strategy needed to achieve the goal of Lautem municipality's tourism development by combining cultural and historical heritage?

Generally, several important points should be considered for the strategy of place development of Lautem municipality. The first point is integrating different perspectives in terms of heritage definition and raising community awareness by socializing. The second point is determining the long-term goals, actions needed to reach the goal, distribution of resources, and providing techniques, concepts, and guidelines. The third point is identifying the primary needs and challenges of tourism development *via* strategic

analysis, selection, and implementation. The fourth is determining the required type of tourism, establishing a communication link with the local community in terms of its sustainability, and combining the perception of tourism stakeholders about the image-making by surveying the visitors who have experiences to the geographical location.

Specifically, the strategy of place development of the Lautem municipality can be designed as follow: the executive summary of Lautem municipality by providing geographical information about the location, and its potentiality in terms of cultural and historical elements as the objective of the strategy, determination of the strategic target, determination of tactical targets. determination of marketing strategy, and determination of Lautem’s image or slogans by surveying its visitors. For example, **Lauteinu-Cultural Town** is the image that is conceived based on the visitors’ perception. Finally, goals should be determined by considering the values of distribution resources, respecting all entities, involving the local community, and effectively communicating.

The following is an example of the strategy of place development that can be a reference in developing tourist destinations in *Lautem* municipality.

Table 8 Example of the Strategy of Place Development

Image		Lauteinu-Cultural Town (LCT)		
Executive summary	Goals	Strategic targets	Tactical target	Marketing strategy
Traditional houses landscape, Portuguese ruin, Japanese military bases, Massacres site, FALINTIL hideouts cave, rock art, and so on...	The best destination for identity development and providing economic benefit for local people	<ul style="list-style-type: none"> • Distribution of resources • Dissemination program • Preservation program • Promotion program 	<ul style="list-style-type: none"> • Retrospective invention • Heritage classification • Infrastructure development. • Development of web page for promotion • Strengthening professionalism • Collaboration development 	Promotion of potentiality through exhibition program, development of brochure, web page and so on...

What are the types in Lautem municipality that potentially constitute cultural and historical heritage?

Lautem municipality has cultural and historical heritage. Cultural, historical, religious, and politics are significant aspects of heritage. Classification for cultural and historical heritage becomes crucial. To constitute heritage based on cultural and historical points of view requires the involvement of the local community. It will inform the community about the significance of heritage. At the time of writing this thesis, the potential culture and history of that municipality have not been classified or categorized yet. However, classification regulation should be created. It can be elaborated by the sector responsible for cultural and historical heritage.

Although some studies have identified, the religious, traditional, customary harvest, architectural, political, and resistance history, nature, and aesthetics are the significance of the potential of Lautem municipality (Edyvane, et al., 2009). Traditional houses, traditional objects, such as figuring wood, stone statues, ancient barriers or cemetery, the ways of worshipping, traditional textiles, human settlement, traditional dance, music, and poetry, and the rock art of *Ilikere-Kere*, among others, are categorized as cultural heritage. FALINTIL (the armed forces for the national liberation of East Timor) hideouts and significant resistance sites, the ruin of the Portuguese fort, massacre sites, and Japanese military bases among others, are categorized as historical heritage (ILO, 2013). In summary, elements with cultural, historical, political, and spiritual significance can be classified as cultural, historical, political, and religious heritage, respectively.

It is necessary to make a classification to separate cultural and historical heritage within Lautem municipality because the potential resources of culture still exist and most of the community keeps in touch with each other *via the* practice of traditions: the

tradition of life and death, and most of the material tangible: moveable and immovable still exist such as traditional houses among others. Likewise, to historical heritage, there have lots of historical heritage buildings such as Portuguese fort, massacre sites, Japanese military bases, hiding outs for the battle of independence still exist, and quiet nature within the society. Separation of cultural and historical heritage helps much for the development of tourism because it helps provide an experience in the different segments for the visitors as well as stakeholders on the issues of heritage management.

5.2. Limitations and Potential Problems

This study focuses on *Lautem* municipality. Therefore, this research presents information on that location that might differ from other places within the country and outside. The literature on the cultural and historical heritage of that municipality is still scarce, and the methodology used is the phenological approach. Therefore, different approaches might have different results of providing a new form of notion in terms of cultural and historical heritage involvement within tourism development.

Furthermore, the potential problem faced during the process is the COVID-19 pandemic, which did not provide an opportunity to conduct field research. Fortunately, technology development helps much in this situation. However, poor internet caused insufficient information gathering, but it helped this research to some extent. This research focused on stakeholders such as governmental, nongovernmental, and tourism businesses, host communities and, visitors. Ultimately, recognized my personal ability in conducting the research.

5.3. Recommendations

Based on the discussion on tourism development in the initial stage, many ideas were presented from different perspectives. Some may have a positive opinion of tourism development, whereas others may consider its negative impact. These notions are critical to tourism development. Therefore, I would like to recommend tourism stakeholders in this study, such as governmental, nongovernmental organizations, tourism businesses, host communities, and visitors with five general recommendations and two practical proposals for the involvement of cultural and historical heritage as a tourist attraction. The list of recommendations is as follows:

Five General Recommendations

- The government should have good communication of vice versa top-down and bottom-up. It is crucial in pre-designing the strategy target and the tactical target.
- The distribution of resources needs to be highlighted as an important factor for tourism development.
- Collaboration with nongovernmental organizations that works with the community on protecting heritage should be done to overcome challenges cultural and historical integration challenges in tourism development.
- An integrated development policy should be created for tourism development by involving different stakeholders with opinions on tourism outcomes, how it sustains the economy of the local people and its contribution to the protection of sociocultural and environmental impacts.
- Infrastructures such as museums, cultural centers, accessibility, accommodation, and information panels should be developed to have the cultural and historical heritage involvement for the future development of tourism.

Two Practical Proposals:

- For heritage preservation, for example, conducting surveys, registrations, and collecting for the establishment of museums, providing funds for repairing buildings, and categorizing heritage, such as tangible and intangible heritage and monuments (Kakiuchi, 2014).
- For heritage integration within tourism development for economic benefits, for example, marketing the place and image-making however it is crucial to put into account the place as a people, culture, historical heritage, physical assets, and opportunities that never end in the minds of people in seeking a new thing with full of energy (Kotler, Haider, & Rein, 1993a). For example strategy of place development for Lautem municipality has been designed, (See page 64).

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Appendixes

Interviewees' List

No.	Complete Name	Gender		Position	Institution
1.	Abilio da Conceição e Silva	M		Senior Officer	State Secretary for Arts and Culture
2.	Aresenio da Costa Pinto Cabral	M		Director	Lagoa Hemunu Soru
3.	Felix Ximenes	M		National Director	State Secretary for Arts and Culture
4.	Francisca da Silva		F	Chief of Department	Ministry of Tourism
5.	Francisco Barreto	M		Executive Director	Timor-Leste's National Commission for UNESCO
6.	Ildenfonso da Silva	M		Team Leader	Many Hands International
7.	Julio Ximenes Ribeiro	M		National Director	Ministry of Tourism
8.	Paulo Ferreira	M		Deputy of post-Administrative	Post-Administrative Luro
9.	Platão Lebre	M		Tour Guide	Island Explorer Holiday (IEH)
Total		8	1		9

Visitors' List

No.	Complete Name	Gender		Tourists' type	Originality
1.	Silvina Tilman		F	Domestic	Aileu
2.	Domingos Henrique	M		Domestic	Aileu
3.	Immanuel de Araujo Mendonca	M		Domestic	Ainaro
4.	Felix ximenes	M		Domestic	Baucau
5.	Agostinha Boavida Ximenes		F	Domestic	Baucau
6.	Martinho Da Costa Barros Mau	M		Domestic	Bobonaro
7.	Baltazar dos Santos Viegas	M		Domestic	Bobonaro
8.	Irene G. Dos Reis		F	Domestic	Bobonaro
9.	Jose Ramalho dos Santos	M		Domestic	Bobonaro
10.	Angelica Gomes dos Santos		F	Domestic	Bobonaro
11.	Milena Alves		F	Domestic	Dili
12.	Natalino Cesar da Silva	M		Domestic	Dili
13.	Joanico Soares	M		Domestic	Dili
14.	Florindo Lay Klau	M		Domestic	Dili
15.	Antonia. De Fatima E.M.Soares		F	Domestic	Dili

16.	Cesar da Silva	M		Domestic	Dili
17.	Ligia Aniceto		F	Domestic	Dili
18.	Ezequiel da Cruz	M		Domestic	Ermera
19.	Anselmo Epolito Gusmão	M		Domestic	Kovalima
20.	Júlio Gusmão Amaral	M		Domestic	Kovalima
21.	Antonito Noel Amaral	M		Domestic	Lautém
22.	wacumura Lero		F	Domestic	Lautem
23.	Eugenio do Coração de Jesus Sarmiento	M		Domestic	Manatuto
24.	Saturlina D.U.Borges		F	Domestic	Manatuto
25.	Unknown			Domestic	Same
26.	Luis Dos Anjos Soares	M		Domestic	Same
27.	Luis Dos Anjos Soares	M		Domestic	Same
Total		18	9	27	

Tourism stakeholders (governmental, non-governmental organizations, tourism businesses, and host community) perspectives on the tourism development of Lautem Municipality

Heritage Definition	Concept of Integrating Heritage	Main needs and Challenge	Type of tourism	Manner of balancing its sustainability	Slogan
<ul style="list-style-type: none"> • Historical buildings and Towns • Archeological Site • Work of Monument Sculpture and Paintings 	<ul style="list-style-type: none"> • Community tourism base on ecological tourism • Integration of local cultural and heritage as well as the beauty of landscape. 	Main Needs <ul style="list-style-type: none"> • An integrated policy. Challenge <ul style="list-style-type: none"> • Lack of Infrastructure. • Good Policy • Human and financial resources • poverty 	Ecotourism	<ul style="list-style-type: none"> • Maximizing community participation • Provide opportunity for local people to take lead • Ensure community economic prosperity 	Let's Act Upon Time To explore More = Lautem
<ul style="list-style-type: none"> • Historical Budlings • Traditional house • Cultural monument • Cultural site 	<ul style="list-style-type: none"> • Collaboration with related stakeholders mainly Tourism (Current) 	Main Needs <ul style="list-style-type: none"> • Human Resource • Regulation Challenge <ul style="list-style-type: none"> • Definition of type of tourism • Connectivity 	Community based tourism	<ul style="list-style-type: none"> • Community involvement 	“Build the road of knowing the world through Tourism”
<ul style="list-style-type: none"> • Traditional House • Cultural site 	<ul style="list-style-type: none"> • Protection • Basic infrastructure • Dissemination of regulation 	<ul style="list-style-type: none"> • identification 	Ecotourism	<ul style="list-style-type: none"> • Strengthen community awareness 	“Maufi fuli-fuli promote cultura mafimata la'ane gini” “Come and promote our heritage”
<ul style="list-style-type: none"> • Tourism Attractions 	<ul style="list-style-type: none"> • Community based tourism 	Main needs <ul style="list-style-type: none"> • Tourism spot. • Resting place • Promotion • Capacity building 	Ecotourism	N/A	N/A
<ul style="list-style-type: none"> • Convention for safeguarding of 	<ul style="list-style-type: none"> • Assets-based Approach • Partnership 	Main Needs	<ul style="list-style-type: none"> • Cultural Tourism 	<ul style="list-style-type: none"> • Participatory and empowering process. 	<ul style="list-style-type: none"> • Lautem: A cultural Paradise for All

<p>Intangible cultural Heritage</p> <ul style="list-style-type: none"> • Convention concerning the protection of the world cultural heritage 		<ul style="list-style-type: none"> • Codesign-Ensure community ownership-consensus development • Knowledge sharing. • Mapping • Accessibility to market <p>Challenges</p> <ul style="list-style-type: none"> • Political will • Community readiness • Community needs 	<ul style="list-style-type: none"> • Historical Tourism • Natural heritage Tourism 	<ul style="list-style-type: none"> • Assist community for identification • Apply traditional cultura in innovative way • Establishment of cultural center • Skills development • Strong partnership (Traditional speakers-international) • Reinvesting the income into supporting local tourism. • Adopting strict environmental policy • Good governance • Protecting intellectual property • Identification of cultural authorities • Ensure inclusivity. 	<ul style="list-style-type: none"> • Lautem: Garde of cultural Delight • Lautem: Rich in History, culture, and Natural beauty • Lautem: let our history and culture Amaze you • Lautem: Be dazzled be the jewel in the crown of Timor
<ul style="list-style-type: none"> • The creation of Ancestors. • Local Knowledge 	<ul style="list-style-type: none"> • Collaboration 	<ul style="list-style-type: none"> • Lack of Funds • Lack of Cooperation 	<p>Community based Tourism</p>	<ul style="list-style-type: none"> • Capacity building 	<ul style="list-style-type: none"> • Jaco island • Traditional House
<ul style="list-style-type: none"> • Land, Cultural heritage, Language or Dialects, Traditional House, and Nature. 	<ul style="list-style-type: none"> • Identification of Heritage • Promotion 	<ul style="list-style-type: none"> • Identification 	<ul style="list-style-type: none"> • Community based tourism 	<p>N/A</p>	<p>Lagoa Hemunu</p>

Visitors' Perceptions

No.	Questions' Points				
	1	2	3	4	5
	Types of Tourism	Symbols/Icon/ Slogan	Actions	Reason	Experienced
1.	Historical tourism	Discover the world through our culture	Collaboration with the local community	Avoiding negative impact of tourism	Traditional House and Historical places
2.	Agrotourism	Discover the beautiful of untouchable in your new destination within Lautem's landscape	Strategic planning and management	Sustainability	The beauty of landscape
3.	Cultural tourism	Cave of Ili kere-kere	identification	Preservation and economic benefit	Cultural and historical places
4.	Cultural tourism	Traditional House	Strengthening community awareness, promotion	Alternative resource for economic development	cultural and Historical places
5.	Cultural Tourism	Traditional House	Collaboration	Alternative resource for community economic development	Landscape
6.	Ecotourism	The Nature of Lautem	policy and measures for development	Alternative resource	cultural and Historical places
7.	sun tourism	Jaco Island Festival	preservation and promotion	Contribute to development	Traditional House and Beautiful landscape
8.	Cultural Tourism	Culture of Lautem	Regular cultural activities	Promote for tourism	Landscape and its cultural activities
9.	Eco turismo	Traditional House	Corroborating community ability	Provide jobs opportunity	Beautiful sea, traditional house.
10.	Ecotourism and Aquatic Tourism	Uma Adat (Lautem's Traditional House)	Government must subsidize the local people to do it	Sense of belonging and being part of development	sight-seeing, culture, snorkeling, Ilikere-kere caves, Jaco, island, Com, Umunira, Iralalaru, Namalutun Iliomar, Paica'u, Lekimau

					Maountain in Luro.
11.	International, adventure and wildlife tourism	Travel and tour icon	Research and analysis the major problem and design an actionable plan	Cultural and Historical values	The beauty of landscape
12.	Marine tourism	Traditional house and Jaco Island	Controlling	Has potential for tourism development	The beauty of its landscape and stunning vistas
13.	Ecotourism	Traditional house and Jaco island	Collaboration and capacity building	Important sector for economic development	Landscape, Traditional and historical heritage
14.	Ecotourism	Traditional house	Creating Network	As means of enhanced knowledge	Crystal water of Jaco island.
15.	Natural tourism	Traditional Houses and its accessories as well as Jaco Island	Collaboration, Capacity building, information dissemination	future tourism development	Landscape, Jaco Island, and national Park of Nino Konis Santana
16.	Natural tourism	Traditional house of Lautem	networking building	Knowledge and experience development	Jaco island and clean beach.
17.	Hotels and dive spot	Come to Lauren we have beautiful beaches	Develop SMEs business and local business	Community economic development	Locals' food, beautiful beach and Jaco island
18.	Community based tourism, Natural tourism, and Cultural Tourism	Jaco Island no Uma Lulik Lautem	Identification and Collaboration	its effectiveness	Beautiful natural landscape
19.	Cultural tourism, natural tourism, sea tourism, gastronomy tourism	Traditional house, Rock Art, Jaco Island	Preservation	Protection	Crystal clear water, Jaco island, traditional festival,
20.	Community based tourism and Cultural Tourism	Traditional House, National Park, lake of Iralalaru	Building a good relationship with community and identification	Providing information for the visitors	Beautiful sea, and Culture
21.	Natural tourism and Cultural Tourism	Let's protect our nature	Waste management	Make place interesting for the visitors	Natural landscape and traditional knowledge

22.	Historical Tourism	Traditional House	Capacity building, Protection and Promotion	protection	Jaco island
23.	Cultural tourism	Identity	Cooperation with both local authority and community	Identification its potentiality	Natural landscape and historical heritage
24.	Natural tourism	Traditional House	Protection	Tourism attraction	Natural Landscape
25.	Cultural tourism	Traditional House	Protection	Tourism attraction	Beautiful Place
26.	Community Based Tourism	Traditional house and Historical heritage	Protection	Tourism attraction	Com Beach and Jaco island
27.	Community Based Tourism	Tradition of Lautem	Support and Community participation	Maintaining its vitality continuation	The uniqueness of its culture and natural landscape