The Swisscontact WISATA II program

The WISATA program funded by the Swiss State Secretariat for Economic Affairs (SECO) originally started in 2009 covering only the island of Flores. Due to the success of the first phase, it was decided that a second phase of the program should start in June 2014, covering three additional destinations. Through this second phase, the approach which was successfully developed and applied in Flores is disseminated. WISATA, as a landmark program, is carried out in close cooperation with the Indonesian Ministry of Tourism and Creative Economy. The main goal of the program is to contribute to economic development through sustainable tourism, which creates employment and income to improve the livelihood of the local population.

To achieve its goal, the program works in several main areas, as described below:

**Destination Management, Marketing, and Networks**

- Destination Management Organization
- Marketing
- Linkage

**Community Involvement**

- Attraction Management
- Agriculture Supply Chains
- Handicrafts Productions

**Business Development**

- Business Association & Enterprises
- Improving Service Quality

**Formal Tourism Education & Training**

- Vocational Education
- Higher Education

**Government Support**

- Local Planning
- Solid Waste Management
WISATA
Tourism Development for Selected Destinations in Indonesia
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<td>Badan Perencanaan Pembangunan Daerah, (Regional Planning Agency)</td>
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<td>Center for Tourism Destination Studies</td>
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<td>Forum Komunikasi Pengembangan Pariwisata (Communication Forum for Tourism Development)</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>ITB</td>
<td>The Trade Show for the Asia Travel Market</td>
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<td>IWG</td>
<td>International Working Group</td>
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<td>KSPN</td>
<td>Kawasan Strategis Pariwisata Nasional (National Strategic Tourism Region)</td>
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<td>LAP</td>
<td>Organization of Professional Certification</td>
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<td>Ministry of Tourism (Previously Ministry of Tourism and Creative Economy)</td>
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<td>NGO</td>
<td>Non-government Organization</td>
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<td>OFI</td>
<td>Orangutan Foundation International</td>
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<td>PERDA</td>
<td>Local Regulation</td>
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<td>PHRI</td>
<td>Indonesian Hotel and Restaurant Association</td>
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<td>PoltekPar</td>
<td>Tourism Polytechnic of Makasar</td>
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<td>Local Working Group</td>
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<td>RTRW</td>
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<td>SC</td>
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<td>SCORE</td>
<td>Sustaining Competitive and Responsible Enterprises</td>
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<td>SK</td>
<td>Issuing Appointment Letter</td>
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<td>SKPD</td>
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<td>SMK</td>
<td>Sekolah Menengah Kejuruan (Vocational School)</td>
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<td>SMW</td>
<td>Solid Waste Management</td>
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<td>STD</td>
<td>Sustainable Tourism Development</td>
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<td>Tour Cook Association</td>
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<td>Tourism Information Center</td>
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<td>Teachers Internship Program</td>
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<td>TOMO</td>
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<td>TO</td>
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<td>TOT</td>
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<td>UNESCO</td>
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<td>WWF</td>
<td>World Wide Fund for Nature</td>
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2015 was an exciting but also challenging year for the WISATA project. After the inception period in 2014 where the new destinations were analyzed and collaboration with local stakeholders built up we entered this reporting year with a focus on developing new and adapting existing instruments and tools, to start up activities in the new destinations Tanjung Puting, Toraja, and Wakatobi while piloting new approaches in Flores to be duplicated in the other areas.

With the appointment of Mr. Arief Yahya as the new Minister of Tourism by the end of 2014, the Ministry itself went through some changes, removing the creative economic part and expanding marketing efforts, but also appointing with new persons to be in charge.

The national program under the Ministry of Tourism to develop 16 priority destinations through Destination Management Organizations was enlarged to 25 priority areas. During 2014 the national program changed its approach from a management organization to a forum called FTKPs. This change caused confusion among certain existing DMOs. Consequently the situation looked different in the four target destinations. While in Flores the regional DMO is established with an active operational unit, on the district level the local organizations became rather passive and needed to be reactivated. In Tanjung Puting the DMO was almost inexistent with passive members while in Toraja the FTKP exists with active members from the private sector. In Wakatobi the organization is set-up closely linked to the local Government. We incorporated the individual circumstances and adjusted our approach and activities accordingly.

An important task of a DMO is to promote its destination in national and international markets with a strong and attractive destination brand. Toraja was a very positive example of brand development by involving a wide range of stakeholders. The new Toraja brand is accepted and applied by both local Government and businesses.

During the reporting period a strong focus was placed on developing new tools to improve service quality within the tourism industry. The Hospitality Coaching (HoCo) program, a very practical tool developed to improve small and medium size hotels can now be applied in the different destinations. Complementary to this, a series of skill improvement modules are in preparation to be rolled out next year. To mobilize local resources as potential trainers an expert pool was established first in Flores as a pilot. Involving local populations is one important aspect covered by the program. In all destinations we selected and supported motivated communities to develop tourism offers and local products for the tourism market.

With the vocational education program we piloted an innovative teacher internship program where 14 instructors experienced the real working life in high class tourism businesses. By linking our partner schools from the destinations with model schools in other areas we supported knowledge transfer between institutions.

For higher education, in STP Bandung and Bali as well as AKPAR Makassar a new curriculum for Destination Management was developed and instructors trained, leading to the curriculum now being ready for introduction during 2016. As an innovative step, STP Bandung created a Center for Tourism Destination Studies (CTDS) as a platform for research but also services for destinations.

For 2016 the WISATA project will continue to implement and consolidate its activities in all destinations and institutions.

Finally, I would like to thank SECO for the confidence and trust in our work. I would also like to express my appreciation to my colleagues and our partners for their enthusiastic and professional efforts to contribute to tourism development in Indonesia. I am looking forward to a fruitful and successful collaboration in 2016.

Ruedi Nuetzi
Swisscontact WISATA
Program Manager

Foreword

2015 was an exciting but also challenging year for the WISATA project. After the inception period in 2014 where the new destinations were analyzed and collaboration with local stakeholders built up we entered this reporting year with a focus on developing new and adapting existing instruments and tools, to start up activities in the new destinations Tanjung Puting, Toraja, and Wakatobi while piloting new approaches in Flores to be duplicated in the other areas.

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Executive Summary

The Indonesian economy underperformed in 2015 due to prolonged delays in government spending, sluggish private investment and the impact of weak global markets on external sector growth. Key Economics panelists estimated the economy expansion at 5.1% overall in 2015. For 2016, the panel sees a GDP expansion of 5.7%.

Tourism in Indonesia: Indonesia is experiencing a steady growth of foreign tourists, with arrivals increasing by 7.19% in 2015 to 9.44 million. That brought Indonesia close to its goal of receiving 10 million international visitors, but it has even larger ambitions for the remainder of President Joko Widodo’s term. The Wonderful Indonesia branding in 2015 jumped to 47th rank, leaving behind Amazing Thailand on rank 83rd out of 146 countries.

To boost tourism development, the national budget was increased to Rp 3.9 trillion for 2015. With this additional increase the government had a budget 13 times the size of 2014. Of the total Rp 3.9 trillion in the budget, Rp 2.4 trillion were allocated for the tourism sector, while the other Rp 1.5 trillion funded the creative economy sector, which would remain under the ministry until the establishment of an independent Creative Economy Body.

Flores
The popularity of Flores as a tourism destination continues which is reflected in the 20% growth of national and international visitors to 147’629. Not only the main attraction Komodo and Kelimutu national parks but also cultural villages offering a new experience of traditional lifestyles experience a steady growth.

Three local TMOs have been transformed to FTKPs under the guidance of MoT and local Governments. The regional Flores DMO finished its 3rd operational year implementing a wider range of services and was able to cover around 60% of its running costs. The DMO presented activity proposals for 2016 to all local and provincial governments. To strengthen its services for businesses the DMO initiated the Flores Resource Network (FReN), a pool of local resource persons for tourism development. Three TICs are now placed directly under the DMO and will operate as profit centers.

Flores DMO is applying the branding consistently and effectively and independently managed the 2016 Ad program production and publication. 43 companies from Flores and Bali participated in the program, yielding IDR 161 million. Flores retails generated IDR 248,000,000 from the sales done through advertising in 2015. In cooperation with MoT Flores DMO participated in various national and international trade fairs. Links to international Tour Operators and VITO offices have been intensified.

Hotel and Restaurant Association PHRI in Manggarai Barat and Ende have improved their organizational capacities. In Labuan Bajo the PHRI together with the DMO Flores implemented a Hospitality Coaching program (HoCo) with 5 small hotels and guesthouses supervised by 4 local trainers. The Tour Guide Association HPI in Ende improved their service to members with competency tests, issuing licenses and supporting the development of a pocket book for airport drivers.

Four supported communities improved their internal organization and offers to visitors. While Bena and Waturaka already have a well-established CBT organization and wide variety of tourist products, Belaragi and Nggela are in their initial stage.

Locally Sourced Products: Flores has a wide range of local products both handicrafts and commodities. Supported producers, like Ikat weavers from Bena and Ngella, have improved their product...
quality and sell it directly or via art shops. In Bajawa, coffee plays an important economic role. Local producer groups are finalizing their GI protection and with an improved packaging and marketing will supply to the Flores tourism market.

All eight districts in Flores now have a Local Tourism Development Master Plan and four of them have included tourism as a leading sector in their Mid-Term Regional Development Planning. SWM activities in Labuan Bajo proceeded quite well as local stakeholders particularly in the pilot project zone became very active to improve waste disposal, general cleaning of public areas as well as recycling and upcycling initiatives. Participation in the Plastic Reduction Initiative (PRI) increased from 19 to 31 businesses in Labuan Bajo. For Moni and Bajawa similar activities are in preparation for 2016 including the Bring Back Your Waste Initiative (BBYWI) and Environmental Code of Conduct (ECoC).

Three vocational schools (SMK) from Labuan Bajo, Ruteng and Maumere are included in the program. Together with a model school from Bali the SMKs formed a curriculum development team for the local content. 8 tourism teachers from 3 SMKs joined the one-month internship program in Bali, while 8 other teachers attended a live-in training to experience hotel business reality within their own destination.

**Tanjug Puting**

Tanjug Puting has great tourism potential, but suffers from weak tourism management and branding. Unfortunately, during in the second semester of 2015 the extensive fire and haze affected tourism and most activities in Kalimantan Tengah. Still, international visitor arrivals increased by 30% in 2015 to 10,986 compared to the previous year.

Setting up the DMO/FTKP progressed slower than expected due to low trust of stakeholders towards the role and function of the DMO. After a long process the new executive members agreed to replace the previous organization, FKPP with the DMO/FTKP. The development of its legal status and work plan is in progress.

Due to the delay of setting up the DMO/FTKP, destination branding had to be postponed and is now included in the DMO/FTKP work plan for 2016.

Nearly all of the 5 existing tourism associations lack good communication, competent management, and a business plan, which affected the trust of stakeholder to become members. In addition, financial and other support by the tourism office is very limited. Support on organizational capacity building has been initiated.

Lopus Village in the Lamandau District with a potential for tourism was selected as CBT pilot location. So far of the community does not see the benefit of tourism and has limited interest to join the CBT program. Further socialization about the CBT approach and its benefits is needed. River tubing became one initial CBT product in the village, managed by a tourism awareness group.

A variety of local handicrafts and producers exist in the region. The local handicrafts group in Hulu Jejabo established market linkages while Landau Kantu artisans started to initiate an organization. Even though quality, quantity, and variety of local products need to be further improved.

Drafting the local development plan RIPPDA/RITK was initiated by the Tourism Office of Kotawaringin Barat, yet the lack of knowledge about tourism and its development process materialized as a constraint and needs to be addressed.

One teacher of the vocational school joined the internship program in tourism businesses in Bali. The school library at the school has been improved in terms of facility and reading material. Teachers got a better understanding, information, knowledge and network to develop their study pro-
grams. One talented graduate of the SMK received a scholarship and joined the D4 program at STP Bandung.

**Toraja**

Toraja is an attractive, well-developed, and well-known destination which however never recovered after the Bali terrorist attacks in 2001. Accessibility and market presence are some bottlenecks. International visitor arrivals only increased by 0.3% to 36'058 in 2015 compared to the previous year.

The DMO/FTKP is moving in the right direction but still missed the official legal status. They are actively involved in events conducted by various stakeholders including the local governments. The local working group successfully guided the branding selection process until its launching.

The Toraja brand process was a perfect example on how to involve stakeholders. The final brand was selected by online and offline voting. Some products and promotion collateral already applied the brand including those of the local and provincial government. Local businesses showed interest in placing advertisements in the Toraja brochure.

PHRI and HPI see the importance of improving their service quality and capacity. An initial step was made by joining a certification test where 28 HPI and 158 PHRI members succeeded.

Two villages are included in the program. All stakeholders actively support the CBT programs, for instance, HPI facilitated an English course for 13 local guides in Sesean Suluoara' CBT area.

Toraja coffee and bamboo weaving are potential local products to be developed and linked to the tourism market. Producers from 2 villages are included in the program. Famers and suppliers will be supported to build up a network with markets.

Regular coordination meetings about tourism issues are maintained with both local governments. A calendar of events 2016 for the tourism sector is available now. An environmental assessment was conducted to design pilot activities in Solid Waste Management for the area.

Two vocational schools (SMK) are included in the program. Three teachers joined the internship program in tourism business in Bali. Libraries at schools have been upgraded and teacher's competences improved in various aspects.

**Wakatobi**

Wakatobi is mainly known as a diving destination. Opportunities to combine maritime and land-based tourism have not yet been exploited. Even though Wakatobi is popular among divers overall visitor numbers are not very high. Nevertheless, international visitor arrivals increased by 36% to 4'520 in 2015 compared to the previous year.

So far the FTKP in Wakatobi acts as coordination forum only. It drafted its work plan for 2015-2018 which has partly been included in the government plan. To involve a broader stakeholder group, island working groups (IWG) have been established in Tomia and Binongko Island.

Destination marketing activities for Wakatobi are mostly conducted by the Tourism Office of Wakatobi. Brand development by the Wakatobi local government is finalized with a branding concept and strategy. Destination website and social media are ready but still need some updating. Promotion collateral will be created in 2016.

Wakatobi only has two tourism businesses association with PHRI (Indonesian Hotel and Restaurant Association) and WPDA (Wakatobi Professional Divers Association) the latter of which was newly established. The members of WPDA are actively involved in developing the association and it already finalized its work plan and legal framework.
2 CBT management groups, Kepo’oli in Liya Togo and Posa Nuhada in Kulati joined various trainings to enhance practical skills such as English for tourism. Both CBT already established tourism packages.

A handicrafts association in Tomia was established to facilitate artisans on developing their products through trainings and marketing support. The artisans already display and sell their products in some hotels in Tomia as souvenirs.

In collaboration with Wakatobi Tourism Office a working group (pokja) for the Master Tourism Development Plan (RIPPARDA) and destination marketing blueprint was established. An external consultant has been contracted by the local government and the RIPPARDA of Wakatobi is now in the development process.

Due to a conflict between school management and teachers in 2015 the improvement of SMKN 1 Wangi-Wangi was below expectation. Nevertheless, the library is now upgraded and teachers trained through the sister school and internship program. An intervention review will be conducted and a potential SMK in Kaledupa has been assessed for future interventions.

**Education and Training**

The Hospitality Coaching (HoCo) program and training material has been developed to be tried out in a pilot project in Labuan Bajo. One training module for technical skills upgrading in housekeeping has been finalized. 4 Members of the FReN took part in the ToT for HoCo to become local trainers and master trainers got an introduction on how to apply the housekeeping module.

The Vocational Education and Training program focuses on teacher competence and capacity as well as building a strong relationship with the business industry. With the Sister School Program an integrated approach is applied to strengthen school management and establish the local content for the curriculum. A one-month Teacher Internship Program in Bali for 14 teachers to refresh their knowledge and experiences at the workplace was conducted. Bali Dynasty as one of the partners donated room amenities to an SMK as part of supporting the in-house training program. An internship pocket book for students, teachers, and parents is in preparation.

The Higher Education program cooperates with 3 higher education institutes. The new curriculum on destination management for higher education is available, instructors are trained and the institutions are committed to implement it in 2016. To strengthen research competences a training on research and journal publication was held and all HEIs are now partners with the International Tourism Studies Association (ITSA). A Center for Tourism Destination Studies (CTDS) was established in 2014 and succeed in improving capacity of resources on destination management this year. It is foreseen to further develop CTDS to become a service provider for destinations. 5 scholars from the partner SMKs in Flores and Kalimantan were selected and started a diploma program (D4) in destination management at STP Bandung.

**Dissemination of Experiences**

Sharing of its experiences and disseminating it to the system is one of the tasks WISATA has.

On a yearly base the MoT organizes an event called national DMO Conference as a platform to increase national awareness about Destination Management Organizations. WISATA supported the event with an external keynote speaker and presented its approaches and tools to the audience on a booth. WISATA supported STP Bali to organize its first Bali Tourism Forum in cooperation with a Tourism Research Consortium and assigned an international guest speaker.

WISATA participated in and contributed to various events of the central and local governments like DMO Club meeting of MoT, FGD meetings of MoT, the World Bank Group and News Café Discussion of Bakti.
Economic and Political Situation

The Indonesian economy underperformed in 2015 due to prolonged delays in government spending, sluggish private investment and the impact of weak global markets on external sector growth. While many economic challenges will continue this year, there is renewed hope that public investment and infrastructure spending will finally kick into higher gear and boost the economy. The government continues its efforts to remove bottlenecks and several large projects are set to begin. In fact, on 21 January, President Joko Widodo inaugurated construction on the country’s first bullet train line, a key project in the government’s broader plan to overhaul infrastructure and build up investor confidence.

GDP increased a disappointing 4.7% in the first quarter of this year (Q4 2014: +5.0% year-on-year). The Q1 reading marked the weakest result since 2009 and paved the general downward trend that unfolded during recent years. Key Economics panelists see the economy expanding 5.1% overall in 2015, which is down 0.2 percentage points from last month’s forecast. For 2016, the panel sees a GDP expansion of 5.7%.

Tourism in Indonesia

Tourist arrivals in Indonesia decreased 0.16 percent year-on-year to 763,237.90 in December of 2015 from 780,591.10 in November. For the full year of 2015, Southeast Asia’s biggest economy attracted 9.73 million tourists, as compared to 9.44 million the year before. Monthly tourist arrivals in Indonesia averaged 724,884.96 from 2011 until 2015, with an all-time high of 915,334 in December of 2014 and a record low of 548,821 in January of 2011. Tourist Arrivals figures for Indonesia are reported by the National Statistics Agency of Indonesia. The Wonderful Indonesia branding in 2015 jumped to 47th rank, leaving behind Amazing Thailand on rank rank 83rd.

Indonesia is experiencing increasing growth in the number of foreign tourists, with arrivals increasing by 7.19% last year to 9.44 million, according to the country’s national statistics agency. That puts Indonesia close to its goal of receiving 10 million international tourists this year to help boost economic growth, but it has even larger ambitions for the remainder of President Joko Widodo’s term. The Ministry of Tourism aims to increase tourism’s contribution to the country’s GDP from 9% in 2014 to 15% by 2019. To do so, it is launching a promotion of several new locations and attractions beyond the popular resort island of Bali. It is also hoping to draw more locals to travel domestically. Here is a look at how Indonesia’s tourism industry stacks up.

The Finance Ministry agreed to increase the budget from Rp 1.7 trillion to Rp 3.9 trillion for 2015. With this additional increase the government has a budget 13 times the size of 2014, when it stood at 300 billion rupiah. Of the total Rp 3.9 trillion in the budget, Rp 2.4 trillion will be allotted for the tourism sector, while the other Rp 1.5 trillion will fund the creative economy sector, which would remain under the ministry until the establishment of an independent Creative Economy Body.

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1Source: http://www.focus-economics.com/countries/indonesia, January 26, 2015
4Source: Kompas printed newspaper, Monday, January 4, 2015.
5Source: http://blogs.wsj.com/briefly/2015/06/01/indonesias-tourism-industry-the-numbers/, June 1, 2015
The budget will mainly be used for promoting Indonesia through international media, including prominent travel and natural science magazines as well as television advertisements overseas. The ministry has put particular emphasis on Chinese tourists, as it represents such a large market with its 1.3 billion potential tourists. It will stick with its current “Wonderful Indonesia” tagline and plans to run promotions on state-owned China Central Television (CCTV). Indonesia currently only draws in 1% of Chinese tourists globally.

For 2016 the government has agreed to raise the budget allocation for the ministry in the state budget draft to Rp 6.1 trillion. According to the Minister the budget will be divided into two main parts, 80% for overseas promotion to attract more foreign tourists, while the other 20% will be used for domestic promotion.

According to the national statistics agency, between January and April of 2015, foreign tourists made 3.05 million visits to Indonesia. The peak travel seasons, however, are in June, July, October and December. The target for 2015 was to welcome at least 10 million foreign tourists. Among the destinations promoted by the Ministry are cities such as Yogyakarta in Central Java, Medan in North Sumatra and Makassar in South Sulawesi. Those cities were chosen because they display a combination of culture and nature that the Ministry believes will appeal to travellers. Last year each foreign tourist spent an average of $1,200 per visit, and the ministry is hoping to see at least the same amount of money spent in 2015.

The Ministry targeted 10 days as the average number of days a foreign tourist stays in Indonesia in 2015. Tourists from Europe usually spend up to 12 days, while Chinese visitors spend closer to five. To increase the length of stay, the Ministry has asked travel agents to include destinations other than Bali in their itineraries for foreign tourists. It is also working together with the Ministry of Transportation and Public Works to provide better transportation infrastructure to locations it is trying to promote. Direct flights were introduced by Garuda to various destinations, including Flores.

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General Information

Flores, situated in the east of the archipelago, boasts breath-taking nature on land and under water including jungles, volcanoes, lakes, waterfalls, unique beaches, and stunning marine life. The cultural treasures of the island and its manifold ethnic minorities are remarkable. Spider web-shaped rice fields, traditional family houses, the ‘Caci’ whip fighting and spiritual rituals are all elements deeply rooted in the culture. Another unique attraction is the Komodo dragon: the largest living lizard, at home on the islands of Komodo and Rinca, off the coast of western Flores. These and many other attractions make it an ideal destination for adventurers, nature lovers, divers and those interested in cultural enrichment.

Visitor Figures Flores

Visitor data compared to 2014:
- international visitor numbers
- average length of stay
- average daily spending

Flores businesses that gain benefit from the project:
- Hotels
- Restaurants
- Tour/boat operators
- Tour guides
- Dive operators
Current Situation

Based on statistical data, the number of visitors to Flores has increased. There were about 54,701 visitors to Kelimutu National Park in 2014 and 62,957 visitor in 2015; while Komodo National Park was visited by 80,626 visitor in 2014 and 95,410 visitor in 2015. The number of visitors to Bena until November 2015 was 17,879 visitors. While Waturaka, since the homestay launching in Agustus 2015, received 100 visitors until December 2015.

Flores Timur, Sikka, Ende, and Manggarai Barat Districts have nominated tourism as the leading sector on RPJMD (Midterm District Development Planning), yet in Flores Timur and Manggarai Barat the budget allocation is considered low. 8 districts have developed their RIPPARDA, and Ende District is currently working on RANPERDA establishment. The local government of Sikka District has made progress by revising the RTRW (Landscape and Region Planning) which will include tourism. Labuan Bajo is the leading location and entry port for visitors who come to Flores. But there are several aspects to be improved, such as the RTRW revision with focus on tourism, budget allocation for tourism development, infrastructure improvement, local regulation which supports eco-tourism development, and waste management.
**DMO / FTKP**

DMO/TMOs in Flores able to effectively perform their function without technical support of the program.

The regional DMO Flores finished its 3rd operational year with its active operational unit including a secretariat in Ende and a market linkage office in Bali. It implemented a comprehensive program for both, marketing and destination development. Around 60% of the running costs could be covered by income generated through product selling and services. To ensure future financing an overview of funding options is available. The DMO presented activity proposals for the project year 2016 to all Flores district and provincial governments. The 3 TICs previously managed by the local TMOs in Ngada and Ende will be managed directly by the regional DMO. The Flores DMO expanded its portfolio including the newly established FReN (expert pool) and service quality improvement offers like HoCo and skills training in cooperation with the TMOs and associations.

DMO and TMOs held a meeting together with local governments to discuss tourism development. There are now 3 local TMOs that have been transformed into FTKPs. These are Manggarai Barat, Manggarai, and Manggarai Timur. The most advanced FTKP is from Manggarai where various stakeholders are actively involved. Moreover, the Provincial Tourism Office NTT has increasingly empowered the regional Flores DMO.

**Output for DMO/FKTP**

**Institutional capacity of DMO and TMOs:** The 3 local Manggarai TMOs have been transformed into FTKPs. TMO Manggarai Barat was not directly transformed, but facilitated by local tourism office Manggarai Barat they created a new FTKP. Some of the TMO board members became members of the FTKP and for the time being the TMO remains. To socialize role and function of TMOs and DMO and to enhance cooperation with the local authorities, the DMO together with the respective TMO met with Regent, Parliament, Bappeda as well as the Department of Tourism in all eight district in Flores.

**Alternative financing system:** To find alternative funding to cover costs of the Flores DMO, different financial schemes were assessed. One important option is to acquire funding through the government. The Flores DMO prepared a program proposal which was presented in a roadshow to all local governments in Flores, to the provincial Government in Kupang and the Ministry of Tourism in Jakarta. As a result, some local TMOs received...
financial support from local governments: the Tourism Office East Flores allocated budget for the TMO Larantuka to implement activities in 2016. To acquire CSR funding, Flores DMO has researched and contacted various private companies in Jakarta. Specific proposals will be developed and submitted in 2016.

**DMO / TMOs providing services to government:** Flores DMO actively supported some local governments in the tourism development planning process to draft and finalize the RIPPARDA (Local Tourism Development Master Plan). Flores DMO supported the Ende Tourism Office to push the local tourism sector as a priority in their regional development planning and to finalize RIPPARDA and RANPERDA. To support this positive development, Flores DMO, TMO Ende, and local tourism associations held various discussions about the importance and steps of tourism development program planning.

**DMO / TMOs providing services to businesses:** To support local tourism businesses to improve their service quality and build local capacity, the Flores DMO initiated the Flores Resource Network (FReN). FReN is an institution managed by the DMO Flores as umbrella organization in cooperation with local tourism associations and TMOs for program implementation in the districts. FReN is a pool of local resource persons with specific knowledge and capabilities in selected fields of tourism development. Members of FReN are willing to share their knowledge and train local tourism businesses on how to improve their service quality and apply the national minimum competency standards in selected tourism professions.

In 2015, the Flores DMO, in cooperation with PHRI in Labuan Bajo and Ende prepared the first quality improvement program for hotels (HoCo) with the first pilot implementation. In cooperation with the local transportation office, airport authority and HPI Ende, the Flores DMO facilitated a service excellence training and short English course for airport taxi drivers in Ende.

**Flores Tourist Information Centre:** The Tourist Information Centers (TICs) were managed by the local TMOs but due to the low dynamics of the TMOs did not operate well. The plan to handover the management to the Flores DMO was agreed to by all affected TMOs. The TIC of Bajawa, Ende, and Moni have been taken over by Flores DMO. The remaining TIC in Labuan Bajo is still under discussion. Starting in 2016 the TICs will operate as profit centers with service offers for tourist but also as linking office for local tourism businesses. The new TIC staff will be trained accordingly.

**DMO and TMOs conducted Exit and Subsector Surveys:** Every year, subsector and exit surveys are conducted to analyze visitor satisfaction and business environment in the destination. The subsector survey is carried out among businesses in the destination. The exit survey covers information on visitors to the destination such as visitor length of stay, travel organization, expenses, payments and satisfaction with services. Together with the Flores DMO, the local tourism office, and tour guides, the local TMOs supported the collection of data for the survey.
Destination Marketing

DMO provides services to effectively promote the destination in national & international market.

Flores DMO made an integrated effort to boost the destination's presence through the website, destination marketing through attending various promotional events abroad, newsletters, brochures, social media, familiarization trip and media trip.

Since it was established back in 2012, the time for improving the Flores website has come. This is planned for 2016. Fewer companies (7 in 2014, 6 in 2015) use the Flores DMO online platform for promoting their business. While the Flores DMO is fully capable of applying the Flores brand and managing its consistency on all print/online collaterals, the interest among local stakeholders is below expectation. Flores DMO independently managed the 2016 Ad Program production and publication which is due for release in January 2016.

Flores familiarization trips were held with 9 journalists and bloggers, as well as 12 national/international TOs participating. The online presence of Flores was remarkably high post-event. In 2015, Flores DMO participated in ITB Berlin, Bali & Beyond Travel Fair (BBTF), ITB Asia with a total of 170 business contacts established. The DMO marketing staff received capacity building on trade fair participation funded by CBI.

Though cycling was identified as a potential holiday activity, it has not yet sparked the interest of local businesses, even though desk research revealed that at least 3 overseas companies independently offer bike trips to Flores. The low interest may be due to no ‘success story’ being available for local businesses to get inspiration from.

Output for Destination Marketing

Destination branding is improved and strengthened within the region

Flores brand application: The development of CBT Waturaka marketing activities progressed and in the last two months of 2015 the production of promotional tools applying Flores Destination branding was supported. Cooperation with interested tour operators will be established starting the first semester of 2016. Bajawa coffee has applied the Flores brand on its product packaging.

Flores DMO is able to effectively promote their tourism products in national and international markets: The DMO independently manages and publishes their monthly e-newsletter with a total subscriber number of 5,107 and an opening rate of 11.18% as of December 2015 compared to 4,560 subscribers in December 2014.

Social media prove to be an effective tool to strengthen Flores’ online presence with a record of 170 engagements and 4,926 likers (4,842 Likers per July 2015) on Facebook, 518 followers on Twitter, and 1,442 followers on Instagram per 30 November 2015.
Flores was featured in print and online media such as the Lion Air inflight magazine, Trinity The Naked Traveler, My Trip Magazine, Indonesia Travel Signature, l’Ultimo Paradiso, Suara Pembaruan, Venue Magazine, Colours In-Flight Magazine of Garuda Indonesia, Indonesia Travel, Media Indonesia, etc.

**Flores advertisement 2015 (brochure, e-newsletter, website, city maps, cycling maps):** Flores DMO 2015 Ad Program offered promotion opportunities to local/national businesses through online (e-newsletter, website) and print (5,000 brochures, 9,000 city maps) advertisement. In 2015, 43 companies from Labuan Bajo, Ruteng, Ende, Moni, Maumere, and Bali participated in the program yielding a total of IDR 161 million (including city maps), whereas 2 companies advertised in the cycling maps resulting in income worth total Rp 7,500,000.

**Flores DMO marketing tools and promotion platforms are improved, with more linkages to Flores stakeholders**

**Flores website:** Between July-December 2015, 30,796 users (11,212 users per June 2015) viewed the website with 32.9% new visitors and 67.1% returning visitors with an average of 3.08 minutes per session.

**Flores retail product:** Flores retails generated Rp 248,525,100 if sales through advertising 2015 (brochure, city maps, website, e-newsletter), cycling map, Periplus, Books & Beyond bookstores, and other merchandise. Dasi Guesthouse and Happy-Happy Hotel are local partners that have become resellers for Flores DMO. Such partnerships need to be prioritized in the future to increase income. Local businesses have given positive feedback regarding the city map advertisement.

**Flores DMO online shop & booking:** Launched in June 2015, the online shop generated 2 sales. The website improvement will also improve visibility of these tools to generate more sales. Currently the DMO uses affiliate the program of booking.com and Agoda for online booking due to easy operation, low promotion cost, and limited staff.

**Flores product development:** Starting in November 2015, a trial on establishing a bike rental was done through partnership with Waturaka, a CBT village in Ende, which will offer the experience of exploring Kelimutu on two wheels. Integrated promotion materials will be in place starting the first semester of 2016.

**Destination market players’ linkage is strengthened and improved**

**Flores familiarization trips:** Two Flores familiarization trips were organized: for media 13-16 April 4D3N with 9 participants from Garuda inflight magazine, blogger (Trinity), travel website, travel magazines, and newspaper; for tour operators 25 - 29 May 2015 5D4N with 12 tour operators from Indonesia (8), Australia (3), and UK (1).

Flores trade fair participation: In 2015, Flores DMO participated in the following travel fair:

- **ITB Berlin,** 4-8 March 2015, **68 contacts established.** Flores is represented by Flores DMO, Flores Adventure Tours, Flores Exotic Tours, and Puri Sari Beach Hotel. Flores Exotic Tours is awarded for its accomplishment of a 4-year Tourism Export
Coaching Program – a Trade Promotion Section from CBI.

- **Bali & Beyond Travel Fair**, 10-13 June 2015 - an event hosted by ASITA Bali, **52 contacts established**.
- **ITB Asia**, 21-23 October 2015, **51 contacts established**.
- Representatives of Swisscontact FO of Toraja, Makassar, Bali, Flores DMO and Toraja DMO participated in a 2-day capacity building on trade fair participation conducted by CBI, 4-5 May 2015.

**Flores stakeholder meeting**: After the first one in May 22, 2015, the second Flores stakeholder meeting was held on 18 September 2015 in Denpasar. CBT Waturaka and Toraja branding were the main highlights.

**Flores DMO cooperates with third parties (MoT, VITO, CBI)**: The DMO continues cooperation with MoT, CBI and VITO. The cooperation with VITO Germany, France, Singapore and Australia was established in 2012/2013 while with VITO Netherlands was added in March 2015. The DMO intensified the partnership with CBI on destination marketing development, strategy and operational plan, website overhaul, social media strategies for B2B and business plan for TICs as a follow up meeting with CBI held on 4 November 2015.

**Tourism Associations and Businesses**

**Targeted tourism association provide value-added service to their members**

Associations with organisational and management capacities become more effective and ensure long-term prospects. WISATA strengthens the internal management capacity of local business associations to be able to have a long-term impact in the destination so they can become professional advocates with the capacity to respond to their members needs by delivering required services and information. Service delivery that is based on minimum quality and competency standards has been identified as one of the main challenges for the local tourism sector in the destinations. To improve the current situation, the DMO Flores together with professional tourism associations implements a Quality Improvement Concept (QIC) as a pilot. Through the QIC, the DMO and associations aim to provide service quality improvement tools and professional training programs and packages to local tourism businesses in the destinations. To ensure sustainability, and build local capacity, the associations and DMO aim to implement these tools and training programs through local trainers, which are managed in a pool of local resource persons/experts.
Associations have a clear organizational structure and internal capacity to function

PHRI Manggarai Barat (Labuan Bajo), improved their internal management capacity focusing on the legal status of the association, organizational structure, funding, program and strategic issues faced by the association. The board members of PHRI Manggarai Barat developed a Road Map 2015-2018 (business plan) with vision and mission, a strategic program and work plan 2015-2018, as well as a budget plan for 2016.

The board members started to hold monthly meetings to discuss strategic issues and program activities. As one result, PHRI BPC Manggarai Barat took initiative to become the organizer of Sail Wonderful Indonesia 2. PHRI Ende has started to strengthen its organizational capacity, and gathered board members as well as association members to discuss strategic and legal aspects of the association. PHRI Ende has approached PHRI BPD Kupang (province) to officially legalize them in 2016. In Nagekeo the local hospitality industries initiated to establish PHRI Nagekeo.

Associations have tools to support increased quality and standards of members.

The Flores DMO together with selected tourism associations aim to provide professional training programs and tools to improve service quality and standards of association members (local tourism business) in the destination. Different training programs and trainings have been developed and implemented in Flores:

- The Hospitality Business Coaching Program (HoCo) is implemented by Flores DMO together with local associations to support small hotels and guesthouses in the destination to become more competitive, enhance guest satisfaction, by applying low-cost and easy solutions to be environmentally friendly. The HoCo program covers three themes, including one training workshop and two coaching visits each. A first pilot implementation has been conducted in Labuan Bajo with PHRI Manggarai Barat for staff and managers of 5 participating hotels.

- 20 Customer Feedback Forms were distributed to the 5 participating hotels, 70% were returned by customers and evaluated by the hotel staff. 7 toolkits on hospitality and management skills were distributed to the participating hotels to raise awareness about national minimum competency standards including self-assessment forms for staff and managers. Toolkits were also distributed to hotels in Nagekeo.

- In Ende, the local tour guide association HPI improved their program and services to their members. In partnership with the local tourism office, HPI Ende issued license cards for 56 members. HPI Ende conducted a competency test for junior tour guides and issued member cards for 23 junior guides. To support the local transportation office and airport authority, HPI Ende conducted an informal English and service excellent training for airport drivers and developed a pocket book for the drivers with basic knowledge on service excellence and English.

Associations/DMOs are ready to organise ToTs and trainings.

To ensure sustainability, and build local capacity, the Flores DMOs created local training programs and trainings in collaboration with selected tourism associations. The HoCo program cover three themes, including one training workshop and two coaching visits each. A first pilot implementation has been conducted in Labuan Bajo with PHRI Manggarai Barat for staff and managers of 5 participating hotels.

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service providers, a pool of local resource persons (trainers) to informally train the local tourism businesses on how to apply the service quality improvement tools and professional training programs and packages. In 2015, this pool of local resource persons was initiated together with DMO Flores and linked with PHRI BPC Manggarai Barat. Concept, approach and process have been developed, and a platform to manage those local resource persons been created: FReN (Flores Resource Network). Through specific ToT Programs, DMO Flores develops and improves the training capacity of those local resource persons to become trainers for the programs to be implemented. For HoCo (Hospitality Coaching) in Labuan Bajo; 4 local trainers from Manggarai Barat have joined as learners to be able to implement the HoCo program in the long-run. A knowledge sharing network is in place between PHRI BPC Manggarai Barat and PHRI BPC Manggarai, Manggarai Timur, and Ngada. Members from Manggarai Barat shared their knowledge and delivered informal short-training courses to PHRI members and teachers of vocational schools from Manggarai, Manggarai Timur, and Ngada who joined a 2-day live-in training on housekeeping, front office, cooking and food and beverage at Jayakarta Hotel in Labuan Bajo. PHRI BPC Manggarai conducted a knowledge sharing activity for members in Ruteng with the General Manager of Jayakarta Hotel Labuan Bajo, who provided an informal short training course on minimum standards in Food and Beverage.

### Community Based Tourism

Community based tourism is an activity where local residents invite tourists to visit their village and experience their cultural environment. They earn income by selling products or hosting them in their homestay. Flores currently has four communities included in the CBT program. Bena as the most advanced receives a high number of visitor and earns income through entry tickets and product selling. Waturaka is well prepared for visitors offering homestays, tour packages and other products. Belaragi and Nggela are both traditional villages receiving guests but are not yet fully operational due to their CBT organizational level. Increasing visitor numbers indicate that CBT has a good potential on the island which market itself to offer authentic experiences about people and culture. Therefore it is foreseen to develop an Adat Trail including all traditional villages surrounding Ngada and an Ikat trail in the area of Ende which can be specifically promoted to tour operators.

**Output for Community Based Tourism**

In Ngada district, **CBT Bena** members have restuctured their organization and elected a new management, finalized AD/ART, introduced entry tickets for visitors, created a calendar of events, and joined a CBT management training. In cooperation with the local government of Ngada they were able to build a new Tourist Information Center which will be used as an entry point for tourists to sell tickets and as a small shop. During 2015 the village received more than 17’879 national and international visitors and sold local products, mainly ikat scarves and sarongs worth IDR 130 Mio.
Increase quality and quantity of selected local products
Flores has a wide range of local products both handycrafts and commodities, ideal and interesting for the tourism market. Supported producers have improved their product quality, like Ikat wavers from Bena and Ngella, and sell it directly or via artshops. Belaragi produces new products like flutes, hats, traditional bags, plates and others. A women group in Labuan Bajo creates very innovative products from recycled materials amongst others for tourism businesses, such as large bags for dive operators. At an exhibition in Labuan Bajo for example Bena already sold products for around IDR 7 million and Belaragi for IDR 0.7 million.

The protection of property rights of locally sourced products can be done through geographical indication. This protection is especially applicable for products sold on national and international markets. Flores has a wide range of unique local products which could be included in such a scheme like the different coffees or the very specific Ikat which are quite distinct from area to area. Even though Ikat have a very strong local value commodities like coffee seem to be more feasible to be covered by GI.
Local producers

**Bajawa Coffee:** The coffee cultivated in the highlands around Bajawa in the Ngada region has already become a well-known brand on the coffee market. Coffee production plays an important economic role in the region. There are approximately 10,000 coffee farmers in the region with approximately 6,000 of them having the ability to grow organic coffee meeting the requirements of the geographical indication (GI). At the moment, 1,372 farmers are direct partners or members of the 14 processing units (UPHs). Technical support was provided on package design for coffee Bajawa in cooperation with Dinas P3 (Dinas Peternakan, Pertanian dan Perkebunan). The support was also given to encourage local products to apply the destination branding. So far, the potential number of restaurants and hotels who can distribute the coffee (powder) has not been estimated yet. Reaching out and linkage to such retailers will be facilitated through training of relevant actors of the chain. Bajawa Coffee is already registered as GI but the process not finished so far. Additional support is required to finalize all the necessary formalities.

**Ikat Ende/Lio** was identified as a potential local product. 5 villages in the Ende district are traditionally eligible to produce such Ikat. Learning from the initiative under the ISIP project, were they included Ikat from Sikka, it is quite a difficult and time-consuming process to succeed with the complete certification. Hence, further clarifications about ownership and coverage, but also the economic benefit will be done and compared with other options like branding or labeling. Applying intellectual property rights with GI for potential handicraft/agro products has also been introduced to the Department of Cooperative and SMEs of Ende but no follow-up has happened so far.

Ikat weavers from Bena and Ngella improved their weaving technique and reintroduced natural colors. They sell their products to tourists not only in their village but also have arrangements with artshops in Labuan Bajo and Ende. The TICs of the Flores DMO also offer their products to visitors.

### Government Support and Pilot Projects

**Drafting, approval and implementation of local legislation “PERDA Pariwisata”**

All 8 districts in Flores now have a RIPPARDAP (Local Tourism Development Master Plan) in place. The Local Government of Flores Timur, Sikka, Ende, and Manggarai Barat have included tourism as a leading sector in their RPJMD (Mid Term Regional Development Planning).

**Mitigate environmental impact focusing on Solid Waste Management issues.**

The SWM (Solid Waste Management) po-
gram in Labuan Bajo showed good progress since a joint agreement with the communities has been established to keep the environment clean. Activities such as the establishment of a waste working group and kids waste care group, the implementation of the Clean Friday activity, plastic-waste based souvenir making training and an exhibition have been conducted. An information board related to local regulation about waste has been set up in pilot project areas, and clean-up competitions have been conducted. All of the activities resulted in a visible improvement of cleanliness in the surrounding environment of the pilot project areas. SWM interventions in Moni have been conducted, with 12 trash bins and trash-free sign boards having been set up.

### Output for Government Support and Pilot Projects

#### Local tourism development plan
SC supported the local Governments of 5 districts in the establishment of Master Plans. The outputs per district are as follows:

**Ngada:** The local Government of Ngada drafted its RIPPARDA. In 2015, the local Government assigned an expert team from University of Gajah Mada in Jogjakarta to draft the plan. SC supported this with an independent expert to review the existing draft. The RIPPARDA is expected to be finalized in the coming months.

**Nagekeo:** The local Government of Nagekeo finalized its RIPPARDA. This is a result of several successful advocacy meetings with staff from the local tourism office, assistance of the regent, the development planning agency (Bappeda), and the local parliament. Yet, tourism has not yet been taken up by the government as a priority area in their RPJMD/Mid-Term Regional Development Planning.

**Ende:** The local Government of Ende finalized its RIPPARDA, and is now in the process of finalizing the RANPERDA/ draft of local regulations. The Ende Tourism Office pushed the local tourism sector as a priority in their regional development planning, and tourism has now become the third out of six priority sectors. To support this positive development, SC held various discussions with Flores DMO, TMO Ende and local tourism associations about the importance and steps of tourism development planning. The Ende Tourism Office and TMO Ende are now preparing public verification tests in 6 sub-districts.

**Sikka:** The local government finalized its RIPPARDA. Public verification/tests have been conducted in 7 districts.

**East Flores:** The local government of East Flores drafted and finalized its RIPPARDA. Tourism could be advocated to become the third priority sector of the government's development program. SC supported the local tourism office with tourism sector data for the development of a proposal for tourism development and PERDA.

#### Mitigate environmental impact

**Labuan Bajo:** SWM activities proceeded quite well, as local stakeholders with the head of RTs, head of local administration, women’s group and businesses particularly in the pilot project zone (RT 2,3,4,5,6) became very active. There are still a few bottlenecks that are mainly related to governmental management, such as the lack of a location for the
much-needed new landfill as well as the weak internal human resource management of BLH for their department dealing with waste collection.

Enthusiasm and initiative exist among by stakeholders in the pilot area to improve waste disposal, general cleaning of public areas as well as recycling and upcycling initiatives utilizing routinely activities as well as competitions and events. Highlights were the activities around “environment day” lasting a whole week, “RTs clean up competition” that lasted 3 months, pameran daur ulang (Recycled waste product exhibition) held by PKK group as well as the “weekly clean up” by PKK group in the pilot project area. The government has also been successful in obtaining new equipment for collection and disposal of waste and have secured the construction of a new TPS3R that will serve not only the surrounding community but the city at large (recycling).

Ende/Moni: While assessments and preliminary meetings have been conducted regularly throughout the year with the government and other stakeholders, the plan to initiate formal talks analyze issues and create a roadmap for solutions via pokja AMPL has been delayed to mid of January 2016 due to the Bappeda’s schedule and resources. The Bappeda has been very supportive of the plan and apologized for only being able to fulfil their commitment to initiate the pokja AMPL with a special focus on SWM only in 2016.

Bajawa: Although activities in Bajawa are only scheduled for 2016 preliminary meetings have been conducted with Bappeda and tourism office in order to define areas for activities, which will initially be restricted to the villages of Bena and Bela.

Plastic Reduction Initiative (PRI) and Bring Back Your Waste Initiative (BBYWI)
Labuan Bajo: PRI pilot program has already been established in Labuan Bajo. The increase of participants in the PRI initiative from 19 to 31 has confirmed that there are plenty of possibilities for this initiative to grow and provide the chance for businesses and tourists to show that they care about the environment.

Ende/Moni: Preliminary discussions have been conducted with a few stakeholders regarding the willingness to adopt the plastic reduction Initiative (PRI) as well as the Bring Back Your Waste Initiative (BBYW). Implementation will be discussed further early in 2016 at the same time as the environmental code of conduct.

Environmental Code of Conduct (ECoC): ECoC poses different challenges as on the one hand businesses need to be made more aware of the necessity of environmental rules in order to preserve their resources, while on the other hand the tourist scene is quite diverse with already a big competition and investment from the outside, posing challenges in terms of implementation. The plan to discuss an environment code of conduct has been postponed to 2016 due to the restructuring of the DMO.

- Vocational Education (SMKs)

The school generates competent graduates for tourism businesses at the destination.
The school offers attractive programs (teaching the relevant/required skills).
A joint operational plan (RKB) with SMKN 1 Labuan Bajo, SMK Swakarsa Ruteng, and
SMK St. Thomas Maumere has been signed and acknowledged by the Education Office of Manggarai Barat and Sikka. The RKBS between partner schools and model schools have been signed as well. To support the quality of SMK graduates, being well connected to tourism industry, facilitation activities were directed towards empowerment of school capacity with focus on strengthening school management, enhancing teachers’ capacity, supporting learning and teaching materials, as well as development of local content for the curriculum. In addition, internship tools have been developed to improve the connection between students and industry. The number of student enrolment in supported SMKs after the intervention has increased by 200%.

### Vocational Education

**Challenge:**
There is a wide gap between practicalities in schools (in-house training) and in the industry. The ability of school management to provide appropriate facilities is poor.

**Response:**
Approach the Education Office and ask for their support in allocating some budget for tourism vocational school development. In addition, to strengthening mutual partnerships between SMKs and local tourism businesses within and outside the region that would be able to provide trainings for teachers and students.

### Output for Vocational Education (SMKs)

**Sister School.** WISATA assisted 3 SMKs to build partnerships with 2 SMKs in Bali (SMKN 3 Denpasar and SMK Pariwisata Harapan) as model schools. After 3 visitations to the model schools, all targeted SMKs in Flores have formed a development team for local contents of their curriculum. Further, the ministry of education designated SMKN 1 Labuan Bajo as a model school for other SMKs in the region.

**Internship for Teachers.** 8 tourism teachers from 3 SMKs joined in a one-month internship program in Bali. This program aimed to improve and refresh their competence and skills in accordance with the latest trends in the tourism industry. Immersing in daily work at their industry partners, they successfully identified gaps between what they taught in classroom and the real situation at work. At the end of the program, all teachers wrote a report that can be utilized for their teaching materials.

**Trainings and workshops.** 8 tourism teachers from SMKN 1 Labuan Bajo and SMK Swakarsa Ruteng attended live-in trainings to experience the tourism industry within their own destination. This program was supported by Jayakarta Hotel in Labuan Bajo. They stayed overnight in the hotel and learned from the local hotelier about accommodation service, food & beverage (F&B) service, and F&B production. Meanwhile, SMK St Thomas has conducted a workshop for the development of local content for its curriculum which explores the Sikka culture. Further curriculum development in SMK St Thomas will be done in 2016.

**Facility Improvement.** WISATA handed over 1,228 books to the libraries of SMK St. Thomas, SMKN 1 Labuan Bajo, and SMK Swakarsa. It is a part of the initiative to improve school facilities and libraries to enhance the learning experience of students and teachers.
General Information

Tanjung Puting has great tourism potential, but suffers from weak tourism management and branding. Furthermore, the local tourism industry is not anchored within the local communities. The local working group of the DMO as well as tourism associations (especially the tour guide association) are very active and taking initiative to improve the attractiveness of the destination. However, they lack capabilities and knowledge to implement their ideas. Unique selling points of Tanjung Puting are untouched nature with a rich wildlife (Orang-utans) and the traditional culture of the indigenous Dayak and Melayu (Malay) population. The key aim of the program is to increase revenue generation through active participation of the community in tourism development.

Visitor Figures Tanjung Puting
Based on Data of National Park Authority

Visitor data compared to 2014:
- international visitor numbers: +30%
- average length of stay: 0%
- average daily spending: -6%
- Increase overall spending: 20%

Tanjung Puting businesses that gain benefit from the project:
- Hotels
- Restaurants
- Tour/boat operators
- Tour guides
Current Situation

The newly elected executive members of the DMO/FTKP have agreed to replace the previous organization FKPP (Forum Komunikasi Pengembangan Pariwisata) Tanjung Puting as the result of meetings and capacity building (workshops, socialization) intensively held in the second semester, initiated by Ministry of Tourism and the WISATA program.

The organizational structure of the DMO/FTKP includes three types of stakeholders (local government, businesses, and communities) which will be formalized through related legal documents during the first quarter of 2016. The DMO/FTKP board of members started to develop their work plan which will be finalized until February 2016, including destination branding for which there was an agreement that the process would be initiated in January until April 2016.

Communication and coordination with the technical staff of MoT as well as the support by both the destination and local facilitator, who are both locals and based in Pangkalan Bun, has improved a lot compared to the previous semester. This is important and contributes a lot to the effective and successful achievements of DMO/FTKP Tanjung Puting.

As for business associations, it appears that both HPI and TCA (Tour Cook Association) are the most dynamic associations, in term of organization and number of members. HPI has appointed a new leader to replace the predecessor who was promoted to manage HPI on provincial level. TCA planned to conduct capacity building for their members by the end of 2015.

The local Governments of the three districts and the province have continuously been supportive so far. Annual work plans (RKT 2015/2016) for all three districts have been agreed and signed by the Governor of Kalimantan Tengah on July 8, 2015.

RIPPDA/RITK drafting of Kotawaringin Barat District has been handled by an internal consultant with low involvement of stakeholders. Capacity building for government staff and DMO/FTKP members on destination management is needed to improve awareness about the tourism potential and the need of attractive new tourism products.

During in the second semester of 2015 the extensive forest fires and resulting haze were a natural disaster (August – October 2015) which affected most activities in Kalimantan Tengah. The third visitation to the sister school of VET program with SMKN 1 Pangkalan Bun and SMKN 10 Surabaya had to be postponed due to the unconducive situation. Some activities (sub sector survey, meetings, and workshops) had to be rescheduled as well.
DMO/FTKP is able to perform as an organization professionally to develop the destination internally & externally.

The previous organization FKPP which acted as the DMO executive board to implement DMO programs was changed to DMO/FTKP (Forum Tata Kelola Pariwisata). The ministry of Tourism conducted socialization events in Palangka Raya and Pangkalan Bun about the new form of organisation. Arising issues were the inactive role of FKPP and that the members were not involving government. A workshop to create the organization structure and strengthen the new elected executive members’ skills to manage daily operation activities was conducted. As a result, the government involvement is higher on FTKP activities. FTKP started to support the initiation of tourism site assessments conducted by HPI.

The exit survey of 2015 was conducted with the support from local guides and college students from Universitas Antakusuma. One hundred respondents had similar impressions, compared to last year’s exit survey, with the issue of tourism activities around the national park being a concern to them due to its vulnerability. Another concern, as the survey was conducted during peak season, is the quality and service of the transportation and the quality of the guide services.

DMO has a legal status, strong management system, incl. business plan & established secretariat office.

The legal status of the DMO/FTKP is still in the process, along with work plan development and other legal documents and will be finalized during the first quarter of 2016. The Tourism Office of Kotawaringin Barat has agreed to provide the Tourist Information Center building in Kumai to be utilized by the DMO/FTKP for both TIC and secretariat.

DMO intends to have a work plan including short, middle and long-term plan, socialized to stakeholders and synchronized with WISATA’s work plan.

DMO could not yet finalize updated data of selected new potential tourism objects/at-
tractions to be promoted. Therefore, an additional initiative to explore and develop new potential tourism attractions with related stakeholders will be planned and implemented during 2016.

### Destination Marketing

**DMO provides marketing services to effectively promote the destination in national & international market.**

At the moment, the destination has no branding, even though Tanjung Puting is known worldwide. The Tourism Office of Kotawaringin Barat has produced brochures and flyers, but still lacks marketing values. Tourism businesses have their own promotional materials and conduct promotion activities individually.

Until now the local tourism office and tourism businesses did not cooperate for destination marketing in general nor at travel fairs. Travel fairs attended by the Tourism Office are usually local events only, not well prepared, and low budget. Activities to raise awareness about the importance of having a destination branding for Tanjung Puting have been initiated.

During the second semester of 2015, along with the formation of the new DMO/FTKP structure and election of executive members, destination branding was included in the organization work plan and the process will be conducted and finalized in the first quarter of 2016.

#### Output for Destination Marketing

**Unique branding is conceptualized based on mutual vision about the destination.**

The preparation of Tanjung Puting brand development started during the last month of 2015. Terms of References are available and a brand agency will be selected until February 2016.

Marketing tool improvement, cooperation between government and DMO/FTKP in marketing development, and participation of stakeholders in national/international trade fair in order to strengthen network are to be implemented following the branding process in 2016. In order to learn from branding processes at other destinations (Flores and Toraja), a workshop was conducted in Pangkalan Bun with a representative of Flores DMO as a speaker.

### Tourism Associations and Businesses

**Tourism associations provide value added services to their members using their own resources.**

There are five associations in Kotawaringin Barat District: PHRI, ASITA, HPI, HKWK (Him-
Tourism Associations and Businesses

**Challenges:**
Nearly all associations lack good communication, competences for organizational management, and do not have a business plan so far. In addition there is very limited financial support from the Tourism Office towards the association.

**Response:**
Support capacity building for selected associations, with focus on HPI, TCA and HKWK (punan Kelotok Wisata Kumai), and TCA (Tour Cook Association). HPI and TCA are considered the more active associations compared to the others. The benefits of the associations for their members are considered little causing an indifferent attitude among members. No regular meetings are held to discuss about internal issues. There are lots of local resources available for internal capacity building activities, but the initiative to use these resources is low, due to a lack of trust to recognize local (level) resources. Further, there are many groups and each group has different interests, making it difficult for them to cooperate. Training for HPI and PHRI members, as well as group discussions with thematic topics, have been initiated to trigger further activities but were still unable to encourage the associations and members’ intrinsic initiative to carry on further activities.

**Association members use the comprehensive services offered by associations.**

So far, the majority of tourism associations have no annual work plan with services to be offered to their members. Currently, HPI and Tour Cook Association (TCA) are the most active and dynamic associations out of the existing 5. Some capacity building to strengthen the organisation and their members have been initiated and will be conducted in 2016.

Due to leadership transition, the new head of HPI is planning to implement the first work plan by holding a consolidation meeting with members.

The sub-sector survey of 2015 was conducted for tour operators/travel agents, hotels, restaurants, and kelotok owners. It is not easy to convince prospective respondents about the purpose of the survey which became a challenge to implement it. There are four conclusions from the survey:

1. Most business units are managed as family businesses (except Swiss-Belinn Pangkalan Bun).
2. Tourism kelotok operational standards are an important issue to be discussed further.
3. Some respondents are unaware about the existence of FTKP/DMO and their support for tourism businesses, particularly for respondents themselves.
4. The existence of PHRI, HKWK, ASITA did not provide any benefit yet for the respondents.

**Output for Tourism Associations and Businesses**

**Associations have strong networking among their members**
HPI and TCA started to strengthen their network, such as building communication via social media. Some activities have been conducted, such as informal meetings to discuss about current issues with guest speakers, to drive interest and need for businesses to have regular meetings with their members. However, the initiatives of the executive members are still very limited.
Associations provide reliable program and mentor to support their members. The voluntary system of the associations causes a lack of responsibility of executive members to develop an activity plan with a service program for members and targets to be achieved. Links and discussion among associations (ASITA, TCA) related to the possibility of using internal members as trainers (HPI members) has been initiated. So far hospitality businesses do not see the importance of using customers’ feedback for areas of further trainings to improve their performance.

### Community Based Tourism

**Local communities provide better quality and diverse tourism products and services.**

Based on Lamandau Regent's decree, the Delang Sub-district, has been appointed as tourism village area with support from the Tourism Office of Lamandau. Based on an initial assessment for its potential, Lopus village, one of eleven villages in Delang, has been selected as a pilot project for CBT in Lamandau District. Assessments have been done in Kotawaringin Barat (Tanjung Harapan, Pasir Panjang, Mendawai, Sebuai) and Seruyan (Bangkal) which will be the base for future interventions.

Particularly Tanjung Harapan and Bangkal, both villages have potentials to be developed, but need appropriate approaches (involving inter-party cooperation with related stakeholders) to initiate and develop tourism products and activities.

**Challenges:**

- Local communities lack information about benefits but also negative impacts of tourism.
- The tourism offices of Lamandau and Seruyan have limited knowledge about tourism and needs of communities.

**Response:**

- Continue socialization, discussions, and approaches as initial steps to increase understanding about tourism for communities.

### Output for Community Based Tourism

Targeted communities have sufficient knowledge and skills to effectively manage their tourism business and offer a diverse range of appealing tourism products and services.

**River tubing** has been introduced as a community tourism activity in Lopus Village, Lamandau and has been promoted locally among government offices by the Tourism Office. A tourism awareness group (POKDARWIS) has been initiated and received capacity building. Forest trekking has been assessed with tourism businesses (tour operators & tour guides) from Pangkalan Bun, which needs to be analysed and improved further.

Targeted communities have knowledge, skills, tools, and linkages to other stakeholders to market their tourism products/services.

As a socialization effort of new attractions in Lopus Village, staff of local government offices tried river tubing to get an overview of the new potential product to be offered to visitor.
### Locally Sourced Products

**Local handicraft producers provide better quality and appealing handicraft products and are organised through cooperatives.**

The artisans in Hulu Jejabo and Landau Kantu, located in Delang, Lamandau are producing handicraft from “kapuak” (tree bark) which have good potential to be further developed. The Regent's decree about tourism village development may increase the support from local government towards local product development.

The group of artisans in Hulu Jejabo is more independent and run as a family business, while the artisans (women) in Landau Kantu work mostly individually as a side activity after working in the fields. **Both groups in Hulu Jejabo and Landau Kantu have 10 members each.**

**Locally Sourced Products**

**Challenges:**
The quality, quantity, and variety of the local products need to be improved.

**Response:**
Further strengthen skills and knowledge such as product development, production techniques and quality control of interested producers and link them to potential market players.

### Output for Locally Sourced Products

**The local handicraft producers offer appealing and better quality souvenir products.**

The artisans from Hulu Jejabo are confident with their organization, yet still need further trainings on product development and marketing. Assessments and capacity building to share knowledge have been conducted.

**The local handicraft producers have cooperative association(s) to sustain manufacture & market linkage.**

The artisan's organization in Hulu Jejabo developed more due to business interest not as a cooperative association. On the other hand, Landau Kantu artisans are interested in initiating an organisation and need further support.

**The local handicraft producers have strategic local partners to sustain market linkage.**

The artisans in Hulu Jejabo have developed their own market linkage. While Landau Kantu artisans are still in an early stage of developing products (quality and variety). There is a possibility that Hulu Jejabo will become a strategic local partner for Landau Kantu.
Government Support and Pilot Projects

Local government implements the tourism master plan and uses supporting documents to develop the destination.

The Tourism Office has appointed a consultant to develop RIPPDA with little involvement of stakeholders. Data collection and surveys will be supported by WISATA if needed. The draft document of RIPPDA of Kotawaringin Barat is expected to be finalized in the first trimester of 2016. Lamandau District has established a RIPPDA, as has Seruyan District even though it was developed by the Public Works Office, not by Tourism Office which is at this time still a part of the Labour, Transmigration, & Tourism Office.

In all three districts, nearly all staff of the Tourism Offices have a non-tourism background, except in Lamandau, and very limited knowledge about tourism development. Therefore, workshops for local government and capacity building for tourism office staff are important activities to be implemented further in 2016.

RIPPDA is available to be implemented as a legal reference to develop tourism in the destination sustainably.

The Tourism Office of Kotawaringin Barat conducted first FGD to discuss about drafting RIPPDA/RITK, yet there is no further update since the FGD.

Supporting documents related to environment impact analysis are available and used as reference to develop the destination sustainably.

OFl has no budget for a carrying capacity analysis and Balai Taman Nasional Tanjung Puting expected that WISATA would fully finance the activity and refused partial contribution due to their internal policy in reporting.

Vocational Education (SMKs)

The school generates competent graduates for tourism businesses at the destination. In addition, the school offers attractive programs (teaching relevant/required skills).

Since the intervention started, the school management and teachers now have a better understanding, information, knowledge, and networking to develop their study program in tourism. A scholarship program has been implemented with one selected grad-

Output for Government Support and Pilot Projects

Government Support and Pilot Projects

Challenges:
The tourism offices of Kotawaringin Barat, Lamandau and Seruyan have limited knowledge about tourism and its development process.

Response:
Continue socialization, and capacity building for tourism office staff.

Vocational Education

Challenge:
Continuity for scholarship and sister school program after the project.

Response:
Open discussion with local education authority, both regional and provincial level, also local companies through their CSR programs.
The school management provides an enabling framework for tourism teacher and programme development.
Under WISSPRO (WISATA Sister School Program), SMKN 1 Pangkalan Bun has been linked with SMKN 10 Surabaya as model school. Two visitations were conducted for both schools to share their knowledge and experience.

The school offers relevant curriculum programmes with updated teaching materials.
Development of curriculum and syllabus of English for Tourism has been initiated with a teacher from STP Bandung as trainer. Further process will be followed up in 2016.

The school teachers have competencies to teach a tourism program.
A teacher from SMKN 1 Pangkalan Bun joined the teacher internship program for a month in Bali.

The school offers internships in line with labour market needs.
Initial discussion with associations have been conducted to build mutual partnerships in order to improve the quality of teaching materials and trainings. The internship hand book for teacher, student, and parents has been drafted and will be finalized in 2016.

The school has functional facilities to support practical teaching of tourism program.
SMKN 1 Pangkalan Bun now has an improved school library with better quality and quantity of reading material.
General Information

Toraja, a candidate for nomination as a UNESCO World Heritage in 2013, is a well-developed and well-known destination which however never recovered after the Bali terrorist attacks in 2001. Developing cultural and adventure tourism has the potential for visitors to experience something new and unique. The local working group of the DMO is active and government support for the tourism sector is strong. Accessibility is one disadvantage which is currently being improved with the construction of a new airport. Unique selling points are cultural attractions (architecture and traditional ceremonies) as well as the landscape, which is perfect for nature and adventure tourism. The potential for improvement of the competitiveness include a more diversified tourism offer, a better utilization of existing tourism infrastructure and a stronger branding to enhance recognition in regional and international tourism markets.

Toraja Visitor Figure
Data source: Central Statistic Agency

Visitor data compared to 2014
- international visitor numbers
- average length of stay
- average daily spending
- Increase overall spending

Toraja businesses that gain benefit from the project:
- Hotels
- Restaurants
- Tour operators
- Tour guides
Sulawesi Selatan has been divided into two districts since 2008, namely Tana Toraja and Toraja Utara, of which Toraja Utara is the newly established one.

Based on statistics, there are about 35,956 international tourists and 70,128 domestic tourists visiting Toraja Utara and about 19,324 international tourists and 42,319 domestic tourists visiting Tana Toraja. **Two annual international events in August (Toraja International Festival) and in December (Lovely December) have a positive impact on increasing the visitor number.**

There are 118 attraction sites in Toraja Utara and about 27 sites in Tana Toraja.
**DMO/FTKP**

Toraja DMO is a good example of a DMO/FTKP that has been established in 2012 under the Ministry program. During 2015, most of its commissions were actively involved in various activities conducted by the Ministry of Tourism, local government, businesses, and associations with respect to tourism. The local Pokja for branding (branding working group) has successfully guided the destination through the branding selection process. A Pokja for the website was established in November 2015 to support the Toraja website development.

**DMO/FTKP Challenge:**
Need to involve more youth in the DMO to ensure the sustainability of the program. Moreover, the DMO in Toraja should have a common understanding about the organization and get clear explanation about their function and role from the MoT. The inexistence of legal status of DMO/FTKP is increasing the difficulty in generating income independently.

**Response:**
Starting the reformation and discussing about the potential recruitment of young people in Toraja. Regular meeting with MoT to discuss about the internal issues and possibility to register DMO/FTKP to get legal status is considered important.

DMO/FTKP Toraja has a secretariat located in Tana Toraja district which is not yet operational since there is no appointed staff to be in charge for administration. However, most of the other members are very active in meetings or activities conducted by WISATA, the Ministry of Tourism, or local government.

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**Organisational Structure of Toraja DMO/FTKP**
Output for DMO/FTKP

DMO/FTKP has sufficient capacity to develop and run its program independently.
Members of the Toraja DMO with their good network with local government and business have actively discussed about their potential program for tourism development in Toraja. By the end of July 2015, Toraja DMO conducted a workshop about joint marketing and promotion for Toraja tourism in 2016 which resulted in a basic document for their business plan.

DMO/FTKP has clear legal status and functional membership
There are still some misconceptions about the role and function of the DMO within communities and businesses as well as some confusion amongst the members themselves. To overcome this, Toraja DMO participated in the Toraja Utara Expo with a talk-show about The Role of Toraja DMO as the Partner of All Tourism Stakeholders in Developing Tourism in Toraja. It was broadcast on Toraja TV, a famous local TV station targeting the community of Toraja.

DMO/FTKP has capacity to formulate business plan and generate funding/income
Right from the beginning, no less than seven businesses advertised in the Toraja promotion brochure which became a first income source for the DMO with total income IDR 49,400,000. The Government of Tana Toraja supported the Toraja DMO during BBTF 2015 by sponsoring 2 members of the DMO to participate in the trade fair. The Toraja DMO has already started writing a business plan which needs to be further developed to include a wider range of income sources.
Destination Marketing

During the first semester, the destination brand for Toraja was developed and the final version was selected by offline and online voting. The enthusiasm from stakeholders in applying the brand on their product has shown that this new brand has a high level of ownership. Social media accounts for the Toraja destination were activated to support the marketing and promotion of Toraja. The Toraja Brochure 2015 was developed for trade fair participation. The number of advertisements in the brochure show that many businesses see the high potential of such joint promotion media for Toraja and their own businesses.

Challenge:
Toraja DMO faces a lack of communication & marketing skills for trade fair participation. Efforts to increase and strengthen such capacities are needed. To strengthen the Toraja brand it needs to be accepted and applied by MoT as well.

Response:
Sharing knowledge or workshops on communication & marketing skills for DMO members and tourism businesses are needed. Offer a wider group of DMO/FTKP members the opportunity to take part in trade fairs to improve their skill and experience. To widely apply the Toraja brand socialization and lobbying with MoT is considered important.

Strong brand representing the destination which is managed by DMO

Toraja branding
After its launch in April 2015, the Toraja brand manual is at the final stage, the user’s guideline is still awaiting approval from the DMO members. Copyright registration is scheduled to start in the first semester of 2016.

Social Media

Facebook
Instagram
Twitter

<table>
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<th>December 2015</th>
<th>First Semester of 2015</th>
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<tr>
<td>3,835</td>
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</tr>
<tr>
<td>1,226</td>
<td>347</td>
</tr>
<tr>
<td>347</td>
<td>623</td>
</tr>
<tr>
<td>2830</td>
<td>139</td>
</tr>
</tbody>
</table>
Toraja social media are progressing with 3,835 Likes and 213 engagements. Instagram has 1,226 followers, Twitter had 347 followers per December 2015 in comparison of Facebook with 2,830 Likes, Instagram with 623 followers and 139 Twitter followers during the first semester of 2015. A Twitter photo challenge done in September 2015 helped to boost Toraja’s online presence with the assistance of Indonesia’s social media buzzer.

**Toraja website**

Established in 2015, the Toraja website was initially used to support the online voting held for the Toraja brand development. Web developer selection was done in November 2015 to assist with Toraja web development, and proceeded with a site visit to Toraja in December 2015. The new website is scheduled to be online by April 2016.

**Toraja Promotion**

CNN featured Toraja through its program “CNN on the road”. A number of print and online media featuring Toraja include Harian Fajar Makassar, TTG Asia PATA Travel Mart Daily September 2015, DestinAsian Indonesia, DestinAsian Regional (August edition), Globetrotter (online), Garuda Indonesia Miles (online), and others.

**Destination has strong external network through regular attendance of trade fair and organizing familiarization trip (Media & Tour Operator)**

In 2015, Toraja DMO participates in the following travel fairs:

- Bali & Beyond Travel Fair (BBTF 2015), 10-13 June 2015, an event hosted by ASITA Bali. 52 contacts were established during the event. The marketing & commission section of DMO Toraja represented Toraja at TiME Jakarta (Tourism Indonesia Mart & Expo), 14-16 October 2015. In its 2nd participation, Toraja DMO had direct appointments with 20 TOs, from Singapore 5, Malaysia 3, Cambodia 1, India 5, Netherlands 3, Italia 1, Poland 1 and USA 1. ITB Asia, 21-23 October 2015. While in ITB Asia, DMO Toraja was also introduced to VITO Singapore.

Toraja DMO has established partnerships with third parties such as MoT (through its first participation in ITB Asia 2015), CBI and VITO. Toraja DMO established contacts with VITO Singapore in October 2015 during ITB Asia 2015. A representative of Toraja DMO received a two-day capacity building on trade fair participation conducted by CBI on 4-5 May 2015.

**Destination has improved and updated online & offline marketing tools**

**Toraja destination brochure**

The Toraja destination brochure for 2015 was finalised and published before Toraja DMO’s participation in TiME 2015 and ITB Asia 2015. The 44-page brochure received a very positive feedback. The new brochure is under preparation and scheduled for publication in early 2016.
Toraja retail product

For its first publication, Toraja advertisement program for 2015 acquired no less than seven businesses who invested between IDR 1 – 12.6 million to have their company promoted in the Toraja brochure. It has to be noted that local businesses have a high interest to advertise and within only a short time the total sales generated were IDR 49,400,000. Toraja pins in 4 different colours have been produced as well.

• Tourism Associations and Businesses

PHRI (Association of Indonesian Hotel and Restaurant) and HPI (Association of Indonesian Guide) in Toraja see the importance of improving their service quality and capacity especially in preparing for the ASEAN Economic Community (AEC). A multi-cooperation is needed to ensure quality and standard of hotels and restaurants in Toraja for them to provide excellent service.
The tourism working group in Sesean Suluoara’ sub-district held regular meetings to discuss about tourism development as well as CBT issues. HPI facilitated English courses for 13 local guides conducted twice a week. The Coffee Morning developed into Coffee Club and is conducted at least once a month to discuss about internal and external topics of the PHRI and tourism in Toraja in general. To improve service quality and standards for PHRI and HPI members, WISATA linked them with LSP (Organization of Profession Certification) Phinisi in Makassar for certification of hotels, restaurants, and guides. 200 PHRI and HPI members joined the certification test and there are 28 HPI members and 158 PHRI members who passed the test.

**Community Based Tourism**

In the sub-district Sesean Suluoara of Toraja Utara, Community Based Tourism initiatives started in 2014 with a focus on two villages, Sesean Mataollo and Suloara’. During 2015, an assessment was conducted in Tana Toraja with an initial meeting held in Buntu Burake. All stakeholders including local government are actively involved in the implementation of the CBT program.

**Output for Community Based Tourism**

The tourism working group in Sesean Suluoara’ sub-district held regular meetings to discuss about tourism development as well as CBT issues. HPI facilitated English courses for 13 local guides conducted twice a week. The Coffee Morning developed into Coffee Club and is conducted at least once a month to discuss about internal and external topics of the PHRI and tourism in Toraja in general. To improve service quality and standards for PHRI and HPI members, WISATA linked them with LSP (Organization of Profession Certification) Phinisi in Makassar for certification of hotels, restaurants, and guides. 200 PHRI and HPI members joined the certification test and there are 28 HPI members and 158 PHRI members who passed the test.

## Output for Tourism Association and Businesses

Previously, the PHRI had a meeting called Coffee Morning to address specific issues of the association.

The Coffee Morning developed into Coffee Club and is conducted at least once a month to discuss about internal and external topics of the PHRI and tourism in Toraja in general. To improve service quality and standards for PHRI and HPI members, WISATA linked them with LSP (Organization of Profession Certification) Phinisi in Makassar for certification of hotels, restaurants, and guides. 200 PHRI and HPI members joined the certification test and there are 28 HPI members and 158 PHRI members who passed the test.

**Tourism Association and Businesses**

**Challenge:**
Tour guides often lack knowledge and accurate information about the local culture. In addition, the tour guide association HPI also does not have good relations with the local government.

**Response:**
A cultural workshop is to be conducted by HPI. HPI shall request a secretariat at a building of the local government and shall offer to be involved in events conducted by the local government.

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**Community Based Tourism**

**Challenge:**
Challenging to get involvement of community to implement the CBT programs since there are many cultural events and ceremonies held in Toraja.

**Response:**
Strengthen communication and coordination with the community.
Locally Sourced Products

Toraja coffee and bamboo weaving are potential and attractive local products that can be further developed for the tourism market in both districts Tana Toraja and Toraja Utara. The improvement of quality and variety is considered important.

 Locally Sourced Product

**Challenge:**
The middlemen become a constraint to gain benefits for the local coffee farmer. Lack of facilities to process the coffee forces the farmers to sell the raw coffee beans outside Toraja, meaning lower prices.

**Response:**
Linking farmers and suppliers to apply fair trade and build networks for markets. Workshops and events related to local products such as International Coffee Festival should be introduced for all stakeholders, including the promotion of local products in the marketing and promotion collateral.

Output for Locally Sourced Products

Landorundun Village has the potential to develop coffee as a product, but considering the low demand, the coffee product should be linked with the tourism market to improve sales. Tumbang Datu Village in Tana Toraja will develop bamboo weaving as a local product intervention after joining the socialization meeting about local product improvement. However, due to political tensions related to national elections, some activities are delayed until the situation is deemed more conducive.

Government Support and Pilot Projects

Good and constructive relations with both local governments in Tana Toraja and Toraja Utara are built and the annual work plans with each of the districts have been signed by all parties including the Governor of South Sulawesi. With regards to concrete measures, an environmental survey and assessment was conducted in order to design pilot activities for Solid Waste Management.

 Government Support and Pilot Project

**Challenge:**
The unclear situation about the person in charge for the WISATA program from the government level since the officials regularly change positions and with this their responsibilities.

**Response:**
Involve the second layer of each government office in order to maintain a good flow of information.

Output for Government Support and Pilot Projects

WISATA together with both districts in Toraja maintain regular coordination meetings about tourism issues and program progress. In Toraja Utara, a regular quarterly meeting is conducted with the coordination team consisting of government officials from related SKPD (civil servant’s working unit) and led by the Bappeda, with an occasional attendance of the Regent and his deputy. APBD (regional income and expenditure budget) Toraja Utara
covered the meeting cost which indicates the support of local government for the program. Similar support comes from Tana Toraja district by involving WISATA in their meetings and activities. One of the interventions requested by Tana Toraja district was the creation of a calendar of events 2016 for the tourism sector.

The annual Exit Survey was conducted in 2015 by culture and tourism offices of both districts. With this information visitor satisfaction can be assessed and compared with previous years as a base for improvement measures. Both local governments designed and implemented events such as Seminar of Toraja International Festival, Sulawesi Incorporated and Development Expo (SIDE), and Makassar Foodies Festival.

For Solid Waste Management, baseline data was collected from several random attraction sites to get a basic overview about the environmental condition. With this understanding of the local situation, priorities of interventions will be defined before the activities start. Meanwhile, the draft of an environmental regulation in Toraja Utara will be guided to support the activities.

### Vocational Education (SMKs)

**Vocational Education**

**Challenge:**
The number of students enrolling in tourism vocational schools is still considered low.

**Response:**
Involving stakeholders in SMK events to reflect and discuss solutions to improve school and student performance. In addition, conducting information events to introduce the SMK program and its future career potential in the tourism industry to parents and businesses.

**Output for Vocational Education**

Within the WISSPRO (WISATA Sister School Program), the supported SMKs from Toraja learned from their SMK model school from Makassar about the latest update on tourism business and industry requirements for internships, training of trainers on housekeeping, school management, guide book development for SMK’s students, and curriculum development.

**3 teachers** from Tana Toraja and Toraja Utara participated in a one month Teacher Internship Program (TIP) in Bali to gain practical experience in the industry (Novotel and Melia Hotel).

Both partner SMKs in Toraja improved their library with teaching and learning material for students and teachers. There are a wide variety of new books and other facilities such as cabinets, tables, and lockers available now.
General Information

Wakatobi is mainly known as a diving destination. Opportunities to combine maritime and land-based tourism have not yet been exploited. Unique selling points are the rich and dense marine life, bird watching, adventure trekking/cycling, visit to historical sites and interesting cultural events around the year. Wakatobi is located in the coral triangle and tentatively listed for nomination as a UNESCO World Heritage Site. With support from WWF and other NGOs, protective zones to preserve maritime- and wildlife have been established. The local working group for the DMO/FTKP is active, but lacks capacities to develop a wider range of tourism products and to promote Wakatobi on the international and national markets.

Visitor Figure Wakatobi
Based on Wakatobi Tourism and Creative Economy Office

Visitor data compared to 2014:
- international visitor numbers
- average length of stay
- average daily spending

Wakatobi businesses that gain benefit from the project:
- Hotels
- Restaurants
- Tour guides
Current Situation

The tourism sector is not yet the main source of income but the tourism industry is beginning to grow. Communities are very eager to be involved in tourism activities. The government of Wakatobi has set up a Regional Development Plan focusing on sectors with marine-based resources which are fishery and tourism development. In line with this plan, the government of Wakatobi has already made many efforts to market and promote Wakatobi to the national and international market.

Since the local government of Wakatobi is now placing priority and serious attention on promoting the destination, several marketing activities have started, such as destination branding and website development including a blueprint for destination marketing. The website is already live and can be accessed at www.wakatobitourism.com.

Currently, Wakatobi is selected as one of the main tourism destinations in Indonesia to be developed under the national strategy of the Ministry of Tourism, namely KSPN (National Tourism Strategic Location) and STD (Sustainable Tourism Development). KSPN will cover 4 areas in Wakatobi which are Hoga and surroundings (Kaledupa Island) as the pilot, Matahora and surroundings (Wangi-Wangi Island), Tolandono and Hu’untete (Tomia Island) and Palahidu and surroundings (Binongko Island).
DMO / FTKP

FTKP/IWG functioning effectively and carries out tasks independently
So far the FTKP in Wakatobi acts as a coordination forum only. They have defined a draft work plan for 2015-2018, as well as a vision, and mission for the organization. Stakeholders including the local government are able and ready to financially support some workshops of the FTKP. Based on information gathered from the Secretary of the FTKP Wakatobi, 25% of its work plan has now been included as a main project by various government agencies.

Island working groups on Tomia, and Binongko Islands have been established with the purpose to strengthen capacity and participation of communities and include their needs at island level in strategic planning for tourism development of the district. The working groups are set-up as Public-Private Partnerships to cover a range of various stakeholders, while the board management of the FTKP is dominated by non-government parties to ensure professional and sustainable destination management. Furthermore, FTKP Wakatobi has agreed that the Island Working Groups will be considered as part of FTKP at island level, therefore island level planning should be in line and synchronized with the FTKP program.

The Exit Survey was finalized with 100 visitors to Wakatobi. Based on the data collected, a significant increase of visitors from Japan was noticed as a result of cooperation built between the Wakatobi government and a university in Japan. In addition, in order to get data about tourism business trends in Wakatobi, a sub-sector survey was carried out among 34 accommodation services, 27 food & beverage businesses, and 7 dive operators.

At least 2 members committed to run FTKP program independently
With the current set-up and function of the FTKP Wakatobi, the need of generating income independently to operate the FTKP as an organization is considered less important due to the continuous financial support of the local government.

The monitoring Pokja of the FTKP supervised the implementation of website development which is in line with the program of the Tourism Office.

DMO / FTKP
Challenge:
FTKP as coordination forum in Wangi-Wangi will have difficulties to monitor program implementation. Connection schedule of flights and inter-island boats does not match.

Response:
Broad Involvement of stakeholders on grass root level is needed, for instance through island working groups on three islands (Keldupa, Tomia, Binongko)

FTKP shall arrange workshops with boat owners in Tomia Island to adjust inter-island boat schedules matching with the flight arrival and departure schedule from and to Wangi-Wangi Island.
The FTKP with the support of the MoT conducted dive trainings in order to enhance capacity of local divers in Wakatobi. A similar project was also facilitated by the Fisheries Office of Wakatobi District.

50% of stakeholders (government and businesses) are aware of FTKP's function and role
Based on the Regent's Decree of Wakatobi, representatives of most tourism stakeholder groups from the destination were defined and registered as members of the FTKP, even though some community representatives (CBTs) are not included. The IWG joined several meetings and workshop to synchronize the planning of IWG and FTKP.

- Destination Marketing

FTKP in destination is able to provide marketing services to promote it effectively to national and international markets
Destination marketing activities recently set as main focus of Wakatobi is merely conducted under Tourism Office of Wakatobi with less involvement of District Tourism Promotion Board (Badan Promosi Pariwisata Daerah).

Marketing tools become a challenge since the tourism office as government agency is not allowed to run a business. In the near future, destination brochure will be developed. The local government needs to understand about marketing benefit as a sustainable strategic tourism management tools beside simply as advertising and promotion tool.

Tourism Office of Wakatobi is willing to involve all potential businesses on website development.

Output for Destination Marketing

Strong brand representing destination based on unified vision among stakeholders

Wakatobi branding: The brand development under the Wakatobi local government, with an external brand agency, was finalised with a branding concept and strategy in August/September 2015. The Wakatobi brand and its manual is now available, after it was launched in November 2015 together with the soft launch of the Wakatobi website and mobile app. For this launching event, promotional tools and merchandise already applied the brand.
Tourism Associations and Businesses: At the same time as the website in November 2015, Wakatobi’s social media went online. Their attention is progressing well, with 150 Likes on Facebook, 67 followers on Instagram, and 14 followers on Twitter. Wakatobi’s social media are managed by a third party (web developer) as part of the web development package.

Wakatobi Website, mobile apps: The selection of Wakatobi website developer was done in Bali on 16-17 September 2015. The selection process served also as capacity building on web developer selection for Dispar Wakatobi and Flores DMO. Even though the website and mobile apps are ready, more improvement is still necessary and in progress, especially in terms of content.

Wakatobi Promotion: Wakatobi was featured on Eagle Special Project on Metro TV which was supported by the Ministry of Tourism, Koran Kompas (culinary event on Wakatobi by Lisa Virgiano), and others.

Destination has improved and updated online & offline marketing tools: Wakatobi collateral will be produced in 2016 only.

Destination has strong external network through regular attendance of trade fairs / organizing familiarization trip: Wakatobi participated as a visitor at the Bali & Beyond Travel Fair (BBTF 2015) on 10-13 June 2015, an event hosted by ASITA Bali.

Integrated coordination among stakeholders (government, national park, tourism business, community) regarding to marketing: During Bali & Beyond Travel Fair, Wakatobi started its first contact with the Ministry and ASITA Bali.

**Tourism Associations and Businesses**

Tourism associations provide value added services to their members using their own resources

Wakatobi has only a small number of existing tourism businesses association with PHRI (Indonesian Hotel and Restaurant Association) and WPDA (Wakatobi Professional Divers Association) as the only formal associations.

WPDA is a newly established association for all professional divers in Wakatobi. WPDA has finalized a work plan and the members are supporting the legal framework of the association. 12 new dives sites were assessed and explored by WPDA with support of WISATA. The assessment result has been disseminated among communities in Binongko during the establishment of the Island Working Group in Binongko.

Tourism Associations and Businesses

Challenge:
PHRI was established without comprehensive planning and discussion with local businesses (hotels). Currently, PHRI is not actively running and the association has no clear work plan, membership, and secretariat. The businesses cannot see any benefit in becoming a member of the association.

Response:
Strengthen partnership with tourism office to tackle the main problems of PHRI. WISATA also work to strengthen capacity of businesses (hotels) in Tomia Island.
Businesses in Wangi-Wangi and Tomia showed positive responses towards socialization of a business directory for online media.

**Output for Tourism Associations and Businesses**

**Association has improved capacity to manage the organization:** WPDA has drafted rules of association and internal bylaws (AD/ART), organization structure, and legal documents. The association will strengthen communication, increase quality & standard of human resources, and monitor the diving sector of the destination. A work plan was finalized. The head of Wakatobi Tourism Office is willing to partly support the association through financing the WPDA legal documents.

PHRI as an association is not functioning well so far since businesses do not see any benefit in becoming a member. Most of hotels in Wakatobi still have no business plan themselves.

**Association has developed toolkits and is able to organize trainings to its members:** A sub-sector survey was carried out in 2015 to give a bigger picture about the condition of hotels in Wakatobi. Interviews and discussions involving businesses (hotels and dive operators) have also been conducted to clearly define skills trainings that fit the need of businesses.

### Community Based Tourism

**50 percent improvement on functioning organisation structure conducive to receiving tourists/visitors:** To enhance practical skills of selected communities, CBT Groups of Liya Togo village – Kepool and Kulati village – Poassa Nuhada participated in various trainings.

CBT communities successfully hosted a trial visit to their areas. In order to promote village tourism, a partnership between CBT in Liya Togo, Wangi-Wangi Island and all potential local/inbound businesses (Dive/Tour Operator, Hotels and Resort) was initiated in December 2015.

**Community Based Tourism**

**Challenge:**
Approaches of the government related to implementing CBT projects often spoils community expectations through money and infrastructure.

Financing methods applied by other NGOs become a constraint for implementing CBT programs.

**Response:**
Communication highlighting the importance of capacity building and awareness to develop tourism towards the communities.

**Output for Community Based Tourism**

**Local communities have comprehensive understanding of managing and developing tourism:** During 2015, several trainings such as guiding and interpretation skills and 2 months of English course for Tourism in Kulati, Tomia Island and Liya Togo, Wangi-Wangi Island have been conducted. Karang Taruna (Youth Group), Dasa Wisma (Women Group), and members of CBT group in the villages were actively involved in the activities.
Local communities have developed and improved appealing tourist attractions: Village assessments to define potential tourist attractions within the village have been conducted with the community. The aim is to offer guests a close experience learning about the community and their way of life through fun hands-on activities such as village walking tours, traditional cooking class, activities together with families (gleaning, seaweed farming), traditional weaving, and others. The development of a tourism package for both supported CBT areas will follow. With regard to supporting CBT promotion, several signs with directories have been installed in Liya Togo and Kulati.

Local communities have strong external networks and the ability to market their attractions independently: A workshop on partnership building between CBT Liya Togo and businesses on Wangi-Wangi Island followed by signing a MoU.

Practical skills training on marketing for CBT groups will be delivered in 2016 following with expansion of outbound partnerships with interested tour operators. Marketing materials for CBT will also be developed in 2016.

**Locally Sourced Products**

**Local communities are able to produce and to sell a variety of competitive products:** Training on product development and diversification of locally sourced material (bamboo and coconut shell) has been conducted for communities in Liya Togo and Kulati and resulted in improved skills to produce souvenirs. Yet, the present quality still needs further improvement. On Tomia Island a handicraft association named Galampa Palangea has been established including members from the neighbour island, Binongko. The association has set organizational structures and will be legalized by the FTKP. The Head of Tomia Sub-district offered the use of a government building as handicraft outlets. Leaders from the traditional group of Kaledupa Island committed to provide “Kamali” (traditional house that belongs to traditional group of Kaledupa) to be used as outlet for local products as well.

**Locally Sourced Products**

**Challenge:**
Based on the exit survey in 2015, visitors mostly miss the availability of local souvenirs from Wakatobi and the limited number of art shops.

The limited entrepreneurial skills of communities is a challenge in Wakatobi.

**Response:**
Further improvement of product diversification and quality with added value for the producers, particularly for the women in Pajam, Kaledupa.
Communities are able to produce better quality products through improved production processes: Training of local product development brought a great result which lead to the community in Liya Togo being able to produce a number of handicraft from bamboo and coconut shell.

Palea Jamaraka (Pajam) in Kaledupa Island produce weaving as their local product. They need support to improve their products especially in terms of weaving techniques or using organic material, but also to establish an association, and develop a marketing strategy.

Selected products have an easier and wider access to the market: A partnership between craftsmen in Tomia and businesses has been initiated during the workshop to establish a handicraft association. Some craftsmen in Tomia now already display and sell their products (souvenir) at some hotels in Tomia.

- Government Support and Pilot Projects

Local government implements supportive regulation and policy related to sustainable tourism and environment
Close collaboration with Wakatobi Tourism Office has resulted in the establishment of a pokja (working group) for RIPPARDA and marketing blueprint for the destination with members from FTKP (government, community leaders, local NGO, businesses). The tourism office has endorsed the pokja team to monitor the work of selected consultants as well as providing input for improvement of the RIPPARDA and marketing blueprint.

The steering committee of Wakatobi Creative Economic Forum (a forum for 15 businesses which includes creative industries related to tourism) has been established and started to prepare for development.

Output for Government Support and Pilot Projects

Legislation of Tourism (RIPPARDA) and regulation related to tourism are available: RIPPARDA (Master Tourism Development Plan) of Wakatobi is now in the process of development.
The Wakatobi Tourism Office has budgeted IDR. 500,000,000 and appointed a consultant (CV. Singajaya Konsultan – from Bali) for developing it.

3 members of the pokja team met the consultant in Bali to finalize the academic document of RIPPARDA. As a result, many inputs were given for the improvement of the document. The academic document was finalised at the end of 2015.

**Improved tourism statistic and other tourism related data:** Visitor data collection in Wakatobi has been in place since the region became an own independent district. Stakeholders with various background were involved in a workshop on Tourism Statistical Data which resulted in the definition of variables on visitor data collection. All workshop participants agreed on it and the Wakatobi Tourism Office will now collect data from businesses monthly.

### Vocational Education (SMKs)

**Tourism SMK produce competent graduates for tourism businesses in the destination**

**Positive perception about SMK programs by stakeholders & students**

Vocational education (SMK) is expected to create qualified human resources working in tourism businesses. Looking back at the performance today, SMKN 1 Wangi-Wangi had no significant improvement in 2015 since there was an issue of internal conflict between school management and teachers. As a consequence, the learning process was not running optimally in 2015. In addition, teachers from SMKN 1 Wangi-Wangi have limited competences to deliver tourism education since none of the teachers has an educational background in tourism.

In regard with the Sister School Program, an assessment among 3 schools outside Wakatobi (SMKN 3 Kendari, SMKN 8 Makassar and SMKN 3 Denpasar) was conducted to get a comprehensive picture of a feasible model school for SMKN 1 Wangi-Wangi. Taking into account effectiveness and efficiency, SMKN 8 Makassar was selected to be a model school (partner) for SMKN 1 Wangi-wangi.

In addition, a meeting with PHRI Kendari involving hotel owners and management has been conducted with the aim to build up linkage between selected SMKs and businesses.
SMKs have functional facilities to support practical teaching of tourism programs: SMKN 1 Wangi-Wangi has upgraded its library with 100 more books and basic equipment. The assigned librarian joined the sister school program and visited SMKN 8 Makassar to get insight and learn how the library should be managed.

SMK teachers have practical & theoretical competencies to ‘produce' qualified graduates: Two teachers from SMKN 1 Wangi-Wangi joined the internship program at hotels in Bali for one month. The participating teachers shared their experiences with the other SMKs teachers in Wakatobi. The Head of the Education Office in Wakatobi is willing to support the program by allocating budget for about 4 SMK teachers to join the internship program in 2016.

SMKs offer internships in line with labour market needs: The internship handbook will be finalised and available in 2016, including cultural aspects of Wakatobi. Teachers and parents have been involved in the initial and second workshop for reviewing the handbook content.

Tourism Vocational Schools offer relevant curriculum programs with updated teaching material: During two workshops and with the support of an external consultant the SMK teachers defined and finalised some basic competencies. Through separate workshops involving external consultants a local content module “English for Tourism” has been developed.

School management provides enabling framework for tourism teacher and program development: For the sister school program, a joint operational plan (RKB) between SMKN I Wangi-Wangi and SMKN 8 Makassar was signed. A first visitation from SMKN 8 Makassar, the model SMK, for SMKN I Wangi-Wangi focused on efficient school management.
PROJECT RESULT

**Service Quality Improvement**

In order to increase the competitiveness of a tourism destination, attracting more visitors to stay longer and spend more money, the implementation of service quality standards is an important base. A fundamental pillar for a successful tourism destination is the presence of a strong hospitality sector, comprising excellent accommodation services as well as authentic and quality restaurants based on quality standards that meet the needs and standards of the target markets. A visitor’s experience in a destination is greatly influenced by the personal interactions with for instance industry employees or tour guides. Tourism workers are the lifeblood of a tourism destination and need skills, knowledge as well as the right attitude to perform their jobs properly. Service delivery based on quality and competency standards has been identified as one of the main challenges for the local hospitality sector in the WISATA destinations. To improve the current situation, the project has developed a quality improvement concept that is implemented by DMO Flores as a pilot together with professional tourism associations. Through this concept, the DMO and associations aim to provide service quality improvement tools and professional training programs and packages to local tourism businesses in the destinations. To ensure sustainability and build local capacity, the associations/DMO aim to implement these tools and training programs through local trainers, which are managed in a pool of local resource persons/experts.

**Challenge:**
The continuous availability of local trainers to support the participating hotels as part of the HoCo program pilot implementation. The HoCo program runs over a period of several months and requires commitment and active involvement of the local trainers to check and follow-up with the participating hotels on the implementation of their action plans.

**Response:**
For the next HoCo cycle implementation, the involvement and approach to engage local trainers has to be re-evaluated and trainers carefully chosen. The experience during the pilot implementation, shows that local trainers with industry experience are often lacking the time to support and coach the participants over a longer time period.

**Market trigger/ indicator:** Associations/DMO are able to provide value-added services to their members to ensure quality standards among tourism businesses at the destination. Association/ DMO with support from the local expert pool (FReN) implement the Quality Improvement Concept with the members of associations.
Output for Quality and Standards in General

**Direct result:** Associations have tools to support increased quality and standards of members. **Indicator:** Associations/ DMO promote the quality improvement tools and engage with the expert pool (FReN)

Through the quality improvement concept, the DMO/associations aim to provide efficient and professional training programs to local tourism businesses in the destinations. In 2015, the development of different training programs was initiated, the most advanced are: (1) the Hospitality Coaching Program (HoCo) and (2) short training courses for workers in the hospitality sector to build and upgrade their qualifications and skills.

**Hospitality Business Coaching Program (HoCo)**
HoCo is a hospitality coaching program to support small local hotels and guesthouses to become more competitive, enhance guest satisfaction, and learn the benefits of low-cost and easy solutions to being environmentally friendly. During 2015, the program approach, process and methodology as well as the training materials were developed, and a first pilot run conducted in Labuan Bajo, Flores. HoCo covers three themes. Each theme includes one training workshop and two coaching visits. The training workshops offer practical information and interactive group activities whereas the coaching visits offer one-on-one intensive guidance by a HoCo trainer tailored to the specific business challenges. The themes covered are: (1) Workplace Cooperation, (2) Service Quality and basic Human Resource Management, (3) Good Environmental Practice and Community Engagement. HoCo makes reference to ILO’s Sustaining Competitive and Responsible Enterprises (SCORE) program developed for medium to large-scale enterprises in the manufacturing sector.

**Hospitality Skill Trainings**
Different training modules for skill up-grading of the local hospitality workforce have been designed and developed. With these training modules, the project aims to provide locally relevant training courses to workers in the hospitality sector to build and upgrade their qualifications and skills. The framework for the trainings is a selective list of modules on different subjects/skills. These modules offer core skills for all hospitality staff/management and technical skills per occupation. As a first module to be finalized in 2015, the technical skill training module for housekeeping was developed, and the first ToT implemented in Bali. The module was developed in cooperation with the country program leader of the HIIT (High Impact Tourism Training) initiative in Cambodia, a project implemented by SNV.
To ensure sustainability and build local capacity, the associations and DMOs aim to build local training service providers/a pool of local resource persons (trainers) to informally train the local tourism businesses on how to apply the service quality improvement tools and professional training programs and packages. In 2015, this pool of local resource persons was initiated together with DMO Flores. Concept, approach and process have been developed, and a platform to manage those local resource persons created: FReN (Flores Resource Network). FReN is an institution managed by DMO Flores as the umbrella organization in cooperation with local tourism associations/TMOs for program implementation in the districts. Through specific ToT programs, DMO Flores will develop and improve the training capacity of those local resource persons to become trainers for the programs to be implemented. The local trainers will be able to transfer the knowledge and skills gained during the ToT program to the beneficiaries in their district/region. In 2015, a ToT program for HoCo was conducted; 4 local trainers took part in the ToT and joined the first HoCo implementation cycle to be trained as local HoCo trainers in the long-run. Moreover, a ToT program for the housekeeping training was conducted to (1) train the master trainer in methodology and content who will be responsible to train local trainers in the destinations, (2) verify the training materials, (3) build internal training capacity within SC WISATA through involving responsible POs, and (4) train teachers from the SMK Model Schools (in synergy with the VET Program) as contribution to teacher capacity development.

Associations with improved organisational strength and management capacities become more effective and ensure long-term prospects. The project initiated a program to strengthen the internal management capacity of local business associations to ensure a long-term impact in the destination and enhance service delivery and/or policy advocacy to local tourism businesses. In 2015, as a pilot, PHRI BPC Manggarai Barat (Labuan Bajo), Flores, developed their internal management capacity which led to a road map for 2015-2018 (business plan). This road map is the result of 5 monthly visitations facilitated by the project held between July-November 2015 in Labuan Bajo, where the board members of PHRI BPC Manggarai Barat gathered to develop a common vision and mission formulation, a strategic program and work plan 2015-2018, as well as a budget plan for 2016. The road map developing process of PHRI BPC Manggarai Barat can be utilized as a base and best practice for the development of association business plans in the remaining destinations.
Support to Vocational Education (SMKs)

Skill development for vocational education

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flores, NTT</td>
<td>3 schools</td>
</tr>
<tr>
<td>Tanjung Puting, Kalimantan Selatan</td>
<td>1 school</td>
</tr>
<tr>
<td>Toraja, Sulawesi Selatan</td>
<td>2 schools</td>
</tr>
<tr>
<td>Wakatobi, Sulawesi Tenggara</td>
<td>1 school</td>
</tr>
</tbody>
</table>

Persons enrolled in an improved SD-program in 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 teachers for industrial internship</td>
<td></td>
</tr>
<tr>
<td>21 technical, 49 general teachers and 21 school managers</td>
<td></td>
</tr>
<tr>
<td>participated at local content development</td>
<td></td>
</tr>
<tr>
<td>and guest lecture from industry/tourism association</td>
<td></td>
</tr>
<tr>
<td>245 vocational students participated at Guest lecture/classes of sharing from industry or tourism association</td>
<td></td>
</tr>
</tbody>
</table>

SMKs are able to produce high quality tourism students if each school has appropriate curricula as well as professional teachers. These two basic components are the platform to implement major strategic actions including increasing teaching capacity, strengthening school management, introducing curriculum 2013 as well as distributing supporting books for teachers and students for enhanced school libraries.

The program focuses on developing teacher competence and capacity as well as building a strong relationship with the industry, which are both essential. The 7 foster SMKs in 4 destinations generate approximately 700 graduates every year from various study programs, namely hotel accommodation, food & beverage (product & services), as well as tour & travel. The majority of graduates then work at hotels, restaurants or tour operators. In order to achieve the objective, an integrated program has been developed, including WISATA Sister School Program (WISSPRO) which emphasizes strengthening the school management system in aspects ranging from leadership to establishing the local curriculum content. WISATA Teacher Internship Program (WITIP) conducted in Bali for a month gave teachers the opportunity to refresh their knowledge, updating themselves with the latest training experiences at the workplace, and improving teaching material and teaching methods. To support those components, a practical internship pocket book based on cultural competences for 4 destinations is being developed and ready at the pilot stage in

Challenge and Response:

Length of on the job trainings based on new curriculum
Hotels and restaurants prefer to have at least 6 (six) months of on-the job training, on the other hand, according to the new curriculum (K-13 curriculum) students will only do a job training in the industry for 3 (three) months. In order to overcome this and raise awareness about the importance of having sufficient practical training for students in the workplace the model and partner schools have allocated 3-6 months of job training program.

Furthermore, through the WISATA Sister School Program in 2016 a workshop will highlight the importance of business linkage of SMKs with the business community. It is also recommendable to have a strong cooperation between SMKs and the business community which allows both to fill the gap through creative activities such as hotel tours, field trips, meet and greet with hotelier or top executives of businesses. As one of the solution SC WISATA has finalized the internship pocket book based on cultural competence for 4 destinations as an important tool for schools to be well prepared for the job training process.
January 2016. This pocket book is integrally designed for students, teachers, and parents as guidance to prepare students prior to the job training period. Finally, as the ultimate result is better industry links for SMKs, the initial phase of business linkage has been established by initiating an effort of multi sector partnerships in Bali. This initiative will be enlarged to include more businesses and cross-sector partnerships in our 4 working areas in 2016.

Output for Vocational Education (SMKs)

Introduction to Curriculum 2013
Through WISSPRO (WISATA Sister School Program), our model schools shared their knowledge and experience with partner schools regarding transition from curriculum 2006 to curriculum 2013.

Teachers Capacity Development
In line with SMK facility improvement and enhancing teacher capacity WISATA distributed 2500 books to 7 partner schools in 4 destinations. Having a wide collection of books available at each school library empowers teachers to develop their teaching material.

WITIP (WISATA Teacher Internship Program):
14 (fourteen) tourism teachers from 7 partner schools in 4 destinations have been recruited to join a teacher internship program in Bali for 1 month. They were placed in partner hotels namely Melia Bali Nusa Dua, Bali Dynasty Resort Kuta, Novotel Nusa Dua Bali, Pacific Tours & Travel, Flores Trails, Asian Trails and Garuda Indonesia Airlines.

Class to Share: “Meet the expert”
This is a continuation of our partnership with the business sector where top executives of hotels and tour operators were invited as speakers to share their knowledge and experiences related to job trainings for students and teachers of our 4 working area as follows:
The Operation Manager of Asian Trails visited SMK St. Thomas Maumere, Flores.

The General Manager of Jayakarta Hotel visited SMK Negeri 1 Labuan Bajo.

School Management Development
The 2015 theme of the WISATA Sister School Program was The School Management. A series of workshops from March to December 2015 were conducted highlighting leadership, communication, preparation of students for on the job trainings including sharing with hoteliers, the assessment of internship pocket book for students, teachers and parents, as well as local content development of curriculum.

Internship and Business Linkage Development
- An Internship pocket book based on cultural competence for our partner/foster schools in 4 destinations are in the final stage and ready to be produced in 2016.
- 7 business partners have been established to support WISATA Teacher Internship Program namely Melia Bali Nusa Dua, Bali Dynasty Resort Kuta, Novotel Nusa Dua Bali, Asian Trails, Flores Trails, Pacific World, Garuda Indonesia Airlines.
- Bali Dynasty Resort Kuta has donated 45 items for room amenities to SMK Wirawisata Makale, Toraja as part of their Corporate Social Responsibility Program to support the in-house training program of the SMK focusing on hotel accommodation.
Higher Education

Skill development for higher education

<table>
<thead>
<tr>
<th>Location</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bandung, West Java</td>
<td>1 institute</td>
</tr>
<tr>
<td>Nusa Dua, Bali</td>
<td>1 institute</td>
</tr>
<tr>
<td>Makassar, South Sulawesi</td>
<td>1 institute</td>
</tr>
</tbody>
</table>

Persons enrolled in an improved SD-program in 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 Instructors participated in ToT</td>
<td></td>
</tr>
<tr>
<td>350 students participated at guest lecturer</td>
<td></td>
</tr>
<tr>
<td>5 vocational graduates enrolled in D4 scholarship program as students</td>
<td></td>
</tr>
</tbody>
</table>

An international standard curriculum of destination management both for degree and diploma program has been established. The HEIs (Higher Education Institutions) in Bali and Bandung plan to implement the new curriculum by 2016. Akpar Makassar transformed into a Tourism Polytechnic of Makassar (PoltekPar Makassar) which gives them the possibility to independently add new diploma programs. Therefore, they are planning to offer a diploma program on destination management by 2016.

To support the establishment of a new destination management curriculum, a set of workshops for lecturers to develop a lesson plan and syllabus, which also includes learning objectives, teaching strategies and methods, student activities, student assignment, student assessment, and national and international resource persons, were also held for twelve (12) subjects of destination management. 3 lecturers of STP Bandung and STP Bali joined the workshops for each subject. PoltekPar Makassar sent 3 lecturers to join all workshops.

Teacher trainings to support new curricula such as Sport Tourism in STP Bandung, Understanding the Destination Management (DM), and Destination Management Organisations (DMOs) in Indonesia and Worldwide in PoltekPar Makassar were conducted to introduce and improve lecturers’ knowledge on new subjects. In addition, three lecturers from each HEI participated in the Tropical Tourism Outlook Conference in Lombok. In order to motivate lecturers to publish their research, teacher training on research and journal publication

Challenge and Response:

Even though the updated DM curriculum has been established, STPs still do not have sufficient access to get and regularly update teaching materials, including the new courses in the curriculum. This is considered problematic, as it means that the quality of the study program and teachers may not be upgraded regularly. The needs of the STPs’ management to subscribe to top journals is considered important. Credible online journals could be very useful to support the institution which has a lack of facilities and insufficient money to update books or hardcover materials. WISATA is ready to support some online journals subscriptions for STPs in the first year, and it is expected that STPs are committed to continue the subscription afterwards.

Until now, STP Bali is the institution with the lowest implementation of WISATA higher education interventions among all three HEIs. Further meetings with the Director and the Tourism Department Team need to be organised, followed by strategic action and monitoring. It is expected that by organising intensive meetings and implementing this strategy there will be some positive changes in our partnership.

There is a need to establish a formal procedure for the HEI internship program. By having such guidelines running the programs in the future is expected to be more understandable for all the related team or staff.
was held in all HEIs. As a result, today STP Bandung lecturers are developing research on Destination Image with Prof. Alastair Morrison from the International Tourism Studies Association (ITSA), a new partner of all HEIs.

Besides ITSA, another partnership with P.I.E.C.E.S, a volunteer based program of the University St. Gallen, has been initiated for PoltekPar Makassar. It focuses on strengthening English skills and it is foreseen to send up to 4 (four) volunteers for three weeks to PoltekPar Makassar each semester.

Another student-focused activity facilitated by Swisscontact was a set of trainings for the establishment of a Tourism Magazine calls Arti Wisata, an investigative tourism destination magazine, published by students from STP Bandung tourism department. There were also a number of guest lectures held in all HEIs, except STP Bali. Further, an internship program in the destination for 2 (two) students of STP Bandung and 1 (one) student from PoltekPar Makassar was facilitated, in order to connect students with WISATA destinations. A student from STP Bandung was supported to present her research on “The Effect of Biorock Coral Reef Restoration on Tourist Travel Decisions at Pemuteran Bay, Bali” at Bali Tourism Forum International. The Bali Tourism Forum International: 1st World Destination Management Outlook was hosted by STP Bali as part of the implementation of their cooperation with Swisscontact and ITSA.

Regarding the scholarship program, from 56 scholarship applicants of vocational schools (SMK) in Tanjung Puting and Flores, 5 scholars were selected. 1 (one) from SMKN 1 Pangkalan Bun, 1 (one) from SMKN 1 Labuan Bajo, 1 (one) from SMK Swakarsa Ruteng, and 2 (two) from SMK St. Thomas Maumere. They are now studying at STP Bandung, four are in the diploma program of destination management, and one is enrolled in the degree program of destination management. To share updates on their experiences, a blog https://beasiswawisata.wordpress.com has been established.

At STP Bandung, a Center for Tourism Destination Studies (CTDS) was established in 2014. This year, CTDS has succeeded in improving the capacity of their resources on destination management. A number of strategic plans have been developed during 2015 to be implemented in 2016, such as developing a website as a database, host an international conference with the purpose of designing an Indonesian Tourism Code of Ethics, carry out survey analysis for destinations, and become the training center for developing a DM professionals module.
Project results

- Support national conferences for destinations in order to allow for knowledge exchange

**DMO Conference:**
MoT organises an annual event called the national DMO Conference. Such an event is necessary as a platform to increase national awareness about the importance of Destination Management Organizations (DMO) as a strategic management tool in developing tourism destinations in Indonesia. On September 29 – 30, 2015 the Ministry of Tourism held its 5th national DMO conference in Magelang, Central Java. WISATA supported the event with an external keynote speaker. Garry White presented about “Vision, Partnership, and Co-ordination”, introducing destination managements example from different parts of the world. At the same event the WISATA program presented its approach and tools to the audience at a booth, focusing on the four areas of Destination Management, Service Quality Improvement, Community Involvement, and Education & Training.

**Bali Tourism Forum at STP Bali:**
The 1st Bali Tourism Forum International was held on November 25 – 27, 2015 at the Bali Tourism Institute in cooperation with the Tourism Research Consortium of Udayana University, Bali, Indonesia, the International Tourism Studies Association (ITSA), and Swisscontact WISATA. The BTFI focused on experts and scholars of destination planning, development, and marketing, to build a platform for dialogue. The conference addressed important issues in developing and managing destinations around the world with a strong focus on the development and preservation of local tangible and intangible cultures, natural resources, and environment. Besides supporting the organisation of the event, the project assigned Laurie Murphy from the James Cook University of North Queensland, Australia, as an international guest speaker.

- Exchange with government/other projects

**News Café Discussion:**
Tourism Development in Selected Destinations of Indonesia: Bakti (Bursa Pengetahuan Kawasan Timur Indonesia) is an organization collecting and disseminating information...
about development programs in the eastern part of Indonesia. It is a knowledge sharing platform for development agencies, donors, and local governments who work in the east of Indonesia to meet, share, and discuss. WISATA presented highlights of its program using the brand development in Toraja as an example. The event was covered by online media such as ANTARA-News, Beritakota and Rakyat Sulsel.

**Participated at workshop of Tourism Office SulSel and MoT:**
On September 29, 2015, the Ministry of Tourism RI together with the Tourism Office of South Sulawesi conducted a workshop in Makassar to get information and first insight experiences as a base to develop a national destination guideline book. WISATA Makassar participated together with the district government of Bulukumba, Pare-Pare, Bone, Wajo, Toraja, Maros, and Makassar City.

**Participated at meeting of the World Bank Group:**
On September 29, 2015, The Word Bank Group invited WISATA Makassar to attend a meeting. It aimed at developing the 2015 – 2020 national World Bank Frameworks involving participants from South Sulawesi Governments, multisector NGOs who work in eastern Indonesia as well as academics. During the meeting, WISATA suggested to consider a development approach through a competitive tourism sector, as stated in the national mid-term development planning (RPJMNas 2014 – 2019).

**Participated at DMO Club meeting of MoT:**
On June 20, 2015 The Ministry of Tourism held the first DMO Club meeting of the year bringing together all new persons in charge. The aim was to instruct the destinations and local facilitators of all clusters regarding their role and function. On this occasion, WISATA presented a program overview as well as its planned activities in the 4 destinations.
Cross Cutting Issues

Gender
The WISATA II program places great focus on addressing equal human rights with both men and women having equal opportunities to participate and be involved within the project implementation as well as by expressing their ideas. Wherever possible women are included and their involvement and position in the destinations strengthened.

Environment
Environmental issues are still a major aspect for project activity development. Flores, placing its focus on eco-tourism for development, requires comprehensive planning on environmental issues including an expansion of project interventions besides a sole focus on waste management.

Waste management is also an issue to be tackled particularly for tourism activities in the area of Tanjung Puting National Park, where some tour operators (including houseboat owners) and tour guides have started implementing eco-friendly elements during their tour activities. Water pollution of the Sekonyer River, affecting the water quality, is decreasing and now suspected to come mostly from palm oil plantation, since illegal mining has been prohibited.

The Swisscontact WISATA program in Toraja takes environmental issues into account and supports a “go green program” through plastic use reduction with all its activities. While the development of the region has increased significantly, environmental protection seems to have been neglected along the way in Wakatobi. The level of law enforcement is still considered low. Tourism in Wakatobi is now in the process of development, therefore the government needs to set up a regulations to address environmental issues. This should be aimed at preventing destructive practices currently happening due to a lack of supervision, which threaten the environment and with this the natural resources that are the main attraction for visitors to Wakatobi.

Governance
WISATA sozialisizes its program to local governments, particularly Bappeda and the Regent regularly. In most cases, the program from the MoT is not coordinated well with local tourism offices.

In terms of regional income contribution, tourism still has not been considered as a significant factor especially by the local government of Tanjung Puting. Tourism has not been received priority status for development and therefore budget support is very low. Due to the financial contribution for tourism activities by the MoT, it will be a challenge to convince local governments to do exact analysis about the benefits of tourism economically as well as socially.

For Toraja, WISATA built good relations with both districts, Tana Toraja and Toraja Utara and maintains close networks with other stakeholders.

Good communication channels have been built with the local government of Wakatobi which resulted in widespread support for project implementation. Currently, the government of Wakatobi through the Regent keeps encouraging all district government offices to
work together within an integrated and coordinated framework. The status of Wakatobi as a Marine National Park is currently resulting in gaps and conflicts of interests between the national park authority and district government of Wakatobi. This is especially related to the regulation of both agencies applying a retribution fee for visitors and tourism businesses, including as an entrance fee, tourism activity fee, and business permit simultaneously.

**Corporate social responsibility**
The editor of Borneo News of Pangkalan Bun expressed his interest to cooperate with Swisscontact, either for marketing or other activities. WISATA proposed to Borneo News to support the scholarship program for selected SMK graduates.
Corporate social responsibility options will be explored further in 2016.
Teacher Internship Program

When it comes to tourism destination management, the quality of human resources is an important and interesting issue to discuss. Education is the best tool to produce quality human resources. The tourism industry does not only require staff with outstanding abilities and knowledge, but those with a good attitudes. While hospitality education is designed to create professionals with promising careers, in reality, tourism schools face many constraints in meeting the expectations of the industry.

Swisscontact WISATA partners with 7 SMKs, namely SMK Negeri 1 Labuan Bajo, SMK Swakarsa Ruteng, SMK St. Thomas Maumere, SMK 1 Wangi-Wangi Wakatobi, SMK Negeri Eran Batu, and SMK Wirawisata Toraja creating innovations to cope with demand of quality and quantity of human resources in the tourism sector. With the purpose of giving opportunities to do practical work in the industry to develop skills and experience that can be applied to teaching materials, Swisscontact linked schools with the industry through a month of Teacher Internship Programs. The teachers became internees at hotels, tour operators, and airline companies, namely Novotel Nusa Dua, Bali Dynasty Resort, Melia Bali Indonesia, Asian Trails, Flores Trails, Pacific World, and Garuda Indonesia.

As was the goal, the schools are now linked with industry players giving access to internship opportunities for students as well as opportunities for improved school facilities. As a follow-up activity, Bali Dynasty Resort donated some amenities to SMK Wirawisata Toraja to update the school's facilities. The Teacher Internship Program is expected to trigger the tourism industry to give increased access for schools to improve their quality.
Toraja: Discover the Sacred Highlands

The Toraja Destination officially announced its new brand with logo and tagline to represent both Tana Toraja and Toraja Utara District as one united tourism destination. The logo was selected by around 75% of voters in both offline and online voting (via website www.visittoraja.com) activities conducted from 17 – 24 April 2015. The logo takes its inspiration from the philosophy, elements and colours of Toraja: Pa’ulu Karua as a symbol that the Torajans still carry the teaching of ancestors, and the Tongkonan houses as a center of life. The tagline - Discover the Sacred Highlands – sends a clear message referring to the great Toraja culture and its geographical identity.

The Toraja DMO (Destination Management Organization) as a regional umbrella for tourism as well as representative of local stakeholders initiated the selection of logo and tagline. This activity was part of the Toraja brand reinvention process, which started in the second semester of 2014. A local working group (Pokja), a unit of Toraja DMO whose task was to manage the whole branding process was established. A few rounds of visits, discussions and socializations were conducted by the Pokja in Tana Toraja and Toraja Utara. A Jakarta-based brand agency professionally supported the process from the beginning.

The Toraja brand reinvention aims at improving economic development through sustainable and community based tourism. Toraja has abundant opportunities to step its feet back on the tourism map thanks to its distinct identity – from the great pagan culture and stone-age villages to the sleeping beauty scenery and the world's best coffee.

Toraja DMO encourages local government, tourism business and associations, community and external stakeholders to apply the logo and tagline to the destination’s marketing and promotion material, in line with guidelines of Toraja DMO. The Tourism Office of Toraja Utara shows its support by putting the Toraja brand on their promotion materials such as backdrop and banner (TIF, Toraja Utara Expo, and Digital Billboard). Some small businesses already apply the Toraja brand on their product such as Katokkon, Kopi Toraja Kaa, and Kaana Coffee. It shows that the Toraja brand has been accepted by the Toraja community and government as a tool of destination marketing and promotion.

Mr. Suleman Miting, the owner of Kopi Arabica Kaa and Warung Kopi Toraja, is one of the businesses that demonstrate their support to Toraja by by applying Toraja branding on its coffee product.
Swiss NPO-Code: The structure and management of Swisscontact conforms to the Corporate Governance Regulations for Non profit Organisations in Switzerland (Swiss NPO-Code) issued by the presidents of large relief organisations. An audit conducted on behalf of the organisation showed that the principles of the Swiss NPO-Code are adhered to.

ZEW0-Seal of Approval: Swisscontact was awarded the Seal of Approval from ZEW0. It is awarded to non-profit organisations for the conscientious handling of money entrusted to them, proves appropriate, economical, and effective allocation of donations and stands for transparent and trustworthy organisations with functioning control structures that uphold ethics in the procurement of funds and communication. Swisscontact is regularly audited on the adherence to these criteria. (Source: ZEW0)

Société Générale de Surveillance (SGS): Swisscontact has been awarded the Certificate of the International Inspection Agency Société Générale de Surveillance (SGS) within the NGO Benchmarking Program.

February 2016