



# USAID'S TOURISM FOR ALL PROJECT

FINAL REPORT  
2018-2023

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**Cover photos:** Fishermen of Ataúro engaged in their core livelihood activity. A geographic focus area of USAID's Tourism For All Project, Ataúro Island is Timor-Leste's pre-eminent tourism asset, having received recognition as an up-and-coming ecotourism destination. (Credit: Rayline Spoorenberg)

## DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

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# ACRONYMS

AEMTL	Associação Empresarial das Mulheres de Timor-Leste
AIFAESA	Autoridade de Inspeção e Fiscalização da Atividade Económica Sanitária e Alimentar
ANLA	National Agency for Environmental Licensing
APEA	Applied political economy analysis
APORTIL	Port Authority of Timor-Leste
ASEAN	Association of Southeast Asian Nations
ASTRABEKA	Asosiasaun Turizmu Ramelau, Blehitu, and Kablake
ATKOMA	Asosiasaun Turizmu Koleku Mahanak Atauro
ATM-TL	Asosiasaun Turizmu Maritima Iha Timor-Leste
ATR-TL	Asosiasaun Turizmu Relijiousu Timor-Leste
CAFI	Administrative Council of the Infrastructure Fund
CDCS	Country Development Cooperation Strategy
FCCHM	Federsaun Cooperativa Credito Hanai Malu
GOTL	Government of Timor-Leste
HCV	High conservation value
HOTL	Hotel Owners of Timor-Lorosa'e
IMCTD	Inter-Ministerial Commission for Tourism Development
KIF	Kaibauk Investment and Finance
MCAE	Coordinating Ministry of Economic Affairs
MEL	Monitoring, evaluation, and learning
MFI	Microfinance institution
MTCI	Ministry of Tourism, Commerce and Industry
PET	Project Evaluation Team
PICAL	Participatory Institutional Capacity Assessment and Learning
PPP	Public-private partnership
SERVE, IP	Serviço de Registo e Verificação Empresarial, Instituto Publico
SMP	Sustainable management plan
TEDP	Tourism Enterprise Development Program
TFA	USAID's Tourism For All Project
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

Over five years, USAID’s Tourism For All Project (TFA) has made an impact across Timor-Leste’s burgeoning tourism sector. The project’s many noteworthy outcomes include the following:

- UNESCO’s inscription of tais — the country’s hallmark handicraft — in December 2021
- The foundation of the Dili Waterfront Development public-private partnership (PPP), valued at \$120 million, and a PPP screening methodology
- The development of stakeholders’ business skills and establishment of four tourism-related associations unifying stakeholders across the tourism value chain:
  - Asosiasaun Turizmu Koleku Mahanak Ataúro (ATKOMA)
  - Asosiasaun Turizmu Ramelau, Blehitu, and Kablake (ASTRABEKA)
  - Asosiasaun Turizmu Maritima Iha Timor-Leste (ATM-TL)
  - Asosiasaun Turizmu Relijiousu Timor-Leste (ATR-TL)
- The rollout and maintenance of the Tourism Enterprise Development Program (TEDP), with 67 grants awarded at a value of \$1,700,967.14 (USAID grants plus grantee contributions of \$477,282.81, or 22%; see Exhibit 1, page 3)
- The launch of a domestic tourism campaign (Ha’u-Nia Timor-Leste)
- Coordination across the government through the Inter-Ministerial Commission for Tourism Development, resulting in key framework documents and arrangements
- Production of three sustainable management plans (SMPs) for protected areas in the project’s geographic focus area — a significant step in responding to climate change
- Delivery of a report and training module on climate change and tourism to key stakeholders, including youth

The report and training module on climate change and tourism informed several activities involving public and private sector stakeholders. For example, the project coordinated with scuba diving centers to raise youth awareness of the need to protect coral reefs. A project grant enabled 40 scientists from the National University of Timor-Leste to study the country’s coral reefs and marine biodiversity in the context of tourism. The project also started the Green School Initiative in partnership with the Secretary of State for Environment and the Dili Canossian School to encourage its 5,000 students, their parents, and staff to reduce their carbon footprint and plastic waste.

The Green School Initiative is a powerful example of the sustainable cross-sector coordination that USAID’s Tourism For All Project facilitated. As part of the initiative, the project disseminated 5,000 reusable water bottles and bags, resulting in reduced plastic usage. School staff, students, and their parents will continue to collaborate on decreasing their carbon footprint and plastic waste and encourage the larger community to join these efforts. Madre Reverend Guilermína Marçal, the school superior, [said](#):

One of our dreams is to educate young people and their parents about how to create a healthy and peaceful environment. Once we have achieved this, we will attract more people to visit the country. I would like to thank USAID’s Tourism For

All Project for working side-by-side with us and making our dream a reality.<sup>1</sup>

The initiative aims to help schools across Timor-Leste adopt the Green School model.

Tourism For All achieved these outcomes partly because it adopted the Timor-Leste National Tourism Policy framework for implementation, which aligned project goals, impacts, and objectives with five thematic areas (see Exhibit 2, page 4):

- Priority (engaging the government)
- Prosperity (private sector and business)
- Protection (environmental and conservation management)
- Partnership (investment and public-private collaboration)
- People (civil society, skills, and communities)

For example, focusing on the theme of partnership, the project worked with the private sector and the government to seize the market opportunity to establish Timor-Leste as an “off the beaten path” destination, attract sustainable investment, and foster an enabling environment for future growth. The partnerships between the private sector and local communities that the project facilitated were innovative within Timor-Leste’s tourism sector, amplifying the communities’ voices and promoting a bottom-up approach to destination stewardship. For instance, the project initiated a partnership with Heineken Timor-Leste and Dili to support women selling food as stall vendors. Twelve women received training from a professional chef in food safety and business management. Heineken Timor-Leste provided the vendors with branded equipment and live music to attract customers (see Snapshot 8). In general, this partnership model increases revenues from tourism and inclusively spreads economic benefits nationwide.

Throughout implementation, Tourism For All gathered lessons learned that the government or other stakeholders could use to inform future work (see examples in [Implementation Challenges and Lessons Learned](#)). For instance, the project learned from and adapted to changing circumstances, including market forces, that produced shifts in selected niche and product areas. In response to the COVID-19 pandemic and associated lockdowns, the project shifted its focus from international to domestic tourism, seizing opportunities to expand and solidify citizens’ interest in tourism.

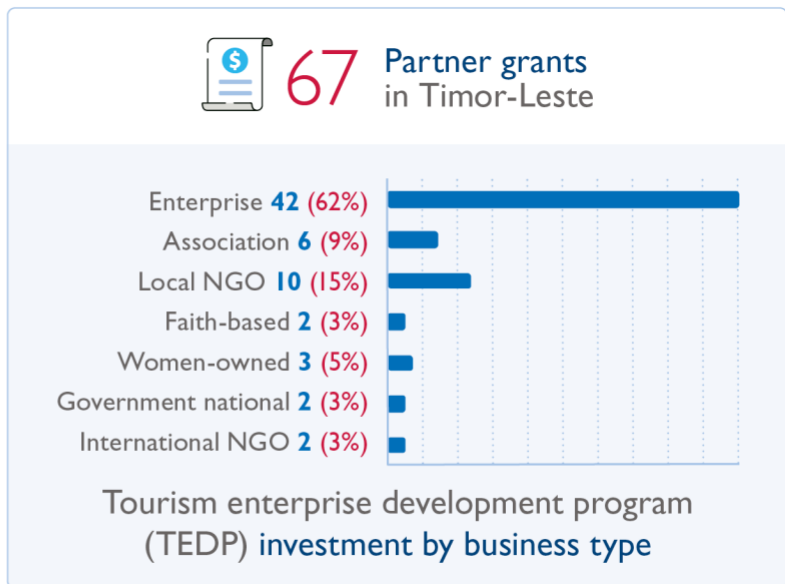
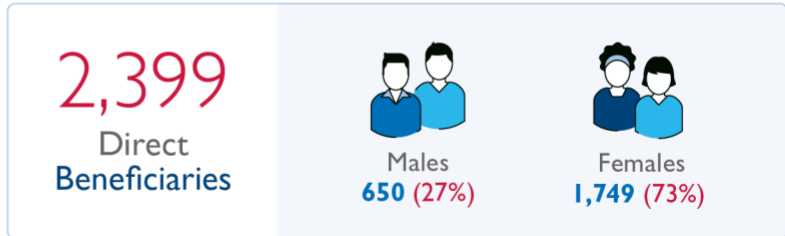
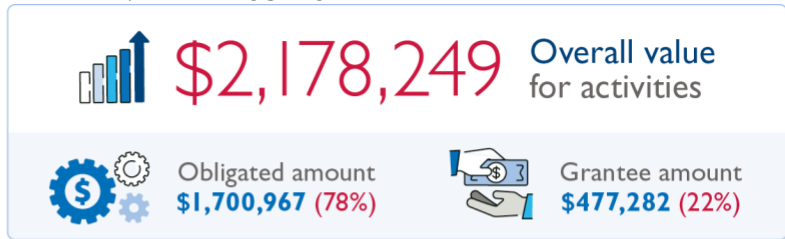
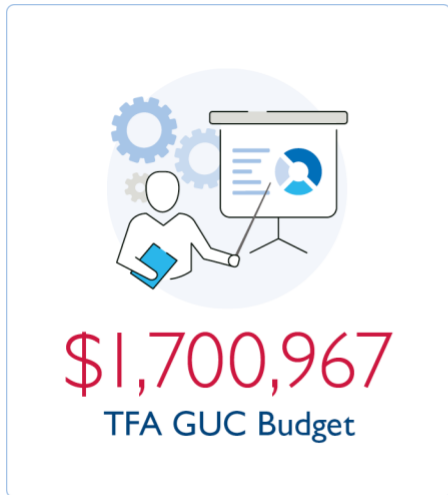
Creating awareness about the importance of tourism, its potential, its limitations, and the value of natural and cultural heritage was and remains critical. Continuing to develop a culture of hospitality and education on how local communities may affect tourism will also strengthen the tourism sector. Future efforts must develop public information campaigns and other outreach programs to enhance the understanding of tourism, mitigate potential negative social effects, and optimize positive and long-lasting impacts. Exhibit 3 (page 5) summarizes project achievements. The following report details how the project’s approach to strengthening the tourism sector and economy facilitated these achievements, related successes, and lessons learned. These successes and lessons will fuel future efforts to advance inclusion, health, and prosperity in the country.

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<sup>1</sup> See USAID’s press release about the Green School Initiative via the following link: [Green School Initiative Helps Keep Timor-Leste Clean, One Bottle at a Time](#).



**EXHIBIT I. TEDP RESULTS**



# Exhibit 2. Timor-Leste Tourism Policy 5Ps



**Prioritize** the tourism sector by committing the required public funding and resources to place tourism at the forefront of national economic development

Established the **Interministerial Commission for Tourism Development**; completed the Timor-Leste National Development Strategy and Implementation Plan



Improve the **prosperity** of Timorese people by delivering employment opportunities and encouraging tourism entrepreneurship

Established four tourism associations; awarded **67 grants** valued at **\$2 million**



**Protect** Timor-Leste's natural and cultural environment through sustainable stewardship

Gained UNESCO recognition for Tais; produced **three** Sustainable Management Plans for Protected Areas



Nurture **partnerships** that stimulate, develop, and grow a diverse portfolio of tourism products and experiences

Initiated public-private partnerships valued at more than **\$125 million**; signed and implemented **10** partnership agreements



Engage **people** to improve capacity for, awareness of, and commitment to tourism development in Timor-Lest

Delivered **37,417** training hours to **1,743** people; created the Hau-Nia Timor-Leste domestic tourism campaign and attracted over **1 million views**

# Exhibit 3. Project Results

 **\$581,099**

in new investments in the tourism sector resulting from project assistance



**35,207** Total business skill development hours



**1,086** female participants



**653** male participants

**100+**

Tourism businesses engaged 



**\$125,000,000** Project Inspired PPP investment opportunities



**88**

Studies and reports on improved knowledge sharing with U.S. government assistance



**67**

Grantees



**\$1,700,967** project investment



**\$477,282** grantee contribution



**52**

New strategies or action plans developed



**60%** of participants in activities female



**36** New tour experiences



**44**

Institutions with improved capacity to assess or address climate change risks



**24**

New laws, policies, or procedures adopted or implemented



**14**

Assets managed by project-supported public-private investment or management schemes



**10**

Partnership agreements with government, businesses, associations, and microfinance institutions

**4**



Associations established: ATKOMA, ASTRABEKA, ATR-TL, and ATM-TL



Tais recognized as UNESCO Intangible Culture and Heritage in need of urgent safeguarding

**3,909,879**



Social media engagements via blogs, Facebook, online news, websites, and YouTube

# OVERVIEW

## INTRODUCTION

USAID's Tourism For All Project represented an investment in Timor-Leste's tourism sector to promote the country's competitiveness as an international tourism destination while preserving its environmental and cultural heritage by improving tourism offerings. To do so, the project used an inclusive and sustainable approach. As part of this approach, Tourism For All responded to the fundamental challenge for Timor-Leste: to rapidly diversify its economy and strategically invest its oil and gas wealth in developing human capacity to build social and economic prosperity, harnessing sectors like agriculture and tourism.

Tourism For All was a timely response to the ratification of the Timor-Leste National Tourism Policy<sup>2</sup> by the Council of Ministers in 2017 and the growing urgency to diversify the economy and thereby decrease its dependence on extractive industries. The project was designed to advance the five thematic *Ps* of the Timor-Leste National Tourism Policy: priority, prosperity, protection, partnership, and people.

Key goals of the policy include: 1) increasing revenues from tourism to \$150 million per annum, a tenfold increase from 2016; 2) increasing employment to 15,000 workers; and 3) welcoming 200,000 international tourists each year. Although the COVID-19 pandemic derailed the timing of many deliverables tied to these goals, Tourism For All still produced notable results and lessons that future efforts can build on to continue progress toward the goals.

Tourism For All's programming, results, and lessons directly supported the USAID/Timor-Leste 2013-2020 Country Development Cooperation Strategy (CDCS), which notes that "tourism holds potential for growth because of the country's outstanding natural assets. Notwithstanding many challenges such as a weak enabling environment, lack of infrastructure, low human resource capacity, geographic remoteness, and strong regional competition for tourist spending, the long-term economic potential for tourism in Timor-Leste is positive."

The project's work also aligns with the 2020-2025 CDCS, which emphasizes inclusiveness, prosperity, and health, focusing on two crosscutting components: an institutional framework and a macroeconomic foundation. Under the latter, the strategy recognizes that "to provide jobs and ensure that all benefit from Timor-Leste's progress, the Government of Timor-Leste (GOTL) must develop a flourishing, diverse market economy with a strong private sector, a modern agriculture sector, a thriving tourism sector, and growth of small and micro businesses." The overall goal of the mission's CDCS is to facilitate a more prosperous, healthy, and democratic Timor-Leste through progress toward the Development Objective of "Institutional and human

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<sup>2</sup> Government of Timor-Leste (2017), *Growing Tourism to 2030-Enhancing a National Identity*.

capacity for development strengthened to improve the lives of Timor-Leste citizens.” The project’s inclusive, sustainable development of Timor-Leste’s tourism sector helped realize Intermediate Result 1 (IR 1), “Inclusive Economic Growth Accelerated in the Private Sector”; Sub-IR 1-1, “Improved Ability of Citizens to Engage in the Private Sector”; and Sub-IR 1-2, “Increased Productivity of Selected Value Chains.”

Exhibit 4 presents relevant project details, such as Tourism For All’s geographic coverage, theory of change, and objectives.

#### EXHIBIT 4. ACTIVITY DETAILS

ACTIVITY NAME	USAID’S TOURISM FOR ALL PROJECT
Activity Start/End Date	January 22, 2018 – May 21, 2023
Name of Prime Implementing Partner	Chemonics International
Contract/Agreement Number	72047218C00001
Name of Subcontractors/Sub-awardees:	Planet Partnerships and Solimar International
Geographic Coverage	Dili, Ataúro, and Mount Ramelau area
Goal	Expand and improve Timor-Leste’s tourism offerings using an inclusive and sustainable approach
Objectives	<ul style="list-style-type: none"> <li>• Objective 1: Ensure that institutions, policies, and laws are in place that will facilitate the National Tourism Policy.</li> <li>• Objective 2: Promote sustainable tourism investments, which involve private sector resources and participation by local communities, local and international NGOs, and associations, among others, that serve as replicable models of sustainability and best practices.</li> </ul>
Results	<ul style="list-style-type: none"> <li>• Broad Timorese participation in select tourist niche and product activities</li> <li>• Increased income for Timor-Leste generated by tourism (for Timorese people and government revenue)</li> </ul>
Theory of Change	If institutions, policies, and laws are in place to implement the National Tourism Policy, Timor-Leste will bolster the confidence of the private sector and improve Timor-Leste’s ability to attract the investment necessary to develop its tourism industry. If local communities are engaged to develop their tourism offerings, replicable and sustainable tourism development models may be introduced that promote Timor-Leste’s cultural and natural heritage. By creating socially inclusive partnerships that offer a “win-win” for public, private, and community stakeholders, participation in Timor-Leste’s tourism sector will expand and increase income for a broad range of Timorese.
Reporting Period	Final Report

#### PROJECT CONTEXT

Timor-Leste is the world’s fourth youngest country. Since its independence in 2002, Timor-Leste has made significant progress in governance and public service delivery to citizens. Offshore petroleum production has been generating considerable revenues, which the government uses to finance most of the national budget. Nonetheless,

petroleum reserves are limited, and the fundamental challenge for Timor-Leste is to rapidly diversify its economy. Agriculture and tourism present the most potential for this work.

Effective efforts to strengthen service sectors generally consider supply and demand, build on existing competencies (such as marine tourism in Timor-Leste's case) to meet demand, and adjust infrastructure investments to build on competitive advantages. Currently, Timor-Leste's government is focused on supply and is spending limited resources on upgrading basic infrastructure — such as electricity, roads, ports, and airports — and strengthening state institutions to deliver public services. However, the benefits of state spending are not seen as equitably shared, at least partly due to limited state capacity to reach a largely rural population and several infrastructure projects that do not address the rural population's needs.

At independence, the government chose Portuguese and Tetum as the official languages. Bahasa Indonesia, the language of instruction from 1975 through independence, and English serve as working languages. There are also 16 languages with about 30 dialects throughout the country. The school system now instructs in the two official languages, which creates significant challenges for the country's workforce, especially the tourism sector.

Government institutions lack the systems, structures, personnel, and processes to provide public services to their constituencies efficiently and effectively. The country is still in the early stages of nation-building and development, and the lack of human and institutional capability is challenging. The Indigenous private sector and civil society are also nascent and fragmented. It is difficult to attract foreign and domestic investment with a legal system consisting of an overlay of Portuguese, Indonesian, United Nations, and post-Independence laws and a lack of clarity on fundamentals such as land tenure. This difficulty will persist until a friendlier business environment is established. Little credit is available for local businesses, and transaction costs are high because Timor-Leste's economy is dollarized. The banking sector requires more development, and credit card and ATM transactions are unusually expensive. Telecommunications costs are high compared to the rest of Asia, and internet access is sporadic.

The tourism sector was nascent in 2018, when USAID's Tourism For All Project began implementation. The volume of international tourists was limited but growing, as was tourist infrastructure. Tourism development was and is one of the government's economic development strategies. Nonetheless, it has been difficult for the country to embark on a comprehensive approach to tourism partly due to inherent weaknesses in government institutions, a lack of collaboration between the various ministries involved in the sector, and a relatively fragmented private sector. The project incorporated these factors into its theory of change (see next page).

## THEORY OF CHANGE AND PROJECT APPROACH

Three key assumptions below guided USAID’s Tourism For All Project and provided critical context for the project’s theory of change.

- If institutions, policies, and laws are in place to implement the National Tourism Policy, then Timor-Leste will bolster the confidence of the private sector and improve Timor-Leste’s ability to attract the investment necessary to develop its tourism industry.
- If local communities are engaged to develop their tourism offerings, replicable and sustainable tourism development models may be introduced that promote Timor-Leste’s cultural and natural heritage.
- By creating socially inclusive partnerships that offer a “win-win” for public, private, and community stakeholders, participation in Timor-Leste’s tourism sector will expand and increase income for a broad range of Timorese.

Given these assumptions, the theory of change outlined how to ensure that tourism sector growth would be sustainable beyond the life of the activity and result in increased incomes for a broad range of communities through the successful implementation of the following objectives:

- **Objective 1:** Ensure that institutions, policies, and laws are in place that will facilitate the implementation of the National Tourism Policy.
- **Objective 2:** Promote sustainable tourism investments, which involve private sector resources and participation by local communities, local and international NGOs, and associations, among others, that serve as replicable models of sustainability and best practices.

The project implemented a market systems approach to tourism that served as an analytic framework for looking at the enabling environment and value chain constraints within a larger system of interconnected actors at the local and national levels. In addition, the project adopted thinking and working politically, applied political economy analysis (APEA), and Collaborating, Learning, and Adapting methodologies to support continual adaptive management. For example, the range of sometimes conflicting interests in the marine tourism sector had made it difficult to establish a marine tourism association that could drive relevant reforms. Project staff used APEA to guide conversations with local communities and private and public sector actors that would illuminate their common ground. These conversations revealed that the sector’s diverse stakeholders shared an interest in sustainable marine ecotourism. Finding this common interest, in turn, facilitated the launch of a local marine tourism association: ATM-TL. The project also used Participatory Institutional Capacity Assessment and Learning (PICAL) Indexing to assess performance gaps within the selected institutions.

Tourism For All selected three geographic areas as focus areas early on in project implementation, including Ataúro Island, Dili Municipality, and the Mount Ramelau area. This north-south tourism development corridor in the heart of the country was deemed the most accessible and appealing in terms of the products it offered and tourism assets.

Under Objective 1, the project convened national-level stakeholders through the signing of partnership agreements with select public sector institutions, NGOs, and associations to strengthen the enabling environment. The project also built a network of individuals in senior roles representing the government, tourism businesses, and civil society organizations to serve as champions. Bringing these actors together helped ensure institutions, policies, and laws were in place to support the National Tourism Policy’s implementation because decisions are often made collectively in Timor-Leste. By convening diverse value chain actors, the project showed broad approval of the National Tourism Policy and increased government interest in operationalizing the policy.

Under Objective 2, the project used a Destination Management Partnership Development Engagement Methodology at the community level to create the conditions for sustainable tourism investment. The project convened public, private, and community tourism stakeholders — particularly on Ataúro Island and around the Mount Ramelau area — to develop a shared vision and commitment to developing and managing sustainable tourism. This vision and commitment ensure tourism development is community led. In addition, this vision and commitment ensure that tourism development gives marginalized community actors access to opportunities, skills, and resources to upgrade their establishments or join more established operations (circuits, trails) and supply chains for tourism facilities (hotels, restaurants, etc.).

Three more strategies underpinned Tourism For All’s market systems approach to tourism:

- Following market demand
- Strengthening industry governance
- Promoting sustainable investment

The project’s approach also considered crosscutting concerns, including the environment, climate change, and climate risk management; gender; and youth. All activities incorporated these considerations into implementation.



A local young man reads the Ataúro sustainable management plan (SMP) during a community consultation on Ataúro island (credit: Maria da Costa, a staff member of USAID’s Tourism For All Project).

The unexpected emergence of the COVID-19 pandemic in March 2020 added a layer of complexity to project implementation. The intermittent lockdowns that Timor-Leste’s government imposed throughout the remainder of the year limited fieldwork and other interventions. Despite these limitations, the team adapted and continued to execute interventions while mitigating health and safety risks for staff and partners. Project leadership supported a shift that enabled much activity implementation to proceed virtually, approving staff to work remotely and supporting local stakeholders in addressing logistical challenges to ensure their participation and engagement in project



activities. Dedicated to adaptive management, the project crafted the Timor-Leste Tourism Reboot Initiative<sup>3</sup> as a proactive guide to responding to the pandemic.

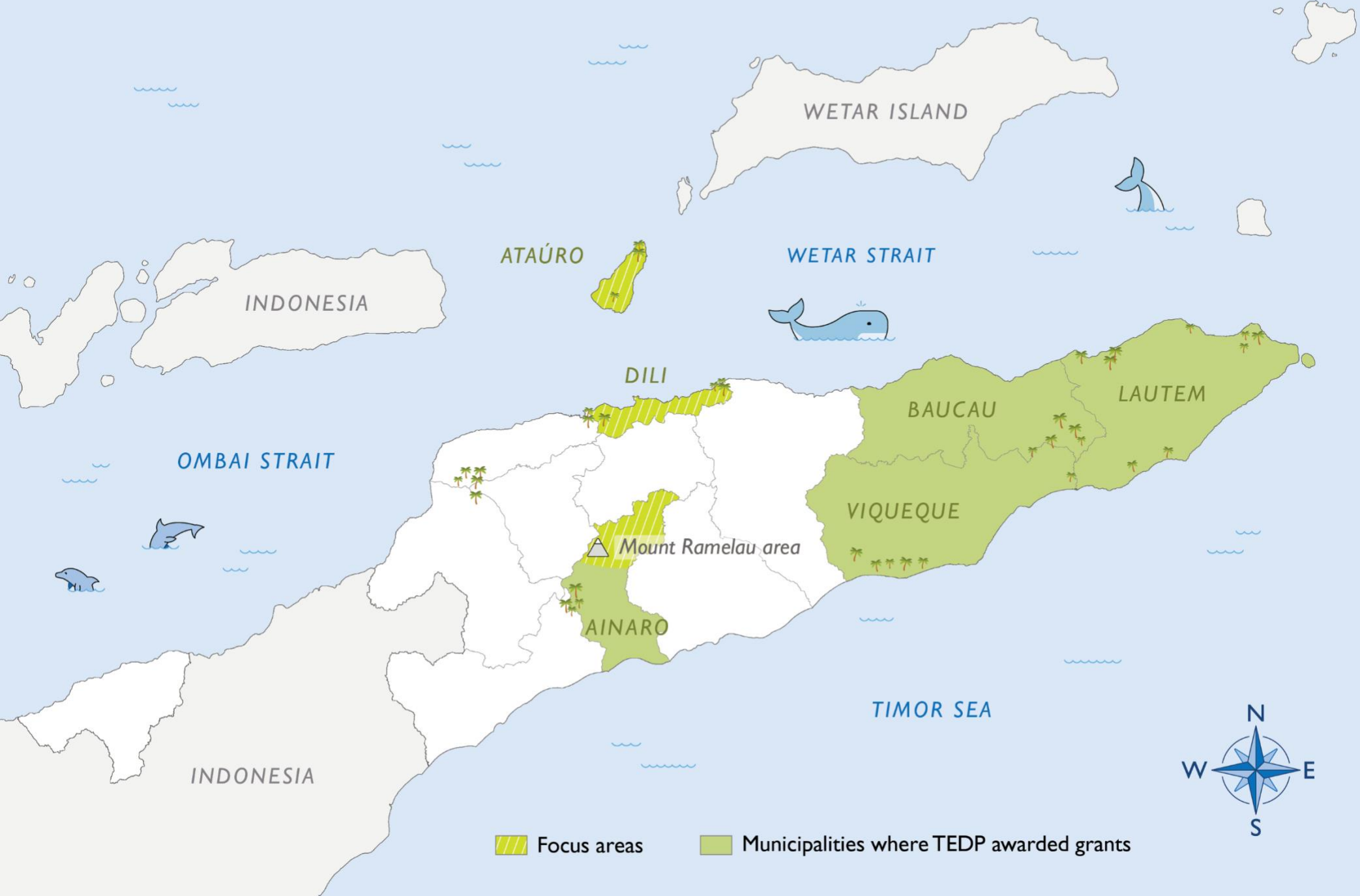
## **REPORT STRUCTURE**

To best describe the principal activities, approaches, and results of USAID’s Tourism For All Project, this report presents achievements in two chapters on the project’s 13 results. The first of these chapters corresponds to Objective 1 (covering four results). The second corresponds to Objective 2 (covering nine results). Both describe the context and challenges before the project’s start, the project’s approach to addressing them, and the main achievements. The next chapters present snapshots of success; challenges, recommendations, and concluding thoughts; and an overview of monitoring, evaluation, and learning (MEL). Exhibit 5 (next page) depicts the project’s three geographic focus areas.

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<sup>3</sup> Available on the Document e-Library via this [link](#).

# Exhibit 5. Geographic Focus Areas



## OBJECTIVE I

# INSTITUTIONS, POLICIES, AND LAWS FACILITATE NATIONAL TOURISM POLICY

## CONTEXT AND CHALLENGES

Throughout implementation, USAID’s Tourism For All Project worked to increase knowledge of the National Tourism Policy among tourism stakeholders, achieving a 70% awareness rate (Indicator 8). The project achieved this rate, in part, through numerous awareness activities. At training and other events, project staff highlighted the five thematic *Ps* of the National Tourism Policy. In addition, the project produced t-shirts and other giveaways that listed the five *Ps*. At contests the project organized, university students competed to recite and explain the policy, and the project secured media coverage for these events.

The National Tourism Policy sets out a vision: By 2030, Timor-Leste will have a “vibrant, attractive tourism sector that makes a significant contribution to employment across the country, is economically, socially and environmentally sustainable, helps promote a positive image of Timor-Leste overseas, and is an industry that people wish to work in.” Achieving this vision is predicated on successfully implementing the policy’s framework. The framework places tourism at the core of national socioeconomic expansion and calls on all stakeholders to coordinate, collaborate, and partner to earn foreign exchange, create jobs, and alleviate poverty.

The policy framework also posits five themes as prisms through which government, industry, civil society, academia, and development partners can view tourism and focus their respective efforts to achieve sector prosperity and sustainability for Timor-Leste. The five themes or prisms — described below — are priority, prosperity, protection, partnership, and people (see photo).

### Priority

Tourism must be a priority for Timor-Leste’s government and at the forefront of economic development. Internal marketing campaigns should communicate that tourism is a priority with advocacy efforts by leading public figures



Timorese youth present the five *Ps* of the National Tourism Policy in a domestic tourism campaign event in Dili to commemorate World Tourism Day (credit: Elvis Guterres, staff member of USAID’s Tourism For All Project).

and government agencies and departments. This communication will enable the people of Timor-Leste to better appreciate their role within tourism and embrace the national aspiration of “tourism for all and all for tourism.” Inter-ministerial cooperation will support sector growth in a whole-of-government approach.

### **Prosperity**

Timor-Leste tourism will be recognized for its price competitiveness and value for money through macro-economic policies to drive growth in tourism, facilitate linkages across local industries and value chains, and implement supporting fiscal measures. The sector will deliver employment opportunities, including new opportunities for youth and women, through the development of local community-based tourism enterprises. Partnerships between entrepreneurs and the government will facilitate these opportunities to create new ventures and local employment linked to and integrated within the wider tourism offerings of the country. Tourism associations will play a key role in private sector growth and bring voice to communities of practice and destinations.

### **Protection**

Timor-Leste’s tourism sector will receive recognition for valuing and protecting the natural environment and the country’s unique cultural heritage. To secure this recognition, Timor-Leste will enact legislation that affords full protection to the natural and built environment, ensuring sustainable development, and supporting community-based tourism ventures. As a result, the country will be known as a safe, secure, and healthy tourism destination that complies with the highest international standards. Cultural icons, such as tais, will gain protected status under international bodies such as UNESCO.

### **Partnership**

A range of public and private partnerships will help define Timor-Leste’s tourism sector. These partnerships will stimulate and develop a diverse portfolio of tourism products ranging from community-based initiatives to foreign direct investment. Inter-ministerial cooperation and engagement with the private sector will lead to this portfolio, an economically viable tourism industry, and the integration of public and private investment to stimulate and develop a diversified tourism industry.

### **People**

A workforce trained and educated in accordance with internationally recognized standards will characterize Timor-Leste’s tourism sector, ensuring the highest quality of visitor experience. Partnerships between the tourism industry and education/training providers will design and deliver programs at all levels that enable participants at all stages of their careers to access training and education aligned with internationally recognized tourism standards. The government and private sector will remain committed to funding and resourcing these education and training initiatives. Campaigns and introductory courses in secondary school curricula will improve tourism awareness.

USAID’s Tourism For All Project faced several challenges in the implementation of Objective I. For example, four ministers were in charge of the portfolio of the Ministry of Tourism, Commerce and Industry (MTCI) from 2018 to 2020 (spanning the seventh and eighth Constitutional Governments), which made robust and consistent policy dialogue difficult. The project worked hard to advocate for the establishment of a tourism authority/board, as mandated in the National Tourism Policy. In addition, the project produced and circulated a concept paper among key public and private stakeholders and held consultations. Unfortunately, a lack of political will prevented the formalization of a tourism authority. Nevertheless, the project’s results contributed to significant progress.

## KEY OUTPUTS, INTERVENTIONS, AND OUTCOMES

Under Objective I, there were four results areas, which this section describes.

### PROMOTE PUBLIC AND PRIVATE PARTICIPATION IN POLICY DIALOGUE AND DEVELOPMENT

The project promoted policy dialogue and development through a range of technical activities, engaging the public and private sectors. From the onset of implementation, the project conducted extensive one-on-one consultations and roundtable dialogues with established tourism businesses. The project identified and enlisted champions from the government, tourism businesses, civil society organizations, and industry associations to magnify advocacy efforts. The project always prioritized the engagement of female business leaders to promote women’s inclusion in decision-making and leadership development. Ultimately, select organizations signed 10 partnership agreements, and the project bolstered capacity and energized tourism planning, policy implementation, and development at the national and municipal levels (see photo). Exhibit 6 summarizes the nature of these partnership agreements.



USAID’s Tourism For All Project signed the first partnership agreement between FCCHM, KIF, and Chamber of Commerce and Industry Timor-Leste in a PPP workshop in February 2019 in Dili (credit: Elvis Guterres, staff member of USAID’s Tourism For All Project).

### EXHIBIT 6. PARTNERSHIP AGREEMENTS

ORGANIZATION/ INSTITUTION	KEY ACTIVITIES AND RESULTS
Chamber of Commerce and Industry Timor-Leste	<ul style="list-style-type: none"> <li>○ Disseminated position paper on tourism barriers</li> <li>○ Provided capacity building for members (through a grant)</li> <li>○ Provided equipment for tourism office (through a grant)</li> <li>○ Launched Turizmu Ba Ema Hotu and #HauNiaTimorLeste tourism awareness (see page 27 and pages 49-50)</li> </ul>
TradelInvest, IP	<ul style="list-style-type: none"> <li>○ Organized job fair event, PPP workshops, public-private dialogue</li> <li>○ Established the Tourism Investment Working Group (TIWG) and</li> </ul>

ORGANIZATION/ INSTITUTION	KEY ACTIVITIES AND RESULTS
	<ul style="list-style-type: none"> <li>held seven meetings independent of project assistance</li> <li>o Established 36 PPPs for tourism investment pipeline (see page 36 for more on the PPPs' significance)</li> </ul>
Serviço de Registo e Verificação Empresarial, Instituto Publico (SERVE, IP)	<ul style="list-style-type: none"> <li>o SERVE, IP regularly participated in USAID's Tourism For All Project activities</li> <li>o SERVE, IP invited to present on business registration at TIWG meetings</li> <li>o Increased awareness of business registration processes through creation of infographics messaging</li> </ul>
Kaebauk Investment and Finance (KIF)	<ul style="list-style-type: none"> <li>o Held information session about access to finance for potential small and medium tourism-related enterprises within the designated geographic areas that require capacity building and training (see pages 29, 33, 36, and 61 for details)</li> </ul>
Federsaun Cooperativa Credito Hanai Malu (FCCHM)	<ul style="list-style-type: none"> <li>o Held information session about access to finance for potential small and medium tourism-related enterprises within the designated geographic areas that require capacity building and training</li> </ul>
Dili Institutes of Technology (DIT)	<ul style="list-style-type: none"> <li>o Organized the 2nd International Conference for Emerging Tourism Destinations in May 2019</li> <li>o Achieved wide participation of DIT students and faculty in project activities</li> </ul>
Hotel Owners of Timor-Lorosa'e (HOTL)	<ul style="list-style-type: none"> <li>o Promoted tourism investment through TIWG (see page 32)</li> <li>o Launched Turizmu Ba Ema Hotu brand, #HauNiaTimorLeste awareness (see page 27 and pages 49-50)</li> <li>o Drafted and disseminated position paper on establishment of Timor-Leste Tourism Marketing and Promotion Board</li> </ul>
Dili Municipality Authority	<ul style="list-style-type: none"> <li>o Established PPP pipeline of tourism investments (see page 36)</li> <li>o Supported institutional development in tourism (see page 60)</li> <li>o Established Municipal Tourism Office</li> <li>o Established Dili Clean and Green food safety and hygiene program (see page 32)</li> <li>o Established Atauro Visitor Information and Conservation Center</li> </ul>
Port of Authority of Timor-Leste (APORTIL)	<ul style="list-style-type: none"> <li>o Established Dili Port Redevelopment and Commercialization PPP</li> </ul>
Autoridade de Inspeção e Fiscalização da Atividade Económica Sanitária e Alimentar (AIFAESA [in English, Authority of Inspection and Oversight for Sanitation])	<ul style="list-style-type: none"> <li>o Developed and implemented the Dili Clean and Green food safety and hygiene program (see page 32)</li> </ul>

In addition, the project initiated six working groups (Indicator 5) that now operate independently from the project. These groups include the Tourism Investment Working Group (TIWG), Inter-Ministerial Commission for Tourism Development (IMCTD)/Technical Working Group, Intangible Cultural Heritage (Tais) Committee, Faith-Based Tourism Working Group, and Project Evaluation Teams (PETs) for both Dili Port and Cristo Rei PPPs.

Notable among these working groups was IMCTD, which was established through Prime Ministerial Dispatch 024/PM/VI/2019 to engage high-level Timor-Leste government counterparts to prioritize policy dialogue related to tourism development. The presidency of IMCTD was assigned to the Coordinating Ministry of Economic Affairs (MCAE), and Tourism For All provided Secretariat support to organize five high-level and seven technical-level meetings. IMCTD's outcomes from 2021 to 2023

included prompting the Ministry of Tourism, Commerce, and Industry (then the Ministry of Tourism) to finalize the Timor-Leste National Tourism Development Strategy and Implementation Plan. The project identified the need for a strategy (and drafted the first iteration at the request of the seventh Constitutional Government), and IMCTD (formed as a result of project advocacy) later encouraged the ministry to produce a strategy. IMCTD also facilitated discussions and debates on the establishment of a Timor-Leste Tourism Marketing and Promotion Board/Authority; support for the PPPs established by Tourism For All; the Ataúro SMP;



First annual report's launch of Inter-Ministerial Commission for International Development at TradInvest, Dili (credit: Arlindo Soares, staff member of USAID's Tourism For All Project). Left: Minister of Transport and Communications H.E José Agustinho da Silva; Coordinating Minister for Economic Affairs H.E Joaquim Amaral; and Minister of Tourism, Commerce and Industry H.E José Lucas do Carmo da Silva; and member of the Timor-Leste National Parliament, Abel Pires da Silva

the World Bank Group's tourism demand study; and other policy-oriented discussions. In supporting the study, the project assisted Jakarta-based World Bank staff by providing technical input and organizing three workshops with IMCTD in 2022 to share the study's findings with the public and private sectors. The project helped produce an annual report of IMCTD activities (see photo). The Faith-Based Tourism Working Group became ATR-TL, featured later in this report.

The project advocated for developing a Timor-Leste Tourism Marketing and Promotion Board (Destination Timor-Leste) rooted in private sector principles such as merit-based staff recruitment, contracting independent of the government procurement system, and shared resources. The project crafted a legal model in partnership with MCAE that was never formally approved as a result of conflicting views about precisely how IMCTD and the private sector should share responsibility for facilitating the Marketing and Promotion Board. However, it is hoped that the ninth Constitutional Government of Timor-Leste will consider elements of this internationally bench-marked blueprint.

The adoption or implementation of 24 laws, policies, and procedures (Indicator 3; see Annex D for full list) is a key outcome of the establishment of 10 partnerships (Indicator 7; see Annex E for list of related strategies or plans the project supported), six working groups, and other associated activities that relate to policy dialogue.

In 2019, the project created a forum called the "Monthly Tourism Dada Lia" to encourage informal stakeholder dialogue and knowledge exchanges. This community of practice met 11 times and discussed topics ranging from bottlenecks in the tourism business enabling environment to partnership opportunities. The events, which attracted an average of 30 people, were typically on the last Thursday evening of every month and hosted at different business establishments. The idea to create a Tourism Marketing

Board was first presented during this forum. The project supported the development of a concept paper and conducted shared advocacy with industry leaders to lobby the government to establish the board. Additionally, the project collaborated with SERVE because of relationships developed through a dialogue at a Dada Lia about ways that business registration processes were unnecessarily cumbersome. As a result, the project worked with SERVE to improve communication and help make the business registration process more efficient through infographic messaging.

## **FACILITATE APPROVAL AND IMPLEMENTATION OF KEY TOURISM FRAMEWORK DOCUMENTS**

From the onset of project implementation, there was considerable uncertainty about the leadership of the government's tourism portfolio. The project initially collaborated with the Ministry of Tourism, Commerce, and Industry under the seventh Constitutional Government, which dissolved in June 2018. The eighth Constitutional Government assigned interim leadership to the tourism portfolio until June 2020, when a minister of Tourism, Commerce and Industry and a vice minister of Community-based Tourism Culture were appointed. This lapse of nearly two years in portfolio leadership delayed efforts by the project to facilitate the approval of national-level framework documents. However, during that time, the project used thinking and working politically and APEA to gain clarity and devise a plan to influence Timor-Leste's tourism leadership through soft diplomacy and advocacy in areas ranging from connectivity to marine tourism development. The project conducted an APEA and was privy to other development partners' APEAs. Through the APEAs, the project gained an understanding of the institutional landscape and public sector champions for tourism.

Subsequently, the project drafted a *Position Paper on Barriers to Tourism Development in Timor-Leste*, which identified 11 barriers, ranging from accessibility to service quality, that, if addressed, could make tourism a leading competitive export industry for the country. The paper was widely disseminated among public and private sector actors and helped prompt a formal request by the government (Ref: 317 Gab. MEPCM/VII/2019) for the project to support the drafting of the Timor-Leste National Tourism Development Strategy and Implementation Plan. Additionally, the paper provided the premise that informed numerous advocacy activities in which Tourism For All engaged.

From August 2019 to June 2020, the project organized a series of consultations seeking stakeholder input, with over 350 people participating. The main national-level event was on World Tourism Day — September 27, 2019 — when the project, in partnership with The Asia Foundation (New Zealand funded) and Market Development Facility (Australia funded), organized a consultative workshop with over 100 people in attendance. The project also invited a representative of the United Nations World Tourism Organization to attend who traveled from Spain to share expertise on the importance of a tourism strategy as a key framework document for tourism development and examples of best practices from other countries. Additionally, the project held extensive internal consultations with the director general of tourism and his deputies and directors and exchanges with tourism portfolio experts at the Asian Development Bank and World Bank Group. In Quarter 2 of Fiscal Year 2020, just



before the outbreak of COVID-19 in Timor-Leste, a final public-private dialogue was held with over 100 participants representing the government, industry, and civil society (see photo).



Public-private dialogue with all stakeholders on Timor-Leste Tourism Strategy Development and Implementation Plan (credit: Maria da Costa, staff member of USAID’s Tourism For All Project).

Feedback from this consultation with the director general of tourism, his staff, and experts at the Asian Development Bank and World Bank Group informed the final draft of the Timor-Leste National Tourism Development Strategy and Implementation Plan (see page 17 for details on the project’s involvement). Over the ensuing years, the Ministry of Tourism, Commerce, and Industry used the tourism strategy as a guiding document and secured endorsements of the strategy from IMCTD and then the Council of Ministers in 2023. In addition to supporting the development of the Timor-Leste National Tourism Development Strategy and Implementation Plan, the project supported the formulation of 52 strategies or action plans by project-supported businesses and government entities (see Annex E), incorporating multiple public and private stakeholders (Indicator 7). This work included establishing the four project-inspired tourism associations discussed later.

### **SELECTED GOVERNMENT AGENCIES BETTER ABLE TO PERFORM THEIR DUTIES**

The project worked closely with several government units to improve their capacity, effectiveness, and efficiency. These units were selected based on political will, an existing mandate to regulate tourism, the impact on stimulating private sector investment, and linkages with communities in the project’s geographic focus areas. Exhibit 7 summarizes the support provided to each of the selected government agencies.

#### **Exhibit 7. Support to Government Agencies**

<b>AGENCY/UNIT</b>	<b>NATURE OF SUPPORT</b>
Tourism Information Center	A needs assessment was conducted, and customer service training was provided. Digital marketing training was also provided to coach in the establishment and maintenance of a dedicated Facebook page.
SERVE, IP	Infographics created to support improved communication of services. Encouragement to take business registration online and reduce bureaucratic burdens to businesses, particularly those outside Dili. This effort helped to make the process easier and more understandable for the general public.
Bamboo Institute	Grant provided to expand and diversify product offerings, improve the visitor experience, and increase sales of souvenirs. Procurement practices also improved.
Secretary of Arts and Culture	Formed an Intangible Cultural Heritage Committee composed of institutions involved in tais conservation and production. Worked to submit a UNESCO application for the recognition of tais. Collaborated in inventorying cultural assets and mapping them in the project's geographic focus areas.

AGENCY/UNIT	NATURE OF SUPPORT
Sentru Treinamentu Vocasional Juventude	Training of trainers in food safety, hygiene, and food production. Through a grant, upgraded the Dili-based Sentru Treinamentu Vocasional Juventude kitchens. Handed over an income-generating training activity through Dili Mo'os No Matak (Dili Clean and Green).
Ministry of Agriculture and Fisheries	Collaborated in inventorying protected areas and high conservation value assets. Provided opportunity for training in mapping. Supported the production of an SMP for Ataúro Island and Cristo Rei Protected Area. Funded demarcation of Mount Ramelau and Cristo Rei protected areas.
AIFAESA	Through a partnership agreement, agreed to provide capacity building for trainers in Food Safety and Hygiene. However, AIFAESA reneged on its commitments.
Ministry of Finance PPP Unit	Ongoing dialogue and discussion on integrating small-scale PPPs into the national portfolio to improve investment. Produced a pre-feasibility study and investment plan for Cristo Rei PPP. Collaborated in the Dili Port Redevelopment and Commercialization project through preparation of several reports, including a Feasibility Study.
APORTIL and Ministry of Transport and Communications	Provided technical support in producing an action plan, Site Description Report, 3-D video presentation, Options Analysis, Feasibility Study, Procurement Roadmap, Environmental and Social Impact Scoping Study for the Dili Port Redevelopment and Commercialization PPP. Project valued at over \$100 million endorsed by Council of Ministers.
Ministry of Tourism, Commerce and Industry	Helped build tourism awareness through the establishment of the Turizmu Ba Ema Hotu campaign and regular outreach events. Collaborated in crafting a Timor-Leste National Tourism Development Strategy and Implementation Plan. Established an e-Library to better disseminate intellectual capital. Collaborated in the creation and production of the TL Tourism Update. Worked to upgrade and improve capacity to manage <a href="http://www.timorleste.tl">www.timorleste.tl</a> national tourism website.
Dili Municipal Government	Encouraged and supported the establishment of a dedicated Dili Municipal Tourism Office, which resulted in greater commitment by the City of Dili to support the development of the tourism sector. The project co-created initiatives such as Dili Clean and Green. And the tourism office partnered with Heineken Timor-Leste and the project to build the capacity of women vendors selling sate on the streets of Dili.
Secretary of State for Professional Training and Employment	Provided capacity building for trainers in Food Safety and Hygiene. Also discussed Association of Southeast Asian Nations (ASEAN) Skills Development Framework for Hospitality and Tourism based on ASEAN Standards.

Much of the project’s technical assistance (summarized in the exhibit above) to select government agencies came in the form of training for which the project delivered 35,207 hours across all activities (Indicator 9).

One tool that the project tried to use to evaluate the capacity of organizations or institutions was the PICAL Index (Indicator 18). This tool provides a 360-view across four thematic areas, including demand for institutional performance; organizational learning capacity; administrative capacity; and institutional strengthening capacity. The project’s goal was to use PICAL to establish a baseline from which to monitor capacity improvements. Unfortunately, Timorese organizations and institutions were generally reluctant to undergo critical analysis of their inner-workings and operations. As a result,

the project could only apply the PICAL tool to the associations it helped establish, namely ASTRABEKA, ATKOMA, and ATR-TL. Despite significant project technical assistance, in the end, these associations scored “weak” in their PICAL assessments (2.7/4.0). Overall, the capacity of the institutions remained at a consolidating stage through the life of project. That is, the institutions assessed have standard operations procedures largely adequate, but the institutions still require support to improve the quality of their service delivery. The project worked most closely with ATKOMA, as discussed throughout this report and highlighted in Snapshot 2.

### **SUPPORT KEY MARITIME, TERRESTRIAL, AND CULTURAL SITES TO ACHIEVE PROTECTED STATUS**

Timor-Leste has substantial natural and cultural assets worthy of international recognition and protection, including Uma Lulik, Tebe-Tebe, Rock Arts of Tutuala, Nino Konis Santana National Park, Timorese Coffee, and Ataúro Island. Because the project had limited time and resources, it focused on tais and Timor-Leste’s rich marine ecosystem. (See the next chapter for information on how the project developed SMPs for three areas that already had protected status: Ataúro Island, Mount Ramelau, and Cristo Rei.)

UNESCO’s recognition of tais on the Intangible Cultural Heritage List is a significant achievement resulting from the Tourism For All activity (Indicator 10). This recognition is a milestone for Timor-Leste, bringing national pride and validating the cultural importance of tais and the valuable contribution of women weavers. The successful application puts Timor-Leste on the global cultural map. The fabric is an iconic element of Timorese culture, transmitting the country's history, traditional and religious beliefs, clan identity, and community development. Therefore, it must be protected for posterity. The application process for UNESCO recognition was a collaborative effort involving various stakeholders. The Tourism For All Project supported Timorese authorities and stakeholders in creating a National Committee for Intangible Cultural Heritage, which coordinated the application procedure. The involvement of various stakeholders ensured a full consensus supporting the application. The final step in the process was producing a short film that UNESCO required to describe the significance of tais and the traditional spinning, dyeing, and weaving skills used to make it (see photo as well as Snapshot 1, which includes a photo of tais weavers).<sup>4</sup>



Secretary of State for Art and Culture, H.E. Teófilo Caldas signed Timor-Leste’s traditional woven textile tais application and submitted it to UNESCO as an intangible and cultural heritage in need for urgent safeguarding supported by the project (credit: Arlindo Soares, staff member of USAID’s Tourism For All Project).

<sup>4</sup> The film is available via this link: [Tais: The Traditional Textile of Timor-Leste](#).

Funding received from UNESCO and support from USAID and other development partners will facilitate the next steps in the tais protection and promotion process. A three-year Safeguarding Plan for Tais (developed as part of the project-supported application to UNESCO) is underway to raise public awareness, motivate youth to take an interest in tais and learn weaving techniques, increase income opportunities for weavers, attract tourist interest, and strengthen weavers' networks.

The safeguarding plan that the National Committee for Intangible Cultural Heritage is implementing involves activities such as promoting tais at fairs, creating a television program, adding tais to school curricula, conducting field research, and developing a permanent exhibition with live demonstrations by weavers. Other activities include creating a tais weaving competition for youth, training on cotton cultivation and natural dyeing, supporting weavers' management skills and livelihoods through training, and a formal certification system. Over 100 people from local and international organizations, development partners, and tais weavers contributed to the safeguarding plan.

Early in implementation, the project produced a report, *Status of Marine Information for Conservation Management in Timor-Leste*, to inventory marine assets, review the state of marine management, and prioritize actions for conservation.<sup>5</sup> This work was the impetus for the project's establishment of ATM-TL as an organization. Once established, the association successfully nominated the Ombai-Wetar Strait as a Mission Blue Hope Spot. Hope Spots are crucial to the ocean's health; they acknowledge and empower local communities and governments in safeguarding their marine ecosystems.

The Ombai-Wetar Strait Hope Spot recognizes the significance of Timor-Leste's northern ocean, encompassing Batugade to Jaco Island, which houses globally renowned coral reefs and marine biodiversity. Additionally, it highlights the area's potential for sustainable marine ecotourism development. Timor-Leste joins a marine conservation network spanning over 100 countries by becoming a Mission Blue Hope Spot.



Additionally, Timor-Leste will benefit from Mission Blue's proficiency and support in fostering collaborations between partners to advocate for the legal protection of its Hope Spot, with amplified visibility and educational and marketing opportunities through the organization's global platform.

ATM-TL was awarded a grant to protect cetaceans living, migrating, and breeding in Timor-Leste's waters. ATM-TL developed a community-based whale monitoring and

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<sup>5</sup> Available on the Document e-Library at this [link](#).

education program, including Marine Megafauna Education resources, a mobile application, and a corresponding website. The program also produced and disseminated a whale and dolphin species identification guide and a children's book. Community members' increased familiarity with their special marine ecosystem will result in improved conservation of maritime assets.

## OBJECTIVE 2

# PROMOTION OF SUSTAINABLE TOURISM INVESTMENTS

## CONTEXT AND CHALLENGES

USAID's Tourism For All Project aimed to address a range of issues hindering the growth of domestic and international investment in Timor-Leste to promote tourism sector development. Timor-Leste ranks low in the World Bank's Doing Business Report and the World Economic Forum's Global Competitiveness Report due to factors such as insecure land tenure, weak contract enforcement, and limited financing options for small-scale entrepreneurs. Although the project could not tackle all these constraints, it focused on identifying and resolving barriers for specific tourism products and sites. This process involved creating sustainable conditions for tourism investment activities, building community participation tools, establishing partnerships using financing and equity schemes, and developing public awareness campaigns on tourism's importance.

The project identified promising geographical locations for tourism development and aimed to stimulate growth by supporting the private sector to cultivate "draw attractions," such as faith-based, marine, and hiking tourism that can attract international visitors. Tourism For All used a value chain approach to address constraints that prevent tourism businesses from acting on market opportunities and growing sustainably over the long term. To advance investment in Timor-Leste, the project engaged stakeholders to establish viable financing and equity schemes and lobbied for changes in policy and legislation. The project also worked to create a culture of hospitality by educating local communities about the importance of preserving natural and cultural heritage as critical to sustainable tourism growth in Timor-Leste.

However, various challenges complicated the implementation of Objective 2 activities. The general lack of awareness of tourism across Timorese society, an issue identified in the National Tourism Policy, was a challenge for the project and a significant barrier to tourism growth in Timor-Leste. The COVID-19 pandemic caused a major setback by halting all travel movements globally. To overcome this setback and build sector awareness, the project embraced an adaptive management approach and shifted its focus from international tourism to domestic tourism.

Sector cooperation also remained weak throughout project implementation, with poor public and private collaboration largely due to the absence of a shared vision for tourism development. Weaknesses within public sector institutions made public and private collaboration more difficult. For example, when USAID's Tourism For All Project was designed, the Ministry of Tourism, Commerce, and Industry (the Ministry of Tourism at the time) had taken a market-oriented approach to tourism. The ministry subsequently evolved and pivoted, assuming a more community-based approach to tourism. Although the ministry's change in vision created challenges for the project, the ministry and the

project found opportunities to collaborate in marketing and promoting international best practices in sustainable tourism. The project fostered robust debate on tourism development, bringing the sector to the forefront of the national development debate.

## **KEY OUTPUTS, INTERVENTIONS, AND OUTCOMES**

Under Objective 2, there were nine result areas, as described in this section.

### **INTRODUCE AND ESTABLISH MODELS OF SUSTAINABLE TOURISM DEVELOPMENT**

Early in project implementation, the project selected three geographic focus areas based on market readiness, accessibility, government priorities, and community commitment. These included Dili, Ataúro Island, and the Mount Ramelau area.

The project did a value chain analysis in each area to identify key tourism development bottlenecks, constraints, and opportunities. This analysis formed the basis of the initial project work plans and the prioritization of project interventions.

Tourism For All engaged communities through a Destination Management Partnership Development methodology, convening public, private, and community tourism stakeholders to develop a shared vision and commitment to manage sustainable tourism collaboratively. To create local tourism associations, the project worked closely with traditional and official village chiefs and leaders, district administrators, and other community and business leaders.

Through a consensus-oriented process, the project worked with local communities to devise Sustainable Tourism Strategies to spread tourism development's benefits across the community and ensure stewardship. Consultations were designed to facilitate discussions and consensus around four questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we know when we've arrived?

The Ataúro Island Sustainable Tourism Strategy presents the community's vision statement:

In the year 2030, Ataúro Island will be a pristine protected area and world-famous ecotourism destination with low impact development, renewable energy, healthy reefs, and vibrant communities that welcome a limited number of respectful visitors who will enjoy excellent service and authentic cultural and natural experiences provided by the people of Ataúro.

This process with local communities on Ataúro Island helped confirm that it would be a good location to develop an SMP.

The project also identified priorities and strategies using the five *Ps* framework of the

National Tourism Policy. An outcome of this strategic exercise with the community was the establishment of ATKOMA as a legal entity representing the community's voice concerning tourism development (see Snapshot 2 for more on how ATKOMA supports tourism on the island). Since ATKOMA received the project's support in 2018, it has become a focal point for tourism marketing and ecotourism development.

The Mount Ramelau area replicated the sustainable tourism development model Ataúro used, resulting in the establishment of ASTRABEKA. ASTRABEKA facilitates the area's local government, civil society, and private sector in co-leading tourism marketing and management.

The project also collaborated with the Secretary of State for Environment to introduce ASEAN-level sustainability criteria for communities, homestays, and tour operators. Tourism For All used existing ASEAN-level criteria and dialogue with actors across the public and private sectors to customize criteria for environmentally sustainable tourism to the operating environment. The Secretary of State for Environment then approved the criteria. Later, the project helped disseminate the guidelines. Now, the National Agency for Environmental Licensing (ANLA) uses the criteria for licensing tourism businesses. The project's work with the Secretary of State for Environment not only assisted in improving sustainable practices across the tourism value chain but also supported Timor-Leste in becoming an observer nation within ASEAN.

### **IMPROVED CONDITIONS FOR PRIVATE SECTOR INVESTMENT IN NUMBER OF TOURISM TYPES**

USAID's Tourism For All Project supported the World Bank in conducting and socializing a tourism demand assessment.<sup>6</sup> Specifically, the project provided Jakarta-based World Bank with technical input and organized three workshops with IMCTD in 2022 to share the assessment's findings with the public and private sectors. The report identified that the strength of Timor-Leste lies in its "untouched" nature, particularly its marine ecosystem. The identification of this strength validated the project's focus on supporting marine tourism through the establishment of ATM-TL, which then successfully nominated the Ombai-Wetar Strait as a Mission Blue Hope Spot. The report also stressed the importance of cultural assets in Timor-Leste's tourism offering, corroborating the project's work in gaining UNESCO recognition for tais. Early in implementation, the project recognized that Timor-Leste, a predominantly Catholic country, had an opportunity to develop faith-based tourism, such as fellowship vacations, crusades, rallies, retreats, and pilgrimages to iconic faith-based tourist attractions. Notably, neighboring Indonesia is home to more than 7 million Catholics, and many are interested in experiencing Timor-Leste's faith-based traditions. This insight inspired the development of the ATR-TL and its work, discussed later in this chapter. By establishing niche associations focused on marine and faith-based tourism, the project united stakeholders from the government, civil society, and industry, resulting in the strengthened potential growth of these tourism types.

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<sup>6</sup> The World Bank Tourism Demand Study is available on the Timor-Leste Tourism Document e-Library at this [link](#).



At the height of the COVID-19 lockdowns, when international travel came to a halt, the project launched the Ha'u-Nia Timor-Leste (My Timor-Leste) domestic tourism campaign to stimulate demand and much-needed revenues for tourism businesses. A highlight of the campaign was a Tourism Fair on World Tourism Day in September 2021, which 2,000 people attended. The project's Mid-Term Performance Evaluation in July 2021 stated that "the campaign has engendered pride in Timor-Leste as a tourism destination and supported local businesses to prepare for the resumption of international tourism." Ha'u-Nia Timor-Leste generated close to 1 million social media engagements, including the dedicated campaign Facebook page, which has nearly 8,500 followers (Indicator 6) and is growing. To raise support for the campaign, the project produced 10,000 #HauNiaTimorLeste badges and encouraged people to wear them, literally painting the town of Dili. A total of 271 businesses participated in project-assisted cooperative marketing efforts (Indicator 17). The project generated nearly 3.5 million page-views through its various interventions over the life of the activity (Indicator 16).



In 2020, the project launched an initiative known as the *Turizmu Ba Ema Hotu* (Tourism For All). As a part of this awareness campaign, a major tourism awards program was established to promote tourism in the country and encourage winners to capitalize on the resulting publicity to boost demand for their products. The primary objective of this program was to acknowledge individuals and companies that have demonstrated exceptional dedication and service to advancing tourism in Timor-Leste. The program was organized three times, recognizing 30 outstanding companies and individuals. The first awards ceremony and dinner were attended by the U.S. ambassador and held at the Timor Plaza Hotel. In 2022, the Timor-Leste's president attended the ceremony at the Embassy of the United States (see photo). All these initiatives helped improve conditions for private sector investment in the tourism sector by inspiring shared interest in sector growth and fostering a more service-based economy. The project created avenues for the private sector to express



The president of Timor-Leste, H.E. José Ramos Horta, presents a certificate of appreciation to a tourism champions award winner at the World Tourism Day celebration ceremony at Embassy of the United States in Dili (credit: Arlindo Soares, staff member of USAID's Tourism For All Project).

views on policy issues in innovative ways to recognize tourism champions. Unifying stakeholders' vision for tourism addressed a major hurdle to tourism's development: fragmentation among government, industry, and civil society stakeholders.

### **IMPROVED CONDITIONS FOR PRIVATE SECTOR INVESTMENT IN NUMBER OF TOURISM PRODUCTS**

From 2018, the project worked with local communities in its geographic focus areas to encourage the development of tourism products and experiences to drive growth in the tourism sector. Based on this experience in 2023, a guide for practitioners titled “Tourism Product Development Methodology”<sup>7</sup> was produced by the project with two specific objectives: (1) provide a guide on tourism product development for tourism value chain actors, such as tour operators, tourism associations, universities, training centers, and the public sector, and (2) share experiences of tour product development in Timor-Leste through a series of case studies. The guide — which some universities use — defines tourism products and introduces a methodology for tourism product development, including step-by-step guidance for bringing a tourism product to market. It also includes two case studies from the project of successful tourism product development efforts on Ataúro Island and in the Mount Ramelau area (see Snapshots 2 and 6). As Exhibit 8 (next page) illustrates, the project helped co-create dozens of visitor experiences and tours in partnership with tourism associations, communities, and grantees (e.g., Bamboo Institute) to expand and diversify the tourism sector's product offering. These products include whale and dolphin watching, cultural experiences, agro- and ecotourism, snorkeling, and diving. This diversification helped increase opportunities and improve conditions for private sector investment in tourism products.

### **IMPROVE BUSINESS SKILLS OF SELECTED STAKEHOLDERS**

In Year 2, the project launched the Hospitality Experience Development Program to provide training to businesses and their employees to enhance their understanding of the skills required to provide safe, high-quality tourism products and services. Project staff and grantee activities delivered training on topics such as food safety, hygiene, business planning, digital marketing, financial literacy, climate change, and sustainable tourism, with training hours numbering 35,207 (Indicator 9). The primary participants were women (62%) and youth under 30 years old (64%). Participants said the program improved their entrepreneurial and customer service skills, ability to generate income, and optimism about tourism's future in their community (see Snapshot 8).



Training Center trainers, restaurant owners, hotel and restaurant chefs, and homestay owners from municipalities were trained on the Food and Safety under the Dili Moos No Matak Program supported by the project (credit: Elvis Guterres, staff member of USAID's Tourism For All Project).

<sup>7</sup> The report is available on the Timor-Leste Tourism Document e-Library at this [link](#).

# Exhibit 8. The New Tour Products



## Whale/Dolphin Watching

Timor-Leste is a premier destination for whale and dolphin watching in Southeast Asia.

Of the 90 species of cetacean worldwide, over 30 live in Timor-Leste, and USAID's Tourism For All Project facilitated a survey of these aquatic mammals.

For whales and dolphins, the Wetar and Ombai Straits constitute a major migratory route from the Pacific Ocean to the Indian Ocean.



## Agro and Eco-Tourism

1. Community-led ecotourism through homestay accommodation in Beto Tasi, Madohi (Dili)
2. Agrotourism activity Klibur To'os Rai Mean (Baucau)
3. Homestay and hiking through Wailakurini (Viqueque)
4. Boat tour to Akrema white-sand beach (Ataúro)



## Gastronomy

1. Tourism Experience at Dare Museum and Café (Dili)
2. Tourism Experience at Café Lalatek Nanis Domin Dare (Dili)
3. Fatima Café (Dili)
4. An's Restaurant (Ainaro)
5. Kati Guest House (with a restaurant) (Lautem)
6. Agua de Coco restaurant (Dili)
7. Agora Food Studio (Dili)



## Handicrafts and Shopping

1. Grupu Hakusara, a women's pottery group (Ataúro)
2. Grupu Rapim Harik (Ataúro)
3. Biojoia de Ataúro
4. Boneca de Ataúro
5. Sentro Ataúro Di'ak/Empreza Diak
6. Art Souvenir Service Center (ArtSS) AEMTL (Dili)
7. Bamboo tour (Dili)
8. Diversification of Tais Futus Furaq (Dili)



## Cultural

1. AEMTL trackless "mini-train" tour (Dili)
2. Tuk tuk history and cultural tour of Vila (Ataúro)
3. Hole in the Ground Prison (Ataúro)
4. Grupu Sole Tete ro Tihak - group of traditional dancers and singers (Ataúro)
5. Arlo and adara beach and community hike and boat tour (Ataúro)
6. Community and cultural hike to Bikeli and Akrema (Ataúro)



## Hiking, Trekking, and Walking

1. Bikeli to Uaroana and Akrema (Ataúro)
2. Adara to Iliana/Doro and Atekru (Ataúro)
3. Vila to Lampian beach, Cave of Our Lady Mary and Makili (Ataúro)
4. Beloi to Libadoe freshwater spring, Anartutu, Adara, Arlo, and Bikeli/Beloi overlook (Ataúro)
5. Hike to Manucoco peak (Ataúro)
6. Scenic mountain and beach hike to Makili (Ataúro)
7. Camea Lenuk Hun Cristo Rei (Dili)
8. Golgota "Peace Garden" Hill hiking (Dili)
9. Dokomali Waterfall (Ainaro)



## Snorkeling and Diving

Ataúro's variety of diving sites, ranging from slopes covered with coral gardens to dramatic walls draped in fans, sponges, whips, and soft corals

1. Boat ride and snorkeling at the Beloi reef (Ataúro)
2. Exclusive adventure dive holidays (Ataúro)
3. Ataúro Dive Resort (small eco-resort)

For micro- and small enterprises, one of the top training needs identified is digital marketing to promote businesses and attract customers. In response, the project produced three training videos and disseminated them via the Ha'u-Nia Timor-Leste Facebook page, attracting more than 20,000 views, including Taking Attractive Tourism Photographs Using a Smartphone, Telling Your Own Story as a Tourism Professional, and Improving Your Business Facebook Page.<sup>8</sup>



A Timorese business owner practices taking photograph after completing a digital marketing training provided by the project (credit: Maria da Costa, staff member of USAID's Tourism For All Project).

In Fiscal Year 2021, during the COVID-19 pandemic, the project produced training videos to assist beneficiary restaurants, hotels, and tour operators in reopening their businesses in accordance with international standards. These include How to Re-open Your Business and How to Make Your Restaurant Clean and Green.<sup>9</sup> Additionally, the project produced a financial literacy training videos in collaboration with Tuba Rai Metin, a microfinance institution (MFI). The videos guide viewers in understanding earning, spending, and saving money.<sup>10</sup> A video was also produced in partnership with Kaebauk Investment and Finance (KIF),<sup>11</sup> another of Timor-Leste's leading MFIs, explaining how micro- and small enterprises can access finance and credit.

Business coaching to improve the business skills of entrepreneurs, with a focus on women entrepreneurs, also succeeded. This online coaching was the product of Tourism For All's partnership with Agora Food Studio and included three instructional short films on digital marketing skills. The partnership equipped three women entrepreneurs to serve as coaches in hospitality and tourism services. Two of these women later assumed ownership of Agora Food Studio, and they remain leading entrepreneurs. The project's experience led to the realization that effective business coaching should avoid imposing additional time commitments on busy entrepreneurs. The project determined that successful business training:

- Empowers tourism entrepreneurs to identify solutions to their challenges
- Uses proven approaches to behavior change that foster healthy competition within the tourism industry

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<sup>8</sup> These videos are available on the Ha'u-Nia Timor-Leste Facebook page via the following links: [Taking Attractive Tourism Photographs Using a Smartphone](#), [Telling Your Own Story as a Tourism Professional](#), and [Improving Your Business Facebook Page](#).

<sup>9</sup> These videos are available via the following links: [How to Re-open Your Business](#) and [How to Make Your Restaurant Clean and Green](#).

<sup>10</sup> These videos are available via the following links: [Financial Literacy Training to Manage and Understand Money](#) and [Financial Literacy Training to Plan for the Future and Fulfill Dreams](#).

<sup>11</sup> This video is available via the following link: [How to Access Credit through Kaebauk](#).

- Is presented as a reward, not an obligation, for participants who can benefit from business coaching
- Is founded on a business-to-business relationship provided by experienced Timorese tourism business owners in Timor-Leste
- Adapts to the needs of the beneficiary, such as by focusing on digital basics rather than a trainer's manual
- Follows a schedule based on the trainees' availability
- Is suitable only for coachable participants
- Works best for existing or aspiring tourism entrepreneurs who are 35 years or younger and committed to developing Timor-Leste's tourism industry

The project produced a study titled “Climate Change and Tourism in Timor-Leste: The Time to Act is Now” and a one-day training module that was delivered to 210 people representing 118 organizations (Indicator 19) to expand awareness of the threat of climate change to small island developing states, such as Timor-Leste.<sup>12</sup> The report and module include international best practices in responding to climate change. These resources are meant to inform tourism stakeholders of challenges and risks that will emerge in the coming years and illustrate adaptive and mitigatory measures that the government can implement with the private sector. Snapshot 9 describes some of the activities that the report and training module informed during the life of the project.

In September 2019, the project helped celebrate World Tourism Day by organizing a Jobs Fair and Congress, titled “Tourism and Jobs: A Better Future for All,” aimed at youth. The event was co-hosted by the National University of Timor-Leste, the Dili Institute of Technology, and the Ministry of Tourism, Commerce, and Industry. Nearly 800 youth people came to the event, which brought together vocational training institutions, leading hospitality companies, and prospective employers to motivate and encourage the country’s youth



The local stakeholders of USAID’s Tourism For All Project wore bags and hats as part of a promotion activity during a ceremony in Dili to commemorate the World Tourism Day (credit: Elvis Guterres, staff member of USAID’s Tourism For All Project).

to work in the tourism industry. United Nations World Tourism Organization’s manager of technical cooperation, the Secretary of State for Vocational Training and Employment, and the director general of tourism participated in the opening ceremony. There were also four workshops organized covering the following topics: opportunities for careers and education in tourism; the need to protect the natural environment as a tourism asset; small business development; and how to prepare a successful job application.

<sup>12</sup> The study is available the Timor-Leste Tourism Document e-Library via this [link](#).

In the future, and as tourism development in Timor-Leste becomes more customized, new competencies — such as soft skills, language, social media understanding, and technological know-how — will be in high demand by the tourism industry at all operational and managerial levels. It is essential to understand the importance of these skill requirements and how tourism can help change lives in Timor-Leste by bolstering commercial activities and facilitating strong linkages across the country's economy.

### **IMPROVE TOURIST SATISFACTION WITH NICHE/SITES/PRODUCTS**

In the first half of 2018, the Ministry of Tourism, Commerce, and Industry (then the Ministry of Tourism) established a tourist information center in Dili to provide international visitors with information about Timor-Leste before and during their visit. Early in its inception, the project's needs assessment determined the need for capacity building to enhance the ability of staff to effectively engage with tourists in areas including understanding visitor needs, developing itineraries, digital engagement, and consistency in the messaging within promotional materials. The project collected best practices from other Southeast Asian destinations with similar circumstances and levels of development, and throughout the life of the project, support was provided to the center. The project provided technical support to enhance the [www.timorleste.tl](http://www.timorleste.tl) website. This included developing a document e-Library to improve knowledge sharing of tourism studies and reports. Eighty-eight documents have been uploaded, viewed 14,919 times, and downloaded 2,000 times (Indicator 12). In addition, a digital *Timor-Leste Tourism Update Newsletter* was created and disseminated to local and international subscribers (roughly 2,000), featuring destination information. Seven editions were published between June 2020 and July 2022, attracting a cumulative 13,141 opens.

The project also intended to organize a national visitors survey but learned early in implementation that The Asia Foundation had been conducting the Timor-Leste international visitor's survey questionnaire since 2013 with the Ministry of Tourism, Commerce, and Industry (with support from New Zealand). The survey draws on over 40 data points to understand traveler profiles (country of origin, purpose of travel, demographics), behavior, satisfaction, and spending patterns. It is conducted annually in the departure lounge of Dili International Airport and through trained enumerators from the ministry and Timorese research-based NGOs. A typical year includes 600 to 1,200 valid responses in the survey's sample size. Survey data is shared primarily with the government, development partners, and private sector stakeholders. The first survey was conducted in 2014, and the most recent survey was completed in 2022.

In 2020, the project collaborated with the Dili Institute of Technology to produce a concept paper proposing the establishment of a Tourism Observatory to provide timely and reliable statistical information on tourism to support evidence-based decision-making. The proposal was presented to the Ministry of Tourism, Commerce and Industry and other relevant government bodies. Although the ministry did not prioritize the proposal's implementation, it is a good practice in tourism development to maintain a mechanism to gather reliable evidence on tourism that supports decision-making. Hopefully, the ministry will consider operationalizing such a mechanism in the future.

The project focused on a destination-specific satisfaction survey by collaborating with ATKOMA members in December 2019 and May 2020, interviewing 170 visitors to Ataúro Island. The initial survey used a paper-based survey tool, and the second survey used a digital cloud-based survey tool. The result of these two surveys illustrated that most visitors to Ataúro were satisfied with the tourism offering and attractions (Indicator 15). Noteworthy recommendations raised by the visitors and subsequently shared with ATKOMA and other key stakeholders included the following:

- Provide a life jacket in the boat for the safety of passengers
- Build the boat crew's knowledge of and comfort level with the English language
- Provide payment receipts for passengers when they book tickets
- Provide more transport options for visitors to explore the island
- Clean up the garbage on the beach and address plastic waste
- Upgrade marine infrastructure

A grantee activity (Mario's Place) resulted in the provision of life jackets for boats transporting tourists to and from the island. The project also made inroads to collaborate with HOTL to implement a cloud-based survey of hotel guests in Dili. However, COVID-19 thwarted these plans. In addition to the work with ATKOMA and HOTL, the project developed a training module using Kobo Toolbox to enhance the capacity to conduct satisfaction surveys at the enterprise level and basic data analysis modules. The training was delivered to 11 tourism businesses and grantees on how to create their own customer satisfaction survey by using tablet-based questionnaires on Kobo Toolbox. This training also covered areas on how to analyze the data gathered through a tablet-based questionnaire.

Working in partnership with Heineken Timor-Leste, Telkomcel, and the Ministry of Tourism, Commerce and Industry, the project developed the Go! Timor mobile application (see logo, right), which provides travel advice and information on upcoming events, accommodations, and destination information. Available on Android and Apple platforms, Go! Timor has been downloaded to just shy of 4,000 mobile phones. This mobile application and the Facebook webpage will be transferred to ATKOMA, one of the local organizations that the project helped establish, for management.



To improve the quality of food safety and hygiene of food service establishments in Dili, the project initiated the Dili Mo'os no Matak (Dili Clean and Green) with the Ministry of Tourism, Commerce and Industry, the Ministry of Health, the Secretary of State for Professional Training and Employment, and Dili Municipality. The program's objective was to raise food safety and hygiene standards through cooperation between industry, regulatory, and educational organizations and to create a universally identified logo easily visible to diners, thereby gaining their confidence in a clean and safe dining experience at food outlets that display the logo. Unfortunately, the scheme was not sustained by public sector institutions in the aftermath of COVID-19 due to a lack of funding. Still, Dili Clean and Green developed capacity for using market research tools by assisting tourism enterprises and associations with conducting customer satisfaction surveys and

establishing an evidence base to guide product and service improvements. Additionally, the project provided visitors and tourists with platforms to communicate their level of satisfaction with tourism enterprises. Mechanisms such as the Go! Timor app will be critical in the tourism sector's increasingly digital ecosystem. Thus, the project's activities to improve tourist satisfaction with tourism offerings and products have established steppingstones for further growth as Timor-Leste enters the ASEAN community and diversifies its tourism sector.

### **INCREASE PRIVATE INVESTMENT IN TOURISM DEVELOPMENT**

The project focused on developing investment models for protected areas and engaged an ecolodge architect to create a conceptual design for an ecolodge on Ataúro Island. A suitable location was identified, and meetings were held with landowners to establish a leasehold agreement. The local community was highly receptive to the Iliknamuk Ecolodge conceptual design, and the project prepared financial projections, including cash flow estimates, return on investment, and the suggested cash and equity investment required for the project. Unfortunately, the pandemic prevented the identification of an investor (see conceptual design of ecolodge in Exhibits 9 and 10). Despite this setback, the community is positioned to pursue private sector financing once investor confidence returns, given the conceptual design and legal framework are already in place. The completion of the Iliknamuk Ecolodge will significantly improve the variety and quality of accommodation options on Ataúro Island and is likely to attract higher-spending visitors.

The Ministry of Agriculture and Fisheries requested that Tourism For All draft a diploma to execute and implement Article 42 of Decree Law 05/2016 concerning the entrance fee system for protected areas (Indicator 3). The project retained an international expert; held technical-level meetings among officials of the Ministry of Tourism, Commerce and Industry, Ministry of Agriculture and Fisheries, and others; and achieved a consensus among the ministries that establishing a clear and consistent protected area entrance fee is important for the development of Timor-Leste's tourism sector and the improvement of the livelihoods of people living in and around the country's protected areas. The project advocated for high-level endorsement of a joint ministerial diploma, but this did not eventuate due to a lack of coordination across relevant ministries.

Early in project implementation, a survey of financial institutions was conducted to understand how small enterprises, particularly in rural areas, could access financial services and credit. At least half a dozen institutions were contacted, but only three MFIs and one commercial bank agreed to participate. Servisu Finanseiru Moris Rasik, an MFI in operation since 2000, provides loan products targeted exclusively at poor rural women, ranging from \$50 to \$50,000. Although no specific loan products focus on tourism enterprises, several recipients are using loans to make investments in accommodation, restaurant, and handicraft businesses. KIF is an MFI launched in 2001 that provides microfinance services targeted at low-income populations across the country's 13 districts to improve equality and empower women. Initially, loans were granted to individuals and groups ranging from \$100 to \$35,000. Due to delinquency in payback, KIF stopped issuing loans to groups in 2010, and no products were geared toward tourism businesses. However, KIF expressed interest in expanding in the sector.



# Exhibit 9. Ecolodge Conceptual Design

LILIKNAMUK BIKELI ECOLODGE  
Conceptual Master Plan



0m 4m 8m 16m 25m 60m

## LEGEND:

1. ARRIVAL SECURITY GATE
2. WELCOME PAVILION
3. THE HUB (RECEPTION, LOUNGE, DINING, KITCHEN)
4. DIVE & SNORKELING CENTER
5. INFINITY EDGE POOL
6. WELLNESS CENTER
7. LUXURY SINGLE VILLA (18 nos.)
8. LUXURY FAMILY VILLA (3 nos.)
9. GARDEN PAVILION
10. ACTIVITY CENTER & GIFT SHOP
11. B.B.Q. PAVILION
12. HOUSEKEEPING STATION
13. ORGANIC GARDEN CENTER
14. CHEF'S ORGANIC CAFE
15. AMPHITHEATER + STAGE
16. CHANGING ROOMS + BACKSTAGE
17. WASTE SORTING + COMPOSTING
18. ECO-FRIENDLY UTILITIES BUILDING
19. LAUNDRY
20. ADMIN AND FINANCE OFFICES
21. B.O.H. OFFICES
22. STAFF DINING + KITCHEN
23. MAINTENANCE + STORAGE
24. GENERATOR + FUEL STORAGE



# Exhibit 10. Ecolodge Concept Sketch



Federação Cooperativa de Credito Hanai Malu (FCCHM) was established in 2010 to support entrepreneurship and ensure the welfare of members at the micro- and small-enterprise levels in rural areas by providing credit, education, and training. ANZ Bank focuses exclusively on commercial customers with a limited risk appetite for small and medium-sized enterprise clients with minimum loan amounts of \$500,000.

The project signed partnership agreements with Servisu Finanseiru Moris Rasik, KIF, and FCCHM, helping them to improve their websites,<sup>13</sup> organizing a number of access to credit workshops, and producing access to finance training videos. This resulted in 30 (Indicator 13) micro-enterprises (85% owned by women) accessing new loans worth \$44,752.85 (Indicator 11). Additionally, the project collaborated with ANZ Bank on an activity to deliver its proprietary Money Minded and Basic Business financial literacy course to 314 participants and six trainers (who received accreditation as trainers); most were women. As a result, 30 businesses accessed microfinance for a total loan disbursement of \$44,752.85 between 2019 and 2022 (see Snapshot 8).

### **INCREASE PUBLIC INVESTMENT TO SUPPORT PRIVATE SECTOR DEVELOPMENT IN TOURISM**

In the first months of implementation, the project produced a PPP Investment Report to assess the preliminary readiness of Timor-Leste to develop tourism-related-infrastructure and services. Although Timor-Leste performed well overall in the readiness assessment, scoring 2.79/4 in 39 criteria, it fared less well in “PPP Institutional Capacity.” This score reflected the reality that Timor-Leste’s experience with PPP remains in the nascent stage. The primary conclusion of the report was that the country’s legal, regulatory, and institutional framework — although not perfect — is sound. However, a number of challenges remain with respect to an inhibiting investment environment, low public awareness of the value PPPs present, and an absence of key institutional capacities essential for effective project appraisal and structuring. These challenges should represent priority areas for the government when considering strategies to improve the PPP regime. The report recommended that a Tourism PPP Pipeline and Pilot Project Initiative be developed as a next step.

In February 2019, the project organized a two-day partnership workshop with 54 participants representing the government. This resulted in a PPP Master List of Tourism (see Annex C), which were screened and ranked according to defined international good practice criteria and methodology. A total of 16 sub-criteria were considered in two broad categories: Fundamental Feasibility (e.g., technical, financial, ease, additionality, environment) and Levels/Forms of Support (e.g., political, demand, regulatory, institutional capacity, and employment generation). Subsequently, six PPP projects were selected for further study as described in Exhibit 11 (next page).

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<sup>13</sup> Use the following link to see website produced by the project: [FCCHM](#).

## Exhibit 11. Priority PPP Projects

PROJECT NO.	PROJECT TITLE	ACTION
1	Cristo Rei Site Upgrade and Management	Pre-feasibility study
2	Dili Port Site Redevelopment and Commercialization	Action plan
3	Timor-Leste Tourism Development Authority/Board	Action plan
4	Tourism Enterprise Incubator	Action plan
5	GREEN T Transportation and Tourism Hub	Action plan
6	Dili Plastic Waste Reduction Project (REDUCE)	Action plan

Each action plan was broken down into five components: a detailed project description, market assessment, SWOT (strengths, weaknesses, opportunities, and threats) analysis, stakeholder roles and responsibilities assessment, and proposed development model. The plans also had additional data gathering and due diligence requirements. Public and private stakeholders expressed the most interest in Cristo Rei Site Upgrade and Management (1) and Dili Port Site Redevelopment and Commercialization (2).

The pre-feasibility study for Cristo Rei Site Upgrade and Management demonstrated the business case, financial viability, and legal eligibility of the initiative under a 25-year PPP concession contract. Through the proposed model, the private party the government engaged would be responsible for the capital and operational expenditure to correct critical site deficiencies that limited its potential as a tourism attraction. It was concluded that the investment would be met through a combination of commercial/philanthropic funding and equity investment by a private party, estimated to be a ratio of 70% and 30%, respectively. Over the life of the contract, the private party would recoup its investment and generate a profit from available revenue streams, including admission fees, (handicraft) vendor rentals, food truck rentals, restaurant rentals or subcontracts, and parking fees. The government would receive a periodically escalating rental payment from the private party representing a percentage of the annual revenue generated by the private party, ranging between 5% to 15%. The fundamental value-for-money of the PPP approach, as compared to the ongoing management of the Cristo Rei site by the government, was analyzed, and the benefit of private investment was clearly quantified. After intense stakeholder engagement (including with the Dili Municipal Government and the Archdiocese of Dili), the PPP was presented to the Administrative Council of the Infrastructure Fund (CAFI) and approved.

At the government’s request, the project produced an investment plan, a draft procurement package, and advice on the adaptation of the PPP law to incorporate small-scale projects (i.e., less than \$5 million). In 2022, a market-sounding public consultation aimed at establishing investor knowledge about and interest in the project was organized, which received positive feedback. Environmental and demand risks were identified as important considerations. Unfortunately, due to some land tenure issues, failure to reform the small-scale PPP law (Decree-Law No. 42/2012), and the COVID-19 pandemic, the estimated \$3 million to \$4 million project (Indicator 11) did not go to tender during the implementation of USAID’s Tourism For All Project.

After signing a partnership agreement with APORTIL, the project produced an Options

Description Report and three-dimensional video for the Dili Port Site Redevelopment and Commercialization (see video).

Tourism For All socialized the video with the deputy prime minister, minister of finance, coordinating minister for economic affairs, and other Timorese high-level leaders.

On July 28, 2020, the project presented the video to the Council of Ministers. With CAFI's approval, the project produced a Feasibility Study, Infrastructure Design and Coordination Plan, and Procurement Roadmap and Package. To ensure activities were environmentally, socially, and climate friendly, the project also produced an Environmental and Social Scoping Study and a Blended Finance Engagement Strategy. The PET was established in consultation with the Ministry of Transport and Communications and APORTIL. A market-sounding activity was organized in 2023 to seek opinions on the \$119 million (Indicator 11) PPP project by leading local and international developers/financiers.<sup>14</sup> The project also negotiated with the government and International Finance Corporation to hand over the renamed Dili Waterfront Development PPP to ensure continuity after closeout. On March 28, 2023, a ceremony for the formal handover from USAID to the government took place, with several high-level participants, including the prime minister.



The partnership between TradeInvest (see pages 15 and 16), MCAE, and the Ministry of Finance enabled USAID's Tourism For All Project to build capacity around the PPP as a development mechanism. The government and civil society showed little appetite for PPPs early in the life of the project. But as the project supported greater understanding of PPPs, they proliferated (see Annex C), and national and international investors became increasingly confident about PPPs' value, especially in the tourism sector. The Cristo Rei and Dili Port PPPs will be gamechangers for Dili as an international tourism destination. Their continued success and other projects' use of PPPs in the tourism sector will fuel investors' trust in the PPP development modality.

### **STRENGTHEN ASSOCIATIONS INVOLVED IN THE TOURISM SECTOR**

The project facilitated the legal formation of four tourism associations: ATKOMA, ASTRABEKA, ATM-TL, and ATR-TL. Each received project technical assistance to produce strategies and action plans and build organizational and leadership capacity. ATKOMA represents tourism stakeholders across Ataúro. Since becoming registered in early 2019, it has grown with project support, achieving the following notable results:

- Submitted conceptual design of the Visitor Information and Conservation Center in Beloi to Timor-Leste's government for construction
- Set up temporary visitor center in the absence of funding for Visitor Information and Conservation Center

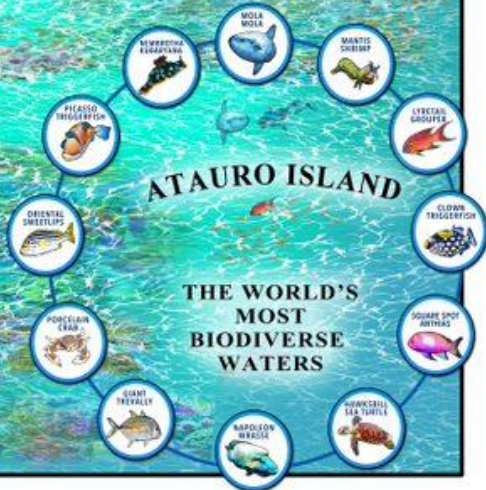
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<sup>14</sup> The Investment Brochure is available at this [link](#).



# Atauro TIMOR-LESTE Island

*Small Island  
Big Heart*



- Overhauled the [www.Ataúrotourism.org](http://www.Ataúrotourism.org) website, including tourism asset inventory, image library, and a description of ATKOMA members
- Established operating protocols and procedures for the association
- Produced an illustrated tourist map (see copy on previous page)
- Created and distributed 12 visitor experiences generating \$3,943 in sales since 2021
- Through voluntary contribution program, raised \$3,411 for community development
- Held tourism awareness roadshows across Ataúro, featuring its sustainable tourism development strategy and the National Tourism Policy to encourage local communities to embrace sustainable tourism development on the island
- Organized familiarization trips with Singapore Travel Agents and local media
- Facilitated signed agreement between ATKOMA and Mission Aviation Fellowship for ground handling and bookings for commercial flights between Dili and Ataúro, starting April 2021 and yielding \$3,609 in revenue for ATKOMA (see Snapshot 2)
- Won in the “nature and ecotourism” category of the Green Destinations Story Awards, an annual program to showcase the most inspirational stories of resilient tourism practices from top-100 competitive destinations
- Received the Sérgio Vieira de Mello Human Rights Award from the Office of the President of Timor-Leste, an award that comes with a \$10,000 grant

ASTRABEKA represents tourism stakeholders in the Mount Ramelau area. Legalized in November 2019, the association received technical support from the project, including:

- Tourism product development, including a new visitor experience at Dokomali Waterfall. An itinerary and promotional material were developed and market-tested
- Completion of an SMP for the eco-trail at Mount Ramelau in partnership with the Ministry of Tourism, Commerce and Industry, Ministry of Agriculture and Fisheries, and the Catholic Church
- Receipt of a grant by the Ministry of Tourism, Commerce, and Industry to implement four community-based tourism projects, including the Dokomali Waterfall Product (upgrading of footpaths, stairs, signage, rest areas, and photo spots to improve the visitor experience). Ramelau Camping Site/Flower Farm/Photo Spot (development of a camping site for visitors)
- Public toilet improvement (building four public toilets on way to Ramelau Sanctuary)
- Membership engagement, association management, and accounting training
- Grant through Timor Unearthed Tours to improve tourism workers’ and businesses’ services and products through a knowledge exchange between ATKOMA and ASTRABEKA

ATM-TL is an association that aims to promote sustainable marine tourism activities such as whale watching, water sports, diving, and other marine-based activities. It serves as a bridge that connects all stakeholders involved in marine tourism in the country. The association was established in August 2019 and has accomplished significant milestones with project support, including:

- Awarding of Hope Spot to the Ombai-Wetar Strait by Mission Blue in March 2020, celebrated on World Oceans Day
- Establishment of cetacean watching guidelines in partnership with Ministry of Agriculture and Fisheries, Ministry of Finance, the Ministry of Tourism, Commerce,

and Industry, ATKOMA and the International Whaling Commission through a Joint Ministerial Diploma

- Production and launch of a range of national whale and dolphin education and citizen sciences resources, including a teaching resource *Nauri and Parawu Ina Visit Timor-Leste* for elementary school children, a whale/dolphin sighting ‘App,’ and a website dedicated to education and research on whales and dolphins of Timor-Leste

The genesis of ATR-TL can be traced back to the second International Conference for Emerging Tourism Destinations, which was centered around the theme of “Peace, Harmony and Fellowships: Faith-Based Tourism Development in Timor-Leste” (see photo). The conference, which took place in May 2019, was arranged by the Faith-Based Tourism Working Group and the Dili Institute of Technology, with assistance from the project. The association was officially launched in October 2021 in an event attended by 400 persons, including high-level representatives of the U.S. and Timorese governments. Since then, the association has made impressive strides, accomplishing the following:



The 2<sup>nd</sup> International Conference for New Tourism Destination organized by Faith-Based Tourism Association. The ceremony also recognized the winners of Tourism For All Ambassadors 2019-2020 (credit: Elvis Guterres, staff member of USAID’s Tourism For All Project).

- Established an interfaith platform for uniting Catholics, Muslims, Hindus, Protestants, and Confucians to develop religious tourism as a niche
- Identified a location and produced a conceptual design for a Peace Garden
- Developed a youth tourism ambassador program
- Received \$110,000 grant from Civil Society Department of the Prime Minister’s Office
- Organized training workshops and awareness-raising events
- Supported the Cristo Rei PPP
- Organized and staffed an office for association operations

Of the four associations established with support from the project, ATKOMA and ATR-TL are in the strongest position to continue to operate independently of the project. Despite significant technical support from the project, ASTRABEKA and ATM-TL have been unable to secure revenue streams and wider stakeholder engagement. Apart from facilitating the formation of ATKOMA, ASTRABEKA, ATM-TL, and ATR-TL, the project collaborated with organizations involved in tourism-related portfolios.

The Timorese women’s micro- and small enterprise association, Associação Empresarial das Mulheres de Timor-Leste (AEMTL), reached a milestone in the country’s tourism sector by launching a trackless train on November 18, 2020, and the Art Souvenir Service Center through project grant support (see photo, next page; see Snapshot 4 for



more on the project's support for AEMTL). The project also provided technical assistance or grants to the Chamber of Commerce and Industry Timor-Leste and HOTL, the Associação Operadores Touristico Timor-Leste, and the Asosiasaun Feto Municipiu Dili. Early in project implementation, Tourism For All developed strong rapport with and among these organizations, which enabled collective advocacy that brought voice to stakeholders in the tourism sector and encouraged the government to improve the business enabling environment.



The participants experience the trackless train supported by the project at the launch of AEMTL in Dili (credit: Elvis Guterres, staff member of USAID's Tourism For All Project).

In addition, the project supported the Feto Uniaun Hato-Builico, which is a group of women entrepreneurs in the Mount Ramelau area, with a grant that enabled them to become legally registered. This activity and similar ones helped community stakeholders strengthen their solidarity and created avenues for women-led entrepreneurship in rural areas. Where possible, the project delivered training to stakeholders associated with community-led local stewardship associations, and this training covered a range of topics, including access to credit, financial literacy, and digital marketing.

### **ESTABLISH SUSTAINABLE MANAGEMENT PLANS WITHIN PROTECTED SITES**

Currently, there are 46 designated protected areas in the country, which include one national park and two marine areas. The Ministry of Agriculture and Fisheries bears primary responsibility for overseeing high conservation value (HCV) and protected areas, but a consistent approach to managing these areas for conservation purposes is yet to be established. Conservation International developed an SMP for Nino Konis Santana National Park, but it was not approved or endorsed by the Government of Timor-Leste. This holds true for most HCV areas in the country. The project rigorously advocated to gain formal approval of the Ataúro Island SMP by the Council of Ministers, but the effort proved unsuccessful due to unclear roles and responsibilities across multiple ministries.

Key achievements of the project include a focus on HCV areas in its three geographic focus areas, namely Dili, Ataúro, and Mount Ramelau. By working with established NGOs on the ground and engaging with local communities, the project completed a sustainable management plan (SMP) for Ataúro Island. This plan centers on identified high conservation value areas and systems that aim to enhance the protection of the environment and cultural heritage sites. The project also developed SMPs for the eco-

trail leading up to Mount Ramelau and Cristo Rei Protected Area (Indicator 20).<sup>15</sup>

Overall, the aims of the SMPs are to:

- Support the protection of biodiversity and the natural environment of protected areas
- Ensure the preservation of essential ecosystem services for people (food security and livelihoods) and nature
- Support the development of sustainable livelihoods for a prosperous future, particularly through tourism activities
- Support the preservation of cultural heritage

The development of each SMP followed a project-inspired framework, which is a blueprint for future SMP development across the country's network of Protected Areas. This includes six sections, including Introduction; Situational Analysis of High Conservation Values; Vision and Aim; Challenges, Constraints and Opportunities; Management Objectives and Targets; and Monitoring, Evaluation, and Learning. A notable achievement in implementing the SMPs was the assistance given to the Ministry of Agriculture and Fisheries to conduct the demarcation of Protected Areas in Cristo Rei and Mount Ramelau. The project did not gain high-level approval for the SMPs, and systemic challenges must be overcome for Timor-Leste to implement such plans.

The implementation challenges are many, but Timor-Leste's protected area network is a valuable asset that can be developed through strategic partnerships between the government, private sector tourism operators, and local communities. Inter-governmental cooperation (e.g., between IMCTD, the Ministry of Tourism, Commerce and Industry, and the Ministry of Agriculture and Fisheries) is another promising means of further developing the country's protected area network. The Ataúro Island, Cristo Rei, and Mount Ramelau area SMPs are important mechanisms for sustainable tourism development. The government's review and endorsement of the SMPs would constitute meaningful progress toward protecting the country's biodiversity and diversifying its market economy through a thriving tourism sector.

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<sup>15</sup> The full SMPs are available on the Timor-Leste Tourism Document e-Library at the following links: [Ataúro Island](#), [Mount Ramelau](#), and [Cristo Rei](#).

## SNAPSHOTS

# SUCCESS STORIES

### SNAPSHOT I

## UNESCO'S RECOGNITION OF TAIS AS AN INTANGIBLE CULTURAL HERITAGE

**Tais plays an important role in the lives of Timorese people and their sense of national identity.**



A tais weaver with an exhibit at the December 2021 Tais Inscription Press Conference event, which the prime minister of Timor-Leste participated in (credit: Ann Turner, staff member of USAID's Tourism For All Project).

*"We are bursting with pride to see our long-term dream turn into reality ... Tais could be the future Roving Ambassador of Timor-Leste for the promotion of our national cultural heritage around the world."*

— Timor Aid co-founder Maria do Ceu Lopes da Silva

Hundreds of expert weavers across the country stand to benefit from a national plan to incorporate Timor-Leste's traditional tais textile into new uniforms for students and public servants. The plan is just one of several measures implemented since Timor-Leste's successful application to UNESCO to include tais as an "Intangible Cultural Heritage in Need of Urgent Safeguarding." Tais achieved this status with support from USAID's Tourism For All Project, and this success puts Timor-Leste on the cultural map at the global level.

Tais plays an important role in the lives of Timorese people and their sense of national identity. Traditionally, women weave tais by hand on a simple backstrap loom. The motifs incorporated into the patterns are expressions of local culture and history, varying from district to district. Tais is used for decoration and traditional clothing. People also use tais to welcome newborns and celebrate weddings. In addition, tais often appears in funerals, traditional ceremonies, and festivals.

UNESCO's listing of tais resulted in the allocation of a nearly \$270,000 grant from the Intangible Cultural Heritage Fund to implement a safeguarding plan for tais. Timor-Leste's government, USAID, and other development partners have also contributed funding to

facilitate the next steps in tais protection and promotion. The three-year project was designed by the National Intangible Cultural Heritage Committee, established with support from USAID to represent weavers and other stakeholders in the UNESCO application process. The plan focuses on raising public awareness about tais, motivating youth to learn the weaving techniques, increasing income opportunities for weavers, strengthening weavers' networks, and promoting tais culture and handicrafts to tourists.

The tais industry has been under threat from imported, poor-quality copies and suffered because youth have shown little interest in the craft. Now, the use of tais will extend into everyday life with the creation of school and public servants' uniforms. The uniforms will feature tais panels with motifs reflecting regional designs from across the country. Under the safeguarding plan, knowledge of Timorese cultural elements, including tais, will also be incorporated into school curricula.

December 14 was designated "National Tais Day" to commemorate the UNESCO inscription announced in 2021. With support from USAID, celebrations to mark the first National Tais Day included a parade through Dili attended by around 1,000 people, television programs and seminars, and a new book and brochure.

USAID's Tourism For All Project awarded a grant to the Alola Foundation to implement awareness-raising elements of the safeguarding plan, including television and radio shows, a fair, and a festival. A one-month Tais Exhibition, including weaving demonstrations held by Alola at the Timorese Resistance Archive and Museum. Around 600 students and 20 teachers, from the elementary to university levels, attended the exhibit. Based on this event's success, the Secretariat of State for Art and Culture will use field research on tais as raw material and relevant weaving techniques and motifs to develop a permanent exhibition.

Other activities under the safeguarding initiative have included a tais weaving competition for youth; training in cotton cultivation and natural dyeing, supporting weavers' management skills and livelihoods through business training; and a formal certification system.

During 2022, the Ministry of Tourism, Commerce and Industry provided training at national and municipality levels. As part of the ministry's program and with support from USAID, the weavers received training in business planning, financial management, accounting, and product diversification to help them run their businesses more efficiently while stimulating market demand.

Local NGO Timor Aid has worked with tais weavers for more than two decades and was represented on the National Intangible Cultural Heritage Committee. Timor Aid co-founder Maria do Ceu Lopes da Silva said, "We are bursting with pride to see our long-term dream turn into reality. Ultimately the real winners of the UNESCO listing are the Timor-Leste weavers. Tais remains a viable economic empowerment for rural women. I hope that the UNESCO pronouncement will strengthen the support for the Timor-Leste weavers, especially in the area of preservation."

Tais is a “must-have” souvenir for tourists, creating a vital market for local weavers. It has also inspired the fledgling fashion industry in Timor-Leste, which presents commercial opportunities and threats to the integrity of tais culture. The UNESCO project’s focus on youth will help protect the cultural tradition of Tais in the long term.

“Urgent monetary needs force the weavers to produce cheap tais, woven with industrial yarn of poor quality, for quick sale. This creates conflict between tradition and modernity,” Lopes warned. “UNESCO recognition is a huge step forward to ensure the preservation of traditional tais production. It will have a positive impact at national and international levels, ... enhance national pride, strengthen cultural identity, and officially acknowledge and honor weavers’ artwork and their skills. It will provide an opportunity to raise the recognition of tais not only as tradition but also as a tourism product, which will contribute to expanding economic opportunities for rural women. Tais could be the future Roving Ambassador of Timor-Leste for the promotion of our national cultural heritage around the world.”

## SNAPSHOT 2

# ATAÚRO'S LOCAL TOURISM ASSOCIATION: ATKOMA

**Ataúro Island offers world-class diving and snorkeling on its stunning reefs, with the world's highest diversity of reef fish and coral species.**



The official logo of Asosiasaun Turizmu Koleku Mahanak Atauro (ATKOMA) (credit: ATKOMA).

*“We will continue our work to ensure that the development work done by the government and other agencies respects and cares for the environment and the culture of our island.”*

— ATKOMA President Osaias Soares

USAID's Tourism For All Project has supported the establishment of four tourism associations to drive the development of niche tourism products and destination marketing. Creating a legally constituted association in Timor-Leste is onerous and costly, but project support has enabled communities and tourism operators to unite to ensure their interests are represented in the development process. These associations have also enabled tourism operators to work more closely with the government and other partners.

Since Ataúro's local tourism association, Asosiasaun Turizmu Koleku Mahanak Atauro (ATKOMA), received support from the project in 2018, it has been the focal point for tourism marketing and ecotourism development on the island, just offshore from Timor-Leste's capital, Dili. Ataúro Island offers world-class diving and snorkeling on its stunning reefs, with the world's highest diversity of reef fish and coral species. It is also perfect for relaxing at the beach, swimming, and hiking. ATKOMA has helped Ataúro become an ecotourism destination that values local culture and traditions, natural ecosystems, and local livelihoods. The association is active in destination marketing, tourism training and mentoring, research, planning, development, and advocacy. ATKOMA works with the communities and businesses of Ataúro to ensure that tourism is sustainable and improves the local economy while protecting fragile ecosystems.

USAID's Tourism For All Project has also helped develop tour products to sell and to attract visitors to the island, boosting the local economy (see pages 28 and 29 for a discussion of the product types; see also pages 32 and 40). This initiative included the creation of a

website for ATKOMA and a tourist map of the island. Eleven youths have received tour-guide training and are generating income from their services.

A new temporary tourism information center will enable them to gain experience by meeting visitors disembarking at the port. The youth can take bookings and connect tourists with local hospitality businesses and handicraft producers. A permanent visitor center, designed with support from the project, is in the planning stages. At the ribbon-cutting ceremony for the center, ATKOMA President Osaias Soares said, “It has helped us to bring our tourism industry back to life after COVID, serving as an essential point of contact for local and international visitors so that local guides can help them to find transport and information about attractions and book tours.”

Ataúro’s international marketing profile received a boost after the island won a Green Destinations award at the world’s largest tourism fair, ITB Berlin. The island was recognized in the Nature and Ecotourism category for applying a traditional practice to create temporary fishing, hunting, and harvesting closures. Known locally as “tara bandu,” the practice is a code of behavior and a community ritual that uses local conservation knowledge and expands social networks and community cooperation. Recently, the practice has been used to establish the island’s 13 Marine Managed Areas.

Soares said, “As ATKOMA president, I am very proud that Ataúro can represent Timor-Leste by winning the award in the face of competition from Indonesia and other developed countries. It shows that Ataúro people understand sustainable tourism. We will continue ... to ensure that the development work done by the government and other agencies respects and cares for the environment and the culture of our island.”

ATKOMA also signed a new collaboration agreement with Mission Aviation Fellowship (see page 40 for additional context and details), opening the way for a flexible new transport option for visitors, with twice-weekly light aircraft flights to the island. Previously, tourists could only reach the island by boat. The arrangement has generated \$3,609 for ATKOMA since 2021. Now, Ataúro is just a 20-minute flight from Dili, allowing travel agents and travelers to incorporate a swift visit to the island as part of a longer itinerary. ATKOMA will provide a booking service for packages, including flight and accommodation with local guesthouses. The service provides a quick way for inbound tourists to reach Ataúro, and NGO staff and local Timorese can use outward and return journeys to connect with the mainland.

Since ATKOMA became a legally registered association, it has received a grant of \$10,000 through Timorese President Jose Ramos Horta’s office. The Sérgio Vieira De Mello Human Rights Award will advance community-based tourism activities. The project has also supported other associations in coordinating the promotion of faith-based and marine tourism, as well as representative bodies for tour guides and the Mount Ramelau region. Director General of Tourism Jelino Araujo at the Ministry of Tourism, Commerce and Industry commented, “Tourism For All’s intervention in establishing these associations is very good. However, we must ensure that they receive continued support to be sustainable in the future.”

### SNAPSHOT 3

# DOMESTIC TOURISM AWARENESS AND PROMOTION CAMPAIGN HA’U-NIA TIMOR-LESTE

**The Ha’u-Nia Timor-Leste (HNTL/My Timor-Leste) campaign aimed to inspire the public to support local businesses by becoming tourists in their own country, aligned with the National Tourism Policy.**



The U.S. ambassador, Ministry of Tourism, Commerce and Industry staff, and USAID’s Tourism For All Project’s staff and partners at the campaign event (credit: Arlindo dos Santos, staff member of USAID’s Tourism For All Project).

*“#HauNiaTimorLeste stimulated ... energy around tourism in Timor-Leste. It is the country’s most impactful campaign ever.”*

— Agora Food Studio co-founder and co-director  
Mark Notaras

A domestic tourism awareness and promotion campaign devised by USAID’s Tourism For All Program has seen increasing success since its launch in 2019 and helped Timor-Leste’s developing tourism industry weather the COVID-19 crisis. Working in partnership with local businesses and the Ministry of Tourism, Commerce and Industry, the Ha’u-Nia Timor-Leste (HNTL/My Timor-Leste) campaign aimed to inspire the public to support local businesses by becoming tourists in their own country, aligned with the National Tourism Policy. This aspiration became a necessity when the outbreak of COVID-19 required lockdowns within the country and the suspension of international flights.

The campaign launched via a series of events to celebrate World Tourism Day, including a five-day Domestic Tourism Expo. Events included presentations from tourism associations and industry professionals and a Tourism Fair, allowing businesses to offer special packages directly to the public. (Click on the following link to see a video on the Ha’u-Nia Timor-Leste Tourism Fair: <https://youtu.be/4ma-QiDzbXw>.)

The campaign’s key social media platform was the Ha’u-Nia Timor-Leste Facebook page, which became a lifeline for restaurants that needed to pivot to delivery services when they had to suspend dining-in to comply with Timorese government restrictions to prevent the spread of COVID-19. Many of the restaurants had limited



exposure for their promotions on social media, and the Facebook page acted as an aggregator for their posts, helping them reach a wider audience.

International tourism came to an abrupt halt in mid-2020, and there were no international flight or cruise arrivals in Timor-Leste in 2021. Timorese people had limited awareness of the potential for “staycations” in their country. As restrictions for local travel and hospitality businesses gradually relaxed, the campaign’s focus broadened to include promotions for domestic tourism: attractions and accommodations around the country, tours, and niche activities such as scuba diving and hiking. People were encouraged to show their support for local businesses by taking photos of their experiences, cultural and historical places, and wildlife, using the hashtag #HauNiaTimorLeste when sharing the photos on social media to help get the word out to family and friends.

The campaign “is the first mechanism in the country to develop genuine pride amongst the population in their own natural and human tourism resources,” said Gobi Rajalingam, tourism manager for The Asia Foundation. “The Tourism For All Project has followed up on initiatives taken by various agencies, but its Ha’u-Nia Timor-Leste promotions and events have contributed to the Timorese people’s awareness of tourism, and everywhere we are hearing more and more people talk about their tourism industry.”

A tourism operator and member of ATKOMA explained that the campaign had positively supported small, grassroots businesses. “Ha’u-Nia Timor-Leste is working well, helping small businesses in Ataúro for everyone to know about it. In some places like Arlo, Coconut Place, they’re posting in Ha’u-Nia Timor-Leste, and someone saw that, and they went there. I asked: ‘How did you know Arlo has coconuts?’ They say they saw it on Ha’u-Nia Timor-Leste and want to support the local community. I feel grateful for their support to the local people.”

By 2023, the Facebook page audience had grown to more than 9,000 followers, with 8,300 page likes, and the use of the hashtag “#HauNiaTimorLeste” by businesses and local influencers has become widespread. The Timorese population’s response to the campaign has proven overwhelmingly positive, bringing awareness to the existence of tourism, including hospitality, as an important provider of jobs, income, cultural preservation, and national pride. The campaign has achieved 910,000 total social media engagements in Timor-Leste since its inception.

Mark Notaras, co-founder and co-director of Agora Food Studio, summed it up: “#HauNiaTimorLeste stimulated interest and optimistic energy around tourism in Timor-Leste. It is the country’s most impactful tourism campaign ever.”

## SNAPSHOT 4

# THE WOMEN'S ENTREPRENEUR ASSOCIATION: AEMTL

**The Associação Empresarial das Mulheres Timor-Leste (AEMTL) promotes and empowers entrepreneurs and businesswomen to compete and succeed in Timor-Leste's emergent Private sector.**



This photo depicts a symbol of the AEMTL counter, which was launched with support by USAID's Tourism For All Project (credit: Elvis Guterres, staff member of USAID's Tourism For All Project).

*“On behalf of each AEMTL member and the people of Timor-Leste, I would like to address our deepest gratitude to USAID and the Tourism For All Project, for their trust and for making our dream come true by supporting AEMTL.”*

— President of AEMTL Hergui Luina Fernandes Alves

With a grant from USAID's Tourism For All Project, the Women's Entrepreneur Association (AEMTL) has taken a leading role in Timor-Leste's tourism industry. AEMTL has 75 national members and 200 members from municipalities across the country; all have the potential to gain an income from tourism with their small businesses, such as restaurants and handicraft stalls selling products made from tais. However, many members outside the capital, Dili, have limited experience promoting their wares. The grant from USAID's Tourism For All Project provided AEMTL with an Art Souvenir Service Center (ArtSS) close to the port, where visiting cruise ships are moored. The center offers three guided city tours to attractions in different parts of the city via a trackless train that has become a much-loved experience for tourists and residents alike.

The tourism center is a focal point for visitors to gather tourism information and buy handicrafts, supplied by some of the association's members. In addition, tourists can rent bicycles from the center — also supplied through the grant — and purchase copies of a guidebook AEMTL developed, which provides detailed information about attractions in all 13 of the country's municipalities. The center has an exhibition space to display local arts and crafts. The project has also offered training in basic business, financial literacy, access to finance, and climate change to 62 AEMTL members.

AEMTL President Hergui Luina Fernandes Alves said, “The support AEMTL received from USAID’s Tourism For All Project has helped our association gain the trust of the public and other stakeholders in implementing its projects. We were able to develop our tourism concepts and guided tours, and we have also been able to strengthen our business strategy for the trackless ‘mini train’ to ensure that it is a sustainable activity.”

The open-sided mini-train takes passengers on leisurely journeys to take in sights such as the spectacular beaches along the Dili coast road, leading to the base of the hilltop statue of Jesus Christ that overlooks the city. Another itinerary showcases the stunning views of Dili from the surrounding mountains and the Presidential Palace atop a hillside on the way up. A third destination is the statue of Pope John Paul II, erected to commemorate his visit to the country in 1989. The statue overlooks the site where the pope celebrated mass during his trip. There is a running commentary for each of the three 90-minute itineraries to highlight attractions along the way, commentary developed with assistance from USAID’s Tourism For All Project. The train has a capacity of 40 passengers and is particularly suitable for families, seniors, people with limited mobility, and visitors looking for a quick excursion to see the sights of Dili.

“On behalf of each AEMTL member and the people of Timor-Leste, I would like to address our deepest gratitude to USAID and the Tourism For All Project, for their trust and for making our dream come true by supporting AEMTL,” Hergui Luina Fernandes Alves stated.

## SNAPSHOT 5

# INTER-MINISTERIAL TOURISM COMMISSION FOR TOURISM DEVELOPMENT (IMCTD)

**IMCTD joins different ministries and departments to coordinate their activities in tackling the many crosscutting issues that need resolution.**



An IMCTD meeting led by the minister coordinator for economic affairs (credit: Arlindo dos Santos, staff member of USAID's Tourism For All Project).

*“On behalf of the Timor-Leste Government, I would like to thank USAID’s Tourism For All Project for the many things it has done to support the development of the tourism industry in Timor-Leste. Particularly, it has provided technical and advisory support for the establishment of the Inter-Ministerial Commission for Tourism Development to ensure a steady and sustainable tourism industry, contributing to the economic diversification of the country.”*

— Coordinating Minister of Economic Affairs and President of IMCTD

Since gaining independence from Indonesia in 2002, Timor-Leste has faced an enormous challenge in harnessing its potential to become one of Asia’s most exciting tourism destinations. USAID’s Tourism For All Project supported this process by assisting IMCTD in partnership with Timor-Leste’s government. Tourism is a complex industry: IMCTD brings together the different ministries and departments to coordinate their activities in tackling the many crosscutting issues that need resolution so that Timor-Leste can realize its potential as a tourist destination.

One pillar of the National Tourism Policy calls for establishing tourism as a government priority. With untouched beaches, coastal waters abundant with marine life, stunning mountain ranges, and unique cultural sites, Timor-Leste has the ingredients for a successful tourism industry. However, much of the country’s infrastructure had been destroyed in the violent transition to independence. The private sector was all but wiped out, and a new government faced daunting challenges in establishing an environment that would allow tourism to flourish.

The government recognizes tourism as an important sector for diversifying the non-oil economy, and many key policies reference tourism. However, tourism

development has been hindered by stakeholder fragmentation and the absence of a universally accepted vision and agreement about how to achieve the ambitious goals set forth in the policy. The policy seeks to boost tourist arrivals to 200,000 annually by 2030, increase employment in tourism to 15,000 jobs, and generate \$150 million in annual tourism revenue. Stakeholder fragmentation and the lack of a universally accepted vision created a confusing environment for existing businesses and potential investors and inhibited sector growth.

Joaquim Amaral, coordinating minister of economic affairs and president of IMCTD, said, “On behalf of the Timor-Leste Government, I would like to thank USAID’s Tourism For All Project for the many things it has done to support the development of the tourism industry in Timor-Leste.” He added, “Particularly, it has provided technical and advisory support for the establishment of the Inter-Ministerial Commission for Tourism Development to ensure a steady and sustainable tourism industry, contributing to the economic diversification of the country.”

Since its formal establishment in 2021, IMCTD has created a Technical Working Group led by the director general of Tourism. With the project’s support, they have collaboratively assisted PPPs in stimulating investment in tourism projects planned for the Dili Port Development city center and the beachside area at the foot of Timor-Leste’s iconic statue of Jesus Christ. They have discussed and deliberated over an SMP for Ataúro Island, which is rapidly gaining recognition as one of the world’s best scuba diving destinations. Additionally, they have initiated a tourism demand study. Now, they are finalizing their discussions on the establishment of a Timor-Leste Tourism Marketing and Promotion Board to strengthen their partnership with the private sector. The board will complete the institutional framework IMCTD needs to implement the National Tourism Development Strategy and Implementation Plan, which will serve as a solid foundation on which to build a strong tourism industry and achieve the goals of the National Tourism Policy.

## SNAPSHOT 6

# ADVENTUREIRO AZULA OUTDOOR (AAO): AN ADVENTURE EXPERIENCE

**AAO has created a niche in the domestic tourism market, operating affordable short camping and hiking expeditions in the mountains, which have proven quite popular among Timorese youth.**



AAO, a grantee of USAID's Tourism For All Project, organized an eight-day guided hike to Timor-Leste's five highest peaks (credit: Manuel Freitas Soares, staff member of AAO).

*"I was very happy when I received the grant from Tourism For All to upgrade and increase the equipment that I needed for my business. Now we are using social media to promote our products, and many people have expressed their appreciation. In the first three months, we gained around 50 customers for our rentals and outdoor activities."*

— AAO Director Manuel Freitas Soares

With support from USAID's Tourism For All Project, a Timorese tour company, Adventureiro Azula Outdoor (AAO), has created a spectacular adventure experience: eight days of guided hikes to the summits of Timor-Leste's five highest peaks. The "Five Summits" tour promotes adventure tourism in Timor-Leste, showcasing the beauty and diversity of the mountainous countryside.

AAO initially conceived of the experience as a product for the international market, but when the country became closed to international travelers during the COVID-19 crisis, AAO promoted tours to the local market. AAO Director Manuel Freitas Soares said that AAO had embraced the national #HauNiaTimorLeste campaign that USAID's Tourism For All Project developed to promote domestic tourism. "Through this campaign, we hope to create more interest in tourism amongst Timorese people and make them feel proud of the beautiful places and wonderful experiences they can have when they travel around the tourism attractions throughout the country."

Freitas Soares got the idea for his tour when he read about the international "Seven Summits Challenge" to climb the world's highest mountains. "This motivated me to explore Timor-Leste's own highest peaks, to show them to the world, and to attract visitors to our country," he explained. Timor-Leste's highest peak is Mount Ramelau, at 2,967 meters, in Ainaro municipality.

Ramelau is already an established tourism destination, renowned for the stunning beauty of the countryside, and also is a faith-based tourism attraction. Visitors hike from a shrine at the foot of the mountain to offer devotions at the statue of the Virgin Mary at the summit, the site of a major annual Catholic pilgrimage. Matebian is the second-highest mountain in the country, at an altitude of 2,376 meters. Situated in Baucau municipality, this dramatic peak has a special cultural and sacred status for local people and is best visited with a local guide. The peak was a base for Falintil resistance fighters and a refuge for local people during the Indonesian occupation. In addition, the peak is a site of religious importance: Many Catholics make the pilgrimage to the statue of Christ the King at the summit. The other peaks are Mount Maubohilau (2,312 meters), Mount Kablaki (2,062 meters), and Mount Datoi–Tapo (1,941 meters).

With project assistance, AAO organized the pilot tour for Timorese adventure group members experienced in trekking through mountainous terrain and willing to offer their expertise to help devise the package. Before setting out, AAO consulted the local authorities on routes and attractions and then did a survey to refine the package, considering the group's experiences. Local communities provided hospitality during the eight-night journey. Freitas Soares has a strong vision for AAO and tourism in Timor-Leste: "Now we want to explore the sixth and seventh highest mountains ... And we'll go beyond that to develop more great adventure tourism experiences in Timor-Leste".

While AAO was promoting the Five Summits tour internationally, AAO received a grant from USAID's Tourism For All Project to purchase professional-standard camping and trekking equipment and has created a profitable equipment rental service, generating around \$1,000 in revenue in its first quarter of operations. AAO is reinvesting the profits to enhance its operations and cover equipment maintenance costs. "I was very happy when I received the grant from Tourism For All to upgrade and increase the equipment that I needed for my business," he said. "Now we are using social media to promote our products, and many people have expressed their appreciation. In the first three months, we gained around 50 customers for our rentals and outdoor activities."

AAO has also created a niche in the domestic tourism market, operating affordable short camping and hiking expeditions in the mountains, which have proven quite popular among Timorese youth. While at university, Freitas Soares passionately advocated for environmental protection as leader of the Student Association of Nature Lovers. He is still an active member. He emphasized that AAO will conduct its activities in alignment with strict environmental principles: "Leave nothing but footprints; take nothing but photos (and videos!), and kill nothing (except time)," he said. He sees camping expeditions for Timorese youth as ways to incorporate environmental education into the tourism experience and has appeared on national television to spread his message to a wider audience. He added that the benefits of his tours extend to the community and local authorities, promoting regional culture, providing income to local businesses, and creating opportunities for young people to work as guides and become involved in environmental protection. AAO received its grant through the project's Tourism Enterprise Development Program (TEDP), which has reviewed 238 tourism-related concepts since its 2018 launch.

SNAPSHOT 7

# FAITH-BASED: ASOSIASAUN TURIZMU RELIJOUZU TIMOR- LESTE (ATR-TL)

**ATR-TL will work through its different faith networks to refine a marketing strategy to attract regional visitors while promoting faith-based tourism domestically.**



The elected members of ATR-TL at the first General Assembly meeting (credit: Elvis Guterres, staff member of USAID's Tourism For All Project).

*“By creating a legally registered faith-based tourism association, we are showing a positive image of the whole world, that there is religious tolerance in Timor-Leste.”*

— Head of Confucian community Siu Peng Lay

For several years, religious leaders worked with USAID's Tourism For All Project to establish faith-based tourism in Timor-Leste. In 2021, the Asosiasaun Turizmu Reliiozuz Timor-Leste (ATR-TL) was officially launched.

ATR-TL's official registration opened the way for the association to receive a \$110,000 grant from the government, which will support ATR-TL as it implements priority activities aimed at capturing part of the estimated \$18 billion global religious tourism market.

ATR-TL plans to conduct a national survey of faith-based tourism attractions and provide hospitality and tour-guide training for youth. The association will draw up a long-term strategy for visitor management and the marketing of religious sites and events, including a plan to organize an annual interfaith festival and peace garden.

Most people in Timor-Leste practice Catholicism, but there are also vibrant Confucian, Muslim, Hindu, and Protestant communities. USAID's Tourism For All Project brought leaders of these faiths together in 2018 to set up a working group to explore the potential for faith-based tourism. The group organized an international tourism conference on the theme “Peace, Harmony, and Fellowship: Faith-Based Tourism Development.” Senior government officials, local and overseas media, and visiting experts from Indonesia and Portugal attended.



The conference was the idea of Dr. Manuel Vong, a former tourism minister and executive director of ATR-TL. “Faith-based tourism is one of the five niche segments identified in the Timor-Leste Strategic Development Plan 2011-2030 ... It is also aligned with the Timor-Leste National Tourism Policy. The aim of the conference was to express the spirit of ‘peace through tourism’ and help form a strategy and action plan to further develop this high-potential niche tourism product in the country,” Vong said.

ATR-TL President Father Angelo Salsinha expressed appreciation for the support the association has received: “I would especially like to thank Tourism For All for accompanying us in the whole process. I believe that with the experience gained, we will work more professionally to ensure our association’s sustainability and future well-being.”

The head of the Confucian community, Siu Peng Lay, remembers that he was pleasantly surprised to be invited to join the working group with other religious leaders: “By creating a legally registered faith-based tourism association, we are now showing a positive image to the whole world, that there is religious tolerance in Timor-Leste.”

The Catholic faith is dominant in Timor-Leste, and tours focused on this faith will include pilgrimages to several important shrines and participation in major religious celebrations, such as the annual Corpus Christi procession through Dili, which thousands attend. One sacred site that tourists already visit is the Stations of the Cross pathway leading to the statue of Christ the King atop a hill overlooking Dili harbor. Pilgrimages are popular with Timorese Catholics. Every year, the faithful flock to Hato-Builico, a tiny village at the foot of Mount Ramelau, to make their devotions at the Shrine of Our Lady of Ramelau, which is at the mountain’s summit. A similar annual event takes place in Soibada, a remote community that was the site of an apparition of the Virgin Mary in the 18th century.

But at present, Hato-Builico and Soibada have few accommodations, few experienced and trained local people to run hospitality businesses, and few facilities to receive visitors. Now, with government funding, ATR-TL has begun the long process of tackling these issues. ATR-TL has already assessed these sites and other places of religious significance around the country to determine their readiness to receive tourists. This study was the basis for the organization’s strategic plan, which is now under revision.

As one of Timor-Leste’s senior Catholic clergymen, Father Salsinha wants to make sure that respect for religion is a priority, a feeling shared by leaders of the other faiths represented by the association. “That’s our vision,” Salsinha explained. “That’s our commitment and our wish. We want to really explore how to enshrine the meaning of faith in what we are doing.”

Over the years, Catholic authorities have been concerned about inappropriate behavior by visitors to both places. ATR-TL plans to allocate 50% of the grant it has received on training and education for community leaders and youth to prepare them to receive faith-based tourists with respect. The funding will also go toward general hospitality

training and tour development to extend economic benefits to those communities and others across the country.

The Protestant, Muslim, Hindu, and Confucian leaders are also planning to welcome visitors to their places of worship and offer hospitality and fellowship within their congregations. Places of religious significance for other faiths include the Hindu Girinafa temple on the outskirts of Dili, which is undergoing renovation through a grant from the government.

The leader of the Hindu community, Ir Iputu Ari Sanjaya, says ATR-TL will raise the international profile of Timor-Leste's small Hindu congregation and attract overseas and domestic visitors. "Once the renovation of the temple is complete, we plan to create a dance group, which means that our friends from Bali can teach the surrounding community about dancing and Hindu culture." When the time comes, he plans to market the experience via social media through networks of Hindu friends in Indonesia, India, Nepal, and Bangladesh.

H. Boaventura Soares Da Silva is the secretary general superior of the National Islamic Council of Timor-Leste. He says he is keen to welcome guests to the mosques in Dili, Baucau, and Lospalos. He believes it is important to reassure potential visitors that they can find places to pray, be respectfully received, and access halal food. His community is planning to produce a brochure with relevant information. "This country has beautiful nature, historical places, and a unique culture, and we want to promote the peace, unity, and tolerance that are reflected in Timor-Leste's national identity," he said.

Although the Protestant Church has been established in Timor-Leste for centuries, it has few attractions compared to the Catholic faith, according to Reverend Moises Da Silva, chief executive of the Hosana Church. "We now have the opportunity to evaluate what we do have and to develop them as places where we can welcome visitors of all faiths," he said.

ATR-TL's faith leaders have been discussing potential itineraries, attractions, and activities to offer international tourists and pilgrims. One concept under consideration is the creation of a peace garden, which will reflect the harmony among the religious faiths ATR-TL represents. A likely source market for Timor-Leste is neighboring Indonesia, which has the world's largest Muslim population. Christianity is Indonesia's second-largest religion after Islam, with around 20 million Protestants and 8.3 million Catholics. Timor-Leste is just a short flight from Indonesia and other countries in Southeast Asia. ATR-TL will be working through its different faith networks to refine a marketing strategy to attract regional visitors while promoting faith-based domestic tourism.

Faith-based tourism is a good fit for Timor-Leste, and there is a regional market within reach. If it is managed well, it will strengthen all faiths while creating jobs for youth and bringing prosperity to communities throughout the country, helping the country diversify its economy.

## SNAPSHOT 8

# THE HOSPITALITY EXPERIENCE DEVELOPMENT PROGRAM

**USAID's Tourism For All Project has worked with multiple lending organizations, from local MFIs to international banks, to provide financial literacy and basic business training for small enterprises.**



Small business stakeholders in Timor-Leste (credit: Arlindo dos Santos, staff member of USAID's Tourism For All Project).

*“When I first established my restaurant in 2018, I had very little knowledge of business, especially in running a tourism business. With the support of USAID’s Tourism For All Project, ... I have learned a lot and feel even more motivated in running my business.”*

— Restaurateur Alianca Maria Lobato

USAID's Tourism For All Project has completed 35,207 training hours with tourism business owners and staff, tourism associations, educational institutions, and local authorities. The courses and modules covered diverse aspects of the tourism industry, including customer service and food safety, digital marketing, coffee customer service coaching, first aid and safety at sea, handicraft production, tour guiding, financial literacy, business coaching, and specialized coffee barista and processing skills.

One small business that participated in the training activities was the Agora Food Studio. This Dili-based restaurant received a grant from the project for a pilot tourism incubator, the Tourism Entrepreneur Advice and Mentoring Service (TEAMS). Seventeen small tourism businesses received online training through TEAMS just as the COVID-19 crisis emerged. The training helped the businesses adapt so their operations could survive. TEAMS produced two training videos and shared them online, covering basic food hygiene as well as special measures to prevent the spread of COVID-19. With support from the project, Agora Food Studio Director Paulina Mau Torres da Cruz was trained to serve as a business coach, and now she is helping others succeed in the sector. She conducted a digital marketing workshop with small business owners to help them take good photos and promote their offerings through social media. “For example, if we love our local Timorese food, let's focus on promoting that. If you're a person that loves Timorese coffee, then start by promoting that. If you're a young person who is a tour guide and comes

from a beautiful place in Timor-Leste, let's focus on promoting that. We can take this opportunity seriously to promote what we have to other people and gain an income and get a job from that. Let's promote each other and support each other," Da Cruz said.

Erna Maria from Peace Coffee commented, "For me, there is a big difference in how I take photos ... after the training. Before the training, I uploaded my photo on my personal account and only received four likes and one comment. The photo I took after training was uploaded to the Culinary Dili Facebook page, and it got 90 likes, 29 comments, and six shares."

Coffee shop owners in Timor-Leste have also been working together to enhance their customers' experience and increase their profits. A grant from the project funded a workshop organized by Agora Food Studio, bringing together 12 café owners to share their common experiences, business challenges, and solutions. In partnership with the project, Da Cruz worked with baristas from Timor-Leste's coffee country to develop a multi-sensory coffee experience giving tourists a chance to use traditional handmade coffee processing equipment and learn about coffee-roasting techniques. Participants learned how to add value to their brew by exploring coffee's history and developing their tasting skills so that they could share this expertise with their customers.

John Saldanha from Linda Café commented, "I am very proud to be part of this program ... before, I wasn't really good at making latte art, but now I know, and I am happy to apply this in my place. Thank you very much for USAID's Tourism For All."

USAID's Tourism For All Project also initiated a partnership with Heineken Timor-Leste and Dili municipality for a street food program to support Timorese women who sell sate as stall vendors. Twelve women who operate small street stalls selling spicy grilled meat skewers received training from a professional chef in food safety and hygiene and advice about business management. Heineken Timor-Leste supported the vendors with branded equipment — including tables, aprons, cool boxes, umbrellas, and shirts — and promotions with live music at the different stalls to attract customers.

For most of the sate sellers, this activity is the only source of income they have to support their families. The street food program aims to develop the local economy, support small businesses so that they grow, and support and encourage Timorese women to become independent. Microenterprises like these will inevitably face the dual challenges of sustainable financial management and sourcing the funds needed to expand their operations. The project has worked with multiple lending organizations, from local MFIs to the international ANZ Bank, to provide financial literacy and basic business training for small enterprises.

By participating in the training, the street food vendors learned how to access finance and credit. The project signed partnership agreements with Kaebauk Investment and Finance (KIF) and Federasaun Cooperativa de Credito Hanai Malu (FCCHM) to improve engagement with the tourism sector and explore loan alternatives for small and medium-sized enterprises in the sector. The project also worked in partnership with

ANZ Bank (see page 36) to conduct a training course called “Money Minded and Basic Business” for 314 participants and six trainers, most of whom were women. Between 2019 and 2022, 30 businesses were able to access microfinance for a total loan disbursement of \$44,752.85.

Budding entrepreneurs in the remote mountain village of Hato-Builico have been preparing for a career in tourism through a training course the project ran. Hato-Builico is a base for international tourists who come to hike up Timor-Leste’s highest peak, Mount Ramelau. At the summit of the mountain, there is a statue of the Virgin Mary known as “Our Lady of Ramelau,” an important religious shrine that attracts faith-based tourists. However, the tourism industry is still nascent in this area, and many local people are still learning how to cater to visitors’ needs while turning a profit.

A group of 19 youth, including high school students and new business owners, learned how to draft and cost tour itineraries and deliver professional customer service as guides. The training included basic financial management, food safety, and hygiene. Although some participants had guided visitors in the past, they felt they had been unable to offer quality customer service. They said that the course had strengthened their confidence and optimism for the future of tourism in their community (see page 28). Alianca Maria Lobato owns a small restaurant in the Ramelau area and was selected to guide a group of tourism influencers to market-test a new tour package in the municipality. “When I first established my restaurant in 2018, I had very little knowledge of business, especially in running a tourism business. With the support of USAID’s Tourism For All Project, ... I have learned a lot and feel even more motivated in running my business,” she said.

In addition to imparting essential basic tourism and business skills, the training courses operated and supported by the project have provided valuable networking and cross-promotion opportunities for the small companies and operators that make up the industry. By pioneering new tour itineraries, like the pilot package in Hato-Builico, strong business-to-business connections have been forged to strengthen the overall tourism offering, and local communities have developed a deeper understanding of the realities of tourism and the role that everyone can play in building a sustainable industry for the benefit of everyone.

# GUIDES AND TRAINING ON ENVIRONMENTAL STANDARDS: CLIMATE CHANGE IN TOURISM

**A training course designed to socialize report findings and expand public awareness of the threat of climate change was delivered to 210 people representing 118 organizations.**



Participants in the training course on climate change and tourism hold up refillable drinking containers (credit: Arlindo dos Santos, staff member of USAID’s Tourism For All Project).

*“I appreciate USAID’s Tourism For All Project for its intervention to address the climate change impact ... by engaging the Secretary of State for Environment and tourism stakeholders ... We will also use the climate change report produced by the project to empower and motivate the public to drive change and improve awareness in their community and beyond.”*

— Director of the National Education Centre of Secretariat of State for the Environment Aménica Machado Fernandes

In April 2021, the harsh reality of climate change hit home in Timor-Leste when abnormally heavy rains caused floods and landslides in all 13 municipalities of the country. More than 14,000 people were displaced, and 10,000 homes were submerged by the floods, with 42 fatalities recorded — 22 of them in Dili alone. Rivers overflowed, neighborhoods were inundated, and critical infrastructure — such as roads and bridges — was destroyed. Aware of the need for the government, communities, and the private sector to gain understanding to respond to climate change, USAID’s Tourism For All Project helped develop a technical report and a climate change awareness training module based on the report. The report and module were delivered to a cross-section of tourism stakeholders.

The report, *Climate Change and Tourism in Timor-Leste: The Time to Act is Now*, was a compendium of publications covering international best practices in responding to climate change. It discusses challenges and risks that will emerge in the coming years and provides examples of adaptive and mitigatory measures that can be implemented by Timor-Leste’s government in partnership with the private sector. The Green School Initiative (discussed on this snapshot’s last page) illustrates one form that a government-private sector partnership may take. The training course was designed to socialize the report findings and expand public

awareness of the threat of climate change. The report was delivered to 303 people, including university students and youth, business members, and government representatives. The course was delivered to 210 people representing 118 organizations.

According to the WorldClim database, the country's climate is predicted to rise by about 1.5 degrees Celsius and become about 10% wetter by 2050. The training module covers the causes of climate change and potential consequences, setting out actions that the government, private sector, and communities should take to mitigate the effects of climate change. Timor-Leste's physical geography, with its mountainous interior and beach roads, makes it an attractive destination for tourists, but it is also particularly vulnerable to landslides, rising sea levels, risks to marine ecosystems, and impacts on water supply and agriculture. Actions may be promoted at the national level but will often need to be implemented locally. The government will need to consider land use policy; infrastructure provision, such as sea defenses; natural disaster response strategies; and adjustment to financial risks, including insurance provision.

"I appreciate USAID's Tourism For All Project for its intervention to address the climate change impact ... by engaging Secretary of State for Environment and tourism stakeholders ... We will also use the climate change report produced by the project to empower and motivate the public to drive change and improve awareness in their community and beyond," said Aménica Machado Fernandes, the director of the National Education Centre of Secretariat of State for the Environment.

The private sector has already suffered the consequences of climate change, with one resort lost to coastal erosion — a case study included in the training module and report. Timor-Leste's still-pristine coral reefs offer perhaps the greatest potential for tourism development, boasting the world's greatest marine biodiversity. The country is situated within the Coral Triangle, whose coastal ecosystems are deteriorating rapidly, with 40% of coral reefs and mangroves lost over the past 40 years. The project has been working with scuba diving centers to raise awareness among youth of the need to monitor and protect this valuable resource.

Forty marine science students from the National University of Timor-Leste had the opportunity to study Timor-Leste's renowned coral reefs and marine biodiversity of Ataúro Island in a training program supported by a project grant. The students developed their understanding of the underwater environment and sustainable marine tourism across a range of topics related to marine tourism — from fish and coral identification and conservation to the potential and challenges facing the dive tourism industry. The students examined links between marine tourism and conservation efforts and visited a range of tourism businesses and the communities that depend on local fisheries for their livelihoods. The knowledge gained by the students will enable them to monitor the impacts of climate change on the fragile reef ecosystem. When visiting a local market, the students noted how many vulnerable species were part of the catch and developed an awareness of the importance of sharing information with the local fishers about the need to protect the reef, which is important for maintaining fish stocks

and the tourism industry. The students participated in a beach cleanup and identified the components of the rubbish — much of it single-use plastic — and considered simple individual actions to avoid contributing to marine pollution.

The report on climate change and tourism also identified poor waste management, which leads to clogged drains. Poor waste management was a factor contributing to the 2021 floods. The Dili Canossian School, with 5,000 students, worked with the Secretary of State for Environment and the project to launch the Green School Initiative to educate schoolchildren and their parents about how to reduce, reuse, and recycle single-use plastics. Under the project, school officials, students, and parents reduced plastic use and their carbon footprints, starting in the classroom and spreading the environmental message to the community at large. “After the climate change training provided by the Tourism For All Project, our students are aware of the importance of climate change impact. We have now incorporated tree planting, green gardens, and recycling in our Green School program to mitigate negative impacts on the environment,” said Canossian Secondary School Director Madre Esperansa Moreira. She added that students had also conducted regular plastic bottle cleanups. The project provided 5,000 reusable water bottles and bags to the school as well as posters and infographics.

“It is important to engage young people in environmental education and action. We need to empower and motivate students to drive change and improve awareness in their school and their communities,” Aménica Maichado Fernandes said. “Timor-Leste’s tourism depends on its natural environment, and if we develop the industry sustainably, it will open up opportunities for many of these students to find employment in the future.”

The unfortunate irony for Timor-Leste is that the country currently depends on revenues from fossil fuel extraction to run its Petroleum Fund, which in turn supports national economic growth activities. By not exploiting available gas and oil reserves, Timor-Leste will have limited revenue sources. But ignoring the country’s vulnerabilities to climate change will jeopardize the safety, security, and livelihoods of future generations. This dilemma underscores the need for economic diversification to non-extractive industries, such as tourism and agriculture, to help mitigate the risks of climate change to the Timorese people.



# CHALLENGES, RECOMMENDATIONS, AND CONCLUDING THOUGHTS

This section provides an overview of challenges — some of which this report has discussed in earlier chapters — and posits recommendations for consideration by future government leadership and development partner interventions.

## IMPLEMENTATION CHALLENGES AND LESSONS LEARNED

*Government turnover and tourism sector leadership.* TFA and other donor-funded projects faced a challenging time in 2018 and 2019, with frequent changes in government and the absence of steady leadership in the tourism sector. Between 2018 and 2019, four ministers were appointed to lead tourism. The continual changes in the government did not allow the project to accomplish the necessary public sector engagement to achieve related targets in the first two years of implementation.

Another challenge related to the public sector is that political appointees, not technical experts, run much of the civil service. This challenge limited the project's ability to have and maintain in-depth technical discussions about international best practices with government counterparts.

*Inter-ministerial coordination.* Inter-ministerial coordination proved to be a challenge during implementation. Government bodies' ways of sharing information with each other resulted in bottlenecks and delays for the project. To overcome this obstacle, the project, with development partners like The World Bank, lobbied the government to establish IMCTD, which held its first meeting in 2019. After a hiatus due to COVID-19, IMCTD restarted in 2022. Inter-ministerial coordination is essential, and it is imperative that IMCTD continues in the ninth Constitutional Government to cultivate a collaborative environment in which tourism is prioritized and to secure sufficient budget allocations to nurture sectoral growth.

*COVID-19 pandemic.* COVID-19 has had a devastating effect in Timor-Leste. The pandemic brought the country's fledgling tourism sector to a standstill, causing business closures, the loss of jobs, and a downturn in the economy. To overcome this standstill, Tourism For All crafted the Timor-Leste Reboot Initiative and initiated the Ha'u-Nia Timor-Leste domestic tourism campaign to stimulate domestic demand for products and services across the tourism value chain (restaurants, hotels, souvenir shops, tour and transportation operators, and farmers) while increasing awareness among Timorese communities of their own tourism industries.

*Legal and regulatory constraints.* The PPP pilot projects at Cristo Rei and Dili Port faced laws and numerous regulatory challenges that restricted implementation. For example,

an existing regulation meant the pilot projects could not proceed (Decree Law No. 42/2012). However, the project's intervention and advocacy on the PPP financial modality has changed the government and private sector mindset about PPP. Notably, the government adopted the PPP screening methodology and promoted small and medium PPPs rather than only focusing on large PPPs. Additionally, land disputes and land-title issues stemming from the land tenure laws continue to deter external investors from investing in Timor-Leste.

*Building capacity in the tourism value chain.* In Timor-Leste, narrow perceptions of tourism can sometimes limit the development of a more complex tourism value chain that provides a more holistic experience to visitors. The Ha'u-Nia Timor-Leste awareness campaign provided capacity building support to relevant stakeholders to help improve understanding of tourism across Timorese communities, and more of this type of awareness raising is critical to grow the sector.

*Private sector engagement.* Timor-Leste needs a vigorous private sector to grow and diversify its economy and maximize its opportunities to achieve sustainable and inclusive development. Developing an enabling regulatory environment for and providing capacity building to support private sector growth is critical to helping the country achieve its development goals, especially in the tourism sector.

## **SUSTAINABILITY OF PROJECT INTERVENTIONS**

USAID's Tourism For All Project made recommendations to sustain interventions in four areas: tais, PPPs, tourism awareness, and associations and working groups.

1. Tais: To sustain the quality of tais and promote its recognition in UNESCO's Intangible Cultural Heritage List:
  - a. Timor-Leste's government could continue to register other potential assets under UNESCO and other accrediting body criteria.
  - b. Promote tais to be a potential home industry.
  - c. Promote tais to be worn as an official uniform for public servants and students.
  - d. Continue the safeguarding and certification program, including promoting tais to be included in Timor-Leste's education curriculum system.
2. PPPs: PPP financial modality should continue to be introduced at all government and private sector levels to boost PPP investment for large-scale projects and small- and medium-scale projects. Therefore:
  - a. The PPP decree law for small-scale projects should be reviewed.
  - b. Dili Port and Cristo Rei site upgrades and management should continue as a pilot of tourism PPPs in Timor-Leste.
  - c. PPP awareness campaigns in all levels of government and the private sector should be continued.
3. Tourism awareness: Domestic tourism campaigns that used the Ha'u-Nia Timor-Leste brand during the COVID-19 era have strongly influenced young people and the tourism industry by informing them about domestic tourism opportunities and being tourists in their country. To sustain this level of influence, the following should

be considered:

- a. The domestic tourism campaign (Ha'u-Nia Timor-Leste) has significant potential as a branding and social media tool to promote Timorese awareness about tourism. The Ministry of Tourism, Commerce and Industry should assume responsibility for and continue using Ha'u-Nia Timor-Leste as a domestic brand or identify another suitable institution to assume this responsibility.
  - b. The value of having a tourism ambassador was a good lesson learned from project implementation, inspiring young people. The use of the tourism ambassador approach should continue after the project's completion. ATR-TL has agreed to continue to the program.
4. Associations, IMCTD, and working groups: To continue the legacy of USAID's Tourism For All Project, it is imperative that:
- a. All associations such as ATKOMA, ATR-TL, ATM-TL, ATKOMA, and ASTRABEKA are sustained to promote tourism destinations and products.
  - b. IMCTD continues to be led by MCAE or Prime Minister's Office, which can coordinate continued policy-level discussions about tourism development and receive technical advice/input from technical working groups.

## **RECOMMENDATIONS: DEVELOPING TOURISM SECTOR IN TIMOR-LESTE**

Tourism holds promise for Timor-Leste to diversify from extractive industries to services, thereby creating jobs, particularly for youth. USAID's Tourism For All Project has offered a 10-point plan for developing the tourism sector in Timor-Leste in the coming years:

1. *Make tourism a national priority.* In order for tourism to grow in Timor-Leste, sector competitiveness is critical and must be recognized as a national investment priority that is firmly embedded in the country's economic development goals.
2. *Ensure regular and competitively priced aviation connectivity.* With 91% of visitors arriving by air, Timor-Leste is heavily reliant upon the aviation sector. A pro-growth strategy and forward-looking approach to opening new routes and increasing frequency and capacity, possibly through an open skies policy, is a critical success factor for tourism growth.
3. *Decide on Timor-Leste's unique selling proposition and market.* Create a Timor-Leste Tourism Marketing and Promotion Board (e.g., Destination Timor-Leste) to initiate marketing campaigns with a focus on cost-effective social media tools in high-prospect source markets.
4. *Reduce onerous visa and immigration policies.* The cost of a tourist visa, in addition to high air fares, is a deterrent to potential tourists, particularly family groups and cruise passengers. Furthermore, immigration issues have an impact on tourism businesses looking to recruit highly skilled staff from overseas.
5. *Engage youth in tourism and improve employment prospects.* Youth unemployment is a major challenge for Timor-Leste, and tourism is a potential panacea if awareness and attitude toward the sector can be improved.

6. *Follow the trends by ensuring product quality and diversity.* Tourism products and services across the supply chain should be responsive to trends and target market consumer profiles by providing travel experiences that are authentic, transformational, immersive, challenging, and participatory.
7. *Increase supply of skilled service-sector employees.* Growth in the private sector, and specifically within tourism, will require a labor market that can supply individuals with adequate knowledge and skills.
8. *Vision, coordination, and partnership.* Considering the fragmented and complex nature of tourism, a multi-stakeholder approach that considers respective core competencies is essential to Timor-Leste's success.
9. *Data collection and analysis for evidence-based decision-making.* As Timor-Leste works toward its target of 200,000 annual tourist arrivals a year by 2030, greater diligence regarding data collection and analysis is paramount. Accurate and detailed statistics are important in promoting investment in the sector.
10. *Conservation of marine and terrestrial protected areas.* Timor-Leste's marine and terrestrial assets are at the core of its tourism offering. Ecologically, they are fragile and non-renewable resources. The SMPs developed by USAID's Tourism For All Project should establish a benchmark for future conservation efforts.

# MONITORING, EVALUATION, AND LEARNING

This section presents the project’s performance against the 20 indicators established at the beginning of implementation in collaboration with USAID.

**Exhibit 12. USAID’s Tourism For All Project’s Indicators, Targets, and Results**

Indicator	Reporting Frequency	FY 2018 to December 31, 2022		Detail
		Target	Actual	
1. Full-time equivalent employment of firms assisted under U.S. government programs	Annually	1,000	<b>1,025</b>	Over five years, the project assisted in the 1,025 full-time equivalent employment of firms from different project-assisted grantees and partners (established through 10 partnership agreements) by building skills in tourism and hospitality as well as providing financial support.
2. Number of rural households benefiting directly from U.S. government intervention in tourism sector	Annually	274	<b>711</b>	Over five years, 711 rural households benefited from project interventions in the tourism sector. These rural households are from the project’s rural target areas (Ataúro and Hato-Builico) and from other rural areas in Timor-Leste. This number could be increased if current Dili-resident participants were to register their “hometown” origin. In this case, nearly all of the 13 municipalities (rural areas) of Timor-Leste would be represented.
3. Number of laws, policies, or procedures adopted or implemented with U.S. government assistance designed to promote youth participation at the national, municipal/special region, or post administrative/village level	Annually	25	<b>24</b>	Over five years, the project assisted the public and private sectors with adapting and implementing laws and policies.
4. Percentage of female participants in U.S. government-assisted programs designed to	Annually	50%	<b>60%</b>	Over five years, the project assisted 315 participants in increasing access to productive economic resources by providing income or employment. Of the 315

Indicator	Reporting Frequency	FY 2018 to December 31, 2022		Detail
		Target	Actual	
increase access to productive economic resources (assets, credit, income, or employment)				participants, 60% were female.
5. Number of project-assisted working groups or partnerships operating independently of project supervision	Quarterly	5	10	Over five years, the project established six working groups and four associations. The working groups included TIWG, IMCTD/Technical Working Group, the Intangible Cultural Heritage (Tais) Committee, the Faith-Based Tourism Working Group, PET for both Dili Port and Cristo Rei PPPs. The four associations included ATR-TL, ATKOMA, ASTRABEKA, and ATM-TL. All these working groups and associations continued operating independently of project supervision at the time of project closeout.
6. Number of assets managed by project-supported public-private investment or management schemes	Annually	10	14	Over five years, the project assisted with management of 14 assets and handed them over to private and public entities, including www.Timor Leste.TL, Ha'u-Nia Timor-Leste, CAFI, Dili Port, Cultural Heritage (Tais), SMP, E-Library, Dili Moos no Matak, ATR-TL, ATM-TL, ATKOMA, ASTRABEKA, Regular Mission Aviation Services Dili-Atauro-Dili, and the Conceptual design of the Peace Garden.
7. Number of new strategies or action plans developed by project-supported businesses or government entities which incorporate multiple public and private stakeholders	Quarterly	10	52	Over five years, the project supported partner associations and government institutions to provide 52 new strategic actions for the public and private sectors.
8. Percentage of project-supported Timorese tourism businesses reported improved awareness of tourism policy	Annually	90%	70%	Over five years, the project conducted an annual business survey targeted at 50 of the supported project's grantees (tourism businesses in Atauro, Dili, Hato-Builico, Baucau, Viqueque, Lautem, and Liquica municipalities) to determine their awareness of the National Tourism Policy and other tourism-related regulations. Of the businesses surveyed, 70% indicated awareness.
9. Number of person hours of training completed by project-	Quarterly	10,000	35,207	Over five years, the project completed 35,207 training hours, which included 1,741 participants (female: 1,086

Indicator	Reporting Frequency	FY 2018 to December 31, 2022		Detail
		Target	Actual	
supported public servants, tourism businesses, and other partners				and male: 653) from tourism businesses in Dili, Ainaro, Baucau, Viqueque, Lautem, and Liquica municipalities. The training was on digital marketing, the tourism website, tour guiding, basic climate change, financial literacy (ANZ's Money Minded), food safety and hygiene, coffee customer services coaching, first aid and safety at sea, scuba diving (theory, swimming, confined water rescue, etc.), and tais weaving.
10. Number of stages of Timorese UNESCO applications receiving project support	Quarterly	16	16	Over five years, the project continually supported the Secretary of State for Art and Culture and Intangible Cultural Heritage Committee in completing the 16 stages of the application process. The result was UNESCO inscribing tais as an Intangible Cultural Heritage in Need of Urgent Safeguarding. The First Commemoration of Tais receiving UNESCO recognition was on December 14, 2022.
11. Value of new investment in tourism sector resulting from project assistance	Quarterly	25 million	\$581,098.95	Over five years, tourism businesses invested a total of \$581,098.95 to develop the tourism sector in Timor-Leste as a result of project activities. Notably, the grantee contributions are \$477,282.81 and loan contributions are \$44,752.85.
12. Improved knowledge sharing of tourism studies and reports with U.S. government assistance	Annually	50	88	Over five years, the project supported partner agencies, INGOs, and government institutions in collecting the 88 report studies, training modules, and strategies uploaded to the e-Library. This system is free; everybody can access it when they need to do so.
13. Number of low-interest loans disbursed by Timorese MFIs to applicable tourism entities	Quarterly	50 (Non-cumulative; life of project: 50)	30	Over five years, the project worked with ANZ Bank, KIF, and Moris Rasik MFIs to conduct training on financial literacy and information dissemination for tourism businesses and individuals in Dili. As a result of the collaboration and activities implemented, a total of 30 tourism businesses accessed loans through Kaebauk and Moris Rasik to operate their business.
14. Percentage of goods and services procured by supported tourism enterprises from target communities	Annually	20%	27%	Over five years, the project conducted an annual business survey of the 50 supported tourism businesses. The survey concerned goods and services procured from target communities.

Indicator	Reporting Frequency	FY 2018 to December 31, 2022		Detail
		Target	Actual	
15. Change in median satisfaction scores on international visitor survey	Annually	2	2	Over five years, the project worked with project grantees to conduct customer satisfaction surveys for domestic and international guests. The survey focused on satisfaction with products and services, such as at restaurants, and activities like the trackless train. Using a tablet-based questionnaire, the project and grantees interviewed a total of 20 visitors at four tourism businesses. The results of the survey indicated scores above 2.
16. Number of page views generated through project-supported marketing campaigns	Quarterly	200,000	3,909,879	<p>During the five years, the project generated digital interest in its activities through social media and websites. The activities and information posted on social media platforms attracted a total of 3,909,879 page views or people reached, as disaggregated below.</p> <ul style="list-style-type: none"> <li>• ANS Restaurant’s Facebook (92)</li> <li>• Turismo Malikeo’s (TMK’s) Facebook (230,566)</li> <li>• Futus Furaq’s Facebook (219)</li> <li>• #HNNTL’s Facebook (226,982)</li> <li>• ATKOMA’s Facebook (12,017)</li> <li>• KTRM’s Facebook (17,110)</li> <li>• LND’s Facebook (229,856)</li> <li>• AEM-TL’s Facebook (23,830)</li> <li>• Compass Charter’s Facebook (56,363)</li> <li>• Aloa Foundation Facebook (17,950)</li> <li>• USAID-Timor-Leste’s Facebook (1,333)</li> <li>• US Embassy in Timor-Leste’s Facebook (68,510)</li> <li>• www.timor-leste.tl ‘s website (67,795)</li> <li>• E-library and Business registration website (875)</li> <li>• E-library’s Newsletter (416)</li> <li>• Media Websites (4,764)</li> <li>• STL’s TV (520)</li> <li>• Tatoli News’s Blogs (3,790)</li> <li>• RTTL’s Blog (2,311)</li> <li>• Business Timor’s Blogs (1,381)</li> <li>• Neon Metin’s Blogs (190)</li> <li>• Tempo Timor’s Blogs (639)</li> <li>• Loluwari Online’s Blogs (99)</li> </ul>



Indicator	Reporting Frequency	FY 2018 to December 31, 2022		Detail
		Target	Actual	
				<ul style="list-style-type: none"> <li>● TimorPost's Blogs (820)</li> <li>● GMN (3,820)</li> <li>● RTM (449)</li> <li>● TVE (1,500)</li> </ul>
17. Number of tourism businesses participating in project-assisted cooperative marketing efforts	Quarterly	60	<b>271</b>	Over five years, a total of 271 tourism businesses, associations, and institutions committed to cooperative marketing efforts through various project-related activities.
18. Mean PICAL score for assessed institutions and associations	Annually	4	<b>2.64</b>	Over five years, the project targeted four associations to conduct the PICAL assessment with a mean-score target of 4. In the end, the project only assessed associations that could achieve a mean score of 2.
19. Number of institutions with improved capacity to assess or address climate change risks supported by U.S. government assistance	Annually	25	<b>44</b>	Over five years, the project engaged 44 institutions to participate in climate change training. All the businesses and institutions demonstrated improvements in knowledge through their pre- and post-assessments.
20. Percentage of project-supported protected sites with established sustainable management plans (SMPs)	Quarterly	100%	<b>100%</b>	Over five years, the project has completed three SMPs in the project focus areas with four protected areas, including Atauro Island (two protected areas: one marine and another on land), Mount Ramelau (one protected area), and Cristo Rei (one protected area). As a result, two protected areas have concluded demarcation with project support.



[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



# ANNEX B. ENVIRONMENTAL COMPLIANCE SUMMARY

USAID’s Tourism For All Project collaborated with government, industry, and community partners to imagine and co-create several investment opportunities (for accommodations, information centers, attractions, and mixed-use development) that would help improve the experience of visitors to Timor-Leste. The project considered the look and feel of these opportunities’ design and financial feasibility. This annex summarizes the context, progress, and next steps for four project activities that evolved from an idea to a conceptual design but still require construction and operational phases, which could present environmental risks to Timor-Leste. The final column in the table below presents the status of outstanding issues and proposed resolutions based on lessons learned during implementation.

Project Activity	Identified Environmental Risks or Impacts	Mitigation Measure(s) (within the project life cycle)	Monitoring Indicator(s)	Field Monitoring Issues and Observations	Outstanding Issues and Proposed Resolutions
<b>Ecolodge investment and shared community ownership model in Ataúro</b>	As project’s intervention was limited to producing a conceptual design and shared community ownership model, the following risks were and should continue to be monitored.	Conceptual design, which is site specific, considers environmental and ecological conditions, such as existing trees, and avoids altering ecological parameters.	Site specificity of conceptual design and environmental conditions incorporated into design.	Due diligence investigations on potential partners (incomplete due to COVID).	Resolution of remaining signatures by landowner representatives must be won and reported to Land and Property.
	Avoid potential investors	A world renown eco-lodge designer was mobilized to bring international good practice in eco-	Investment portfolio and procurement to emphasize responsible and sustainable investment opportunity aimed at social enterprise	COVID complicated investor search.  Conceptual design shared with Land and Property for awareness and land records, but one landowner group has not agreed to sign at Land and Property.	Because TFA’s design inputs revolved around conceptual design and the shared community business model, no work was done on environmental impacts of the project on the eco-lodge site.  Investment portfolio needs to be produced once all landowners agree on the landowner arrangements and business model.
				Attaining unanimity among	As part of the investment portfolio, it is

	<p>uninterested in conducting further, more detailed scoping of environmental and social impacts.</p> <p>Avoid conceptual design being used by potential investors or other stakeholders to implement activity without considering environmental concerns.</p> <p>Risk of promoting a partnership with an organization with bad environmental practices or history</p>	<p>lodge design.</p> <p>Climate change risks in Ataúro assessed by the project and reported in a Climate Change publication prepared by the project.</p>	<p>businesses/investors.</p>	<p>landowner families remained difficult. Securing land for a “turn-key” tourism investment complicated.</p> <p>One landowner family needs to agree to the eco-lodge concept and business model. Need to indicate support by reporting in-person to Land and Property.</p> <p>Legal framework for a community eco-lodge limited liability company prepared by project but not implemented due to missing signature of landowner representatives.</p>	<p>advised to reference local and U.S. environmental protection laws and regulations (in protected areas) to ensure the considerations are part of the bidding process.</p> <p>For the bidding process, it is advised to establish requirements for potential investors to prepare budgets that include environmental mitigation planning, implementation, and monitoring. This analysis should also consider climate change risks.</p>
<p><b>Government investment in construction of Visitor Information and Conservation Center in Beloi, Ataúro Island</b></p>	<p>As project’s intervention was limited to producing a conceptual design and operating structure for Visitor Information Center (with ATKOMA), the following risks</p>	<p>Conceptual design, which is site specific, accounts for environmental and ecological conditions, such as existing trees, and avoids altering ecological parameters.</p> <p>A world renown eco-lodge designer</p>	<p>Site specificity of conceptual design and environmental conditions incorporated into design.</p> <p>Investment portfolio and procurement to emphasize responsible and sustainable</p>	<p>The conceptual design was presented to multiple ministries, departments and agencies of Timor-Leste’s government, including local authorities on Ataúro Island.</p> <p>The government conducted surveys and commenced development of a detailed design and cost estimate based on the project-funded</p>	<p>Convince the GOTL and the local authorities on the Island to budget for and build the Visitor Information and Conservation Center.</p> <p>Produce a terms-of-reference and identify a suitable operator/manager for the Center, e.g., ATKOMA or similar.</p> <p>Ensure that sustainability and environment are considerations in the bidding process. Potential investors should be asked to prepare budgets that include environmental mitigation planning,</p>

<p>were and should continue to be monitored.</p> <p>Avoid potential investors uninterested in conducting further, more detailed scoping of environmental and social impacts.</p> <p>Potential investor might reduce budget at the cost of environmentally sound implementation.</p> <p>An appropriately skilled operator is not identified for the center and its functions of tourist information and marine and island-wide conservation.</p> <p>Center's development scope is massive based on international good practice in marine conservation.</p>	<p>was mobilized to bring international good practice in ecotourism design.</p> <p>Climate change risks in Ataúro assessed by the project and reported in a climate change publication prepared by the project.</p>	<p>investment opportunity aimed at social enterprise businesses/investors.</p> <p>Progress in the implementation of the SMP for Ataúro Island, which includes construction of the center as a key action point.</p>	<p>conceptual design.</p> <p>Budget was said to have been allocated but never eventuated. Therefore, no progress was made on the building between 2020 and 2023.</p> <p>Because of the effects of COVID-19 and the delays in constructing the center, the project assisted in establishing a temporary (tented) visitor center, enabling ATKOMA to sell tours, particularly at the port area in Beloi. The project also built ATKOMA's capacity to operate and manage the visitor and conservation center when it is completed.</p> <p>Development partners such as JICA and KOICA are heavily involved on the island and may be able to co-invest in pier improvements, etc.</p> <p>Final approval and implementation of the island's SMP was stalled due to COVID-19 and other internal challenges. It still is a key framework document for any future development on Ataúro Island.</p>	<p>implementation, and monitoring. This should also consider climate change risks.</p> <p>Previously, the project had proposed that if the government could develop the facility prior to closure of TFA grants or in-kind contributions to interior outfitting, such as (but not limited to) displays and furniture would have been available. The outfitting of the Center is an important consideration in the final development and construction of the facility.</p>
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<p><b>Cristo Rei Site redevelopment PPP</b></p>	<p>The Cristo Rei Feasibility Study prepared by the project envisages that the Cristo Rei site would retain its unique character as a religious and tourism site but would be upgraded with new facilities, receive repairs to existing facilities, expand existing green space, and serve as a destination to relax and enjoy the scenic views for tourists, religious pilgrims, runners and walkers, picnickers, and family groups alike.</p> <p>The following risks were and should continue to be monitored.</p> <p>Avoid potential investors uninterested in</p>	<p>The project produced a development plan (the feasibility study) providing guidance on how to develop the “brown field” site in an environmentally responsible way.</p> <p>An SMP for the Cristo Rei Protected Area, which includes the project site, was completed by the project.</p> <p>Within the draft concession contract prepared by the project, there are clauses concerning environment and safety concessionaire obligations.</p>	<p>Progress in the implementation of the SMP for Cristo Rei Protected Area, which includes the Cristo Rei PPP as a key action point.</p> <p>The PPP for Cristo Rei should be tendered and procured with environmental obligations borne by the concessionaire.</p>	<p>The small-scale (i.e., &lt;\$1 million) PPP law needs to be finalized for this project to go to tender. This will require support from the Ministry of Finance’s PPP Unit and collaboration with the Catholic Church, ATR-TL, Dili Municipal Government, Land and Property, etc., to finalize and take to tender.</p> <p>Due to a lack of comprehensive testing, there is the risk that unanticipated adverse geotechnical conditions are discovered. The discovery of an archeological and cultural heritage artifact (over and above predefined cultural heritage facilities). This could spur increases in construction and/or maintenance costs or lead to a construction hiatus.</p> <p>The discovery of a cultural heritage artifact may trigger increased conservation costs in line with the government-mandated process of conserving, regulating, protecting, and disposing of the identified artifact.</p> <p>Risk that the utilization of the</p>	<p>Carry out an initial geotechnical survey and utilities assessment to determine the current status of existing power, water, and sanitation services.</p> <p>Conduct an initial environmental assessment to identify possible implementation risks and define minimum conservation/management standards in the tender documents.</p> <p>Government shall support the application for the Environmental Compliance Certificate (ECC); primary responsibility will be shouldered by the private sector partner to obtain and comply with specific ECC requirements.</p> <p>The list of pre-existing cultural heritage facilities must be clearly conveyed to the private sector partner in the PPP agreement, along with the preservation requirements.</p> <p>Contract provisions must be made to ensure that the private sector partner takes the necessary steps to prevent damage or loss of archeological finds.</p> <p>Any delay incurred should be subject to extension of the initially prescribed construction completion period and approval of Timor-Leste’s government.</p> <p>If any environmental issues are discovered, they will affect the deal in back-loaded project costs toward the end of the PPP project period, resulting in the Cristo Rei site being unavailable until funds are available to remedy the environmental liabilities. Limits government</p>
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	conducting further, more detailed scoping of environmental and social impacts.			Cristo Rei and Areia Branca site over the PPP project period engender significant environmental liabilities, which necessitate rehabilitation for future use.	to retender the Cristo Rei site upon expiration of the initial PPP project period.  Private sector partner, with the support and an independent environmental audit, should monitor and implement a prescriptive environmental management plan.  At the end of the PPP project period, the private sector partner must turn over the Cristo Rei and Areia Branca sites in a condition prescribed under the investment plan.
<b>Dili Port Waterfront Development PPP</b>	As outlined in the project-prepared feasibility study, the rehabilitation of Dili Port represents a landmark undertaking that has the promise of catalyzing a seismic shift in Timor-Leste's tourism sector.  Dili Port's economic value, development potential, and real estate value in Timor-Leste are immense; the port is located in the heart of the capital city and overlooks Atauro Island	Produced the Environmental and Social Impact Scoping Study that considered foreseeable biodiversity/ecosystem degradation impacts and social effects of the proposed project (including land ownership); preliminary mitigation measures for foreseeable risks and terms of reference for the environmental impact assessment to include in the procurement documents in compliance with applicable	Environmental assessment to identify possible risks of negative investment outcomes and establish a baseline for a more detailed upcoming scoping study.	The completion of a baseline environmental assessment in compliance with ASTM International Standard E1527-13 did not result in the identification of Recognized Environmental Conditions (RECs).  Although the results of the due diligence, interviews, and visual inspections of the waterfront and surrounding area did not uncover any RECs, the soil sampling exercise being led by Timor-Leste's government will need to verify of the Environmental and Social Impact Scoping Study.  Particularly important elements of further analysis will include examination of potential soil contamination	Based on the project's work, including the Environmental and Social Impact Scoping Study, several next steps are required to satisfy national regulatory standards and meet the financing requirements of international partners. This includes the following points: <ul style="list-style-type: none"><li>• In line with regulatory standards in Timor-Leste, the Scoping Study adopts a foreseeability threshold test based on the likelihood of a risk materializing and its expected severity. The environmental impact assessment should define a "notion of significance" to fine tune future analysis regarding adverse outcomes and enhance the benefits of the proposed intervention. This should include the results of the government's upcoming geotechnical investigation of the wharf conditions and the possibility of land reclamation to expand the commercial space along the waterfront.</li><li>• The area of influence for the environmental impact assessment should be broadly defined to capture diverse environmental and social attributes from the project and evaluate alternative approaches to land use,</li></ul>

<p>across the bay.</p>	<p>regulatory licensing requirements.</p> <p>Ensure the site is resilient to climate-related hazards and minimize the potential for negative externalities (both on the environment and surrounding communities).</p>		<p>from hazardous substances, foreseeable biodiversity impacts, and disturbances or displacement of surrounding communities. This will include an assessment of necessary mitigating action to ensure alignment with best practice standards and national regulatory requirements.</p>	<p>development scale, and ancillary infrastructure. As with the scoping study, this should include the broader Avenida Portugal economic corridor and the surrounding marine/ coastal periphery.</p> <ul style="list-style-type: none"> <li>• The environmental impact assessment should capture direct, indirect, cumulative, and induced impacts from the project, as well as related activities funded by government, development agencies, and the private sector. The terms of reference require this analysis, but it should be a featured element of the environmental impact assessment to ensure the government has a robust understanding of all dimensions of the likely project impact.</li> <li>• It is critically important that the environmental impact assessment account for climate and biodiversity impacts of the proposed project within the prism of international commitments made by the government. Moreover, domestic regulatory standards for public consultation must be carefully followed to avoid negative social outcomes and ensure equitable/inclusive input to the final transaction structure.</li> <li>• Considering the government’s engagement of the International Finance Corporation, these and other related activities will need to be led by the transaction advisor in light of the forthcoming close of USAID’s Tourism For All Project.</li> </ul>
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# ANNEX C. PPP MASTER LIST FOR TOURISM

1. GREEN T Transportation and Tourism Hub
2. Dili Port Site Redevelopment and Commercialization
3. Airport Customs Modernization
4. Dili Arts and Culture Center
5. Ataúro Eco-Lodge
6. Pousada Re-investment and Management
7. Municipal Street Lighting Pilots
8. Affordable Urban Housing
9. Tourism Vocational Training Facilities
10. Coffee Production Partnerships
11. Sustainable Fisheries Infrastructure Investment
12. Cristo Rei Site Upgrade and Management
13. “Mercado Modelo” Arts and Entertainment District
14. Avenida Portugal Upgrade and Maintenance
15. Historic Preservation of Ai Pelo Prison
16. Marine Services and Marina Development: late Clube
17. Dili Environmental Resource Recovery Facility (DERRF)
18. Parks and Recreation Management
19. Ferry Concessions
20. Youth Sports Academy and Facilities
21. Green Building Council
22. Wildlife Management Parks
23. Timor’s Beste – The GreenCorps
24. Cristo Rei Urban Market
25. Areia Branca Tourism Association
26. Stations of the Cross Religious Trek
27. Ataúro Bikeli-Pala Hot Springs Management
28. Ataúro Handicraft and Food Market
29. Ataúro Tourism Information Center
30. Dili Bike Share System: Go Siklu
31. National Parks / Forest Establishment
32. Bali-Based Tourism Promotion Initiative
33. Casa Bamboo
34. Timor-Leste Tourism Board
35. Tented Resorts Timor
36. Tourism Incubator

In Fiscal Year 2022, a project-inspired workshop was organized to update the PPP Master List for Tourism. Six notable projects were identified and screened. These projects included the following:

- Investment and management of old Portuguese buildings (*Pousadas*)
- Preservation of the Historical Ai-Pelu Prison
- Development and management of the One Dollar Beach
- Development and management of Mount Ramelau tourism sites
- Development and management of the Dili Convention Centre
- Development and management of the Marobo hot spring

# ANNEX D. INDICATOR 3

## RESULTS

**NUMBER OF LAWS, POLICIES, OR PROCEDURES ADOPTED OR IMPLEMENTED WITH U.S. GOVERNMENT ASSISTANCE DESIGNED TO PROMOTE YOUTH PARTICIPATION AT THE NATIONAL, MUNICIPAL/SPECIAL REGION, OR POST-ADMINISTRATIVE/VILLAGE LEVEL**

NO.	LAW, POLICY, OR PROCEDURE	TFA PARTICIPATION/CONTRIBUTION
1	Government Resolution No. 25/2019: Free Visa for Indonesia	Attended Asian Development Bank-sponsored meetings on the One Island Two Nation Tourism Development Concept. General advocacy for reduced visa restrictions to facilitate more inbound traffic to help achieve the 200,000 per annum visitor goal by 2030 as mandated in the tourism policy. Advocated for this resolution through the Faith-Based Tourism Working Group.
2	Four tourism associations legally established	Helped legally establish four associations to support destination stewardship (ATKOMA and ASTRABEKA) and niche market development (ATM-TL and ATR-TL).
3	Decree investment and laws refined and updated	In partnership with the Ministry of Finance and Ministry of Tourism, Commerce and Industry, the project supported the creation of tourism-related investment laws, such Decree No. 4/2018.
4	Criteria and guidelines for sustainable tourism, with a focus on community-based tourism, homestays, and tour operators	Assisted Secretary of State for Environment with adopting ASEAN-level environmental standards to support sustainable tourism development and ASEAN accession.
5	Ramelau site management policy and regulation	Early in project implementation (2018), in partnership with the Ministry of Tourism, Commerce and Industry and the local community, established an entrance fee system to climb Mount Ramelau. Funds intended to be redistributed to the community through local tourism association ASTRABEKA to underwrite operating and maintenance costs.
6	Memorandum of understanding between National Commission for Intangible Culture and Heritage and UNESCO	Project provided technical assistance to local Tais stakeholders represented through the National Commission to prepare the memorandum of understanding.
7	Timor-Leste National Tourism Development Strategy and Implementation Plan	At the request of the Office of the President of the Council of Ministers (and acting minister of the Ministry of Tourism, Commerce, and Industry) in 2019, the project provided technical assistance to the ministry with drafting a National Tourism Development Strategy and Implementation Plan, which the project handed over to the ministry in 2020. In 2022, the ministry produced a Strategy and Action Plan (using content from the project-produced 2020 draft). In 2023, the ministry gained endorsement by IMCTD and the Council of Ministers for the strategy.

NO.	LAW, POLICY, OR PROCEDURE	TFA PARTICIPATION/CONTRIBUTION
8	Decree law on online business registration process	Provided technical support on graphics and communication tools through a partnership with SERVE.
9	Decree Law No. 22/2020 on moratorium credit (implemented at national level)	Through partnership agreements with leading microfinance institutions, helped establish decree law to provide loans to tourism business as a COVID-19 recovery measure.
10	Government decree for the establishment of a tourism department at Dili Municipal Authority (locally implemented)	Supported Dili Municipality to strengthen its presence and establish its tourism unit to become an official tourism office through technical assistance. The Dili Municipality Tourism Office worked alongside the project in Ataúro and Dili since then.
11	Government policy of commercial registration mechanism by SERVE.	Provided technical support on graphics and communication tools needed to establish the commercial registration mechanism of local businesses through a partnership with SERVE. We drafted the “New Business Registration Process, Work Permits, and Tax Payments Mapping report” to raise awareness of the updated regulations in registering new business entities operating in Timor-Leste.
12	Dili Clean and Green Mark (Dili Mo’os No Matak) program	Launched Dili Clean and Green through a memorandum of understanding between the Ministry of Tourism, Commerce and Trade, the Ministry of Health, the Secretary of State for Professional Training and Employment, and the Municipality of Dili.
13	Economic COVID Recovery Plan 2021	Many of the ideas raised in the project-produced Reboot Initiative Plan were incorporated in the government-endorsed plan. This government-produced plan considered numerous sectors, including tourism. The commission that produced the plan interviewed the chief of party and contracting officer’s representative of USAID’s Tourism For All Project to write the section of the plan on tourism.
14	Dili Port Waterfront Redevelopment PPP	Preparation of Feasibility Study and Options Analysis, which was presented to the Council of Ministers and endorsed. Subsequently also endorsed by CAFI.
15	Cristo Rei PPP	Preparation of Pre-Feasibility Study and Investment Plan, which was presented to CAFI and approved.
16	Issuance of Clean and Green Certificates to nine tourism businesses	The launch ceremony of Dili Clean and Green included the awarding of certificates to nine food outlets that fulfilled the stringent food safety and hygiene requirements. This was also the official handover of the program from the project to the Ministry of Tourism, Commerce, and Industry.
17	Update of Prime Minister’s dispatch 078/PM/VII/2022 on the membership composition of IMCTD and re-activation after COVID-19	Project provided technical support to MCAE to operate the Secretariat of the IMCTD. This included establishing a Technical Working Group, which was outlined in a dispatch from the prime minister. After COVID-19, the project developed a term of reference that re-established the IMCTD which included a leadership framework.
18	MCAE drafted and finalized a legal framework for the Timor-Leste Tourism Board	With project support, MCAE developed a legal framework for the Timor-Leste Tourism Board, which has been tabled at the IMCTD and will likely continue to be considered as a framework document.

NO.	LAW, POLICY, OR PROCEDURE	TFA PARTICIPATION/CONTRIBUTION
19	Update of Law 05/2016, Article 42, concerning Protected Area Fee System	Assisted Ministry of Finance, Ministry of Tourism, Commerce and Industry, Conservation International, and Ministry of Agriculture in drafting and socializing the protected area fee structure, including sharing good international practice.
20	Whale Watching Guidelines	Collaborated with the International Whaling Commission, ATM-TL, and government counterparts in drafting Whale Watching Guidelines based on Ministry of Agriculture and Fisheries organic law.
21	Updating of Decree Law No 42/2012 and amendment of PPP Decree Law No. 2/2014	Assisted Ministry of Finance and Ministry of Tourism, Commerce, and Industry with updating of Decree Law no 42/2012 and amendment of Decree Law no 2/2014 concerning the legal regime of Public Private Partnerships.
22	Recognition of Intangible Cultural Heritage Committee (Patrimoni Kultural Imaterial) as an official working group	An essential steppingstone in the process of gaining UNESCO recognition for Tais. The Intangible Cultural Heritage Committee received technical assistance from the project for three years in advance of UNESCO recognition.
23	The Timor-Leste Parliament approved Resolution No. 85/V (4), recognizing December 14 as National Tais Day.	As a result of the recognition of Tais by UNESCO on December 14, 2021, Parliament declared the day National Tais Day.
24	Secretary of State for Environment's Green School Initiative's Decree Law for zero plastic	In partnership with the Secretary of State for Environment and the Canossian School, updated the country's Green School Initiative to achieve zero plastic waste.

# ANNEX E. INDICATOR 7

## RESULTS

### NUMBER OF NEW STRATEGIES OR ACTION PLANS DEVELOPED BY PROJECT-SUPPORTED BUSINESSES OR GOVERNMENT ENTITIES WHICH INCORPORATE MULTIPLE PUBLIC AND PRIVATE STAKEHOLDERS

1. Ataúro Tourism Strategy
2. PPP Strategy
3. Cristo Rei Case Study
4. Project Master List Screening and Rank Report
5. Dili Port Site Redevelopment and Commercialization Strategy Plan
6. Ataúro Ecolodge Strategy Plan
7. Coffee Tourism Development strategy by Agora Food Studio
8. Bamboo Institute Action Plan
9. ETDA Action Plan
10. Dreamers Dive Academy Action Plan
11. Things & Story Action Plan
12. Timor Aid Action Plan
13. Juventude Dezenvolvimentu National (JDDN) Action Plan
14. CentruSover Action Plan
15. Consultation on National Tourism Strategy conducted in Dili, Baucau, and Liquica municipalities
16. Creation of module for updates to Explore the Undiscovered website established
17. Establishment of new Tourism Department in Dili Municipal Authority
18. Establishment of food safety and hygiene task force (inspectors) to promote Dili Moos no Matak initiative
19. Draft of the Timor-Leste Tourism Development Strategy and Implementation Plan
20. Development of business coach modality or tourism entrepreneur advice and mentoring service module by Agora Food Studio
21. UN Women Report Exploring the Gender Dimension of Timor-Leste's Tourism Sector
22. Development of Timor-Leste Tourism Reboot Initiative Plan
23. Promotion of Ombai-Wetar as Mission Blue Hope Spot of marine tourism
24. Ha'u-Nia Timor-Leste domestic tourism campaign to stimulate the tourism industry after COVID-19 pandemic and associated lockdowns
25. Identification of itinerary for ASTRABEKA
26. Decree Law No. 51/2020 on recuperation of economic benefits in Timor-Leste strategy
27. Award of Dili Mo'os no Matak Certification to nine four premises and transfer of program to Ministry of Tourism, Commerce, and Industry for implementation in future

28. Update and launch of Ataúro Tourism website to market Ataúro as tourism destination for visitors
29. Tour package for ATKOMA in Ataúro
30. Tour package and market test for Dokomali Waterfall in Hato-Builico
31. Business coaching for coffee shops
32. Development of Dili Canossian School's action plan to become a Green School
33. Development of ATKOMA's six-month action plan
34. Launch of Green School Initiative pilot at Dili Canossian School
35. ATM-TL's update of its strategy and action plan in consideration of the impact of COVID-19
36. ATR-TL's start of its strategy and action planning process
37. Heineken street food vendor program
38. Go! Timor mobile application
39. Completion of itinerary for ASTRABEKA
40. Decree Law No. 51/2020 on recuperation of economy in Timor-Leste strategy
41. Development of tour package for ATKOMA in Ataúro
42. Camea Lenuk Hun and Kakusan Mount Peak
43. Green School Initiative by Secretary of State for Environment
44. Mount Ramelau SMP's approval by USAID and socialization to relevant ministries
45. The "Sustainable Management Plan Framework for the Cristo Rei Protected Area" report has been approved by USAID
46. Launch of regular Dili – Ataúro flights by Mission Aviation Fellowship and Timor-Leste's government with support from USAID's Tourism For All Project: Phase I
47. Assistance to ATKOMA to produce submission for the Sérgio Vieira de Mello Human Rights award, resulting in a grant of \$10,000.00
48. Action planning assistance to the Intangible Cultural Heritage Committee for the first Tais celebration on December 14, 2022
49. Development of brochure and an itinerary for Camea Lenuk Hun and Familiarization Trip Market Test
50. Launch of temporary tourism information center in Ataúro
51. MCAE plan to organize a handing over ceremony of the World Bank Tourism Demand Assessment Report to Timor-Leste's government
52. Launch of regular domestic flights across Timor-Leste by Mission Aviation Fellowship and Timor-Leste's government with support from USAID's Tourism For All Project: Phase 2

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