

WISATA

Tourism Development for Selected Destinations in Indonesia

The Journey of WISATA

Tourism Development for Selected Destinations in Indonesia
Flores • Tanjung Puting • Toraja • Wakatobi

This programme was mandated by the State Secretariat for Economic Affairs (SECO), Switzerland



Swiss Confederation



Kementerian Dalam Negeri
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KEMENTERIAN PARAHISATA
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Preface

The tourism industry has grown significantly and has gained worldwide importance in almost every economic activity. In Indonesia this sector is also fast growing and creates employment and new business opportunities. Therefore, the local population can reap economic benefits if actively involved. This involvement is possible in various ways, for example, as employees of tourism businesses, producers selling handicrafts as souvenirs, or indirectly, by selling local agricultural products to hotels or restaurants. Through appropriate management of a destination, the tourism industry can foster the economy as well as the environment, along with facilitating further social advancements.

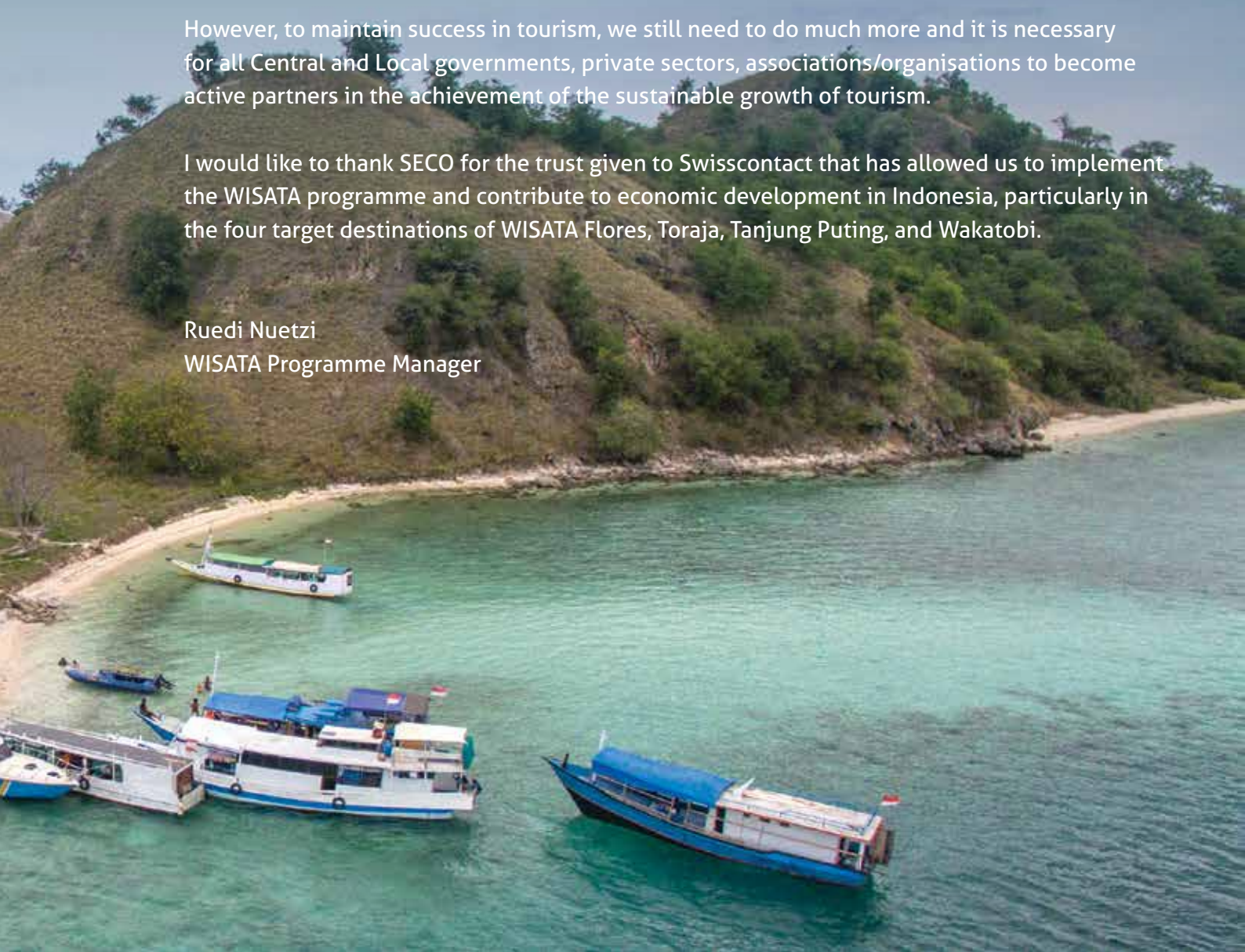


Through WISATA phase I in 2009, which continued to phase II (2014-2018), we have done a lot and made many efforts to improve the management of a destination, to improve the quality of services offered by local tourism businesses, to provide opportunities for local communities, to support tourism education, and at the same time promote environmental protection. This has been a great journey and I am very proud of the WISATA team's hard work.

However, to maintain success in tourism, we still need to do much more and it is necessary for all Central and Local governments, private sectors, associations/organisations to become active partners in the achievement of the sustainable growth of tourism.

I would like to thank SECO for the trust given to Swisscontact that has allowed us to implement the WISATA programme and contribute to economic development in Indonesia, particularly in the four target destinations of WISATA Flores, Toraja, Tanjung Puting, and Wakatobi.

Ruedi Nuetzi
WISATA Programme Manager



Swisscontact and SECO

Development work in Indonesia

Indonesia is the country with the largest economy in Southeast Asia, stretching across more than 17,000 islands with an exceptional diversity of cultures and economic differences.

The variation between geographical areas is visible in the living circumstances of its more than 250 million people. There is a big gap between the majority of the population living in poverty and a select few business owners who have achieved economic success, especially in the eastern region of the country. The Swiss State Secretariat for Economic Affairs (SECO) supports different

development projects in Indonesia with the aim to improve the competitiveness and integration of the country into the world economy.

Swisscontact is a business-oriented independent foundation for international development cooperation. Represented in 36 countries with over 1,400 employees, Swisscontact has promoted economic, social, and environmental development since 1959. Both Swisscontact and SECO pursue the goal of alleviating poverty and improving people's living conditions through direct collaboration with governmental institutions and local communities.

Tanjung Puting

Tanjung Puting is a national park located in the province of Central Kalimantan, which is part of Indonesian Borneo. The area covered by Tanjung Puting is around 400,000 hectares and has been classified as a UNESCO Biosphere Reserve.

Flores

Flores is situated in the eastern part of the archipelago. The island boasts breath-taking nature on land and underwater, including jungles, volcanoes, lakes, waterfalls, unique beaches, and stunning marine life.



WISATA II programme

The WISATA programme, funded by the Swiss State Secretariat for Economic Affairs (SECO), originally started in 2009 covering the island of Flores. Due to the success of the first phase, it was decided that a second phase of the programme should start in June 2014, covering three additional destinations.

The programme locations were selected together and in accordance with the national programme of the Indonesian Ministry of Tourism (MoT). The four destinations ultimately chosen were all part of the

MoT plan to support tourism in 15 priority destinations within Indonesia through the development of a destination management organisation (DMO). The destinations under the programme are seen as having potential for tourism development due to their unique characteristics and attractiveness for receiving visitors.

The WISATA programme also provided support to the education sector, including 9 vocational education schools for tourism in the 4 destinations and 3 higher education institutions in Bandung, Bali, and Makassar.



Toraja

Toraja is located in the highlands of South Sulawesi and comprises of two regencies, Tana Toraja and Toraja Utara. The main draw for tourists in Toraja is its distinct culture and magnificent nature.

Sulawesi

Papua - Papua Barat

Bali - Nusa Tenggara

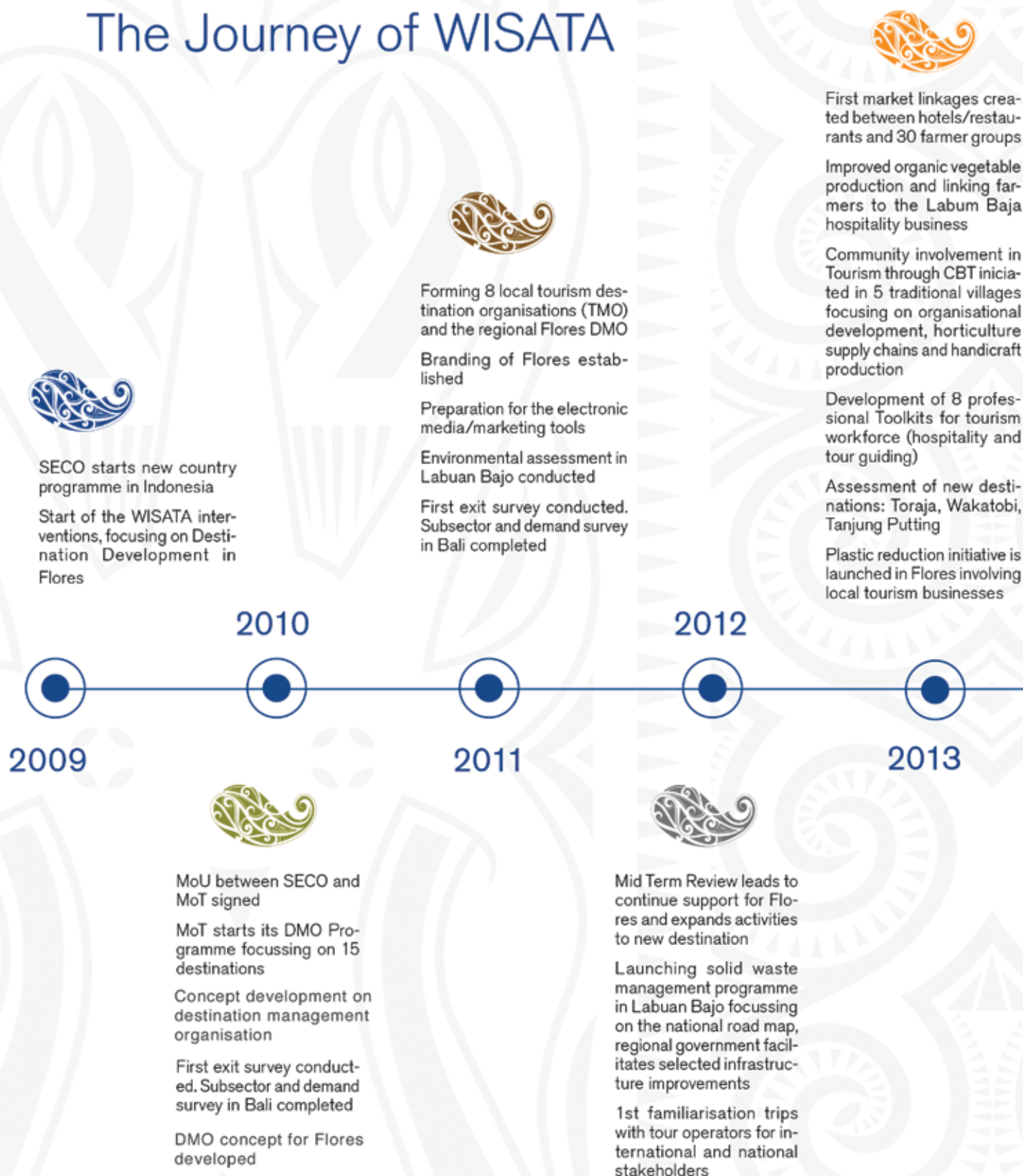


Wakatobi

The islands of Wakatobi are located off the coast of Southeast Sulawesi. The area gets its name from its four main islands of Wangi-Wangi, Kaledupa, Tomia, and Binongko. The marine national park is part of the Southeast Asian Coral Triangle.

Timeline of the Project

The Journey of WISATA





Service quality improvement concept for the local tourism businesses launched

First Teacher internship programme in 7 high class businesses launched
Scholarship programme for talented graduates launched

Destination management curricula for tourism bachelor programme developed

Center for tourism studies destinations at STP Bandung (tourism school) established

Hospitality Coaching programme launched

Local resource network formed in Flores (group of trainers)

Branding Flores and Toraja



Community coaching programme developed and introduced in all 4 destinations

Support for national sustainable tourism destination standards in Toraja and Flores

New products developed: cycling, river rafting, trekking tours, cultural attractions/performances, homestays

Destination Management Training for practitioners/professional

Tracer studies introduced in all 9 vocational schools

Launching of Center for Community Based Tourism (CCBT) at STP Bali

Knowledge transfer through 3 think tank (workshops) towards MoT and local governments

2014

2016

2018

2015

2017



Expansion to 4 destinations incl. 7 vocational schools for tourism and 3 public tourism universities. Focus: schools strengthening, sister schools, teacher internship, and industrial relationship.



Community based tourism approach implemented in Lopus

Branding developed for Wakatobi and Tanjung Putting

ToST (Tourism skills training programme): completed, with 6 modules as short training

1st Strategic Visitor Flow Assessment in Tanjung Putting

10 Destination Management modules for professionals developed and launched

Students internship toolkits finalised and launched

Mid Term Review of the programme

Product development on new tourism products launched (i.e. Flores cycling)



Product development: on new tourism products launched: Ikat and Adat Trail (leaflets) and pocket guides for tour guides

Closing and handover events in all destinations and at national level

Key Achievements

WISATA, as a landmark programme, was carried out in close cooperation with the Indonesian Ministry of Tourism.

The main goal of the programme was to contribute to economic development through sustainable tourism, creating employment and income to improve the livelihood of the local population.

In the 4 WISATA supported destinations, there has been:

+65.3%

An increase in international arrivals

+59%

or USD 116.6/day an increase of expenditure

+11%

An increase in tourist satisfaction

+23.9%

Improved perceptions of key local stakeholders on tourism

Destination Management

The initial set-up of WISATA was to support the establishment of a Destination Management Organisation (DMO). This was done in line with the national programme of the Indonesian Ministry of Tourism (MoT).

The DMO is an independent body consisting of members from various institutions, depending on the destination, such as businesses, associations, as well as individuals as members. The DMO can take on various forms, ranging from a legal entity to a stakeholder discussion forum. Besides its function as an overarching actor and platform for discussion, the DMO can take a mediating role between its partners and the government as well as promote the destination in the national and international tourism markets.

After the mid-term review in 2016, WISATA widened its support to in strengthening Destination Management functions. This provided more flexibility in improving destination management functions through the DMO itself and/or relevant institutions where available.

Today, local organisations and individuals in all 4 destinations have improved destination management competencies, leading to wider and more comprehensive destination management services such as coordination among stakeholders, destination marketing and promotion, tourism product development and service quality improvement, research and planning, as well as community involvement and partnership.

DMO Flores



Hospitality Coaching programme organised by the DMO Flores

WISATA has supported the DMO Flores since 2011. At present, DMO Flores has shown its strength and performance by independently organising a wide range of programmes.

With its local resource network, DMO Flores is able to offer skills training workshops for hospitality services and tour guiding, a coaching programme for small hotels (HoCo) and communities (CoCo), as well as a comprehensive Destination Management training for practitioners.

DMO Flores has independently developed its marketing collateral since 2012 through its sponsorship/advertisement scheme. In order to offer direct services in the destination, 4 Tourist Information Centres are operating in 3 towns throughout Flores and 1 in Bali. In addition, Flores, as a destination, is actively connected to market players and media through trade fairs and familiarisation trips. For its long-term sustainability, DMO Flores has established relationships with third parties and managed to receive a Grant Alumni scheme from the Government of Australia for its the Hospitality Coaching programme.

IWG Network



The IWG Networks represent Wakatobi in ITB Asia 2017

In Wakatobi, the existing destination management body was not functioning effectively enough to accelerate destination management, as stakeholders' participation in tourism development was very low.

To address this, WISATA initiated several tourism groups, at the island level, in Kaledupa, Tomia, and Binongko. These tourism groups, or so-called Island Working Groups (IWG), involved local stakeholders, from the government, NGOs, businesses, and the National Park in addition to communities and artisan groups. These IWGs have developed various tourism products and have actively socialised and campaigned for tourism development. Today, the IWGs have become key partners to local governments in the tourism development in Wakatobi.

The IWG Networks, an umbrella body at the district level, was established to link all IWGs together. The IWG Networks then set-up a formal community organisation, named YAYASAN WAKATOBI SINTASU, which consists of representatives from each IWG. Wakatobi Sintasu supports destination development through its three divisions: Training & Coaching, Destination Marketing, and Event Organiser & Trip Management.

Marketing and Branding

One main task of a DMO is to raise awareness of the destination through marketing. Developing unique branding can help unify stakeholders and also provides the destination with a recognisable face in the tourism market.

To strengthen the links within the market, the DMOs and relevant businesses/ associations have been trained and attended national and international trade fairs to represent their destination. Furthermore, WISATA supported the destinations in developing and maintaining attractive promotional materials and tools, which are important to catch the interest of potential consumers.

Branding was developed for all four destinations to support promotional activities and provide a strong and recognisable presence in the market. The branding is used on all promotional material presented at trade fairs. Besides promotional tools, guidebooks for specific themes are on sale (people & culture, diving, trekking), as well as a tourist maps, detailing the most interesting attractions.



Various marketing materials developed and used by WISATA's target destinations



Business Development

High quality service offered by small and medium sized enterprises (SMEs) is a key factor of a successful destination. By developing local training and coaching services that offer advice to business associations, businesses in the target destinations can improve and reach a professional level.



Socialisation and coaching of HoCo programme by the Local Resource Network in Toraja

Local Business Development Service Providers & Associations

WISATA's goal was to support a variety of local tourism businesses and related individuals, such as tour guides, hotels, restaurants, as well as dive and tour operators to increase their service quality. This was done through systematically supporting business development service providers (BDS), such as related associations and Destination Management Organisations (DMOs), in building their capacities to provide services to their members. The BDS were trained to develop and provide service quality improvement offers, such as training and coaching services, to the local tourism businesses. In order to deliver these offers professionally, the local BDS were supported in building up so-called Local Resource Networks (LReNs), which serve as pools of local professionals who are willing to share specific knowledge and expertise as well as provide problem-solving solutions to businesses. Today, more than 200 local professionals in the target destinations have been trained to deliver service quality improvement offers by sharing their expertise and valuable professional experiences.

Improving Service Quality

To make local small businesses understand the importance of sufficient quality, and the existence and significance of service quality, WISATA provided associations with support in developing tools for different areas of work within hotels and restaurants as well as for tour guides. This included the creation of self-assessment tools (toolkits), intense training and coaching programmes for upgrading the skills of the local tourism workforce, and enhancing hospitality business operations. These offers comprised the Hospitality Coaching Programme (HoCo) and the Tourism Skills Training (ToST) Programme. HoCo is a training and coaching programme, based on ILO'S SCORE, to support small locally-owned hotels and guesthouses in the target destinations to improve business operations. HoCo offers three themes: (1) Workplace Cooperation, (2) Service Quality and Human Resource Management, and (3) Good Environmental Practices and Community Engagement. ToST aims to upgrade the skills of the existing local tourism workforce and offers various modules in the area of hospitality and tour guiding: (1) Housekeeping, (2) Food & Beverage (F&B) Service, (3) Good Kitchen Practice, (4) Receptionist, (5) Health & Tourism/ First Aid, and (6) Tour Guiding.

Community Involvement

Community-based tourism (CBT) is a form of tourism that aims to provide opportunities for local societies to control and engage in tourism management and development. Within this concept, community groups participate in tourism related planning, management, and decision-making.

As one of the important principles in this concept is the strengthening of community organisations, or village CBT groups, in order to develop the capacities of the communities to realise their full tourism potential. The community organisations learn to provide tourism attractions and offers to the tourism market. Attractions a group can offer may include, services and/or locally sourced products that are usually based on a community's daily, traditional, and/or cultural activities. WISATA aimed to strengthen several community organisations in the selected destinations and supported the development and improvement of village attractions and offers. Tourism activities and offers were developed jointly and are now managed by villagers through the village CBT groups that are linked to the tourism market in the destination. Attractions and offers include agro-tourism, trekking to waterfalls and hot springs, cultural attractions, local product sales, as well as staying overnight in a local/ traditional homestay. The village community receives economic benefits, where profits are also distributed to the community, from such tourism activities.

CBT can be considered to be a sensitive long-term involvement with individualised trainings and coaching sessions. To improve such processes, WISATA developed the Community Coaching (CoCo) Programme. CoCo is a structured training and coaching programme which was developed based on experiences in the destinations and aims to strengthen selected community organisations or CBT Groups with four practical themes: (1) Organisational Development for CBT Groups, (2) Financial Literacy, (3) Homestay Management for CBT Groups and Owners, and (4) Local Product Development. The development of the CoCo Programme was finalised with the creation of participant's and trainer's materials in each topic and subsequently implemented in all supported destinations.

A Toraja weaver at work, Toraja



Ikat tongang of Dayak Tomun in Lopus Village, Lamandau district, Tanjung Puting

In 2015, the Lamandau district government of Central Kalimantan, through the Tourism Office, committed to develop Lopus Village as a Tourism Village.

Lopus has a magnificent natural potential but has yet to be supported by its hospitality services. WISATA supported Lopus with the establishment of the Lopus Tourism Awareness Group.

When WISATA developed the Community Coaching programme, Lopus became one of the pilot programme villages. Lopus was run by four villagers working side-by-side with the WISATA team, and were able to encourage other villagers to actively participate in tourism development. Lopus Tourism Awareness Group, also known as Korangan Batuah, received training and coaching in organisational development, financial management, homestays, and local product development. Now, Lopus has 3 homestays, cultural and natural attractions, handicrafts, and is linked to local tour operators in Kotawaringin Barat. Slowly, Lopus village has become a successful alternative destination to Tanjung Puting National Park to visit when in Central Kalimantan.

Formal Tourism Education and training

Formal and industry-oriented tourism education is crucial to the competence of the workforce in delivering optimal service quality. Thus, working on an increase of service standards, it was essential to initiate interventions that focused on the capacity increase of both vocational schools and higher educational institutions.



Library improvement at SMKN 1 Wangi-wangi, Wakatobi

Vocational Education

The programme supported selected SMKs (vocational schools for tourism are called Sekolah Menengah Kejuruan or SMK Pariwisata) in the destinations. The main focus was on building up teachers' capacities, including the joint development of teaching materials and the improvement and maintenance of tourism-related facilities. A special emphasis was placed on the establishment of stronger links between SMKs and the tourism industry, to raise the quality and relevance of the practical experiences students receive in school as well as through internships.



Scholarship awardees from 4 destinations enrolled in STP Bandung

Higher Education

The programme selected three public tourism universities, namely STP Bali, STP Bandung, and Poltekpar Makassar. They all offer diploma programmes in destination management or programmes related to this study area. The focus for support was put on the curriculum and teacher expertise. Links to selected universities in Switzerland, and other national or international partner universities, stimulated knowledge exchange and built up expertise. By fostering these aspects, the programme improved the overall quality of the study programmes related to destination management, leading to competent graduates with enhanced management skills for the tourism destinations in Indonesia.

Natural Conservation



Children in Labuan Bajo participate in the weekly clean-up, Flores

Conserving the pristine, natural attractiveness of the four destinations is crucial to sustaining their appeal to tourists seeking an attractive destination. Poor waste management practices, due to lack of awareness infrastructures and strategies, has been the main issue identified and tackled during the programme.

Interventions in the 4 destinations were based on improving knowledge of conservation issues among stakeholders and their ability to act to mitigate them. The activities included: supporting local governments, both in planning and, wherever possible, in improving services for tourism sites as well as establishing pilot programmes for communities managing tourist sites. This includes the implementation of different types of Code of Conduct.

Additional focus was given to initiatives concerning plastic reduction, particularly the use of refillable bottles and reusable shopping bags versus the use of their single-use plastic counterparts. Under the tagline, "I use this because I care," a full rounded initiative has been launched and carried out in all 4 destinations with the introduction of more than 60 water refill stations available to tourists.

Success Story

The community in Labuan Bajo committed to improve solid waste management in collaboration with the local government.

A formal agreement was signed among the stakeholders. As a follow-up, the PKK/P2L (Pembinaan Kesejahteraan Keluarga/Perempuan Peduli Lingkungan) women's group was revitalised and received support from WISATA to plan and implement their activities, which consisted of three areas: environment, skills building, and health.

The women's group decided that a good way to show the community the importance of changing waste-related habits was to organise a weekly clean-up in the pilot project area, where everyone was welcome to participate. The principle used was "leading by example." The women's group has grown in time and their efforts have become more visible and effective. In addition, they have contributed to the collection of recyclable plastics, a project initiated within the households of the pilot project community. School children within the pilot project area were also encouraged to recover plastic bottles and plastic cups. Slowly, PKK/P2L have successfully raised

the interest of other hamlets outside the pilot programme area and organised clean-ups with other communities, including dive operators, tourism stakeholders, and the Komodo National Park.

One of the women group's interests was also to improve skills that could generate additional income and contribute to their family's economies. They wanted to develop the ability to create nice and useful crafts from the plastic waste collected. WISATA has supported trainings to improve these women's skills and has facilitated their participation in a few local fairs. In addition, trainings on how to determine production costs and price of products, as well as how to handle administration, were provided. Since the first fair generated good income for the group, they now have seed money to finance the continuous making of crafts. Following this success, they opened a number of small cafés/kiosks where their crafts are for sale.

The P2L/PKK community has grown stronger and become the partner of many stakeholders willing to contribute positively in improving SWM practices.

Partners and Beneficiaries

The programme actively engaged with stakeholders, particularly local governments, business associations & enterprise, formal education institutions, and community groups.



Key stakeholders attend the DMO Flores Presidium Meeting in 2017, Sikka, Flores

WISATA and Tourism Development

Besides agriculture, fishing, and mining, tourism is one of the important income generating industries in Indonesia. The interaction with local cultures and communities is becoming more important for tourists, fostering a greater interest, which often encourages communities to preserve their local cultural values and traditions. Besides attractions, a destination needs professional marketing, high service quality, competitive products as well as sufficient infrastructure.

Through appropriate management of a destination, the tourism industry can foster the economy as well as the environment in addition to facilitating further social advancements.

The programme was able to improve the tourism sectors in all target destinations, leading to a significant increase of income for hundreds of families. Today, more people visit the unique destinations compared to a few years ago. Since the beginning of the programme, international visitor numbers have increased over 65.3% in three of the four WISATA's destinations. Visitors' satisfaction has increased by 10%, and the calculated income from visitors has risen over 50%. The valuable experiences learned in the destinations can now be passed on to other areas, through new programmes on the one hand, and on the other hand, through an exchange of knowledge with other destinations.

The vision that SECO and Swisscontact intended to pursue with local stakeholders in all destinations was a manner of development that preserves natural and cultural resources while being economically sustainable. We hope that these kinds of initiatives will be duplicated by programmes put forth by the Ministry of Tourism or local Governments for the benefit of communities in other areas.

We Create Opportunities

Swisscontact WISATA • Jl. Batur Sari 20SB Sanur • Denpasar, Bali • Indonesia 80227
Tel. +62 361 283 221
www.swisscontact.org

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