



Tourism development strategy in South Central Timor (TTS) regency, East Nusa Tenggara Province (NTT), Indonesia

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Abstract

Tourism is one of a major sector in many countries to develop its economy. This research aims to analyze the local government strategy to develop tourism. This research was conducted with a qualitative approach with case study method, using in-depth interviews, observations, and documentation as data collection tools. Then, data was analyzed using the Milles and Huberman model which consisted of three activity namely: data reduction, data presentation, and drawing conclusions. This research found that the TTS Regency government strategy to develop tourism are applying tourism village program, empowering the community through training activities, business assistance, financial assistance, and also by providing infrastructure. However, this has not been done optimally by the government due to the small portion of tourism budget and the absence of investors and unresolved land ownership problems. Therefore, the government must solve problems with the community related to land ownership, provide adequate funding sources to support the tourism sector by inviting both domestic and foreign investors and/or private sector tourism operators.

Keywords: Tourism, village program, poverty, TTS Regency, Qualitative

1. INTRODUCTION

Tourism is not a new thing for the world community. Experts state that tourism has started since the existence of human civilization. It is marked by the movement of people who make pilgrimages on religious trips, as well as being driven by feelings of hunger, thirst, curiosity, and fear that make them have to move from one place to another. Nowadays, tourism has become a leading sector which is can contribute to the economy of one country. Tourism is also known as the multiplier effect because it also develop other sectors such as

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hotels, transportation, increased agricultural and industrial output, increased creative economy, cultural development, and increased state income. Therefore, Indonesian government places tourism as one of three development priority sectors in Indonesia besides agriculture and fisheries. In 2018, the Travel and Tourism Council (WTTC) ranked Indonesian tourism in the 9th world ranking, 3rd in Asia, and 1st in Southeast Asia for the fastest growing. Data from the Ministry of Culture and Tourism shows that in 2015, state revenue from the tourism sector reached US\$ 10.76 billion and ranked fourth as the largest state income earner in 2015 after oil and gas, coal, and palm oil. This figure is creeping up, where in 2019, state revenue earnings from tourism amounted to US\$ 20 billion and became the largest, beating the results of exports of palm oil and oil and gas. Beside become one of the main state revenue, tourism can also help to create a job field so that it can reduce the open unemployment rate in Indonesia. This is based on the huge tourism potential with thousands of destinations that can be visited from Sabang to Merauke in every province in Indonesia and one of them is in the Province of East Nusa Tenggara (NTT).

NTT has stunning tourism potential with approximately 636 natural tourist destinations, 500 cultural tourism destinations, 101 special interest tourist destinations, and 41 artificial tourist destinations (nttbangkit.com, 2020). For this reason, NTT is included in the national policy scheme to be developed as a leading tourist destination. Potential tourist spots to attract tourists are scattered in all districts or region of the city and one of them is in Timor Tengah Selatan (South Central Timor / TTS). TTS which capital is Soe is one of the regencies on Timor Island besides Kupang City, Kupang Regency, North Central Timor Regency (TTU), Atambua Regency and Malacca Regency. Compared to other districts, TTS has complete tourist destinations, both natural tourism (both marine and mountainous) and cultural tourism. Even though it has many tourist destinations, generally, the economy in TTS Regency depends on the forestry, agriculture and fisheries sectors which around 44%. However, their contribution continues to decline from year to year (bps kab.TTS, 2021). This shows that tourism has not been utilized yet as the main sectors to increase the regency revenue. Further, there are only three tourism object that has been managed officially by the government namely Oetune beach, Bu'at Park, and Fatumnasi. This is because other tourism destinations land is still belong to the society as well as lacking of tourism budgeting and lack of infrastructure (fortuna.com, 2020). In fact, tourism can be used as the main sector for the government in reducing the poverty rate of the population in TTS District. Data from the Central Statistics Agency (BPS) for TTS district, shows that the number of poor people has continued to decline, but not significantly. When compared with the total population, the





percentage of poor people in 2019, 2020, 2021 is 28%, 27%, 27% respectively. In addition, in March 2021, TTS Regency is still in the top 10 districts in NTT with the largest number of poor people (katadata.co.id, 2021). It's ironic, because actually tourism is a sector that has great potential in alleviating community poverty (Damanik, and Welber, 2006). This is because, tourism can create jobs and try and develop the infrastructure of an area (Giampiccoli, Saayman, and Jugmohan, 2016). Supposedly, the existence of tourism potential in TTS Regency which is very diverse can have a positive impact on the economy and welfare of the surrounding community because ideally, the amount of tourism potential in an area is directly proportional to the welfare of the surrounding community. Based on the description above, this research aims to analyse how the TTS government develops tourism to reduce the poverty number in their area.

2. LITERATURE REVIEW

Tourism has started since the existence of human civilization where they have been travelling from one place to other place following their social culture development. Etymologically, tourism means to go or to travel in other words tourism is a repetition travelling or go around from one place to another place. Meyers (2009) defines that tourism is a temporary travelling activity from their house to destination place without staying (temporary staying) or not to find a job conversely just for entertaining and fulfill curiosity, and spend free time or holiday and other purposes. According to Law no.10 year of 2009 about Tourism, tourism is any kind of tourism activity which is supported by the facilities and services provided by the society, entrepreneurs, government and local government.

2.1 *Tourist attraction*

Tourist attraction is a driven factor to welcome the tourist come into one area/place. According to Suwanto (2004), there are three kinds of tourist attraction:

1. Natural tourist attraction

Natural tourist attraction is something relate to the natural beauty.

2. Cultural tourist attraction

This tourist attraction is coming from cultural side such as museums, historical sites, cultural arts attractions, and other objects related to culture

3. Special interest of tourist attraction

This is based on tourist preference or interest of something such as sport tourism.





2.2 *Tourism travel components*

There are several tour components that must be fulfilled based on the needs of tourist (Suwantoro, 2004):

1. Main facilities
 - Agent
 - Transportation
 - Restaurant
 - Tourist attraction (tradition and/or local culture)
2. Complementary facilities
 - Recreational and sport
 - Public infrastructure
3. Supporting facilities
 - Souvenir
 - Café, restaurant
 - Entertainment facilities

2.3 *Tourism and economy*

Tourism is one of a major sector in many countries, including developed countries, to develop their economies. This sector has a very wide multiplier effect because its ability to encourage the development of other domestic sectors, such as hospitality, transportation, increasing agricultural products and participating industries, increasing creative industries, cultural development, creating new jobs and so on (Sowwam, 2018). All of them have an impact on socioeconomic development, including the distribution of income among the community. Indonesia also put tourism as the main booster for its economic growth. The role of the national tourism sector is increasingly important in line with the development and contribution made by the tourism sector through foreign exchange income, regional income, regional development, as well as in the absorption of investment and labor also business development spread across various remote areas in Indonesia. Further, Asrowati and Widarjono (2016) state that tourism also plays a role in efforts to increase the nation's identity. Tourism is also encourage public awareness and pride in the nation's cultural wealth by introducing tourist objects such as the richness and uniqueness of nature and the sea, museums, art and people's traditions and effective tools for the preservation of the natural environment and traditional cultural arts (Asrowati and Widarjono, 2016).





Currently, Indonesia's tourism sector contributes to approximately 4% of the total economy. In 2019, it is projected that this figure will double to 8% of GDP. It is a big target because Indonesian government must increase the number of tourists (visitors) to approximately 20 million within a short time. In order to achieve this target, the Government is focusing on improving Indonesia's infrastructure (including information and communication technology infrastructure), access, health & hygiene and also improving abroad online marketing promotion. World Economic Forum on their Travel & Tourism Competitiveness Report shows that Indonesia moved up from ranked 70th in 2013 to 50th in 2015. Furthermore, in the report, said that the advantages of Indonesia's competitiveness are competitive prices, rich natural resources (biodiversity), and the existence of a number of cultural heritage locations. However, Indonesia's development and ranking far behind its fellow ASEAN countries, as presented in the publication that Singapore is ranked 11th, Malaysia ranked 25th, and Thailand ranked 35th in the ranking of Travel & Tourism Competitiveness Report 2015. This condition is more clearly seen in the large inequality in the number of tourist visits to Indonesia compared to Singapore and Malaysia, which are 15 million people and 27 million people, respectively. This inequality is certainly a separate problem to find the root cause of the inequality, because in fact Indonesia is no less interesting than these countries. Indonesia has a very high biodiversity and a very diverse culture. There are three main factors why there are fewer tourist visits to Indonesia than the three ASEAN countries:

1. Infrastructure

That there is a delay in building infrastructure, especially to potential tourist points that have been relatively untouched. Our tourism policy is still traditionally centered in Bali, Jakarta and Jogjakarta. Meanwhile, the expanse of Indonesia's tourism potential is so vast with a selling value that is no less attractive or even higher than the traditional tourist area;

2. Safety and security

Another thing that has put the brakes on the growth rate of national tourism is the safety factor. There is no denying that some of the events related to terrorism activities that generally hit national tourist centers have been counterproductive to the government's efforts to encourage tourism to become the prime mover of the national economy.

3. Environment

The report also states that Indonesia does not place enough emphasis on environmental sustainability. The issue of converting forest land into oil palm plantations or mining





areas has resulted in deforestation and the dismantling of endangered species, such as the Orang Utan in Kalimantan.

Therefore, nowadays Indonesian government has paid more attention to overcome three factors above, to increase the number of tourist to come to Indonesia.

2.4 Tourism and Poverty

Based on data from the Central Statistics Agency (BPS), the number of poor people in Indonesia in September 2020 was 27.55 million people and decreased by 1.05 million people in September 2021 to 26.50 million people. This also happened to the rural poor who also experienced a decrease from 15.51 million people in September 2020 to 14.64 million people in September 2021 (bps, 2021). Despite the decline, the number of poor people, especially in rural areas, is still very large. To overcome this problem, the poverty alleviation strategy carried out by the Indonesian government is the first to protect families and groups of people who experience temporary poverty and the second is to help people who experience chronic poverty by empowering and preventing new poverty from occurring. There are several programs that has conducted by the Indonesian government to overcome poverty, such as the Family Hope Program (PKH), School Operational Assistance (BOS), Poor Student Assistance Program (PBSM), Public Health Insurance Program (JAMKESMAS), Rice Program for Poor Families (RASKIN), and the National Program for Community Empowerment (PNPM), one of which is the PNPM Tourism Program. PNPM Tourism is one of the poverty reduction programs that seeks to help the poor living around tourism destination areas. Poor villages that become PNPM-Mandiri Tourism are villages that have the potential to develop tourism activities, close to tourist destination objects (ODTW), as well as tourism supporting facilities. This is because tourism has great potential to alleviate poverty which appears in three forms, namely the first is the opening of job opportunities, second, the increase in foreign exchange, and the third is the equitable distribution of development between regions. In addition, tourism can pave the way for the poor to become tourism business actors in their own area (Sukmana, 2018). This has been proven by several previous studies in other developing countries that show a real contribution to tourism development by creating jobs and reducing poverty. As in Namibia, the Community-Based Tourism (CBT) strategy has been able to encourage the growth of various kinds of community empowerment efforts to reduce poverty (Lapeyre, 2010). Similarly, in Namibia, in Costa Rica with a Community-Based Tourism (CBT) strategy has proven to make a real contribution to the economic development of rural communities. In addition to Namibia and Costa Rica, in





Tanzania, with the Cultural Tourism Programmes (CTP) strategy, it has been proven to be able to help surrounding communities to earn additional income and be able to empower communities and reduce poverty rates (Mgonja, Sirima, and Backman, 2015). Thus, it is undeniable that tourism has become one of the mainstay sectors that can be used by the government in tackling or reducing the number of poor people, especially in rural areas that have extraordinary tourism potential.

3. RESEARCH METHOD

This study uses a qualitative research method aims to explore how the TTS government in East Nusa Tenggara Province-Indonesia utilize tourism to reduce the number of poverty in their administrative area. Data Collection was conducted in September – Oktober 2022 at five tourist destination at TTS regency – East Nusa Tenggara Province (NTT) – Indonesia, using the following methods:

a) Document analysis

Document analysis is “a systematic procedure for reviewing or evaluating documents both printed and electronic material” (Bowen, 2009). For this study, documents such as Tourism development master plan (RIPPARKAB) and local government website (ttskab.go.id) were analysed.

b) Interviews

For this research, interviews were conducted offline and were recorded by the lead author using MP3 recorder and was further used for data analysis. The participants were TTS government tourism officer, local residents, and head of village. To keep the ethics between research subject and research object thus the participant data are kept anonymous and used initial.

Data analysis for this study was descriptive qualitative using Milles and Huberman (1992) model that consisting of three steps, they are data reduction, data presentation, and conclusion.

4. RESULT

4.1 General Description of the Research Object

The Profile of Timor Tengah Selatan (TTS) Regency

TTS regency is one of the regencies located on Timor Island, one of the East Nusa Tenggara province - Indonesia. Timor island consists of 6 regencies/towns, they are Kupang town, TTS regency, TTU regency (Timor Tengah Utara), Belu regency, and Malaka regency. TTS regency





whose capital is So'e has an area of around 3.955.36 km², and all of the areas are located on Timor Island. Astronomically, the position of TTS Regency is located at 9'26' - 10'10' South Latitude and 124'49'01" - 124'04'00" East Longitude. The boundaries of the TTS district are Kupang district to the west, Malaka district to the east, TTU district to the north, and the Timor Sea to the south. The administrative area of the TTS regency consists of 32 sub-districts consisting of 266 villages and 12 sub-districts. The population of TTS Regency in 2021 is 457,406 thousand people. Compared to other regencies/cities on Timor Island, the TTS regency has complete tourist destinations, both natural tourism (marine and mountain) and cultural tourism. The development of the tourism sector is regulated in Tourism Designated Areas which consist of Designated natural tourism areas; Designated areas for cultural tourism; and Designated areas for artificial tourism, which are summarized in the table 1:

TABLE 1. Designated Tourism Areas

Designated area for nature tourism	Designated area for cultural tourism	Designated area for artificial tourism
<ul style="list-style-type: none">• Tourism area of Mutis Mountain Forest, located in the Fatumnasi subdistrict and Tobu subdistrict.• Tourism area of Fatumnasi is located in the Fatumnasi subdistrict• Tourism area of Oehala Waterfall, located in the South Mollo subdistrict.• Tourism area of Kolbano Beach located in Kolbano subdistrict.• Tourism area of Oetune Beach located in the Kualin subdistrict	<ul style="list-style-type: none">• Tourism area of Boti Traditional Village, located in the Kie subdistrict.• Tourism area of Tetaf/None Traditional Village, located in the West Amanuban subdistrict• The empire center of North Mollo Ajaobaki, located in the North Mollo subdistrict.• Historical heritage of the Amanuban kingdom in Niki-Niki, Middle Amanuban subdistrict.	<ul style="list-style-type: none">• Tourism area of Buat Recreational Park in the South Mollo subdistrict





4.2 The strategy to develop tourism

Strategy is a way or effort made by the

TTS Regency government in order to develop tourism potential in the form of policies or programs.

4.3 Tourism village program

The policy taken by the TTS regency government through its Tourism Office is to create a tourist village in each area that is a tourist destination. CT as the informant said that: "The tourism village program that was formed by the government directly has been able to empower village communities in carrying out activities. The tourism village program gives great authority to the village government together with the community to manage the tourism village program from the planning stage to the implementation of supervision. The goal of tourism is to increase society's welfare, this is according to what is mandated by RI Law Number 10 of 2009."

Based on CT's presentation above, it can be understood that society is given the opportunity to be participated in developing their village through the tourism village program. In accordance with the strategy created by running the tourism village program, community involvement is mandatory and important. Community involvement can involve the Village Enterprises called BumDes or people's independent businesses and can be staff or tour guides. This is in accordance with what was conveyed by CT.

"Yes...involved, because all this time the Office of Tourism and Creative Economy and Culture has encouraged tourism management in villages through BumDes" or can be "accepted as employees and tour guides and encourages small communities to open businesses".

Similar to CT, SB as the informant also stated that :

"Actually, it was BumDes who took over, but because this tourist area is still problematic, to this day the community is not involved and the government itself is managing it...". From the presentation of the two informants above, it can be seen that the government through the Tourism Office has involved the community in managing tourism objects in their village even though there are still problems, the agency is still trying to get the community involved in the intended activity. In addition, based on the team's observations in the field, it was found that there were several kiosks and restaurants managed by BumDes around the tourist sites whose budget was the result of community self-help and until now they had not





received assistance from the government because there were still conflicts that occurred regarding the ownership of business land.

4.4 Community Empowerment Activities around Tourism Area

Community empowerment is an effort provided by the government of TTS through the District Tourism Office, to increase the capacity and role of the community individually or in groups to improve their welfare and quality of life through tourism activities. According to CT as the informant :

"Empowerment of SMEs, Home Industry, BumDes, Farmer Groups, markets, and economic support". "The training program is training and workshops on managing homestays, culinary arts, and the development of regional arts and culture"." Exploring village potential, tourism village institutions, making tour packages, management of tourism village management, storytelling, and digital marketing".

Furthermore, WA, another informant, said:

"The community is given assistance in the form of tools, materials, and training by the government."

Similar to WA, another informant, AN, also stated that :

"The role of the government in the industrial sector for the community is more often to help make designs in making attractive packaging." He continued; the village government also involves residents by providing training such as yarn dyeing."

The same statement was conveyed by AT, one of the informants : "The government has conducted training and socialization. The socialization and training provided to the community are regarding making fried foods, cooking, and making woven fabrics, but from the socialization and training that has been carried out there has been no implementation from the community...."

Besides the training assistance, there is also financial assistance, as stated by AS: "There was a grant from the Social Service of 20 million, but the yarn was immediately purchased to make sarongs, scarves, and blankets."

In line with AS, the informant SS said:

"Kelompok menenun Usaha Bersama (KUB) – the group of weaving groups business receives financial assistance from the Social Services in the form of yarn."

The financial assistance provided is adjusted to the type of business owned by the community where some of them run a weaving business.





4.5 Infrastructure Development

Besides community empowerment activities, another support from the government is infrastructure development. Where good infrastructure will have the maximum impact on tourism development. The informant, CT said:

"When asked about the contribution that has been made by the government in terms of the development of tourism physically, we have made improvements to the provision of existing facilities."

Similar to CT, the informant AS also said:

"Before it became a tourist spot, the road conditions here were very bad, but after it was made a tourist spot, the government started repairing the surrounding roads."

Likewise, the road other facilities are built such as facilities for water and electricity, according to informant AN's statement:

"As for electricity, it's good because it covers all the way to the village"

Furthermore, the informant SS also conveyed: "Before it became a tourist spot, the road conditions were not good. After being made as a tourist spot, the government started repairing roads and other infrastructure such as clean water, toilets, etc."

From the informants' statement above, it can be said that government support in the form of infrastructure development has also been seen and this shows the government's seriousness in managing and developing tourism potential.

4.6 Problems or Constraints in Tourism Development for the Community

Problems are also faced by the government and the local community in managing and developing tourism. One of the constraints is no cooperation with investors. This is in accordance with CT's statement:

"There are no investors, either domestic or foreign, who invest."

Another problem faced by the district government is the small tourism budget. It is written in the RIPPARKAB TTS document that the budget allocation for tourism affairs is very small. So, it must be recognized that the tourism sector has not been developed optimally. In addition, another crucial issue is the ownership of land rights, where there are still conflicts or there is no agreement between the community and the government regarding land ownership. The informant, NT, said:

"There is no construction of business premises to be rented out from the Service because there has been no land rights issue. So, there should be a relinquishment of new land rights, then it can be (build)."





In line with NT, problem about the land was also delivered by one of the informants, SB.

“Actually, it was BumDes who took over, but because this tourist area is still problematic, to this day the community is not involved and the government itself is managing it.”

In addition to the problems above, another obstacle is the lack of optimal infrastructure development for several tourist objects. This is as stated by MN:

“Our hope is that the road to tourist attractions gets more attention from the government because the roads are not asphalted and are still rocky, sometimes tourists who want to go to tourist attractions but cannot because of extreme road constraints.”

Even Fatu’ulan has not received attention from the government as stated by KM:

“There is nothing (developing the facilities of road, water, or other facilities built by the government for surrounding tourist area). And the road access to the tourist area is very bad.”

Moreover, there is a problem also regarding the place to stay, as stated by AN:

“The constraint is only on the availability of lodging and water for the tourists/traveler.”

Besides infrastructure, another obstacle is related to business development and business promotion, as conveyed by AS:

“The obstacles are such as the woven products that are made are not sold out so we don't get income and it is also difficult to promote.”

As AS, WA also stated:

“The obstacle is the people of Fatumnasi who still feel hard in promoting their handiwork. Even though we have attended training on how to run a business well, maybe because it is still lacking, it is still difficult to carry out modern marketing.”

Moreover, MN said:

“Including government assistance to promote their woven products: our limitations in doing promotions because we are in the village”

Based on the statements above, it appears that there are some obstacles or problems in managing the tourism area development, such as no investors, lack of budget, land ownership problems, difficulties in infrastructure, and lack of government assistance toward local people’s business group especially in promoting their product.





4.7 Sustainability of Tourism Development for the Community

The management of tourism area development in TTS has not been maximized and for this reason, the district government through the TTS Tourism Office continues to make efforts so that the management of this tourism can be in line with what has been designed in the regional tourism development master plan document. This is as stated by CT:

“Tourist destinations have also developed and implemented long-term strategic development by taking into account environmental, economic, social, cultural, health quality, safety and aesthetic issues which are jointly developed by the community. The role of *BumDes* is also needed”.

Additionally, infrastructure improvements are not only roads but also everything related to the facilities that must exist in a tourist area, as stated by AT: “It is hoped that we can get more assistance related to facilities such as water, street lights, and repair of access roads to the area. Furthermore, so that the government pays more attention to these tourist attractions, it is better managed and developed well.”

In addition to infrastructure, further training and assistance for community business groups are also absolutely necessary, as stated by AS: “Hopefully the government can provide training, socialization, and also a production house so that it helps in branding (promoting) our business”

Similar to AS, the informant SS also said: “Hopefully the government and all stakeholders provide support and lots of training” The purpose of tourism is that in addition to developing areas that have potential tourist objects, they can also increase regional income through tourist visits and can subsequently have an impact on improving the community's economy, especially those around tourist sites. This can happen as long as the government continues to be committed to developing tourism potential in accordance with the plans that have been made.

5. DISCUSSION

This research has explained how the tourism development strategy carried out by the TTS district government is to empower communities around tourist areas to provide economic value for them so that they have a more decent life. Based on the results of the research above, it was conveyed that one of the tourism development strategies in TTS regency especially in tourist areas is the existence of Tourism Villages. In the Regency Tourism Master Plan (RIPPARKAB) document where it is stated that tourist objects located





in the regional tourism development area are made tourist villages in accordance with the attractions and uniqueness of these tourist objects. With the existence of a tourism village, village officials and all members of the community are involved in the tourism development process from planning, implementation, and evaluation. This is intended so that the community can take more participation and enjoy the results of tourism implementation for the purpose of improving people's welfare. In addition, the government also provides support to the community in the form of training and business funding assistance. However, the number is not large and not regular. Furthermore, the government also provides infrastructure such as roads, electricity, and water so that the tourist village locations can be accessed. This shows that what has been done by the government through the Tourism Office is in accordance with the direction of TTS tourism development where it is hoped that community-based tourism development will increase added value, create employment and business opportunities, and reduce poverty (Sukmana, 2018). The results of this study are the same as that of Lapeyre (2010) in Namibia where community-based tourism has been able to encourage the growth of various kinds of community empowerment efforts to reduce poverty. Furthermore, in Nigeria, through Community-Based Tourism, has been proven to be able to help local communities to earn additional income. Apart from being involved independently, community involvement in tourism development in their village is through Village Owned Enterprises (BumDes). Where they can raise money and build a business where later the profits will be shared equally with the previously decided mechanism. By the strategy mentioned above, that is developing community-based tourism villages then one of the principles of tourism implementation has been fulfilled, that is empowering local communities (Sumiasih, 2018).

Even though the government has made efforts to develop the potential of existing tourist villages, obstacles or problems still occur. One of the most crucial is the issue of land ownership. Some of the land in the tourism allocation cannot be managed by the government because it is still claimed by the local community as customary land or private land. Even though there was a document stating that their land was part of the green belt, the community still did not give the government the right to relinquish the land. This conflict continues to prolong and has not been resolved so further action is needed from the government so that this problem can be solved immediately in order to continue the process of managing tourist sites. The government can take advantage of BumDes where the community can submit capital in the form of their land to BumDes to be managed jointly with the government and profits will be shared together (Sumiasih, 2018). If this can be done, the





government can continue the infrastructure repair work and can also provide other facilities that must exist in tourist sites. With good infrastructure, the number of tourist visits can be increased (Hidayah, 2019).

With the obstacles faced, the TTS regency government continues to improve the sustainability of tourism development through programs related to tourism affairs, in the form of tourist destination development programs, tourism marketing development programs, and tourism partnership development programs. To finance these three programs, the budget allocation for tourism affairs is very small, so the tourism sector has not been developed optimally. Because of that, the main challenge going forward is how to design programs and provide adequate funding sources to support the tourism sector in TTS. The steps taken through the policy are to involve both domestic and foreign investors and/or private sector tourism operators (Scheyvens and Momsen, 2008). For this reason, the problem of land ownership must be resolved immediately because there are no investors who will invest in problematic land and the government can also continue the work of instructors in tourist villages that are still lacking attention from the government. In addition, there is also the need for ongoing assistance for the community in developing and promoting their businesses.

6. CONCLUSION

TTS Regency has a very complete tour package, either natural tourism (mountains and oceans), cultural tours and artificial tours. Natural attractions that attract visitors to visit are include Kolbano Beach, Oetune Beach, Fatumnasi Village, Fatu'ulan, and Oehala waterfall. This research found that the TTS Regency government through the Tourism Office continues to strive to develop tourist areas through the tourism village program. With the tourism village program, the government continues to focus on developing existing tourist attractions by empowering the community through training activities, business assistance, financial assistance, and also by providing infrastructure. However, this has not been done optimally by the government due to the small portion of tourism budget and the absence of investors and unresolved land ownership problems. Therefore, the government must find the best solution to solve problems with the community related to land ownership so that the government can continue the tourism development program. Further, the government have to provide adequate funding sources to support the tourism sector in TTS by inviting both domestic and foreign investors and/or private sector tourism operators as well as continue the work of instructors in tourist villages that are still lacking attention from the





government. In addition, there is also the need for ongoing assistance for the community in developing and promoting their businesses.

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