



SELINUS UNIVERSITY
OF SCIENCES AND LITERATURE

Opportunities and Challenges of
Community-Based Tourism Development
for Local Community Income in Com Village,
Lautem Post Administrative, Lautem
Municipality Authority, Timor-Leste

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A DISSERTATION

Presented to the Department of
Tourism Management
program at Selinus University

Faculty of Art & Humanities
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for the degree of Doctor of Philosophy
in Tourism Management

2024

DECLARATION

I hereby declare that the thesis entitled "**Opportunities and challenges of community-based tourism development for the local community income in COM Village, Lautem Post Administrative, Lautem Municipality Authority Timor-Leste**" submitted to Selinus University of Science and Literature, is entirely my original work. I have prepared this thesis under the guidance and supervision of my supervisor. I have duly acknowledged all ideas and information obtained from various sources during the preparation of this thesis. The findings and results presented in this thesis have not been previously presented or submitted for the award of any other degree or for any other purposes. Furthermore, I confirm that no part of the content of this thesis has been published in any form prior to this submission.

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CERTIFICATE

This is to certify that the thesis entitled " **Opportunities and challenges of community-based tourism development for the local community income in COM Village, Lautem Post Administrative, Lautem Municipality Authority Timor-Leste**" submitted for the degree of Doctor of Philosophy in Tourism Management Development to the Department of Arts and Humanities, Selinus University of Science and Literature is a record of original research carried out by **Mr. Macário Floriano Sanches, Id. No: UNISE2956IT**, under my guidance, and no part of the thesis has been submitted for any other degree or diploma.

The assistance and help received during the course of this investigation have been acknowledged.

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The thesis attached hereto, entitled "**Opportunities and challenges of community-based tourism development for the local community income in COM Village, Lautem Post Administrative, Lautem Municipality Authority Timor-Leste**" prepared and submitted by Mr. Macário Floriano Sanches for the degree of Doctor of Philosophy in Tourism Management is hereby accepted.

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ABSTRACT

The purpose of this study was to investigate the potential opportunities and challenges of community-based tourism development for COM Village's local income. Therefore, this study uses a quantitative research approach, with data gathered through surveys, document reviews, and direct observations in the research area.

This study discovered several findings, such as potential tourist attractions, business opportunities, and community-based development challenges. The following are the findings:

First, potential community-based Tourism in COM Village

COM Village is well-known in Timor-Leste as a seasonal tourist destination and has the potential to be a regular destination for weekends, holidays, and daily visit. This study found a significant potential to draw tourists from both domestic and international visitors. These include historic sites; cultural and festivals activities, hiking and walking trails; sport tourism activities like beach volleyball, cycling, and local boat racing; and camping and marine tourism activities like snorkeling, diving, and fishing. According to the study's participants, visiting traditional house, Umun Ira Lake, walking along the beach and marine tourism are the most popular visitor activities.

Second, Community tourism business opportunity in COM Village

The study found that there was only one guest house with two (2) rooms, which was initiated by Rosa Mareira Ratu in 2001, but today, there are eight (8) guest houses operating with forty-four (46) rooms available, 10 rooms under renovation, and sixteen (16) rooms under construction. However, only three of the eight guest houses are more popular among visitors such as Katy Guest House, Sani Guest House, and Rosa Guest House. The other homestays and guest houses can only accommodate visitors if the three guest houses are fully booked. Aside from that, other services such as fuel stations, kiosks, and handicraft shops are available to visitors.

Aside from the existing accommodations and other businesses listed above, there are new business opportunities that could potentially contribute to improving the local community's income in the future, such as in marine tourism like snorkeling and diving equipment rental, boat rental for fishing and visiting the neighbor's tourist attractions, sport attractions such as bicycle rental, beach volleyball activity, camping

equipment rental, photoshoots with coffee shops, and hand-made handicraft innovation.

Third, Community-based Tourism challenges in COM Village.

One of the biggest challenges of the COM Village's community-based tourism development is land disputes among the local community and business owners. A number of cases have occurred, and some of them have been sent to the court for justice. Due to land disputes, the basic tourist attractions facilities such as information center, toilets, signage, parking areas, business activities area playgrounds, and other facilities have not been developed yet. Aside from land disputes, the study discovered that a lack of the government's community-based tourism destination integrated plan, crocodile attacks, a lack of public facilities, a poor internet access, a lack of promotion, and a lack of management and technical skill are the principal constraints to COM Village's community-based tourism development.

Based on the findings, the researcher made recommendations, such as promoting internal local community discussion about the long-term benefits of using rural land for business and investment, as well as developing a community-based tourism integrated plan based on ASEAN community-based standards. This integrated plan will include a strategy for small and medium-sized business operations, an analysis of business operations with appropriate land allocation, a marketing and promotion strategy, education and training, hospitality, and tourist attraction management. Aside from that, this study suggests establishing a local tourism association, developing basic infrastructure facilities, and improving the skills of local community and business owners.

CHAPTER 1

INTRODUCTION

1. 1. Background

Tourism is an important sector that provides an opportunity to diversify a country's economy. Tourism is already a significant economic activity that helps bring people and countries together. Tourism not only brings people together, but it also creates job and investment opportunities, particularly for society's most vulnerable groups, such as women, young people, and low-skilled workers. Honeck (2013) wrote that sustainable tourism development guidelines and management practices apply to all forms of tourism to ensure viable, long-term economic operations plans for the benefit of all stakeholder and that are equitably distributed, including on employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development necessitates the informed participation of all relevant stakeholders, as well as strong political leadership to ensure broad participation, consensus-building, and a strong commitment to providing clear policy direction. Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them. While Sharpley and Telfer (2015:95) wrote that the development of convergence theory in tourism embraces two distinct themes. On the one hand, tourism is seen as an agent of economic growth and regional development within a particular country, contributing to the alleviation of regional imbalances, in particular between the

metropolitan centers and peripheral areas. On the other hand, tourism's developmental role is considered in the context of a world divided into developed and less developed countries, the assumption being that the gap between the two may be reduced through tourism development projects in the latter.

The UNWTO estimated 1286 million international tourists (overnight visitors) were recorded around the world in 2023, an increase of 34% over 2022. While, the Asia and the Pacific reached 65% of pre-pandemic levels, with a gradual recovery since the start of 2023 (UNWTO, World Tourism Barometer and Statistical annex, January 2024). In this context, the Timor-Leste's Baseline Supply and Demand Analysis with Consumer Perspective document (World Bank Dili Office, 2021) explains that the combination of hiking trips with community-based tourism has also grown in popularity, as the cultural aspect (e.g., meeting local people) adds more flavor and uniqueness to hiking trips. While, dive & snorkeling tourism and cetacean tourism present immediate opportunities to boost tourism activities over the short- to medium-term, there is a possibility to investigate future opportunities to develop peripheral activities such as water sports alongside. These could include: Sea kayaking, Sports fishing; Surfing; Sailing and boat racing.

This report expressed that for Timor-Leste to achieve its tourism goals, there are various opportunities for Timor-Leste to improve its tourism offering. The areas of opportunity are: addressing coordination failures between public and private sector stakeholders in the tourism industry, improving local and international connectivity and access, improving the overall tourism climate through promotion and creating demand for the private sector to grow and develop, and finally, developing basic

tourism facilities to benefit local, domestic, and international travelers. In order to improve tourism offer, there is a need to develop Community-Based Tourism in such way to support the market. The community-based tourism development is a very important concept that recently became an alternative approach that adopted in Timor-Leste. In sustainable development of community-based tourism requires a dynamic balance between supply and demand sides, therefore, community-based tourism concept is important to continuously develop. Campbell and Vainio-Mattila (2003) stated that community-based tourism development provides alternative opportunities for tourism activities that have conservation value and community participation. While Amerta (2017) wrote that the community-based tourism development is a discourse that must be put forward in order to achieve the success of development in various sectors, including the tourism sector. The community-based tourism development discourse which is currently often used as the basis of tourism development either nationally, regionally, and internationally. Furthermore, Sofield (2003) in community-based tourism development, the “community’s goods and resources should be locally controlled, community-based and community driven”.

Based on above mentioned concept, Yoeti Oka, (2008) stated that the tourism development program must go through an innovation strategy process from various joint activities with the government and the community in developing tourism through the concept of:

- a) Provide a clear, applicable direction and purpose;
- b) Guiding Penta helix cooperation and structured and sustainable community institutions;

- c) Creating solid, effective and efficient coordination;
- d) Ensuring the achievement of business targets for the welfare of the wider community;
- e) Able to minimize the risk of failure in business both on micro and macro scale
- f) Encourage the creation of solid teamwork.

Explanation above proved that there is a requirement that needed to put in place a long term strategic plan to guide how tourism could be developed. In this relation, in 2011 the government of Timor-Leste launched the Timor-Leste Strategy Development Plan (SDP) 2011-2030. This SDP 2011-2030 stated that a successful tourism industry will contribute income to the national and local economies, create jobs, build businesses and improve regional economic imbalances. Sharpley and Telfer (2015) Tourism is also considered to be an effective source of income and employment. Reference has already been made to the global contribution of tourism to employment and GDP and, for many countries or destination areas, particularly with a dominant tourism sector; tourism is the major source of income and employment for local communities. Adding to that Schubert et al. 2011 (Sharpley and Telfer: 2015) suggest that tourism is also pursued as a source of economic growth because, in addition to foreign exchange earnings and income and employment generation, it stimulates local competition and investment in infrastructure, it encourages other economic sectors to develop and may encourage technical and human capital development.

The SDP explains that Timor-Leste's natural beauty, rich history and cultural heritage there is great potential to develop tourism as a major industry to underpin our economic development. Based on the Strategy Development Plan, in March 2017, the Government of Timor-Leste approved a National Tourism Policy, entitled Growing Tourism to 2030-Creating a Sense of National Identity with a vision that by 2030 the country will have a vibrant tourism sector that makes a significant contribution to employment across the country; is economically, socially and environmentally sustainable; helps promote a positive image of Timor-Leste overseas; and is an industry that people wish to work in.

The Tourism Policy introduced with the five themes (pillars) through which government, industry, civil society, academia, and development partners should view tourism and focus their efforts in order to achieve the goal of sector prosperity and sustainability for Timor-Leste. The five pillars (5Ps) are as follows:

- The tourism sector is viewed as a **priority** pillar of economic development that is embraced by government, the private sector, and civil society.
- The tourism sector produces **prosperity** through linkages with local industries, delivery of employment opportunities, and the creation of profitable ventures.
- The tourism sector supports the **protection** of the natural environment and unique cultural heritage of the country, ensures sustainable development, and guarantees duty of care of international visitors.

- The tourism sector is characterized by a range of public and private **partnership** arrangements that stimulate, develop and grow a diverse portfolio of tourism products and services.
- The tourism sector is serviced by **people** that are trained and educated to internationally recognized standards to ensure a quality visitor experience.

This National Tourism Policy recommends the creation of an inclusive tourism industry that is environmentally and economically sustainable and that promotes, values, recognizes and protects the unique culture, environment and heritage of Timor-Leste. It aspires for tourism to be a driver of the country's economic growth, a standard bearer of national pride and the essence of an internationally recognized country brand that increases the awareness of Timor-Leste as an international travel destination. In this connection, Weaver and Lawton (2014) wrote that Tourism is widespread and complex, and sophisticated management is required to realize its full potential as a sustainable economic, ecological, social and cultural force. Complicating this task is its vulnerability to uncertainty, which is demonstrated by contemporary concerns about the global economy and the role of tourism in both affecting and being affected by climate change. While, Weaver and Lawton (Goeldner and Ritchie (Page 2: 2012) said that:

“Tourism may be defined as the sum of the processes, activities, and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting, transporting, hosting and management of tourists and other visitors”.

Mathieson and Wall (1982) wrote that the best working definition of tourism is the temporary movement of people to destination outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs (Gunn, 1998:2).

It is clear that tourism has always been seen as a sector capable of improving people's welfare, opening up vast employment opportunities, and supporting people's economic income. However, experts argue that this sector does not always have a positive impact on people's lives. Deller (2010:) argues that tourism is often identified with poverty because jobs in the tourism sector lead to low-income jobs and do not guarantee the community's welfare to get a higher income. In this concept, Community-Based Tourism plays very important element for the sustainable tourism development. Community-based tourism is also being recognized as a tool that strengthens the ability of rural communities to manage tourism resources while having huge potentials in generating income, diversifying the local economy, preserving culture, conserving the environment and providing educational opportunities. Based on Community Based Tourism ASEAN standard (2016:2) that Community Based Tourism is tourism activity, community owned and operated, and managed or coordinated at the community level that contributes to the well-being of communities through supporting sustainable livelihoods and protecting valued socio-cultural traditions and natural and cultural heritage resources. Denis Tolkach's findings (2013) on his Ph.D. thesis reported that it has been acknowledged that Community Based Tourism and Pro-poor Tourism often do not achieve their objectives due to a lack of community awareness, education and support and Even in the case of Pro-poor Tourism and Community Based Tourism there is a limit to local

empowerment and freedom of choice, because many community development initiatives are restricted to the rules of aid and development companies, and tourism is no exception. Furthermore, Quintas in his thesis “Sustainable tourism and alternative livelihood development on Atauro Island, Timor-Leste, through pro-poor” (2016) wrote that Community-Based Ecotourism (CBET) is part of an alternative form of tourism that is important for Small Island Developing States (SIDS) like Timor-Leste, as it not only contributes to the well-being of local people economically but also helps host communities protect and preserve their natural and cultural resources. This means that the community-based tourism is meant for disadvantaged community members and can be related to issues such as empowerment, sustainability, social justice and self-reliance (Giampiccoli and Saayman: 2015). Furthermore, Natalino da Silva (2022) on his master’s report found that Lautem Municipality has many tourism potentials until now, it has not been developed yet.

1. 2. Research question

The study will answer the following principal research question:

- What are the opportunities and challenges for Community Based Tourism development at the local community? Does the Community Based Tourism promote engagement and empowerment in the local community?
- Does Community Based Tourism enhance satisfaction with the local community income?

- What are the Community-Based Tourism assets/products/activities in COM Village's that potentially contribute to the local community income?

1.3. The objective of the research

In order to answer the principal research question, the following three (3) key objectives formulated to investigate Community Based Tourism system in Timor-Leste:

1. Identify the existing opportunities and challenges for the future Community Based Tourism Development
2. How Community Based Tourism contribute to the local community income?
3. Identify the key Community Based Tourism values/assets, activities and development priorities to support Community Based Tourism development COM Village and Timor-Leste

1.4. The benefit of the research

1.4.1. Theoretical benefit

This research is expected to provide an academic contribution to the development of concepts and thoughts in the field of tourism management studies, especially Community-based tourism development in the application of the Local tourism organization, so that there is synergy between the two, as well as an empirical contribution to the Community Based Tourism development, as an academic contribution in identify supporting and inhibiting factors for the quality of local tourism organization. As the final result, this research focuses on the use of Community Based Tourism concepts and dimensions to create a quality community-based tourism model in Timor-Leste.

1.4.2. Practical benefit

This research is expected to make a major contribution to the Community Based Tourism development in preparing and making continuous improvements at the local community in order to promote the tourism sites and its products to attract the visitors. Furthermore, it is hoped that the results of this research can be used as material for evaluating the implementation of the Timor-Leste National Tourism Policy especially in the Community-Based Tourism development concept.

1.5 The Structure of the Thesis

The thesis is organized into five chapters, each addressing different aspects of the study.

The structure of the thesis is as follows:

1.5.1 Chapter One: Introduction

This chapter introduces the key elements of the study, including the background, research questions, the objective of the research, the benefit of the research. The overall structure of the thesis is also outlined in this chapter.

1.5.2 Chapter Two: Literature Review

In this chapter begins with definitions of key concepts such as tourism impacts, and the functioning tourism system, Community-Based Tourism (CBT), Community-Based Tourism concept and approaches, community Participation, local community economy income and Community-Based Tourism in Timor-Leste.

1.5.3 Chapter Three: Methodology

This chapter focuses on the research methodology in the study. It clarifies various aspects, such as the approach adopted for the study; research design, information about the study area, population and sampling techniques, data collection methods and data analysis

1.5.4. Chapter Four: Data Analysis and Presentation of Findings

Chapter Five presents the empirical findings derived from the survey research conducted in COM Village, Lautem Post Administrative, and Authority of Lautem Municipality, Timor-Leste. The research methodology involved the use of questionnaires, group discussions, and document analysis. Questionnaires were administered to various stakeholders, such as businesses owners, communities, and visitors. The document analysis focused on the Timor-Leste Strategic Development Plan, National Tourism Policy and reports and statistical reports. The findings are analyzed and interpreted in detail.

1.5.5. Chapter Five: Summary, Conclusion, and Recommendations

The final chapter of the thesis provides a conclusive summary of the study and presents the key findings. It identifies necessary strategic interventions to address the research questions posed in the study. Recommendations are provided, specifically addressing challenges that affect the Community Based Tourism development and local community income development. These recommendations are also based on the challenges and opportunities realized in Community Based Tourism to empower community to led and managed and owned the businesses. Furthermore, this chapter proposes a Community Based Tourism development model which could be replicated in others places in Timor-Leste.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Concepts

This chapter focuses on the theoretical framework that supports the tourism and community-based tourism development. Specifically, it examines the factors that influence Community participation in Community Based Tourism development to improve the local community income. The chapter provides a broad analysis of the opportunities and challenges of Community Based Tourism development at the local level, with a particular emphasis on local community income.

2.2. Definitions of Key concepts

2.2.1. Tourism, Tourism impact and the functioning tourism system

2.2.1.1 Tourism and tourist Definition

Tourism is the temporary movement of people to destination outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and facilities created by cater to their need (Mathieson and Wall, 1982 in Clare A. Gunn 1988). While UNWTO (2008) define 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. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure. Leiper (1981) says that tourism is an open system of five

elements interacting with border environments, the human element tourist, three geographical elements, generating region, transit route and destinations region and economic element, the tourist industry. The five important elements are as follows:

1. Tourist: the human element.
2. The geographical elements: There is an origin or tourist generating region, the place where tours begin and end (home). There is a tourist destination region or host locality, where tourists stay temporarily. Thirdly there is a transit region or route which connects the two and through which tourists travel
3. Transit element: The tourist transit region is the space between when the tourist leaves the traveler generating region and when they arrive at the tourist destination region.
4. Destination element: is a tourist destination area which is the country or city of the original destination planned.
5. The industrial element: The tourist industry consists of all those firms, organizations and facilities which are intended to serve the specific needs and wants of tourists.

According to the duration of visits, a visitor is a traveler taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited (WTO, 2010). Weaver and Lawton (2014) says that the length of time involved in the trip experience is the second basic factor that determines whether someone is a tourist and what type of tourist they are. Theoretically, while there is no minimum time that must be expended, most trips that

meet domestic tourism distance thresholds will require at least a few hours. While, Camilleri (2019) says that tourists were classified as temporary visitors staying at least 24 hours in a destination.

From the definition, the UNWTO (1995) defined tourists can be:

1. Domestic (residents of a given country travelling only within that country)
2. Inbound (non-residents travelling in a given country)
3. Outbound (residents of one country travelling in another country)

Based on the explanation above, the World Tourism Organization (WTO) 2010 defined tourist as follows:

- International Tourist: International travel consists of both inbound and outbound travel, and refers to situations in which the country of residence of the traveler is different from the country or countries visited. Those who undertake international travel will be considered as international travellers.
- Domestic tourist: A domestic trip is one with a main destination within the country of residence of the visitor. An inbound or outbound trip is one with a main destination outside the country of residence of the visitor. An outbound tourism trip might include visits to places within the country of residence in the same way as a domestic trip might include visits outside the country of residence of the visitor.

Furthermore, WTO (2008) says that three basic forms of tourism be distinguished as follows:

- a) Domestic tourism, which comprises the activities of a resident visitor within the country of reference either as part of a domestic tourism trip or part of an outbound tourism trip;
- b) Inbound tourism, which comprises the activities of a non-resident visitor within the country of reference on an inbound tourism trip;
- c) Outbound tourism, which comprises the activities of a resident visitor outside the country of reference, either as part of an outbound tourism trip or as part of a domestic tourism trip.

2.2.1.2. Tourism Impact and the functioning tourism system

There are positive and negative impacts in tourism. Gunn (1988) wrote the positive impact of tourism, no matter how measured, shows that tourism does strengthen the economy of many areas. This economy benefit is best understood as “a gross increase in the wealth or income (p.3). Frechtling 1987 (in Gunn 1988) defines economic benefits can be expressed by both primary and secondary affects as follows:

- a) Primary of Direct Benefits
 - i. Business receipts
 - ii. Income
 - Labor and proprietors income
 - Corporate profit, dividends, interest, and rent
 - iii. Employment
 - Private employment
 - Public employment

iv. Government receipts

- Federal
- State
- Local

b). Secondary benefits

i. Indirect benefits generated by primary business outlays, including investment

- Business receipts
- Income
- Employment
- Government receipts

ii) Induced benefits generated by spending of primary income

- Business receipts
- Income
- Employment
- Government receipts

While, Sigala and Robinson (2019) wrote that tourism impacts are important for communities, among them:

- Economic significance of tourism gives the industry greater respect among the business community, public officials, and the public in general (Stynes, 1997). This often translates into decisions or public policies that are favorable to tourism.

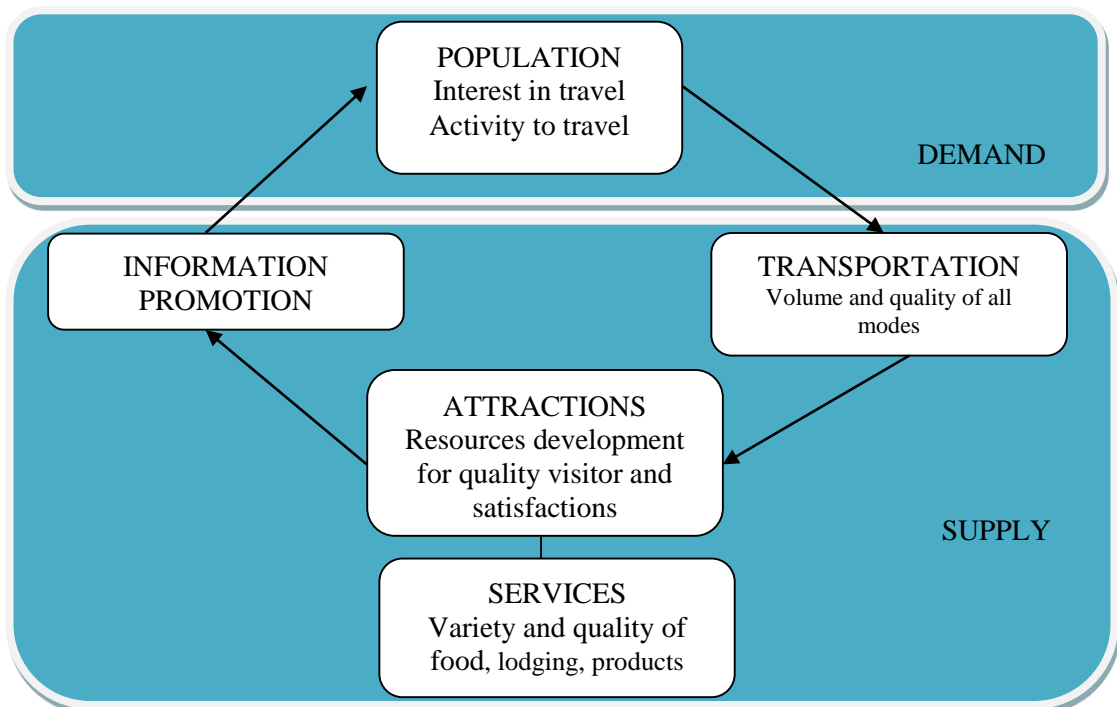
- Economic impact assessments provide a better understanding of the role and importance of tourism in a regional economy. Comparison of the alternatives can help communities decide where to invest time and resources to get the greatest benefit (Miller, 2017).
- Tourism enterprises depend on each other, other sectors of the economy, local government, as well as local residents. In other words, tourism impacts the entire community one way or another. For tourism to succeed community support is extremely important—and this support can be acquired by showcasing the positive impacts of tourism on the local economy.

Furthermore, the negative impacts generated by tourism are of various types. In the economic field, the main negative impact is the increase in prices that occurs in all types of goods, especially in renting and purchasing properties (Belisle & Hoy, 1980; Camilleri, 2018b, 2018c; Liu & Var, 1986). Tourist destinations tend to differ a little from other destinations thanks to their image and this makes it possible for them to have a price increase that translates into higher price indexes in tourist regions. Another negative economic impact is the quality of employments that are generated. These are low-skilled employments with timetables that are not very common in other sectors and have low pay. However, this impact has not been widely analyzed (Teye et al., 2002) and, it is possible, that it is seen as something inherent to the economic benefits generated. The increase in prices is something that, to a greater or lesser extent, can be considered to accompany economic growth (Camilleri, 2019)

Tourism planning and development are important in all aspects including local community economy development through tourism sector activities. Therefore, Gunn (1988) stated that whereas much of tourism development is driven by market, the

supply side that includes transportation, attractions, services, and promotion/information cannot functioning effectively without each other to satisfy market. Furthermore, Gunn 1972 (in Gunn 1988) explained that generally the functioning tourism system, the heart of all tourism development and operation, consists of demand (market) side and supply side. There four components of the supply of plant side could be described as: Transportation, services, and information/promotion as follows:

Table 2.1: Functioning tourism system



Source: Clare A. Gunn. 1998. Tourism Planning. The functioning tourism system. A model of the key function components that make up dynamic an interrelated tourism system. Important is the relationship between demand and supply

The table 2.1 explains the four components of the supply side could be description as transportation, services facilities, attractions, and information/promotion. Gunn (1988) explains that demand site of tourism is a major one in certain an understatement. Without volumes of people markets that have both the desire and the

ability to travel, tourism cannot develop and thrive. Planner must be aware how markets related to the following four components of supply side of tourism.

a. Attractions

Attractions are the on-location places in regions that not only provide things for tourist to see and do but also offer the magnetism for travel. Attraction ate minor side of market interests, the place where personal and social expectation from travel are realized.

b. Services facilities.

Services and facilities for tourism that local economies get their first impact of tourism such as accommodation, food service, bars, retails sales are conspicuous business evidence of tourism development.

c. Transportation

Passenger transportation is a vital component of the tourism site. It provides the very critical linkage between market resource destinations. The scope of transportation as considered here includes land, water, air modes and those forms of tourist transportation in which attractions are an integral part.

d. Information promotion

Promoting destinations and informing tourists encompass a wide array of communication. The scope of promotion includes not only all forms of travel, advertising, publicity and public relation and special incentives (discounts, give-aways), but also the main other ways in which we are influenced about travel and travel place and modes of travel.

2.2.2. Tourism Industry and cultural resources

2.2.2.1. Tourism Industry

The tourism industry (or tourism industries) may be defined as the sum of the industrial and commercial activities that produce goods and services wholly or mainly for tourist consumption (David Weaver, 2014). Furthermore, David Weaver explained that the tourism industry include accommodation, transportation, food and beverage, tour operations, travel agencies, commercial attractions and merchandising of souvenirs, duty-free products and other goods purchased mainly by tourists. While Hunzeiker (in Yoite, 2016) says that tourism enterprise are all entities which by combination means of production provide goods and services of specialty tourist and Mark Anthony Camilleri (2019) says that basically, tourism comprises four main sectors: (i) transportation, (ii) accommodation, (iii) ancillary services and (iv) sales and distribution. Camilleri (2019) explains that the participants of the tourism industry may represent the government (e.g., national authorities, including tourist offices and agencies) or the private sector as they may be direct providers of tourist facilities or services, support organizations or development organizations. It is important that the government as a regulator could provide more responsible to on how to promote tourism industry. Therefore, according to Cimilleri (2019) and MTTA (1999) the national tourism authorities to serve national goals in the realms of tourism planning and development and especially responsible the following:

- The promotion and advancement of the tourism destination;
- To advice government on tourism operations and to issue licenses;
- To contribute towards the improvement of the level of human resources in the tourism industry.

- To advise government on the planning and development of the tourism industry, as well as on the infrastructure supporting the industry.
- To assist and advise on any tourism-related issues and to undertake activities, events and projects to improve the tourism product.

Furthermore, policy, planning and management in tourism sector is very important to consider, therefore, UNWTO handbook (2011) defined that there are three fundamental issues to which all destination authorities need to give the most careful and detailed consideration, namely:

1. **Structures** – establishing appropriate institutional arrangements for tourism.
2. **Inter-agency coordination** – tackling the challenge of coordination both between central government departments and down the line to the regional and local administrations.
3. **Planning system** – establishing a planning system and a full planning process that gives adequate guidance but encourages originality and stimulates investment.

Tourism is unlike any other economic sector in that it involves the state, private sector and community where it takes place. Under such circumstances:

- Planning for tourism is vital;
- A different approach to policy and planning is needed to that used for other sectors;
- In order to create an economically successful and fully sustainable sector over the long term, tourism planning should be comprehensive, fully coordinated and undertaken over an extended time frame.

In relation to the above concept, Rathee and Rajain (2023) wrote that in tourism industry, experience marketing acts as a link between experiences provided to customers and tourism organizations. For any business to succeed, it is important that they focus on providing memorable experiences. So, the tourism industry all need to collaborate to help produce sustainable tourism enterprises that are locally beneficial and also economically feasible.

In this connection, there are seven components of memorable experiences according to Kim et al. (2012) which provide positive experience to tourists

1. Hedonism deals with the emotional aspect of tourism industry.
2. Novel means some newness or innovation in presenting goods and services to tourists.
3. Meaningful means the satisfaction and fulfilment derived from destination experiences.
4. Knowledge relates to the intellectual development due to the tourists' experiences.
5. Refreshing means providing a feeling of freshness and an environment that is relaxing.
6. Culture means the level of engagement with the local people.
7. Involvement means that something is of personal interest (Kim and Ritchie, 2014).

2.2.2.2. Cultural resources

The global trend today is many travelers are looking for a destination with more excited with natural and cultural attraction. WTO (2010) says that a “tourism product”

represents a combination of different aspects (characteristics of the places visited, modes of transport, types of accommodation, specific activities at destination, etc.) around a specific centre of interest, such as nature tours, life on farms, visits to historical and cultural sites, visits to a particular city, the practice of specific sports, the beach, etc. Weaver and Lawton (2014) says that Cultural sites, also known as 'built', 'constructed' or 'human-made' sites, are as or more diverse than their natural counterparts. Categories of convenience include prehistorical, historical, contemporary, economic activity, specialized recreational and retail. While Gunn (1988) says that places that have especially important cultural characteristics are being favored for tourism development over bland and lackluster area such as historic site, historic buildings, archeological digs and artifacts, pilgrimage shrines, locales of lore and unusual technology, ethnic concentrations, engineering feats, crafts, industrial plants and processes, and theme parts make up the pulling power of many destinations. It is important that sustainable tourism development needs to include these aspect. Sustainable tourism is tourism that aims to ensure the long-term economic viability of the industry, while preserving the natural resources it relies on (Camilleri, 2014).

Furthermore, Weaver and Lawton (2014) says that as natural attractions, high-order protected areas stand out for at least four reasons.

- Their strictly protected status ensures, at least theoretically, that the integrity and attractiveness of their constituent natural resources is safeguarded.
- The amount of land available in a relatively undisturbed state is rapidly declining due to habitat destruction, thereby ensuring the status of high-order protected areas as scarce and desirable tourism resources.

- Protection of such areas was originally motivated by the presence of exceptional natural qualities that are attractive to many tourists, such as scenic mountain ranges or rare species of animals and plants.
- An area having been designated as a national park or World Heritage Site confers status on that space as an attraction; since most people assume that it must be special to warrant such designation.

In this concept, Salazar (2012) explains the impact of cultural encounters in the context of community-based tourism (CBT) projects and emphasizes the role of local actors in creating the image of the local culture and heritage. Local or rural destinations will benefit only if the cultural encounters are value-intensive, viable and sustainable. This is largely dependent on the smooth coordination of activities and mutual relationship between stakeholders. Rozemeijer (2001) says that three distinct benefits of CBT: income generation and employment in the remote areas, efficient and sustainable use of natural resources and the resultant impact on sustainable behaviour in the society. CBT contributes also to the diversification of tourism and increase of volume trade (in Camilleri 2019). Therefore, Weaver and Laura (2014) wrote that the social culture benefit from the advocacy platform emphasize the economic benefits that could result from tourism for a destination, they also cite various affiliated sociocultural advantages such as the promotion of cross-cultural understanding, the incentive value of tourism in preserving local culture and heritage, the promotion of social stability through positive economic outcomes.

Based on the above concept, the Community-Based Tourism ASEAN standard (2022) defines standards as follows:

Table 2.2: Standards for maintaining local identity and cultural integrity, and enriching valued cultural traditions

Standard #2.4	Criteria
Standards for maintaining local identity and cultural integrity, and enriching valued cultural traditions	<p>2.4.1 Local identity is well maintained and awareness is raised among the community and a visiting tourist.</p> <p>2.4.2 Cultural assets of the local community and valued cultural traditions are identified, documented and endorsed by relevant communities.</p> <p>2.4.3 Programs exist to authentically present, enhance and retain local cultural traditions towards protecting cultural integrity, identity and values.</p> <p>2.4.4 Practices ensure that all rules, regulations and laws relevant to protection of culture and heritage are followed.</p> <p>2.4.5 CBT management supports the retention of traditional livelihoods and initiatives that create alternative livelihoods.</p> <p>2.4.6 A code of visitor behaviour exists to inform</p>

	<p>visitors of appropriate behaviour within communities.</p> <p>2.4.7 A community decision-making process exists that identifies what cultural assets and traditions will be shared with visitors.</p> <p>2.4.8 CBT management ensures the protection of cultural assets of the community.</p>
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2.2.3 Community-Based Tourism (CBT), definition and principles

The ASEAN standard (2022) defined that Community-based tourism is a form of tourism that seeks to empower communities to manage tourism growth and achieve community aspirations relating to their well-being, and includes economic, social and environmental sustainable development. While, Asker, Boronyak, Carrard and Paddon on their book about Effective Community Based Tourism: A Best Practice Manual (2010) wrote that Community-Based Tourism (CBT) is generally small scale and involves interactions between visitor and host community, particularly suited to rural and regional areas. Community Based Tourism is commonly understood to be managed and owned by the community, for the community.

Based on above definition, the Community Based Tourism ensures that local communities have full ownership and management of the tourism experience, so that the economic benefits of tourism stay within their community. In this connection, Community Based Tourism is locally controlled through community involvement in tourism planning and development, generates net benefits to local residents (rather

than external interests), and is environmentally, socially and culturally sustainable (Beeton, 2006; Hatton, 1999; Mowforth & Munt, 2009 in Richard Sharpley and Telfer 2014). While, <https://pachamama.org/community-based-tourism> wrote that the community-based tourism is travel to local Indigenous communities that have invited people from elsewhere to experience their customs, food, lifestyle, and set of beliefs. However, CBT Handbook “How to Develop and Sustain CBT” (APEC 2008) defined that Community based tourism (CBT) is a community development tool that strengthens the ability of rural communities to manage tourism resources while ensuring the local community’s participation.

Moreover, Halstead (2003) emphasizes that community involvement is vital within tourism development and the degree of community involvement is the only consideration. Simpson (2007) indicates the importance of a significant level of community participation at all stages of development of Community Based Tourism so that all the stakeholders have common understandings and appreciation.

Therefore, it is important that the local community should be prepared to host, managed and welcome tourists at their destinations spots. Gunn 1986 (in Gunn 1988) wrote that more popular tourist activities that take place in rural area and small town. So, Sarobon (2013) wrote that the CBT principles; 1) individuals and household get advantages from tourism projects, 2) community gets benefits from tourism operation such as roads’ improvement, 3) households receive income distribution, 4) natural resource conservation and restoration projects are established, 5) there is a joint venture among local business in tourism management, 6) community owns businesses and locals manage the businesses, 7) the businesses are improved by cooperation

between outsiders and locals for community's benefit, 8) tourism network marketing is improved within community, 9) community enterprise is developed and managed as a cooperative and 10) management and development of private sectors are operated and owned by locals.

These activities attract a wide diversity of market. The following are the list of the attract activities:

Table 2.3: Tourist activities in rural area

Picnicking	Canoeing
Camping	Cross-country skiing
Hiking	Swimming
Horseback riding	ORV use
Bicycling	Resorting
Hunting	Retirement residences
Fishing	Historic touring
Boating	Scenic touring
Waterskiing	Festival, event

Source: Source: Clare A. Gunn. 1998. Tourism planning (page 248). Adopted from Swinnerton, 1982)

Based on the above explanation about community-based tourism definition and principles and tourist activities in rural areas, the ASEAN Community-Based Tourism Standard (2022) introduces the following standards:

Table 2.4: ASEAN Community-based Tourism standard

Pillar	Standard/criteria
1. Standards for community ownership and management	1.1 Standards for effective and transparent governance

	<p>1.2 Standards for recognition of legitimate establishment</p> <p>1.3 Standards for effective and transparent management</p>
	1.4 Standards for effective partnerships
2. Standards for contribution to social well-being and quality of life	<p>2.1 Standards for maintaining human dignity</p> <p>2.2 Standards for equitable sharing of benefits and costs</p> <p>2.3 Standards for enhancing local supply chains and linking with regional economies</p> <p>2.4 Standards for maintaining local identity and cultural integrity, and enriching valued cultural traditions</p>
3. Standards for conserving and promoting sustainable environment	<p>3.1 Standards for conserving natural resources</p> <p>3.2 Standards for promoting environmentally sustainable practices in the community</p>
4. Standards for encouraging interaction between the local community and guests	<p>4.1 Standards for guest and local interaction</p> <p>4.2 Standards for achieving the sustainable community-based tourism products</p>
5. Standards for quality tour and guiding services	<p>5.1 Standards for local guide quality and expertise</p> <p>5.2 Standards for ensuring the quality of tours and activities</p>

6.Standards for quality of food and beverage services	6.1 Standards for ensuring food and beverage service provider quality 6.2 Standards for managing food and beverage services for quality
7.Standards for quality accommodations	7.1 Standards for ensuring accommodation service provider quality 7.2 Standards for managing accommodations to ensure quality
8.Standards for ensuring the performance of (in-bound) CBT Friendly Tour Operators (FTO)	8.1 Standards for FTO commitment to CBT ideals 8.2 Standards for FTO contributions to community and nature protection 8.3 Standards for FTOs support for the local economy 8.4 Standards for FTOs promotion of joy of discovery, knowledge and respect 8.5 Standards for FTOs providing satisfying and safe experiences for tourists and the community
9.Standards for safety and hygiene	9.1 Standards for safety and hygiene measures in the community 9.2 Standards for effective implementation of risk management mechanism
10.Standards for promoting innovation, creativity and	10.1 Standards for encouraging the implementation of initiatives

technology usage in the community	10.2 Standards for better knowledge and adoption of technology 10.3 Standards for better skills development 10.4 Standards for ensuring creativity and new creations
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Furthermore, the ASEAN Community-based tourism (2022) introducing community-based tourism as follows, CBT must:

- 1) involve and empower community participation in setting direction and decision-making,
- 2) develop partnerships with relevant stakeholders,
- 3) register with and obtain recognition from relevant authorities,
- 4) improve social well-being and quality of life,
- 5) establish a fair and transparent benefit sharing mechanism,
- 6) enhance local supply chains,
- 7) honor and preserve local identities, culture and traditions,
- 8) promote environmentally sustainable practices within the community
- 9) respect different cultures and human dignity
- 10) work towards financial self-sufficiency.

Aside from the above ASEAN standard, the community-based tourism principle introduced by Isnaini Mualissin 2007 (in Hadiwijoyo 2012) as a tool of community development for the local community as follows:

- Recognizing, supporting, and promoting community-owned tourism
- Engaging community members

- Promoting community pride
- Improving the quality of life
- Ensuring environmental sustainability
- Maintaining a unique local character and culture
- Helping to develop cross-cultural learning
- Respecting cultural differences and human dignity
- Distributing benefits fairly among community members
- Contributing a specified percentage of project revenue to the to the community.

2.2.4. Community-Based Tourism approaches

The Community-Based Tourism is an approach to tourism development that focuses local communities, owned and managed by local communities through providing opportunities in tourism management including in sharing profits from tourism activities at the local communities level. Community-Based Tourism is a bottom-up approach to sustainable development used in developing countries to enhance the conservation of natural resources, preserve traditional culture, and generate income at the local level. In this context, Murphy (1985) wrote that a community-oriented tourism strategy has four prime considerations: environmental and accessibility, business and economic, social and cultural, and management considerations (Sharpley and Telfer, 2015).

The ASEAN Community Based Tourism standard explains that Community based tourism (CBT) is a form of tourism that seeks to empower communities to manage tourism growth and achieve community aspirations relating to their well-being, and

includes economic, social and environmental sustainable development. Therefore, CBT not only involves a partnership between tourism businesses and the community to deliver benefits to both, but also involves community (and external) support for small tourism enterprises, which in turn commit to providing support for community projects that improve collective well-being.

Community-Based Tourism (CBT) is a bottom-up approach to sustainable development used in developing countries to enhance the conservation of natural resources, preserve traditional culture, and generate income at the local level. Community-based tourism (CBT) is sustainable tourism that is run and managed by the community that is being visited by tourists. Because local people are the decision makers for the tourist destinations, profits go directly to the community (Khanal & Babar 2007 in Yamashita). While the UN World Tourism Organization (Bao 2008) defined CBT 'as a promising alternative to conventional approaches to development, a participatory, holistic and inclusive process that can lead to positive, concrete changes in communities by creating employment, reducing poverty, restoring the health of natural environment, stabilizing local economies, and increasing community control'. The idea of CBT is therefore to foster sustainable development with local empowerment, considering the three dimensions of sustainability: social, environmental and economic. Adding to that Community-based tourism covers a variety of aspects of local culture: entertainment, people, natural environment, superstructure, food, products, and accommodation.

According to Mayaka et al. and Jones (2019), the core of community-based tourism is the development of the community through tourism where its value extends beyond economy development. Although the relationship between community development and tourism in the community has been debated, it has been suggested that community-based tourism brings diverse positive outcomes (e.g., socio-economic development, local community ownership, human resource development, community strength and unity, community empowerment, ecological contribution/conservation), leading to the sustainable development of the local community. Community-based tourism covers a variety of aspects of local culture: entertainment, people, natural environment, superstructure, food, products, and accommodations.

Amerta 2017 wrote that Community-Based Tourism includes the following characteristics and limitations:

1. The form of governance of tourism which provides the opportunity for local communities to control and be actively involved in the management and development of tourism.
2. The form of governance of tourism that can provide opportunities for people who are not directly involved in tourism businesses to also get benefit from existing tourism.
3. This form of tourism demands a systematic empowerment and democratic and fair distribution of benefits to disadvantaged communities in destinations

The UNWTO (2013:16) wrote that tourism development trends world-wide, at least three main conclusions can be drawn in connection with tourism and its potential for poverty alleviation:

1. Tourism is one of the most dynamic economic sectors in many countries, developed but also developing ones, with a wide range of upstream and downstream effects on other economic activities thanks to a very large and diversified supply chain.
2. Tourist movements towards developing and least developed countries are growing faster than in the developed world, accounting now for almost 50% per cent of total international tourist arrivals; Many developing countries do have assets of enormous value to the tourism sector, such as culture, art, landscape, wildlife and climate, and are very well positioned to develop tourism as a key sector contributing to economic growth.
3. Tourism in many developing and least developed countries is one of the principal sources, and in some countries the main source, of foreign exchange earnings and, quite often, the most viable and sustainable economic development option, with positive impacts on reducing poverty levels.

In this connection, especially to support the market demand and to generate local community income, the best CBT development ideal characteristics introduced by Pitana (2005) as follow:

1. Businesses which developed a small-scale, not a large (giant) scale.
2. Ownership and management performed by the local community (locally owned and managed).

3. In accordance with the small scale and managed by local communities, the majority of the inputs used, both during construction and operation, from the local area so that small import component.
4. Activities chain (Spin-off activity) caused a lot; hence the involvement of the local community, both individually and institutionally, becomes larger.
5. The activities of the chain provide greater direct benefits for local communities.
6. Based local culture, because the victims were local residents.
7. Development of environmentally friendly associated with the conversion of land on a large scale, and the absence of changing the form of the landscape means.
8. Attachment of local wisdom because people have adapted to the natural surroundings.
9. The distribution is not concentrated in one area but can be spread every related area.

Based on the CBT development characteristic above, local community organizations or committees are often set up to work with residents and tourism development interests in strategy making and implementation (Scheyvens-1999 and Timothy-2002) as follows:

Table 2.5: Types of Community Empowerment in Tourism Development

Type	Type Signs of Empowerment
Economic	Tourism brings long-term financial benefits to a destination community. Money is spread

	throughout the community. There are notable improvements in local services and infrastructure.
Psychological	Self-esteem is enhanced because of outside recognition of the uniqueness and value of their culture, natural resources, and traditional knowledge. Increasing confidence in the community leads members to seek out further education and training opportunities. Access to jobs and cash leads to an increase in status for usually low-status residents, such as women and youth.
Social	Tourism maintains or enhances the local community's equilibrium. Community cohesion is improved as individuals and families cooperate to build a successful industry. Some funds raised are used for community development initiatives like education and roads.
Political	The community's political structure provides a representational forum through which people can raise questions and concerns pertaining to tourism initiatives. Agencies initiating or implementing the tourism ventures seek out the opinions of community groups and individual community

	members, and provide chances for them to be represented on decision-making bodies.
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Source: Jamal and Dredge 2014. Tourism and Community Development Issues

Based on the above concept, the ASEAN community-based tourism standard (2022) defines the following standards.

Table 2.6: ASEAN CBT standards on skill development and creativity

Standards	Criteria
10.3 Standards for better skills development	10.3.1 Provide upskilling and reskilling trainings (e.g. innovation, entrepreneurship skills, and new technology). 10.3.2 Promote and encourage community members to take vocational training and further education.
10.4 Standards for ensuring creativity and new creations	10.4.1 Plans to encourage initiatives and new creations exist in the community. 10.4.2 Organise competitions and awards for creativity and new ideas in the community.

2.2.5. Community Participation in CBT development

As previously stated, the local community is responsible for owning, managing, and leading the CBT concept and approach. In this concept, community involvement is required from the beginning of the planning process. Burgos & Mertens (2017, Giampiccoli and Saayman 2018) Community participation is seen as fundamental to the CBT model, which is “based on participation and community organization and is

rooted in socially just and environmentally responsible development approaches”. One of the various aspects related to CBT is “local community participation to control tourism development”, thus “CBT is the tourism form that has three important basic aspects as follows:

- (a) Community involvement;
- (b) Equal economical access, and
- (c) Political empowerment to support community as a decision maker” (Djou, Baiquni, Widodo, & Fandeli, 2017, in Giampiccoli and Saayman 2018)

Novelli and Gebhardt (2007:449) remark, “Community participation is often suggested as an essential ingredient in improving the quality of tourism’s contribution to national development. On the other hand, increased participation of indigenous communities actually means involving low-income groups and people in rural and urban areas, who are not generally involved in the process of government.” Tosun (2006) proposed three levels of community participation in tourism:

Table 2.7: Typology of community participation in tourism

Spontaneous participation	Induced participation	Coercive participation
Bottom-up; active participation; direct participation; participation in decision making,	Top-down; passive; formal; mostly indirect; degree of tokenism; some manipulation; pseudo-participation; participation	Top-down; passive; mostly indirect; formal; participation in implementation, but not necessarily sharing

authentic participation; self-planning	in implementation and sharing benefits; choice between proposed alternatives and feedback	benefits; choice between proposed limited alternatives or no choice; paternalism; nonparticipation; high degree of tokenism and manipulation
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Source: Andrea Giampiccoli. 2018. Community-based tourism development model and community participation. African Journal of Hospitality, Tourism and Leisure, Volume 7 (4) - (2018) ISSN: 2223

Bottom-up active participation from local community is very pertinent in order to allow community to have critical discussions before making a final decision. In many democratic states including Timor-Leste, community participation is one of the common practices that adopted at the local level. In the relation Burgos & Mertens 2017 (in Giamicooli 2018) said that Community participation is seen as fundamental to the CBT model, which is “based on participation and community organization and is rooted in socially just and environmentally responsible development approaches.

In relation to the tourism development, Amerta (2017) proposed six stages of development by extrapolating specific issues of community participation and control of tourism. The stages can be summarized as follows:

1. Exploration stage (exploration and spontaneous growth)

A relatively small number of adventurous travelers visit and are exposed to the natural and cultural beauty of the unspoilt tourist destination. Tourism facilities and services obtained are not good. Things to do in the area have not been changed and contact with the local community is relatively high.

2. Involvement stage (engagement)

The local community begins to provide tourist facilities, and promotion of the tourist area is started with the help of government involvement. This results in an increasing number of tourists.

3. Development stage (development and construction)

The number of tourist arrivals increases sharply. At peak season tourists equal or even outnumber the local population. Outside investors flock to renew facilities. With increasing tourist numbers and popularity, destruction of the area and facilities begins.

Planning and control by national and regional authorities are needed, not only to solve the problems that occur but also for international marketing.

4. Consolidation stage (consolidation)

The growth rate has begun to decline, although the total number of tourists still increases.

5. Stagnation stage (stability)

The number of tourists is at its peak and the destination is no longer able to be serving them all. More facilities, better business utilization and other supporting components are needed to maintain the number of tourists who visit. Environmental, social and economic problems may occur.

6. Decline or Rejuvenation stage (loss of quality or rebirth)

The original tourist destination is “lost” and visitors who knew it no longer come, while the destination becomes a new “resort” that depends on a smaller geographic catchment area for daily trips and weekend visits. Ownership is likely to change and changes in tourism facilities, such as accommodation,

occur. Policy makers admit the stage and decide to give the destination a “new birth” by reviewing the position of the destination and formulating new policies for its use, marketing and distribution channels

Amerta (2017) explained that the community-based tourism wants to balance between the resources, people, and tourists. This benchmark based on community-based tourism development is the creation of a harmonious relationship between the local communities, natural resources/culture, and tourists, which can be seen from the followings:

1. There is an increasing enthusiasm for community development through the establishment of an organization to accommodate all the aspirations of the community, through a system of collaboration between government and local communities.
2. The sustainability of the physical environment that exists in society, the way is through conservation, promotion and creating harmonious life goals between natural resources, cultural resources, and human resources. The rediscovery of the potential of natural resources, and cultural resources.
3. The existence of economic sustainability through equity and justice in enjoying the fruits of development.
4. Build a system which benefits society as a system of information that can be used together.
5. Maintain traveler satisfaction through better service, provision of information is effective, efficient, and prioritize convenience for tourists.

Therefore, Isnaini Mualissin (2007) provides the community-based tourism development model as follows:

1. Identify development priorities undertaken by local residents.
2. Promote and encourage local people.
3. Involvement of local people in industry.
4. Capital investment or entrepreneurship is needed.
5. Participation of residents in events and other activities
6. Tourism products to reflect local identity.
7. Addressing issues that arise before further development.

Thus, the development of community-based tourism will succeed well where the community actively participates in the process of identifying the potential tourist attractions and deciding on a community-based tourism development model that is in accordance with local wisdom.

2.2.6. Local community economy income

Suthamma Nitikasetsoontorn (2015) said that a common similarity between many community-based tourism applications in several destinations is based on the assumption that tourism is adopted to generate socio-economic benefits, including increasing income, promoting the local economy, as well as conserving natural resources and environment. However, many of them have failed due to lack of some critical factors. While, Ashley (2000) wrote that there are four types of income could also accrue to the local residents and the community as a whole. These are wages from direct tourism employment, income from indirect tourism employment, profit from individually owned tourism enterprises and income from community based tourism enterprises.

In this context, the community-based tourism can help to boost local economies by creating jobs, and generating income for local businesses. This can lead to a more sustainable and resilient local economy, as tourism can provide a stable source of revenue throughout the year. Asker, Boronyak, Carrard and Paddon (APEC 2010) wrote that CBT may enhance social sustainability by empowering local communities to manage their own resources, provide meaningful employment, and assist with capacity building and cultural preservation. Environmental benefits include income generation for communities to actively protect their land from degradation and could enhance conservation efforts to attract tourists especially with regard to eco-tourism initiatives. Nagarjuna 2015 (in Giampiccoli and Saayman) explains that:

The tourism sector can have positive and negative impacts on a local community, so tourism “can affect the lives of the local community in various ways. For some local community, tourism can be a driving force of the overall development, and for others it may cause negative (Nagarjuna, 2015:14). In this context local community involvement becomes fundamental “in order to increase the benefits of tourism and to minimize the negative impacts” (Nagarjuna, 2015:14).

This journal explains that CBT should be seen in the context of specific parameters and specific characteristics. The literature describes various characteristics and challenges, such as the issue that CBT should be an indigenous effort, that it should be aimed at individual and community wellbeing that communities often lack financial resources and capacities, and that CBT often has difficulties in marketing or market access (Saayman & Giampiccoli, 2016:152). It is important that the word “community” in CBT should be understood to mean disadvantaged or marginalized community members of society (Tasci et al., 2013:10). Another fundamental issue of CBT is that disadvantaged community members should be the actors and beneficiaries: they control, own and manage CBT development. Thus CBT “is a

tourism conceived, managed and supplied by the local communities of a given territory” (Terencia, 2018:26). Again, CBT “is managed and run by the community itself, management decisions are made by local people and profits directly go to the community” (Nataraja & Devidasan, 2014:68).

Sustainable tourism has three key components, sometimes referred to as the “triple bottom line” (International Ecotourism Society, 2004):

- a. Environmentally the activity has a low impact on natural resources, particularly in protected areas. It minimizes damage to the environment (flora, fauna, habitats, water, living marine resources, energy use, contamination, etc.) and ideally tries to benefit the environment.
 - b. Socially and culturally the activity does not harm the social structure or culture of the community where it is located. Instead it respects local cultures and traditions. It involves stakeholders (individuals, communities, tour operators, government institutions) in all phases of planning, development, and monitoring, and educates stakeholders about their roles.
2. Economically it contributes to the economic wellbeing of the community, generating sustainable and equitable income for local communities and as many other stakeholders as possible. It benefits owners, employees and neighbors. It does not simply begin and then rapidly die because of poor business practices.

Local communities should be aware of the sustainability of CBT development. Therefore, standardization is crucial for enhancing the local community economy and

providing local owners with the ability to lead and run their own tourism activities. In this context, the CBT ASEAN standard defined as bellow:

Table 2.8: CBT ASEAN standards characteristics

Standards	Characteristics
Standards for equitable sharing of benefits and costs	<ul style="list-style-type: none"> ○ Clear and agreed benefit sharing arrangements exist. ○ A community development fund exists that is used for initiatives benefiting the whole community. ○ A process exists for equal opportunities in income generating activities.
Standards for enhancing local supply chains and linking with regional economies	<ul style="list-style-type: none"> ○ Local community members dominate employment in CBT initiatives. ○ Local supply chains exist to generate multiplier effects in the community. ○ Local community products are used in preference to imports (e.g., locally produced vs mass-produced souvenirs). ○ Strong cooperation with other CBTs and regional private and government organizations exists to increase regional tourism.
Standards for maintaining local identity and cultural integrity, and enriching	<ul style="list-style-type: none"> ○ Local identity is well maintained and awareness is raised among the community and a visiting tourist. ○ Cultural assets of the local community and valued

valued cultural traditions	<p>cultural traditions are identified, documented and endorsed by relevant communities.</p> <ul style="list-style-type: none"> ○ Programs exist to authentically present, enhance and retain local cultural traditions towards protecting cultural integrity, identity and values. ○ Practices ensure that all rules, regulations and laws relevant to protection of culture and heritage are followed. ○ CBT management supports the retention of traditional livelihoods and initiatives that create alternative livelihoods. ○ A code of visitor behaviour exists to inform visitors of appropriate behaviour within communities. ○ A community decision-making process exists that identifies what cultural assets and traditions will be shared with visitors. ○ CBT management ensures the protection of cultural assets of the community.
Standards for achieving the sustainable community-based tourism products	<ul style="list-style-type: none"> ○ Transparent and fair pricing exists for visitors with adequate returns on community investments. ○ Positive returns on investment exist in terms of social, cultural, environmental and economic

	<p>outcomes.</p> <ul style="list-style-type: none"> ○ Target market segments are identified with their servicing needs. ○ Appropriate and unique products and services are in place to service identified market needs and protect and enrich environmental and cultural assets, products and services. ○ A targeted and cost-effective marketing program exists to attract identified markets.
<p>Standards for Friendly Tour Operator's (FTOs) support for the local economy</p>	<ul style="list-style-type: none"> ○ FTOs maximise use and purchase of local and CBT products and services (e.g. accommodation, transport in and out, activities, food, souvenirs, etc.). ○ FTOs have an agreement or contract with the community on CBT products, prices and procedures. ○ FTOs provide advice to the CBT Committee on potential additional services that will increase CBT income. ○ FTOs, staff and clients contribute to, or take part in, local development work (e.g., village projects, education, maintenance of local roads etc.).

Source: 2nd edition of ASEAN community-based tourism standard. 2022

The CBT ASEAN standard is guiding the local community and community-based tourism to provide a range of benefits for both tourists and the communities by promoting sustainable tourism practices. Aside from that, the internal local community partnership in all CBT activities will support the local economy's income through product development, standardized procedures, maintaining local identity, cultural integrity, and inspiring valued cultural traditions. Baiburiev et al.(2018) Local economies are impacted, both, by the direct and indirect effects of travelers' expenditures, while, Choi and Sirakaya, (2006) and Tosun (2002) Tourism improves the local residents' earnings, increases their living standards, and generates new job opportunities.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a description of the data collection and analysis methods applied in this study. The selection of the research methods and study sites was guided by the aim of the study to understand the CBT development, opportunities and challenges and local community income on COM village, Lautem Post Administrative, Authority of Lautem Municipality, Timor-Leste.

3.2 Research location

This study conducted in COM Village, Post Administrative of Lautem, Authority of Lautem Municipality, Timor-Leste. COM village is one of the 9 villages under administration of the Lautem Post Administrative with 3,921 habitants.

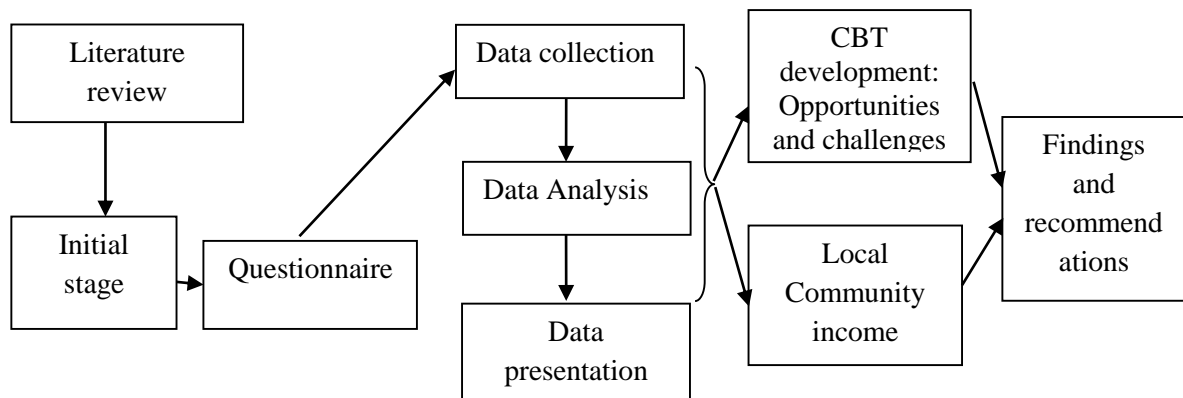
3.3 Research design

This research aims to describe and analyze the processes and procedures and phenomena related to the community-based tourism development in COM village which will specifically look at the opportunities and challenges for the local community income. Therefore, this research uses a quantitative approach, with the hope of being able to reveal the real facts that occur in the field as a whole, both openly and unseen in the process of developing community-based tourism. Bhandari 2020 wrote that Quantitative research is the process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations. Quantitative research

usually involves systematic and empirical investigation of phenomena through statistics and mathematics and the processing of numerical data. The process of estimating numbers in quantitative research provides the fundamental link between empirical observation and mathematical expression of quantitative relations. In quantitative research data is typically selected and analyzed in a numerical form (Singh, 2006; Goertz & Mahoney, 2012)

Basic characteristics of quantitative research approaches related to specific research objectives are among others: (a) the association of research with experiments, (b) the investigation of phenomena; (c) the use of advanced tools of statistics, (d) the use of questionnaires (usually with closed questions), (e) the quantification of relations and features and (f) the collection, procession and presentation of quantitative data (Goertz & Mahoney, 2012; Newman, 1998; Singh, 2006).

In this study, the researcher is planning to investigate the CBT innovation strategy development phenomena with the following research design:



3.4. Description of the Research Methods

3.4.1 Sample and population of the research

The sample is part of the number and characteristics of the population, while population is an area consisting of objects/subjects that have certain qualities and

characteristics determined by researchers to study and then draw conclusions. Therefore, the sampling techniques to be used are simple random sampling, proportionate stratified random sampling and cluster sampling (Sugiono, 2017: 80-81).

3.4. 2. Surveys and Questionnaires

A total of 44 key informants from the study area were selected using a simple random sampling technique. A structured questionnaire was developed and used to collect data. The questionnaire was filled out by 24 respondents from business owners. Similarly, another structured questionnaire was designed to address the research questions and was filled out by 10 local communities and 10 visitors.

3.4.3 Document review

The document review first covered tourism concepts, CBT development and system, CBT ASEAN, international journal and National Tourism Policy and reports from the government and international agencies.

The document review involved the critical examination of relevant articles, books, research reports, and Government of Timor-Leste official reports. The aim of the document review was to identify the accepted understandings, known issues and theoretical arguments related to the research topic and to refine the objectives and motives for conducting the study.

3.4.4. Observations

Observation is the collection of existing data. It was taking place in a 4 sub-villages, tourism site, accommodations, and Kiosks (mini shops). The aim of the observation was to identify the real condition of the facilities, known challenges and opportunities, and local community real life in relation to the economic impact. Bacon-Shone

(2023) wrote that observation is the collection of existing data. It usually takes place in a real situation, not a contrived context and captures first-hand what people actually do in the situation as opposed to telling the researcher about what they do.

3.4.5. Secondary Data

Secondary data involves using existing data sources, such as from the COM Villages office, the Ministry of Tourism and Environment, the statistics office, academic research, and other reports.

3.5. Data Analysis

The data were gathered in 4 sub-villages (Muapusu, Vailo Vaia, Lohomatu, Ira-ara (COM Village neighboring sub-village) through a survey in which business owners, local community members and tourists provided their information about the CBT development, opportunities and challenges in COM Village.

Data analysis is the process of inspecting, cleaning, transforming, and interpreting data with the goal of extracting useful information, making decisions and drawing conclusions. The following are the data analysis which will focusing on the identifying issues, problems and finding at the research field. Therefore, the data analysis will be focused on the following issues:

- 1) Opportunities and challenges of CBT development
- 2) Identify the key CBT values/assets, activities and development priorities to support CBT development system in COM Village and Timor-Leste
- 3) CBT development and contribution to the local community income

CHAPTER IV DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1. Description of Study area

4.1.1 About Timor-Leste

The Portuguese first colonized Timor-Leste in 1515, and it remained under their control for 460 years. The FRETILIN party officially declared independence unilaterally from Portugal on November 28, 1975. Nine days later, it was invaded and occupied by Indonesian forces before internationally recognized as a state. The territory was declared the 27th province of Indonesia in July 1976 and ends in 1999 through an UN-supervised “United Nations-Administered Transition (UNTAET)” popular referendum was held on August 30, 1999. Finally, on May 20, 2002, the independence of Timor-Leste was restored and power was handed from the United Nations to the first Constitutional Government of the Democratic Republic of Timor-Leste.

Timor-Leste divided into the municipality, Post Administrative and Suco (Village). There are 13 Administrative Authority, 1 autonomous region, 67 post Administrative and 452 Villages with 1,341,737 populations.

In 2011, the Government of Timor-Leste developed the long term vision plan which officially called Strategic Development Plan 2011-2030. This document stated that the economic development vision for 2030 is that Timor-Leste will have a modern diversified economy, with high quality infrastructure including roads, power, ports and telecommunications. Subsistence agriculture will have been replaced by commercial, smallholder agriculture. Timor-Leste will be self-sufficient in food and be producing a range of agricultural products for world markets including staples,

livestock, fruit and vegetables and other cash crops, as well as forestry and fisheries products. The petroleum sector, including oil and gas production and downstream industries, will provide an industrial base to our economy. Tourism, and in particular eco-tourism, will be a major contributor to the national economy and light industry will complement and diversify the economy.

4.1.2 Timor-Leste Tourism

Tourism is one of the sub-sectors that are very important in the Timor-Leste's Strategic Development Plan (2011:143). This SDP stated that Timor-Leste's natural beauty, rich history and cultural heritage there is great potential to develop tourism as a major industry to underpin our economic development. A successful tourism industry will contribute income to the national and local economies, create jobs, build businesses and improve regional economic imbalances. Furthermore, in strategy and action stated that in a global market seeking new and authentic tourist offerings, Timor-Leste will position itself to provide a range of tourism experiences that take advantage of our natural beauty, culture and heritage. This will allow Timor-Leste to differentiate itself from mass market tourist offerings and appeal to the growing market segment seeking boutique and unique experiences and locations.

In accordance to strategy and action mentioned above, the National Tourism Policy has a stated goal of 200,000 tourist visits per year by 2030 and will employ about 15,000 workers and earn the country USD 150 million in revenue.

While, the Asia Foundation (<https://asiafoundation.org/2020/10/28/a-flight-path-to-recovery-for-tourism-in-timor-leste/>) says that Tourism is relatively labor intensive, and with the right mix of products, services, and supporting infrastructure it could

bring widespread economic benefits and create jobs for a burgeoning youth population. The following are the popular leisure tourist activities in Timor-Leste:

Table 4.1: Popular leisure tourist activities

No	Tourism Activities	Percentage (%)
1.	Beach Activities	57%
2.	Cultural Activities	50%
3.	Diving and Snorkeling	47%
4.	Visit Historic Sites	47%
5.	Hiking	21%
6.	Fishing	14%
7.	Mountain Biking	11%

Source: General Directorate of Statistics reported (2019)

The data given above focuses on the preferences of international visitors to Timor-Leste and their visits to various community-based tourism destinations.

In addition to the above data, the Baseline Supply and Demand Analysis with Consumer Perspective (the Timor-Leste World Bank Office, 2021) report stated that the overall Timor-Leste's Assets can be divided into three main types: i) natural assets; ii) cultural heritage assets; and iii) soft assets. Each type covers a range of assets are follows:

Table 4.2: type of Timor-Leste's tourism assets

No	Type	Range
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1.	Natural assets	Marine (diving sites, marine flora and fauna), Coastal (sea, sun, sand), Mountain (hiking) and Forest (bird)
2.	Cultural heritage Assets	<p>Tangible:</p> <ul style="list-style-type: none"> ○ Sites of traditional or Indigenous significance, and any artifacts contained within (e.g., ancestral altarposts, mani me, shrines, sacred sites (lulics), rock art paintings, traditional graves); ○ Sites of religious significance (e.g., churches, shrines, graveyards); ○ Sites of architectural significance (e.g., traditional houses, Portuguese forts, Portuguese colonial offices, manors, houses, towns/cities); Sites of political significance and resistance history (e.g., World War II sites, Indonesian military posts, resistance graffiti, former prisons, Fretilin outposts or safe houses, and sites of massacres); and ○ Museums and cultural centers. <p>Intangible</p> <ul style="list-style-type: none"> ○ Oral traditions and expressions (e.g., traditional poems and songs sung during rice husking); ○ Performing arts (e.g., performance of bamboo flutes, traditional dancing); ○ Social practices, rituals, and customary events (e.g. traditional wedding, collective rice husking, rituals to inaugurate traditional houses); ○ Traditional crafts such as Tais, weaving etc. (tangible manifestation of intangible cultural heritage/knowledge systems); ○ Tradition knowledge and wisdom (e.g., agricultural system); and

		• Ancestral myths.
3.	Soft assets	Human resources and Government & regulatory environment

Source: Baseline Supply and Demand Analysis with Consumer Perspective (2021)

According to the report above mentioned, Timor-Leste's tourism assets are attractive and a great market for international travelers. This report stated that for Timor-Leste to achieve its tourism goals, there are various opportunities for Timor-Leste to improve its tourism offering. The areas of opportunity are: addressing coordination failures between public and private sector stakeholders in the tourism industry, improving local and international connectivity and access, improving the overall tourism climate through promotion and creating demand for the private sector to grow and develop, and finally, developing basic tourism facilities to benefit local, domestic, and international travelers.

Therefore, in order to manage Timor-Leste's tourism marketing and promotion, the Timor-Leste government established the Timor-Leste Tourism Authority in 2023 with the following functions: overseeing and promoting the country's tourism attractions and destinations.

- a) Implement the policy and national strategic plan for tourism development in Timor-Leste, as well as the established priorities;
- b) Generate and promote tourist attractions and special tourism destinations;
- c) Support the member of Government in to implementing the national policy and strategic plan for the development of tourism, at community, national and international level;

- d) Propose measures and actions to diversify, qualify and improve the national tourism offer;
- e) Encourage and promote the domestic tourism practice, with special relevance for students at all levels of education;
- f) Provide the member of the Government's applicable strategic lines to the development of the tourism sector and define the annual plan;
- g) Assure the state's involvement in the private and community tourism sectors is managed and guided methodologically, promoting collaboration, associations, and entrepreneurship;
- h) Contribute to effective organization and collaboration of public and private tourism actors;
- i) Encourage and maintain bilateral and multilateral tourism relations while respecting the particular authority of the government member in charge of foreign affairs;
- j) Promote the qualification and training of human resources in the field of tourism;
- k) Promote the creation of knowledge about the tourism sector
- l) Manage the tourism fund in accordance with applicable law;
- m) Manage tourist sites in coastal areas and mountains, as well as natural, social and cultural, religious and historical heritage.

4.1.3. Community Based Tourism in Timor-Leste

The USAID's Tourism For All project report (2023) reported that Timor-Leste tourism will be recognized for its price competitiveness and value for money through

macro-economic policies to drive growth in tourism, facilitate linkages across local industries and value chains, and implement supporting fiscal measures. The sector will deliver employment opportunities, including new opportunities for youth and women, through the development of local community-based tourism enterprises. Partnerships between entrepreneurs and the government will facilitate these opportunities to create new ventures and local employment linked to and integrated within the wider tourism offerings of the country. Tourism associations will play a key role in private sector growth and bring voice to communities of practice and destinations. Therefore, the USAID's Tourism For All projects has been successfully established two (2) local tourism organization such as Asosiasaun Turizmu Koleku Mahanak Atauro (ATKOMA) in Atauro Island and Asosiasaun Turizmu Ramelau, Blehitu, and Kablake (ASTRABEKA). ATKOMA represents tourism stakeholders across Atauro and works with the communities and businesses of Atauro to ensure that tourism is sustainable and improves the local economy, while protecting fragile ecosystems. ASTRABEKA represents tourism stakeholders and facilitates the area's local government, civil society, and private sector in co-leading tourism marketing and management in the Mount Ramelau area, Hatu-builico Post Administrative.

In terms of capacity building, the USAID's Tourism For All project report (2023) says that the project provided financial literacy and basic business for 314 from the small and medium enterprises, climate change training for 210 participants from public and private organization, food safety and hygiene, sea scuba diving training, tour guide and digital marketing with total 35,207 hours with 1,741 participants.

While, the government also provide capacity bulding program aimed to improve the local community skill and knowledge on how to manage their tourism business activities. The National Director of Entrepreneurship activity and Tourism products office, Ministry of Tourism and Environment has been successfully organized the following training:

Table 4.3: CBT capacity building activity

No	Description of activities	Participant by Municipality	Number of beneficiaries
1.	Hospitality training	Liquiça, Ainaro, Bobonaro, Ermera	96
2.	Tour guide training (in partnership with training center)	CBT group from Uamori, Ualili, Selo, Maubisse and Nunumogue-Ainaro	15
3.	Dili-Based Tour guide training	Dili, Lautem (Com Village: 5 participants), Baucau, Ermera, Liquiça, Atauro	40
4.	Culinary training	CBT group from Aileu (seloi Kraik) and Maubisse-Ainaro	29
	Total		180

Source: Office of National Director of Entrepreneurship activity and Tourism products, Data from 2019-2023

Aside from the capacity-building initiative, the Ministry of Tourism and Environment's National Directorate of Community Tourism and Ecology has worked

with the local community to promote and preserve community-based tourism by providing financial assistance to local community groups. The program's goal was to give the locals the opportunity to manage and control the tourism attractions, both individually and collectively, between 2022 and 2023.

Table 4.4: Financials supports to the CBT tourist attractions

No	Types	Main activities/Municipality	Number of Groups	Total financial support (USD)
1.	Agro-tourism	Coffee plantation in Aileu, Ainaro, Ermera and Manufahi Municipalities	7	246,089.00
2.	Natural tourism	Mountains, hiking, photoshoot, cultural activities, beaches, hot water and natural lakes in Aileu, Ainaro, Baucau, Ermera, Viqueque, Lautem, Covalima, Liquiça, and Manufahi Municipalities	9	356,042.00
3.	Religious tourism	Ramelau Garden (St. Merry) in Hatu-builico-Ainaro and pilgrimage activity in Soibada-Manatuto	2	72,510.00
4.	Historical tourism	Resistance monument in Uatulari and resistance site in Ossu-Viqueque	2	91,230.00
5.	Facial-Art tourism	Water pipe support to the rafting and whitewater in Bobonaro	1	38,825.00

6.	Tourism business	Support local community business in Suai Loro-Covalima	1	45,800.00
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Source: National Directorate of Community Tourism and Ecology office, 2024

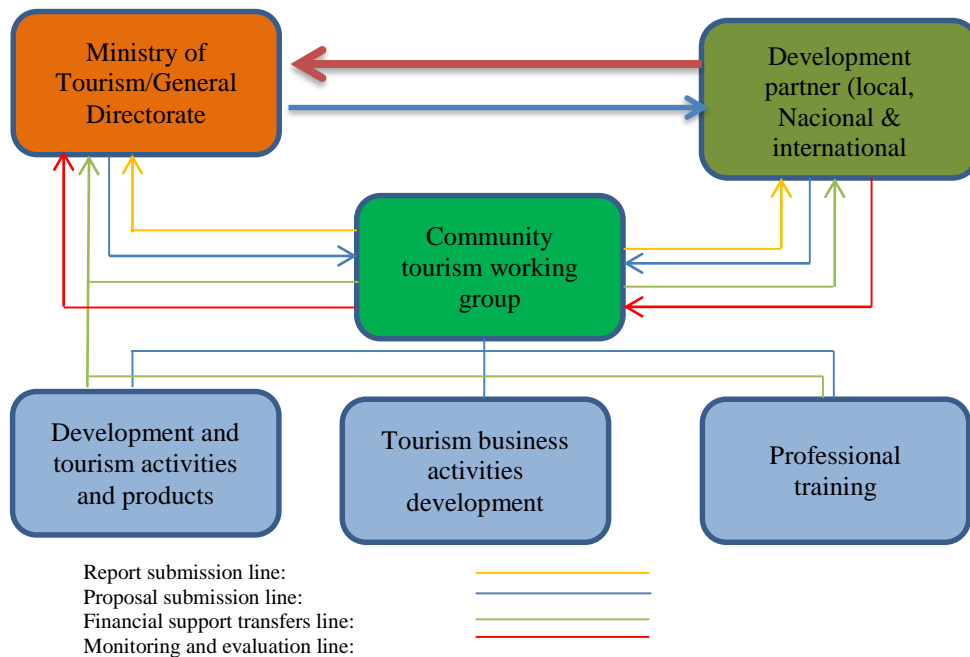
The financial support provided above is based on the Community-Based Tourism Development Manual that was developed in 2021 by the Ministry. To make it easier for the community group to receive financial aid, the CBT development manual outlined strategies and implementation approaches as follows:

1. CBT development strategies applied are as follows:

- a. *Cluster* tourism attraction; the village destination develops premier tourism attraction as a model or development centre for the tourism attraction, so that the closer villages could also get benefit from the tourism activities.
- b. Village Cluster; the village that included in the CBT development priority has become exemplary village reference as a development center and the village gained direct benefit from the tourism activities. The others villages also gained benefit and support the tourism activities.
- c. Tourism business cluster; the village is planned to be models for neighboring village development centers such as guest houses, resorts, and culinary establishments with direct or indirect connections.

Based on the strategy, implementation, and financial support mentioned above, the manual explains the mechanism by which the local community tourism working group can access government funds for community-based tourism activities. The following is the mechanism graphic.

Graphic 4.1: Access to government funds mechanism



Based on this mechanism, the selection processes to access the financial support are as follows:

1. The Government will select national or international development partners to facilitate tourist site development activities as well as other activities, or the Government will transfer the government budget directly to the group bank account.
2. Establish agreements between the government and development partners to facilitate budget transfers for the development of tourism sites, or establish agreements between the Government and community groups.
3. The Government will make public transfers to the development partner bank account or community group account, in accordance with the amount of the budget associated with the community agreement or contract between the Government and the community tourism group

4. The development partner will transfer funds to the community tourism group to develop the tourism site in accordance with the progress of the field work or program implementation; the payment will be done in accordance with the program activities plan proposed by the group.
5. The Government will transfer to the initial development of community tourism in the tourism village step by step, in which will be divided; First 40%, Second 60%, in accordance with the budget approved.
6. The second phase payment transaction can only be made after monitoring activities, as well as the development partner or community group report submission (progress reports)
7. Government development partners must / will support community tourism development during the period of Community Tourism Development. That is, the government will assist or provide support from the incubation period to the self-management period, with a minimum duration of three years.

4.1.4. COM Village demographic data

COM village is one of the 9 villages under the administration of the Lautem Post Administrative with 3,921 inhabitants. COM village is divided into 6 sub-villages, such as Lohomatu, Muapusu, Vailo Vaia, Etepiti, Pitileti, and Iraonu. The following are the total population based on each sub-villages.

Table 4.5: List of com village population

No	Sub-village	Sub Total
1.	Muapusu	272
2.	Vailo Vaia	542

3.	Lohomatu	617
4.	Etepiti	765
5.	Pitileti	812
6.	Iraonu	918
Total		3,921

Source: Collected from the Village's administration officer.

In addition to the population data above, the COM village's workforce is represented statistically by the jobs and businesses listed below.

Table: 4.6: List of COM Village's according to the jobs

No	Type of jobs	Muapusu	Vailo Vaia	Lohomatu	Etepiti	Pitileti	Iraonu
1.	Government employee	10	11	10	11	24	15
2.	Army and Police	5	7	1	14	7	1
3.	Contractor	1	1	2	3	4	0
4.	Business owner	0	5	6	3	15	5
5.	Shops waiter	2	1	0	4	12	5
6.	SME's worker	0	2	17	3	59	6
7.	NGO's staff	0	1	2	0	4	4
8.	Farmer	31	5	10	172	609	236
9.	Fishermen	52	5	20	5	1	0

Source: Collected from COM Village Office, 2024

4.2. Data Analysis

4.2.1. COM Village's Community-based tourism development opportunities

Community-Based Tourism development plays a crucial role in harnessing the potential of a destination area. This presentation will explore into CBT opportunities, various types of tourist attractions, and the potential for tourism businesses to succeed.

Community-based tourism development is very important to develop based on the potentiality of the destination area. This session will explain the CBT opportunities, types of tourist attractions, and tourism business opportunities.

4.2.1.1. Current Community-Based Tourism opportunities

COM Village is a popular destination in the Lautem Municipality area, the surrounding city, and for tourists, known for its ideal location for picnics and leisure activities. Numerous visitors have noted that the COM beach is a stunning, tidy, peaceful, and enjoyable place for the local community. Until the year 1999, the COM village tourism efforts were sporadic, mainly taking place during school breaks, Christmas, and New Year festivities. The primary tourism activities were centered on the beach, involving snorkeling and seaside walks. While there are other tourism locations available, unfortunately, these sites are poorly maintained and lack of promotion or exploration because of a lack of skills and experience among the local community and business owners.

The study found that there are three business owners who were identified as the COM Village's community-based tourism pioneers. The following are the profiles of the COM village's community-based tourism development pioneers.

Table: 4.7: COM village's community-based tourism development pioneers

No	Name	Business entity
1.	Rosa Moreira Ratu	<p>Rosa Guest House and handicraft shop owner.</p> <p>Rosa Moreira Ratu had begun her business activity, which was focused on handicrafts (traditional <i>TAIS</i> weave) before the 1999 referendum. She started a guest house business in 2001 with two rooms and continues to run her <i>TAIS</i> business. At the moment, she manages six rooms and a restaurant. In 2002, she went for hospitality training on Atauro Island. From this training, she was assigned to share her experience with the local community on how to begin a tourism business activity in COM village. She has not only inspired the local community, but she has also been able to change the community's perceptions about tourism and the local community's initiatives for the local economy's income.</p> <p>Income: The last 5 years of income have been very low compared to the beginning of the business. Last year, her business's income was about \$500.00 per month; however, in the past, it was about \$1000.00 per month.</p>
2.	Edmundo da Cruz	<p>Sani Guest House owner.</p> <p>Edmundo da Cruz began his business after learning from Rosa Moreira Ratu, the owner of Rosa Guest House. He started with 4 rooms and now has 6 rooms since 2002 with only \$5.00/night; however, today's price is \$15.00-\$25.00/night.</p> <p>Income: The last 5 years of income were very low compared to 15 years ago. Monthly income today is around \$300.00-\$500.00 gross, while in the past it was \$500.00 net/month. This happens because there have not</p>

		<p>been many international and domestic visitors since the COM Beach Resort closed down in 2017.</p> <p>Partners: Sani Guest House has a link with some of the tour operators based in Dili, such as Mega Tour and Eco Discovery, and with individual travelers from Australia.</p>
3.	Angelo da Silva	<p>Kati Guest House and restaurant owner.</p> <p>Angelo da Silva is the owner of Katty Guest House. This guest house was initiated in 2002 after COM Beach Resort was established in 2000. He was a Fishermen and a part-time employee at COM Beach Resort. He learned from Rosa Moreira Ratu and COM Beach Resort how to manage tourism business activity. Angelo da Silva has begun at his guest house with two rooms with very basic facilities. Today, He managed 21 rooms with high standards, with 3 permanent staff and 5 part-time staff.</p> <p>Income: In the past, the monthly income was around \$500.00–\$1000.00, while in the last 5 years, I earned about \$3000.00 gross per month.</p> <p>Partners: Katty Guest House has very strong links to tour operators such as Mega Tour, Eco Discovery, Island Explores, and other international agencies.</p>

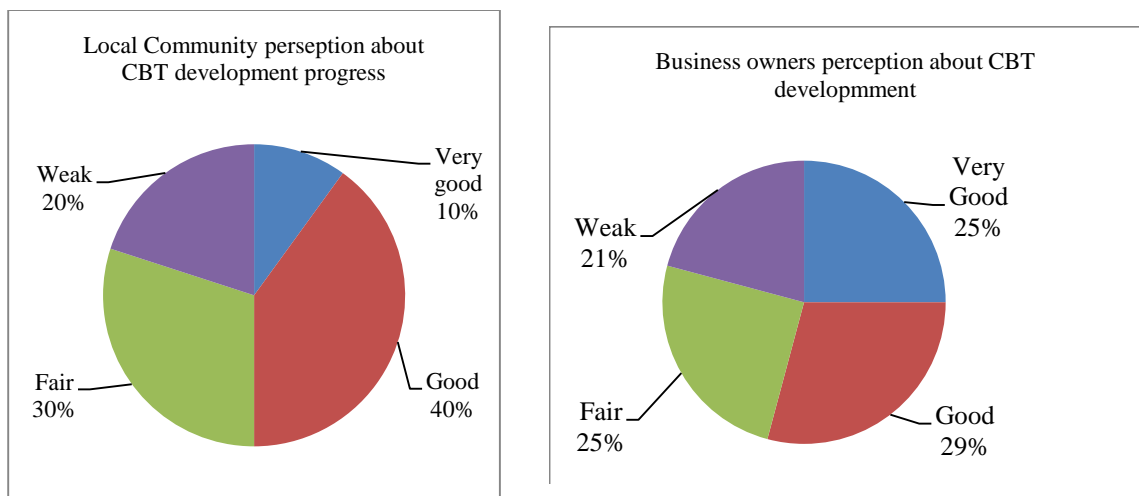
Source: Author's compilation from the research area

Since the three pioneers' begun their business, the COM village has advanced not only for recreational outbound activities, but has also transformed into a community-based tourism attraction destination.

In terms of improvement, the study found that COM village's community-based tourism has grown positively over the last 15 years, since the local community and pioneers started the businesses. As a result, 83.3% of business owners and 80% of local communities confirmed that they were aware of community-based tourism in the COM village, compared to 16.7% of business owners and 20% of locals who were unaware.

In terms of the COM village's community-based tourism development progress, the following are the views of business owners and the local community.

Graphic 4.2: COM Village CBT development according to the Local community and business owners



25% of respondents from business owners and 10% of respondents from the local community agreed that the current community-based tourism in COM Village is very good; 29% of respondents from business owners and 40% of respondents from the local community agreed that the current development is good. While 25% of

respondents from the business owners and 30% of respondents from the local community agreed that the current community-based tourism development is fair, 21% of respondents from the business owners and 20% of respondents from the local community agreed that current community-based tourism is still weak.

This study indicate that the basic infrastructure for community-based tourism in COM Village has yet to be developed, despite the fact that the local community and business owners have taken the initiative to provide visitor facilities such as accommodations, restaurants, and others businesses. However, COM Village has been recognized as a tourist destination and has developed into a community-based tourism attraction, as identified by the study in the next section.

4.2.1.2. COM village's tourist attractions identification.

The aim of this research was to recognize current and future community-based tourism prospects and their impact to the local community income. This investigation involved direct observation and a questionnaire administered to individuals such as business owners, residents of the community, and tourists. The current tourist destinations have the potential to draw in both local and foreign visitors, as evidenced by the various tourist spots found in COM village. The subsequent list outlines the potential tourist attractions:

a. Marine tourism

Activities available for marine tourists include swimming, fishing, snorkeling, scuba diving, and picnics. Along the approximately 6-kilometer-long COM beach, which expands from Kamat ara-airleu, iliapa cu'ute to the COM Port and the Eteasa Lepek

beach area, visitors can swim and snorkel. In order to go fishing, this will be a unique experience for visitors with the local's fishing boats. The closest locations, like Jaco Island and Ili Jepalis, as well as possibly the closest islands, like Kisar Island and Leti Island, Indonesia, can be reached by tourists using the local fishermen's boats. Scuba diving is excellent at COM beach, though not many divers were present, however, in the future, diving in COM might be possible.

Scuba diving is excellent at COM Beach, though few divers have visited. However, in the future, scuba diving in COM Village may become a new destination for both domestic and foreign divers interested in witnessing the underwater lives of actual aquatic animals.

b. COM Village's Turtle conservation Centre.

The Turtle Conservation Center was founded in 2018 at COM Beach. This center is a brand-new potential tourist destination for both tourists and researchers. According to the UNDP report from 2022, there are at least four species of sea turtles that lay their eggs on the coast of Timor-Leste, namely the olive ridley turtle (*Lepidochelys olivacea*), green turtle (*Chelonia mydas*), hawksbill turtle (*Eretmochelys imbricata*) and the leatherback turtle (*Dermochelys coriacea*).

This center also allows visitors to observe sea turtles, learn about their life cycles, and learn how to preserve sea turtle eggs. To make visitors feel at ease and stay longer to learn more about underwater life, the center provides snorkeling equipment and a cafeteria.

c. Hiking/trekking and, walking.

COM Village is an excellent location for visitors to explore, including hiking, trekking, and walking. Hiking and walking from the guest houses to tourist attractions is much easier, such as going to the traditional houses, Umun-ira Lake, Airleu, and Kamat Ara Beach. In the east, visitors could walk from guest houses to the Port of COM, historic buildings, and Eteasa Lepek, which has a beautiful forest. Aside from that, visiting the forest and Pitileti Sub-Villages' surrounding area for recreation and exploration activities will be fantastic, including the monkey forest, which has yet to be explored.

It is also found that in Ira-ara (neighboring sub-village) tourism sites such as Ira Lutu Tei and Ili Jepalis, which is the nearest site directly connecting to the COM's tourism sites.

d. Historic site

One of the activities that the community could potentially develop to draw tourists is historic touring. A few locations, like the traditional house, the port of COM, the historical Portuguese buildings, St. Mama Merry's cave, and the former COM Beach resort—which is considerably closer to the community houses—could be included in the activities.

e. Traditional house

There is one traditional house, which is just next to the Turtle Conservation Center, Umun Ira Lake, and the beach. This traditional house is the icon of the Lospalos symbol. It would be fascinating to turn from the guest houses to the traditional house

site, Umun Ira Lake, and the Turtle Conservation Center. It would also be a great idea to camp in the vicinity.

f. Umun Ira lake

Because Umun Ira Lake's water appears green and is deep, people may not be swimming in it or engaging in other activities, which make it incredibly unique. There is a lovely cave, steppingstones, and a forest all around this lake.

g. Handicraft.

Visitors have the option to visit handicraft stores, located in guest houses or community settlements that feature traditional cloth weaving crafts. Rosa Guest House has one of the best showcases. Visitors may be able to purchase a variety of handicrafts from this guest house, as well as possibly learn how to weave a TAIS.

h. Camping

There are a number of locations in COM village that have the potential to be the greatest for camping activities. They are safe, serene, and fantastic for both domestic and foreign tourists, as well as for families and youth groups. They are also excellent for yoga and meditation. The possible camping spots are near the traditional house, Eteasa Lepek Beach, COM's Port, Airleu Beach, and the site of the former COM Beach Resort.

i. Bicycling

Cycling tourism is gaining popularity and is a booming form of travel, particularly in rural areas. This trend has picked up speed for both health-related travel and outdoor recreation, which are the two sectors of the travel and recreation industry that are

growing at the fastest rates. With its excellent location, COM Village has the potential to be one of the top destinations for environmentally conscious, community-based tourism in the future. Currently, cycling events are limited to picnics and family-friendly tourist activities during New Year's Day.

j. Sports tourism

A white-sand beach runs along the coast in COM Village, making it an ideal location for sports tourism activities like beach volleyball and local boat racing. Boat racing and beach volleyball are two potential tourism sports that could boost local business income. Other beaches, such as Eteasa Lepek and the Airleu area, have the potential to become beach volleyball destinations in the future. Boat racing could also use the boat parking areas in the Vailo Vaya and Muapusu sub villages.

k. Agro and eco-tourism.

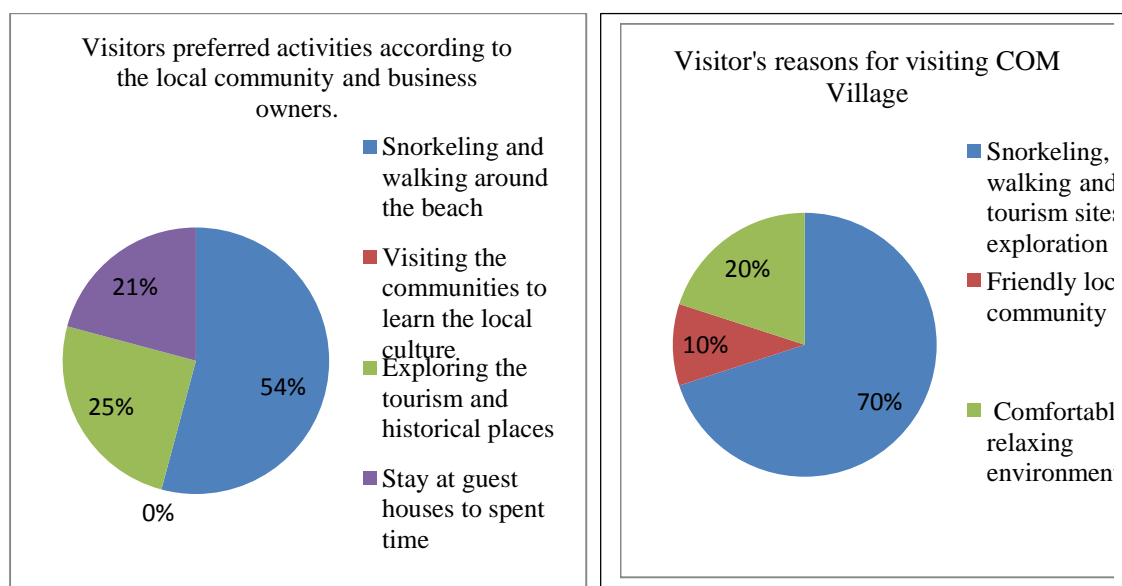
There are many eco-friendly guest houses and homestays available for travelers to stay in, all at comfortable rates. To better serve the guests, the guest houses are built using local materials and equipped with necessities.

l. Photoshoot location

Photoshoot innovation has emerged as a new business trend for Timorese youth in the last five years, particularly in COM Village. In the last five years, a free photo location for tourists has been established near the Portuguese historic building, with stunning views of the ocean and the Port of COM. Unfortunately, the location continued general damage as a result of abandonment, however, this business could continue with new innovations in order to provide a comfortable area for visitors to visualize their visit.

The local community, the business owner's observations about past and present visitor activities, and the reasons behind visitors' visits to COM Village are all explained in the following graphic.

Graphic 4.3: Past and current visitors activities



The research findings have demonstrated that the COM village possesses a promising potential for tourism. According to this study, 70% of the respondents who were visitors preferred activities such as snorkeling, walking, and exploring various tourist sites, while 54% of the business owners expressed that the visitor preferred activities such as snorkeling, walking, and exploring various tourist sites. Additionally, 10% of visitors said they came to the COM village because of the welcoming atmosphere, and 20% of visitors said they came because the COM village offers a comfortable and relaxing environment. Aside from that, 20% of business owners and local communities agreed that visitors spent time with the locals, while 25% tried to visit the COM village tourism sites.

In addition to the tourist attractions in the COM village, there is other nearby villages with a lot of potential tourist destinations, such as Parlamentu Village and Lavai Village. The tourism sites listed below may eventually be included in the community-based tourism package list for COM village. This is how the host villages allow and encourage visitors to explore more tourist attractions.

Table 4.8: Neighbor's tourist attractions

Tourism sites	Type of tourism	Village
Abrigu Japaun	Historic	Parlamentu
Ruhan Noko	Historic	Parlamentu
Inik kawa	Nature	Parlamentu
Serepitinara	Nature	Parlamentu
Monumentu Ipikuru/Lautem	Historic and Resistance	Parlamentu
Pousada no Kastelu Vila de Lamaka	Historic	Parlamentu
Edeficio Administrador Posto Lautem	Historic building	Parlamentu
Residencia administrador Posto Lautem	Historic building	Parlamentu
Edeficio Armajen Lautem	Historic building	Parlamentu
Edeficio Hospital Posto Lautem	Historic building	Parlamentu
Igreja Moro Parlamento	Historic building	Parlamentu
Pousada no Castelu vila de	Historic building	Laivai

Malaka		
Titilari/Laivai	Historic	Laivai
Laivai Beach	Marine	Laivai

Source: Lautem Municipality Authority office, 2024

Aside from the COM Village tourist and the nearest village tourist attractions, there are number of destination in the Municipality level which also very attractive. The following is the list of the Lautem Municipality Authority's tourist attractions.

Table 4.9: List of Lautem Municipality Authority's tourist attractions

Post Administrative	Natural tourism assets	Resistance tourism assets	Historical tourism assets	Cultural tourism assets	Religious tourism assets	Total
Iliomar	3	5	4	1	1	14
Lautem	6	4	14	1	3	28
Lospalos	7	8	13	1	6	36
Lore	13	8	4	1	1	27
Luro	6	3	4	1	3	17
Tutuala	14	7	5	1	3	30
Total	47	35	40	6	17	152

Source: Lautem Municipality Authority Office, 2024

4.2.1.3 Current Tourism Business opportunities

The tourist attractions in Com Village have drawn both domestic and international tourists, and their potential is going to increase. The host is required to set up the necessary facilities and services in the event that demand exceeds supply. As a result,

the community started to develop necessities such as accommodations, restaurants, kiosk, and handicraft shop to attract guests to stay longer. The following are list of accommodations with total rooms.

Table 4.10: List of Accommodations and total rooms

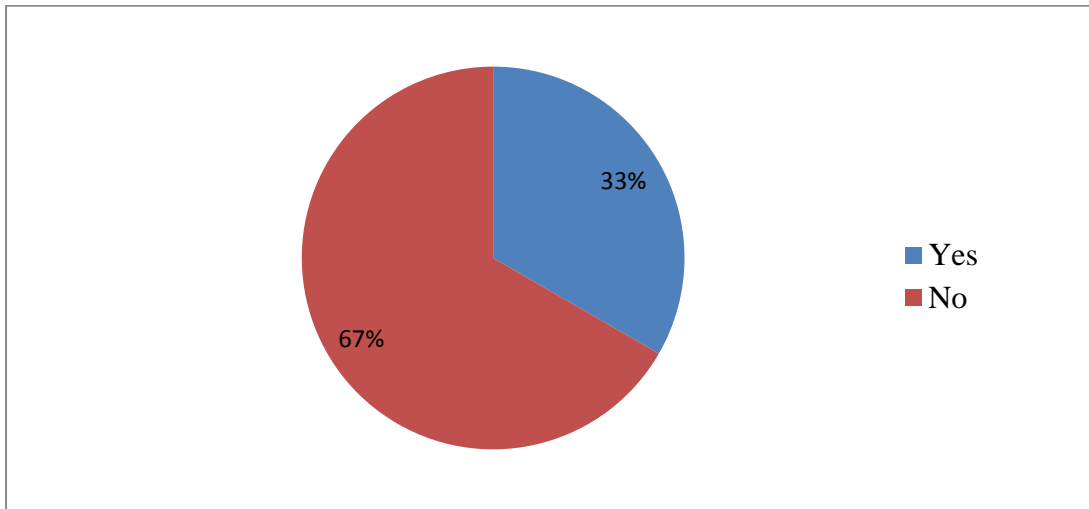
No	Accommodation	Room number
1.	Rosa Guest House	6
2.	Sina Guest House	6
3.	Kati Guest House	21
4.	Konu Sere Guest House	4
5.	Guest House Seli Opo (under renovation)	10
6.	Home stay SELI	3
7.	Eteasa Lepek Guest House	3
8.	Apa lalir Home stay	3
9.	Guest House (under construction)	16
Total		72

Source: Author's compilation from the research area

The accommodations listed above are owned and managed by the local community, whereas, as previously stated, there was only one guest house with two rooms in early 2001. The number of rooms has increased significantly over the last fifteen years as the number of visitors has increased.

These accommodation owners have progressively increased the range of services they offer and have strengthened their internal and external business connections. The owners enhanced their business operations, as seen in the following graphic.

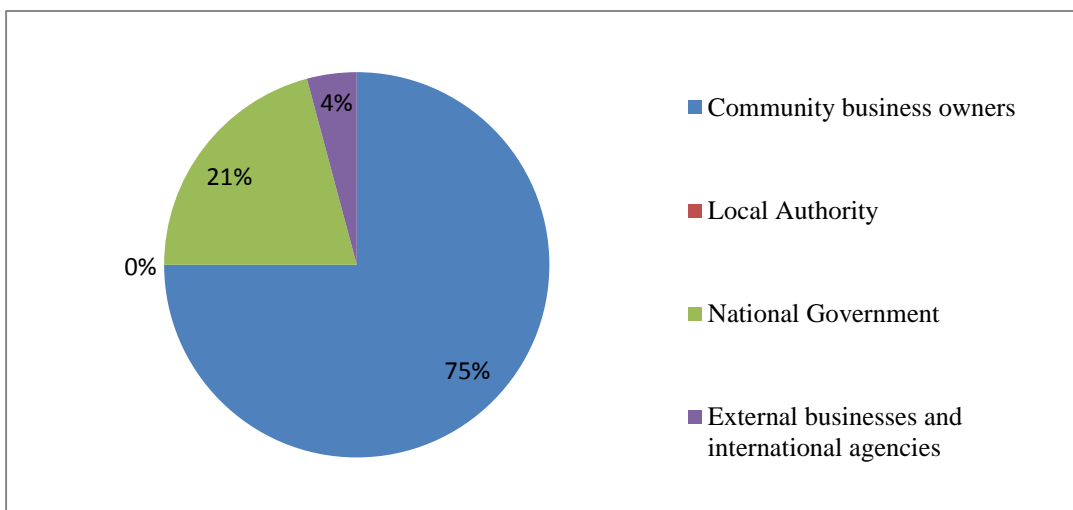
Graphic 4.4: Local Businesses partnership



33% of respondents who are business owners have a partnership with an external business, while 67% of respondents do not have any partners with external businesses. Apart from that, there was a high level of internal local business partnerships by suggesting to guests that they stay in other guest houses and home stays.

The information below demonstrated how, in COM villages, family ties and relatives' businesses support local community businesses.

Graphic 4.5: Local business partners and advocacy



According to graphic 4.4, 75% of respondents having very strong business partnerships with other local business owners; 21% respondents agreed that the Ministry of Tourism and Environment's advocacy on behalf of the central government is important, particularly for capacity building, tourism program socialization, and annual fair programs; and 4% respondents working with external and international agencies to enhance their businesses and arrange group and family travel. This study demonstrated that for community-based tourism to be sustainable, the local community must take the lead.

The study discovered that over the past 15 years, COM Village's community-based tourism has grown in popularity both domestically and internationally. The numbers of rooms occupied and the accommodation costs for 2023 and 2024 are listed below.

Table 4.11: List of rooms occupied and rate

No	Accommodations	visitor		Rate/night	
		2023	2024 (Jan-April)	Before 2003	After 2003
1.	Rosa Guest House	100	50	\$5.00	\$15.00-\$25.00
2.	Sina Guest House	300	150	\$5.00-\$10.00	\$15.00-25.00
3.	Kati Guest House	1000	180	\$5.00	\$10.00-15.00
4.	Konu Sere Guest House	20	0	\$5.00	\$10.00-15.00
5.	Guest House Seli Opo	40	0	\$5.00	\$10.00-15.00
6.	Home stay SELI	25	0	\$5.00	\$10.00-15.00
7.	Eteasa Lepek Guest House	15	0	N/A	\$35.00

8.	Apa lalir Home stay	30	0	\$5.00	\$10.00-15.00
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Sources: collected from guest house owners, 2024

According to the information provided above, the most popular guest houses to stay in are Kati Guest House, Sani Guest House, and Rosa Guest House. In addition, these guest houses operate restaurants where visitors can have their meals. While the other guest houses and homestays are only be stayed if these guest houses are occupied.

4.2.1.4. Local community employment opportunities and economic prospects

As was already mentioned, COM Village may eventually become a popular tourist destination. This is an opportunity that the Com Village community needs to take in order to open new businesses at tourist destinations. Furthermore, open up those businesses in the future will gradually bring in income and jobs for the local community.

The local community has gradually transitioned from subsistence farming and fishing to commercial activities due to community-based tourism operations. The business activity of the local community in the COM village is displayed in the following table.

Table 4.12. Lista of the local community business activities.

No	Business activities	Total	Number of employees
1.	Accomodations	9	11
2.	Accommodation's restaurants	3	6

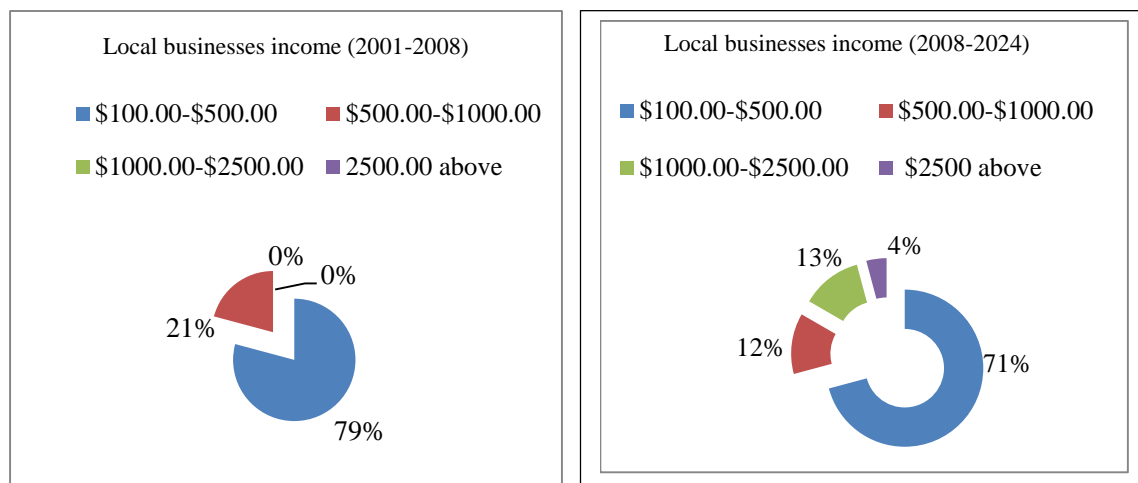
3.	Kiosts	18	18
4.	Handycraft groups	5	45
5.	Mini Shop	1	1
6.	Mini Fuel stations	2	2
7.	Public Transportation	3	3
8.	Farmers-costal area (Muapusu, Vailo Vaya and Loho Matu)	46	-
9.	Fishermen with boat rental	77	77
10.	Meubel	6	6
	Total		169

The above-mentioned business activities have strengthened the local community's economy and have progressively increased income. According to the study, 100% of respondents agreed that business activities played a significant role in supplying services to and contributing to tourism activities during visitors' stays. This included the contribution of fishermen and farmers to the restaurants. 95.8% of respondents agreed that these businesses increased the local community's income, while 4.2% disagreed. In terms of management and employment opportunity, the tourism business activities listed above are managed by family members and carried out by 169 permanent and part-time employees.

The income from local businesses has changed intensely, particularly from accommodations, handicrafts, small stores, and kiosks. The local community

business's comparative income between 2001–2008 and 2008–2024 is shown in the following graphic.

Graphic 4.6: The local community businesses income



The data above illustrates how the local community businesses in COM Village, which generally earned less than \$500.00 per month since their operation in 2001–2008. According to the study, 79% of participants were business owners with monthly incomes between \$100 and \$500; 21% of participants had monthly incomes between \$500.00 and \$1000.00; and none of the participants had monthly incomes exceeding \$1000.00. However, there has been a change in local business income from 2008 to 2024. According to the study, 71% of respondents continued to earn a monthly income between \$100 and \$500; 12% earned a monthly income between \$500 and \$1000.00; 13% earned a monthly income between \$1000.00 and \$2500.00; and 4% earned a monthly income exceeding \$2500.

This data proved that the local community and business owners have improved their business operations according to current demands. The business activity's income is

very important for the local community and could potentially generate a local employment opportunity, while improving the local community's economy for their daily lives is highly advantageous. In this contest, the local business owners and local communities agreed 100% that they get benefits from community-based tourism activities, and 100% of respondents agreed that their daily lives have improved.

4.2.1.5. Annual events and cultural promotion

In general, each tourism destination has its own uniqueness, which will always be an attraction for tourists, as well as in COM Village. The following are the cultural habits and events:

a. Warm welcome habits

COM Village's local community and business owners are very polite and cooperative, welcoming visitors. There are a number of habits that always apply to a unique culture that is obeyed and carried out by everyone, including visitors. The cultures of respecting guests, saying hello to visitors, giving instructions or assistance to guests, and inviting guests by giving drinks and food as a sign of welcome have become common things that have always been done by communities. These habits might make visitors feel comfortable enough to stay longer and have the have the potential to visit again in the future. This welcoming attitude is part of community hospitality and may encourage visitors to stay longer and return for more adventures.

b. Meci Eme Festival (Sea Worm Collection Festival)

In relation to the tourism activities, the COM community has a cultural festival, which is an annual event called the MECI EME Festival or Sea Worm Collection Festival.

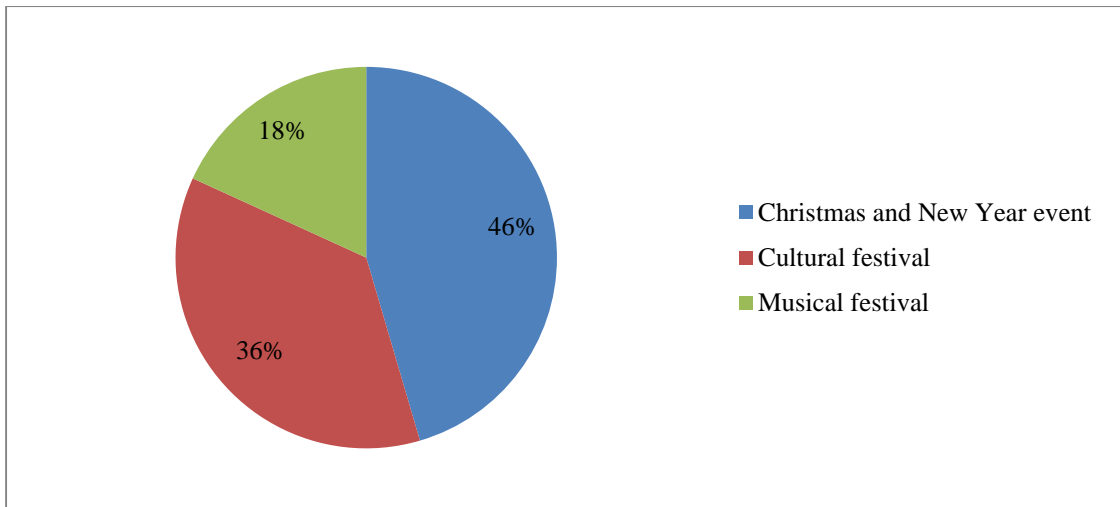
This traditional festival has been adopted from generation to generation and mostly attracts domestic visitors, especially in the months of March and April. This festival is typically combined with cultural performances, traditional music, and a variety of other activities before the Meci Eme collection begins. The most recent festival, held in 2024, drew approximately 300 people from the COM community and the nearby COM Village.

c. Annual events and music festivals

In the past fifteen years, the events that have drawn tourists are music and cultural festivals. These events have eventually contributed to the promotion of local tourist attractions. In this case, there are a number of annual activities, such as Christmas holiday celebrations, New Year holiday celebrations, and cultural ceremonies, including musical festivals, fairs, and cultural shows. The local communities, village authorities, and local and governments regularly plan the events each year.

The study found that the most popular annual activities that visitors like to do at COM Village are as follows:

Graphic 4.7: Visitor's preferences of annual events

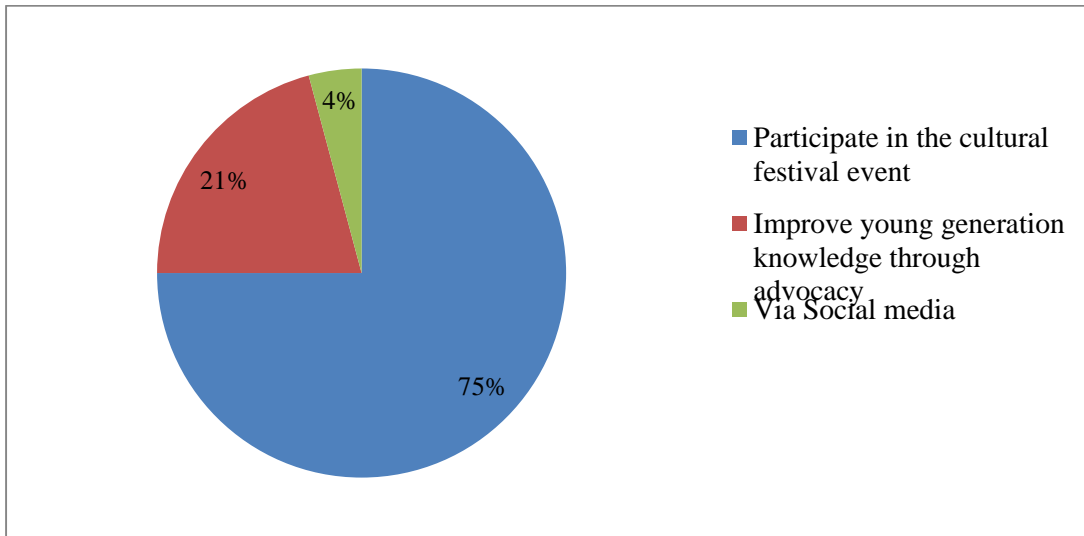


The survey found that 46% of respondents agreed that the Christmas and New Year holiday celebrations are the preferred moments for domestic and international visitors to visit COM's tourism sites, while 36% agreed that annual cultural activities are very attractive events, and 18% of respondents agreed that musical festivals are one of the activities that attract visitors.

d. Cultural promotion

Cultural regular events have not been very often in COM village, however, the local community's group frequently performs in the capital. Therefore, there is a need to continue developing this attraction in order to promote the local culture. Furthermore, managing this culture locally by business owners or community groups during the weekend should attract visitors. The study found that the best way to promote the local culture is to actively participate in events and organize shows regularly at tourist attractions, as presented in the below graphic.

Graphic 4.8: Community perceptions about local cultural promotion



This study found that 75% of respondents agreed that participation in the cultural festival is an adequate approach to promoting local culture; 21% of respondents agreed through advocacy, and 4% of respondents agreed to promote via social media. While 100% of respondents agreed that the best approach for the local culture is to maintain the authenticity of the local culture through a knowledge-sharing approach with the younger generations in order to continue to preserve that culture as part of the local identity.

4.2.1.6. Local community empowerment and participation

Community-based tourism's concept is an alternative form of tourism that seeks to empower communities to manage tourism growth and achieve community aspirations relating to their well-being, and includes economically, socially, and environmentally sustainable development (ASEAN standard, 2022). In this concept, the local communities of COM Village need to be actively involved. It is found in this study that the local community is not very often involved in community-based tourism

development, either at the village or local administration level. The table below illustrates the local community and business owners' involvement in the community-based tourism development discussion at the COM Village Administration.

Table 4.13: Current Local Community and business owner's participation in CBT development

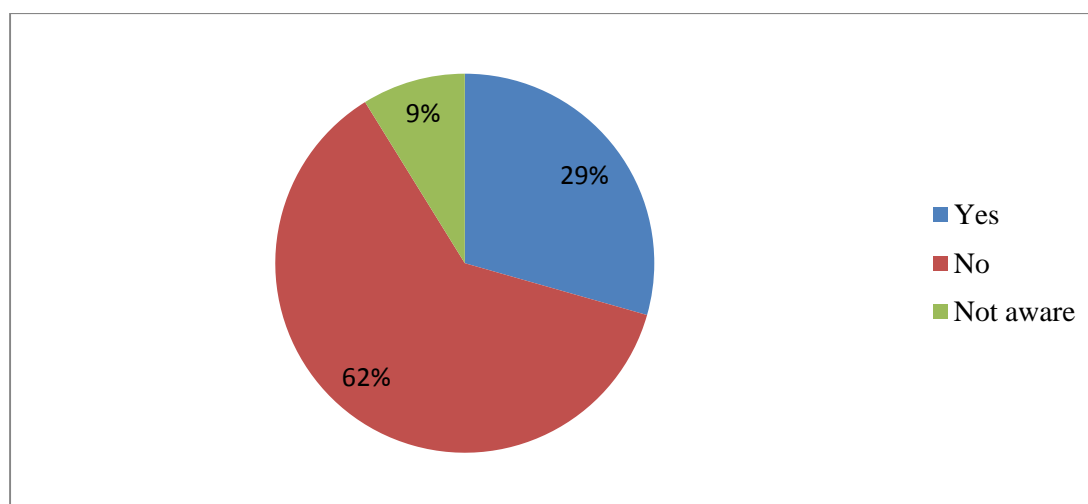
No	Type of participation	Strongly agreed	Agreed	disagreed
a.	The local community is actively participating in the CBT development at the village office and local government.	0	20%	80%
b.	The local leaders and relevant authorities were invited to discuss the COM Village CBT development.	0	30%	70%
c.	The local community has taken initiatives to develop tourism business activities without government intervention.	70%	22%	8%
d.	The local community usually depends on government intervention.	22%	8%	70%

80% of respondents from the local community and business owners disagree that they were involved in community-based tourism development discussions at the village administration and local government levels, while 20% agreed that they had a discussion but not on community-based tourism development. While 70% of respondents disagreed that they were invited to discuss community-based tourism development, 30% agreed that they were invited for turtle conservation training and

the establishment of a center. Aside from that, this study discovered that 70% of respondents did not believe they relied on government interventions to initiate tourism business activities, while 22% strongly agreed and 8% agreed that they required government supports.

In this situation, the local community's initiative and creativity have contributed to community-based tourism development, while there is no appropriate mechanism in place to advocate for community-based tourism development, as shown below.

Graphic 4.9: Community-based development mechanism

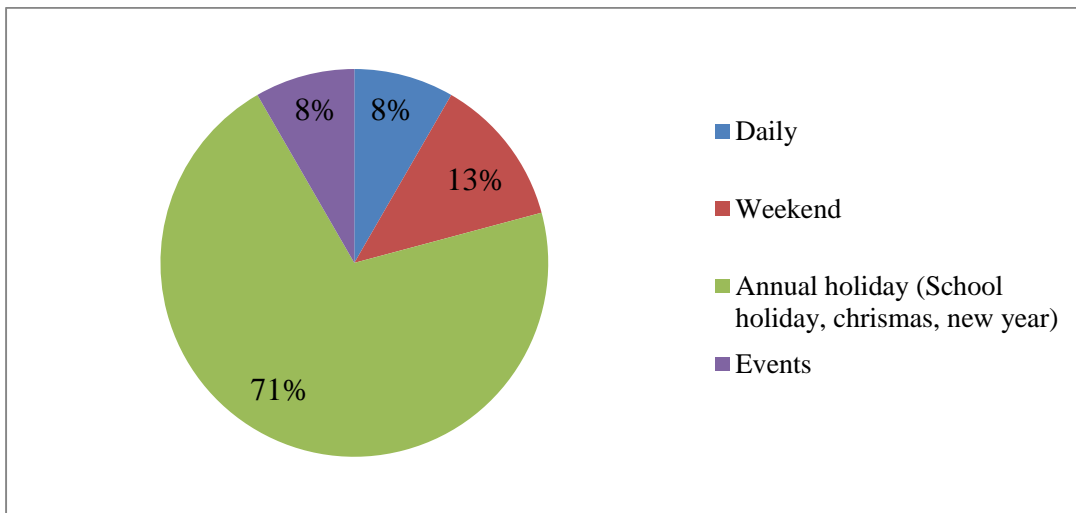


According to this study, 62% of respondents agreed that there is no mechanism in place to give the local community a suitable forum to discuss the development of community-based tourism opportunities; 29% agreed that there is a mechanism, but it is only for other infrastructure development programs, not for tourism; and 9% said they were unaware of it. This statistical data is very interesting to see how community-based tourism grows in COM village, as explained in Table 4.12 and Graphic 4.2.

4.2.1.7 Visitation

As a tourist destination, COM Village has tourist facilities that are managed independently by local communities, such as accommodations, restaurants, and other services. The tourist attractions those are naturally very attractive for domestic and international visitors. Thus, COM Village is always visited, both on a seasonal and weekly basis. The study proved that COM village's community-based tourism is very good in sessional tourism, weekends, and events. The graphic below explains domestic tourists' visitation to the COM village and their preferred timing. The graphic below explains about domestic's tourist visitation to the COM village tourist activities with preference timing.

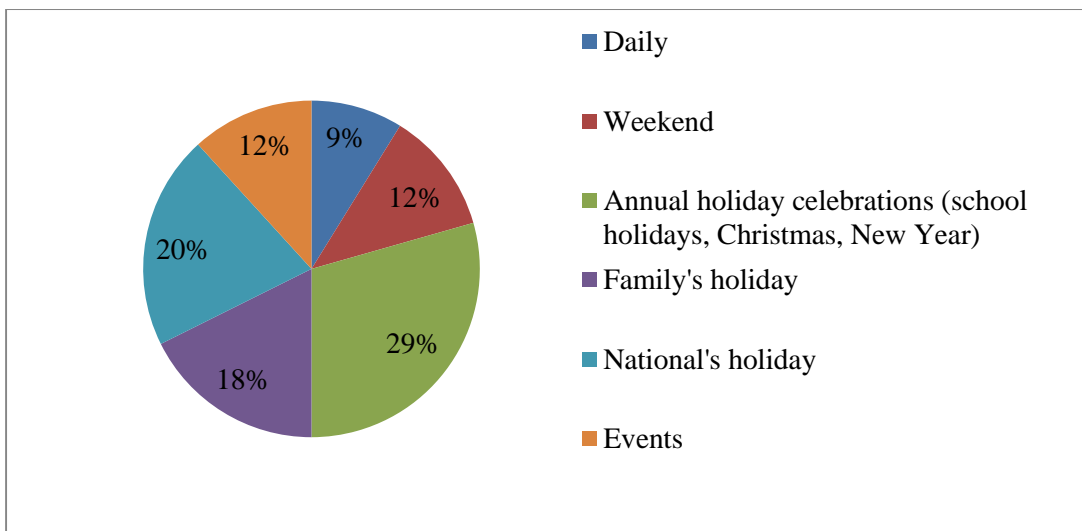
Graphic 4.10: Local Community and business owner's perception about the Domestic's visitor's preference



71% of respondents agreed that domestic visitors only visit COM tourist activities during school holidays, Christmas, and New Year celebrations; 13% agreed that domestic visitors visit during the weekend; and 8% of respondents agreed that events and daily activities are also possible for domestic visitors to visit for less than 24 hours.

It is proven that domestic visitors were mostly in seasonal celebration, however, the business owners and local community agreed that foreign visitors for seasonal visits and family holidays were high compared to daily and weekend visits, as shown in the following graphic.

Graphic 4.11: Local community and business owner’s perception about international’s visitation



29% of respondents agreed that international visitors visit COM Village for annual holidays such as school holidays, Christmas, and New Year celebrations; 20% of respondents agreed with national’s holidays; 18% agreed with family holidays, where mostly expatriates came from different international organizations, diplomat missions, businesses, and tourists from their origin countries such as Australia, New Zealand, Europe, and Asia; 12% of respondents agreed with weekends and events; and 9% of respondents visit only for lunch or dinner before continuing to their next destination or after a working visit or business activity with less than 24 hours.

In addition to the survey results above, the researcher collected data from several sources, which proved the survey results that COM Village is a seasonal, weekend, and event tourism destination for domestic and international tourists. The following table explains domestic and foreign visitors in 2023 on different occasions.

Table 4.14: visitation and number of visitors in 2023

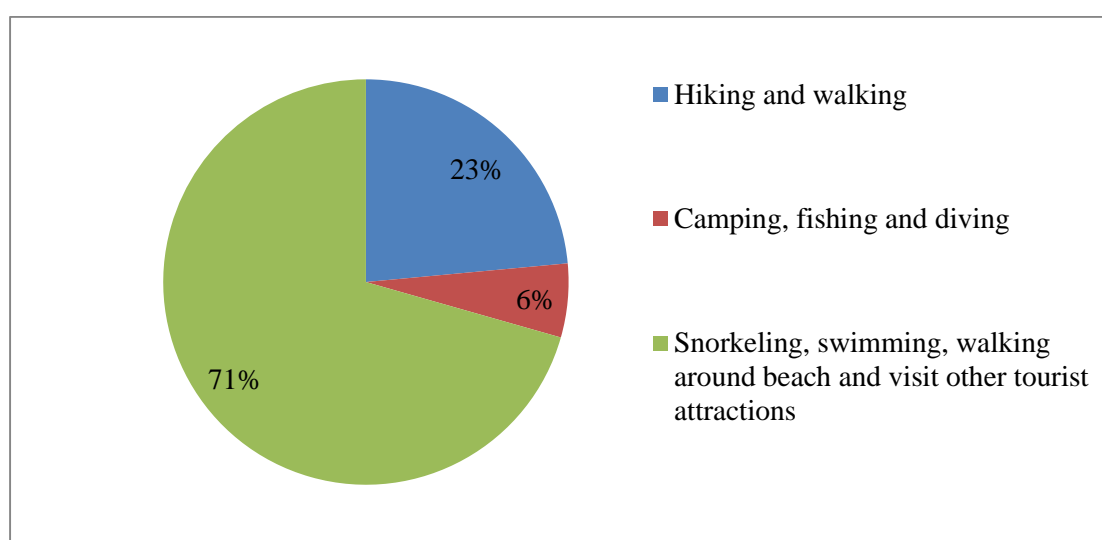
No	Descriptions	Number of Visitor
1.	New Year holiday celebration	30,000
2.	Christmas holiday celebration	1,000
3.	Weekends	1000
4.	Daily	500
5.	Business activities (transits)	1000
6.	Events	
7.1	Lantava music festival (October 27-29, 2023)	10,000
7.2	Sea worm collection festival, April 2023 (<i>MECI EME</i> Festival-Local language)	700
7.3	Solar eclipse phenomena day with Cultural festival and traditional culinary Fair (17-20 April 2023)	30,000

Source: Business owners and author's estimated

The data above proved that COM Village's community-based tourism has a potential seasonal destination. The annual holiday celebrations, such as the New Year's holiday celebration, the Christmas holiday celebration, and annual events, are the most

attractive seasonal tourist attractions. The holiday's celebration not only attracts domestic visitors but also foreigners. The most popular activities during their visits were recreational activities such as snorkeling, walking, and visit to other tourist attractions. The following is the most popular tourist attraction that the visitor explored:

Graphic 4.12: The popular tourist tourism attractions preference



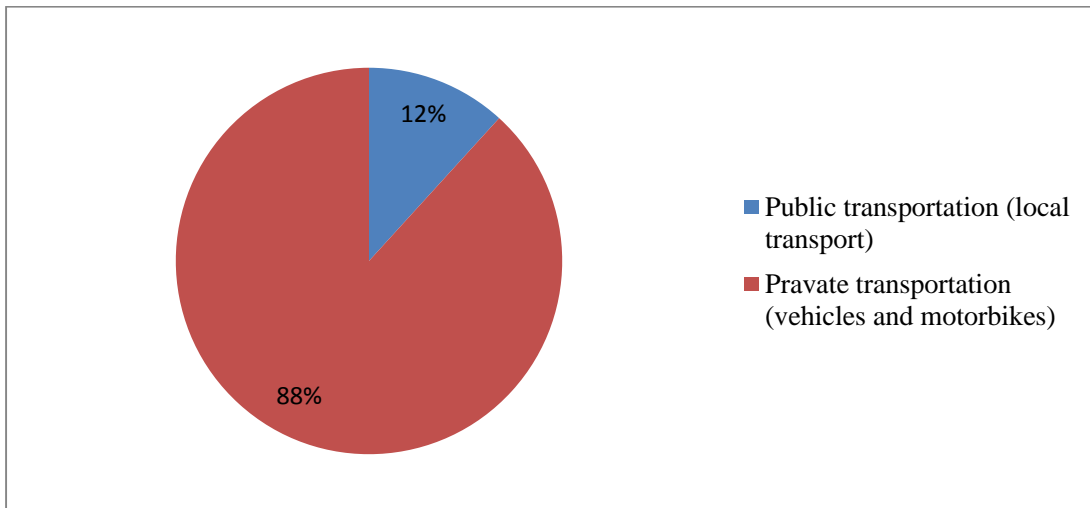
During the four to six-hour holiday celebrations, 71% of respondents agreed that swimming, snorkeling, walking along beaches, and exploring destination sites are the most popular visitor activities, 23% of respondents agreed that hiking and walking to the forest, and 6% agreed that camping, fishing, and diving are also popular.

4.2.1.7. Transportation

The road network to COM Village from the capital of Lautem Municipality, the nearest cities, and the capital of Timor-Leste is very good. COM Village's tourism destination is easy to access by land and water transportation. However, water transportation is not regular transportation; only land transportation, such as private

and public transportation, is easy to access in the COM Villages. According to the study, visitors used their own transportation to visit COM Village. The graphic below illustrates visitors' preferred ways of travel when visiting COM tourist attractions.

Graphic 4.13. Access to COM Village



88% of respondents from business owners and the local community agreed that visitors used their own transportation to visit the COM Village tourism destination, while 12% of respondents agreed with local public transportation such as *Angguna* and *Microlet*.

4.3. Discussion of findings

The study identified potential COM Village's community-based tourism opportunities. The researcher discovered extremely significant prospects that might eventually lead to the growth of local businesses and might have a positive economic impact. This section is going to discuss all the findings, which are very important aspects for future community-based tourism development opportunities.

4.3.1. Community-based tourism development opportunities

4.3.1.1. COM Village's community-based tourism pioneers

COM village is well-known as one of the best seasonal picnicking and recreational tourism destinations in the Post Administrative of Lautem, Lautem Municipality Authority, Timor-Leste in many years ago under Indonesian administration. In the past, guests did not stay overnight at COM Beach because there were no accommodations and restaurants available. Instead, they came to enjoy beach activities like swimming and walking along the seashore with their families or groups.

In early 2001, Rosa Moreira Ratu, opened up a guest house, "Sra. Rosa Guest House." This guest house was the first guest house in COM Village with two rooms. Rosa Moreira Ratu is the pioneer of the community-based tourism initiative after taking two weeks community-based tourism training in Atauro Island-Dili in 2002. Since then, Rosa Moreira Ratu has organized post-training sessions with 30 local communities in order to share how to develop COM Village as a future community-based tourism destination.

The local communities tried it out based on the information and experience exchanged, and they eventually progressed successfully up until the time of this research. After Rosa Moreira Ratu, there were two more initiators: Ermundo da Cruz, the owner of Sani Guest House, and Angelo da Silva, the owner of Kati Guest House. Since then, the three pioneers have continued to develop their accommodations business with restaurants.

4.3.1.2. Tourist attractions opportunities and future development

COM Village community-based tourism has grown to become a community-based tourism destination that offers a variety of experiences, as do many other community-based tourism sites in Timor-Leste, including Jaco Island, Maubisse, Baucau, and others. The research respondents agreed that the most popular seasons for visitors to visit COM Village were the New Year's holidays, Christmas holidays, public holidays, and annual events, however, weekend and daily visits are potential for short visits.

In term of tourist attractions, the study found the COM Village has potential tourist attractions which would attract both domestic and international visitors. The following are the identify tourist attractions:

Table 4.15: List of identify potential tourist attractions

Nu	Type tourist attraction	Potential activities
1.	Marine tourism	Snorkeling, recreation swimming, diving, fishing, and beach activities
2.	Turtle conservation Centre.	Education and advocacy, coffee shop, and snorkeling equipment facilities
3.	Historic tourism	Port of COM, Portuguese buildings, traditional house, and Mama Merry statue
4.	Hiking/tracking and walking	Hiking to Pitileti sub-village and monkey forest, Walking to the Port of COM, the

		Eteasa Lepek area, walking to historic sites, walking to Umun Ira Lake, and walking around the beach and community residences
5.	Umun Ira lake	Natural green water is surrounded by a forest with wonderful views.
6.	Traditional House “Icon” or Le Jiaval	Interesting place for visitor to take pictures and rest area with wonderful ocean and forest view
7.	Sports Tourism	Bicycling, beach volleyball, traditional boat racing, fishing competition
8.	Camping	Camping at Kamat Ara-Airleu, in front of the Port of COM, in the area of the traditional house, turtle conservation center, and in the Eteasa Lepek area.
9.	Handicraft shops	Good place for souvenir collection.
10.	Agro and eco-tourism.	Community-led homestays and accommodations
11.	Photoshoot views	View of Eteasa Lepek, Port of COM, Umun Ira Lake Area, and around beaches

The tourist attractions listed above have potential for future community-based tourism market and business opportunities. These tourist attractions are still used as the origin and could be maintaining for the future development to be the COM Village’s

uniqueness. In this potential tourist attractions, according to Lane (2009) describes rural tourism broadly as encompassing a wide range of activities such as farm tourism/agro-tourism, food and wine tourism, adventure tourism, cultural and heritage tourism, nature tourism and ecotourism. In many counties, the presence of numerous communities and family-based small and medium enterprises (SMEs) within the rural sector contribute significantly to overall tourism revenues and employment (Sharpley and Telfer: 2015). While, the World Tourism Organization (Bao 2008) defined that community-based tourism ‘as a promising alternative to conventional approaches to development, a participatory, holistic and inclusive process that can lead to positive, concrete changes in communities by creating employment, reducing poverty, restoring the health of natural environment, stabilizing local economies, and increasing community control’, and (Giamicooli 2018) wrote that Community participation is seen as fundamental to the community-based tourism model, which is “based on participation and community organization and is rooted in socially just and environmentally responsible development approaches.

In order to have a clear direction on how to improve the tourist attraction sites and manage the originality to satisfy visitors, the local community and existing business owners must work together to improve these potential tourist attractions and maintaining the environmental friendly to the visitors.

4.3.1.3. Local Community’s future business opportunities.

Aside from the tourism site and its activities, the study found that there are eight accommodations, with 72 rooms available for visitors to stay, three restaurants, and

several kiosks that will provide for their basic needs. These business activities have a positive impact to the family income and the local community (table 4.10, table 4.11 and 4.13, graphic 4.5. and 4.7). These findings correspond to the statement of Asker, Boronyak, Carrard and Paddon (2010) that community-based tourism (CBT) is generally small-scale and involves interactions between visitor and host community, particularly suited to rural and regional areas, and the community-based tourism Handbook “How to Develop and Sustain CBT” (APEC 2008) defines community-based tourism (CBT) is a community development tool that strengthens the ability of rural communities to manage tourism resources while ensuring the local community’s participation.

Although COM Village is only a seasonal tourism destination (graphics 4.10 and 4.11) and weekend relaxation activities, in terms of community income, it is proven that the business owners and local community income both improved significantly, as presented in graphic 4.6. A study found that there are a number of upcoming businesses, such as new guest house construction, camping, bicycling, historic touring, diving, and hiking, that could provide additional income for the local community and business owners. In this content, Pitana (2005) and Sarobon (2013), Amerta (2017) wrote about community-based tourism principals and characteristics, and Gunn (1988) wrote about tourist activities in rural areas, as presented in table 2.2. Furthermore, if the development of community-based tourism in COM Village is led by local communities with good arrangements, collaborating with external supports, and embracing tour operators, it is believed that COM Village will become the main destination, which will not only become a seasonal destination but also a

regular tourist destination where tourists will visit regularly. This statement is supported by the ASEAN community-based tourism standard (2016), which explains that community-based tourism not only involves a partnership between tourism businesses and the community to deliver benefits to both but also involves community (and external) support for small tourism enterprises, which in turn commit to providing support for community projects that improve collective well-being.

4.3.1.4. Annual events and cultural promotion for income opportunities

The MECI Festival, musical performances, and other annual events activities have the potential to be popular tourist destinations; nevertheless, in order to draw tourists, these attractions need to be managed and promoted by a formal organization. Local cultural activity is an additional attractive part of community-based tourism. However, a study discovered that local community organizations and business owners in the COM village required a regular schedule for the daily or weekend cultural activity shows.

The researcher's observations indicated that there was no specific venue allocated for regular cultural performances, shows, and other activities. Therefore, cultural performances were not regularly organized to be performed during visitors's visits on a weekend or daily basis.

4.3.1.5 Local Community empowerment and participation opportunities

According to a study, the locals took the initiative to lead the community-based tourism development in COM Village. Additionally, this study discovered that no suitable mechanisms had been put in place by village office leaders, local government

officials, or the central government to involve the community in the discussion of government programs for tourism development in COM Village. However, the community is only involved by village leaders for consultation on other activities that are not tourism activities. This situation is in opposed with the ASEAN community-based tourism standard (2022), which explains that community-based tourism must involve and empower community participation in setting direction and decision-making, and Novelli and Gebhardt (2007:449) say that community participation is often suggested as an essential ingredient in improving the quality of tourism's contribution to national development.

The lack of a mechanism within COM Village's community-based tourism development process indicates that the village has not been designated as a tourist destination by the local government. As a result, the community's efforts as well as those of outside business partners will be crucial to overcoming the significant obstacle of making COM Village a regular tourist destination. It will also be necessary for business owners and the local community to form a working group or an association to support future sustainable community-based tourism development. This working group or association will serve as an official platform for local communities to learn from one another, exchange ideas, and identify issues pertaining to opportunities and challenges in the growth of community-based tourism in COM Village. In this relation, ASEAN community-based tourism (2022) says that community-based tourism must involve and empower community participation in setting direction and decision making, while Isnaini says that tools of community development for the local community are engaging community members and promoting community pride.

4.3.1.6 Summary

The study found that there are a number of existing potential tourist attractions, such as marine recreational beaches, fishing, snorkeling, hiking and walking, sport tourism, historic building assets, Umun Ira Lake, a turtle conservation center, cultural resource assets, and camping activities. Moreover, this study discovered that COM Village is a seasonal tourist destination in which visitor preferences are marine tourism activities such as swimming, snorkeling, walking around beaches, and walking and hiking to the tourist attractions. While the annual celebrations, public holidays, and other festival activities were highly visited by both domestic and international visitors.

However, in terms of local community participation in community-based tourism, a study found that it was very challenging due to the lack of participation mechanisms in place.

4.4.2. Community-based tourism development challenges

Although this study discovered a number of obstacles, community-based tourism in COM Village has greatly improved local initiatives, incomes and also improving the local community's awareness of tourism business opportunities. The difficulties with community-based tourism, including land disputes, policies, infrastructure, marketing, transportation, skill development, and crocodile attacks, will be discussed in this section.

4.4.2.1. Land Dispute

In order to maximize the potential of natural resources and enhance community welfare, community-based tourism development planning is an essential component

of any tourism destination. One of the most important resources for the development of tourist facilities is the availability of land, which can be managed in an integrated strategic manner for supporting facility development in tourist destinations such as accommodations, restaurants, recreation areas, public toilets, parking, and other facilities. The situation in COM Village today, however, is the exact opposite; in addition to the issue of land ownership status, which is currently a major challenge in the context of tourism development, the land owners have chosen not to use their land for the development of the tourism business or even do not permit others to open a business because of financial constraints.

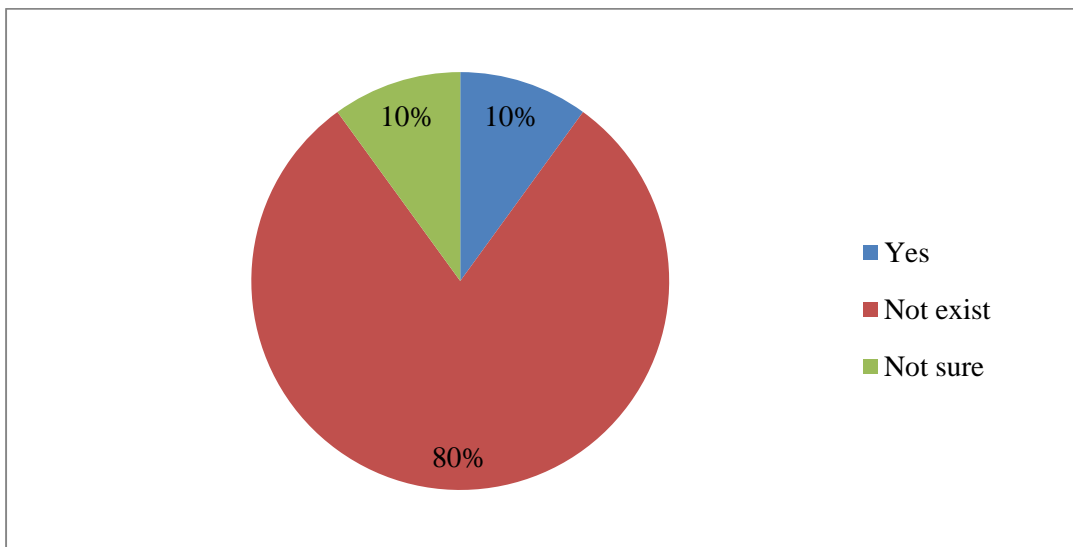
This study found that there were several cases of land disputes involving local landowners. 100% of respondents from the local community and business owners agreed that land disputes were a major issue in COM Village. The expansion of new guest houses in the Eteasa Lepek area, the construction of public toilets and recreation areas in the Kamat Ara-Airleu area, as well as other facilities such as recreation areas, toilets, an information center, and other potential developments, have all been affected by the land dispute issue.

4.4.2.2. Government policy

A number of potential tourist-attracting markets are listed in the government document, including adventure and sports tourism, historic and cultural tourism, religious and pilgrimage tourism, and eco-and marine tourism (Strategy Development Plan, 2011–2023) and the National Tourism Policy. However, there was no clear statement emphasizing the importance of community-based tourism development in these documents.

Thus, this study discovered that there was no integrated community-based development found in COM Village and at Ministry of Tourism and Environment. While the National Tourism Policy defines that the purpose of the policy is to make the sector a priority for the Government of Timor-Leste and communicates the ambition of placing the tourism industry as a widely recognized pillar of economic development that will be embraced by the government, the private sector, and civil society. The following graphic explains the local community's views on the COM Village's community-based tourism integrated plan.

Graphic 4.14: CBT development integrated plan



80% of local respondents agreed that the government had not introduced a community-based tourism development plan; 10% agreed that a plan had been initiated, specifically for the Turtle Conservation Center with a community-based center with safety equipment; and 10% were unsure if a plan already existed.

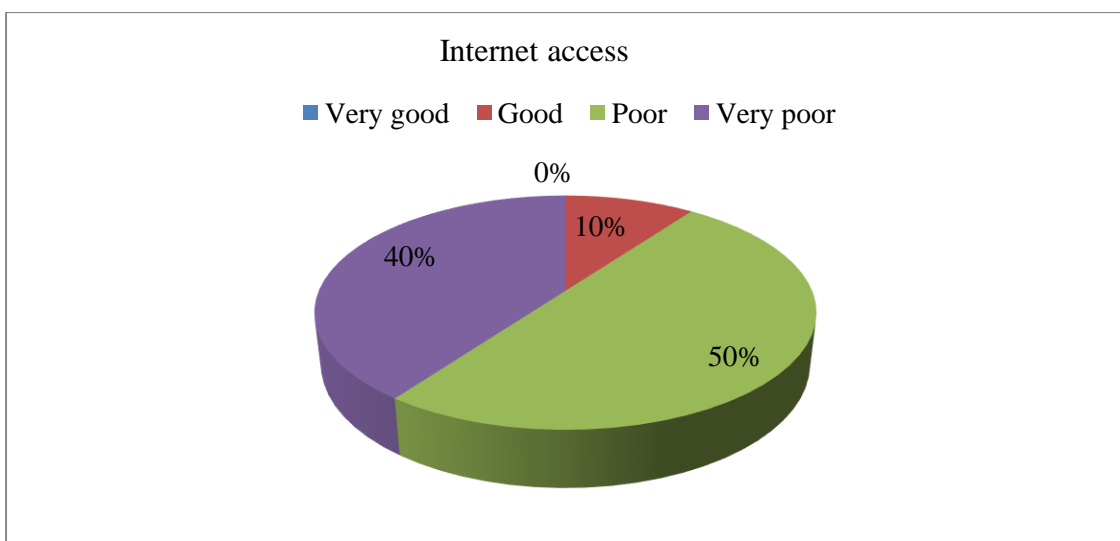
4.4.2.3. Infrastructure Constraints

In order to create demand, tourism infrastructure is a crucial investment for long-term tourism development, including community-based tourism in COM Village. Therefore, it is important to improve a destination's infrastructure by developing facilities and improving access to existing tourist attractions. In this concept, the study found several infrastructure challenges that have negatively affected COM village's community-based tourism activities.

a) Internet access problems

Three telecommunications companies have been operating in COM Village for the past 15 years. Since then, the majority of the local community, including visitors, has communicated over the phone in extremely poor conditions. Aside from that, the study found that internet access in COM Village was poor, with no free internet provided by business owners or the local government. The following are visitors' opinions about internet access at Com Village tourist attraction sites:

Graphic 4.15: COM Village'e internet access



50% of respondents agreed that internet access in COM Village is poor; 40% of respondents agreed that the internet is very poor; and 10% of respondents agreed that the internet is good. This situation has a negative impact on visitor satisfaction during their visit because most visitors would prefer to share their experiences on social media or live for their vocations.

b) Lack of recreation facilities

The study found that there are no existing recreational facilities such as playground, entertainment venues, rest areas (centers) for tourists, and sports facilities. The land dispute between the local community, business owners and developers (both public and private) is one of the reasons these facilities have not yet developed.

c) Lack of public Toilets.

Every tourist destination should have restrooms, but COM Village's community-based tourism sites did not. The study found that there were no public toilets found in all tourism sites in COM village. However, in the past, the construction has initiated by the authority, but because of the land dispute among the local land owners the construction was not continue.

d) Inexiting parking area

A secure parking area is important for visitors. Appropriate parking could create a safe and convenient place for guests. However, the study found that no location has been set up to be a parking lot for visitors. The only way to park the visitor's vehicles was in guest houses, in a community area, and near a tourist attraction with a potentially risky damage. Therefore, it is required to have parking management at all tourist attractions.

e) Lack of signage

People enjoy traveling, and people at tourist destinations rely on visitors, so hosts must create a comfortable zone with clear signage directing visitors where they must go and where they are not permitted to enter. Signage is very important at tourist attractions in order to guide visitors to places they like to go. This study found that there were existing signs made by the local community with very small sizes, but unfortunately, the signage was found to be broken and replacements had not been made.

f) Information centre

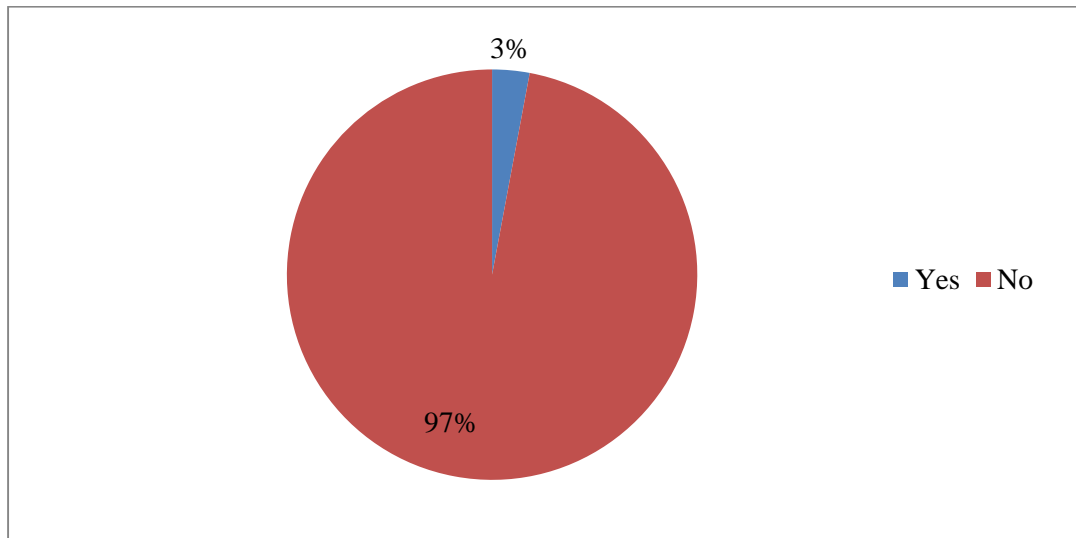
A tourist information center in every destination is very important to be established in order to provide information about the tourist attractions and guide tourists on what they should and should not do in the destination. This study found that there is no tourism information center established in the COM Village tourism destination. The visitors can only get information from the guest house owners and the local community. Aside from that, there is no trained tourist guide in COM village's to facilitate the visitors.

4.4.2.4 Marketing and promotion

In order to attract more domestic and international visitors to visit COM Village's tourism sites, it is important to have an organization to manage marketing and promotion for annual events and others for regular visitors. Although COM Village has been one of the tourist targets, there was no organization established as a destination marketing office to manage the local tourism marketing and promotion. Based on researcher observation and survey found that since the COM Village's community-based tourism operation, there was no tourist information Centre

established to market, promote and share the tourist attraction. The following is the local community and business owner's views about COM Village's potential tourism destination marketing and promotion.

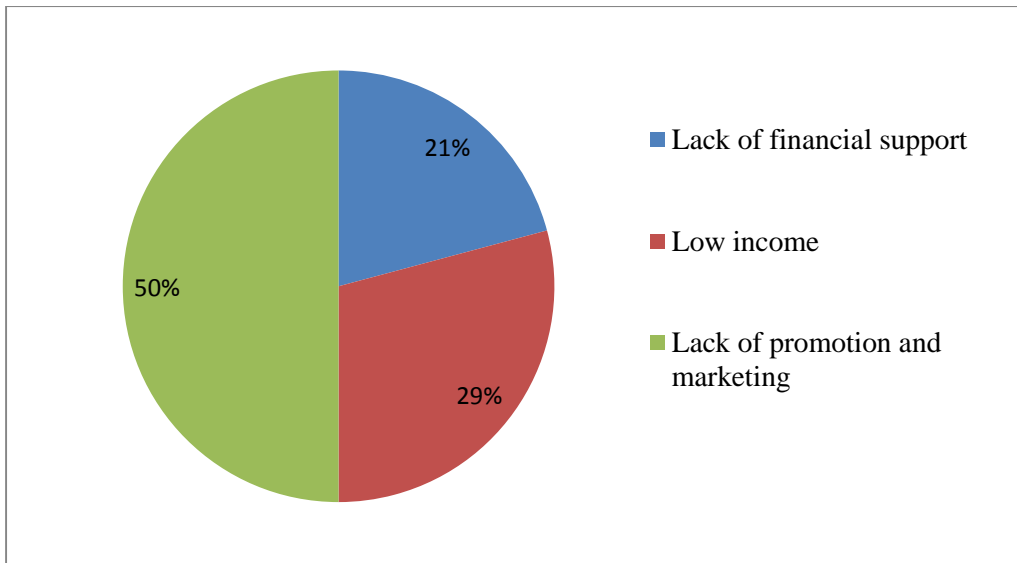
Graphic 4.16: COM Village's Destination Marketing



97% of respondents from business owners, the local community and visitor agreed that there was no existing formal or informal organization to market the COM Village's tourist attractions, and 3% of respondents said that there was a person assigned as a focal point by the central government to identify tourism assets.

As previously stated, no local organization was established to promote the COM Village's tourist attractions. Aside from that, the study discovered that financial support and income are the other barriers to local business improvement and expansion. The following graphic illustrates the local business owner's perspectives on their business activities and challenges.

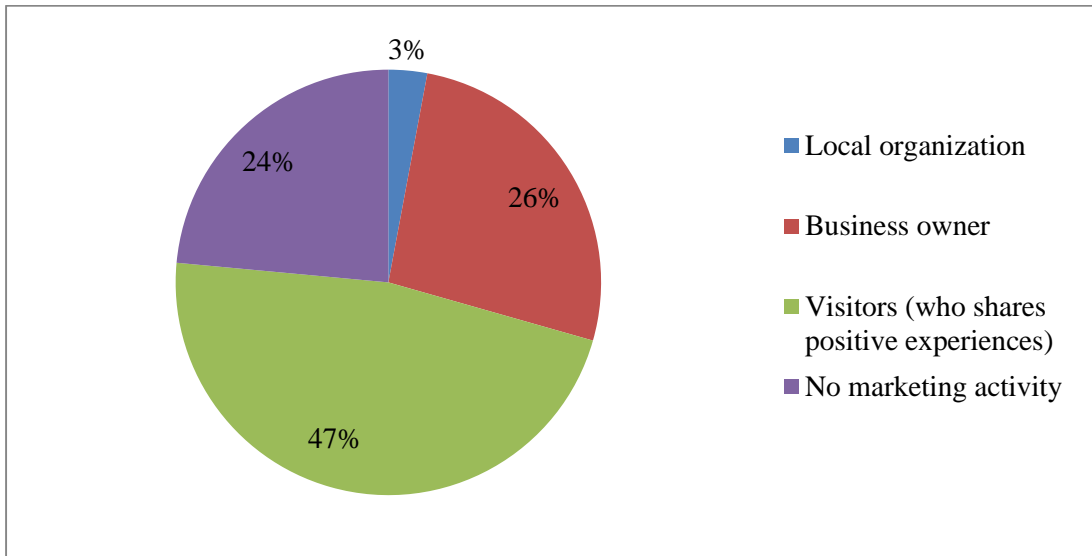
Graphic 4.17: Local business owner's business activities challenges



50% of respondents from business owners agreed that a lack of promotion and marketing has affected their business; 29% of respondents agreed that a lack of sustainable promotion has negatively contributed to their income; and 12% of respondents agreed that a lack of financial support has hindered their innovation to improve their business activities.

Aside from that, this study found that the most powerful promotion of the COM Village's tourist attractions was the experience sharing of the visitors. The following graphic will explain how the COM Village tourism site was promoted.

Graphic 4.18: How visitors know about the COM Village's tourist attraction



47% of respondents from business owners and the local community agreed that visitor's shared experiences with their relatives and friends through telling positive stories are very powerful; 26% of respondents agreed with business owners through their Facebook page, 24% of respondents agreed that there was no official marketing activity; and 3% of respondents agreed with local organizations, such as NGOs, which sometimes promote tourist activity through their social media platforms.

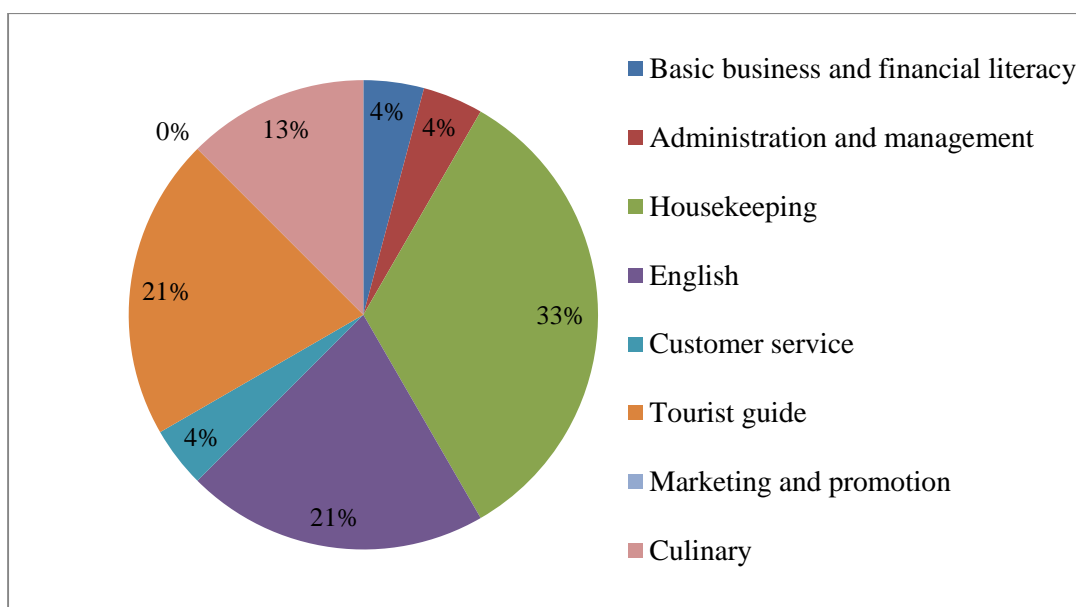
4.4.2.5. Lack of technical and management skill

Technical skills are very important in tourism business and operational management because they allow a business to run more smoothly and satisfy visitors. When an individual possesses technical skills in business, they are able to serve and communicate more effectively. In this concept, the business owners and the local community are not well trained to serve visitors, manage visitors, and guide visitors

as part of the hospitality. The study found that there was no trained tourist guide at COM Village tourism sites to guide visitors and share tourist attractions.

Aside from that, the business owners have not been well trained to manage their businesses in financial literacy, administration/management, basic business, and customer service; however, accommodation business owners have attended housekeeping training, Basic English, culinary training and other basic training. The graphic below explains how business owners can access training.

Graphic 4.19: Business owner participation in the training



33% of 24 respondents from the business owners have attended housekeeping training, 21% have attended basic English and basic tourist guide training, 13% have attended culinary training, 4% have attended customer service and basic business and financial literacy training, and administration/management training.

4.4.2.6. Crocodiles attack

Along with challenges mentioned above, this study also discovered that the crocodile population growth in the COM beach and its surroundings is a very serious issue. The crocodile population growth in this popular tourist destination area has been extremely difficult since 2011, when five locals who worked as fishermen were killed by crocodiles. The following is victim data about the crocodile attack.

Table 4.16: Crocodile attack from 2011-2022

Year	Number of victims	Victim's profession
2011	1	Fishermen
2012	1	
2014	1	
2015	1	
2021	1	
Total	6	

Source: Business owners and local community, 2024

The situation has gradually improved since 2021, when the local community intervened by killing some of the crocodiles, but visitors are still extremely worried about the attacks.

4.5. Discussion of findings

The data analysis above has identified community-based tourism challenges at the COM Village tourist attractions. The researcher found very important challenges that

could potentially have a negative impact on COM Village's community-based tourism and business opportunity development in the future, as explained in this section.

4.5.1 Land disputes

Future community-based tourism development is important, for instance, promoting tourist attractions, developing support facilities in Com Village, generate income of the local community. However, this study discovered that land disputes between the local community, business owners, and the local community have become a significant challenge in the development of COM Village's community-based tourism business and support facilities.

The ASEAN community-based tourism standard (2022) says that community-based tourism must involve and empower community participation in setting direction and decision-making. This is important because the community is leading, and they must discuss how to improve, expand, and develop their tourist attraction assets and facilities. While UNWTO (2021) explains that in order to create an economically successful and fully sustainable sector over the long term, tourism planning should be comprehensive, fully coordinated and undertaken over an extended time frame.

The conflict between the local community and business owners about land use will gradually affect community-based tourism development in the future, not only for local businesses but also for potential external partners. In this context, the local authority, business owners, and the local community could organize regular meetings to share the positive and negative impacts of community-based tourism development. Sarobon (2013) wrote that one of the CBT principles is that individuals and households get advantages from tourism projects, communities get benefits from

tourism operations such as road' improvements, and households receive income distribution. If this is well manage and the local communities are aware of these principles, in the future, the land disputes among the local community will gradually be eliminated, or at least the local community will be open for discussion and negotiation for future community-based tourism development.

4.5.2. Government policy and crocodile attack

It is important that the local authority and central government work closely with the local community and business owners to determine how to continue developing Com Village as a tourism destination. The community-based tourism principle (Isnaini Mualissin (2007) says that recognizing, supporting, and promoting community-owned tourism, and the development of the community through tourism, whose value extends beyond economic development (Mayaka et al. and Jones 2019) are the tools that are required to be considered. While, in terms of planning, Sharpley and Telfer (2015) wrote that tourism planning and decision-making processes can be highly political, as government participants grapple with the diversity and multi-scalar nature of public interests and meeting the needs of its other constituents, including tourism industry members, diverse residents and 'bottom-up' or grass-roots processes. While, Bramwell and Sharman (1999) One of the biggest challenges to sustainable community development through tourism is dealing with multiple stakeholders who may hold differing interests and values with respect to development and tourism

Therefore, translating the long term plan and policy to the strategy and implementation plans in each destination is very important to continue encouraging

the local community to grow with local pride and business (Isnaini 2007). In this connection, Amerta (2017) says that the number of tourist arrivals increases sharply. At peak season, tourists equal or even outnumber the local population. Outside investors flock to renew facilities. With increasing tourist numbers and popularity, destruction of the area and facilities begins. Planning and control by national and regional authorities are needed, not only to solve the problems that occur but also for international marketing.

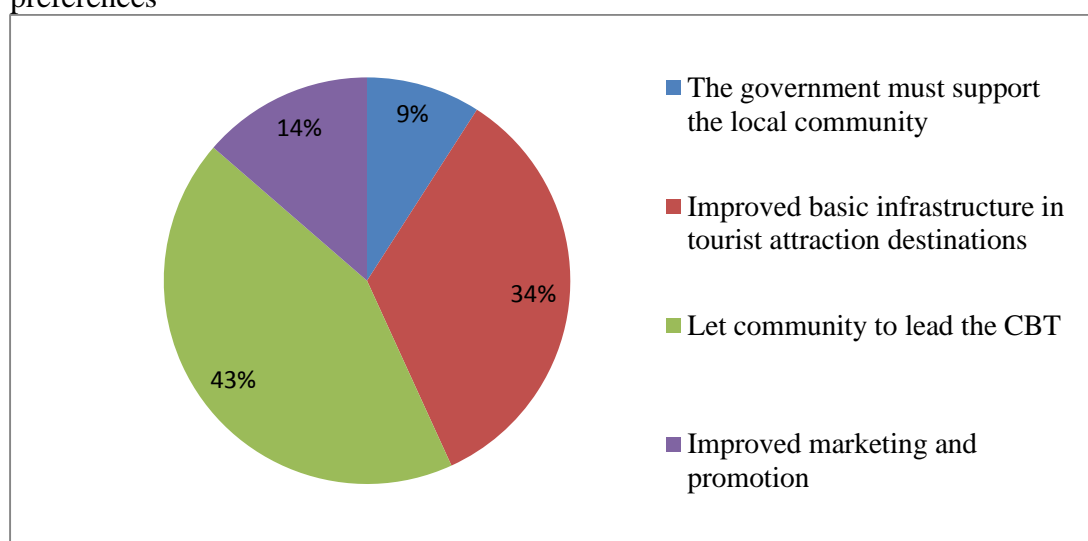
Aside from the above statements, the destinations need to be safe, secure, and make visitors enjoy the beach activities. In the past, the COM coastal beach area was safe and secure, however, the first crocodile attack happened in 2011, and continues up to 2021 (Table 4.17). The study found that the crocodile movement in the area has been negatively affected. Therefore, the relevant authorities from the government need to develop an appropriate strategy to manage the crocodile population in the COM Beach coastal area in order to protect the visitors and the local community, such as the establishment of a trained rescue team with adequate equipment and the creation of a crocodile management office at COM Village.

4.5.3. Lack of Infrastructure and facilities

Land disputes among the local community, business owners, and land title issues are the biggest challenges for community-based tourism in the COM Village development. Basic infrastructure such as public toilets, an information center, a playground, and other facilities could not develop because there was not a proper mechanism in place for the local community to directly make decisions. The local

community's participation in every single project should be a priority because community-based tourism must be led by the local community. In this connection, the study's respondents express their preferences on how to improve community-based tourism in COM Village. The graphic below explains the local community and business owners.

Graphic 4.20: Local community and business owners about CBT development preferences



43% of respondents from the local community, business owners, and visitors agreed that community-based tourism should be led by the local community to manage and improve the tourist attraction destinations, 34% of respondents agreed that it is important to develop and improve basic facilities at the tourist attraction destination, 14% of respondents agreed that marketing and promotion in local content and at the national level should be a priority; and 9% of respondents agreed that in order to continue developing COM Village's community-based tourism, it required government support.

In relation to the above graphic, the ASEAN Community-Based Tourism Standard explains that community-based tourism (CBT) is a form of tourism that seeks to empower communities to manage tourism growth and achieve community aspirations relating to their well-being, and includes economic, social, and environmental sustainable development. While, Simpson (2007) says the importance of a significant level of community participation at all stages of the development of community-based tourism so that all the stakeholders have common understandings and appreciation, Isnaini (2007) wrote that the community-based tourism principles, such as engaging community members and promoting community pride, are important tools for community development. Therefore, land disputes among the local community should be discussed, along with sharing the history and experiences of how community-based tourism can contribute to the local community's income.

4.5.4. Lack of marketing and promotion

This study found that there was no existing marketing and promotion organization in place to promote and guide the visitors (graphic 4.15), While the visitor's sharing experiences were the way how visitors promoted the COM Village's tourist attractions (graphic 4.17). This situation was opposite the ASEAN community-based tourism standard (2022). The standards required of the host include explaining codes of conduct to clients, emphasizing the visitor's responsibility to treat local people with respect and avoid environmental damage, providing accurate pre-tour information to clients about the tour and the CBT area, a list of needed equipment and codes of conduct, ensuring high-risk activities are guided by specifically trained and skilled

staff, assisted by CBT guides, and practicing responsible marketing that creates appropriate customer expectations of CBT areas and activities.

Furthermore, Amerta (2017) says that the local community begins to provide tourist facilities, and promotion of the tourist area is started with the help of government involvement. Gunn (1988) wrote that promoting destinations and informing tourists encompasses a wide array of communication, including not only all forms of travel, advertising, publicity, public relations, and special incentives, but also the main other ways in which we are influenced about travel, travel places, and modes of travel. This is important because 47% of respondents agreed that (graphic 4.17) there is was no marketing activity. Therefore, In future, there is a need to continue improving marketing and promotion of COM Village's tourist attractions in the future to attract more domestic and international visitors.

4.5.5. Lack of technical and management skills

The study found that only 4%, or 1 person, of business owners attended financial literacy, customer service, and management/administration training, while 21%, or 5 staff from the guest houses, attended a basic tourist guide training. This data shows that business owners and the local community required improving their skills. These findings are similar to the previews research by Denis Tolkach on his PhD thesis about Community-Based Tourism in Timor-Leste: A Collaborative Network Approach. This research found the biggest challenges of the community-based tourism in Timor-Leste in this aspect are lack of access to vocational education and

training; limited management skills and knowledge of CBT within communities; and lack of ongoing support for CBT, with a prevailing short-term project orientation.

In this situation, the ASEAN community-based tourism standard's (2022) for skill development criteria says that provides upskilling and reskilling trainings (e.g. innovation, entrepreneurship skills, and new technology), promote and encourage community members to take vocational training and further education. This means that COM Village's local community and the business owners required having such skill to manage the tourist attraction destination and the accommodation. Furthermore, the ASEAN community-based tourism standard says that accommodation providers have access to ongoing capacity building and training opportunities to increase their skills and knowledge of accommodation and housekeeping services, food preparation hygiene, hospitality and service standards, sustainable tourism, group management, customer care/service, communication (including cross-cultural awareness/communication and verbal and non-verbal communication), first aid and safety, authentic local cultural traditions, integrity, identity and values, environmental protection, the guidelines and regulations of the CBT initiative, and any other area deemed necessary by the CBT Committee.

4.5.6. Summary

This study identified several challenges that may impede not only current business opportunities development but also future community-based tourism development. Land disputes among local communities and business owners, as well as between local communities and business owners are the most significant challenges. Land

disputes have hampered the development of guest houses, basic facilities such as public restrooms, recreation areas, information centers, and others.

Aside from that, the government has not designated COM Village as a priority community-based tourism destination, which would need an appropriate plan, promotion, and an adequate capacity-building program in very specific skill areas, while crocodile movement along the seashore would be another challenge.

CHAPTER V

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary, conclusions, and recommendations based on the present study. This chapter highlighting the key aspects and major findings of the study about community-based tourism opportunities and challenges, conclusions, and provide recommendations based on the findings.

5.2. Summary of research results

The present research aimed to explore opportunities and challenges of the COM Village community-based tourism development for the local community income. The objectives of the research designed to describe and analyze the processes and procedures and phenomena related to the community-based tourism development in which will specifically look at the opportunities and challenges for the local community income in COM Village. Therefore, this research uses a quantitative approach, with the hope of being able to reveal the real facts that occur in the field as a whole, both openly and unseen in the process of developing community-based tourism.

5.2.1. Potential community-based tourism activities

The study discovered a number of highly interesting tourist attractions that could support the growth of community-based tourism both current and in the future. COM Village is currently well-known in Timor-Leste as a seasonal tourist destination,

although the research participants indicated that COM Village has the potential to be a regular destination for weekends, holidays, and daily visits.

Many tourist attractions have been identified as having a significant potential to draw tourists from both domestic and international visitors. These include historic sites; cultural and festivals activities, hiking and walking trails; sport tourism activities like beach volleyball, cycling, and local boat racing; and camping and marine tourism activities like snorkeling, diving, and fishing. According to the study's participants, visiting traditional house, Umun Ira Lake, walking along the beach and marine tourism are the most popular visitor activities. However, exploring other tourist attractions is also highly engaging. These entire tourist attractions have not been developed yet with proper management and adequate facilities to support visitors.

In terms of visitation, a study found that 71% of respondents from the local community and business owners agreed that the domestic visitors preferred annual holidays such as Christmas and New Year celebrations, and 13% preferred a weekend, while 29% of respondents from the local community and business owners agreed that international visitors preferred annual holidays, 29% preferred national public holidays, and 18% preferred family holidays and weekends. Aside from that, the majority of the visitors traveled to their destination used their own transportation because the study found that there was no internal local transportation available to take them to the tourist attractions.

5.2.2. Future tourism business opportunities

The study found that there was only one guest house with two (2) rooms, which was initiated by Rosa Mareira Ratu in 2001, but this study found that there are already eight (8) guest houses operating with forty-four (46) rooms available, 10 rooms under renovation, and sixteen (16) rooms under construction. However, only three of the eight guest houses are more popular among visitors, such as Katy Guest House, Sani Guest House, and Rosa Guest House. The other homestays and guest houses can only accommodate visitors if the three guest houses are fully booked. Aside from that, other services such as fuel stations, kiosks, and handicraft shops are available to visitors.

Aside from the existing accommodations and other businesses listed above, there are new business opportunities that could potentially contribute to improving the local community's income in the future, such as in marine tourism like snorkeling and diving equipment rental, boat rental for fishing and visiting the neighbor's tourist attractions, sport attractions such as bicycle rental, beach volleyball activity, camping equipment rental, photoshoots with coffee shops, hand-made handicraft innovation and parking area with restaurants and kiosks in every destination.

All of these business opportunities are critical to the continuous development of services, as well as the improvement of tourist attractions in accordance with the ASEAN community-based tourism standard. In order to initiate these new business opportunities, the local community must improve their business and management skills to be able to manage their businesses.

In addition to the findings above, data from the previous year's domestic and international visits has positively impacted the business owner's and local community's income. The majority of income in local communities is generated by annual celebrations such as Christmas, New Year's, and festivals or events, whereas business owners make income from annual celebrations, weekends, public holidays, and daily visits.

5.2.3 Challenges of Community-based tourism development

Although COM Villages offers potential tourist attractions, has been a seasonal tourism destination, and may become a regular destination in the coming few years, there are multiple difficulties that could gradually undermine the big initiatives. One of the biggest challenges of the COM Village's community-based tourism development is land disputes among the local community and business owners. A number of cases have occurred, and some of them have been sent to the court for justice. Due to land disputes, the basic tourist attractions facilities such as information center, toilets, signage, parking areas, playgrounds, and other facilities have not been developed yet.

Aside from land disputes, the study discovered that a lack of the government's Community-based Tourism destination Integrated Plan, crocodile attacks, a lack of public facilities, a poor internet access, a lack of promotion, and a lack of management and technical skill are the principal constraints to COM Village's community-based tourism development.

5.3. Conclusions

The tourist attractions mentioned in this study are very interesting to visitors. To attract more visitors, the local community must take the lead in community-based tourism, establish a local organization to oversee and upgrade the essential facilities, and work with the government to design an integrated and implementation plan for community-based tourism. In term of business opportunities, the current tourism business activities have contributed to the local community's income; however, the most significant challenges discovered were land disputes, a lack of infrastructure, a lack of promotion and marketing, and a lack of skills, all of which will be critical for future research.

According to the study, the COM Village tourist attraction will grow both internally through new community initiatives and externally through partnerships if the present land disputes are resolved and the locals are aware of the benefits of community-based tourism on their income. This mechanism has the potential to expand small and medium enterprises business operations as well as new tourist attractions and destinations.

5.4. Recommendations

The research provides several recommendations based on the findings, which are indicated below:

- a. Land disputes

Since land is a valuable asset for entrepreneurship investment, local communities must work together and be open to talking about potential and mutual benefits

between themselves and external business owners in order to grow community-based tourism businesses activities and facilities developments. Land is only can be valuable if the owners used them for business propose such as for leasing and long term investments. In addition, the government must control community-owned lands and obtain the necessary certification. This mechanism will progressively reduce land disputes between local business owners and the community, while also promotion the growth of new business opportunities.

b. Community-based tourism integrated plan

Sustainable community-based tourism development is a critical consideration for future development. As a result, the government and local communities should collaborate to create a medium-term community-based tourism integrated plan with a clear implementation strategy that will guide the local community in standardizing community-based tourism development. The ASEAN community-based tourism standard must be adopted and taken into consideration by this integrated plan in order to promote local pride, new business innovation, and services while protecting the environment and cultural heritage. A new strategy for small and medium-sized business operations, the identification of the appropriate allocated site for business operations, enhanced marketing and promotion, education and training, and management of tourist attractions would all be included in the integrated plan.

c. Establish a local tourism organization

The establishment of a local tourism organization, such as an association or working group, led by the local community is absolutely essential due to the significance of destination marketing organizations (DMOs). This organization's primary

responsibilities include business activity management, marketing, skill development, and encouraging locals and business owners to think creatively about community-based development and service enhancement.

The establishment of a local tourism association or working group will assist both the local community and the government in implementing the community-based tourism integrated plan, as well as ensuring that the ASEAN community-based tourism standard is followed in order to satisfy visitors and increase the local community's income.

d. Infrastructure and facilities development

For visitors, infrastructure and facilities at tourist destinations are vitally important. Every attraction site needs infrastructure and facilities to provide visitors with a comfortable experience. Therefore, in order to support the tourist attractions in COM Village, the basic infrastructure—such as public toilets, information centers, internet, parking lots, business activity areas, cultural performance stands, equipment rental areas, recreation areas, and playgrounds—needs to be developed. This improvement not only improves visitor comfort but it also creates new business opportunities

These facilities would need to be included in the plan so that the government and private sector can see the potential for future financial support or business partnerships.

e. Improve the local community and business owners skills

Establishing a local tourism organization (association) is crucial for facilitating knowledge sharing, policy and strategy dissemination, capacity building, and training

for the local business owners and the community. Since the purpose of tourism is to create jobs, it is crucial to develop human capital through suitable training programs that improve knowledge and skills. Customer service, administration and management, financial management, travel guides, and technological innovation for digital marketing are a few crucial areas to prioritize.

Enhancing the local community's and business owners' skill development is crucial to meeting the ASEAN community-based tourism standard, which calls for maintaining local pride and enhancing it to sustain quality in order to satisfy visitors.

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APPENDIX: PHOTOGRAPHS OF COM VILLAGE'S ATTRACTIONS

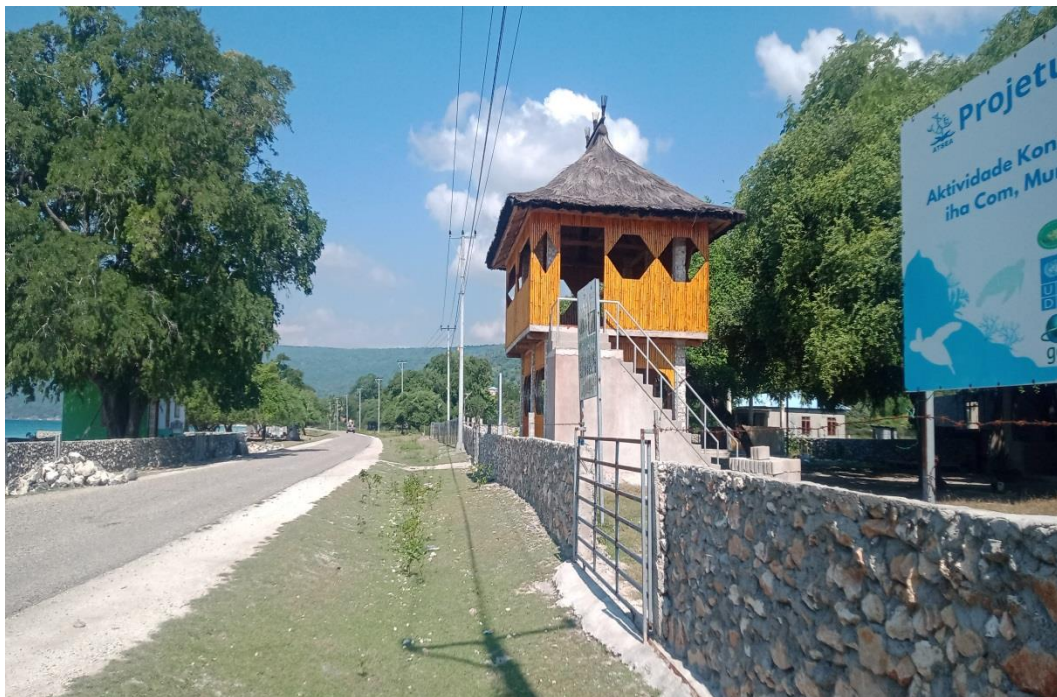
KAMAT ARA-AIRLEU BEACH



THE PORT OF COM



TRADITIONAL HOSUSE AND TURTLE CONVENTATION CENTRE



FORMER COM BEACH RESORT



HISTORIC BUILDINGS



ETEASA LEBEK AREA



UMU-IRA LAKE



IRA-ARA LAKE AND BENTEN JAPÃO - Parliamentu Village

