

Strategic Tourism Development by the Municipal Government of Baucau, Timor-Leste

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Abstract

Purpose: This study examines the strategic development of tourism undertaken by the Local Government of Baucau Municipality, Timor Leste, with a focus on infrastructure, promotion, destination management, and human resource development.

Research methodology: This study uses qualitative methods to collect data through in-depth interviews with local government representatives, tourism industry stakeholders, local communities, and other relevant parties. Additionally, direct observations and document analysis were conducted to gain a comprehensive understanding of the tourism development strategies in the region.

Results: The study reveals that the Local Government of Baucau Municipality has implemented several strategies for tourism development. Promotion plays a key role, with the local government using both conventional and social media platforms to enhance the visibility of Baucau's tourist destinations. Furthermore, human resource development is prioritized with the government providing training and education to improve the quality of service in areas such as customer service, destination management, and tourism business management. This study also highlights the impact of central government budget allocations to the Tourism Department in Baucau, which supports these initiatives.

Limitations: The research is limited by the scope of available data, particularly regarding the full impact of tourism initiatives and budget allocations, which may evolve over time.

Contribution: This study provides valuable insights into the strategic planning of tourism in Baucau Municipality, emphasizing the importance of a context-specific, comprehensive approach to tourism development. This serves as a reference for future efforts to improve tourism infrastructure, promotion, and human resource management in the region.

Keywords: *Public Policy, Public Infrastructure, Tourism Promotion, Tourism Development, Local Government*

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1. Introductions

Based on the Number (2016), and its third alteration to the Number (2016) about the Organization, competence and functioning of the Municipal Administrations and Municipal Authorities. The delegation of authority from the central government to local governments is aimed at accelerating changes to achieve community welfare through the quality of services that also involve community participation. With the local autonomy and power, each region can explore potentials that can be developed, so the development of each Municipality can increase rapidly. There are various sectors that can be developed, including: the trade sector, service sector, agricultural sector, tourism sector, and

others. The researcher is more interested in one of these sectors, namely the tourism sector, because Baucau Municipality has great potential in the tourism sector to be developed.

The Baucau Municipality has started using digital platforms like social media to do digital marketing and promotion. However, it's doing by the persons whom start work of tourism sector. These include eco-friendly accommodations, conservation efforts, and practices that aim to minimize environmental impact. Baucau could adopt strategies such as waste reduction, eco-tourism, and initiatives to protect natural and cultural sites. Therefore, Baucau municipality needs to work hard to improve digitalization of promotion of tourism in Timor Leste, so that in the future, people will do develop tourism sector in Baucau to achieve the economic diversification. "Before discussing in depth, tourism is one of the new industries that can provide rapid economic growth in terms of employment opportunities, income, standard of living, and in activating other production sectors in the recipient country of tourists" (Ashley, De Brine, Lehr, & Wilde, 2007).

While local government make efforts to develop tourism, to do more studies in both domestic and international on sustainable tourism development in Baucau Municipality itself. In other hands, digital marketing's effectiveness in promoting lesser-known destinations, especially in regions with limited digital infrastructure, is minimal. For Baucau, studies could explore how online marketing can raise visibility and attract tourists despite infrastructural challenges. Research may be lacking on residents' views, concerns, and aspirations related to tourism. Understanding community attitudes is essential for creating strategies that are socially sustainable and beneficial to local populations.

The tourism sector is highly feasible due to the availability of various tourism potential and the support of local government in the form of regulations. According to one of the Municipal Director for Tourism of Baucau Municipality, the nature of tourism itself is dynamic, where at some point there will be a peak of saturation or boredom for tourists to enjoy the existing conditions, and this greatly affects the number of tourist visits to a tourist attraction which certainly has a direct impact on the local revenue from the tourism sector. Researching economic trends, employment rates, and income levels in response to tourism can help develop policies that maximize economic benefits for local residents and addressing these gaps can provide a foundation for creating an effective and sustainable tourism strategy in Baucau that aligns with global best practices while responding to local needs and challenges.

Map of Baucau Municipality, Timor-Leste



Figure 1: Map of Baucau Municipality

Through this research, the author would be interested in designing the article in the tourism sector as it is one of the vital sectors because Baucau Municipality has many potential tourism sectors that need to be developing. Before we are discussing deeply about that, Tourism is a social, cultural, and economic phenomenon which entails the movement of people to countries or places outside their

usual environment for personal or business/professional purposes and Tourism refers to the activity of visitors (Okure, 2021).

The tourism sector is very important for the Baucau Municipality because the availability of the various potential services with the fully support by the central government through the legal framework conditions support to the municipalities in the form of law or decree law. The Director of the Municipal Services for the Tourism and Market Management of the Baucau Municipality states that after Timor Leste got it independence over 20 years, our country state budget depends on the oil and gas revenues, therefore based on the political point of view especially the national leaders and politicians committed and sated that the only other sector that can be substitute revenues for the state budget is tourism sector.

To reconcile various interests, intensive communication among all parties is necessary. This can be achieved by developing a measurable and evaluable tourism management strategy. The steps can be outlined as follows:

- a). Create an integrated tourism policy at the regional level, encompassing districts, cities, enabling stakeholders, communities, and the private sector to synergize in policymaking. This approach strengthens policies and garners widespread support.
- b). Develop a tourism brand to promote local attractions.
- c). Organize annual tourism events to showcase the region's and Municipal potential.
- d). Enhance transportation facilities, including roads, and transit systems to improve accessibility for travelers to reach their destinations.

According to Kewuel et al. (2020) and (Budiyanto, 2010), the implementation of regional autonomy encourages efforts to develop regional potential to increase regional income for the welfare of the community. (Budiyanto, 2010). This study primally aims to explore how tourism strategies can be implemented to create high-quality tourism products. Media utilization and brand image creation are common strategies that can optimize tourism management in Baucau Municipalities, enhancing its effectiveness. Effective tourism management is essential for minimizing the risk of ineffective strategies. The ultimate goal is to establish cross-sector cooperation and maximize the promotion of tourist attractions in the Baucau Municipality.

The municipality have a lot of tourism spot/destinations in which the Municipality can make proper plan to develop it so that can attract more visitors to visit Baucau Municipality in the future, as it is one of the important sectors to substitute state general budget and municipal state budget. The tourism sites that Municipality have such as Baucau Swimming Pool, Wataboo Beach, Matebian mountain, Uaicana Spring Water, Bercolei Seven Cave, Badohoo Lake, Lekerasabuú Resistance Spot etc.

Table 1. List of Tourism Destinations in the Baucau Municipality

#	Natural Site	Historical Site	Cultural Site	Religious Site
	Wataboo Beach	Lekerasabuú Resistance Spot	Traditional house	Cristo Liurai Matebian
	Uaicana Spring Water	Seven Caves in Bercoli	Music and traditional dances (<i>Tebe-tebe</i>)	Statue of Lady Maria in the Ariana Hill, Venilale
	Badohoo Lake	Waibitai Resistance Spot	Cultural Waimou, Aldeia Festaun, Samalari	Fatumaca Shrine

	Matebian Mountain	Cailuirate Resistance Sport, Uailili	Estatua Dom Francico	Wainiki Shirine
	Legumau Moutain in the Suco Uacala, PA Baguia	Caixa Male-Male, Laerubi, Samalari	Mercado Municipal Baucau	Aslaiana, Caisido, Tirilolo

Source: Municipal Strategic Development Plan Of 2019 – 2023

Those List of Tourism Destinations in the Baucau Municipality mentioned above have important meanings and very strategy area as the tourism destination and needs to develop because the tourism sector as an important sector that can be supporting municipal development with the manner as the multisectoral business economy as well as to empowerment and improvement of peoples prosperity, that these sector be able to improving people's lives in the future, create and expand employment to better contributing municipality income. The development of tourism spots in Baucau Municipal holds significant and strategic importance because this sector is expected to support Municipal development through multisectoral economic efforts and the empowerment and enhancement of community welfare. This sector has already been able to improve community welfare, expand job opportunities, and make a substantial contribution to regional revenue.

Based on the aforementioned sites that have been described, it is necessary to conduct research for the development of tourism in Baucau Municipal to leverage its potential to boost the regional economy. Baucau Municipal has many tourist locations related to natural, Resistance, Religious and cultural tourism that have been developed but still in limited conditions. Therefore, the development of facilities and infrastructure in these places is essential to increase Municipal income. Based on those issues mentioned above, the author will make research related to the topic of **"Strategic Tourism Development by the Municipal Government of Baucau, Timor-Leste"**

2. Literature Review

2.1 Previous Researchers

In this research, the author refers to several previous studies as references and presents different results in subsequent research. The details are as follows:

- Araújo et al. (2020). *Tourism policy and sustainable development in Timor Leste: Challenges and opportunities. Journal of Southeast Asian Studies*. The researcher discuss about the to evaluate how tourism policy aligns with sustainable development goals in Timor Leste, identifying both the strengths and weaknesses within the current policy framework to assesses Timor Leste's tourism policies in light of economic growth potential, environmental sustainability, and social inclusivity and highlights various policy gaps, such as insufficient infrastructure, limited human resources, and the need for enhanced coordination across government and private sectors. These factors create barriers to sustainable tourism.
- Kennedy, Tobing, and Toruan (2022). *Exploring the role of local government in tourism policy implementation in emerging economies: A focus on Timor Leste. Asia-Pacific Tourism Management Review*. The researcher discusses about the investigates the role and effectiveness of local government in implementing tourism policy in Timor Leste, especially considering the challenges unique to emerging economies and aim to identify the strengths and weaknesses of local governance structures and explore how local governments can support sustainable tourism growth. One of the challenges identified is the limited autonomy local governments have in decision-making, which can hinder responsive and region-specific tourism initiatives. The authors suggest that decentralization could empower local authorities to be more effective in tourism policy implementation.

- c. Rajabi and Ghalehtemouri (2023). *Tourism policy frameworks in small island developing states: Lessons from Southeast Asia*. *Island Tourism Journal*. The researcher discusses about the examine tourism policy frameworks specifically in the context of small island developing states (SIDS), drawing lessons from Southeast Asian countries and the importance of sustainable tourism practices to protect fragile ecosystems. They argue that SIDS should prioritize policies that balance tourism development with environmental conservation, given their heightened vulnerability to climate change.
- d. Vilanova, Sousa, Koller, and Costa (2018). *Community-based tourism as a development strategy in Timor Leste*. *Journal of Community Development and Tourism*. The researcher discusses about the explore the role of community-based tourism (CBT) in Timor Leste, assessing its potential as a sustainable development strategy for rural communities dan to determine how CBT can contribute to economic growth, cultural preservation, and social empowerment in Timor Leste's local communities. The community-based tourism (CBT) Timor Leste has the potential to provide income opportunities for local communities, particularly in rural areas where economic activities are limited. By directly involving locals in tourism activities, CBT can increase household income and support local economies and preservation of Timor Leste's unique cultural heritage by allowing communities to showcase their traditions, crafts, and way of life to visitors. Sousa and Araujo argue that tourism can create a platform for cultural pride, encouraging communities to maintain their cultural practices.
- e. Li et al. (2022). *Tourism governance and policy in Southeast Asian emerging economies: A comparative study*. *Journal of Policy and Tourism Management*. The researcher discusses about the to compare the governance structures and tourism policies in several Southeast Asian emerging economies. They explore how these countries, including Timor Leste, manage the complexities of tourism development in the context of economic growth, environmental sustainability, and social impacts and to provide insights into how governance frameworks affect the effectiveness of tourism policies, particularly in nations with developing economies. The authors emphasize the importance of integrating tourism policies within broader governance frameworks. Effective tourism governance requires clear coordination between national, regional, and local governments, as well as alignment with other policy areas like environmental protection, infrastructure development, and economic planning. One of the challenges identified in emerging economies is the limited institutional capacity to manage and regulate the tourism sector effectively. In countries like Timor Leste, weak governance structures and a lack of skilled professionals can hinder the successful implementation of tourism policies.

2.2 Strategic Theory

Based on the Oxford English Dictionary, strategy means that "a plan of action designed to achieve a long-term or overall aim". Strategy (from Greek στρατηγία *stratēgia*, "art of troop leader; office of general, command, generalship") is a general plan to achieve one or more long-term or overall goals under conditions of uncertainty. Meaning that from the beginning the strategic is not the management science, however, it comes from the military word.

According to Henry Mintzberg, Joseph Lampel, James Brian Quinn, and (Ghoshal, 2003) in the book *The Strategy Process*, confiscated from Crisanty Putri Baan in her thesis in 2022, presents three strategy definition, namely:

- a. Strategy as a plan
Strategy is a plan, a kind of consciously intended that includes an action, guideline, (or set guidelines) for dealing with something. By this definition, strategies have two important characteristics: they are made prior to implementing actions, and they are developed consciously and on purpose. As a plan, strategy is concerned with how the leader tries to set a direction for organizations, to set them on predetermined action. In studying strategy as a plan, we must somehow get into the strategy mind, to find out what which is really meant to be. This traditional focus on pre-planned and structured strategy may not fully address dynamic and rapidly changing environments. Emerging perspectives, such as agile or adaptive strategy frameworks, suggest that strategy should also accommodate continuous adaptation, flexibility, and rapid decision-making. Do not explicitly consider how these strategy concepts apply to public-sector organizations, where

strategic planning often involves complex stakeholder engagement and is influenced by political, social, and economic constraints. Lack of contextual analysis of strategic theory may not account for collaborative or community-based approaches that are essential in non-competitive settings, particularly in public services and development initiatives.

b. Strategy as tactic

As a tactic, strategy takes us into competitive territory directly, where threats and feints and various other maneuvers work for benefit. This places the strategy formation process in the most dynamic settings, with provoking moves and so on. But ironically, the strategy itself is a concept rooted not in change but in inner stability set plans and established patterns.

c. Program

The program is a sequence of actions performed in achieving set goals. The program is meant to rule everything the actions that will be carried out so that the strategy can be implemented optimally. Strategy determines the overall direction and focus of action organization; its formulation cannot be considered as mere generation and alignment of the program to meet the goals set. Objective development is an integral part of strategy formulation.

2.3 Development Theory

Among the required reforms were the dismantling of the developmentalist state and the protectionist measures of the ISI period so as to give free reign to the global market forces (Saad-Filho, 2005). Chile under the dictatorship of General Pinochet (1973–1990) already pioneered neoliberalism (Tukan & Dimoe, 2024), which became the dominant policy discourse in many countries of the world. The term "development" etymologically originates from the word "bangun" which is, however, this prefix is not clear from the given context.

According to (Ramdani & Prayitno, 2023), the word "bangun" has several meanings:

- a. Conscious or awake (physiological aspect)
- b. Rise or stand on its own (behavioral aspect)
- c. In the sense of the verb to make, establish, or build (a combination of physiological, behavioral, and form aspects).

Development, essentially, is fully the utilization of community potential possible through active participation according to the level of ability and skills possessed. It is a structured or planned process of continuous change in all aspects with the aim of improving life through modernization and betterment.

First, this required transforming the production structure of the country by shifting from traditional raw material exports to exports with higher value added, and especially towards industrial exports. Instead of continuing with the country's comparative advantages, the state was now charged with developing its 'competitive advantages'. Hence, the state was to expand education, improve standards and promote technological skills and innovations.

Second, to achieve this aim, a more nimble, competent, pragmatic, enabling and catalyst state was required, as compared to the past clientelist, bureaucratic and over- sized state, so as to encourage the private sector to seek out the new opportunities of globalization, as well as being able to adapt its policies according to changing inter-national and national circumstances. The state was no longer required to create state enterprises but could establish public–private partnerships where this was the most appropriate way to stimulate investment, entrepreneurship, and high-value economic activities. In short, a developmentalist state 'light' (Pervin & Zohora, 2023).

Insufficient emphasis on social outcomes may not sufficiently address social welfare outcomes or the impact of development on marginalized communities. It implies that the state should shift from a direct provider to an enabler of development. However, this does not fully explore how the state can maintain regulatory functions and protect public interests, particularly in cases where private sector involvement does not align with public welfare goals. The focus on economic competitiveness may overlook critical aspects like human development, environmental sustainability, and local cultural preservation, which are increasingly recognized as integral to sustainable development.

2.4 Municipal Income

Based on Number (2016), 16 March, on its Article Nu.99 stated that:

- 1) Municipalities and Municipal Authorities generate revenue from:
 - a. Credits included in the General State Budget in their favor.
 - b. Payments made to them by government departments under inter-organizational contracts delegating powers.
- 2) The credits provided for in the General State Budget in favor of Municipalities or Municipal Authorities are classified as transfers.
- 3) It is the responsibility of the member of the Government responsible for State Administration to propose to the Council of Ministers the number of budgetary credits to be included in the General
- 4) The State Budget for each Municipal Administration and each Municipal Authority.

The focus on credits from the central government or contractual payments might overlook innovative or alternative municipal revenue streams, such as local taxes, community-based funding, or environmentally sustainable revenue sources. However, the government allocated a limited budget to the local government to better improve those activities cited above. Dependency on central funding on central government funding, which can limit municipal autonomy and the flexibility of local authorities in pursuing tailored development initiatives. In those mentioned gap arisen lack of focus on financial sustainability of municipal particularly how they can plan for stable income.

3. Research Methodology

The research employed a qualitative descriptive approach, with the data collected through in-depth interviews involving representatives from the local government, tourism industry stakeholders, local communities, and other relevant parties. The research focused on the following areas:

- 1) The current tourism conditions in Baucau Municipality
- 2) The strategies employed by the local government of Baucau Municipality to develop the tourism sector across the municipality.
- 3) The supporting and hindering factors affecting development of the tourism sector in Baucau Municipality.

To gather data aligned with the research objective, the researcher conducted interviews, observations, and documentation review. The data collected in the field were subsequently analyzed using the interactive methods by Miles and Huberman, involving stages of data collection, data reduction, data display, and conclusion drawing. Additionally, direct observations on document analysis were to gain a comprehensive understanding of the strategic development of tourism in the Municipality.

4. Result dan discussion

The transfer of authority from the central government to the Municipalities (decentralization) is due to the fact that Municipalities must be more independent in all aspects of their government affairs. In increasing regional revenue, tourism represents a particular attraction, where the development of the tourism sector is something that must be considered in a logical and realistic manner. Because tourism can be categorized into one of the largest industry groups, where the goods and service exports originate from the tourism sector. Tourism is one of the development sectors that is continuously developed by both the central and Municipal governments. This is because tourism plays a crucial role in Indonesia development, especially as a contributor to national and regional income. (Uchinlayen, Sarker, & Saha, 2022).

The previous tourism development strategy for Baucau likely focused on establishing foundational tourism infrastructure and promoting basic tourism offerings to attract visitors. Given Baucau's beautiful landscapes, cultural richness, and historical significance, the strategy may have emphasized showcasing these natural and cultural assets. The initial strategy likely focused on developing core infrastructure, such as roads, public facilities, and limited accommodations, to support an increase in visitors. This would have included basic transportation routes to make major attractions accessible, as well as improvements to public spaces and limited hospitality services like guesthouses or small hotels. However, infrastructure development may have been limited in scope due to budget constraints,

resulting in varying levels of accessibility to tourist spots. The strategy likely emphasized Baucau's scenic landscapes, beaches, and historical sites, as these are significant draws for tourists. Key sites may have included natural areas, traditional villages, and historical landmarks, reflecting the area's natural beauty and cultural heritage. Marketing efforts may have focused on nearby regions or neighboring countries with minimal emphasis on broader international markets.

Early tourism strategies may have relied on traditional marketing methods, such as brochures, posters, and partnerships with regional travel agencies, to promote Baucau. This approach would reach a relatively small audience, primarily domestic tourists or visitors from nearby regions. Digital marketing was likely underutilized, limiting visibility on global platforms and reducing engagement with international audiences who rely on online sources for travel planning. To attract visitors, previous strategies might have supported the organization of cultural festivals, community events, and celebrations of local traditions. These events would showcase Baucau's rich cultural heritage, music, and dance, attracting tourists interested in unique cultural experiences. While tourism likely provided some economic opportunities, early strategies may not have fully involved local communities in tourism development, resulting in fewer benefits for residents. Tourism jobs and profits may have been limited to a few local businesses without widespread community engagement or skill-building opportunities.

During the research interview with some local peoples in the Baucau Municipality, stated that as long as the Baucau Municipality has its tourism object to attract tourists, there was some weakness and challenges such as:

- a. Limited to digital outreach, this might be relied more on traditional marketing methods like print materials, local events, or partnerships with tour operators, which limit reach and visibility. Without digital channels, they may have missed attracting a broader, global audience. In other hands, internet coverage in those places is terrible.
- b. Community exclusion also constrained by limited budgets or lack of trained personnel, impacting the quality and sustainability of the sector's development. Coordination gap for the Effective tourism development often requires coordination among government agencies, private sector stakeholders, and the local community. Previous strategies may have lacked this integration, resulting in fragmented efforts and inefficiencies.

The concept of ideal tourism management, as emphasized above, can be achieved through several strategic steps formulated by the author based on the study of tourism management in Baucau Municipal. The first step is to create integrated tourism policies at the regional level, from the district/city to the rural areas, to facilitate mobilization that enables regions to develop tourism potential more effectively.

The second concept explains the creation of a Tourism Brand to develop local tourism, in order to facilitate travelers in recognizing the tourism potential in the Municipal Baucau area.

4.1 What is the Condition of Tourism Sector in Baucau Municipality

Based on entire data that collected from the Local Government of Baucau Municipality in the efforts of developing tourism sector that existed in the Baucau Municipality still in crucial step. Because based on the list that the researcher observed, it is still not well developed and can be say that it's still under the natural. According to the literature review, there are several cases of visitation to villages and indigenous peoples, such as the foreign people and local people of Baucau Municipality itself. However, Interviewee that "almost all villages in the Baucau Municipality receive visits for educational and/or touristic purposes." Among the municipalities where some form of other Municipality that come to visit Baucau as the tourism activities already occur. Additionally, it was noted that there are projects planned for the central region of the east part of Timor Leste.

In addressing the best way to develop the activity based on sustainability, ethno-development, and the contributions of indigenous tourism, it was possible to confirm the understanding that indigenous communities will only benefit if they are involved with the activity and not positioned as a "product" to be observed and commercialized. Regarding this, one of the interviewees pointed out that if the local

people in the Municipality are leading the projects (obviously, with proper assistance from the central government particularly Ministry of Tourism), tourism department in the Municipality can contribute to greater autonomy for the community, to its organization, and it is also necessary to consider financial resources. If the local government of Baucau people are to remain occupying subordinate and exotic positions, then it's a no-go, there will be no contribution to developing tourism in Baucau Municipality. If there is this knowledge and appreciation, tourism can contribute to the 'strengthening and conservation of culture and identity, reclaiming citizenship, and quality of life.

According to Nyoman S. Pendit in his book "Tourism Science" (2004, p. 117), stated that "*potensi wisata adalah segala sesuatu yang dapat dikembangkan menjadi daya tarik wisata. Potensi wisata dapat dibagi menjadi dua kategori yakni potensia budaya dan potensia alamiah*" which translated into English saying that tourism is everything that can be developed into tourist attractions. Tourism potential can be divided into two categories which is culture tourism potential and natural potential tourism.

4.2 The local government of Baucau Municipality strategy of tourism sector

Regarding the necessary strategies to develop indigenous tourism, it is necessary, first, to establish objectives and strategies aimed at strengthening cultural tolerance, based on the premise that tourism, by bringing communities closer, can contribute to tolerance, meaning acceptance, respect, and appreciation of cultures. Among the strategies pointed out by the interviewees saying that "Dissemination of cultures through documentaries, written and photographic records, production of CDs and DVDs about the songs and dances of these peoples" can be displayed in the all-media platforms.

Recommend training centers to develop products and services consistent with the preservation of culture for promotion, awareness, consciousness-raising, and capacity-building. Develop tours guided led by a team composed of community leaders, humanities professionals (anthropologist and historian), and a tourism expert. Expand contacts between the parties to increase respectability based on understanding the existence of different realities.

The strategies mentioned relate to important points for the implementation of indigenous tourism, but also address the need for the promotion of education and dissemination of indigenous peoples in the state. Thus, it is possible to understand that it is necessary, first and foremost, to establish a channel of dialogue and understanding between indigenous and non-indigenous people, and then to implement and develop indigenous tourism.

To implement and develop local (Municipality) tourism, the importance of a multidisciplinary team was highlighted, including anthropologists, historians, geographers, social workers, tourism experts, and local leaders, I believe the risk of failure would be not very high. It was also emphasized the need for the involvement of higher education institutions, through the implementation of extension projects, in partnership with local communities as well as "university courses with well-elaborated, valued, and in-depth themes about tourism management and training centers, private sectors.

Furthermore, the role of the public sector and municipalities was pointed out as essential for the development of local tourism in addition, the contribution of organized society and the private sector is important. Regarding the role of the tourism expert, it is important and was highlighted in the interviews. Among the responsibilities of this professional is that of a tourism planner. However, the tourism expert needs to work together with other professionals who have greater knowledge about the various aspects that are important in the development of tourism in the local communities, including the way of life of these peoples, is crucial. Therefore, the tourism professional can work as a mediator between the necessary stakeholders to develop local tourism.

From the data collected above by the researcher the strategy that needs to be considered by the Municipality Tourism Department must develop basic facilities to attract tourists both domestic and foreign. To develop the local tourism especially basic infrastructure such as:

1. Roads, Electricity, Toilets etc. in the Tourism object spot.
2. Depth expert to explain the tourism culture and natural environment.
3. Improving promotion in the social media platforms both domestic and international through the embassies and Goodwill Ambassador for tourism.

A successful tourism product must meet three basic factors simultaneously: tourist attractions; facilities and services offered; and physical accessibility to them. Strategy of tourism promotion in the potential natural environment is the competency of local government especially the Tourism Department to developing tourism must inviting people to come to visit Baucau Municipality to visit the tourism spot mentioned above.

Other strategies that the community (local tourism management) must doing to develop tourism sector needs to work together with the Central Government in particularly Ministry of Tourism or National Authority of Tourism or other organizations that running tourism to invite tourist or other people to visit Baucau. Promotion is the process (set of means and actions) designed to inform potential visitors about the tourism product offered, sharing with them its most attractive and innovative attributes. As such it is usually integrated with distribution and implies communication activities, including advertising. But it is worth stressing that the mechanism called “word of mouth” remains the main method of promotion. Along with the loyalty of customers, the “unstructured” means are the most affordable, offering higher yields for small businesses at a lower cost. Therefore “invest in quality and save on advertising” is the motto. On the other hand, it is important to remember that an increasing proportion of the so-called new tourists are independent tourists who organize their own trips thanks to the wide availability of information.

“Menurut Yoeti (1996, h.170), wisatawan adalah orang yang melakukan perjalanan sementara waktu ke tempat atau daerah yang sama sekali masih asing baginya”. Meaning that a tourist is someone who travels for a temporary period to a place or area that is completely unfamiliar to them. Therefore, the facilities that so far existed in the Baucau Municipality as the following:

1. Transportation. In the Baucau Municipality have public transportation which we call “Microlet and Bus” that can facilitate the tourist to visit the tourism spot mentioned above.
2. Accommodation. Baucau Municipality has hotels that are standard already and with standard prices. We can say that all the hotels in the Baucau Municipality have catering services available.
3. Tourism objects that existed in the Baucau Municipality have four categories: Natural, Culture, historical and religious. Besides that, there is also Baucau Municipality Swimming pool.
4. So far Baucau Municipality does not have shopping centers for souvenirs, but tourists still can go to the local market to buy it there.

Based on the facilities data mentioned above, there is the facilities that so far available are:

Hotel or Guest House that existed in the Baucau Municipality total 38.

1. Restaurants that existed in the Baucau Municipality total 9.
2. Public transport that is available in the Baucau Municipality are Microlet and Bus. But except if the tourist rented the car from Dili.
3. Electricity 24 hours available
4. There are three Telecommunications that provide internet access and network, such Timor Telecom, Telemor and Telekomcel.

So far Baucau Municipality depends on Satate Budget that approved by the National Parliament every year to sustain all the activities cost include the development of tourism sector. Baucau Municipality has tax application but very limit to fund for the development. As stated, every year the central government only allocates about 9 million to sustain all activities of the Municipality in Infrastructure (PDIM), Salary and Wages, Minor Capital, Public Transfers and Good and Services.

4.3 The supporting and halting factors in the development of the tourism sector in Baucau Municipality. To more knowing the supporting and halted factors.

4.3.1 Supporting Factor

- 1) The supporting factor of the Baucau Municipality is the Matebian mountain, Wataboo beach, Waicana Spring Water in Venilale, 7 caves in Bercoli Venilale.
- 2) Each tourism object mentioned above has its own object attraction.
- 3) Local government from now onwards will work hard with private sector as well as other investors to invest in Baucau Municipality especially more develop the standard infrastructure.
- 4) Improve communication and coordination between the private sector, central government, and investors.

4.3.2 Halted Factor

The halted factor such as:

- 1) Land status is not clear in both law and traditions customs.
- 2) Central Government has not seriously allocated state budget for tourism development in the Municipality level.
- 3) Limited Tourism expert in the Municipality level
- 4) Lack cooperation and coordination between the third parties, there is no other parties that bids to have cooperation with the Baucau Municipality to develop tourism sector. Last year Baucau Municipality have working with the Veteran organization have signed cooperation agreements with International Investment from Brunei Darussalam to start investing tourism sectors such as Hotels, Airport, Roads, Villas and so on.
- 5) Based on the results of the research, that limit budget allocations are the one of the factors that halted to achieve the Municipality programs that have been programmed.

5. Summary

Based on the research result, the researcher takes some key summary as follows:

- 1) In principle Baucau Municipality has numerous tourist potential spots available to attracting tourist to visit in both seaside and mountains, however, the government not seriously to developing.
- 2) There is no specific legislation in either local law or national law to regulate the strategy of development tourism in the Baucau Municipality.
- 3) Strategy that needs to be taken into the account by the Baucau Municipality such as:
 - a. Develop tourism potential spots, such as defining potential program to each spot so it can be attractive more visitors to visit the spots.
 - b. Promotion, creates public events or public awareness such as implementing festivals and cultural expos both domestic and international.
 - c. Training and coaching Tourism. Providing capacity building to the local groups that so far working the tourism industry spot to better serve visitors who visiting the places.
- 4) Efforts to increase the local government income to develop other spot that very potential to making money.
- 5) Educational Actions: including activities such as language classes, visits to the Indigenous places, activities, and events such as indigenous knowledge exchanges.
- 6) Cultural Actions: comprising activities related to events such as experiences with indigenous communities, indigenous craft fairs, and Indigenous Day celebrations.

Suggestions

Those explanations that describing above, the researcher can also give the following suggestions to all parties that worked for the tourism sector as:

- 1) The central government, in this context the Ministry of Tourism and Environmental to pay high attention to the development tourism sector in the Municipality, especially Baucau Municipal that has a lot of tourism potential spot.
- 2) Doing cooperation with investors to invest in the tourism industry in Timor Leste especially Baucau Municipal. Collaboration and Partnerships: Foster collaboration and partnerships between the government, private sector, NGOs, and local communities to jointly promote and develop tourism in Baucau Municipality. Leverage resources, expertise, and networks to achieve common

tourism goals and objectives.

- 3) Allocate enough budget to the Municipality of Baucau to develop the tourism industry, as the Baucau Municipality is the second city of Timor Leste after Dili.
- 4) Preserve and Promote Culture: Preserve and promote the rich cultural heritage of Baucau, including traditional ceremonies, dances, music, and handicrafts. Encourage cultural exchanges and experiences for tourists to learn about the local culture and interact with the community.
- 5) Promotion, Identify and Promote Unique Attractions: Identify the unique cultural, historical, and natural attractions in Baucau, such as historical sites, traditional villages, beautiful beaches, and natural landscapes. Promote these attractions through various channels, including websites, brochures, and social media platforms.
- 6) Improve Infrastructure: Enhance tourism infrastructure such as roads, transportation facilities, accommodation options (hotels, guesthouses, homestays), and public amenities (restrooms, signage, parking areas) to provide a comfortable and convenient experience for tourists.

Research Barriers

During the research period, the researcher faced following barriers such as:

- 1) All the informants difficult to collaborate with the researcher to provide accurate information about the potential tourism spots.
- 2) Time constraints, the time allocation very limited due to the coincide with working hours in the office as well as work priorities volume highest in the office.
- 3) Scope and Focus: Narrow scope or limited focus of the research question may result in overlooking important variables or alternative explanations, limiting the depth and breadth of the analysis.

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