

Master's Report
Stakeholder Involvement and Collaboration in Tourism Destination
Management – The Case of Lautém Municipality in Timor – Leste

by

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List of Abbreviations and Acronyms

COVID-19	: Coronavirus Disease of 2019
DOM	: Destination Management Organization
GovTL	: Government of Timor-Leste
HOTEL	: Hotel Owners of Timor Lorosae
MTCI	: Ministério do Turismo, Comércio e Indústria
NGO	: Non-Governmental Organization
OCs	: Organização Comunitaria
PATA	: Pacific Asia Travel Association
PNDS	: Programa Nasional Dezenvolvimentu Suku
RDTL	: Republika Demokratika de Timor-Leste
TAF	: The Asia Foundation
TLTB	: Timor-Leste Tourism Barometer
UKL	: Uma ba Kbiit Laek
UN	: United Nations
UNDP	: United Nations Development Program
UNESCO	: United Nations Educational, Scientific, and Cultural Organization
UNTAET	: United Nations Transitional Administration in East Timor
UNWTO	: The World Tourism Organization
USJT	: Unidade Sciencia Jeolojia Timor-Leste
WBTL	: World Bank Timor-Leste
WTO	: World Trade Organization
WWF	: World Wildlife Fund, Inc.

Certification Page

I, (DA SILVA Natalino, ID 51220635) hereby declare that the contents of this master's Thesis are original and true and have not been submitted at any other university or educational institution for the award of a degree or diploma.

All the information derived from other published or unpublished sources has been cited and acknowledged appropriately.

(DA SILVA, Natalino)
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Abstract

Timor-Leste is an island country which has significant tourism resources. Although The government of Timor-Leste considered the tourism sector as a non-oil alternative for economic development, the tourism development in Timor-Leste is in its early stage and faces numerous challenges. These challenges include a lack of political consensus, lack of integrated tourist infrastructure development, air, and land connectivity, low destination awareness, pricing competitiveness, limited human resources, and lack of cooperation between government agencies which has resulted in a setback of the development of the tourism sector.

In the bumpy road of development, stakeholders such as governmental agencies, businesses, NGOs, and host communities, should be involved in planning and regulating tourism development. The current study explores the current issues of stakeholders' collaboration in Lautém located on the eastern end of the island of Timor. Lautém municipality has the potential resources for tourism such as Nino Konis Santana national park, natural tourism, and historical sites, which are left behind by its cultural predecessors. Geological attractions are unique because of the cultural patrimony in Timor-Leste.

Having employed mixed qualitative methods, the researcher collected data via semi-interviews with tourism stakeholders in Timor-Leste. All the interviews were conducted online due to pandemic COVID 19. Findings suggest stakeholder collaboration in various fronts: basic infrastructure and services, decentralization of decision-making, supporting tourism development, utilization of resources for development, development of human resources, and destination management: managing sacred sites, nature based-sites, tourism service provision, key role of community leader in uniting sites, resources, and services. These provide implications for site management and solution to improve collaboration between tourism stakeholders.

Key words: Stakeholder, Collaboration, Tourism Development, Timor-Leste

Chapter 1

Introduction

1.1. Research Background

Tourism contribution to sustainable development has increasingly recognized in recent decades (UNWTO, 2019). Many islands in the developing world share similar characteristics, such as isolation, small scale, and weak economies, which affect the cost of development, access to markets, and expertise, and result in limited resource bases, small domestic markets, limited infrastructure, and institutional mechanisms, and dependence on external forces (Carlsen & Butler, 2011), at the same time, sustainable tourism needs to coordinate and balance the relationship between different stakeholders in the process of tourism development (Guo, Jiang, & Li, 2019).

In the early stage of tourism planning, it is crucial to engage diverse stakeholders in destination management because sustainable tourism management should emphasize environmental protection, community, and social values that enable visitors to participate in tourism activities while also benefiting the well-being of local communities (Lestari et al., 2020, Pitana, 2009).

The tourism system, however, is fragmented as there are different people and organizations related to the sector. While these entities can be heterogeneous in terms of their operating environment, culture, social capital, and goals, their common goals are for the development of tourism, and to increase the destination competitiveness (Ammirato, et., al., 2018). In this regard, it is prominent for tourism stakeholders to share ideas and find solutions beyond their perceptions of what is possible, through collaboration and sharing their viewpoints (WWF, 2000). On the one hand, stakeholder participation in the planning process should start from the early phases of strategic planning and

implementation. On the other hand, it should have a framework of planning to provide a realistic implementation (Currie, Seaton, & Wesley, 2009), where the stakeholders play key roles in implementing planning tourism scheme. Depending on the involvement of stakeholders, they can be called either passive or active (Grimble & Wellard, 1997).

Our underlying premise is that if stakeholders can influence decisions or actions related to sustainability concerns, understanding how they perceive 'development' can provide additional insights into the tourism development process (Lyon, Jones, & Warnaby, 2017). Given the importance of stakeholder participation in tourism planning, this study investigates the case of Lautém municipality in Timor-Leste, an area of under research in one of the youngest tourism destinations in Southeast Asia. The study contributes to enrich existing knowledge on collaboration of the local and central government in planning on decision policymaking for a newly developed destination.

1.2. Research Objectives

The objective of this study is to explore further site management issues in Lautém and identify the best solution to improve collaboration between tourism stakeholders in the area. Further details of research objectives and research questions are as follow:

1. To investigate current issues in destination management in Lautém Municipality.
2. To investigate stakeholders' involvement in decision-making towards destination management.
3. To investigate stakeholders' involvement in service provision in major destinations, and.

4. To investigate the extent to which stakeholders collaborate in managing tourism destinations

1.3. Research Questions

The following are four research questions are developed in accordance to the four objectives specified earlier:

1. What are the current situations of destination management in major tourist spots in Lautém Municipality?
2. To what extent are stakeholders involved in decision-making towards destination management?
3. To what extent are stakeholders involved in service provision for tourists?
4. How do stakeholders collaborate in destinations management?

1.4. Scope of Study

This study focused on Lautém municipality. The focus is on stakeholders' involvement and collaboration in destination management. Therefore, this research will discuss several key points such as stakeholders, collaboration, and management regularly within each chapter. Probably, some related studies are different due to its geographical location, methodology, and point references cited. Furthermore, due to the COVID-19 pandemic, the author is not able to conduct field research directly, however, the development of information and technology helped much in the data collection.

1.5. Significance of the Study

This research report will significantly contribute to theory and practice of tourism development in developing states. Using the context of a newly independent state, the

study explores the perspective to which visitor management's theory could be applicable. In the practical perspective, finding from the current research can support and endorse the ministry of Tourism, Commerce, and Industry of Timor-Leste in understanding how stakeholders collaborate and involve. From understanding of the current issues, the local government could draw suitable strategies for further sustainable development of tourism in their communities.

1.6. Research Outline

This research comprises of six chapters that will elaborate the study of stakeholder involvement and collaboration in tourism destination management of Lautém Municipality.

1. Chapter 1 explains the research background, research objectives, research questions, scope of the study, significance of the study, research outline, and conclusion.
2. Chapter 2 explores literature review of this study, which includes its introduction, definitions of stakeholders, stakeholders' involvement, stakeholders' collaboration in tourism destination, models of stakeholders, and visitor management, and conclusion.
3. Chapter 3 explains the tourism in Timor-Leste, which accumulates introduction, the of Timor-Leste, Lautém municipality, tourism development in Timor-Leste, tourism development challenges, opportunities for tourism and conclusion.
4. Chapter 4 explains the methodology used in this research such as introduction, research design, data collection method and conclusion.

5. Chapter 5 described of findings which contain introduction, findings from focus group discussion, findings from stakeholders' interview, key themes, toward a framework of Lautém municipality stakeholders' collaboration and conclusion.
6. Chapter 6 contain of discussion, conclusion, policy implications and concludes limitation and future research the research and gives recommendations for the proposed issue. Lastly, the very end of the research includes references and appendices containing supporting data.

1.7. Conclusion

The chapter presents information about motivation in conducting the research. Followed by providing the objectives of the study, research outline, research questions, scope, and significance. The research contributes to enrich the existing knowledge on the collaboration of the local and central government in planning on decision policy-making for a newly developed destination.

Chapter 2

Literature Review

2.1. Introduction

Timor-Leste declared its first national park after five years of independence in 2007, known as Nino Konis Santana National Park. It is in Lautem municipality, and this park is expected to become one of the country's major tourist destinations. It covers 123,600 hectares, from forested mountain to a marine area with magnificent coral reefs, including the lake of Ira-Lalero and Jaco Island in the waters offshore. There is a great variety of reef fish and coral species on the adjoining reef system, part of the globally significant 'coral triangle'. Many sacred sites are located within this national park's boundaries, making it of enormous cultural significance. One example is limestone caves with ancient rock art (MTCI, 2022).

The World Bank's assessment of Timor-Leste's tourism demand and supply noted that the development of the Nino Konis Santana National Park (including Jaco Island) and other tourism destinations in the area can be challenging. One of the major issues is accessibility, for example, poor road conditions, and opportunities for doing business, (World Bank, 2022).

Therefore, this chapter sets the theoretical background of the topic of this research: stakeholder involvement and collaboration. The chapter provides the theoretical information from the definition of stakeholders, stakeholder involvement in tourism destinations, and stakeholder collaboration in tourism destinations. The review of literature helps the formulation of issues related to stakeholder involvement and collaboration in tourism destinations.

2.2. Definitions of Stakeholder

Stakeholder participation did not receive much attention in management literature until 1984 when Freeman defined a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives." This definition was refined to include the requirement that stakeholders have a legitimate interest in the organization (Byrd, 2007; Freeman, 1984; Donaldson & Preston, 1995). In other words, to achieve sustainable tourism development, stakeholders such as local governmental, governmental agencies, businesses, and host communities should have collaborated in planning and regulating tourism development (Ali et al., 2017; Fredline & Faulkner, 2000; Presenza et al., 2013).

Furthermore, current tourism concepts about stakeholders and their roles in tourism development are based on business management and public administration literature. In general, four major stakeholder perspectives have been identified in tourism. These are tourists, residents, business owners, and local government officials (Byrd & Gustke, 2007; Goeldner & Ritchie, 2002).

Additionally, tourism stakeholders are persons or groups that actively engage in the events or influence the outcome of tourism development in the destination. The role of stakeholders is needed to carry out development, including tourism development. Stakeholders involved in tourism development are the community, government, and private sector; and involving the three actors, tourism development can be carried out optimally. Every stakeholder has different influences and interests according to the field and their responsibilities. Understanding tourism stakeholders is essential since they can

influence the achievement of specific goals. Based on the strengths, essential positions, and influence of stakeholders on an issue, stakeholders can be categorized into several groups, which can be seen from the classification of ODA (1995) such as primary, secondary, and critical stakeholders.

The primary stakeholders are stakeholders who are directly interested in a policy, program, and project. The supporting stakeholders (secondary) have no direct interest in the policy, program, or project, whereas key stakeholders have legal authority in terms of decision making, which is an element of executive according to the level, legislature, and agency. The subjects are the district government, the district parliament, and the agency in charge of the project in question. It indicates clearly that quality human resources are also needed in the tourism sector. With a note that all parties involved must have the ability to handle tourism development (ODA,1995).

2.3. Stakeholder Involvement in Tourism Destination

A tourism destination's organizational structure can be viewed as a web of interconnected stakeholders (Cooper, Scott, & Baggio, 2009). Stakeholder relationships are frequently complex, and partnership arrangements have an impact on project governance, management, and outcomes. Non-governmental organizations (NGOs) in both developed and developing countries employ a variety of approaches and strategies, with varying degrees of success. Some analysts argue that NGOs have been successful in using ecotourism as a local conservation tool, whether by running tours, influencing protected area management, or raising local awareness (Romero et al; 2016).

Stakeholder participation can also help avoid conflicts between stakeholder groups involved in tourism development. Murphy (1985) suggested that developing the tourism destination should involve more actors, including those who are experts and those who have influence the stakeholder support such as entrepreneurs, citizens, and community leaders (Roxas, Rivera, & Gutierrez, 2020). However, stakeholder has an interest or needs in a corporation, and it may influence or be influenced by investors, staff, consumers, and suppliers who are the key stakeholders of a typical company. But since corporate social responsibility has gained traction, the term has been expanded to include societies, states, and trade associations (Fernando, 2021).

There are several theories that emerged related to stakeholder involvement. In connection to sustainable tourism development, cooperation between government, industry, and community is considered essential. This can be achieved through community engagement (Van Nguyen, Diane, & Newsome, 2020). It leads to provide many benefits of collaborative work, including improved inter-organizational relationships, increased actor participation, practical solutions to problems, and the facilitation of joint decisions (Wondirad, Tolkach, & King, 2020).

However, there are also the consequences or negative side of stakeholder involvement or collaboration. The tourism industry faces several power imbalances, including a few elite organizations in the private sector that in most cases are foreign owned, or controlled by the government with regards to product development, delivery, and revenue (Munanura & Backman, 2012), but it is crucial to consider that stakeholder involvement is often the key to destination value co-creation (Trunfio & Della Lucia, 2018, cited in, Trunfio & Lucia, 2019), in which the term “interaction” is essential for value co-creation and stakeholder engagement in destination management, (Cabiddu, Lui,

& Piccoli, 2013; Melis, McCabe & Del Chiappa, 2015; Rihova, Buhalis, Moital & Gouthro, 2014; Sfandla & Björk, 2013 cited in, Trunfio & Lucia, 2019)

2.4. Stakeholder Collaboration in Tourism Destination

The establishment of formal discussion on development issues is something crucial for improving stakeholders' collaboration in destination management (Aas, Ladkin, & Fletcher, 2005, cited in Huy, 2021), it can be empowered by inclusive product development (d'Angella & Go, 2009, cited in, Huy, 2021). Accordingly, tourism can be developed more sustainably and become an ideal destination to mitigate weaknesses and strengthen positive impacts. The approach to sustainably managing a destination requires collaboration with many stakeholders to develop sustainable tourism; this type of model highlights the role of stakeholders (Hieu & Rašovská, 2018).

It is necessary for the various stakeholders involved to engage in dialogue, cooperation, and collaboration to minimize the threats they face. For instance, developing heritage tourism in a way that preserves the resources of the local community and benefits all can be achieved if a common ground can be found between the interested parties (Aas, C., Ladkin, A., & Fletcher, J., 2005) because tourism and heritage often have contradictory relationships, and conservationists perceive tourism as compromising conservation goals for profit (Nuryanti, 1996, cited in Aas, C., Ladkin, A., & Fletcher, J., 2006).

Moreover, Lebe and Milfelner (2006) observed that residents often contribute to the destruction of their own natural resources through the combination of high levels of motivation towards economic benefits that accrue from tourism, alongside a lack of knowledge which can result in the development of tourism that ignores the needs and

characteristics of their own destination. Stakeholder collaboration can reduce this problem, through the active participation of stakeholders. Collaboration is key to the success of tourism planning processes. A successful process will not depend only on the frameworks and conditions that support them but also on stakeholders' motivations, personalities, and perceptions of their roles.

Additionally, an administrative challenge occurring in many developing countries is centralized government controls. It means that there is minimal local government influence, resulting in not involving local community perspectives in management schemes (Tosun, 2006; Ying & Zhou, 2007 cited in Towner, 2017). In addition, it intricates bureaucracies and related jealousies within the government splinter tourism development and hinder coordinated policymaking. Businessmen often get special treatment from powerful patrons, and poor communities generally do not have the time to be involved in tourism planning (De Araujo & Bramwell, 2002, cited in Towner, 2017). Stakeholder collaboration is therefore legitimately considered a major element of planning for sustainable tourism, and central to any collaboration approach which first involves the identification and legitimization of potential collaboration stakeholders (Aas et al., 2005; Byrd, 2007; Koontz, 2006 cited in Munanura & Bakman, 2012)

2.5. Models of Stakeholder Practices in Tourism Destination

Across several developing countries, there are examples that apply stakeholder involvement in managing their tourism sector. Several research collected by the author includes study in stakeholder involvement in Ghana, Turkey, and Malaysia. For example, the stakeholder role in tourism sustainability of Kwame Nkrumah Mausoleum in Ghana. The authors examine how the stakeholders of the hospitality and tourism industry can influence business sustainability in tourism. By using semi-structured interviews with 12

people (employees, government, community/society, private sector, and individual shop owners) located in the capital city of Accra, in Ghana, they have discovered several factors that limit the progress in tourism, which are illiteracy, poor education for the youth, lack of funding, low publicity, and law enforcement. The authors also discovered that to assure the sustainability of the tourism business, the output is that they provide must be unique, non-imitable, rare, valuable, and adequately publicized (Amoako, Obuobisa-Darko, & Marfo 2021)

In the case of Turkey, Turker, the stakeholder role in sustainable tourism of Safranbolu, a renowned UNESCO World Heritage Site in the country. It is a city within the Black Sea region at the north of Turkey. Turker et al; interviewed 20 people working in the government sector, tourism, educational institutions, non-governmental organizations (NGOs), and local communities. The results showed that local authorities have the biggest role and power to preserve heritage buildings and maintain sustainable tourism, followed by tourism enterprises who renovate and restore their hotels, and local communities that have responsibility to protect the local culture and its sustainability (Alaeddinoglu, & Can 2016).

Furthermore, the stakeholder role in tourism example in Penang Island, Malaysia. Tourism development normally includes various parties such as the public and private sector, but the actual processes of stakeholder engagement are '*complex and problematic*'. The researchers interviewed governmental agencies, industry associations, and community stakeholders to examine the engagement process and what hinders the success of tourism development. They discovered a lack of clarity of roles and responsibility in layers of government that relates to tourism planning and development, and tourism strategy (Siti-Nabiha & Saad, 2015).

According to Žibert, Koščak, & Prevolšek (2017) it is important to involve different stakeholders in each stages of development, by using two models revealed by Reid 1996, including bottom-up model approach which is decentralization of authorities at the local level and top-down model approach which is opposite and refers to the implementation of principle of tourism development, it known as county major role.

The followings are some of the models that should be considered in destination management, for example, in Puglia the model utilized for stakeholders' engagement is *integrated strategic approach*, it helps much interaction and participation of different stakeholders of destination value-cocreation. However, in Basilicata, the model is *e-information strategic approach* which helps only for seeking information and consultation and in Liguria adopts *e-participative strategic approach* in which online forms are considered active while offline forms are considered as a passive stakeholders engagement in destination management. On other hand in Friuli Venezia Giulia adopts *participative strategic approach* by involving offline tools such as strategic dialogues, supported by training, creating trust and sharing knowledge, enhancing communities' sense of place and motivation and providing fertile soil for destination co-creation in the development of tourism strategic plan. It concluded that interactive communication, negotiation and smooth decision are essential for *bottom-up stakeholders multistekaholders governance* and *e-governance* models for destination management (Trunfio & Lucia, 2019).

Moreover, the small-scale perspective approach is also defined as one of the models of stakeholders' engagement in addressing the specific demand of tourism. For example, in the Catlins, New Zealand, the government has created a framework to examine the barriers and opportunities for cross-border collaboration by adopting *the small-scale*

perspective approach. It is a government strategy of retreat and devolution at the macro level, and has been a significant factor in the Catlins and has influenced how government agencies address tourism-specific demands (Lovelock & Boyd, 2006). *E-portals of online travel agencies (OTAs)* is known as one of the successful business models that adopts for the successful engages of stakeholders and market activities. For example, The Egyptian Tourism Authority (ETA) and local travel agents established an online website for collaboration to promote their destinations. Engaging in online collaboration is helpful for their marketing opportunities. It could help small tourism businesses that lack the resources to market globally on a trustworthy portal. Therefore it is needed to improve delegation of responsibilities, effective communications, and a participatory approach of engagement in tourism planning and development (Abou-Shouk, 2017).

2.6. Visitor Management

Visitor management is a system for keeping track of visitors to a company, organization, or public institution. It reveals that Visitor management should ensure that visitors' needs and wants are met and also keeps track of visitors' actions in an organization or public institution. A significant challenge for current and future generations is the sustainable management of the tourism heritage from visitor management, stakeholder engagement, and protection perspectives. Every organization must establish a strategy for encouraging people to visit the location. Visitors should be protected from any harm while at the destination. Visitors should receive a proper welcome and be directed to a safety induction, which makes clear the hazards that can arise if proper rules and procedures are not followed (Alkhodary, D., Abu-ALSondos, I. A., Ali, B. J., Shehadeh, M., & Salhab, H. A. (2022).

Additionally, it is also defined as a performance process used by people or organizations to attain a shared goal. In the tourism industry, management is generally correlated with decision-making carried by either individuals or organizations to coordinate the various resources to produce a product or service efficiently (DOM, 2021). Therefore, managing visitors is an important component of managing tourism impacts, particularly those related to the environment, but also those related to socio-cultural and economic factors because, in the broad destination development concept, visitor management is typically composed of planning, organizing, controlling, placing, direction, motivation, and communication. In many cases, weak tourism management will likely drive the destination to face many issues ranging from infrastructure, environmental carrying capacity, and socio-cultural issues, which may ultimately reduce tourist satisfaction. Manullang categorized destination management into six elements: human, money, material, method, market, and information. These elements are interrelated to support the destination development process (Mason, 2005).

In a tourist destination, visitor management, is focused mainly on protected areas and destinations that systematically promote sustainable tourism (Zelenka & Kacetl, 2013). The presence and actions of visitors are serious threats to biodiversity in many protected areas and managing them effectively is a major challenge. Thus, managing tourism in protected areas has to be handled with care, and management teams have to consider the costs and benefits of tourism. Tourism linking conservation also helps to demonstrate the economic value of natural resources by benefiting local communities and local people (Candrea & Ispas, 2009). Tourism activities should be planned and managed to ensure the destination's quality. Sound tourism development and management postulate that conflicts between the needs of the resources and the needs of visitors can be resolved by maintaining a balance between the two (Kuo, 2002).

There are several examples of visitor management in developing countries. In this study, the author will focus on developing countries across Asia, starting from Iran, Cambodia, Thailand, and Timor-Leste's neighbor, Indonesia. Some of those countries have different characteristics depending on the nature of the sites which are in a form of archaeological sites, national park, religious, and cultural sites.

For example, the Chogha Zanbil is an important archaeological site in Iran and listed under UNESCO as the largest ziggurat on earth. It is an ancient elamite step temple complex outside of Mesopotamia. Researched on visitor management, the development of sustainable cultural tourism and local community participation in that area. Through combining interviews with various stakeholders and using prior approaches on sustainable cultural tourism, Vafadari discovered that strategizing visitor management and cultural tourism can suggest necessary tools to bolster the number of visitors and revenue that can be used to preserve and maintain the site. Local community can not only participate but also benefit from the development of sustainable cultural tourism in that ancient site in Iran (Vafadari, 2008)

The temples of Angkor in Cambodia is another case to study visitor management during pre and post COVID-19. They equipped grounded theory and qualitative analysis using Atlas.ti on their research and found that besides having soft and hard strategies (educational, physical, and regulatory), the site should also apply strategies and tactics on public health goal. There is still the sustainability paradigm, but the public health goal contributes a key role in visitor management (Alvarez-Sousa and Pradoz, 2020)

Concerning national parks, there is a study covered by Worachananant, Carter, Hockings, Reopanichkul, & Thamrongnawasawat (2004), on Surin Marine National Park in Thailand located in the Andaman Sea, which has become a major location for divers to

explore its shallow-water reef. The location has been visited by more than 20,000 visitors per year prior that time. Visitor arrangement includes entrance fees, boat permits, information center and zoning plan. The park's five-year zoning plan is deemed too rigid to response towards the course of tourism management. A survey collected from visitors revealed that the visitors are not well informed on the current management arrangements of the site. Therefore, there is a need for more effective tourism management to better educate the visitors on the marine resources while protecting them.

Moreover, in Indonesia, Borobudur Park is one of many complexes of Buddhist temples, and it is included as World Cultural Heritage by UNESCO. According to Devi and Kesumasari (2020), there are several supporting attractions that surround Borobudur Park such as Samudraraksa Ship Museum and Karmawibhanga Museum. Through field observation, questionnaires, person-centered mapping, and photo documentation, they discovered various reasons that hinder the number of visitors to the museums to achieve the educational purpose. Firstly, the tiredness of visitors after climbing the Borobudur temple; second their unstrategic locations; and third, the unattractiveness of the museums. Therefore, the park requires a better visitor management strategy for this issue.

2.7. Conclusion

This chapter presents a theoretical review from different points of view such as the definition of stakeholders which is highlighted as individual or group (Byrd, 2007; Freeman, 1984; Donadlson & Preston, 1995), local government, governmental agencies, businesses, and host communities should have collaborated in planning and regulating tourism development (Ali et al., 2017; Fredline & Faulkner, 2000; Presenza et al., 2013); tourist, resident, business owners, and local government officers (Byrd & Gustke, 2007; Goeldner and Ritchie, 2002), the role of stakeholder, (ODA,1995).

Stakeholder involvement in tourism destination definition such interconnected stakeholders, (Cooper, Scott, & Baggio, 2009); Stakeholder relationships (Romero at all; 2016); Stakeholder participation (Murphy, 1985); different needs and interests of stakeholders (Fernando, 2021); cooperation between government, industry, and community is considered essential (Van Nguyen, Diane, & Newsome, 2020); and consequences or negative side of stakeholder involvement or collaboration (Munanura & Backman, 2012).

Stakeholders' collaboration in tourism destinations such as the establishment of formal discussion (Aas, Ladkin, and Fletcher, 2005, cited in Huy, 2021); It can be empowered *via* inclusive product development (d'Angella & Go, 2009, cited in, Huy, 2021). Dialogue, cooperation, and collaboration are important to minimize the threats (Aas, C., Ladkin, A., & Fletcher, J., 2005); active participation (Lebe and Milfelner 2006); Centralized government control is one of the challenges for stakeholders' collaboration (Tosun, 2006; Ying & Zhou, 2007 cited in Towner, 2017). Sustainable tourism requires the identification and legitimization of potential collaboration

stakeholders (Aas et al., 2005; Byrd, 2007; Koontz, 2006 cited in Munanura & Bakman, 2012)

Models of stakeholder practices in tourism destination; Penang Island, Malaysia. (Siti-Nabiha & Saad, 2015); bottom-up and top-down (Žibert, Koščak, & Prevolšek (2017); integrated strategic approach, e-information strategic approach, e-participative strategic approach, participative strategic approach, and bottom-up stakeholders multistakeholder (Trunfio & Lucia, 2019); *The small-scale perspective approach* (Lovelock & Boyd, 2006); and *e-portals of online travel agencies (OTAs)* (Abou-Shouk, 2017).

Visitor management (Alkhodary, D., Abu-AlSondos, I. A., Ali, B. J., Shehadeh, M., & Salhab, H. A. (2022); (DOM, 2021); definition of managing visitors (Mason, 2005); focus of visitor management (Zelenka & Kacetl, 2013), Example; the Chogha Zanbil (Vafadari, 2008), The temples of Angkor in Cambodia (Alvarez-Sousa and Pradoz, 2020), Surin Marine National Park in Thailand (Worachananant, Carter, Hockings, Reopanichkul, & Thamrongnawasawat 2004), Borobudur temple in Indonesia (Devi and Kesumasari (2020).

Chapter 3

Tourism in Timor-Leste

3.1. Introduction

Before proceeding to the methodology of this research, this section will elaborate on how Timor-Leste was established as a nation, its geographical location and demographic information followed by a description of its tourism sector, embarking on its development and recent changes, with the objective of providing information to readers to understand the information related to the country Timor-Leste, Lautém municipality, and the nature of tourism development in Timor-Leste.

3.2. Timor-Leste



Figure 1: Map of Timor-Leste
Source: author compilation

Timor-Leste is a small country in Southeast Asia which is located between Indonesia and Australia. Timor-Leste is blessed by huge tourism potencies such as unique culture, full of history and beautiful nature. The country occupies an area of 14,874 km² (Figure 1), with a population today of 1.3 million peoples. It was colonized by the

Portuguese for 450 and occupied by the Indonesian for 24 years and got restoration in 2002 20th May, and then 13 years under the transition of the United Nations. Timor-Leste is a fragile country with higher unemployment, facing numerous issues in living standards. Most Timorese are farming and few fishers. The country exports mainly oil bringing revenue to state budget.

3.3. Lautém Municipality

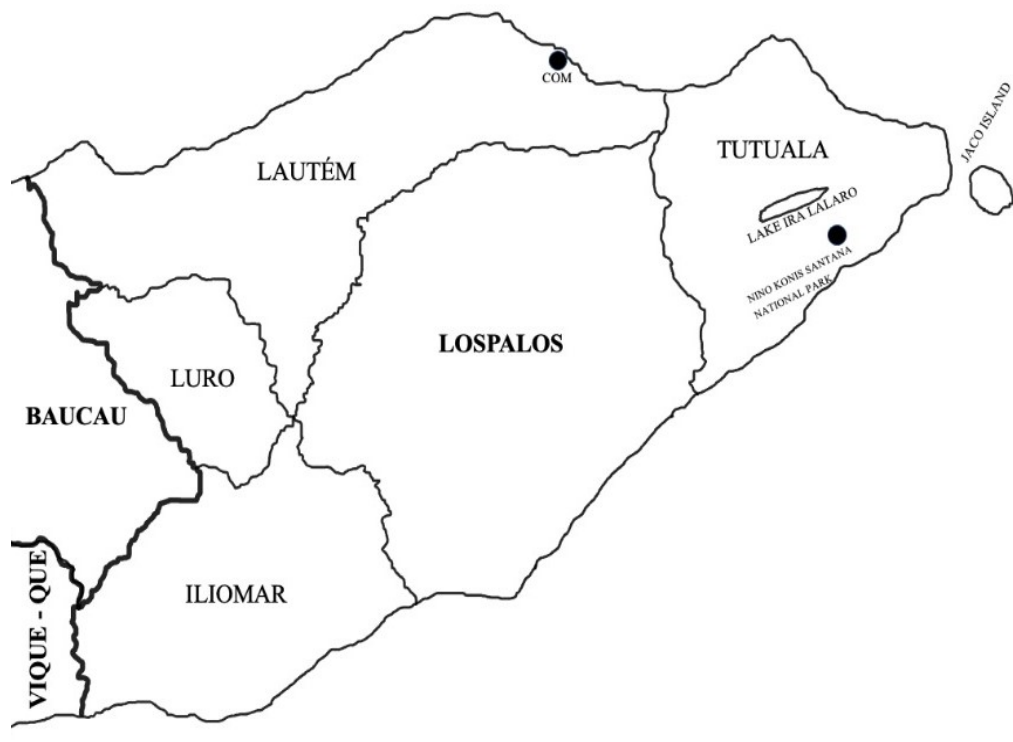


Figure 2 Map of Lautém Municipality
Source: author compilation

Lautém is one of the municipalities of Timor-Leste, on the eastern end of the island of Timor, about 1,813.11 km², it has five administrative districts: Lospalos, Lautém, Iliomar, Luro, and Tutuala sub-districts. Lospalos is the city of that municipality. Geographically Lautém municipality is located eastern part: from the east part of Lautém municipality border with Wetar sea, from the north part of Lautém municipality border with Baucau and Viqueque Municipality, from the south part of Lautém municipality

border with Timor Sea and from west part Lautém municipality border with Viqueque municipality. Lautém Municipality divided into two seasons such as rainy season (from May-July and November-January) and summer season (from August-October).

Based on the data (2020), the total population of Lautém municipality are 87,940 that consists of 44,273 Male and 43,667 Female (Statistics Timor-Leste, 2017). (See table 1)

Table 1 Population of Lautém Municipality

No.	Post-Administrative	Village	Sub-Village	Large of Area	Population		Total
					Male	Female	
1	Iliomar	6	25	302,17 km ²	5,543	5,676	11,219
2	Lautém	10	46	448,38 km ²	11,358	10,831	22,189
3	Lospalos	10	52	623,93 km ²	19,841	19,830	39,671
4	Luro	6	21	128,28 km ²	5,173	4,962	10,135
5	Tutuala	2	7	310,36 km ²	2,358	2,368	4,726
Total		34	151	1,813.12 km ²	44,273	43,667	87,940

Source: <https://www.statistics.gov.tl/wp-content/uploads/2019/01/Lautem-em-Numeros-2017>

This municipality has excellent potential for terrestrial and marine tourism. The tourist attractions for most international and domestic travellers is Com, Ili Kere-Kere Caves, Nino Konis Santana National Park, and the biggest lake in Timor-Leste, Ira-Lalaro (Quintas, 2015).

The most accessible area to view marine megafauna is on the north coast of Timor-Leste. The south shore maritime conditions are often rough, with minimal road access to the shore and the port. In contrast, the usually calmer waters at the north coast and the proximity to the coastline offer better opportunities for ecotourism (Dethmers et al., 2009). Community members and national officials met three days in March 2014 in Tutuala. The tourism potential of three city rock art sites was discussed. Only one site was proposed for the project by the community. This is mainly due to the cultural

sacredness of the site and its disagreement concerning its openness to the public (MHI, 2014). The Walu Sere CBT site, located on the Walu beach within the Nino Konis Santana National Park, is currently managed by 42 people. Aside from the businesses as mentioned earlier, the co-operative also provides additional tourism activities such as trekking guides to other beaches, historical sites, caves (rock paintings), ancient forests, as well as snorkelling and boat trips to neighboring Jaco Island – the pristine, uninhabited, white sanded, easternmost point of the island of Timor (Gomes, 2013).

3.4. Tourism Development in Timor-Leste

In May 2002, Timor-Leste became a new nation in Southeast Asia territory. It opened itself to the international community after the United Nations (UN) supervised the country's self-determination referendum in 1999. The early beginnings of Timor-Leste's tourist and leisure activities were assisted by the expatriates from the United Nations Transition mission in 1999. By having UN staff residing, it bolstered the growth of leisure businesses such as hotels and restaurants. Thousands of humanitarian staff from the UN agencies were stationed across the nation to be part of the humanitarian mission. They also assisted in the temporary transition administration through United Nations Transitional Administration in East Timor (UNTAET), as a mandate from the UN. However, from late 1999 to early 2000 to 2006, negative images about Timor-Leste had been increasingly emerging that concerned its security, disease risks of dengue, malaria, intestinal disorders. Those diseases surface due to poor hygiene standards, drainage, sewage, and waste disposal systems (UNDP & WTO, 2007).

In the early beginnings of its tourism development, the country had the tagline of "*Turismo em Timor-Leste: Vias para o Futuro*" (Tourism in Timor-Leste: Ways to the

Future). Then the country introduces itself worldwide. It had its first international-scale tourism conference on 24-25 April 2003 in Dili. The event invited and welcomed the first official delegations of the World Tourist Organization (UNWTO) and the Pacific Asia Travel Association (PATA). After that, Timor-Leste received its first spotlight of media coverage during its first participation in the PATA Travel Mart in Singapore in 2003. Because PATA is one of the leading annual international tourist fairs in the Asian-Pacific region, Timor-Leste has taken part in the annual event ever since.

Dili is Timor-Leste's capital city, the Presidente Nicolao Lobato International Airport is the main tourism arrival gate, and the Dili seaport for cruise ships' port of call. The coastal part of the city is the center of the day and night activities, which expands from Lake Tasi-Tolu's - the city's west side of a natural protected area having the famous statue of Christ. Beside those two landmarks, numerous tourist attractions including its activities are available, ranging from beach recreation, diving, snorkelling, seasonal whale watching. Day trip tours include visits to historical and cultural sites, outdoor hiking activities, food and drink, shopping, and also the main port of call for cruise ship visitors. Atauro island, located 25 kilometers (15.5 miles) away, north side of Dili offers ecotourism by showcasing the world's highest average fish diversity. Its high level of diversity surpasses Raja Ampat Island in Indonesia's West Papua province has achieved.

The nation is progressively developing, having a population of 1.3 million, but an estimated 42 percent of its residents are still living at the poverty level. The nation's Human Capital Index scores at 0.43, which is below the regional average of 0.61 (World Bank Timor-Leste [WBTL], 2017). Up until now, about 90 percent of Timor-Leste's GDP is supported by its oil reserves, followed by agriculture and tourism. Before the COVID-19 pandemic emerged, the country's tourism was worth \$14.6 million per year, meaning

that it only serves a slight fraction of overall GDP, but it is the third largest contributor behind coffee production (The Asia Foundation [TAF], 2016). One of the main issues of the country is that its economic base cannot administer employment and proper livelihood for rural citizens, especially its food security during seasonal adversities (UNDP, UNWTO & Government of Timor-Leste, 2007).

Tourism has been regarded as Timor-Leste's key future sector to diversify its economic dependency revenue from oil and gas production. By becoming an active UNWTO member country, Timor-Leste has committed to applying the sustainable tourism development concept. The commitment was reflected in 2017 the government approved the 2030 National Tourism Policy – enhancing a National Identity. It is *'a call to action for all stakeholders to collectively achieve the true potential as an international tourism destination with intrepid and dynamic growth'*. They enacted a policy of 5P; Priority, Prosperity, People, Protection, and Partnership. The policy has a target in 2030 to receive about 200,000 international tourists annually, generate \$150 million (USD) in revenues yearly and provide direct employment for 15,000 workers (RDTL 2011; TAF, 2017).

The nation's major attractions include scuba diving, culture, history, scenic mountains, and cuisine. Despite that, the absence of destination collaboration in development has crippled the nation's competitiveness regarding an assessment of the Timor-Leste Tourism Barometer in 2018 discovered that, *'the single greatest problem constraining Timor-Leste tourism development has been the absence of a partnership approach that supports unity and collaboration among public and private stakeholders'*.

As a result of the failure to form a universal partnership with all tourism sector players, there is a lack of collaboration, duplication of development projects, and

ambiguity among tourism stakeholders. Therefore, the improvement of destination development has become a key element to help achieve the 2030 tourism policy milestone of “enhancing national identity” (TAF, 2018). The Tourism Barometer report for Timor-Leste becomes a significant guiding issue for further exploration of tourism stakeholder perceptions of the current collaborative destination development state. The current study's findings will have theoretical and practical consequences for future destination collaboration management in Timor-Leste.

3.5. Tourism Development Challenges

Timor-Leste prioritizes tourism as a driving force of economic and social development, catalyzing and linking other economic sectors (Smith, Macleod, & Robertson, 2010). The government of Timor-Leste considered the tourism sector as a non-oil alternative for economic development. Tourism in Timor-Leste is relatively new and faces numerous challenges. To ensure Timor-Leste’s future sustainable tourism development in 2017, the government approved a 2030 National Tourism Policy with the following five strategic goals such as Priority, Prosperity, Protection, Partnership, and People. A priority pillar of economic development in the tourism sector embraces the government, the private sector, and civil society. Tourism contributes to prosperity by providing employment opportunities, access to capital, and creating profitable ventures. Tourism ensures the maintenance of the natural environment and the protection of the country's unique cultural heritage, and the duty of care that it owes to international visitors. A variety of public-private partnership arrangements that have stimulated the development of a diverse portfolio of tourism products and services have characterized tourism sectors. Training and education are essential for people working in the tourism sector to provide a quality visitor experience (RDTL, 2011). By 2030, the tourism sector

aims to generate 200,000 visitors annually, provide 15,000 job opportunities, and generate total revenue of USD.150 million with an average length of stay of four days. Although it is still early, the number of international arrivals has gradually increased over time since it gained complete independence in 2002 (Timor-Leste Tourism Barometer, 2018).

According to The World Bank (2022), the number of international tourists visiting Timor-Leste have been gradually increasing in course of 2009 until 2019, before the COVID-19 pandemic (Figure 2). Having a spike in 2013 with around 79,000 visitors, but later experiencing steep decline in 2014 with around 60,000, but steadily increasing afterwards. Despite the upward trend, there is need for improvement for better international tourist visits growth.

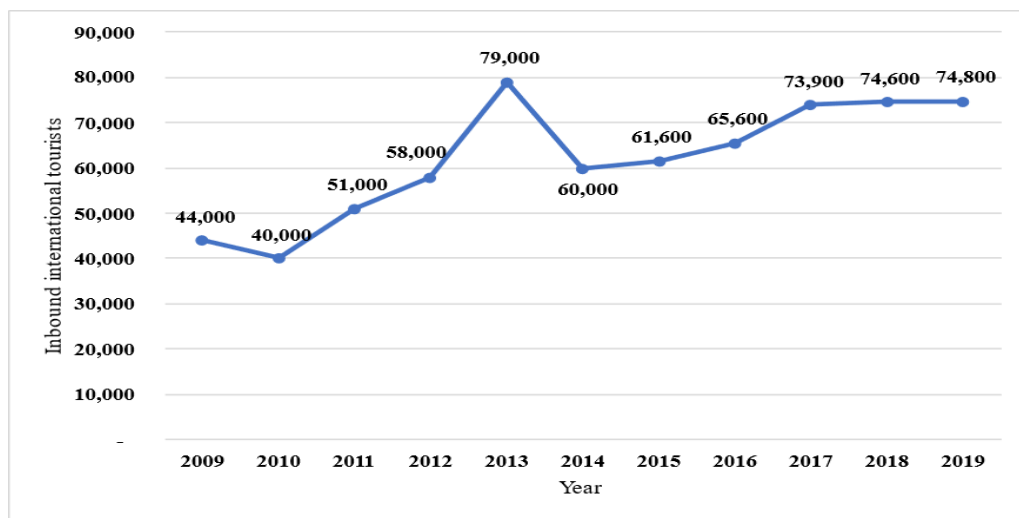


Figure 3 International tourism, number of arrivals - Timor-Leste (2009-2019)
Source: The World Bank, 2022

However, the development of Timor-Leste's tourism has faced several hindrances since 2002 (Figure 3). There were two major issues including the political strike in 2006 and the COVID-19 global pandemic. In 2006 thousands of houses were burned in Dili,

150,000 people were evacuated, and the state was paralyzed during the political and military conflict that lasted from May to November 2006. As a result of the incident, foreign military action was launched to restore law and order. The event caused a major setback in the tourism development. Not only that but also the departure of the 2006 peacekeeping mission in December 2012 caused lower number of visitors and lower occupancy rate of hotels in Dili.

Despite that, the condition of tourism development became better in 2017 when the country welcomed around 73,873 international inbound travelers' that incorporated first-class tourist visas. It was an increase of around 5 percent since 2011. This statistic implies positives in terms of numbers, however, visitors to the country only for tourist purposes remain low (17%), with an anticipated 36,975 out of 73,873 arrivals. (TAF, 2018).

Sadly, faced another challenge such as the COVID-19, in which Timor- Leste's parliament passed emergency measures to combat the pandemic within a month, followed by the president's proclamation of state emergency. The country has 1,123 cases, 564 recoveries, and three fatalities after one year, but luckily, Timor-Leste has successfully contained the virus's spread, despite significant hurdles posed by the country's limited number of intensive care units (ICU) and a lack of professional experience to manage critically ill patients on a ventilator. The border remained closed for a long time, except for government and humanitarian affairs (Al Jazeera, 2020).

The pandemic caused a halt in tourism activities. Even before that, Timor-Leste had already experienced numerous obstacles due to a lack of political consensus, a lack of integrated tourist infrastructure development, air and land connectivity, low destination awareness, pricing competitiveness, and limited human resources. Moreover, a partnership model that encourages collaboration among public and private parties is also

lacking, as a result, Timor-Leste's performance has suffered on both supply and demand sites (TAF, 2017).

A recent open discussion organized the Tourism for All project with tourism businesses, and Hotels of Timor Lorosae (HOTEL) Association found that the pandemic has left the economy devastated. Due to lower domestic consumption and a significant drop in air, land, and sea transportation, the country's hospitality and tourism business is projected to have lost 95 percent of its sales revenue. Restaurants, hotels, and travel organizations are under tremendous pressure to keep their doors open, retain their employees, and cover their basic operating costs. Since 2016, the economy has struggled due to a series of elections and political uncertainty, which has resulted in considerable limits on public investment, causing the Timor-Leste economy to decrease dramatically. Due to a lack of knowledge and methods to implement public policy at the frontline level, public services are functioning at a slower speed, and public policies to support the private sector in this emergency moment are not in place (TFA, 2020).

3.6. Opportunities for Tourism

Lautém is famous for the island of Jaco, its wide variety of flora and fauna, rivers, lakes, warm and welcoming people, and numerous cultural and ethnic festivals which attracts many people towards it. Due to diverse geography, Lautém Municipality has different climate conditions throughout the year. Apart from all these, the population of Lautém Muicipality has several dialects: Makasae, Makalero, Fataluku and Sa'ani and has different religions but the majority are Catholic.

Different attractions are natural, historical, and cultural. For examples natural: Jaco Island, Ira-Lalaro Lake, Irao'o Lake, Loré Beach, Walu Beach, Umunira, Airleu Beach,

Salara Beach, Com Beach and Ira-Massi Beach, historical: IliKere-Kere, Portuguese Building House, Xanana Hiding Place, Fatuk Puamalay, Umunira and Traditional House of Conu-Ratu, cultural:traditional house of Conu-Ratu, traditional dance (Celecuku-Celecuku, Cepe-cepe and etc), traditional textiles, and life style (Asia Foundation 2014).

Geo-tourism is one sustainable tourism activity that has a connection with the geological aspect of the earth with the intention to encourage or push the knowledge of environmental life and culture, appreciation and conservation, and local benefits. Lautém municipality has a physical phenomenon attraction of nature (geologic) that is very interesting and unique, and along with cultural patrimony in Timor-Leste can be developed as a geo-tourism destination. (USJTL, 2017)

3.7. Conclusion

Timor-Leste restored independence on May 20, 2002, Timor-Leste focused on country-building. In the process of development, there are several challenges such as political stability, but after all, the government designed the tourism policy which focuses on five strategies such as priorities, prosperity, protection, partnerships, and people.

Lautém municipality has potential in terms of natural, cultural, and religious forests such as Jaco Island, Ili Kere-Kere Cave, Nino Konis Santana National Park, and Lake Ira-Lalaro and among others. Viewing to the potentiality of Lautém municipality it is crucial to see its opportunities and challenges that could reach the goal of policy and contribute to the community's prosperity through job opportunities and the prospects for business. It can be seen in terms of selling souvenirs to tourists, the community can get experience, culture, and language from the visitor.

Chapter 4

Research Methodology

4.1. Introduction

This chapter elaborates on which kind of research design was applied in this study. Then explanation on the administration of the research such as the source of data, informants, data collection, observation, and interview process. The researcher then interprets the collected data and tries to draw a line on how the combination of methods is connected and supported each other.

4.2. Research Design

This research was conducted using a qualitative mix method through focus group semi-interviews and secondary data analysis. Qualitative research is multimethod in focus, involving an interpretive and a natural approach to its subject matter (Creswel, 1997). This means that qualitative researchers study things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of various empirical materials: case studies, personal experience, introspection, life story, interview, observational, historical, interactional, and visual texts that describe routine and difficult moments and meaning in individuals' lives (Creswel, 1997).

Overall, the qualitative approach to research is generally not concerned with numbers but typically with information in words, conveyed orally, or in writing. Therefore, the outcome of this study may present a broad understanding of the issue but cannot represent the specific issue of visitor management in the area studied. First, research does content analysis throughout from the government report, NGOs and

reanalyzes the previous researchers who have written about the development tourism in Timor-Leste. Then, a focus group discussion is used to analyze the current situation of tourism stakeholders and collaboration in Timor-Leste. Third, based on the collected data from the two above, the interview is conducted to deeply understand the stakeholders' involvement in Lautém municipality.

Among various methods of qualitative method of research domain, the semi-structured interview allows researchers to explore depth quality information; develop questions according to the latest situation, which highly potential to deliver specific information to understand better the issue studied (Pharm, 2014). However, the semi-structured interview has several disadvantages; questions that are not well structured can bias the interview results; highly possible that the subject only answered what the interviewer was looking for; have a dependence on the individual to be interviewed. To trade off the advantages and disadvantages of the interview method, the researcher employed also focus-group discussion. The data derived from interviews and focus group are then triangulated to secondary data source derived from various governmental reports.

4.3. Data Collection Methods

Focus Group Discussion

The focus group interview was conducted using direct conversation involving four government officers from Timor-Leste currently residing in Beppu as part of the JDS scholarship program. This focus group discussion was conducted on May 1, 2021. These four interviewees are working at different government institutions that directly connect to tourism development in Timor-Leste, composed of the Ministry of Tourism; Ministry of State Administration; Secretary Estate of Culture; and Ministry of Education. Interview

questions are open-ended and follow-up questions to further explore issues based on the research questions. The interview will be recorded and organized into groups, using words as codes (manifest and latent) once the thematic framework approach has been applied to the data sets (Berg, 2004).

The focus-group participants first were asked to voluntarily ask to take part in the focus group discussion. Once all participants agreed to participate in the study and provided their consent, the researcher set up a time for the discussion being held at the researcher resident. The discussion started from 7 pm until 10 pm with a major 4 questions stated in the research questions. At this early stage of investigation, the researcher allowed all participant to freely elaborate their viewpoints and statement of issues. Having four participants attending the focus group, the researcher could observe the issues being viewed in the same way among the participants and other issues set their opinion apart. The discussion topics and questions mainly focus on tourism management issues in Lautém Municipality. All the conversations were recorded using mobile devices and then transcript to a word document. Then the text was analyzed based on the pattern of keywords mentioned by the interviewees. The researcher then arranged the pattern into the sentence to identify major issues and recommendations based on the area of assessment, then followed by conducting interviews with different stakeholder.

Secondary Data

The secondary data analyses uses government reports, academic journal articles, and other relevant academic publications from books and the internet. Content analysis covers an in-depth discussion of the content of written or printed information by systematically recording symbols or messages, then give them an interpretation (Luo, 2019). The secondary data were summarized accordingly and analyzed based on the

research questions. The secondary data is only used to validate points mentioned in the interview, but do not form a section of the findings. Much analysis on the secondary literature, however, have been presented in Chapter 3 that sets the context of the current study.

Semi-structure Interviews

Semi-structure interview is the main data collection technique which is done by means of questions and answers between the researcher and informant. Data can be collected by listening to individuals, and recording. Through interviews, the researcher can collect complete information with greater understanding. Documentation is important because the researcher can use it as evidence of collecting data during the research in the field. The instrument of documentation that the researcher used was a mobile phone to record the informants voice, a camera to take pictures, and a notebook and pen to take important notes. All the interviewees were organized by sending an acknowledgment letter to Lautem municipality authority by the research assistant and continued to have a face-to-face meeting in conducting the interview, then all gathered data was sent to the researcher for description. The participation of different stakeholders is elaborated as follows.

Informant is a subject of research that gives information about the phenomenon/problem that the researcher needs during the research. Based on those considerations, the researcher determined the informant lead as shown in table 2:

Table 2 The list of different stakeholders participated in the interview

No	Organization	Number of participants
1	Nino Konis Santana National Park Authority	3
2	Central Government	5
3	Local NGOs	2
4	Church	1
5	Local Tourism Business	3
6	Local Community Leaders	5
7	Lautém Municipality Authority	3
Total		22

The following is the list of interview questions asked to the related stakeholders concerning the research topic.

1. What do you think about tourism in Lautém municipality?
2. What are major issues in visitor management at Lautém?
3. What are the causes for these issues?

How do you evaluate the performance of tourism sector in Lautém?

4. What is your opinion about Lautém tourism resources Example bellow?
 - a. Accessibilities (good, bad, why?)
 - b. Accommodation
 - c. Leadership
 - d. Hospitality
 - e. Amenities
 - f. Financial
 - g. Human Resources
 - h. Collaboration
5. How do you think about cooperation of sectors in Lautém?

How do you evaluate the competency of the agencies involved in

- a. plan for tourism
 - b. policy and decision making
 - c. identifying place
 - d. Politics
6. Are you collaboratively work with other entities or individual in managing the destination?

4.4. Conclusion

This chapter presents a qualitative method of a mixed-method approach for research. Semi-interviews and a focus group discussion are used as an instrument for data collection. The focus groups were conducted through direct conversation between four Timorese government officers residing in Beppu as part of the JDS scholarship program. These government officers are from the Ministry of Tourism, Commerce and Industry, the Ministry of Higher Education, Science and Culture, the Ministry of Education, and the Ministry of State Administration. The interview was conducted semi-structured with different stakeholders such as central government, local government, local NGOs, local tourism businesses, church, and community leaders. The relevant stakeholders asked interview questions regarding the research topic.

Chapter 5

Findings

5.1. Introduction

This chapter reports findings from the research carried out in Lautém Municipality in late 2021. The findings derived from different stakeholders leaders such as Nino Konis Santana National Park Authority, Central Government, Local NGOs, Church, Local Tourism businesses, and Local Community Leaders. Finding from the research are presented in two phases in accordance with the research design: focus group discussion and semi-structured interview with secondary data serving to validate the themes emerged from empirical data.

5.2. Findings from Focus Group Discussion

The discussion was conducted on May 1, 2021, at the researcher resident, from 7 pm until 10 pm in an informal and unstructured manner. Participant in the focus group were the four government officers from Timor-Leste currently residing in Beppu under the JDS scholarship program. The discussion topics and questions were mainly focused on tourism management issues in Lautém Municipality. The following are key points formulated *in* the discussion group as shown in table 3.

Table 3. Summary of the Focus Group Discussion

No	1	2	3	4
Institutions	Ministry of Tourism Commerce and Industry	Ministry of higher Education, Science	Ministry of Education	Ministry state and administration

		and Culture		
Key points	Human capital, service provider, management, the national park of Nino Konis Santana, hunting wildlife, fishing protected biodiversity, forest fires, lack of dissemination on decentralization implementation, lack of infrastructure, human habitation, private sectors involved in the development, integrated policy design, and cooperation.			

5.3. Findings from Stakeholder Interview

The stakeholder involved in the interview included central government, local government, local NGOs, church, local tourism business, Nino Konis Santana National Park authority, and local community leaders. There were 22 participants in total, of which five from central government, three from local government, two from local NGOs, one from church or religious, three from local tourism bossiness, four from Nino Konis Santana National Park authority, and four from a community leader. The following tables and explanation illustrate key points of different stakeholders' perceptions regarding the questions addressed on the issues of stakeholder involvement and collaboration in tourism destination management. The key points found from the interview are the perception of tourism stakeholders about Lautém tourism development, its major issues, and the causes.

The information gathered from stakeholders sharing via semi-structure revealed their personal viewpoint for the future tourism development of Lautém municipality. Based on the six interview questions, this section organized the answers by different stakeholders. Key questions revolt around the following points: opinion about Lautém's tourism development, the major issues in visitor management, causes, the ways of assessing the tourism development in Lautém municipality, viewpoints about accessibility, accommodation, leadership, hospitality, amenities, financial, human

resources, and collaboration, followed by planning and policy, finally addressed a flexible question of the current collaboration.

Different stakeholders recruited for the study included governmental, nongovernmental organization, church, tourism businesses, Nino Konis Santana National Park Authority and community leaders. Two major themes emerged from the interviews. Firstly, all participant agreed on the potential resources of Lautém municipality for tourism development that are: Jaco island, Com beach, flora and fauna, lagoon, traditional, house, rock art of Ilikere-Kere, historical monument of *Api-Kuru*. The percipient then discussed about types of tourism that could potentially develop including natural-based, cultural, historical, and religious tourism. Secondly participant shared their concern on major impediments to tourism development: lack of infrastructure development, transportation, coordination and communication, water and sanitation, the conclusion draw from their discussion pins on challenges for tourism development such as lack of inter-ministerial collaboration, lack of management, lack of skills on using professional on related area, political intervention, lack of understanding on the implementation of the decentralization law and lack of financial support. Key themes from stakeholders' interview are presented in Table 4.1 to 4.7.

5.3.1. Central Governmental

The information gathered from central government are derived from ministry of tourism, Commerce, and Industry, Ministry of State Administration, the institute of development business support, National plan for village development known as PNDS and Ministry of agriculture and fisheries. The key themes are summarized in table 4.1.

Table 4.1. Central Governmental

Tourism Stakeholders	Central Governmental		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Ministry of Tourism Commerce and Industry (MTCI) CG-01	Jaco island, Com beach, flora and fauna, lagoon, traditional house	Lack of facilities: accommodation, transportation.	Lack of inter-ministerial collaboration: Ministry of public works, Ministry of transport and telecommunication, Ministry of Tourism, Ministry of Interior, and ministry of health
Ministry of State Administration CG-02	Decentralization	Lack of dissemination of decentralization law	Lack of understanding on the implementation of decentralization
The Institute of development business support (IADE) CG-03	Image-making	Lack capacity Building	Lack of community understanding of the importance of tourism development.
National plan for village development, PNDS's CG-04	Community based tourism	Lack coordination and communication between central governmental and local government	Political intervention
Ministry of Agriculture and forestry CG-05	National Park of Nino Konis Santana. Naturel Tourism Ecotourism	Lack of Tourism spots	Lack of central gov. attention

5.3.2. Local governmental

The information gathered from local government are derived from the municipal structure: the secretary of Lautém municipal administrator, the head of Lautém sub-districts and the head of Tutuala sub-district. (See Table 4.2)

Table 4.2. Local Governmental

Tourism Stakeholder	Local Governmental		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Secretary of Lautém Municipality LG-01	National Park of Nino Konis Santana, the beauty of the natural landscape	Lack of Infrastructure and tourism mobility	Lack of Funds
Head of Lautém Sub-Districts LG-02	Natural, cultural, historical, and religious	Lack targets identification of tourism for economic benefits	Lack of human resources
Head of Tututala sub- district LG-03	Has potential for tourism development	Infrastructure	Lack of Human resource

5.3.3. Local NGOs

The information gathered from local NGOs are derived from *Organização Suporta Sociedade* (OCS) and Haburas foundation as showed in Table 4.3.

Table 4.3. Local NGOs

Tourism Stakeholders	Local NGOs		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Organização Comunitária (OC) LNGO-01	Jaco Island, Unique birds	Less attention for central government	Lack of tourism management mobility
Haburas Foundation LNGO-02	National Park of Nino Konis Santana	Lack of action planning	Lack of professional utilization

5.3.4. Religious Leaders

The information gathered from religious part are derived from one of the churches located in Lautém sub-district called *Paroquia Cristo Liurai de Lautém* is in Table 4.4.

Table 4.4. Religious Group

Tourism Stakeholders	Religious		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Parokia Kristu Liurai Lautém R-01	Historical Monument of Api-kuru	Tourism facilities and infrastructure	Lack of Financial support

5.3.5. Local Tourism Business

Information gathered from local tourism business are derived from catty guest house in Com village, Tutuala fishing group and Walu-Sere cooperative in Tutuala village. (see Table 4.4).

Table 4.5. Local Tourism Business

Tourism Stakeholders	Local Tourism Business		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Catty Guest House LTB-01	Well organized, support from the central government and international organization	Water and Sanitation	Lack of development in water and sanitation from the central government
Tutuala fishing group LTB-03	Jaco island	Potable water, accommodation, language, telecommunication, hospitality	Lack gov. attention on water sanitation and capacity building

Walu-Sere Cooperative LTB-03	Rock art of Ilikere-kere	Public toilet, sanitation, and telecommunication	Lack of cooperation
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5.3.6. Nino Konis Santana National Park Authority

The information gathered from Nino Konis Santana National Park authority are derived from one of the national directorates at ministry of agriculture and fisheries, park ranger of Tutuala, Muapitine and Mehara village (as showed in Table 4.6).

Table 4.6. Nino Konis Santana National Park Authority

Tourism Stakeholders	Nino Konis Santana National Park Authority		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Ministry of Agriculture and forestry NKSNPA-01	National Park of Nino Konis santan. Naturel Tourism Ecotourism	Lack of Tourism spots	Lack of central gov. attention
Park ranger of Tututala Village NKSNPA-02	Potential for tourism development	Lack of infrastructure and tourism mobility	Lack of Government attention in terms financial support.
Park ranger of Muapitine Village NKSNPA-03	National Park of Nino konis Santana, natural resources	Lack of infrastructure and tourism mobility	Lack of Government attention in terms annual action plan
Parke ranger of Mehara village NKSNPA-04	Natural and cultural potentiality	Lack of infrastructure and tourism facilities	Lack of collaboration

5.3.7. Community Leaders

Information gathered from community leaders are derived from the chief of Com, Lohomatu, Muapitine, Poros and Tutuala villages (Table 4.7).

Table 4.7. Community Leaders

Tourism Stakeholders	Community Leaders		
	Theme		
	Notion for Lautém's Tourism Development	Major issues	Causes
Chief of Com Village CL-01	Com Beach, National Park of Nino Konis Santana, Ecotourism, Natura-based tourism, cultural tourism, religious tourism.	Lack of infrastructure	Lack of central gov. attention
Chief of Lohomatu Village CL-02	Involvement of Local Community, government attention, Preservation of cultural heritage,	Lack of development in tourism sector	Lack of annual action plan
Chief of Muapitine village CL-03	Natural, cultural, and religious tourism	Lack of tourism development spots	Lack of financial support, human resources
Chief of sub-village Poros CL-04	Natural, cultural, and religious tourism.	Lack of Accessibility and telecommunication	Lack of investment from tourism sector.
Chief of Village Tutuala CL-05	Natural and cultural resources	Minimum development of tourism facilities	Lack of collaboration, financial support

5.4. Stakeholders Collaboration in Various Fronts

Basic Infrastructure and Services

The Ministry of Tourism also has revitalized historical heritage such as the Portuguese fort in Lautém and continue to build a tourist information center in Lautém municipality. The showcase of the tourism sector online and offline is also necessary to show the world that Timor-Leste has many tourism potentials that need to develop to attract more tourists to come to visit. The following is the interviewee's affirmation from the Ministry of Tourism Commerce and Industry concerning the tourism infrastructure development.

“Lack of inter-ministerial collaboration: Ministry of public works, Ministry of transport and telecommunication, Ministry of Tourism, Ministry of Interior, and ministry of health as result Lack of facilities: accommodation, transportation that could facilitate tourism development. Once the tourism infrastructure has been developed government need to continuously support the promotion and marketing by maximizing online media platforms such as a website or social media network” (CG-01 Thursday, Dec 02, 2021)

Therefore, the collaboration between all stakeholders and municipality authorities should create a coordination link to accept whoever has the initiative to develop the tourism sector in Lautém municipality such as increasing quality tourism central government to work collaboratively with different stakeholders to invest more key tourism infrastructure investment, increase community involvement and development, *via* inclusive in terms of its management that involve all stakeholders.

Based on an interview with the central government the State Ministry of administration will apply a new plan, according to decree-law No. 3-2016. It will assess the minimum condition in every municipality according to the competence of central government delegates, such as education, health, agriculture, food safety, including the tourism sector. All plans are already delivered to the local level. However, they have not been implemented due to the limitation of the following vital aspects such as human resources and financial aspects. Due to those problems, including political problems that the government still faces, they hope that the next government will implement those plans successfully.

Decentralization of Decision-Making

The establishment of decree-law No. 3/2016 stated that the government would change an administrative structure into local-level structures by applying decentralization. The decentralization was based on the responsibility, supervision, and control over territorial administration implementation of the decentralization, the national government delegate its administrative services and competent to each municipality authority to carry out administrative duty still get full support from the central government based on the competencies that delegated to the municipal level based on the constitutional which state recognizes the principle of sharing public administration power to the local level. Therefore, the competence that the central government delegates to the local level include the tourism sector. However, the information gathered through interviews affirmed that:

“Municipalities still lack understanding of the implementation of decentralization, it happened due to a lack of dissemination law on the issue of decentralization” (CG-02, Friday, Dec 10, 2021)

Supporting Tourism Development

Viewing the tourism industry that considers one of the major sectors contributing to economic growth. Several studies have shown that the tourism industry contributes to global Gross Domestic Product (GDP), provides job opportunities, and tackles unemployment. Due to its essential and positive economic impacts via the consumption of domestic goods and services, the tourism industry has gained massive attention from many countries to attract more tourists. Therefore, the dissemination of the law on the implementation should be maximized in the annual action plan to address the issue of

local government understanding regarding the responsibility assigned based on the law established for decentralization.

The Institute of Development Business Support (IADE) is a Government Institute that is legally established based on Law no. 4 / 2005 on June 7 and National investment Decree-Law no. 5 / 2005 on July 27 about the creation of IADE. The IADE started working in January 2006 from the 4th Constitutional Government and Law n. 24/2009, July 4, which approves the IADE Statute which defines the level of competence of promotion, capacity-building, monitoring, and coordinating the development of the national and private sectors, such as micro, small, and medium-sized, we have found that most micro ones, whose activity runs to the industries, run mostly for Agriculture, small shops, selling clothes, as compared to Indonesia small businesses but the scale is large, for example, in shoes manufacturing. Another of the IADE's tasks is to identify its clients or beneficiaries to provide training or training to understand how they do business. For example, clients lack accountability, marketing, and marketing, so the IADE will provide capacity building or training on these areas. IADE also conducts monitoring of clients that during their training they have an impact on their activities, but after the training they still have difficulties, IADE can provide consultation for them to access existing programs. There have been training sessions in several sectors: tourism, industry, commerce, agriculture, and horticulture, but most agriculture, such as livestock breeding and plantation of vegetables, is depending on negotiators.

After the training, clients will be awarded certificates of BIN and KIN. BIN means: looking for business ideas that clients sometimes have business skills, so after training, they can better analyze them in a short time (such as strength, opportunity, weaknesses, threatening) SWOT. The training took place for 3 days so that they could decide on the best business idea and attend the event. Starting our business, this training is learning how

to prepare a business plan. After this training, clients may want to present to other institutions or organizations, depending on the clients. Although several programs have been conducted in terms of capacity building, however through the interview conducted affirmed that:

“The major problem is still lack capacity, as result community lack of understanding of the importance of tourism development” (CG-03, Monday, Dec 13, 2021)

Viewing the perception above and reflecting on the theories developed in this research it is critical of enhancing the local community’s understanding of the importance of tourism development through capacity building.

Moreover, conducting an interview with the National Program for village development or *Programa Nasional Dezenvolvimentu Suku (PNDS)* which oversees the implementation of the PNDS program such as developing and providing potable water, electricity, and telecommunication network and formation and capacity building in the local communities, with the aim of answering the communities’ needs.

This year, PNDS also implemented the UKL project (projects *Uma ba Kbiit Laek*), or housing for vulnerability in Lautém municipality, which is now still running. This means that the PNDS can give maximum support to the development of the Lautém municipality. The cooperation and coordination between the relevant ministries and local communities running the tourism business are performing well. The reason is that the tourism ministry also gives training to the local communities about how to guide tourists in a tourist destination professionally. The following is the perception affirmed.

“In my point of view, the Lautém should develop community-based tourism, however, the major problem is the lack of coordination and communication

between central governmental and local government, it happened due to the political intervention” (CG-04, Monday, Dec 13, 2021).

In this vein, it is important for the central government to think about the models of stakeholders’ involvement and collaboration in tourism destination management within policy and annual action plans.

Utilization of Resource for Development

Furthermore, conducting an interview with the Ministry of Agriculture and forestry which is responsible for protected areas including the National Park Nino Konis Santana National Park and 46 protected areas consisting of which 44 such as in Laga-Bacucau, Maubara in Liquica, and Modomahu lake and two others in Batugade-Bobonaro and one is in Atauro, in Maumeta village. Among these 46 there are two parts of the National Parks such as the Nino Konis Santana National Park in Lautém, and Kay Rala Xanana Gusmao park Mt. Kablaki in the Same municipality. Overall, this national directorate has three departments such as the department of areas of forest guards, and the department of forest conservation of protected areas department of natural Tourism development. Their main responsibilities are encouraging communities to avoid burning, unable to cut down, farming, and others to control the loose woodcutters.

Following is the perception gathered from the ministry of agriculture and forestry. He affirmed that:

“Lautém municipality has potential for tourism development because it has potential such National Park of Nino Konis Santana which may be useful for the development of Natural Tourism and Ecotourism, however, the major problem is lack of development of tourism spot, it happened due to lack of government attention” (CG-05, Monday, Dec 06, 2021).

This perception provides an important point for the central government to create an effective collaboration by involving different stakeholders for tourism development in Lautém municipality for growth, progress, and positive changes, such as improving quality of life and creating better conditions.

Lautém municipality has several potentials for tourism, such as natural, cultural, historical, and religious tourism. Due to that attraction of tourism potential, many tourists are interested in visiting and experiencing new destinations, lifestyles, and languages. According to statistics Asia Foundation, in 2014, 43% (305) of 710 international tourists visited Lautém Municipality, especially Com village (Asia Foundation 2014). This number of visitors or tourists positively impacted the community who lived around the area of Com Village. Despite Lautém having many tourism potentials until now, it has not been developed yet. The inter-ministerial parties have not paid attention to the development of the tourism sector. It needs to grow further because it can increase economic income and give good benefits and contributions to the country. Several tourist destinations need to improve further. The government needs to notice and support the private parties keen on improving the tourism areas.

Following is the statement of the Lautém municipal authority for the development of tourism sectors:

“National Park of Nino Konis Santana, the beauty of the natural landscape is potential of this municipality, however, the major issue in this particular municipality is lack of Infrastructure and tourism mobility because of lack of financial support from central government” (LG-01, Tuesday, Nov 23, 2021).

“Natural, cultural, historical, and religious are potential for tourism development, however, still Lack of targets identification of tourism for economic benefits, it happened duet to Lack of Human resource (LG-02, Thursday, Nov 25, 2021).

“Has potential for tourism development, but still lack of Infrastructure development because Lack of Human resources” (LG-03, Monday, Nov 22, 2021).

Therefore, Lautém municipality nowadays requires developing its facilities and supporting infrastructures to improve it as a tourist destination, but it is important for the central government to disseminate the information on the implementation of decentralization law and models of the tourism development approach.

Development of Human Resources

In Lautém municipality, human resources are prepared and sufficient to contribute to tourism development. It will be organized through a human resource with an intellectual capacity to manage. Some problems are impeded because the government does not create a good policy to provide more job opportunities and tackle unemployment.

Some of the programs have undertaken, for example in the 4th constitutional government, the Ministry of Tourism Trade, and Industry of Timor-Leste (MTCI) has financially supported the community to further contribute to community-based tourism, especially in Tutuala and Com. It realized based on the community proposal to build the accommodation for visitors or travelers.

Furthermore, Non-Governmental Organization (NGO) Haburas Foundation also provides maximum financial aid support to the local community. It supports the capacity building of the local community that still lacks knowledge on how to prepare and build

accommodation for the visitors. Haburas Foundation also performs a program on creating campaigns that will help increase profit for the local community.

The tourism sector in Lautém municipality is not adequately organized due to the shortage of investment initiatives from the public sector both by the National and the local government, mainly in the tourism sector. It drives inadequate resources to develop the sector. Some local communities have initiatives to develop tourism destinations but still receive mediocre attention for receiving investments. The investment in the tourism area may be in the form of infrastructure, supporting facilities, accommodation, and human resources.

The government plans to develop the tourism sector in several places, such as in Com, Tutuala, and Loré. However, it is still developing because the accessibility of the road to Loré is more dangerous than in other villages. One of the crucial things that the population need and the government should fix is the infrastructure such as roads, potable water, electricity, telecommunication network, bridges, and other supporting facilities. However, the main point that the community needs as a priority is road fixtures since the road condition in Lospalos town to Loré village is dangerous. Nowadays, even though the road is terrible, some international tourists, including domestic tourists, always go there to spend their holiday. It is one of the main tourist destinations that need to develop to increase the number of tourists. In addition, infrastructure is also one of the most critical components for the development of several sectors such as the economy, society, and culture. Those elements are the set of basic facilities and systems that support the sustainable development of tourist destinations. The community has the initiative to develop community-based tourism. Nevertheless, various items are still lacking, such as infrastructure and facilities. Even though the government already supports it, they have not paid enough attention to contributing to the community. Nowadays, Timor-Leste still

focuses on oil and gas production. However, logically, oil and gas will run dry, but tourism will always benefit the country's development.

Following are the perception of local NGOs gathered from the interview.

“In my point of view Jaco Island, Unique birds are a potential tourist attraction, but less attention from the central government as a consequence lack of tourism management mobility”, (LNGO-01, Tuesday, Nov 22, 2021).

“National Park of Nino Konis Santana, Lack of action planning, Lack of professional utilization LNGO-02, Monday, Dec 22, 2021).

Viewing the perception above the initiative to develop community-based tourism should involve and collaborate with local communities, local NGOs, or relevant ministries on attending to local and international programs. It will be enhancing stakeholder involvement and collaboration in terms of image creation.

5.5. Destination Management Issues

(1) Managing sacred sites

Religious tourism is the potential tourism product that encourages people to connect with God. The activities of religious tourism potential that people usually do by praying and making a pilgrimage to religious tourism destinations. Historically the Church is strongly influenced in Timor-Leste as it significantly takes part in the country's struggle for National Liberation during the Indonesian occupation. Following are religious sites in Lautém municipality, the attractive religious tourism such the monument of Apikuru, Aca Aca koton kota golgota in Com village, Lautém sub-district, and cave of virgin merry in Loré village of Lospalos sub-districts.

The Monument of Apikuru in Lautém

The monument of Apikuru located in Lautém municipality was built on 25th September 2009. This monument was built to commemorate the tragedy of 25th September 1999; the Indonesian military (TNI) killed eight (8) religious people that were tripping to Lospalos with the intention of the humanitarian service of CD Bethesda (One religious organization based in German) doing the charitable action to help the refugees in Lautém municipality. Following are the list of victims:

1. Mother Herminia Cazziniga (Italia)
2. Mother Celeste de Carvalho (Viqueque)
3. Deacon Jacinto
4. Seminarian Fernando (Luro)
5. Seminarian Valerio (Lospalos)
6. Journalist Agus (Indonesia)
7. Nurse Titi Sandora (Lautém)
8. Acolyte Rudi Cristovao Barreto (Baucau)



Picture 1The Historical Monument of Api-Kuru. Documented: Natalia

Aca Koton Kota Golgota.

Aca Koton Kota Golgota is located in Loho-Matu Sub-village, Com village, Lautém administrative post. The owner of the place is Mr. Damacio da Costa. Aca Koton Kota Golgota potential potential of cultural, natural, historical, and religious tourism because the place has a lot of different colors of the monkey that may attract the tourist. According to history, those monkeys appeared directly in the past, so he decided to rear those monkeys and made the decision to stay permanently in that place with his family from 2015 to taking care of all those monkeys. Aca Koton Kota Golgota also takes a part in cultural tourism potential because it showcases relics of the past, for example, a traditional long sword, spear, trap, and other relics. Religious tourism potential also includes because they have a religious site and usually attend the mass that is led by Mr. Damacio da Costa every Sunday with Fataluku dialect in that place. Overall, Aca Koton Kota Golgota also has a natural tourism potential because of its amazing views of nature cultural tourism potential.



Figure 2 Aca Koton Kota Golgota. Documented: Natalicia

The Cave of the Virgin Mary

Virgin Mary Cave is in the Sub-village of Titilari, Loré1 Village, Lospalos administrative post, Lautém municipality. The Virgin Mary statue appeared from inside the cave in the past, but most people of Loré 1 village didn't know yet. The communities have plan to invite the priest to give blessing soon. Even though Lautém Municipality has many Tourisms potential attractions, it has not been developed yet because of problems such as, facilities, infrastructure, and access to the tourist destination. That's why the facilities and infrastructure is the most important factor that can contribute to the development of the destination.



**Picture 3 The Cave of Virgin Merry in Loré Village.
Documented: Natalia**

The following is the perception of religion gathered from the interview:

“In my point of view Lautém has potential resources for religious tourism, however lack of tourism facilities and infrastructure development become a major problem due to lack of financial support for the government, R-01 Thursday, Nov 25, 2021).”

(2) Managing Nature-based Sites

Followed by conducting interviews with The Nino Konis Santana National Park authority, this park was established on 15 August 2007. It covers 1,236 square kilometers. The park is linked to important bird areas such as Loré, Mount Paitchau, Lake Ira Lalaro, and Jaco Island. The park also includes 556 square kilometers (215 sq mi) of the Coral Triangle, an underwater area that supposedly contains the world's greatest diversity of both coral and coral reef fish.

Furthermore, this national park's designation is of enormous cultural significance with many sacred sites located within the boundary. Limestone caves, some with ancient rock art are good examples. The following are the affirmation gathered through the interview:

“The National Park of Nino Konis Santana has potential for nature tourism and ecotourism, however the tourism has not developed yet, due to lack of central government attention on tourist spots development” (NKSnpA-01, Monday, Dec 06, 2021).

“Potential for tourism, but nowadays still lack infrastructure and tourism mobility, due to lack attention by Government in terms of financial support” (NKSnpA-02, Wednesday, Dec 25, 2021).

“Potential for tourism National Park of Nino Koni Santana, natural resources but still Lack of infrastructure and tourism mobility, Lack of Government attention in terms annual action plan” (NKSnpA-03, Tuesday, Nov 25, 2021).

“Natural and cultural potentiality, but still Lack of infrastructure and tourism facilities due to Lack of collaboration” (NKSNTA-04, Wednesday, Nov 24, 2021).

Viewing the perception of the Nino Konis Santana National Park authority it is important to have good coordination to develop properly in the future. The ministry of Tourism need to create good conditions in tourism destinations. Ministry of public works needs to develop the infrastructure and facilities. The ministry of State administration is responsible for human resources distribution. It will be significant in promoting and managing tourism resources in Lospalos municipality.

(3) Managing Tourism Service Provision

Followed by conducting interviews with local tourism businesses, and fishing group associations the accommodations service provider include the restaurants build those are necessary to be built accommodations, the Local communities get support from community tourism projects, such as the international organization USAID and Non-Governmental Organization (NGO). The support is in terms of financial and capacity building.

Following are the affirmation of the local tourism business through the interview:

“In my point of view, the tourism development in Lautém is well organized because we get support from the central government and international organization, however, the major problem we face is lack of development in water and sanitation, it happened because of less attention from central government” (LTB-01, Thursday, Dec 25, 2021).

“Jaco island is one the potential for tourism, however Potable water, accommodation, language, telecommunication, hospitality is some of the condition need to highlight before, this still becomes challenges because of Lack of government attention on capacity building” (LTB-02, Thursday, Dec 25, 2021).

“The Rock art of Ilikere-kere in Tutuala post administrative potential for tourism attraction, however, public toilet, sanitation, and telecommunication still become a major problem due to Lack of cooperation (LTB-02, Thursday, Dec 25, 2021).

Due to the perception above local tourism business owners have a strong motivation to expand their business to support tourism development in the municipality but local governments first need to invest in the basic infrastructure such as roads, water, and sanitation to support the business, therefore maximizing cooperation and collaboration between municipality authority, stakeholders and local communities that run a tourism business is very crucial.

(4) The Key Role of Community Leader in Uniting Sites, Resources and Services

Finally, conduct interviews with community leaders in Lautém municipality. Following are affirmations of different community leaders.

“Com Beach, National Park of Nino Konis Santana are potential for Ecotourism and Natura-based tourism, cultural tourism, and religious tourism, but there is a lack of infrastructure development due to lack of central government attention”, (CL-01, Thursday, Nov 25, 2021).

“Involvement of local community, government attention, preservation of cultural heritage is needed, as a result there is a lack of development in the

tourism sector because lack of annual action plan”, (CL-02, Thursday, Nov 25, 2021).

“Natural, cultural, and religious tourism is the Lautém tourism development, but lack of tourism development spots due to a lack of financial support, and human resources”, (CL-03, Thursday, Nov 25, 2021).

“Natural, cultural, and religious tourism is potential for Lautém but still lacks accessibility and telecommunication, due to lack of investment from the tourism sector” (CL-04, Thursday, Nov 25, 2021).

“Natural and cultural resources can be become tourism attraction, but still have minimum development of tourism facilities due to lack of collaboration financial support” (CL-05, Wednesday, Nov 24, 2021)

Community leader is usually a person recognized by both traditional and local government as a person who has influence in any decision. Their legal status and responsibilities are complicated, but community leader essentially operates at the interface of customary governance norms that are still embraced by communities, as well as carrying important responsibilities delegated by the state. Therefore, in the tourism sector, it is important to involve local leaders who can play an important role in tourism resource utilization and management including influencing community participation in tourism-related activities. The natural tourism potential has taken a part in Nacional Park of Nino Konis Santana which will secure and preserve by the direction of the National Park. Meanwhile, tourism sectors in Lautém Municipality are not organized due to lack of facilities and infrastructure development that is required to access every tourist destination. That is why to develop the tourism sector, we need to prepare favorable

conditions for the tourist to feel more comfortable to attract more visitors to come to the tourist destination to make the investment and give a benefit to the local community.

5.6. Towards a Framework of Lautém Municipality Stakeholders Collaboration in Destination Management

In Lautém tourism stakeholder participation, the government should optimize the involvement and collaboration in tourist destination management. It will lead to sustainable development of tourism destinations.



Figure 4 Lautém Stakeholder collaboration procedures, Source: Author compilation

The following are the roles of each stakeholder that should consider for the involvement and collaboration of stakeholders in tourism destination

- Government should collaborate with different stakeholders for the development of Lautem tourism, particularly providing an opportunity for the private sector to lead operations. Practically involvement in the planning, promotion, and management of tourism are highlighted as important.
- Local governments have a crucial role in creating the context and stimulating actions to ensure more sustainable tourism. Governments should provide an environment that encourages the private sector, local community, tourists, and other stakeholders to respond to sustainability issues. The provision and maintenance of infrastructure and facilities by local governments can influence the image and attractiveness, this help in overcoming challenges in relation to the management issues of tourism destination.
- NGOs should play a critical role in raising tourism awareness as well as criticizing government tourism policies, furthermore, assessing the issues that occurred within the community as a result of tourism development.
- A religious organization should help tourism to promote the spiritual values of the sites: for example, The monument of Api-Kuru in Lautem, the Aca Koton Golgota in Com Village, and the cave of Virgin Merry in Lore village in order for the visitor to meet the spiritual and religious needs.
- Businesses in the tourism industry play a leading role in determining the behavior of visitors to their establishments and destinations. Governmental organizations, businesses, and non-profit organizations must work together to promote destination marketing because they add value to tourists' experiences. Creating niche markets in the tourism industry is critical for diversifying the future economic growth of local destinations, which should include not just one but several attractions. Businesses must specialize in specific products and services to increase the region's competitive advantage, as a result, providing capacity building, disseminating the decentralization

law, and financial support are important matters that need to be put into account for the development of Lautem tourism.

- National parks play an essential role in the lives of the people who live in them. It is crucial to provide the opportunity for parks rangers to share some socio-cultural and environmental aspects.
- The role of community leaders is critical in the initial project, it is essential to accumulate ideas and share information with them. Provide them an opportunity to share information related to the obstacles, for example, the lack of government attention which is considered as major issue for Lautem tourism development. Furthermore, it will lead to rise the community awareness and enhance the sense of belonging to the community.

5.7. Conclusion

This chapter presents information about finding and results from the data source, such as focus group discussions and interviews with different stakeholders. The issues of stakeholder collaboration in destination management were discovered through focus group discussion that brought out major issues, such as human capital, service provider, management, illegal hunting and fishing, human habitation, and private sector involvement. And the key themes gathered from an interview with different stakeholders are the perception of Lautém municipality tourism development, major issues, and causes. The information stakeholders are organized into two categories. First stakeholder collaboration is critical in the development of infrastructure and service, decision-making, tourism development priority and human resources. The key themes in relation to destination management including managing sacred and nature-based sites, managing

services and the role of community leaders. The findings are then integrated into a framework that provides insight layers of destination management.

Chapter 6

Discussion, Policy Implication, Limitation and Future Research

6.1. Introduction

This chapter presents a discussion of findings by clarifying the terminology of “involvement” and “collaboration” and several policy implications. Finally, presents the limitation and future research. It is acknowledged that some secondary data might be considered biased even though the writer has tried to collect secondary data about stakeholders, collaboration, sustainable tourism, and tourism development in developing countries. However, future research can also focus on stakeholder involvement in tourism policy decision-making and planning to make comparisons between stakeholders in collaboration and stakeholder engagement in other areas.

6.2. Discussion of Findings

Stakeholder involvement and collaboration in tourism destination management are essential. Individuals or groups of people can be considered a stakeholder. The terminology of “involvement” refers to facts of participation and “collaboration” refers to the action of working together. These two terminologies are easier to conceive than implement into practice. Lack of human capital, service provider, management, illegal hunting wildlife, illegal fishing protected biodiversity, forest fires, lack of dissemination on decentralization implementation, lack of infrastructure, human habitation, private sectors involved in the development, integrated policy design, and cooperation are major issues identified from group discussion and potentiality, major issues and its causes are themes identified through interview with different stakeholder: central government, local

government, local business, church, the national park of Nino Koni Santana authority, and community leaders.

The following are research questions:

R.Q. 1 What are the current situations of destination management in major tourist spots in Lautém Municipality?

Despite the potential of being a desirable destination to enjoy exquisite sceneries, maritime tourism, and religious tourism, such as Jaco island, Com beach, flora, and fauna, lagoon, traditional house, rock art of Ilikere-Kere, historical monument, the Aca Koton Kota Golgota, the cave of the virgin merry, and others, Lautém has been suffering from several setbacks that hinder it from reaching its full potential for tourism development. Lack of infrastructure development, management, collaboration, distribution of human resources, understanding of the implementation of decentralization, coordination, political intervention, and financial support are major issues identified through interviews with different stakeholders. All are current situations of destination management in major tourist spots in Lautém Municipality, that were identified through group discussion and interviews with different stakeholders.

These major challenges are due to a lack of inter-ministerial collaboration, lack of dissemination of decentralization law, political intervention, lack of human resources, and lack of financial support as a result, the development of tourism destinations of Lautém municipality is unable to maximize. In other words, lack of accessibility, telecommunication, and other tourism facilities.

R.Q. 2 To what extent are stakeholders involved in decision-making towards destination management?

Generally, the stakeholder involvement in decision-making toward destination management in Lautém municipality is not well connected to one another, this can be noted from a different point of view gathered from interviews with different stakeholders. The decision mostly derived from the central government, even though the implementation of decentralization has been discussed for almost six years.

The structure of different stakeholders is well established, ranging from the national to the local level. The sequence of the structure is clear. However, the involvement in decision-making is not clear. It means the top-down decision, whereas all in terms of actions planning, financial and others supports for the development is decided by the central government, even though some of the roles have been decentralized. The major issue to involve stakeholders in Lautém municipality is a lack of understanding of their role, in other words, the position assigned depends on the political will, this issue happens due to the lack of dissemination of the decentralization law and political intervention.

R.Q. 3 To what extent are stakeholders involved in service provision for tourists?

The stakeholder involvement in service provision for tourism has been adapting community-based tourism. It can be seen through the Ministry of Tourism, Commerce, and Industry (MTCI) - National Directorate of Enterprises Activity and Touristic Product supports, and other related ministries for cultural and environmental protection. In terms of service provision, the local community gets support from government and national and international non-government organizations, the support is in terms of financial and capacity building. These can be seen from the establishment of local tourism businesses, such as Catty guest house in Com village getting support from the central government and the international organization of USAID, and the *Koperativa Walu-sere* or Walu-Sere cooperative getting support from the national NGO of Haburas foundation. Even though

these two local tourism business gets support from the central government and national and international organizations, it also has some other local community that provides accommodation without any support. The major issues in relation to the service providers are lack of potable water, accommodation, restaurants, language barrier, telecommunication, and hospitality.

R.Q. 4 How do stakeholders collaborate in management destinations?

Looking to the stakeholder involvement in decision making and service provision depicted above shows that the real action of working together is not effective, which means very slow in terms of collaboration.

This situation can be seen from the opinion shared via semi-structured interviews conducted with different stakeholders about major issues: lack of facilities accommodation and transportation, less attention from government, lack of annual action plan, lack of dissemination law on the implementation of decentralization law, lack of capacity building, lack of coordination and communication, lack of development of tourism spots, lack of infrastructure and tourism mobility, lack of accessibility and telecommunication, lack of water and sanitation, and lack of language skills. These major issues become a major challenge to tourism development in Lautém municipality due to a lack of inter-ministerial cooperation: ministry of public work, ministry of transport and telecommunication, ministry of tourism commerce and industry, ministry of interior and ministry of health, lack of management of tourism mobility, lack of professional utilization, lack of understanding the implementation of decentralization law, lack of financial support and lack of collaboration. Therefore, it is important for Lautém municipality tourism development stakeholders to highlight some important points of

stakeholder collaboration, such as the establishment of formal discussion, use inclusive product development, dialog, promote active participation and sharing.

This can be undertaken by using different models such as an integrated strategic approach, e-information strategic approach, e-participative strategic approach, participative strategic approach, bottom-up stakeholders' approach, multi-stakeholder governance approach, and the small-scale perspective approach.

6.3. Policy Implications

Based on the findings discovered in this research, the writer found valuable insights from answering the research questions. Therefore, this research recommends several policy implications that can be applied to ameliorate the current tourism conditions in Lautém Municipality as follows:

1. Proper infrastructure such as road connections, electricity, potable water, and telecommunications are the basis to support the development of Lautém's tourism sector, to lure more tourists, and to give the utmost comfort for tourists visiting in the area.
2. Tourism subsidies can contribute to increase the number of tourists coming to the area. It can be in a form of cheaper transport fares, tour packages, and other initiatives.
3. The researcher has discovered that the local NGOs are capable to manage the tourism sites and its potentials. Therefore, they need financial support or investments from either the public or private sector to keep them fully operating and grow.

4. A positive aspect about Lautém is being located near the ocean and having maritime tourism potential where we can explore community-based tourism that involves the local fishermen and their support system.
5. To introduce Lautém not only domestically but also globally, the stakeholders can make use of digital platforms and media to showcase and create campaigns to invite tourists to the municipality.
6. Lastly, ‘on the job training’ for vocational students in Lautém can introduce the trainees about Lautém and its tourism sector. However, to make the training process more meaningful and impactful, professional trainers from hospitality or hotel/resort general managers can be invited to educate them.

6.4. Limitation and Future Research

This research has certain limitations. First, secondary data is obtained in the literature such as reports, journal publications, and books as well as several sources on the internet that relate to stakeholder involvement in the tourism destination management. There is a possibility that some sources can be considered biased even though the writer has tried to collect secondary data about stakeholders, collaboration, sustainable tourism, and tourism development in developing countries. Second, the interview data collection was not carried out directly in the field due to the COVID-19 pandemic, so the interview was conducted online. In the interview the writer got several answers that were not related to stakeholders, collaboration, and tourism destinations so to represent all interviews the author used content analysis to analyze the constraints and problems that is faced by tourism industry in Lautém municipality. Third, the studies were only conducted in the

municipality of Lautém, Timor Leste, and focused on stakeholders' involvement in tourism destinations and collaboration among stakeholders.

Future research can also focus on stakeholder involvement in tourism policy decision-making and planning to make comparison between stakeholders in collaboration and stakeholder engagement which need to be done by an in-depth interview or another method. The most important suggestion is to find out how effective of collaboration between stakeholders is in collaborating to develop tourism destinations in Timor Leste, particularly in the municipality of Lautém.

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Appendices

Appendix 1 : Interview Questions

Below is a list of questions asked to the related stakeholders concerning the research topic.

1. What do you think about tourism in Lautém municipality?
2. What are major issues in visitor management at Lautém?
3. What are the causes for these issues?
How do you evaluate the performance of tourism sector in Lautém?
4. What is your opinion about Lautém tourism resources Example bellow?
 - i. Accessibilities (good, bad, why?)
 - j. Accommodation
 - k. Leadership
 - l. Hospitality
 - m. Amenities
 - n. Financial
 - o. Human Resources
 - p. Collaboration
5. How do you think about the cooperation of sectors in Lautém?
How do you evaluate the competency of the agencies involved in
 - e. plan for tourism
 - f. policy and decision making
 - g. identifying place
 - h. Politics
6. Are you collaboratively work with other entities or individual in managing the destination?

TRANSCRIPT OF DATA COLLECTION IN LAUTÉM MUNICIPALITY

No	Profession	Sub-Total
1.	Lautém Municipality Authority	3
2.	Community Local Leaders	5
3.	Nino Konis Santana National Park Authority	3
4.	Church	1
5.	Local Tourism Business	3
6.	Local NGOs	2
7.	Central Government	5
Total		22

Appendix 2: Interview transcription

1. **Name** : Agostinho Soares
Position : Technical Assistant of Ministry of Tourism Commerce and Industry (MTCI)
Date and Time : Thursday, Dec 02, 2021, at 14:30 TLS Time.

Generally, Tourism in Lautém Municipality is an important point that the Government needs to prioritize because Lautém Municipality has many tourism potentials and beauty such as Jaco island, com beach, flora and fauna, lagoon, traditional house, and so on, which is more likely to be the potential for tourism of other municipalities. On the other hand, the Tourism in Lautém Municipality is currently, some problems impede the development of destination Tourism because of still fewer facilities, infrastructure, accommodation, public transportation, etc. Since no maximum attention has been given by the inter-ministerial Government such as the Ministry of Public Works, Transport and Communications, Ministry of Tourism, Security, Ministry of Interior, and Ministry of Health need to work together to coordinate the development of the Tourism sector in Lautém Municipality. The ministry of tourism, commerce, and industry (MTCI) has a Plan for Tourism development and is, therefore, from MTCI, especially the Vice Minister of Tourism and culture, and plans to develop community-based tourism. On 4th Constitutional Government, MTCI has already supported communities such as: providing funding for community-based Tourism to the communities which take part in the Tourism destination in Walu-Sere, Jaco island, and Com village at that time, the Ministry of Tourism gave funds to the community whose has submitted its proposal to build the housing as a guest house that they now have created to offer to the existing visitors. MTCI's less participation in Tourism activity in the Municipality of Lautém because of the COVID-19 pandemic, which affects the world, and the government decreed the State of emergency to apply mandatory confinement.

2. **Name** :
Position : General Director of Ministry of State Administration
Date and Time : Friday, Dec 10, 2021, at 14:45 TLS Time.

The Decentralization process emulates in constitutional terms the state's recognition and respect for the principle of shared government power within the local areas. Article 72 constitutes how this process is managed collectively to express in response to Constitutional practices, a government has begun with a program of local involvement from 1st mandatory of governments. The Secretary of State for Administrative Reform said that all processes are pilot how we are preparative to achieve the practice of administrative decentralization. The first amendment to Decree-Law no. 9 / 2016 was amended in 2018. After 2019 we received amendments to Decree-Law no. 54 / 2020 of 28 October. With the establishment of a Decree-Law no 3rd. 2016, the Government will want to improve its administrative standards at the local level. a Decree-Law no 3rd 2016 at preamble encompasses three pilot administrative stages:

Territorial Administrative Decentralization: states that National Government has delegated its administrative decentralization competencies to each Municipality and the

Municipal Authority to carry out its own administrative services, they are organizing and able to respond to their own problems but continue to be supported by National ministerial technicians / Central Government in accordance with the competencies given by the Ministry to the Municipal level. The process went well, and we observe that to establish competencies in October 2017 is intended to enter the first phase to give them Authority to carry out themselves in 2017 and to perform several administrative functions, rather than the Government did not begin their activities at that time because there was a political factor that prevented the program from taking place. Subsequently, because 2017 we still suffer political situations that do not allow the Government to carry out this order, as delegation has full competence and optimize as set out in the Decree-Law. Since 2019 the resolution of 11, 2019 was established that in 2021 we conducted the first phase of the election but what was done in 2020 confronted with the COVID-19 pandemic. So, the 2020 activity can be said that totally paused also in 2018 suffer from the duodecimal budget for annual implementation has limited priorities been planned. Resolution 11 / 2019 provides that the first phase of 2022 cannot be carried out because of the current situation. Since the Government created a Decree-Law we are entering the current phase, Government created Resolution 45 / 2020, 9 December, and stated that: the Central Government starts with the first phase and continues to the second phase that Territorial Decentralization, Institutional decentralization, and administrative decentralization. However, until the present, we have not yet entered the 2nd phase, but the Government has tried to reinforce so that we can do so in 2020-2022 we can already do some of the municipalities of its current status.

Institutional Administrative: states that municipalities responsible have already provided their financial autonomy and patrimonial autonomy in the Government Resolution have already provided the greed of the municipalities, Liquica, Ermera, Aileu, municipalities that previously had the transformation or change of their Municipal Administration Statute. This difference was first given competence / delegated to the Office of responsibility, now / the second we give responsibility for them to carry out this function at municipality level under supervision and control. However, the other differences at that time have not been involved with the political party have not yet been allowed to elevate our representative organs on the part of the legislative. It is expected that the Government is currently designing how the next year Municipality has become the autonomy of local authority in accordance with its nature of Constitutional Administrative decentralization.

Institutional Administrative Decentralization: States that to enter into this stage needs conditions. According to the Decree-Law no. 3 / 2016: we will assess minimum conditions for all municipalities to comply with the competencies delegated by the Central Government such as Education, schools, pools, Agriculture, Trade, Food Security, and Tourism. There is already no implementation yet because of political coconstraints 2002, has already transformed 3 municipalities such as Ermera, Liquica, and Aileu into a local administrative, patrimonial and financial autonomy, which means that they can personally carry out new responsibilities. Continuously, other municipalities will implement also as in the view year come.

Planning: we also have competencies according to decree-law 45/2020, in articles 7-8 that include Tourism development. One concrete example: we conduct rehabilitation to one of the tourism sites such as swimming pool that was historically built in a long time

ago before the independence of the country. Besides, also provide some training regards to tourism in collaboration with relevant ministries.

- 3. Name : Juvinal Alves**
Position : Head of Department for Coordination, Training and Operations.
Date and Time : Friday, Dec 13, 2021, at 10:45 TLS Time.

The Institute of development business support (IADE) as a Government Institute that is legally established based on Law no. 4 / 2005 in June 7 and National investment Decree-Law no. 5 / 2005 of July 27 about the creation of IADE. The IADE started working in January 2006 from the 4th Constitutional Government and Law n. 24/2009, July 4, which approves the IADE Statute which defines the level of competence of promotion, capacity-building, Monitoring and coordinating the development of the national and private sectors, such as micro, small, and medium-sized, we have found that most micro ones, whose activity runs to the industries, run mostly for Agriculture, small shops, selling clothes, as compared to Indonesia 'small businesses but the scale is large, for example, in shoes manufacturing. Another of the IADE's tasks is to identify its clients or beneficiaries to provide training or training to understand how they do business. For example, clients lack accountability, marketing, and marketing, so the IADE will provide capacity building or training on these areas. IADE also conducts monitoring of clients that during their training they have an impact on their activities, but after the training they still have difficulties, IADE can provide consultation for them to access existing programs. There have been training sessions in several sectors: tourism, industry, commerce, agriculture, horticulture, but most agriculture, such as livestock or horticulture breeding, such as plantation of vegetables, depend on negotiators.

After the training, clients will be awarded certificates of BIN and KIN. BIN means: looking for business ideas that clients sometimes have business skills, so after training they can better analyze them in a short time (such as strength, opportunity, weaknesses, threatening) SWOT. The training took place for 3 days so that they could decide on the best business idea and attend the event. Starting our business, this training is learning how to prepare its business plan. After this training, clients may want to present to other institutions or organizations, depending on clients.

- 4. Name : Cristian Dura**
Position : Professional technique, Human resources, training, and evaluation.
Date and Time : Friday, Dec 13, 2021, at 09:30 TLS Time.

PNDS means the National plan for village development, PNDS's work is to provide infrastructure on the basis. Ex: one of PNDS working is developing infrastructure such as roads to access Tourism destination PNDS also offer training to facilitators in the municipalities including in the sub-Administrative. The first started with a training assessment or an assessment of training needs. From this training, it can understand the training needs that are essential for our beneficiaries. The beneficiaries may come from the National, Sub-national, and Municipality level because PNDS staff are allocated in the whole territory. According to the training with assessment, training can be identified which are essential to the regular work of PNDS.

As an example, some activities have been done, this year through the FDCH/Human Capital Development Fund from the government budget, PNDS has been implementing three pieces of training: clean water pump Telecommunications and House for the vulnerable project.

PNDS is looking for provider training in order to provide training to local communities and this training are more focused on PNDS's regular work. The PNDS program which manage by village authority itself which Indicative means a project that PNDS can do and cannot. Example: Street, house, school etc. PNDS has implemented these projects step by step with approximately 450 that have already been implemented. And every year PNDS always implements the plans. PNDS programs is underway in Lautém Municipality and has started to develop bill of quantity (BOQ) for existing projects. The regular project PNDS has the same as: the house for Vulnerable project that is currently being simplified. Infrastructure and facilities are the most important aspects to contribute to the development, hence, human resources are needed for intellectual capacity to manage and development. Trainings provided by PNDS is an essential part of capacity building in the community so that they can perform with decent skills. Therefore, two factors such as infrastructure & facilities and human resources are critical for development. The PNDS collaboration and participation worth and maximum on the basis because PNDS is a community project that manage the village authority and community participation. So, participation of community for this program has revealed the successful of PNDS project. In this way coordination and Communication are very important and need to collaborate with community leaders and continue to coordinate with local leaders In order to make the community's maximize the participation in PNDS works. Conducting Socialization to ensure transparency to strengthen it. The benefits that communities aquire from PNDS are the skills they receive to apply to other projects such as Tourism and other relevancy to their skill. The Government is now Planning to implement community Basics and through this program PNDS will also be able to have the same support as through the provision of infrastructure and capacity building.

5. Name : João Antalmo Ferreira
Position : National Director Conservation of flora and development of Eco-Tourism.
Date and Time : Monday, Dec 06, 2021, at 11:15 TLS Time.

We have three protected areas including the National Park Nino Konis Santan National Park. We are talking about the conservations of forests and our 46 protected areas consisting of 44 areas in Laga, Maubara, Modomahu lake. There are two areas in Marine. One is located in Batugade, and one is located in Atauro, in Maumeta village. Among these 46 the two parts of the National Park, is Nino Konis santan National Park, and Kay Rala Xanana Gusmao park which is located in mount Kablaki. The eco-turimzu development Plan is focusing on natural Tourism that we have developed in 3 different places such as Remexio sub-district, Aileu Municipality, and Maubara sub-district, and Bobonaro Municipality. Hence, we did plant flowers and trees in the site to conserve protected areas. And benefited local communities living near their destination. Our Directorate also have a department responsible protection area.

- 1) Department of areas of forest guards,
- 2) Department of forest conservation of protected areas
- 3) Department of natural Tourism development.

They are working in the field, Department of forest guards, they can make pensions for communities to avoid burning, unable to cut down, farming, and others to control the loose woodcutters. The Department of natural Tourism development has been noted today that Tourism, and ecotourism has been developed.

The Department of forest conservation areas are protected in order to mark the issue of protected areas, socialization in the in mount Ramelau which covers five villages in the future after the marking we have already placed a permanent pillar in order to limitate communities behavior of cutting trees of the forests in a protected area. It is now that we have a recent standing mark of two of the National PNNCS, one is in Maurei Lake situated between Iliomar Sub-District and Viqueque Municipality, one in Tilomar Sub-District as a permanent mark. as we know that our Parks was constituted in 2008 but up to date there is no basic infrastructure, but there is a Plan for development. however, central goverment have not yet been given priority. It is expected that the Budget will be allocated to invest in the Tourism sector. Also, Plannig to build a gateway in Com, Bauro, Muapitine, Loré and Iliomar. However, up to a date has not yet been implemented. We encourage for central goverment specially for MTCI (Ministry of Tourism Commerce and Industry) to consider gateway as prioprities because tourists obviously questions regards to the entrance way to the tourism sites.

It is necessary creating an adequate condition for visitors in order to invest in providing income or benefit to local communities.

Ex: open protective entry, fee entry and create jobs fields regard to services. Communities can also sell their local product. Many factors are needed such as facilities, infrastructure, and accommodation, so we need some of the relevant Ministries that are taking over to pay attention to these factors to improve their development. Part of the Directorate of MDGs forests and ministerial Agriculture is to protect and conserve. The Ministry of Tourism needs to create better conditions, the Ministry of Public Works needs to build basic Infrastructures Ministry of State administration needs to engage people there. This integrated service is the need for these Ministries to collaborate to build the entry gate building. The Plan already exists but has not been implemented for lack of Budget. There are a total of 77 hectares of land, and 96 hectares for marines, so the total of the area is 130,600 hectares. To control it we need 50 people to take care of this area. Currently, only 7 people are in charge. Large areas such as Nino Konis Santana National Park need more attention due to a wide range of areas.

Recommendation:

We have set up the plan however, the decisions are in high level or central government. But it is important to look after because during this year forest breakdown has lost 7% if we go to a hectare of 14,000, if this is the case we continue, then the forest will sink. this will have a significant negative impact on the future, such as water, landslide, flooding among others, so we need to ensure that there is no impact on the future.

- 6. Name : Jacinto da Costa S. Ap**
Position : Secretary of the Lautém Municipality Administrator.
Date and Time : Tuesday, Nov 23, 2021, at 10:30 TLS Time.

The Tourism in Lautém Municipality is not well organized because of the inadequate facilities and infrastructure which can be accessed to destination Tourism, so to develop the Tourism in Lautém municipality it is necessary to prepare favorable conditions for tourists to attract them to share their destinations to invest in the economic benefits of the surrounding local communities. The Municipality did not have a special Budget to solve these problems, but development across the municipalities is in the processing such as electricity in the villages only in some villages in rural areas has not yet been made available. In terms of economy, many of the population of Lautém municipalities live in Agriculture, but subsistence farming means that Agriculture produces their products to sustain their livelihoods. Therefore, the problem that impedes the development of destinations is financial because there is no investment in investing in facilities, infrastructure, accessibility, accommodation, etc... to create better conditions for visitors when they come to visit.

- 7. Name : Luis Morais**
Position : Head of subdistrict Lautém
Date and Time : Friday, Dec 13, 2021, at 10:45 TLS Time.

Tourism in Lautém Municipality is not yet organized because we still need to analyze our income to explore how we can find indicators that are targeted for our Plan. Lautém Municipality has many tourism potentials such as cultural Tourism, religious Tourism, and historical tourism that the ancestors have left for us a new generation and relics of ancient buildings and objects from Japan, Portuguese, and Indonesian. But there are still problems that impede the development of Tourism because of the lack of the existing capacity and human resources to manage. Therefore, human resources are needed that can manage the Tourism sector to provide benefits or income to our nation, particularly in Lautém. To contribute to the development of tourism destinations in the Lautém Municipality to capacity human resources to be well developed are necessary in order to attract tourists to visit our country to invest their money to contribute to the development of sustainable tourism and to create jobs for unemployed who are spread across Timor-Leste especially in the Lautém Municipality. In addition, the Government has also exported the program of organizing Youth to create accommodation such as a coffee shop in the meantime to keep a clean environment and ensure and care for the visitors to visit.

- 8. Name : Abilio de Araujo**
Position : Head of subdistrict Tutuala
Date and Time : Thursday, Nov 25, 2021, at 14:30 TLS Time.

Tourism in the Municipality of Lautém is one of the most potential Tourism of the beauty of nature that needs to be developed to provide income for the development of the country's economy and benefit the community of Lautém. Tutuala sub-district has two villages, namely Mehara and Tutuala, whose unique tourism potential includes Jaco island, Walu-Sere guest house, Ira-lalaro Lake, Paitcau mountain, ancient rock Ili-kere-kere, historical sites belonging that protected and Nino Konis Santan National Park. Even

though Lautém Municipality has considerable Tourism potential, but development is not well-organized and has some problems such as less infrastructure and facilities. Therefore, to contribute to tourism development, human resource is necessary; it should be prepared means have the intellectual capacity for the Tourism area to capacitate local communities so that they can have a view to creating jobs for themselves such as a Tourism business to offer tourists it also needs to develop facilities and infrastructure to easily access Tourism destinations because once we create conditions that are complex for tourists, it will also benefit us, especially the communities that are intended for this destination.

9. Name : José da Costa Monteiro
Position : Director NGO of OC
Date and Time : Tuesday Nov 22, 2021, at 14:30 TLS Time.

Tourism in Lautém Municipality is not yet organized because there is no investment. Developing tourism needs an investment, tourism activities in Lautém municipality are currently taking the initiative by some communities but developing tourism destinations in some places is still not taking care of maximum. In addition to exporting connections to the Tourism activity, the NGO Many Hands is also Planning to develop the potential of culture as a tourist attraction in the Municipality of Lautém and the construction of gallery in cultural assets to present cultural heritage to attract tourists. In Tutuala, Community-based Tourism is part of an initiative organized by the local community, which allows them to facilitate local tourists, both international and local tourists, for the destination to Jaco island, which has the beauty of nature that attracts many visitors to come over. There is a unique Bird in Jaco island because when they make their nests, the birds look for a place on the sand more or less than three meters to have eggs. Currently, the government has rehabilitated the road from Tutuala to Walu-Sere access to Jaco island, but this location needs more access to facilities and infrastructure to be improved in the future, and when this development is organized, it is necessary to promote tourism by online and offline so that the world can know and attract visitors to come and provide income for the local community in the future. Tourism can provide income to the states because the local government considers it a priority. The Municipal Administration is always collaborating with those interested in delivering the development of the Municipality of Lautém, such as tourism business because development is also a part of the community's well-being.

10. Name : Pedrito Vieira
Position : Diretor NGO of Haburas Foundation
Date and Time : Monday, Dec 06, 2021, at 14:30 TLS Time

The Haburas Foundation's role is to conserve forestry, the environment, clean beach, and good management. The issue of Tourism in Lautém Municipality is still very weak, and there are very few actors in this development, especially the MTCI should work with stakeholders to create or engage on the tourist site in Lautém Municipality because there are many private sectors that want to compete for tendering to invest in Tourism. When we talk about environmental conservation, the communities may say that it advises looking after the environment of nature. Still, we must understand because often communities rely only on nature to meet their daily needs, and the Haburas foundation

also campaigns to raise awareness about some activities that may be profitable. The Foundation Haburas helped build capacity and train local communities to develop their communities. In the Government policy Plan, Lautém Municipality has the greatest potential to be integrated into the Nino Konis Santana National Park. The Haburas Foundation also has established a Tourism concept to develop as a ecotourism and have implemented it in Walu-Sere and Jaco island, and the result has benefited the local community that adheres to the project. Tourism development in Lautém municipalities has been processed, but the Government does not pay attention to facilities, infrastructure, tourist guides, etc.; evolution is not developed because there is no concrete action.

11. Name : Anibal Fernandes
Position : Former Brother/secondary school teacher
Date and Time : Thursday, Nov 25, 2021, at 15:30 TLS Time.

The tourism sector in Lautém municipality has not been well organized because the participation of the central government is not optimal, so it is necessary, especially the Ministry of Tourism should invest in the tourism sector to identify the potential for tourist attractions need to be developed. The main obstacles that hinder the development of tourism destinations are facilities and infrastructure. Local communities take the initiative to take part in the development of tourism, especially tourist destinations, but the obstacle is that accessibility is not adequate; this is an obstacle for visitors. On the other hand, accommodation is also still inadequate. In terms of collaboration among stakeholders, so far, it has not been carried out well.

Factors that can contribute to the development of tourist destinations are accommodation and rehabilitation of historical sites and the allocation of funds devoted to tourism development; a concrete example of the Api Kuru monument needs to be rehabilitated because this Monument has a very historical value. This Monument is located in the Lautém sub-district. This Monument was built on September 25, 2009, in memory of the martyrs. This massacre was carried out by the Indonesian National Armed Forces (TNI) which occurred on September 25, 1999, and killed 8 Catholic volunteers on a humanitarian mission to help refugees in Lospalos; their names are as follows: Mother Herminia Cazziniga (Italia), Mother Celeste de Carvalho (Viqueque), Deacon Jacinto, Seminarian Fernando (Luro), Seminarian Valerio (Lospalos), Journalist Agus (Indonesia), Nurse Titi Sandora (Lautém) and Acolyte Rudi Cristovao Barreto (Baucau)

12. Name : Zeraldo da Silva
Position : Owner of Catty Guest House
Date and Time : Thursday, Nov 25, 2021, at 10:30 TLS Time.

Tourism in Lautém municipality is well organized because we got benefits and government support for these guest houses, and funding by USAID to buy goods or equipment for its guests is necessitated, and the participation maximum from the Government. The guest house was built in 2004, with many visitors, but now it is not because of the COVID-19 pandemic, and the problem is difficulty to get potable water, and this guest house has collaborated with all stakeholders that in the future to have some tasks in tourism destinations in another place

13. Name : Tito da Costa
Position : The Tutuala fishing group
Date and Time : Wednesday, Nov 24, 2021, at 15:30 TLS Time.

Tourism in Lautém has little improvement in facilities and infrastructure, but the community still faces problems of potable water, accommodation, hospitality, language, telecommunication, and still lacking facilities. Accommodations and restaurants are required to be tanned so that can be used to serve the tourists who will go to the site. Although there are still many shortcomings, fishers already benefit from tourists who go to the site by leasing boats to go around the Jaco island, and the local community initiative initiates fisheries activities. According to the developing strategic plan in the future will provide facilities, accommodation, restaurants, food, and beverage for the tourists

14. Name : João Guimarães
Position : The Founder of Walu-Sere Cooperation
Date and Time : Wednesday, Nov 24, 2021, at 15:00 TLS Time.

The NGO Haburas Foundation supported the Cooperation Walu-Sere in 2006. Many tourists have already spent their time in this area, both local and international, but now there are fewer tourists because of the COVID-19 pandemic. The Cooperative Group has a Plan to build accommodation in other places, but in fact, the facilities are still limited to provide tourists necessary and currently, there is no competent Ministry participation. The cooperation and collaboration between stakeholders are ongoing because it has a good coordination line and faces problems such as public toilets, sanitation, telecommunications, and water potable.

15. Name : Marvão soares da Cruz
Position : Guarda Floresta Parke Nacional Nino Konis Santana Tutuala
Date and Time : Wednesday, Nov 24, 2021, at 11:10 TLS Time

Lautém Municipality has potential for tourism development, for example, the Nino Konis Santana National Park, however, the government has not developed this sector yet, for the community economic development. This National Park covered Tutuala, Mehara, Laitem-Com, Lospalos-Muapitine, Loré, and Iliomar post administrative.

The collaboration between park rangers is effective at the local level, however, the central government's involvement is really depending on annual budget allocations. The major problem is the lack of infrastructure, tourism facilities, and human resources. These major issues happened due to the government's capability in the management of tourism destinations in Lautém municipality.

Recommendation:

Professional distribution and collaboration in the tourism sector are essential for the Lautém tourism destination development in the future.

16. Name : Gil Mendes Cabral
Position : Park Ranger, Muapitine village, Malahara sub-village
Date and Time : Tuesday, Nov 23 2021, at 17:20 TLS Time

Management, financial support, and political promise become the primary challenge of Lautém municipality tourism development, for example, The management of the Protected area in Muapitine. These major issues occurred due to a lack of government attention which resulted in a lack of infrastructure, tourism facilities, and human resources

Recommendation:

The engagement of young professionals in tourism development should be highlighted.

17. Name : José Ramalho
Position : Park ranger of Mehara Village
Date and Time : Wednesday, Nov. 23, 2021 at 17:20 TLS Time

The national park of Nino Konis Santana is one of the potentials for tourism development in Lautém municipality, the area and position of this national park, there three tourism destinations that can develop. Those are Tutuala, Lautém-Com, and Loré sub-district. The major issues in Lautém are the lack of infrastructure and tourism facilities. This occurred due to the lack of collaboration and involvement among different stakeholders for the Lautém tourism development.

18. Name : Sérgio Jose Cristovão
Position : Chief of Com village
Date and Time : Thursday, Nov. 25, 2021, at 14:30 TLS Time

Tourism in the Municipality of Lautém, especially in Com village, has chosen a type of ecotourism because Com village is considered a major gateway, but the government does not prioritize it as an important, and the Ministry of Tourism has not yet invested in the tourism destination but in other areas already destined such as Mehara village, Tutuala village, Loré village, and Muapitine village which integrated with Nino Konis Santana National Park the development tourism in Lautém also faces problems such as infrastructure, facilities, and human resources to identify the tourism potential it is necessary to prepare well Tourism destinations also necessary to identify the potential of Tourism, such as nature-based tourism, cultural tourism, and tourism religious to achieve these goals capacity building training is necessary in order for tourists services and tourists destinations

19. Name : Sidalijio da Cruz
Position : The village chief of Lohomatu
Date and Time : Thursday, Nov. 25, 2021, at 10:15 TLS Time

To develop tourism in the Lautém Municipality, the local communities should be involved to be well organized and connected to their culture. However, the current Government has never done anything to develop the tourism sector to create jobs for unemployed especially local communities. The participation of the Ministry components such as MTCI is very late because the community weaves this (this is Timor- Leste traditional cloth) using their own money to make the tais as they sell to tourists, and from

there they can get income. The factors that can contribute to development need to involve local communities from all Components need to provide training to local communities to do in the Tourism sector.

20. Name : Livio Mendes
Position : Chief of Muapitine village
Date and Time : Tuesday, Dec. 23, 2021, at 17:45 TLS Time

Lautém Municipality has a huge potential to develop due to the potential of nature tourism, culture, history, and religion. According to an interview conducted on Tuesday, December 23, 2021, with the Chief of Muapitine village. However, the Tourism sector in Lautém is currently not organized, because there is still a phase of the proposal being submitted to the tourism sector and the proposal process is ongoing processing at the relevant ministerial level. While waiting for the proposal that was required from the central government, the local leaders were thinking about how to develop community tourism in Lautém to provide direct income to local communities. However, one of the impediments is due to the bureaucracy of the central government to approve the proposal from the local community leader. On the other hand, the weakness of human resources, and the desire to develop the tourism sector in the Lautém. Therefore, local leaders, we expect young professionals to implement their knowledge in the developing tourism sector in the Lautém Municipality. It leads to overcoming challenges in terms of lack of human capital, infrastructure, and security for visitors to feel comfortable when they visit the place.

Recommendation:

Central government to engage the local community in tourism development. It can be undertaken through community-based tourism. Therefore, the contributions of the research findings are essential for the development of Lautém Tourism sector.

21. Name : Jeca Moujinho Ximenes
position : Chief of Village Poros
Date and Time : Monday Nov. 25, 2021, at 17:15 TLS Time

Natural, cultural, historical, and religious are a type of tourism that is the potential to develop in Lautém municipality, for example in Tutuala local community have involved in tourism business by providing accommodation for the visitor. This local tourism business are supported by government and international organization. The issue of collaboration is effective in that post administrative, however still have some hostilities such telecommunication, accessibility, human resources, and hospitality that are considered as major issues.

22. Name : Tito Caetano
Position : Head of Tutuala Village.
Date : Wednesday, Nov 24, 2021, at 10.30 TLS Time

The tourism sector in Lautém Municipality is not yet well organized; therefore, it is necessary to have collaboration between relevant government agencies. It is appropriate for the government to invest in the tourism sector; it will contribute to tourism development and create better conditions, especially in facilities and infrastructure. There has been development in facilities and infrastructure, but still insufficient, so it is hoped

that it can be developed step by step. The problem that hinders development is that there is no special funding for growth in the tourism sector. The central government always decides all budgets. There is no support from local NGOs or international NGOs that provide financial support to local communities who are doing business in the tourism sector. Regarding collaboration and coordination at the local government level with the stakeholders, so far, it is going well

Recommendation:

It's needed to prepare better conditions to attract tourists to tourist destinations

Appendix 3: Acknowledgment letter to Lautem Municipal Authority



Ho respeito

Hato'o ba : Autoridade Município Lautem
Negocio Turismo Município Lautem
Chefe do Suco ka Lia nain Município Lautem
Responsavel Religioco Município Lautem
NGO Turismo Município Lautem

Carta husi : Natalino da Silva, Candidatura Mestrado

Asunto : Husu aseitasaun entrevista sobre Gestão Turismo iha Município Lautem

Hau naran; Natalino da Silva Numero Estudante; 51220635 bolsheiro Japan Development Scholarship (JDS) agora dadaun hau estudo hela Masterado Turismo iha Ritsumeikan Asia Pacific Universtity (APU) hau nia estudo ne hetan tulun husi Governo Japao liu husi programa JDS iha Timor – Leste, dadaun ne'e hau iha faze hakerek teze masterado nian ho titulo; *Involvemento Parseiro Sira no Kolaborasaun Hodi Maneja Destinasaun Turismo; Estudo Kasu husi Município Lautem iha Timor – Leste* (**Stakeholder's Involvement and Collaboration in Tourism Destination Management: The Case of Lautem Municipality in Timor – Leste**) área pesquisa ne'e sei foca liu ba asunto kolaborasaun gestão destino turismo iha Município Lautem.

Ho informasaun prevê iha leten hau husu ba ita boot sira atu bele kolabora ho hau liu husi alin feto Lily hodi hetan dadus hirak nebe'e mak ligado ho área pesquisa, ita boot sira nia aseitasaun ba entrevista ne'e sei fasilita tebes hau nia finalisasaun ba pesquisa nebe'e temi ona, atu akresenta mos katak resultado ne'e bele sai mos quia ka mata dalan ba hametin koopersaun serbisu kolaborasaun turismo nune'e bele garantia industria turismo ida nebe'e sustentável iha município Lautem, ba ita boot sira nia aseitasaun no koopersaun hau hato'o obrigado wain.

Japao, Oita, Beppu
17 de Novembro de 2021



Natalino da Silva

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