

Paper 1a: Preparing a Tourism Strategy for Sustainable Development in East Timor (Supplement to ‘Tourism: A Strategic Focus for Sustainable Development in East Timor’)

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Introduction

The paper "Tourism: A Strategic Focus for Sustainable Development in East Timor" calls for the preparation of a rapidly produced tourism strategy to guide initial tourism development, to be followed by a more comprehensive plan that is community based and iterative. That is, constantly reviewed to ensure goals are being achieved. In this document we outline what we believe to be an appropriate way of generating the initial (rapidly developed) strategy.

The planning process is envisaged to follow the methodology given in the paper and presented in Figure 4.

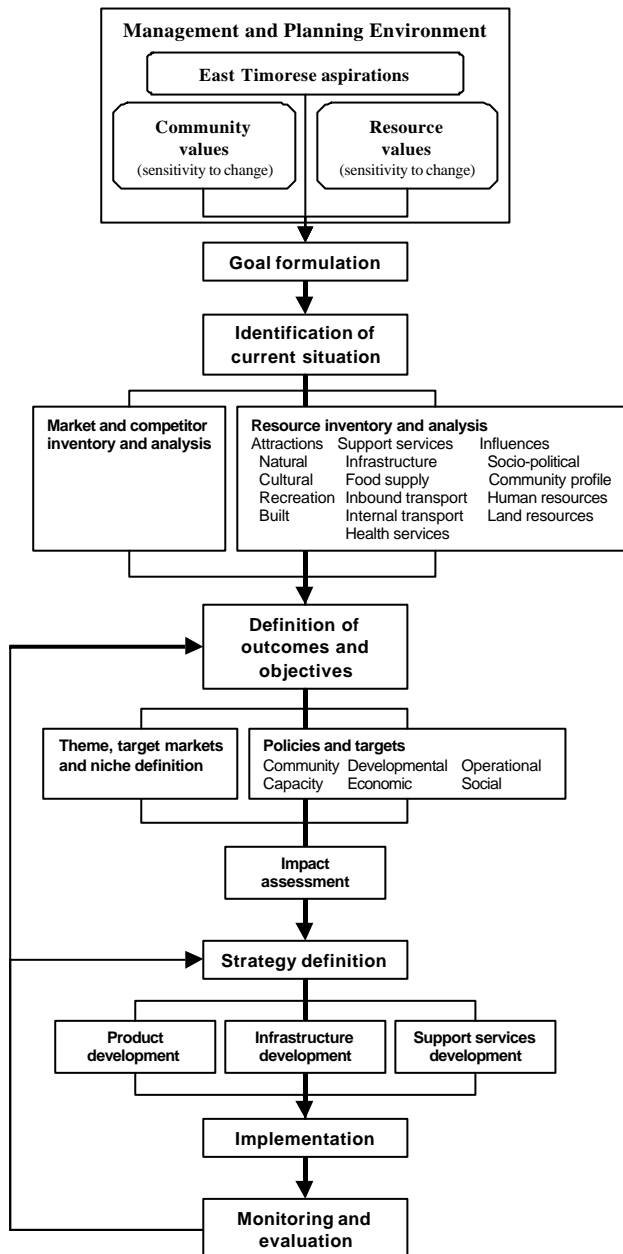


Figure 4: Tourism Planning Approach

Indicative Human Resource Needs

We envisage that the strategy will be produced by a planning team consisting of international specialists supported by an East Timorese counterpart team. The East Timorese team may have to draw on nationals currently residing overseas. The counterpart team should be selected based on expertise and not be seen solely as a learning exercise. That is the counterpart team will be an integral part of the strategy preparation team.

The expertise required is given in Table 9. It is assumed that the planning team will be independent of any other planning initiatives. Hence, the team is divided into those that are directly relevant to tourism planning and those that represent industry support sectors. Bi-lingual capability is desirable and essential for at least half of the counterpart team.

Table 9: Tourism Planning Team Membership

International team		East Timorese counterpart team	
Team member	Profile	Team member	Profile
Tourism specialists			
Team leader	Experience in tourism planning, team management and project development.	Counterpart team leader	Experience in team management and links to in-country human resources.
Secretarial assistance	Experience in organising travel schedules and general support of a study team.	Secretarial	In-country secretarial experience
Tourism specialist	Experience in tourism planning in South east Asia	Tourism specialist	Experience with tourism operations.
Heritage specialist	Experience in cultural heritage management.	Archaeologist	Experience with Timorese material culture.
		Historian	Experience and sound knowledge of Timorese pre and post colonial history.
Arts development specialist	Experience in developing human resources to reinvigorate traditional crafts and artistic expressions.	Physical arts specialist	Sound knowledge of traditional artistic expressions.
		Performing arts specialist	Sound knowledge of traditional performing arts.
Ecologist	Experience in rapid appraisal of conservation resources.	Botanist	Sound knowledge of the botany of Timor.
		Zoologist	Sound knowledge of the zoology of Timor, with experience in marine resources.
Transport specialist	Experience in transport studies, especially air scheduling and airport requirements.	Marine transport	Sound knowledge of shipping requirements for tourism travel.
		Air transport	Sound knowledge of air travel requirements.
Marketing specialist	Experience in marketing culture and nature based tourism.	Marketing specialist	Experience in marketing tourism products.
Education specialist	Experience with tourism and hospitality training.	Teacher	Experience with the full range of teaching institutions in Timor.
Support service sector			
Civil engineer	Experience in the range of public utility needs of tourism and for the general community.	Two engineers	Experience is required to cover the full range of utility requirements for tourism, including potable water, roads, telecommunications, sewerage and power.
Agricultural specialist	Experience in tropical agriculture and land use capability.	Pastoral specialist Farming specialist	Sound knowledge of pastoral production in tropical environments. Sound knowledge of tropical agriculture.
Accommodation specialist	Experience with a range of tourism accommodation styles.	Architect	Experience with the traditional and colonial Timorese architectural vernacular
Health specialist	Experience with travel and general health issues.	Medical practitioner	Experience with local health issues.
Finance specialist	Experience in costing tourism related developments, budgeting and economics.	Economist	Knowledge of Timorese cost structures.

Indicative Planning Schedule

Task	Weeks	Tasks	Responsibility
1	1 to 4	Brief preparation and logistics	Team leaders and secretarial
2	5 to 10	Team selection	Team leaders and secretarial
3		Preparatory data collection	
4	11 to 14	Visit preparation	Team leaders and secretarial
5	15	Site inspection	Planning team
6	16	Draft report preparation	Planning team
7	17 to 19	Planning team review of draft and ancillary data collection	Planning team
8	20	Strategy finalisation	Planning team
9	21 to 24	Project documentation for detailed tourism planning	Planning team

Indicative Costs

The basis for cost calculations and time budget is given in Table 11 and summarized in Table 10.

Table 10: Time allocation for Planning Team

Item	Cost	Total
International tourism team	\$184 000.00	
East Timorese tourism team	\$67 350.00	
		\$251 350.00
International support service team	\$57 200.00	
East Timorese support service team	\$22 050.00	
		\$79 250.00
International travel	\$50 000.00	
Internal travel	\$5 000.00	
Accommodation and subsistence	\$20 000.00	
Other expenses	\$25 000.00	
		\$100 000.00
TOTAL		\$430 600.00

Table 10: Staff and time for tourism planning team

Task	1	1	1	1	2	2	2	2	3	3	4	4	4	4	5	6	7	7	7	8	9	9	9	9	Total international	Total Timorese		
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24				
	Briefs and logistics				Team selection				Data collection		Visit preparation				Visit	Report	Planning team review of draft and ancillary data collection			Final strategy	Project documentation for detailed tourism planning							
Team member																												
Team leader	5	2	1	1	1	1	1	1	2	4	3	5	4	3	7	2	5	1	1	5	2	2	5	5			69	
Counterpart team leader	5	2	1	1	1	1	1	1	2	4	3	5	4	3	7	2	5	1	1	5	2	2	5	5				69
Secretarial assistance	1	1	1	1	1	1	1	1	2	4	4	1	3	3	7	2	5	1	1	5	2	2	5	5			60	
Secretarial									2	4	5	5	2	2	7	6		1	1		2	2		1				40
Tourism specialist									1	1					6	2		0.5		2	1		1			14.5		
Tourism specialist										1					6	1	0.5					1	1				10.5	
Cultural heritage specialist									1	1					6	2		0.5		2	1		1			14.5		
Archaeologist										1					6	1	0.5					1	1				10.5	
Historian										1					6	1	0.5					1	1				10.5	
Arts development specialist									1	1					6	2		0.5		2	1		1			14.5		
Physical arts specialist										1					6	1	0.5					1	1				10.5	
Performing arts specialist										1					6	1	0.5					1	1				10.5	
Ecologist									1	1					6	2		0.5		2	1		1			14.5		
Botanist										1					6	1	0.5					1	1				10.5	
Zoologist										1					6	1	0.5					1	1				10.5	
Marketing specialist									1	1					6	2		0.5		2	1		1			14.5		
Marketing specialist										1					6	1	0.5					1	1				10.5	
Education specialist									1	0.5					6	2		0.5		2	1		1			14		
Teacher										1					6	1	0.5					1	1				10.5	
Transport specialist									1	1					6	2		0.5		2	1		1			14.5		
Marine transport										1					6	1	0.5					1	1				10.5	
Air transport										1					6	1	0.5					1	1				10.5	
TOTAL																											230	224.5
COSTS																											\$184,000.00	\$67,350.00
TOTAL COSTS																											\$251,350.00	
Civil engineer									1	1					6	2		0.5		2	1		1			14.5		
Engineer										1					6	1	0.5					1	1				10.5	
Engineer										1					6	1	0.5					1	1				10.5	
Agricultural specialist									1	1					6	2		0.5		2	1		1			14.5		
Pastoral specialist										1					6	1	0.5					1	1				10.5	
Farming specialist										1					6	1	0.5					1	1				10.5	
Accommodation specialist									1	1					6	2		0.5		2	1		1			14.5		
Architect										1					6	1	0.5					1	1				10.5	
Health specialist									1	0.5					6	2		0.5		2	1		1			14		
Medical practitioner										1					6	1	0.5					1	1				10.5	
Finance specialist									1	0.5					6	2		0.5		2	1		1			14		
Economist										1					6	1	0.5					1	1				10.5	
TOTAL DAYS	11	5	3	3	3	3	3	3	20	45	15	16	13	11	208	54	15	13	10	15	32	38	15	46			71.5	73.5
COSTS																											\$57,200.00	\$22,050.00
TOTAL COSTS																											\$79,250.00	
GRANDTOTAL																											\$330,600.00	