

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

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### Introduction

Ximenes and Carter (1999) presented a paper ‘Tourism: A Strategic Focus for Sustainable Development in East Timor’ at the Conference on Strategic Development Planning for East Timor in Melbourne, 5-9 April 1999. Recent events have necessitated a review of the strategy proposed in that paper. While we consider that the general principles and vision proposed in the paper remain appropriate, some modification of the strategy is needed. In addition, we have given additional consideration to costings. Thus, this paper expands on the original submission and should be read in conjunction with the original paper.

### The effect of recent events in East Timor

Appropriately, recent events in East Timor mean that planning for tourism is not an urgent consideration. Clearly, the immediate needs of the people must come first. However, we are concerned that delayed consideration of East Timor’s tourism future might result in decisions being made that will limit options in the future. To address this we now propose an action plan to ensure potential tourism assets are not lost and work commences to develop a vibrant tourism industry, where East Timorese are in control and directly benefit.

The action plan is based on four principles.

#### East Timorese must be involved in all tourism planning.

Given that tourism expertise exists within the expatriate East Timorese community, all tourism initiatives must include counterpart teams to match ‘consultant expertise’. This ensures that no knowledge will be lost to future East Timorese governments.

#### External expertise must be able to work closely with provisional government members.

**Initial work is needed to secure existing tourism assets, especially built heritage.** The destruction of many buildings throughout East Timor means that those that

remain may have heritage significance both as a reflection of East Timor’s colonial past and more recently its struggle for independence. This equally applies to sites outside of the major towns.

**Precaution.** The action plan proposed aims to ensure that options for the future are not lost through the absence of the appropriate level of consideration at an early stage.

### Potential markets

The preparation of a market analysis is an essential part of tourism planning. The identification of target markets at an early stage will help define the type of tourism product to be developed. However, in the absence of such a study (though currently being considered by one of the authors (V.X.)), we imagine that in the immediate future tourists or tourist-like clients will initially come from aid workers and peace keepers. These can form the basis for teaching and developing the minimum level of service needed in the future.

With peace will come business people. These clients have specific needs and will probably provide impetus for hotel construction. At the same time, cultural and eco tourism clients could arrive providing the numbers for regular transport connections. Other markets likely to be attracted in the longer term will be those seeking sun and sand, and possibly those seeking duty free shopping. Targeting the latter group involves co-ordination with the Government at the highest strategic level. This liaison is envisaged to be co-ordinated through the action response team identified in the action plan below.

### An action plan

The Action Plan is for immediate implementation (as soon as possible).

**Table 1: Immediate action plan**

Time	Action	Structure to implement action	Outputs	Comment
Month 1 October- November 1999	SWOT Analysis	Team leader, plus Selected technical experts, plus East Timorese counterpart team	Completed SWOT analysis linked to tourism and government policy implications.	This will define future directions. It is likely the following structural arrangements will be identified. <b>Action response team</b> (3 persons) to respond to government initiatives and provide strategic input to protect future tourism interests. <b>Heritage conservation team</b> (3 persons) to identify valuable heritage sites for protection and later integration into other teams. <b>Planning team</b> (3 persons initially) to develop the tourism plan. <b>Education team</b> (5 persons) to plan and teach community members about tourism services and developing tourism products. <b>Administration/house keeping team</b> (5 persons initially) to provide support for the above teams.

Time	Action	Structure to implement action	Outputs	Comment
Month 2 November - December 1999	Identify heritage areas	Team leader and Technical advisors	Register of heritage sites and statement of significance.	Emphasis is to be on recent and colonial history.
Month 6 March – April 2000	Draft SWOT analysis	Action response team	Document for government review	
Month 7 April – May 2000	Develop policy guidelines	Action response team and planning team	Policy document and commencement of education and training	Education and training includes hospitality training, traditional arts and craft enhancement training.
Month 8 June 2000	Briefs for future work	Action response team and planning team	Consultant briefs and project budgeting	

### An interim government structure

The plan outlined assumes the interim structure given in Figure 1.

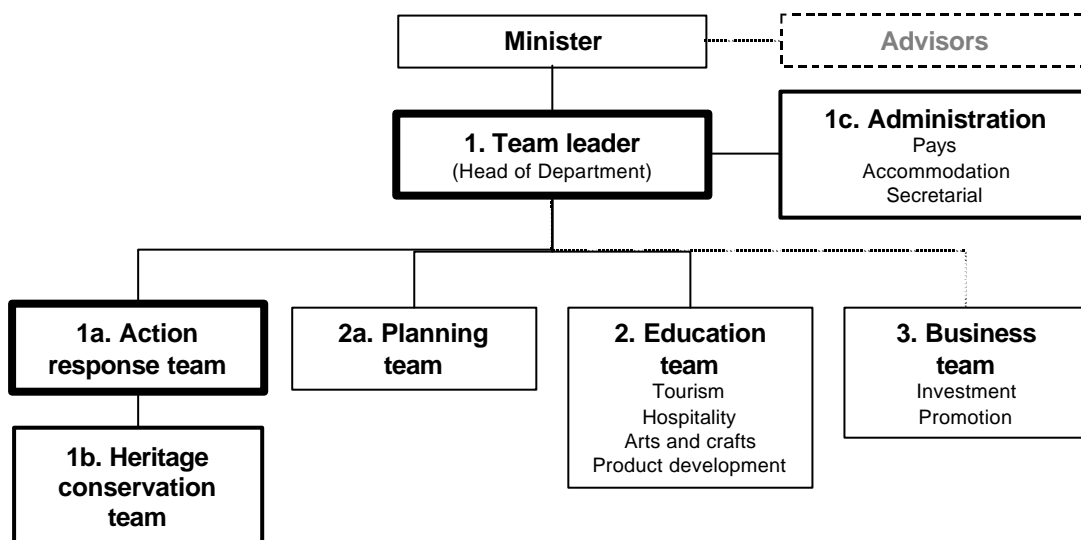


Figure 1: Interim structure for responding to tourism issues