

# INTEGRATED AND ECOLOGICAL PLANNING OF SUSTAINABLE TOURISM DEVELOPMENT IN A RURAL AREA IN INDONESIA

*- The Case Study of Tana Toraja, Sulawesi -*

*Ricky Avenzora*





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OF SUSTAINABLE TOURISM DEVELOPMENT  
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*- THE CASE STUDY OF TANA TORAJA, SULAWESI -*

**Dissertation to obtain Ph.D. degree  
At The Faculty of Forestry and Forest Ecology  
Georg-August University of Göttingen**

**Submitted by :  
Ricky Avenzora  
Born in Padang, June 11, 1964**

**Referee : Prof. Dr. Renate Bürger-Arndt  
Co-referee : Prof. Dr. A. Akça**

**Date of Examination : April 28, 2003**

**Göttingen, April 2003**



## SUMMARY

### **Integrated and Ecological Planning of Sustainable Tourism Development In A Rural Area In Indonesia**

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### **Background**

The paradigm change in the tourism sector could be recognized by two basic reasons, namely internal dynamics and external dynamics. Internally, the changes occurred due to a natural shift of trend. Externally, the changes took places as a result of political pressure of world wide environmental movement. The establishment of *the World Commission on Environment and Development* (WCED) in 1983, and *the Brundtland Document* in 1987 (IUCN, 1990) strongly emphasized the importance of implementing sustainability concept in each development process. Those two important documents had rooted even stronger when Agenda 21 was declared in Rio de Janeiro in 1992. Internationally and nationally, or even at local levels the concept of sustainability has to be adopted and implemented in each existing development sector, including the tourism sector. However, it is far from easy to adapt, adopt and implement that new tourism concept. There are too many directly or indirectly related determining factors that must be considered in tourism development.

The most crucial obstacle for developing countries to implement the sustainability concept in their tourism development is limited funding, which is worsened by the limited human resources capability they have. There is one question to answer: "What should and could developing countries do to be able to afford to develop a sustainable tourism for gaining an optimum benefit".

It is become worth in Indonesia, since there are around 400 regions - as a new autonomous governmental system - nowadays want to gain economic benefit from their tourism sector; in order to fulfil their limited General Annual Budget from the central government. Their success or failure of the development will also be determined by a careful and precise planning that follows a clear orientation with coherent development steps. Without a good planning, it can be predicted that those autonomous regencies will often destroy their natural resources by promoting tourism development in their rural areas. With this consideration in mind, it is regarded as necessary to perform a study on sustainable tourism planning in Indonesia especially at the local autonomous region level.

### **Methodology Framework**

The study has been addressed to run in the Regency of Tana Toraja since it has high valuable tourism potential of natural and cultural tourism resources. The main goal of the study is to elaborate a guideline for ecologically/environmentally sustainable tourism planning on a regional scale. The study is also expected to identify a number of important aspects to support sustainable tourism in rural regions, namely: (1) the role of tourism resource, (2) the role of capability of local human resources, (3) the role of various sectors, and (4) the role of a participatory approach in the planning process of a sustainable tourism. The study has been run

since 1999 under a collaboration project between the Local Government of Tana Toraja and the Institute of Forest Politic and Nature Conservation, Faculty of Forestry and Ecology, Georg-August University.

There are 3 different stages in this study, i.e.: (1) initial phase, (2) mid-phase, and (3) advance-phase. The initial phase was addressed to get better information about the general problems of tourism development in the study area. The mid-phase was conducted to analyse the influence of any determinant factor to the whole process of tourism development. And the advance phase was focused to elaborate a sustainable tourism master plan; as a way to reach the goal of sustainability.

In the implementation, the study refers to five major groups of methodology, which are addressed: (1) to evaluate tourism resources, (2) to evaluate tourism demand, (3) to evaluate human resources capability in tourism sector, including the policies and tourism institutions, (4) to evaluate the socio-cultural condition, and (5) to evaluate other related sectors.

**Evaluation of Tourism Resources.** The evaluation process of tourism resources is performed by using scoring process on Likert Scale (Smith, 1989, p. 72). For cultural-heritage resources, the criteria used in the scoring are: (a) historical value, (b) uniqueness, (c) social function, (d) harmony, (e) attractiveness, and (f) rareness. Apart from implementing the criteria of *history*, *social function*, *uniqueness*, and *attractiveness*, the evaluation of cultural custom also uses the criteria of *tradition*, *participation*, and *seasonality*.

The criteria applied in assessing nature related tourism resources are: (a) the availability of natural open space to perform activities, (b) attractiveness, (c) rareness, (d) seasonality, and (e) activity variation.

The methodologies used to evaluate the distribution of tourism resources is so called *Mean Centre Analysis*, *Standar Distance Analysis* and *Standard Deviational Ellips* as described by Smith (1989, p. 194-204).

Since the tourism resources in Tana Toraja are closely related to natural resources, this study has also performed a set of vegetation and wildlife analysis. The vegetation analysis was performed in two places, namely Mesilla Hill and Burake Hill. It was done by using transect-plot that perpendicular to the slope. Meanwhile the wildlife analysis has been focused on birds and was counted along the vegetation transect. The Visual Absorbtion Capability method (Elsner *et al.*, 1979) was adopted to concluce the ecological ability.

**Evaluation of Tourism Demand.** The process of evaluating the *tourism demand* belongs to *in-situ survey*, which was conducted by distributing questionnaires and the interviews in the location of tourism object locations, which are visited by tourists. A number of important issues were evaluated: (1) the tourist characteristics, (2) the predictions on the number of the tourist visit in the next ten years, and (3) the correlation between the number of the tourist visit in Tana Toraja and that in various other tourist destinations in Indonesia, namely Bali, South Sulawesi, and North Sulawesi. In implementation, those various aspects were identified by distinguishing between foreign tourists and domestic ones. The tourist characteristics were identified by distributing questionnaires in various tourist destinations and accommodation facilities. The prediction on the number of tourist visit in the next ten years was conducted by calculating the projection of the tourist growth.

**Evaluation of Human Resource Capabilities.** It has been directed to investigate the dynamics of local policies and tourism institutions. The main variable which was used to evaluate the human resources capability

is the performance of the human resources from the tourism stake holders who are involved in the tourism development, either in the governmental organization or in the private sector contexts. Important criteria which was used as a measurement of the evaluation are their knowledge and working performance in tourism field.

**Evaluation of Socio-cultural Condition.** It was initiated by listing various community groups existing in Tana Toraja, both the traditional and modern ones. The main objective of the investigation is to know the readiness level of each group to perform and achieve the sustainable tourism development. The parameters applied in the evaluation were *perception, motivation* and *participation* of the respondents, which was investigated through a series of interviews and questionnaires, which were distributed to various groups of community. In general, the interview and questionnaire methods used were semi-open-ended interviews/questionnaire.

**Evaluation of Other Sectors.** It was addressed to know the potentials and obstacles of various other development sectors (apart from tourism) to support the tourism sustainable development process in Tana Toraja. Various sectors observed are agricultural (including husbandry), forestry, and general trading. The evaluation process also includes the one on the relations of tourism in Tana Toraja with that in other surrounding municipalities. The method used to evaluate the potential and obstacle of various other sectors in supporting tourism is a qualitative analysis on development dynamics of every sector. A number of main parameters used are the contribution potential of each sector to the Original Regional Income, and the dependency level of local community on each sector.

In order to gain wide acceptability from whole communities, those study phases and steps above have been done by implementing participatory planning approach. A core group of participatory agent has been developed and supported through several in-house training in the field of tourism, and landscape conservation. It was also aimed to speed up a participatory process among whole local communities by implementing snow-ball strategy and learning by doing principles.

### **Important Results**

The high valuable scenic beauty of its natural and cultural landscape frames the outstanding cultural identities very well. The scenic beauty is not only performed by the beautiful hilly area but also supported by its harmonious cultural landscape. In general, one can say that its tourism potential consists of nature related tourism potentials and culture related tourism potentials.

**Culture Related Tourism Resources.** In general, the culture related tourism resources in this area could be distinguished into *cultural-heritage* and *cultural-customs resources*. Stone graves, natural cave graves and baby graves belong to the category of *ancient-heritage* of Torajan community. In addition, *hanging coffin*, *erong*<sup>1</sup> and *patane*<sup>2</sup> are examples of *transformation-heritage* from the influence of Christian culture and teachings, which has touched Toraja since the early 20<sup>th</sup> century. Various beliefs and processions in Alu' Todolo, which is nationally known as Torajan Hinduism, is a unique *traditional belief* of Tana Toraja. The various *cultural-customs* basically belong to two groups, namely **Rambu Tuka'** for procession activities in happiness, and **Rambu Solo'** for in sadness one.

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<sup>1</sup> Erong is a sculptured coffin.

<sup>2</sup> Patane is transition model of burial yard that is made from cement and look like a small house. This transition is affected by Christian teaching.



Sixty nine locations of *cultural-heritage* have been recorded and evaluated during the study. Referring to the method used in this study, there are only some objects which were classified as *medium-score-class* (19 out of 69 objects), and even very few objects were classified as *high-score-class* (12 out of 69 objects). Some general reasons that why most of the objects were evaluated to low score are: (1) most of the objects were never being a part of national history or even at the local level, (2) only few objects that really have different shape, commonality, and size to other objects in the same type, (3) there are only few objects that still having well social function; even only on house hold level.

Meanwhile, there are at least sixty five types of *cultural-custom* activities that could be considered as *cultural-custom* tourism resources in this area. Except for cultural-culinary activities which were ranked from “low” to “relatively low”, almost all of resources in *cultural-custom* group have been scored into “quite high” up to “high”. Some general reasons that why most of customs were evaluated to high score are: (1) it show a strong inter-relationship and togetherness amongst the community, (2) it originally rooted from the ancestor tradition of Torajan, and (3) it offer more chances for tourist to take any form of *active-recreation-activity* in every custom attraction.

**Nature Related Tourism Resources.** The scenic beauty of Tana Toraja is a result of a result of Torajan ancestors’ work in utilizing, processing and managing the natural environment carefully. This cultural landscape reflects tradition care and harmony of the Torajan people in relation to their natural environment. Some examples of its nature relate tourism resources are beautiful scenery, water spring, natural cave, and even some endemic wildlife.

Some important reasons that why most of nature related tourism resources in this area have been ranked into high score are: (1) the sites of object site still have a wide natural open space for tourism activities, (2) it have high variation and harmonious gradation of landscape element of the scenic beauty, and (3) it still in untouched condition. Meanwhile, the *activity-variation-criteria* have mostly been ranked into a low-score because of two main reasons, i.e.: (1) the lack of some facilities in the surrounding, and (2) in order to prevent and conserve the natural condition.

**Location Distribution of Tourism Resource.** The distribution of identified tourism resources shows that those are spread evenly in almost all the existing regencies in Tana Toraja. Meanwhile, the application of *standard deviational ellipse* method shows that the ellipse centre point is located around Rantepao so the fact that Rantepao city has so far been selected as an activity center is reasonably good.

**Ecology Capability.** The application of Visual Absorbtion Capabilty Method – that used for aproaching the ecology capability of this area to support tourism development – shows that most of Tana Toraja area belong to the value of low capability. Only around 2 % of the area that have sufficient capability to support wide development plan. By this situation, at least there are three unvoidable consequences, i.e.: (1) it is a high risk to run any development without a good planing, (2) any implementation of development plan have also to be followed by environmental management program to reduce its negative impacts, and (3) planing unit and management unit of any development must be in detail scale.

**Tourism Demand.** In the last ten years, the number of foreign tourists visiting Tana Toraja has increased reaching more than 48.000 as the highest in 1994. However, due to the security uncertainty in the country

between 1997 and 1998, the number has decreased recently again. Foreign tourists generally come from Western Europe (France, Netherlands, and Germany) with the proportion of about 56 % of the total foreign tourists, while foreign tourists from America reach only around 9 %. The analysis results of the *in situ survey*<sup>3</sup> conducted on 876 foreign tourists show that most respondents were between 24 and 33 years old where 57 % of the tourists participating in the survey were male. The results of the survey also show that around 62% of the respondents arranged their travel to Tana Toraja by *self-managing travelling* pattern. Most of them (around 65%) used *the local guides*. The average length of stay of all respondents was 4.65 days.

The number of domestic tourists visiting Tana Toraja in the last ten years reaches more than 64.000 as the highest in 1997. From 1997 to 1998 the number of domestic tourist visit decreased to around 70%. This is because Indonesia started experiencing a monetary crisis, which made the community purchasing power for various sectors (including tourism) dropped as well. The general characteristics of domestic tourist in Tana Toraja have been approached in respect to the results of the national survey conducted by Central Bureau of Statistics in 1997 regarding the travel patterns of the community population in Indonesia. This general description on the behavior pattern of Indonesian community travel shows that around 40 % of the respondent took travel on week end, did self-manage travelling (62%), and mostly go alone or with family to enjoy beautiful scenery.

The best model to show the correlation level for the number of tourists visiting Tana Toraja from those visiting North Sulawesi is exponential model of  $Y = 6723e^{0.062X}$ ; where X is the number of tourists visiting North Sulawesi, and having correlation value (*R square*) of 0.954. The model

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<sup>3</sup> Conducted by using *semi close ended structured questionnaires* from March 2000 to Oct. 2001.

considered to be considerably valid to describe the correlation between the numbers of tourists estimated to visit Tana Toraja from those visiting South Sulawesi is a linear regression model of  $Y = 12942 + 0,2 X$ ; where  $X$  is the number of tourists visiting South Sulawesi. The correlation between these two locations is as high as 0.88. While, to describe the possibility of the number of tourists who could have been interested in visiting Tana Toraja from those visiting Bali, the best model turn out to be a linear regression model of  $Y=6452 + 0,05 X$  with a correlation score (*R square*) of 0.96. Furthermore, the estimation of the number of tourists going to visit Tana Toraja from all of those tourism destinations can representatively be calculated using a linear regression model of  $Y=7185 + 0,04 X$  with a correlation of 0.95.

**Tourism Institution and Human Resources.** With the position of *DINAS* in government structure, it can be concluded that Tana Toraja government has politically realized the importance of tourism. Unfortunately this political will is not supported with appropriate human resources. Although this department Head is a graduate, most of his subordinates generally only having high schools background and only 4 of some 30 existing officials having universities graduate. With the very limited knowledge about tourism, the government officials in the *Dinas Pariwisata, Seni dan Budaya* of Tana Toraja (DIPARSENIBUD, a government office for tourism, art and culture affairs) so far tend to work as administrative officers only; they do not have any managerial sense at all. Their bad working performance was also worsened by black-intrigue that addressed by the opposers to discredit DIPARSENIBUD's policy in managing the annual development budget.

Although there are a number of local businessmen who are considered to be middle and high level businessmen in the tourism sector, businesses are generally only small ones; or even classified as *mom-pop-business* They

have only low capacity of capital, and also a low level of tourism knowledge which results in a relatively low performance of tourism business people in Tana Toraja. The performance of hotels and restaurants officers is generally still low. Although a working committee of PHRI (hotels and restaurant association) in Tana Toraja has been established, the status is still in *caretaker* only. With this status, each activity has to be referred to PHRI at the provincial level located in Makassar. Some factors causing low performance of the association are the lack of a good working agenda, limited budget, and low human capacity.

Some important conclusions that can describe the attitude towards tourism amongst the locals are: (1) not all respondents agree with the tourism development in Tana Toraja, however a very high percentage does agree, (2) their opinion stating disadvantages of tourism development shows that the community members are critical enough in looking at the existing development processes, (3) their motivation is not only focused on personal benefit but also aimed at gaining group benefit, and (4) although the frequency of “not participating yet” is much bigger than that of “having been participating”. Such motivation shows that the *sense of in-group belonging* is still maintained well in the community. This is a reasonably good starting point to implement participatory development as required in sustainable tourism development concepts.

**Hotel, Restaurant, Entertainment, and Souvenir Business.** Only about 30 percent of the available stars hotels are shared with native Tana Torajan people while most of the capital of the non-star hotels and pensions are owned by the natives. Although there is no formal statistical data describing the proportion of tourists absorbed by each hotel group, hotel business in Tana Toraja generally claim that star hotels only absorb a maximum of 35% of foreign tourists annually. As a supporting facility for accommodation, restaurant business in Tana Toraja is still poor. Ap | art

from those restaurants that belong to the star hotels, the most existing restaurant are generally still unreliable in attracting tourists to spend their money for dining. Various local restaurants are still not capable to optimally present a clean image as required by a restaurant, and this is worsened by the location of the restaurant at a messy environment. There are just one or two restaurants that look clean, but they offer more or less similar dishes thus creating negative competition, and very variation in the dishes.

**Entertainment business is very limited in Tana Toraja.** There are however many local business people who started making business in karaoke. This form of entertainment is however only for local community consumption. Apart from this, there is not a single cafe, bar or pub where one could go just to have drink and meet people. Meanwhile, in souvenir business, various aspect of this business still have not been optimised or even tend to be outdated. Various souvenir products sold in the shops and souvenir centers are *out of date* in many ways.

**Socio-Cultural Impacts.** Although the negative impacts of alcohol and narcotics ranked from low to medium by the respondents, however the results of the observation show that there is a tendency of increasing on the number of users. Drug abuse - especially at various karaoke places - could easily be observed and has become a common topic among the community. The negative impact of alcohol tends to stem from the community habit in drinking the *local palm wine* (known as Ballo' in the local language), which is produced and sold legally. In general the impact of tourism in the form of pressure on the life quality of the local people is still low. Although there were two or three cases where local guides were very aggressive in getting clients - as an indicator for materialism - such aggressiveness rarely happens. In relation to local value, and culture impact criteria, the following impact is really crucial: (1) deserting the

traditional land-use pattern and agriculture, (2) black stories of tourism, (3) cultural distortion, and (4) unequal distribution of tourism money. Meanwhile, from the positive impacts there are two important points to conclude: (1) the community orientation in evaluating positive impact of tourism is mainly focused on merely financial benefit, in terms of either for individuals or for social group, and (2) considering the frequency distribution in each impact criteria, the community has not got real benefit from tourism development yet. However, it is clear that the community have high expectation that tourism will lead to a better future in their municipality.

**Perceptions, Motivations and Participation towards Sustainability in Tourism amongst the Locals.** The people of Tana Toraja generally know how important it is to do sustainable development, which they refer to as development with environment consideration. However, it seems that their idea of sustainable development was just at the level of obtaining information, which they heard from radio or television as their main sources of information media. Their economic hardship has prevented them from implementing this motivation in their daily lives. A small group of people within the community who can be considered as being at the adaptation stage<sup>4</sup> are facing difficulties in putting their motivation into practice. Apart economic from problems, a lack of similar perception/viewpoints among the community members has also to be considered. In terms of participation, it is generally easy to direct people and to ask them to cooperate. One of the factors that supports participation opportunities is the strong co-operation sense among the community members, either as a result of their ancestors' way of socializing or as a result of encouragement in their current spiritual life.

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<sup>4</sup> Please refer to the phases of change, i.e. information, considering, adaptation, trying, evaluation, and adoption.

**MAJOR PROBLEMS FACED BY THE LOCALS TOWARDS TOURISM DEVELOPMENT.**

Human resources, promotion, marketing, and facilities are on the top ranks considered as sources of problems. Meanwhile, an emergence of religious issue as a source of problem indicates how complex the tourism development problem is in Tana Toraja. All the respondents in this study stated the low quality of human resources in tourism sectors as the main reason why tourism development in Tana Toraja has not reached a sufficient level of performance. Promotion is considered as a main problem by the tourist practitioners in Tana Toraja, is promotion. From the results of the interview it is known that the respondents still generally understand “promotion” as an individual attempt or a local group attempt, which will directly promote Tana Toraja in *international tourism market*. They also believe that a promotion through “*word-of-mouth*” is highly efficient and effective. They also having a tendency to offer *superficial-services* or *superficial-products*, and it is a counter productive approach towards sustainable tourism development. Almost all respondents think that the major marketing responsibility lies in the hands of the local and central government. In general, the respondents understand “*marketing*” to be identical to “*selling*”. Religious problems have only been exposed by two respondents with an argument that there is a certain “*strong perception and attitude*” which tends to be counter-productive for the tourism in Tana Toraja, and which originates from one or two specific group/s of Christian Community in the area. Furthermore, the *social-presses* on community groups practicing Allu’ Todolo (also known as Torajan Hinduism) is another example which is considered as a real problem.

**THE POTENTIALS OF THE LOCAL’S SOCIAL CAPITAL TO SUPPORT SUSTAINABLE TOURISM.**

Although the community members generally still recognize and put their respect to the *tongkonan adat* – as an important traditional institution – time has trimmed down the



idealism. The following factors are considered to contribute to the weakening function and effectiveness of *tongkonan adat* institution: (1) a high emigration rate of people who leave Tana Toraja for a better life somewhere else, (2) the low number of labor force in the agricultural sector has resulted in lower economic benefit of the agricultural activities, (3) the economic problem above has contributed to decrease respect of the lower ranking community members to the upper ones. With all kinds of economic difficulties, the upper ranking groups can no longer continually fulfill the needs and ensure the welfare of the community members who are under their responsibilities. This has reduced the dependency chain of the lower ranking group to the upper one and has caused a change of orientation. In general, however, the effectiveness of *tongkonan adat* can still be considered to be reasonably good for other life aspects.

In the context of religion capital, the existing Christian institutions are very potential to promote cooperativeness among the community. Although the Moslem community is the minority in Tana Toraja, their existence is very much appreciated by the majority and a source of societal respect to other Moslems. Unlike the Moslem group, the followers of *ALU' TODOLO* (Toraja Hinduism) do not seem to get adequate respect and chances to express their philosophy and religion among the majority group. A strong religious atmosphere established by the majority group has made some of them feel awkward - or even oppressed - to give full respect to the existence of *ALU' TODOLO*. Another cause of the trimming down of *ALU' TODOLO* has been a long negligence of the government. The government has never shown responsibility in mentoring and supporting this group like what the government does for other societal groups. However, the extinction of *Allu' Todolo* must be prevented, and they must get the needed attention from the local government to make survive the cultural heritage and identity.

In context of economic institution, observations show that only a small number of them are managed well and are able to give significant economic benefit to the members. Some main reasons are: (1) limited ability of those who manage the cooperation; including interfering government officials, and (2) weak motivation base of the cooperation establishment itself. The establishment of cooperation usually has not been motivated by the awareness of certain community members – to save the goal of gathering the business capital and run the business together – but has mainly been pushed by the chance to get the capital subsidy provided by the central government through co-operation institutions.

In the context of youth institution, there are at least two important factors that make the position of youth groups strategic, namely as a human resource for the political parties, and for community social activities. Meanwhile, the weak human resources are again the cause of the stagnation in the organization of NGOs, and limited budget is a classic factor that prevents the organization from running well.

**Inter-sector Dependencies and Congruencies.** In many ways tourism in Tana Toraja has a very high dependency of the various other development sector. There are at least 4 development sectors that must get special attention to achieve sustainable tourist in Tana Toraja, namely the agricultural sector, the livestock sector, the trading sector, and the forestry sector. The importance of the agricultural sector can at least be seen from two aspects, namely agriculture as a landscaping factor and thus possible tourism attraction and agriculture as a major living source for the local community. Although the contribution of the agriculture sector in Original Regional Income and in Gross Domestic Regional Income is still considered small, it is the main sector that absorbs labor force in Tana Toraja. Apart from the agricultural sector, the livestock sector is also

important for the community of Tana Toraja. Buffalo and pig breeding is known since the long time, and buffalos and pigs play an important role in the daily life of the community. Apart from being used for daily consumption, they have special and important meaning in various traditional ceremonies. The sad feeling experienced by a family member is expressed by slaughtering buffalos and pigs as a sacrifice in *Rambu Solo'* ceremony.

Although the contribution of a general trading tax is the second biggest in the Original Regional Income (ORI) of Tana Toraja, the existing trading system seems to need special attention. A high contribution in ORI can certainly be used as an indicator for the importance of this sector in the development as a whole. However, the trading system which is more dominated by *inward-trading* can also be used as an indicator for natural resource manipulation by the people.

Meanwhile, the Forestry sector is very important for Tana Toraja municipality with respect to various conservation purposes. In relation to the ecological function of the forest, especially for bio-diversity conservation, it is necessary to be aware of the following crucial conditions: (1) since the reformation era, with an excuse of "returning the traditional forests" the community have competed to occupy the available forests around them, (2) the communities have raised a social issue in the form of anti-pine movement, they feel entitled to cut the pine stands illegally, and even proposed that the local government should immediately replaced all the existing pine stands by different tree species.

**Inter-regional Dependencies and Congruencies.** There are some important regencies in surrounding Tana Toraja that have to be considered, namely Makassar, Pare-pare, Enrekang, Luwu, North Luwu, and POLMAS. The importance of Makassar city for Tana Toraja is not only

due to the existence of the airport but also to the *potential tourism demand* of the local community. Highly populated Makassar City – with a relatively good income per capita – is a very potential tourist source. In many aspects the influence of *major travel agents* in Makassar is very significant to attract tourists to various available tourism destinations in this province. Meanwhile, the City of Pare-pare become an important *stopping area* for the tourists on their way from or to Makassar City.

The natural spread character of the area has made the government of Enrekang municipality focus on various developments with tourism orientation in the north part of this municipality. On the one hand, this might support the satisfaction got by the tourists on their way to Tana Toraja; on the other hand, this is a new competitor for Tana Toraja, at least for nature tourism. Further, the performance of Luwu and North Luwu municipalities is therefor also important, at least since: (1) the relation of Tana Toraja with this region has been established for very long since Luwu Kingdom is historically closely related to Tana Toraja, and (2) a potential domestic tourist demand for Tana Toraja tourism as almost 20% of the population in these two municipalities are Torajan ethnic groups and still use Torajan language in their daily life. The same potentials also have by the Polmas Regency, unfortunately, this has not been realized by Tana Toraja tourism yet.

The Role of Tourism Resource Types and Human Resources to Support **Sustainable Tourism Development in a Rural Region**. There are at least three different patterns of interactions have to be considered, namely: (1) basic dependencies, (2) subsistence dependencies, and (3) induced dependencies. Further, the dependencies have to at least be assessed in the following important criteria, namely: (1) living space quality, (2) existence need fulfillment, (3) life quality, (4) individual welfare, (5) community welfare, (6) current welfare, (7) future welfare, (8) sensory

impression, (9) experiences quality, and (10) attitudes. Meanwhile, in order to find the role of local human resources to support tourism development in a rural region, there are some important criteria that have to be considered, namely : (1) information access, (2) cognition level, (3) practice ability, (4) motivation orientation, and (5) participation. Those criteria should be assessed with respect to population groups that at least should be determined into: (1) government officers, (2) businessmen, and (3) local communities; both in term of traditional performance and in modern one as well.

**Sustainable Tourism Master Plan.** For practical reason the understanding of *sustainable tourism* needs to be further interpreted into applicable indicators. The master plan was addressed to guide the further development process in the next ten years. Some important approaches that have been decided in elaborating the master plan are: (1) the orientation of the planning have to also be focused to the domestic tourists coming from various parts of Indonesia, (2) the criteria for sustainability have to includes four aspects, namely tourist aspect, ecological aspects, socio-cultural aspects, and economic aspects, and (3) the setting of indicators for each criterion is oriented on an easy practice to be identified and measured in the field by the local people.

Optimum satisfaction, security, price, and tourist existence are some of important criteria that have to be fulfilled in order to reach sustainability with respect to tourist right. Meanwhile, socio-cultural ethic, environmental ethic, and economic ethic become important criteria that have to be done by the tourists (as their obligation) to reach a sustainability in a destination. In the context of environment aspect, there are some important criteria that have to be fulfilled, i.e.: (1) land use, (2) environmental impacts, (3) bio-diversity conservation, and (4) natural and cultural landscape. The important criteria for socio-cultural aspects

are: (1) custom preservation and support, and (2) culture development. Further, the important criteria for economic aspect are: (1) optimum local investment, (2) low economic negative impact, and (3) good economic benefit redistribution.

The master plan proposed some important targets that want to be achieved in the next 10 years, i.e.: (1) increasing the number of tourist, (2) improvement the environment quality, (3) empowering the local community, (4) increasing the original regional income, and (5) supporting the regional development. Those target will be reached through following important aspects: (1) development three specific spatial development regions, (2) diversification tourism products, (3) revitalisation the existing tourism potentials, (4) revitalisation the existing tourism education institution and human resources, and (5) several environmental management programs.

All of those targets and approaches would be done in two time horizon scenarios, namely *recovery stage* in the first five years, and the *development stage* on the second five years. For the implementation, those scenarios were broken down into detail programs on yearly basis. One of the program called *Bridging Programs* that addressed and needed to adjust the previous and existing development process into the new scenarios; including to refine and to revitalise it.

**Participatory Planning.** Even though the experiences during this study show that it was not easy to apply participatory concepts in the planning process, however a participatory planning was really useful and needed to run and reach a wide acceptable planning. Some important obstacles that have to be considered in dealing with internal participatory agents are: (1) the low human resources capability, (2) limited budget, (3) personal agenda of participatory agents, and (4) the private agenda of the VIPs.

Meanwhile some important constraints that have to be solved in dealing with the external participatory agents are: (1) the arrogance of the excellencies, and (2) long distance communication.

Some important clues that might be useful to run an efficient participatory planning are: (1) develop a group of participatory agent as a core force to disseminate the idea and activity of planning to all communities, (2) support the participatory agent with a comprehensive course on tourism, (3) talk to all parties, and (4) be their friend but keep distance. And it is also important to create an intermediate evidence, since the long process of participatory approach result not only in doubt but also fatigue due to various limitations of the resources they have.

### **Conclusions and Suggestions**

The experience in this study shows, however, that the process towards sustainability is very *site specific* in nature. Each destination has a distinctive feature as well as specific potentials and problems, which require a specific planning strategy and unique measures to achieve sustainability. From the experiences and knowledge during this study, it must be admitted that the tourism planning process in rural areas at a regional level (let alone in a national scale) is not an easy task. A limited availability of valid and reliable secondary data becomes the main obstacles at the initial phase. Various available secondary data are not so reliable to be used for a good planning. The problem is not only in the form of inconsistent data, or unavailable time series data, but also in the form of data validity. Similarly, various changes of development orientation in national and local scales are the main obstacle in the synthesis phase and planning phase. This not only results in adding or changing the assumption that needs to be used in the synthesis and planning phases but also complicates the process of generating alternatives for various development scenarios that will be selected.

An understanding of the characteristics and dynamics of various tourism resources is however essential for the planning and realization process. Various resources in a destination must be viewed holistically either for the need of tourism or to fulfil the life necessities of the local community. Some important efforts that have to be done in order to promote tourism resources in sustainable tourism development are: (1) applying landscape conservation, (2) applying land use regulation, (3) applying landscape improvement and management, (4) applying building area index, (5) introducing modern technology, and (6) applying a strict environmental regulation.

The results of the study also show that the socio-cultural and economic dynamics in a destination have very important impact on the achievement of the three pillars of sustainability. Although the local community can be said to have enough awareness of the potential benefit of a sustainable development, their mean time daily life necessity cannot merely be neglected. Changing the economic activity patterns of the local community from the agriculture sector to the tourism sector is however not an easy task. Various alternatives are needed that can provide optimum economic benefit as well as maximum positive impact to the environment conditions. To achieve sustainability, some important economic aspects that need to be considered in the planning process are : (1) Product diversification and technology refining, (2) increasing the use of agricultural in tourism sectors, & promote better price of agriculture product through tourism event, (3) applying a consistent land use regulation, (4) find a possibility to put agriculture sector to become a subject of tourism development, and (5) promote communal business cooperation.



A good co-operation among various stakeholders is essential to put the various requirements into practice. The experiences in this study indicate that a participatory approach promote cooperation and acceptance and thus result in significant benefit in planning sustainable development of tourism collectively. Learning from the experiences during the study, the following some important prerequisites are worth to be taken into consideration to make participation processes efficient and effective, i.e.: (1) develop a comprehensive list of participatory demands, (2) develop a comprehensive list of participatory actors, (3) highlight the potential actors for participatory, (4) develop a permanent and formal group of participatory actors to run a snowball strategy; in order to speed up the participation amongst population, (5) provide formal in-house trainings for the participatory agents, and provide certain extensions for population, (6) provide reward system for every actor, (7) show up some intermediate out come of any participation activity, and (8) promote a model of *Verein*<sup>5</sup> for each specific duty of participation demand.

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<sup>5</sup> *Verein* is a pattern of NGO in Germany which is well established and widely accepted amongst the community.



## ACKNOWLEDGEMENTS

I need to thank Prof. Dr. Renate Bürger-Arndt (as my first supervisor) and Prof. Dr. A. Akça (as my second supervisor) for providing the chance to continue my study to the Ph.D. degree. They support me in many ways to be struggle and survive to finish this study. In particular, I also need to thank Prof. Dr. M. Krott and Dr. S. Loreck in the University of Göttingen, Prof. Dr. Hans-Peter Niedermeier, Dr. Michael Czepalla, Mr. Christian Hegemer, and Mrs. Ir. Nila Pustpita in Hans Seidel Foundation, Mrs. Arroyo in STUBE Niedersachsen, Mr. J.A Situru, SH., Mr. Russel Rumpa, SH., and Mr. Drs. Yusuf Biringkanae, M.Si. in Tana Toraja; they provided me jobs, *Beihilfe*, short scholarship, and collaboration projects that all allow me to be survive financially to run and finish this study.

My home sicknesses and hard days during this study in Germany are lightened through the honest friendships that offered by Mr. Mathias Arndt and family, Dr. Van Tam Le and family, Mrs. Roslena, Benni Mutiara and family, Le Thanh Hoa, Enih Rosamah and family, Thomas Kippels, Suharno and family, Nurcahyo Sasongko and family Yun Alwi, Achmad Sodiq, Jana Juhana, Sebastian Kamga-Kandem and family, and Rudi Umbu Remu Samapati. For them, I would like to thank very much, and I will bring the friendship into a brotherhood. Meanwhile, my dozen works in the field and data analysis have also been enlightened and faster since helped by Ajie Hadi Gumelar, Kamal Yusuf, Didi Nugraha Priatna,

Sisca Travelia Rauf, Bedi Mulyana, Donny Heriawan, and Rini Entebe. They were really good co-researchers, I thank them and hope could continue to further collaboration researches. And, it is important to me to highlight my special thank to the late PUANG KAPALA and his family, Mr. Sombolinggi, Mr. Dasyumin Sinampu and family, and Mr. Yanto and family for opportunities to learn the Toraja customs through discussions and many contacts with important local informal leaders, and attended many traditional ceremonies. And, my special thanks have also to be addressed to Alfa Chasanah for helping me to check and correct the English.

I am sure that my beloved wife (Ande), children (Kana and Kitto), Mama, the late Ayah, Dira and Reno find it as a wonderful happiness for replacing their sacrifices of being far away at the last three years from me during my hard days in Germany. I finished a part of long road to step, but the next part might be harder, your loves and supports would become my main spirit to run it.



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## **I. INTRODUCTION**

### **A. BACKGROUND**

#### **1. The Sustainable Tourism Paradigm and its Consequences for the Less Developed Countries**

Since the last decade, the tourism development paradigm in this world has moved from a *mass tourism* concept towards a new one whose term and meaning has not really been comprehended well by scholars and practitioners (for examples, see Weaver, 2001, p. 1). For various similar ideas about the importance of considering ecological and socio-cultural aspects (apart from economic aspect) in tourism development, various parties have been using dozens of terms that can sometimes be confusing and that complicate the implementation process. Some of the terms used are ecotourism, soft tourism, nature based tourism, forest tourism, responsible tourism, alternative tourism, green tourism, small scale tourism, sustainable tourism, low impact tourism, low density tourism, ecological tourism, discreet tourism, etc. (for further examples, see Mieczkowski, 1995, p. 458; Ellenberg, Marion and Birgit, 1997, p. 56; Shaw and Allan, 1994, p.245). Although the terminologies used vary, the various proposed concepts generally involve three pillars of sustainability, namely ecologically and environmentally friendly, socio-culturally friendly, and economically efficient.

The paradigm change in the tourism sector could be recognized by two basic reasons, namely internal dynamics and external dynamics. Internally, the changes occurred due to a natural shift of trend. Externally, the changes took places as a result of political pressure of world wide environmental movement.

The paradigm change stemmed from “back to nature” movement that started to spread out world widely at the early 80s. The movement that was initially only a natural trend has turned into a formal movement since the declaration of *the World Conservation Strategy* in 1980. The conservation pillar has then been even more well-equipped with the establishment of *the World Commission on Environment and Development* (WCED) in 1983, when *the Brundtland Document*<sup>6</sup> (IUCN, 1990) strongly emphasized the importance of implementing sustainability concept in each development process. Those two important documents had rooted even stronger when Agenda 21 was declared in Rio de Janeiro in 1992.

Apart from the influence of the various binding declarations above, the development paradigm in tourism has also been due to inherent dynamics in the tourism itself. Some examples of those inherent factors are *circles of curiosity* and *preferences*. If the conditions of various determining variables of the journey<sup>7</sup> are satisfactory, a *holiday taker*<sup>8</sup> will tend to visit places or objects other than what they have previously been visited. On the other hand, preferences facto varies and can be really dynamic in following the existing trend.

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<sup>6</sup> Prime Minister Gro Harlem Brundtland of Norway read a report of WCED entitled Our Common Future at the United Nations Assembly in October, 1987.

<sup>7</sup> Some determining variables in achieving the *actual demand* is available spare time, disposable income, and accessibility.

<sup>8</sup> This term is used to distinguish between on duty travelling tourist and holiday taker.

The *back to nature movement*, which started in America and Europe in early 80s, can be used as a simple proof of curiosity towards nature, which had been ignored before due to the chaos of modern civilization. It is tiredness of mass tourism destination chaos that causes a shift of tourist preference to a different destination from the one of mass tourism. That is the process how a new trend is formed inherently in the tourism sector; apart from the effect of global politics that also contributed to tourism market change.

Despite the variety and ambiguity of the terms used, the three pillars of sustainability have become unavoidable concepts for any stakeholder of a development. Internationally and nationally, or even at local levels the concept of sustainability has to be adopted and implemented in each existing development sector, including the tourism sector.

However, it is far from easy to adapt, adopt and implement that new tourism concept. There are too many directly or indirectly related determining factors that must be included in tourism development<sup>9</sup>. It has to be admitted that the tourism sector is multi-sectoral. Thus, each related sector must also simultaneously adapt and adopt the sustainability concept. Without an adequate process of adapting and adopting, it will be hard for the tourism sector to be able to really implement the new paradigm.

Another factor that easily becomes a main obstacle is limited funding. To restore a *former mass tourism destination*, the government needs to work hard to collect the funding from various levels of tourism businessmen who are trying to survive with a decreasing number of tourists in their post mass tourism destination. On the other hand, the new destination development also needs big funding to be able to fulfill various existing requirements and criteria such as to perform environmental impact



assessment (EIA) or water treatment, etc. If all the costs are calculated in the investment, then the price of the product will tend to be too expensive and will only be afforded by certain exclusive consumers. Meanwhile, exclusiveness is contradictory with the criteria of the new paradigm of participatory development approach; that also become an important criteria towards sustainability.

The obstacle of limited funding is crucial in developing countries. On the one side, developing countries really expect to have economic benefit from tourism; on the other side, they are generally to finance various requirements and criteria of sustainability. International investors are one of the opportunities that developing countries dream of grabbing. However, international investment will always end up with *capital-loss* or *capital flight*, which is a characteristic of economic colonization.

Concern to all obstacles above, there is one question to answer: "What should and could developing countries do to be able to afford a sustainable tourism development for gaining an optimum benefit". One of the possible answers to that question is by "developing a *good planning*".

## **2. The Problematic Picture of Tourism Development in Indonesia**

Until now, Indonesia has still not been able to draw any significant economic benefit from its tourism development. Although since the end of the 80s Indonesia has nationally targeted tourism as a source of foreign exchange after oil, textile and wood, it is still far from the aspired target. A relatively spectacular achievement of foreign exchange from tourism sector in 1994 (almost US\$ 4000 millions) had to drop again due to the economic and political crisis hitting Indonesia from the mid of 90s to the

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<sup>9</sup> For example transportation, general trading, security, politics, etc.

early of 2000. At least, it can be said that the economic benefit of tourism in Indonesia is still relatively low considering the amount and variety of tourism resources the country has to offer.

It is not easy to Indonesia – as a developing country – to gain economic benefit from tourism development. A part of limited funding, there are some important determinants that sequentially affect the level of tourism demand in Indonesia, i.e. the geographical position, and the quality of human resources that run the wheels of tourism development.

In an international context, the western-minded orientation of the population in developing countries can be named as one of the main reasons why only a very moderate tourist among neighboring developing countries can be achieved. Indonesia achieves only a relatively low number of tourists coming from its neighboring countries in Southeast Asia. During the last ten years, less than 10 % of the tourists from neighboring ASEAN countries (BPS, 2001). This is probably due to a strong western-oriented amongst the people in developing countries. They seem to choose one of the developed countries as their destination to be considered as valuable experience.

Theoretically, the inner circles of the tourism market for Indonesia are developing countries in Southeast Asia. However, the effort to win the market from Australia means strong competition with other destinations in the Pacific, and obviously pushes the potential market of closer regional zones into background. Moreover, there is only a very small chance to promote the short-vacation market due to the geographical location of Indonesia, which is relatively far from a potential market such as the European Union or Japan.

Further, a low quality of the human resources involved in the tourism industry in developing countries is a determinant that typically causes negative impacts and consequently results in a low performance in their tourism development. Muwardi (1998, p. 74) reported that only 27% of government officials working at the Regional Tourism Offices in Java and Bali have passed a university degree, and only 0,1% of these graduates have directly related educational background in the area of tourism. That is a main indicator of low tourism performance in Indonesia. The low quality of human resources might have contributed to the fact that Indonesia has failed to increase tourist visit quota in the last decade.

The inconsistency grand-picture of tourism development in Indonesia is another proof of its low human resource quality. Various changes in the national tourism development policies have weakened the tourism sectors. A total confusion of national tourism development orientation rose up in 2001, for example, when the new government of Indonesia presented unforeseen new ideas, which have to be regarded as an example of policy uncertainty. Early that year it was put forward that in the next decade the orientation of the national tourism development will focus on marine tourism on cruise ship basis. This was outlined just at a time when tourism stakeholders attempted hard to find ways how to implement sustainable tourism concepts, which are appropriate for tourism development based on nature and culture, which had been targeted in the early 90s.

Furthermore, there are around 400 autonomous regencies that want to gain economic benefit from tourism sector. Since the autonomous regencies mostly have very limited General Annual Budget (well known as DAU) and only low human resources quality, their abilities and knowledge to fulfill any prerequisite of sustainable tourism have to be

judged insufficient. Without good planning it can be predicted that those autonomous regencies will often destroy their natural resources by promoting tourism development in their area.

## **B. PROBLEMS STATEMENT**

It is greatly believed that there are many economic benefits of tourism development, and there is also no doubt that Indonesia has a high potential of tourism resources. At least it has thousands of islands and millions of hectares of tropical forests with a very high bio-diversity as a natural tourism potential of tropical regions. Hundreds of ethnic groups and their culture can also be regarded as an extraordinary tourism potential. However, there is one basic question that certainly needs to be answered first: “how should the resources be used?”

Although the above question seems to be very simple, the answer is not. To answer the question would require reliable knowledge such as: (1) natural and cultural potentials for tourism, (2) market potentials, and (3) the potential of human resources to plan and to run the development. Without a profound knowledge of tourism resources, it will be difficult to determine the market potential. Furthermore, a good knowledge of the possible actors capabilities would be needed to generate implementation strategies for the development itself.

There is a further fundamental question, which requires some solution: “how could the new concept be fitted into other running development processes”. It is not an easy task to introduce a new sectoral concept into the running development process, which encompasses many other aspects. In general, an introduction strategy will always require the evaluation of the existing development processes. A further problem is how to change perception, attitude, motivation and rhythms of the actors

to get them in line with the directions and criteria for the new development. This obviously also requires specific knowledge, but is needed to achieve a high selling price for the tourism products.

The fundamental problem as described earlier would be even more crucial for any local government. With various essential limitations such as capital and human resources the local governments cannot solve various crucial problems just through autonomy euphoria. This euphoria could rather be a hump for the development process itself. One of the crucial obstacles is natural resource exploitation (including tourism resources), which is promoted just to finance short-term development programs.

Success or failure of the development will also be determined by a careful and precise planning that follows a clear orientation with coherent development steps. With this consideration in mind, it is regarded as necessary to perform a study on sustainable tourism planning in Indonesia especially at the local autonomous region level.

## **C. THE STUDY ORIENTATION AND GOALS**

### **1. The Study Orientation and Area**

From what has been described as obstacles for any development in Indonesia, it can certainly be understood that the various problems and basic requirements of sustainable tourism development become even more crucial in rural<sup>10</sup> areas. Even the natural and cultural resources in the rural area are potential for tourism activities (for example see Verbole, 1997), but in the other hand those natural and cultural resources also become more important to prepare sustainability for the future. A rural area could

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<sup>10</sup> This term is used to illustrate a low availability of facilities and intensity of the developed region as well as to show rural areas or country side.

be said as a last demarcation for contesting and reevaluating any modernity concept that might destroy their traditionality. For this reason the current study is oriented at the rural region.

Since tourism is of multi-sectoral in nature, it is important to set up the study in an integrated way. Talking about tourism does not only mean to talk about accommodation and attraction in a destination but also have to pay attention to other sectors such as information, security, transportation and amenities at all places where tourists start their travel until they end it up. Within this frame, the study will focus on ecological aspects, namely on aspect of nature and landscape conservation as one of the three pillars of sustainability; following the orientation of the Institute of Forest Politic and Nature Conservation, where the author did his doctoral study. For these reasons, this report has been titled “integrated ecological planning”

With all limitations of time and funding, this study was further focused on one region as a case study that is considered to be representative in terms of size and tourism potential. In terms of size it was decided that the area for the study should at least cover the size of regency. Similarly, from the tourism potential view the selection of the study area is directed at one of the destination centers that have been determined by the government. The next criteria applied to choose the area was the availability of necessary secondary data and the possibility for cooperation provided by the local government.

Apart from the reason that participatory approaches have recently become a new paradigm in development process, another criteria of “cooperative level of the local government” were applied. The participatory processes are needed to support many steps and activities in the planning process; e.g. for data collecting and promoting development alternatives and

choices. A good cooperation with the local government is necessary for various reasons, including the testing of various planning ideas as used in this study.

In early 1999, a recognizance study was performed at Tanah Datar Regency, West Sumatera Province, and Tana Toraja Regency, South Sulawesi Province. Both of these regions represent very specific natural and cultural tourism potentials and are considered to be representative in terms of tourism potential. However, the result of the recognizance study showed that Tana Toraja better fitted to the above-mentioned criteria. Based on the result of this recognizance study, the main research had been performed at Tana Toraja from October 1999 to December 2001.

The study was run under a collaboration project between the Local Government of Tana Toraja and the Institute of Forest Politic and Nature Conservation, Georg-August University. Basically, the collaboration was signed under a five years cooperation agreement that focus on sustainable tourism, landscape conservation, and environmental education. The collaboration was implemented in the form of several training of tourism aspects for the locals, elaborating Sustainable Tourism Master Plan, and several other activities to support the achievement of collaborations goals.

## **2. Goals of the Study**

The main goal of the study is to elaborate a guideline for ecologically/ environmentally sustainable tourism planning on a regional scale. The study is also expected to identify a number of important aspects in rural regions as follows:

- ❖ The role of tourism resource types to support sustainable tourism development.
- ❖ The role of capability of local human resources to support sustainable tourism development.
- ❖ The role of various sectors to support sustainable tourism development.
- ❖ The role of a participatory approach in the planning process of a sustainable tourism.

This writing is set in eleven chapters; following chapter one which explained the background and goals of the study. Chapter two will consist design the theoretical framework of some basic theoretical ideas which important to support the study, some worldwide experiences that useful to develop creative ideas for planning alternatives. Chapter three informs the general method that was used in the study. Chapter four informs about the general characteristics of the study area.

The evaluation of tourism potentials in chapter five give an estimation of the objective value of tourism resources, of tourism demand, of the ecological capability, and about the local human capacities. Chapter six discusses various perceptions, attitudes and motivations of the local community - including major problem facing by the locals - connecting it with requirement of sustainability in tourism development. Chapter seven informs about the role of other sectors to support sustainable tourism; including the inter-relationship of neighboring regional. And chapter eight evaluates the role of natural tourism resources and human resources to support tourism development in a rural area.



Chapter nine informs about some highlight of the Sustainable Tourism Master Plan of Tana Toraja, which has been a part of the entire project. Chapter ten describes the dynamic of participatory process that have been run during the study. And chapter eleven extracts the final conclusion with respect to some important experiences that have been made during the study.



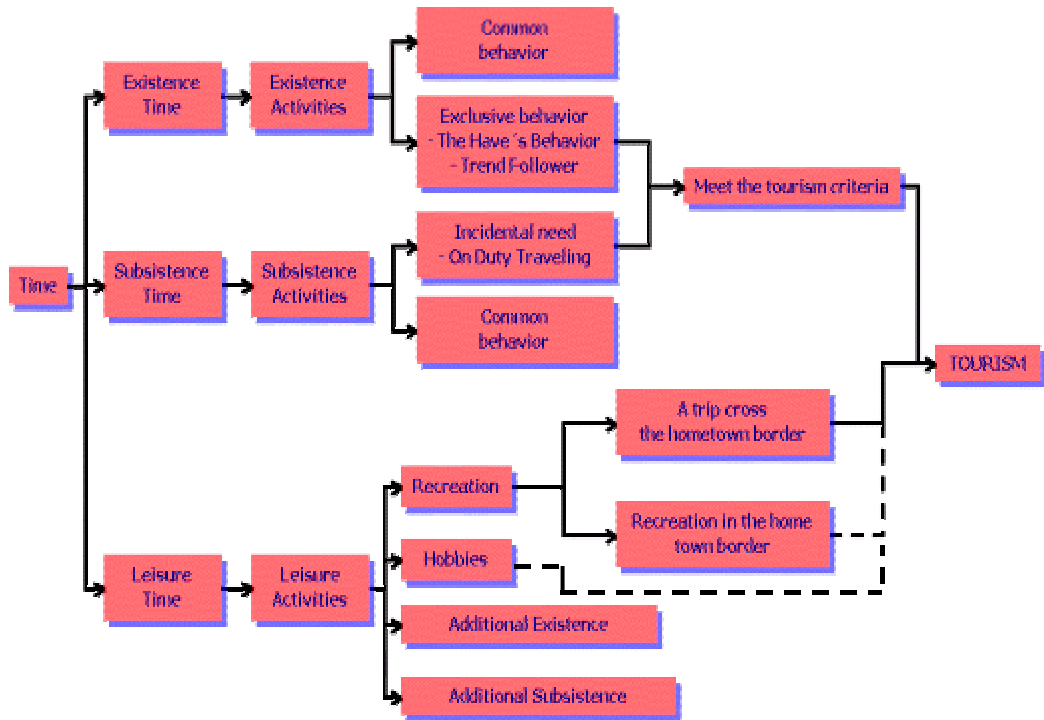
## **II. THEORETICAL FRAMEWORK**

### **A. SOME CONCEPTS TO LEARN**

#### **1. Leisure, Recreation, and Tourism: Its Relationships**

Tourism is multy sectoral in nature, combining various components and aspects into an integrated dynamic whole. In fact, there is so much related knowledge to learn about tourism that it is necessary to simplify for a better understanding. One way to get better understanding in tourism is to separate its significant determinants that influence various aspects of tourism, namely space and time. It can be said that time will always affect the characteristics of each component and aspect related to tourism.

In order to understand tourism through the time variable, the focus of the analysis can be directed to the *time-budget* of each individual or population in making use of the time. In terms of the pattern, the use of time can be classified into three groups, namely: (1) existence time, (2) subsistence time, and (3) leisure time. The term *existence time* shows the time used by human beings to perform their basic daily needs such as eating, shower, and sleep. The term *subsistence time* indicates time used to perform various activities to support the completion of the basic need; such as go to work for getting income. The term *leisure time* is used to explain time when an individual has some freedom to make use of after various existence and subsistence activities are completed.



**Figure 2.1.** Time Budget Scheme

Systematically, the time budget can be described as what is illustrated in **Fig. 2.1**. The scheme illustrates relationships between leisure<sup>11</sup>, recreation, and tourism. It is clear that *leisure* is only one of the alternative activities chosen by human beings in making use of their *leisure-time*. It can also be seen that *recreation*<sup>12</sup> is only one of the activity types that can be selected among other *leisure activities*. In terms of the definitions it is found that not all leisure activities and recreation activities can be classified as parts of tourism<sup>13</sup>. However, *leisure activities* and *recreation activities* that do not fulfill the tourism criteria will always affect the existing tourism industry. At least, daily recreation activities carried out by a population in their own

<sup>11</sup> Leisure is usually used to show free time to do a free choice of activities.

<sup>12</sup> Recreation is a leisure time activity performed intentionally, without any force, and not intended to generate income but to refresh the physical and mental condition of the actor.

<sup>13</sup> Please see WTO's tourism definition.

region will also support the run of hospitality-industry that is previously provided for tourism. Thus, leisure activities and recreation activities cannot be separated from tourism.

From the above scheme it is clear that there are some *existence activities* and *subsistence activities* that have *leisure* and *recreation* orientation, and are also considered in this study since they could meet the tourism criteria. The inclusion of population movement into tourism criteria can merely due to simple things such as the following:

- ❖ A group of employers eat out for lunch outside their office area to try tasting certain cuisine.
- ❖ Someone goes out to take a bath in a whirlpool that is offered by a spa center outside his/her residence area.
- ❖ Business dealing that has to be performed by an employee outside their office region.

In order to study *leisure activities*, there are a number of points that need to be understood well, namely: (1) the leisure time pattern, and (2) the pattern of leisure activities. *Leisure time pattern* needs to be understood to measure chances and/or recreation need that can/need to be taken by an individual or population in their leisure time. While *the pattern of leisure activities* illustrates the level of active participation that is contributed by an individual or a population in utilizing his/her/their leisure time.

In the planning context, recreation knowledge can be simplified through a good understanding of recreation demand, and recreation supply. Talking about recreation demand is talking about (1) who is asking, (2) what and how much is asked, and (3) when is asked. Meanwhile talking about recreation supply can be comprehended through an understanding about: (1) what and how much can be provided, (2) when can be provided, and (3) whom this should be provided to. Furthermore, recreation demand

can be distinguished into potential/latent demand, induced demand, and actual demand (for examples, please see Gold, 1980). Meanwhile, recreation supply can be classified into a number of types, namely population-oriented supply, resources-based supply, and intermediate supply whose distance is between the other two types (ORRC cited in Clawson and Knetsch, 1969, p. 37).

Although the WTO has stated its own definition of tourism, various countries as its members apply various differing definitions. For example, USA requires the need of overnight stay for a tourist to be counted while Canada does not (see SMITH, 1983, p.78). From the various existing definitions, it can be concluded that the definition is meant to merely facilitate the statistical record. The statistical record is important, but a lot of interaction dynamics of components and aspects that are not included in the definition criteria have also to be explained.

In order to study the tourism complexity, a model offered by JA'FARI (cited in Cooper et. al., 1999, p. 4) can be considered as a good one (see **Fig. 2.2**). This model shows various aspects required to support tourism development, and shows how complex a tourism study is. By recognizing the various components involved, it will be easy to trace their interdependencies.



- ❖ Principally tourism includes holiday trips, visit to friends and relatives, and business trips, involving at least one night away from home (Prentice, 1993, p.2).
- ❖ Tourism is the set of ideas, the theories or ideologies, for being a tourist, and it is the behaviour of people in touristic roles when the ideas are put into practice (Leiper, 1990; cited in Moore, Cushman and Simmons, 1995, p. 71).

Those definitions show that there are still differences in the understanding of tourism. The one of Holloway's above even shows an ambiguity between tourism and recreation. In many literature sources, "not connected to any earning activity" is generally only intended for the definition of Recreation. In general, scholars have agreed about five main points to be the characteristics of recreation, namely: (1) to be performed at leisure time, (2) not forced/voluntarily, (3) entertaining, (4) the activity itself is not restricted by certain rules, and (5) not for earning (e.g. see Clawson and Knetsch, 1969).

Furthermore, Mathieson and Wall (1982, p. 11) stated that "tourist" is a fundamental component in discussing tourism. Thus, an introduction on various "tourist" typology will certainly become important. Murphy (1985, p. 6) attempted to recapitulate a number of existing tourist typology such as those stated on **Table 2.1** (Tourist Typology Recapitulation).

Plog typology (1987, cited in Lowyck, Langenhoven, and Bollaert, 1992, p.27) can perhaps be seen as a good simple typology that can be used to recognize various basic tourist types as the following:

- ❖ **Venture-someness:** the tourist is seeking and exploring, and tends to be the first user in terms of travel destination.

**Table 2.1.** Tourist Typology Recapitulation (Plog, 1987)

Models	Experience	Demand	Destination Impacts
Interactional Models Cohen (1972)			
Non-institutionalized traveler	Drifter	Search for exotic and strange environment	Little because of small number
	Explorer	Arrange own trip and try to get off the beaten track	Local facilities sufficient and contact with residents high
Institutionalized traveler	Individual mass tourist	Arrangements made through tourist agency to popular destinations	Growing commercialization and specialization as demand grows
	Organized mass tourist	Search for familiar, travel in the security of own "environmental bubble" and guided tour	Development of "artificial" facilities, growth of foreign investment, reduce local control
Smith (1977b)	Explorer	Quest for discovery and desire to interact with hosts	Easy to accommodate in terms of numbers, acceptance of local norms
	Elite	Tours of unusual places, using pre-arrange native facilities	Small in number and easily adapted into surrounding environments
	Off Beat	Get away from the crowds	Minor because willing to put up with simple accommodation and service
	Unusual	Occasional side trips to explore more isolated area or undertake more risky activity	Temporary destinations can be simple but support base needs to have full range of services
	Incipient Mass	Travel as individuals or small groups, seeking combination of amenities and authenticity	Numbers increasing as destination becomes popular; growing demand for services and facilities
	Mass	Middle-class income and values leads to development of a "tourist bubble"	Tourism now a major industry, little interaction with local people beyond commercial links
	Charter	Search for relaxation and good times in a new but familiar environment	Massive arrivals; to avoid complaints hotels and facilities standardized to western tastes
Cognitive-normative models Plog (1972)	Allocentric	Adventuresome and individual exploration	Small in number, board with local residents
	Mid-centric	Individual travel to areas with facilities and growing reputation	Increase commercialization of visitor-hosts relationship
	Psychocentric	Organized package holiday to "popular" destinations	Large scale business with facilities similar to visitor's home area
Cohen (1979a)			
Modern pilgrimage	Existential	Leave world of everyday life and practicality to escape to "elective center" for spiritual sustenance	Few participants who are absorbed into community, little impact on local life
	Experimental	Quest for alternative lifestyle ang to engage in authentic life of others	Assimilated into destination areas because of small numbers and desires
	Experiential	Look for meaning in life of others, enjoyment of authenticity	Some impact as destination provides accommodation and facilities to show local culture
Search for pleasure	Diversionary	Escape from boredom and routine of everyday existence; therapy which makes alienation endurable	Mass tourism with large demand for recreation and leisure facilities; large impact because of numbers and commercialization
	Recreational	Trip as entertainment, relaxation to restore physical and mental powers	Artificial pleasure environment created; major impact on local lifestyles



- ❖ **Pleasure-seeking:** the tourist desires a considerable amount of luxury and comfort in all aspects of travel, transportation, hotel services, and entertainment.
- ❖ **Impassivity:** the tourist makes a decision very quickly, at the last moment and without planning<sup>14</sup>.
- ❖ **Self-confidence:** the self-confidence tourist is willing to do very different things. This is reflected in the selection of unusual tour destinations or activities at these destinations.
- ❖ **Planfulness:** the tourist plans the trip well in advance, but looks more for pre-package tour programmes than does the previous type.
- ❖ **Masculinity:** the tourist is action oriented, and seeks the outdoors in a very traditional way. Wives are often forced to participate or they are left at home.
- ❖ **Intellectualism:** the tourist pays a lot of attention to historic and cultural aspects of the holiday destination.
- ❖ **People orientation:** the orientation tourists want to have close contact with people they visit.

## **2. Sustainable Tourism: the dynamics of meanings and understandings**

The Brundtland Document<sup>15</sup> (1987) can probably be seen as one of the pioneer publications to spread the concept of sustainable development, which has become an international parameter in any development for the last two decades. This Brundtland concept has also been adopted and developed in the tourism sector. Scholars and practitioners have offered dozens of concepts to adapt. For example, Federation of Nature and National Parks of Europe (FNNPE; cited in Crovsky, 1992, p. 15) only defined the term *sustainable tourism* in tourist viewpoint, i.e.: “*all form of tourist development, management and activity which enable a long life for the cultural activity of tourism, involving a sequence of economic tourism products,*

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<sup>14</sup> However they will always have a planning, but they may do it only on a simple way in a few minutes.

<sup>15</sup> The Proposed Legal Principles for ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT adopted by the WCED Expert Group on Environmental Law.

*compatible with keeping in pertuity the protected heritage resources, be it natural, cultural or built, which give rise to tourism".* Meanwhile Anko (1992, p. 39 in Baines, John et al. (eds.). 1992) stated: *"The idea of sustainable tourism, in my mind at least, is to make these qualities available to the people to the degree and in a manner that will guarantee their preservation for the future generations (who will likely perceive them differently than we do) and for the sake of nature itself".*

Of those many terms, there are a number of them that are frequently used to represent ideas about sustainable development in tourism sectors, some of which are sustainable tourism, eco-tourism, green tourism, responsible tourism, soft tourism, small-scale tourism, and nature based tourism. Although the terms vary, the ideas and concepts behind them are basically similar. In general, it can be said that the differences among those various dichotomies lie on different views of the writers on tourism complexities. Quite a few writers just focus on only one of the aspects, subject or object types. For example, the terms eco-tourism and nature based tourism merely focus only on nature related tourism activities (see Anko, 1992, p. 39). The terms eco-tourism and nature based tourism merely focus only on nature related tourism activities. Meanwhile, the terms responsible tourism and small-scale tourism also focus on intensity aspects of visitors.

It seems that the definition of ecotourism by CEBALOS-LASCURIAN (1997), which has been adopted by the IUCN, is a source of inspiration for various parties to understand ecotourism. He defined ecotourism as: *"a traveling to relatively undisturbed or uncontaminated areas with the purpose of studying, admiring, and enjoying the scenery and their wild plants and animals, as well as any existing cultural manifestation (both past and present) found in these areas".* On the other hand, BOO (1990) only defined ecotourism as *"tourism to natural areas."*

As hard as it is to reach an agreement on the definition, the process of listing various proposed criteria also elicits a long debate among scholars and practitioners. The following critics can probably illustrate some of the debate among the scholars:

- ❖ CATER (1994, p3-6) expressed his doubt on the implementation of ecotourism concepts by asking whether: (1) ecotourism is a product or a principle, (2) the sustainability in its understanding is only a rhetoric or a reality, and (3) a ecotourism development is an option or a dictate.
- ❖ ***“Eco-tourism or Ego-tourism?”*** is the title of MUNT’s critic (MUNT, 1995, p. 48) in spotting the reality of tourism development (sale under ecotourism label) in the Third World in the last decade. The author wrote: “It (ecotourism) is the colonial emphasis on discovery and expropriation that has been rediscovered within neo-colonialism.”
- ❖ Since almost all authors always put “the first hand experience with natural environment” as a prerequisite, AVENZORA (1995 and 1997) thus argued by asking about the bodies which should take responsibility on the restoration of the past broken mass-tourism area. He strongly predicted that the businessmen (even in the past mass-tourism area) would always use that criterion to explore and exploit the new untouched natural environment to fulfill their economic interests by supplying the new destination to the tourism market.

Distinct differences of opinions also exist among the practitioners in implementing the concepts and criteria used under the term of ecotourism. The following polemics in Mallorca, as quoted by Hernandes (1986, p. 52), can illustrate different understanding amongst practitioners, i.e.:

- ❖ The conservationist groups ordered: *“Mallorquiner, verkauf deinen Grund und Boden nicht an die Deutschen, sie zerstören unsere Kultur.”*
- ❖ The liberal group (Die Gemäßigteren) said: *“dieser Entwicklung müsse Einhalt geboten werden, sie müsse reguliert werden.”*

- ❖ The new owners (Die Angeriffenen) defended: *“ Wir restaurieren die Häuser ganz genau in Stil und mit dem Material von hier; wir kümmern uns um die Natur; wir respectieren die Gebräuche. ”*
- ❖ The criticsers argued the new owners by saying: *“ Das stimmt, ...aber ihr sperrt die Durchgangswege ab, ihr integriert euch nicht in die Bevölkerung, ihr bringt die Produkte, die ihr konsumiert, aus euren Städten in Deutschland hierher..... ”*

Weaver (2001, p. 1), an editor of the Encyclopedia of Eotourism, also still shows his doubt about the definition and meaning of ecotourism, by stating: *“....., they suggest areas in which some degress of consencus or cohesion maybe emerging: indicators, perhaps, that ecotourism is moving toward a higher level of maturity”*. As time passes by, the term sustainable tourism and ecotourism has recently been used more frequently and become a center of attention. Various sustainability ideas of nature related tourism have recently tended to be blended into one term, namely ecotourism. On the other hand, sustainability that is intended for various comprehensive aspects and components of tourism has tended to be referred as sustainable tourism.

The Agenda 21 for Travel and Tourism clearly stated that in order to reach sustainability, Travel and Tourism areas should base their activities on the Rio Declaration on Environment and Development. Important guidelines stated in the Agenda 21 for Travel and Tourism are as follows:

- ❖ Travel and tourism should assist people in leading healthy and productive lives in harmony with nature.
- ❖ Travel and tourism should contribute to the conservation, protection, and restoration of the Earth’s ecosystem.
- ❖ Travel and tourism should be based upon sustainable pattern of production and consumption.
- ❖ Nations should co-operate to promote an open economic system, in which international trade in Travel and Tourism services can take place on sustainable basis.

- ❖ Travel and tourism, peace, development, and environmental protection are independent.
- ❖ Protectionism in trade in Travel and Tourism services should be halted or reversed.
- ❖ Environmental protection should constitute an integral part of the tourism development process.
- ❖ Tourism development issues should be handled with the participation of concerned citizens, with planning decisions being adopted at the local level.
- ❖ Nations shall warn one another of natural disasters that could affect tourists or tourist area.
- ❖ Travel and Tourism should use its capacity to create employment for women and indigenous peoples to the fullest extent.
- ❖ Tourism development should recognize and support the identity, culture, and interest of indigenous peoples.
- ❖ International laws protecting the environment should be respected by the travel and tourism industry.

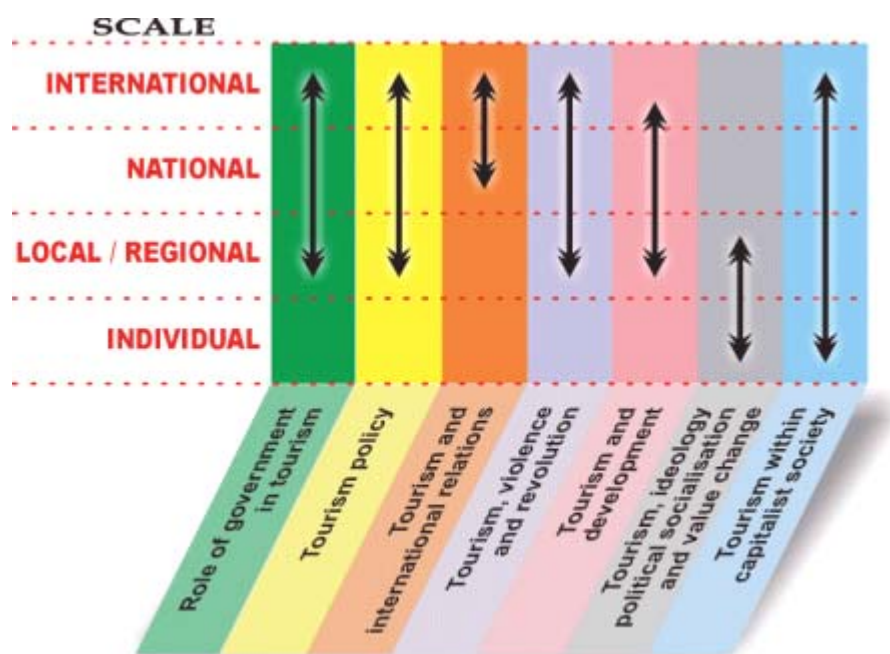
### **3. The Politics and Policy of Tourism Development**

Hall (1994, p. 3) stated: *“To understand tourism and its related impacts we must therefore reach an understanding of its inherently political nature”*. The main thing that makes the aspect of tourism politics important is the fact that tourism is multi-discipline and multi-sectoral in nature. Consequently, various conflicts of interest will always occur and it is therefore necessary to find a meeting point for various different interests.

The meaning of politics can simply be defined by tracing the word of “politic” as stated in various dictionaries, namely “judging wisely”. However, it is actually not easy to define what politics is. Lehmbruch (1971, p. 17; cited in Kevenhörster, 1997, p. 15) stated: *“Unter Politik wolen wir ein auf das Verhalten anderer bezognes zweckhaftes Handeln verstehen, das mit dem Ziel ausgeübt wird, gesellschaftliche Konflikte verbindlich zu regeln”*. Meanwhile, Prittwitz (1994, p. 11) concluded politics: *“als Kunst, als Prozess*

*der Selbstaufhebung des Staates, als Interessenkonflikt, als Regelungprozess im Verhältnis gesellschaftlicher Inputs und Outputs bzw. Als kybernetischer Steuerungsprozess oder als emanzipativer Kommunikationsvorgang'.*

In the context of tourism, Hall (1994, p. 18) tried to illustrate the dimension of politics as seen in **Fig 2.3** (Major Political Dimensions of Tourism). From the figure it can be understood that political dimensions of tourism spreads out from the individual to international, which certainly involve various interests and stake holders and are more complex than Hall illustrates.



**Figure 2.3.** Major Political Dimensions of Tourism (Hall, 1994)

In the context of tourism development, the importance of political aspects in tourism is also connected to policies required to support the implementation of the development itself. Every development, however, needs to be based on various existing policies, and/or requires certain policy support to work well. Since tourism is multi-sectoral in nature, the role of the state (as one of the political components) becomes very important. Country competition to participate in tourism politics can at

least be traced back from what Hall has written (1994, p. 21): *“The state is a powerfull, resilient, pragmatic, and reflexive social structure capable of sustained purposefull action across many areas of social activity of which tourism is only one”* .

In relation to the country involvement, Hall (1994, p. 32; after IUTO, 1974 and Mill and Morrison, 1985) proposed seven points of public sector involvement in tourism, namely : (1) coordination, (2) planning, (3) legislation and regulation, (4) entrepreneur, (5) stimulation, and (6) social tourism role, (7) broader role of interest protection. Hall (1994, p. 25) also reminded us that the most significant aspect in discussing the country involvement in tourism politics concerns the political form, especially a relative balance between the power of a central government and that of the region.

Orum (1989, p. 2) stated: *“We would all agree, I think, the essence of politics is power”*. Thus, any pursuit that seeks to unravel some of the mystery about politics must address itself, in the course of that inquiry, to the nature and distribution of power in a society”. Considering Orum’s statement, it is important to recognize various components involved in the political scope, to understand their characteristics, and to trace the process of various ideas and policies as a result of their specific power. In relation to what has been illustrated in **Fig 2.1** above, it can be pointed that tracing the political components can also be started from an individual level, or a group level.

#### **4. Tourism Planning and Development: its characteristics and dynamics**

The planning aspect is very important in the tourism sector. Apart from being enforced by the multi-sectoral nature of tourism, it is also due to the unique characteristics of the tourism products and services. These products and services are not as mobile as those of other sectors. This makes the process of “matching the *demand* need and selling the resources potentials” very difficult and susceptible to being performed without a well-thought planning. Although tourists are responsible for the planning process of their travel<sup>16</sup>, they certainly are not willing to face disappointment due to differences between the information they got and the reality they face. On the other hand, a mistake in managing resource potential will result in financial loss of investment or at least will increase marketing costs and thereby decrease the profit. Although a redesign process can be done, this will always mean loss in terms of investment, time and the natural resources themselves.

From the empirical point of view, WTO (1994, p.3) reported that the benefit of a well-thought planning on various destinations of the world is as follows: (1) providing a long term benefit without taking a significant risk, (2) avoiding environmental and social problems. In particular for developing countries, WTO believes that the planning process is very important for the tourism development. However, their low experience in tourism development put them in difficulties to produce a good guidelines (as one of the planning result) for their future tourism development process.

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<sup>16</sup> This statement refers to the 5 stages of tourists' travel processes, namely: planning, travelling to the destination, activities at the location, travelling from the location, and the process of recollection.



In a simple term, tourism planning can be seen as an attempt to consciously match the demand and supply sides through objective approaches that are designed with a certain touch of art, taste, knowledge and experience and that are based on a reasonable argument. In the contexts of planning hierarchies, WTO (1994, p.3) wrote: "First, tourism should be planned at the national level and regional levels. At these levels, planning is concerned with tourism development policies, structure plans, facility standards, institutional factors, and all other elements necessary to develop and manage tourism".

A number of approaches usually used in tourism planning (Gold, 1980), can be summarized as follows: (1) demand approach, (2) resource approach, (3) space utilization approach, and (4) behavioural approach. In the demand approach, the reference and central point of planning is the form and characteristics of the demand itself, which is usually initiating the supply of resources. The central point of planning in the resources which can serve as tourist attractions and which can also be based to find and create demand.

Furthermore, WTO (1994, p. 6) pointend out that integrated planning is very important in tourism planning because tourism is an inter-related system in its nature. The need of having an integrated planning is not only the task to maximize the functions of various elements involved in tourism development but also to integrate tourism into the overall development policies. With an integrated planning various conflicts can be avoided and the utilization of various facilities can be maximized.

According to WTO (1994, p. 12) tourism planning processes can be described as: (1) study preparation, (2) determination of objectives, (3) survey of all elements, (4) analysis and synthesis, (5) policy and plan formulation, (6) formulation of other recommendations, and (7)

implementation and monitoring. By putting “determination of objectives” at the early stage of planning WTO tends to do the planning processes using a deductive approach. Considering the demand of the current development processes – which emphasize the participation processes as a feature to change from top-down planning to bottom-up planning – however, the planning stages as proposed by WTO above should be adjusted.

In relation to the paradigm change in tourism development, to so-called sustainable tourism development, Nelson (1999, p. 150) underlined the need to have a “redefining success” in tourism planning. It is necessary to consider and promote the idea that financial profits do not have to be the only driving forces for private parties that make an effort in the tourism sectors. Although Nelson’s idea sounds odd for the private sectors (that are always profit oriented), the idea can at least be used as a source of creativity inspiration in the planning process.

Meanwhile, in relation to the decision making process at the time of planning, Nelson (1999, p. 151) warned that one of common mistakes made by the stake holders involved in the planning process is the “lack of understanding of the process at work in planning, management and decision making”. This needs to be noted with respect to the different approaches used by scholars and practitioners in the planning process. In general, the scholars will plan various objective criteria designed structurally. The practitioners, however, put more priority on their sense of business (Smith, 1989). Meanwhile, Copper *et al.* (1998, p. 2) even gave a strong criticism by calling the sense of business as the “tourism myth”.

**Table 2.2.** Tourism Myths and Realities (Cooper *et al.*, 1982)

Myths	Realities
The Majority of tourism in the world is international	Tourism in the world is predominantly domestic (people traveling in their own country). Domestic tourism accounts for about 80% of tourist trip
Most tourism journeys in the world are by air as tourist jet set from country to country	The majority of trips are by surface transport (mainly the car)
Tourism is only about leisure holidays	Tourism includes all types of purpose of visit including business, conference and education
Employment in tourism means substantial travel and the chance to learn languages	Most employment in tourism is in the hospitality sector and involves little travel

## 5. The Characteristics of Rural Development

The real problem in rural development has actually started from the definition of *rural* itself. Some authors just defined it as an opposite of urban (e.g. see BLUNDEN and NIGEL 1988, p. 4), some others looked at it from sociological viewpoints, and the rest labeled it with a new name of *countryside*. BLUNDEN and NIGEL (1988, p. 5) wrote: "...description such as *unchanging, peasant, kinship, small communities, subsistence* and so on might be at the rural end of this continuum, but words such as *commercial, cosmopolitan, large, and quickly changing* might be at the urban end."

Further, the following comments of CLOCKE (1988, p.1) would be helpful to figure out the philosophical dynamics of problems in rural development:

*"The ability of rural interests to attract attention in the political planning arena has therefore depended on the availability of high-profile political issues from which to develop wider mechanism of planning and policy making."*

CLOCKE (1988, p. 4-5) also implicitly informed that there are two kinds of crucial problems in rural areas. The first deals with the unequal distribution of social status and of political and economic power. It was

highlighted that the mid-class-newcomer could intensify the relative deprivation of non-propertied-households. The second concentrates on the decline in quality and quantity of rural services. Furthermore, SHEPERD (1998, p. 23) wrote: “ *In very general terms rural development can be seen as the outcome of a history of struggle between the forces of expanding capitalism and rural populist or nationalist movement.*”

Simply speaking, problems of rural development arise in all aspects of rural environment; with various problem-dynamics. For example, some authors pay attention to rural poverty that could be a cause of low production, which is a big lack towards development (e.g. see World Bank, 1988). BLUNDEN and NIGEL (1988, p. 6) however discussed rhetorically how food surpluses initially drove the rural policy reform in UK at the end of 1980s, which in turn resulted in a problem of artificially high food prices, followed by an imbalance between supply and demand for food. This incident gives a lesson that apart from having multiplier effects, an option that has been chosen in a rural development scenario can have domino effects of negative impacts.

Further, many authors tend to define *rural development* as a process of change in rural areas. However, Parikh (1992, p. 48) wrote: “Rural development does not take place by a mere process of making it non-urban. The word *rural* is not spatial alone but is to be viewed in a socio-cultural context”. He further stated: “ The word *rural* therefore is not a spatial qualification or adjective to the word *development* but is the very foundation of an alternative strategy of development”. In his opinion development is not necessarily identical with progress, much less with equity, but it is a plea for a radical change in the approach of development from mere growth to distribution and from vertical mobility to horizontal

and concentric relationship. His view also consists of basic ideas of sustainability development, in the sense of community based development, and bottom up approach.

According to Sheperd (1998, p. 3-22), the sustainability concept in rural development is a result of an enormous change of the conventional concept, called modernisation in 1980. This former concept has shifted to what is called Structural Adjustment Programmes (SAPs). The SAPs have also been lost on the way since the Trade Liberalisation took place worldwide. At present, the sustainable concept in rural development is still trying to find a way to be well implemented. Some important shift that Sheperd recognised in goals for rural development are: (1) sustainable agriculture, (2) sustainable local institution, (3) revolutionising the project, (4) gender perspective, and (5) institutional implication. His Summary on the paradigm shift is cited in **Table 2.2**.

In order to find development alternatives in rural areas, the tourism sector has recently become a popular choice in the rural areas of Europe. Verbole (1997, p. 197) reported that tourism was expected to be a more profitable economic activity to revitalise the countryside and rural communities in Eastern and Central Europe since the early 80s. He also reminded us of the negative impacts: *“To understand how this (impact) is possible and to get a complete picture of the consequence of development, we must consider not only which impacts are produced by which types of tourists, but also on which groups in the host community they have the most impact”*.

**Table 2.3.** A Summary of the Paradigm Shift (Sheperd, 1998, p. 17)

The Old Paradigm	The New Paradigm
Economic growth at all cost	Quality growth: environment enhancing, socially just and acceptable; contributing to peace.
Redistribution, if any, by the state	Process of inclusion of the excluded in decisions
Authoritarianism tolerated as price of growth	Intangibles valued: freedom, autonomy, dignity
Subsidise for small enterprises, provided by the state	An 'enabling environment' for enterprise growth
State provided social (and other form of) security	Local institutional development for security
Transfer technology from rich country	Value local technology and knowledge; participatory technology development
Transfer of valuable assets (eg. Genetic resources) to rich country	Institution to protect assets of poor communities
Tangible, economic valuation of development: government to define it	Development as multi faceted, and often intangible: people to define it
Privatise / nationalise common properties	Affirm common properties as common, and expand field of goods seen as common
Build large powerful organisations for development: focus on government and large NGOs	Polycentric institutional arrangement: people's organisation, frameworks of governance
Planning = central thought process	Evaluation = central thought process
Organisation hierarchical: to implement plans	Non-hierarchical learning organisation
Compartmentalised	Holistic
Role of the state: major producer, provider, and regulator	Role of the state: creating enabling legal frameworks, devolving power, encouraging associations.

## **B. SOME EXPERIENCES TO FOCUS ON**

### **1. Some Good Tracks to Follow**

The development of the National Vacation Villages (NVV) in Japan could serve as a good example how to plan a sustainable tourism development. This 40 year-old model is wellknown worldwide as a success story of public enjoyment and conservation programmes. KUSAKABE (1992 cited in CEBALOS-LESCURIAN 1996, p. 245-246) reported that nowadays there are around 32 NVVs in Japan, whic becomes very popular since they provide many oppourtunities for outdoor recreation, and contributes to the socio-economic and cultural well-being of local communities. However, the author also mentioned that big financial difficulties occurred for the first 20 years.

Since the concept of sustainable tourism puts the local people's welfare on the highest priority, the CAMPFIRE concept (Communal Areas Management Programme for Indigenous Resources) in Zimbabwe could also be an inspiring model sustainable tourism development. The programme represents efforts by communal farmers to manage wildlife on an economic basis and to secure financial benefits from both recreational hunting and non-consumptive hunting. HEAT (1992 cited in CEBALOS LESCURIAN 1996, p. 247-248) reported that the CAMPFIRE model in Zimbabwe is becoming increasingly accepted as a viable form of land use in marginal areas. Through this programme, conventional hotel chains are encouraged to enter into specific joint venture agreements with the District Councils, utilising local wildlife populations or those in adjacent protected areas, for non-consumptive tourism.

The *LEADER* programme in La Sierra (Spain) - funded by the European Regional Development Fund - is another highly valuable programme towards a better welfare for the local people in tourism destination areas. This programme does not set up projects but provides a model of local economic development by encouraging local people or associations to start their own activities and small business by means of funding and advice. According to the Commission of the European Community (1990, cited in NITSCH and STRAATEN, 1995, p. 172-173) this programme in general aims at: (1) agricultural diversification and product specialization, (2) green-production leading to nature protection, (3) financial assistance, (4) education in all economic sectors, and (5) infrastructure improvement.

*Das Bergwaldprojekt* - having been promoted since 1987 by Greenpeace and the WWF, Switzerland - is also a highly inspiring model to follow. This project does not only offer many kinds of nature-interpretation and environmental-education programmes, but also encourages visitors in

Alpine tourism destinations to participate actively in conservation measures. Eventhough the project survives on year-to-year basis, there are basic permanent programmes such as snow preservation, flood preservation, stony-turban preservation, erosion preservation, and many kinds of wildlife preservations (ANONYMOUS, 1994 p. 1-8)

Another pioneering example is the Annapurna Conservation Area Project (ACAP) in Nepal. This project was implemented by the King Mahendra Trust for Conservation in 1986. GURUNG and COURSEY (1994, p. 177-194) reported that the main principles of the ACAP are sustainability, people's participation, facilitation, and conservation. The implementation is run by grass-root method, multiple-use concepts, and implementations of programmes through stages.

## **2. Some Failures for Lesson**

In Indonesia, many tourism destinations in Bali have the similiar touristic appearances and characteristics like those in Tana Toraja; tourism activities are mostly driven by cultural and heritage values and framed by beautiful and spectaculer landscape. It is undeniable that Bali is the best destination, and that many other tourism destinations want to follow its outstanding tourism development and fame. Since the tourism development in Baly has hardly ever been influenced by sustainability concepts, it finally succumbed the suction of a fast and chaotic growth, and pure profit orientatation. Nowadays, Bali has turned into a mass tourism area at many places and multiple negative impacts of this development has to be taken as primary lesson to learn for tourism development in Tana Toraja.



To figure out some important aspects from Bali's experiences, the following reports could be considered:

- ❖ SUDIBYA (in Bali Post 10 June, 1997) reported that the supporting proportion of economic sectors for the Bali's Gross Regional Domestic Income (GRDI) has shifted from the agricultural sectors as the primary sector to the tertiary economic sectors, which are driven mostly by the tourism sub-sectors. It reaches mostly 71 % of the total Gross Regional Domestic Income. Undoubtedly the tourism sector in Bali plays a very important role. On the other hand, it provokes very negative consequences for other sectors like the one the agricultural sector, for example, which has to face the lack of water resources as result of over utilisation of water for tourism sector as reported by the local daily, NUSA (5<sup>th</sup> Jan., 1999).
- ❖ BALI POST (6<sup>th</sup> October, 1997) reported that tourism development in Lovina Beach area in the District of Buleleng has been over supplied by various accommodation types. The reporter stated that it was mostly caused by the unordinary land-use, and has already led to serious abrasion along the seashore.
- ❖ PITANA (in BALI POST, 10<sup>th</sup> October 1998) criticised that the relationship between the tourism sectors and the *Lembaga Adat* (the local Cultural Bodies) in Bali are in bad condition. Theoretically, the existence of local cultures - which are safe-guarded proactively by the *lembaga-Adat* - is a primary tourism attraction for Bali, but in reality the tourism sectors only pay little attention. Almost no tourism money reaches these bodies to maintain the culture itself, and the tourism development in Bali has castrated the *Desa Adat* in many ways (the villages where a certain culture is originated).

- ❖ SUKARDIKA *et al.* (1998, cited in BALI POST, 22<sup>nd</sup> Dec. 1998) underlined that the big pressures on Bali's Land-use Planning are also due to the inconsistencies in the local government to run the regulations related to tourism development. The Jakarta's elite groups have pushed the local government to accept capital migration from Jakarta to Bali for the establishment of many tourism services.
- ❖ BALI POST (23<sup>rd</sup> December, 1998) predicted that Bali's tourism is going to die. Its respondents highlighted several important indicators of tourism decrease and decay: (1) many fearless competitions among touristic companies to gain their clients, (2) been many European Air Services stopping their schedules and services to Bali since two years ago, (3) a decrease of the tourist's length of stay. The cause was seen in environmental damages and the over-crowded atmosphere resulting from mis-planning of tourism development. Another article reported that a big mistake that has been done by Bali's local government was to allow the change of fertile land around the *Pure* (the traditional building for religious and cultural processions) to be developed for tourism services.
- ❖ The NUSA (Dec., 23, 1998) reported that the tourism development has ignored the principle of *Catur Purusa Artha* as a basic way of life for Balinese, which leads to many kinds of destruction. A Balinese sociologist, Prof. Dr. I.G.N. BAGUS, commented in NUSA (29<sup>th</sup> Dec., 1998) that the values, the norms, and the nature of Balinese have revolutionary been transformed by tourism development. In the same article, a famous Balinese traditional artist, NYOMAN NUARTA, strongly criticised that the Bali's tourism has robbed the right of local people to perform their culture. The Chief of the Indonesian Hotel and

Restaurant Association in Bali, informed in the same article that participation rate of indigenous Balinese businessmen in Hotel and Restaurant supply is only about 8 %.

- ❖ Another frank criticism has been depicted by I.G. MUDANA in BALI POST (13<sup>th</sup> March, 1999). He used a phonetic game to illustrate how bad the impact of Bali's tourism has become:

*"...actually we need 'tourism for Bali', not 'Bali for tourism'. It is a pity when the realities show us that it has already become a wisata-buaya<sup>17</sup> (crocodile tourism) instead of wisata-budaya (cultural tourism). And, ....in their own hometown the Balinese have become an idiotic tourist when they see how strange the tourist's 'cultural' practices in Bali is."*

The above criticisms that have been shouted out by the local tourism specialists and practitioners in anger can be considered as quasi objective valuation which sound as a loud alarm of how serious negative impacts have already become.

Other criticisms which are based on the authors' worldwide experiences could be considered as *"Katastrophen-Alarm"* which should wake up all development agents since they indicate how tourism ruins its own prerequisite and resources, e.g.:

- ❖ BONIFACE and FOWLER (1993, p. 19) stated: *"Tourism, in many ways, is a sort of neo-colonialism"*. The authors also cited (p. 38) a brilliant comment on the phenomenon of Western designs on the East from RUDYARD KIPLING (a doyen poet of the British Empire) who said: *"Asia is not going to be civilised after the methods of the West. There is too much Asia and she is too old"*.

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<sup>17</sup> He used this cynism terms in order to express a really bad situation.

- ❖ MIECZKOWSKI (1995, p. 160-163) underlined that there are four groups of actors of environmental impact of tourism on the natural environment, i.e. the developers, the government at all levels, the tourism industries, and the tourists themselves. Although the author only stated a strong alliance between the developers and the political decision-makers, due to nepotism that is still growing well in many Less Developed Countries (LDCs), a three-partied alliance between developers, government, and the tourism industry-men will always take place. Further, the tourist themselves will put unpredictable temporarily pressure on the environment which is certainly same important.
- ❖ MURPHY (1985, p. 131) reminded us of the *acculturation-theory*. In acculturation processes a weaker culture will be dominated by the stronger one, and the weaker will become a mirror-image only. This means without any culture-preservation, the low and less-educated local people in “the global villages” of many LDCs will tend to loose their original culture, decreasing the touristic-values of the culture itself.

Alier (1996) reported the failure of ecological planning in Barcelona. The author wrote: “ *...at the same moment that a pretty beach is being opened in Barcelona, the old city is gradually being renovated, the neighboring territory is being destroyed by motorways, the Llobregat Delta is being ruined, the entire possible agro-forestry green belt is being built over, enormous amount of energy created by nuclear power are being imported, and water resources are being managed with no regard for the need of the whole region*”. It was a good lesson to remind us how a rural area should be promoted carefully to be a well-developed area that sooner or later would become an urban one; or at least will be associated to an urban one.



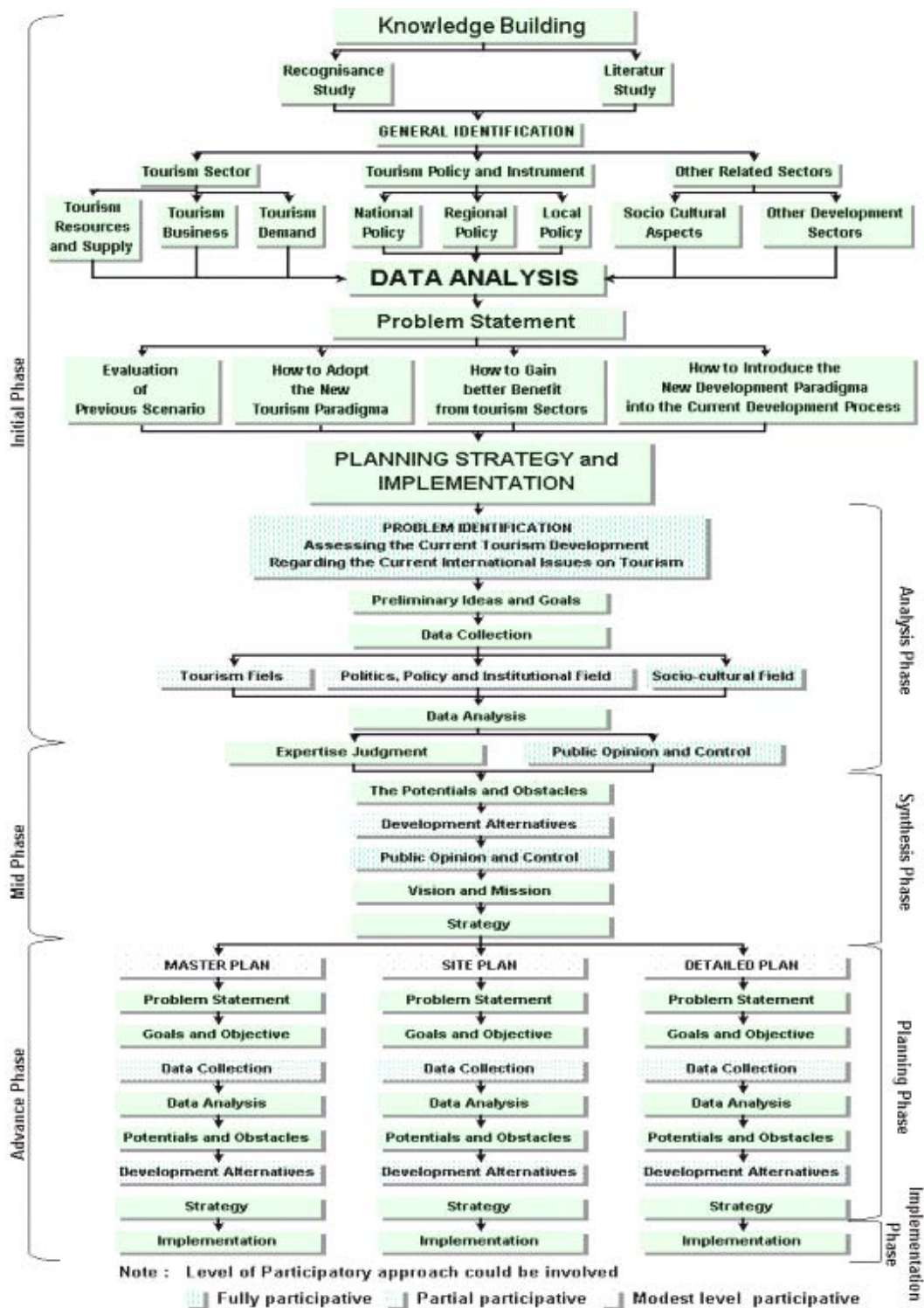
### **III. PROCEDURE AND METHODS**

#### **A. THE FLOW OF FRAMEWORK**

Considering the various theories and scientific views as described earlier, this study was performed by going through the stages and steps, which are presented in **Fig. 3.1**. There are 3 different stages in this study, i.e.: (1) initialphase, (2) mid-phase, and (3) advance-phase. The initial phase was addressed to get better information about the general problems of tourism development in the study area. The mid-phase was conducted to analyse the influence of any determinant factor to the whole process of tourism development. And the advance phase was focused to elaborate a sustainable tourism master plan; as a way to reach the goal of sustainability.

#### **B. ROLE OF THE STUDY**

Although as a whole this study is designed by the writer, the implementation of the study's sub sections is performed by collaborating with other parties. The need to collaborate is not only due to the width of the study coverage and the need to accelerate the data collection process in the field, but also due to the requirement of participation as required in the sustainable tourism concept. In the collaboration context, this study involved 8 university students who were each taking part in a certain sub title of the total study.



**Figure 3.1.** The Flow of Framework

Two of the students of Planology Department, Institut Teknologi Bandung (Institute of Technology, Bandung) have participated in the identification process of the existing tourism resources. The other 6 students are from

the Department of Forest Resource Conservation, Institut Pertanian Bogor (Bogor Agricultural University) and have taken part in the identification process of the existing tourism demand. The data collection designs were guided by the writer, and the collected data were used by the eight students and the writer. The students used some data to write their undergraduate thesis in their respective universities. In this thesis, the collaborative data are marked using "credit by X, Y, Z" according to the name of those who collaborated.

Apart from collaborating with students, this study also involved a number of regency government officials of Tana Toraja. The agreement for the data ownership is the same like the one applied with the students. Moreover, there has been an agreement with the Regency Government of Tana Toraja regarding the ownership of the collected data. All the data of this study, which are collected collaboratively between the Regency Government of Tana Toraja and the Institute of Forest Politic and Natur Conservation, Naturschutz Universität Göttingen, belong to the intellectual ownership of the writer of this study. He may used all data that have been reported in various Project Reports under the collaboration as main or supporting materials of this writing. For this reason, in this script those data will be labeled as to "have also been used for project report titled XYZ".

### **C. THE GENERAL METHODS**

Referring to the framework stated on **Fig. 3.1**, the implementation of this study refers to five groups of methodology, namely: (1) to evaluate tourism resources, (2) to evaluate tourism demand, (3) to evaluate human resources capability (including the policies and tourism institutions), (4) to evaluate the socio-cultural condition, and (5) to evaluate other related sectors. To facilitate the readers to follow the obtained result of the

evaluation, this sub chapter will only present the global outlines of the various methodologies, whose details will be elaborated further in each related chapter. Meanwhile, the planning process is approached firstly from tourism resources point of view.

## **1. Methodology for Evaluating the Tourism Resources**

The evaluation process of tourism resources is initiated by recording tourism resources through a distribution of questionnaires in each regency. Apart from having to list the various tourism resources in regions, the regents were also required to give scores for any tourism resource they put down in the list. Besides as a pre-evaluation, this means of self-scoring by the regents is also an implementation of the participatory planning process used in this study. The tourism resources, which were evaluated directly by the main researchers, are also selected based on the criteria of the accessibility of the resource locations, the representative of each region, and the representative of each type of the object recorded.

The scoring process is performed by using Likert Scale (Smith, 1989, p. 72), which generally means that scale 1 is to express the qualitative value of something, which is considered “bad” by the evaluator; and respectively moves to “reasonably bad”, “medium”, “reasonably good”, and “good” for scale 5. However, these scales can also mean an expression of the “low” value to the “high” one, according to the criteria of the parameters used in the evaluation<sup>18</sup>. Through this scoring process, the conclusion of the qualitative evaluation process can be done more easily, that is by calculating the aggregation score, which is obtained by each object being evaluated. In practice, the scoring process is performed by three

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<sup>18</sup> Score one to five can also mean *disagree, slightly disagree, no comment, slightly agree, or agree*.



evaluators. The evaluators have a good knowledge on tourism and have been specially trained on the evaluation process, and on the ranges and indicators that must be applied to evaluate each criterion.

To facilitate the evaluation process, tourism resources can be distinguished into *culture related tourism resources* and *nature related tourism resources*. Furthermore, culture related tourism resources can also be classified into *cultural heritage*, *cultural customs*; including musics, crafts, traditional weaving textile, poetry, and daily life activities, as well as *traditional culinary*.

#### **a. Scoring for Cultural Heritage Tourism Resources**

The criteria used in the scoring are: (a) historical value, (b) uniqueness, (c) social function, (d) harmony, (e) attractiveness, and (f) rareness. The main indicator used to evaluate the criteria of *historical value* is the widely communal recognition on the historical value of the object evaluated. This indicator has to be used due to the low availability of literature on the history of Tana Toraja due to the lack of writing culture among the Tana Toraja community in the past. The *uniqueness* criterion is evaluated by applying a comparison among similar objects; using the parameters of the size and generality of the shape.

In terms of the *social function* the main indicator used to evaluate is the community recognition on the social function of a *culture related tourism object* being evaluated and the existence of communal social activities which still use the object. Meanwhile, the *harmony* criterion is evaluated by applying the processes of *outward scenery* and *inward scenery*. The implementation of the outward-looking evaluation process aims at assessing how far the scenery harmony is viewed from the point of view

of the existence of the object being evaluated. On the other hand, the *inward looking* is used to evaluate the scenery harmony of the object evaluated seen from a spot outside the site of the object being evaluated.

The *attractiveness* criterion is used to show the level of relative satisfaction that can be obtained by a visitor when he/she enjoys the material or traditional and cultural attraction passively<sup>19</sup>. The main parameters used to determine the evaluation score are (1) the number of activities which can tentatively be performed by a visitor to obtain the satisfaction in enjoying the object, and (2) the quality of satisfaction and experience that can be obtained. The main parameters used in those processes are (1) the coverage of the field view, (2) the variations of the objects that can be viewed, (3) the gradation of the object, and (4) the suitability of *landscape elements* which are located surrounding the object being evaluated. Meanwhile, the *rareness* criterion is evaluated by applying the main parameter of the number of the availability of the object being evaluated. The fewer the availability of an object, the higher the scale score given.

## **b. Scoring for Cultural Customs**

Apart from implementing the criteria of *history, social function, uniqueness, dan attractiveness*, the evaluation of cultural custom also uses the criteria of *tradition, participation, and seasonality*. The parameters used to evaluate the first four criteria are the same as those used to evaluate the cultural heritage. Meanwhile the *tradition* criterion is evaluated by using the parameters of (1) attraction originality, and (2) the attraction status in a cultural procession being performed. An attraction rooted from a native culture of Tana Toraja is scored higher than that coming from outside, and

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<sup>19</sup> Passive recreation is a recreation where the satisfaction of the actor is obtained as a result of psychological work and thought of the actor. Meanwhile, the satisfaction of active recreation is obtained as a result of physical activities of the actor.

so is an attraction whose existence is compulsory in a series of a cultural procession. For the *participation* criterion, the evaluation process is conducted by using the parameters of : (1) opportunities for the spectators to be directly involved in performing the attraction, and (2) the accessibility for the spectators to perform the attraction. Meanwhile, the *seasonality* criterion is evaluated by applying the parameters of number of the periods of attraction schedules in a year.

Specially for the culinary resources, the following criteria were applied in the evaluation: (1) social function, (2) history, (3) uniqueness, (4) food appearance, (5) participation, (6) meal procession, and (7) the length of cooking preparation. The first three criteria were applied same to the above paramters. The *uniqueness criteria* are applied to describe a mixture of cooking spices used so that a special taste can be produced. For the *food appearance* the main paramater was used is the qualitative value of traditional decoration in serving the food. The *participation criteria* was applied by using main parameter of the chance for any guest to learn and to get new experiencies during the cooking process. Meanwhile the *meal procession* was applied by using main parameter of the existance of traditional procession to eat the meal. And, the last criteria was applied by counting the time needed to serve the meal. The longer the time needed for cooking is, the lower is the resulting coring value of the food. Furthermore, the more unique the food procession performed traditionally in the community is, the higher the scoring value of the food is judged.

### **c. Scoring for Nature Related Tourism Objects**

The criteria applied in assessing nature related tourism resources are: (a) the availability of natural open space to perform activities, (b) attractiveness, (c) rareness, (d) seasonality, and (e) activity variation. The use of the first criteria is related to the need of space to enjoy the resources, and at the same time to describe the spatial aspect of the resources. The criteria of *rareness* is aiming to describe conservation value and natural resources. The higher the conservation value, the higher the scoring value given. The parameter of *attractiveness*, *rareness*, and *seasonality* are the same as the criteria on the scoring of culture related tourism resources. Meanwhile, the criteria of *activity variation* was applied by counting the tentative recreation activity that possible to do in the site.

### **d. Mapping of Tourism Objects**

Various tourism resources that have been listed have also been mapped for the evaluation of the distribution patterns. This is necessary for considerations in deciding the planning alternatives which are required in the *planing-phase*. The methodologies used to evaluate the distribution of tourism resources called *Mean Centre Analysis*, *Standard Distance Analysis* and *Standard Deviational Ellips* as described by Smith (1989, p. 194-204). The mapping and evaluation are performed by using the ArchInfo software possessed by the Department of Forest Resources Conservation, Faculty of Forestry, Bogor Agricultural Univesity. With guidance and directions from the writer, the drafting processes are performed by Aji Hadi Gumelar and Kamal Yusuf; who are the research collaborators in this study.

## **1. Evaluation of Ecological Capability**

In order to evaluate the ecological capability of the area to support tourism development, the Visual Absorption Capability method (Elsner *et al.*, 1979) has been adopted. Since this method takes topographic characteristics, soil types, types of land cover and the degree of landcover into account, therefore this method could be used for assessing the ecological capability in general.

Since the tourism resources in Tana Toraja are closely related to natural resources, this study has also performed a set of vegetation and wildlife analysis. The vegetation analysis has been conducted in two locations, namely the Mesila Hill area, and the Burake Hill area. The vegetation analysis is conducted by means of *transect-plots* which were perpendicular to the contour. Meanwhile, the wildlife analysis is focused on the inventory of bird species, and conducted on the same routes as those for vegetation analysis. Although the vegetation analysis is focused on collecting the information of the Important Value Index (IVI), the other information regarding the plant species benefits for the community is also recorded.

## **2. Methodology for Evaluating Tourism Demand**

The process of evaluating the *tourism demand* belongs to *in-situ survey*, which was conducted by distributing questionnaires and the interviews in the location of tourism object locations which are visited by tourists. A number of important issues were evaluated : (1) the tourist characteristics, (2) the predictions on the number of the tourist visit in the next ten years, and (3) the correlation between the number of the tourist visit in Tana Toraja and that in various other tourist destinations in Indonesia, namely

Bali, South Sulawesi, and North Sulawesi. In its implementation, those various aspects above are identifying by distinguishing between overseas tourists and domestic ones.

The tourist characteristics are identified by distributing questionnaires in various tourist destinations and accommodation facilities. Besides being required to complete the basic data of an individual –such as age and sex– the respondents were also required to list various tourism objects and attractions which they have enjoyed during their visit. Moreover, the respondents were also asked to evaluate the *condition of the object* and *the level of their satisfaction* by giving scores (also using Likert Scales) of any object they visited (see **Appendix 1**).

The prediction on the number of tourist visit in the next ten years is conducted by calculating the projection of the tourist growth, based on the data of the number of tourist visit for the last ten years (1990-2000). Similarly, the correlation between the number of the tourist visit in Tana Toraja and that in various other tourist destinations in Indonesia is also calculated based on the data of the tourist visit to those destinations for the last ten years.

### **3. Methodology for Evaluating Human Resources Capability (including tourism Policies and Institutions)**

Initially, the process of evaluating the tourism policies was conducted by gathering various regulations on tourism as issued by the central government and the regional or local government. The main objective of the evaluation process is to find out: (1) the orientation of the tourism development policies at the national, regional, and local levels, (2) the availability of the instruments to complement the policies so that the achievement can be guaranteed, and (3) the ability of the human resources to perform the policies.

In line with the changes of the government system in Indonesia since early 2000 – from centralization to decentralization – the tourism sector is a development sector whose implementation was previously on the hand of the central government is now delivered to the regional government. Although the government system has generally changed, various regulations of its implementation has not been adequately available, including those for tourism. This has made the evaluation process planning difficult to apply in the field.

For that reason, the process of evaluating the policies in this study has been directed to investigate the dynamics of local policies and tourism institutions. The main variable which is used as an evaluation material is the performance of the human resources from the tourism stake holders who are involved in the tourism development, either in the governmental organization or in the private sector contexts. An important criterion, which is used as a measurement of the evaluation, is the tourism knowledge that they have, and their working performance. Even the observation was conducted through interview, but a kind of questionnaire has been prepared just to address the role of interview (see **Appendix 2**).

#### **4. Methodology for Evaluating the Socio-Cultural Condition**

The investigation of socio-cultural condition was initiated by listing various community groups existing in Tana Toraja, both the traditional and modern ones. The main objective of the investigation is to know the readiness level of each group to perform and achieve the sustainable tourism development. The parameters applied in the evaluation were *perception*, *motivation* and *participation* of the respondents, which was investigated through a series of interviews and questionnaires, which were distributed to various groups of community.

In general, the interview and questionnaire methods used were semi-open-ended interviews/questionnaires. If the questionnaires (see **Appendix 3**) were distributed formally, the implementation of the interview process was performed in the informal context. These unstructured informal interviews were used to drop the bias of “making up the answer for my best performance” which some times exist in a *formal interview*. The interviews were done with the help of a hidden tape recorder. Meanwhile, direct observation aimed at getting a picture of the real value currently used in the community daily life.

To prevent the bias caused by a mistake in interpreting the result of interviews, the interview has applied a *confirmation* process. The confirmation process is performed at the end of each interview process by confirming the key words of various information which have been given by the respondents. Furthermore, to facilitate in drawing conclusions, the respondents are required to give scores to various keywords that have been confirmed. A keyword, which has the highest score, can be used as an *important statement* from the respondent. The scoring method used both in interviews and questionnaires is basically based on Likert’s scales.

## **5. Methodology for Evaluating Other Sectors**

The process of evaluating *other sectors* is basically directed to know the potentials and obstacles of various other development sectors (apart from tourism) to support the tourism sustainable development process in Tana Toraja. Various sectors observed are agricultural (including husbandry),



forestry, and general trading. Besides, this evaluation process also includes the one on the relations of tourism in Tana Toraja with that in other surrounding municipalities.

The method used to evaluate the potential and obstacle of various other sectors in supporting tourism is a qualitative analysis on various development dynamics, which happen on the sector. A number of main parameters used are the contribution potential of each sector to the Original Regional Income, and the local community dependency level on each sector.



## **IV. GENERAL CHARACTERISTICS OF THE STUDY AREA**

### **A. THE ECO-GEOGRAPHICAL CHARACTERISTICS**

Tana Toraja Regency is administratively one of the regencies of South Celebes Province. This regency with the area of 3206 sq km is located 119°30'-120°10' East Longitude, and 2°20'-3°30' South Latitude. It geographically borders with Mamuju regency in the north, with Luwu regency in the east, Enrekang in the south, and POLMAS regency in the west.

The topographical condition in this region generally has a surface formation dominated by mountains. The region lies between 170 - 3083 meters above sea level and is part of the Latimojong Mountains. The altitude can be classified into four classes, namely an elevation of 100 to 500 m, meaning covering the area of 184 sq km or around 6 percent; an elevation of 501 - 1000 m, covering the area of 1434 sq km or around 44 percent; an elevation of 1001 - 2000 m, covering the area of 1183 sq km or 37 percent; and an elevation of over 2000 m, covering the area of 406 sq km or 13 percent. In terms of the slopes, the elevation can be classified into four slope units namely: (a) lowland or plain area with a slope of 0-2%, covering an area of around 100 sq km or 3%, (b) waving to bumpy with the slope of 2-15%, covering an area of 334 sq km or around 22%,

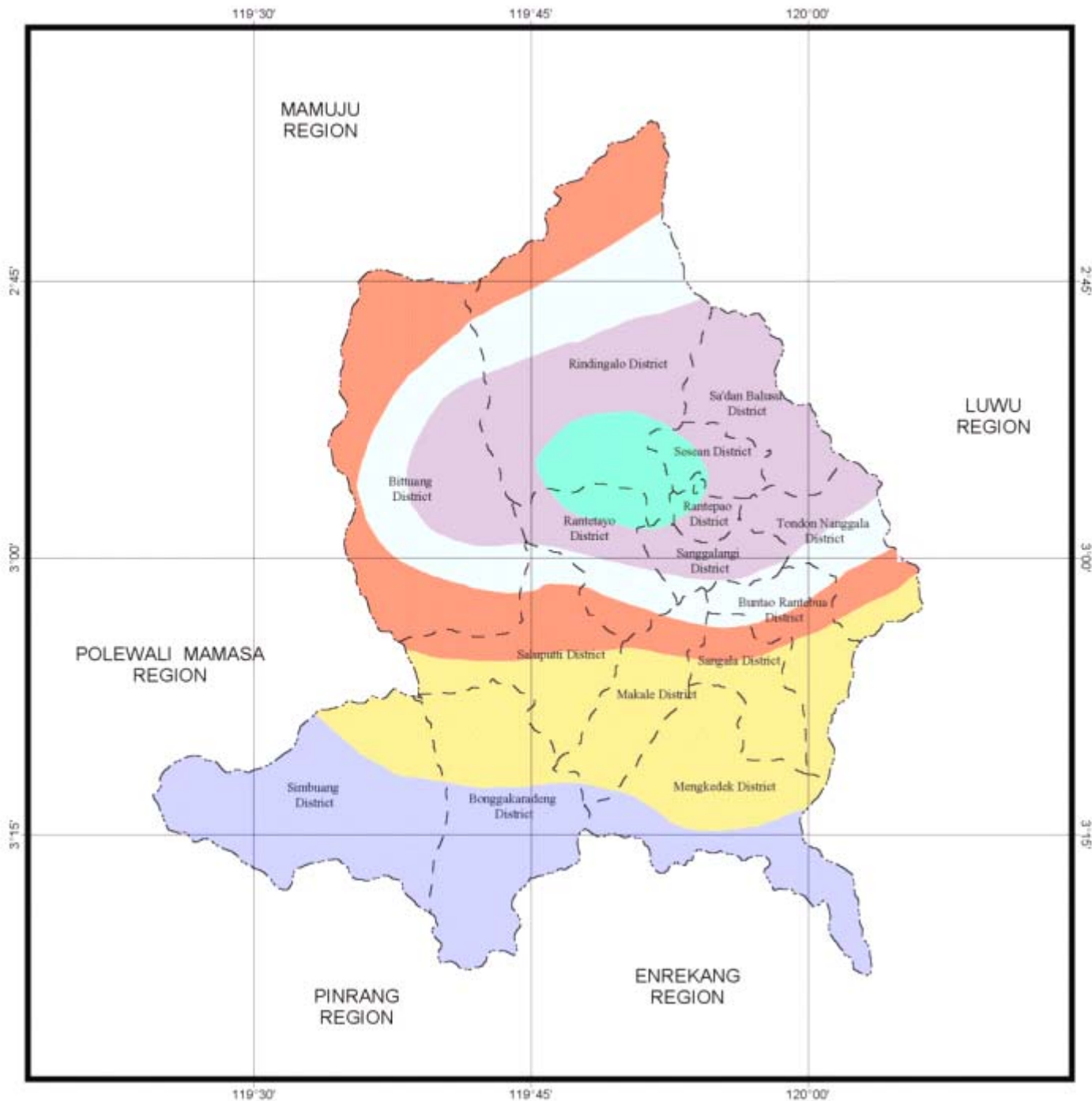
(c) bumpy to hilly with the slope of 15-40%, covering an area of 1649 sq km or 51 %, and (d) hilly to steep with the slope of >40%, covering an area of 1123 sq km or around 35%.

The regency receives high rainfall, ranging between 1500 and 3500 mm per annum. From the number of rain days it can be said that it rains the whole year through in this region except June, until September (see **Fig. 4.1** and **Table 4.1**). This condition has made this regency have an important hydrology in South Celebes province. Apart from being a watershed and spring of the Sa'dan River, which has high economic value for agriculture as far as Pinrang regency, there also flows the Maulu River, Kurra River, Awan River, Saluk-saluk River, Tikala River, Tandung River and Mappak River in this regency. The patterns of these river flows are those of dentritic pattern. Another water sources are available and accessible through water springs that can easily be found on many foothills.

**Table 4.1.** Number of Rainfall by Month in Tana Toraja 1996 - 2000

No	Month	Rainfall per Year (in mm)				
		1996	1997	1998	1999	2000
1	January	57	57	288	98	241
2	February	206	206	365	133	88
3	March	191	191	294	281	124
4	April	171	171	508	167	294
5	May	137	137	358	154	121
6	June	146	146	203	153	*
7	July	74	74	494	150	94
8	August	182	182	171	147	49
9	September	42	42	140	140	42
10	October	276	276	327	154	*
11	November	230	230	275	261	*
12	December	136	136	274	270	*
	Total	1848	1848	3697	2108	1053

**Source:** Office of Agricultural Affair of Tana Toraja.



**Figure 4.1**  
**MAP OF DISTRIBUTION RAINFALL CLASSIFICATION AREA IN TANA TORAJA**

SOUTH SULAWESI

1 : 600.000 Scale



**LEGEND :**

- District Boundary
- Rainfall under than 1,500 mm/year
- Rainfall 1,500 to 2,000 mm/year
- Rainfall 2,000 to 2,500 mm/year
- Rainfall 2,500 to 3,000 mm/year
- Rainfall over than 3,500 mm/year

*(Delineated by interpolating the rainfall data from 15 small climatic stations for agriculture purpose)*

**DATA SOURCES :**

- Administratives Map of Tana Toraja Regency (1999)
- Rupa Bumi Indonesia Map 1 : 50,000 Scale (1999)
- Rainfall Classification Map : 125,000 Scale (1999)

**SITUATION MAP**



Study Area

Credit: Ricky Avenzora  
 Drafter : Ajie Hadi Gumelar, Kamal Yusuf

Tana Toraja regency has three types of mother rocks namely *sedimentary* rocks, covering around 49 percent, *volcanic* rocks and *limestone's*, each covering 46 percent and 5 percent of the area respectively. In terms of the soil types, the region is dominated by four infertile soil types, namely Ultisols, grey Alluvial, Brown Forest, and Mediterran, with quotas of around 73%, 3%, 3%, and 20% of the region area; the rests are other soil types (BPN, 2000).

The Local Agency for Land Affair (well known as BPN) claimed that the land use type of the region is still dominate by forest (around 40 %) . Other land use types that were reported are: (1) paddy field for around 6 %, (2) taloon for around 4%, (3) mixed garden for around 3,5 %, (4) annual plantation for around 8 %, and (5) other uses for the rest. The Local Agency for Forestry Affair (well known as DINAS KEHUTANAN) reported that there are some valuable tree species found in the region, i. e.: *Casuarina equistifolium* (also having cultural value), *Ermirillya spp.*, *Agathis alba*, and *Pinus merkusii*. In the region also found several species of bamboo (also having cultural value), *Callamus spp.*, and *Arenga sp.*.

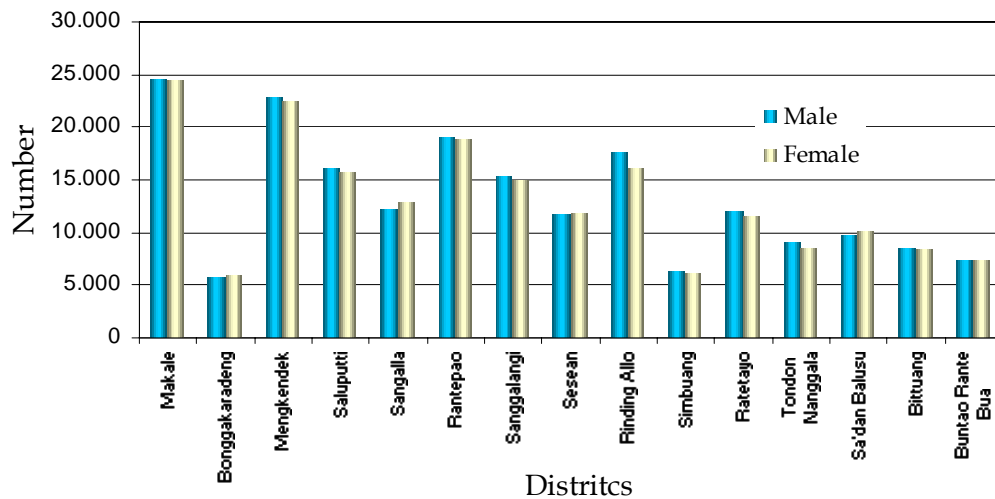
## **B. THE DEMOGRAPHIC CHARACTERISTICS.**

The region belongs to a high-populated area with medium population density per square-km (see **Fig. 4.2 - 4.4**). Almost 75% of the Tana Toraja populations have low education (see **Fig. 4.5**). Only less than 10% of the whole populations of this area are non-locals (do not belong to the TORAJA TRIBE).

The average Original Regional Income (ORI) is very low, even compare to other regencies (the 13<sup>th</sup> of 16 regencies), i.e. only between 3 and 5 billion IDR per annum. Although Tana Toraja has obtained its autonomy in 2000, its low ORI has made this regency depend on the General Development

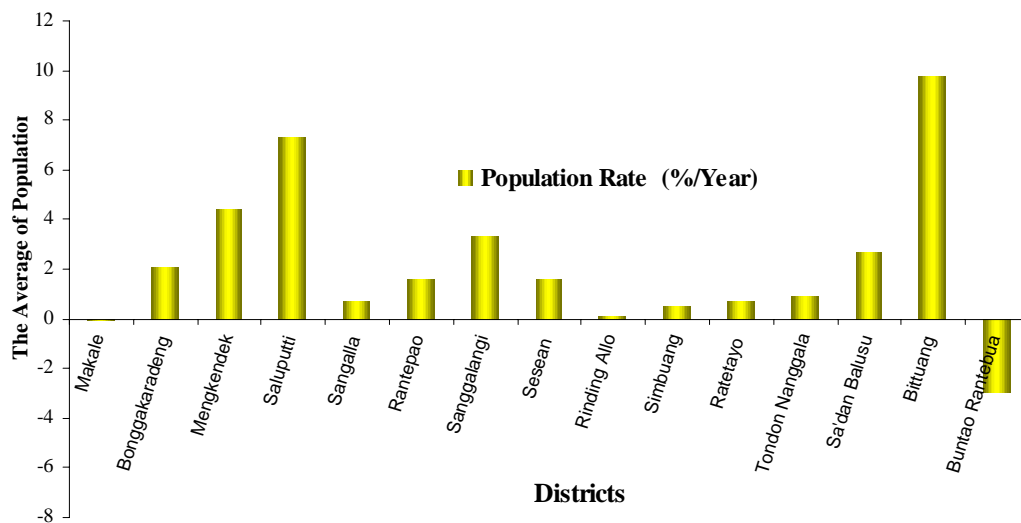
Budget from the central government in Jakarta (well known as DAU in Indonesia). The limited development power gets even weaker because of its low per capita income (see **Fig. 4.6** and **4.7**).

**Figure 4.2.** The Number of Population in Tana Toraja (2001)



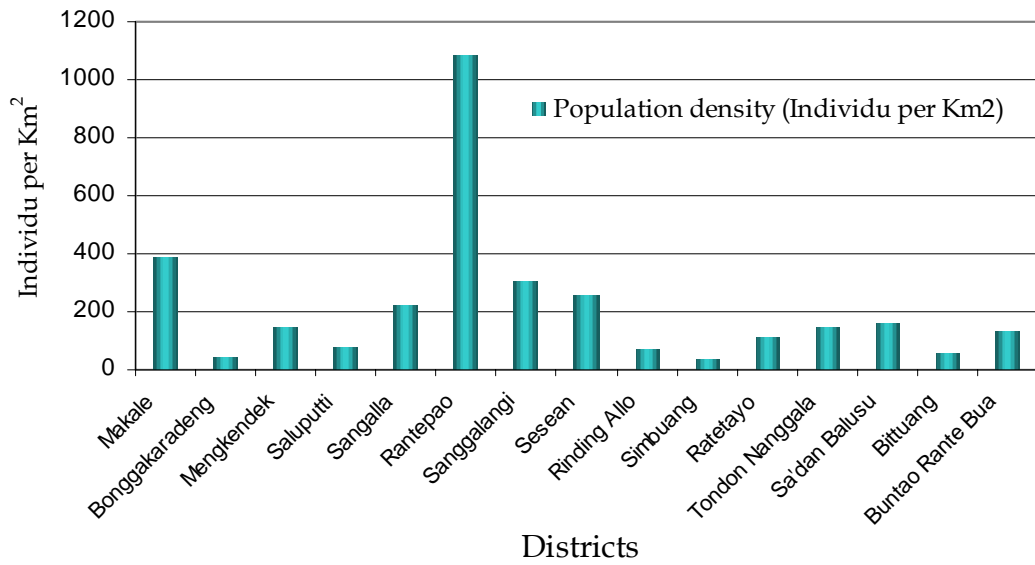
(Source : BPS-Tana Toraja 2001)

**Figure 4.3.** The Population Rate For the Last Ten Years



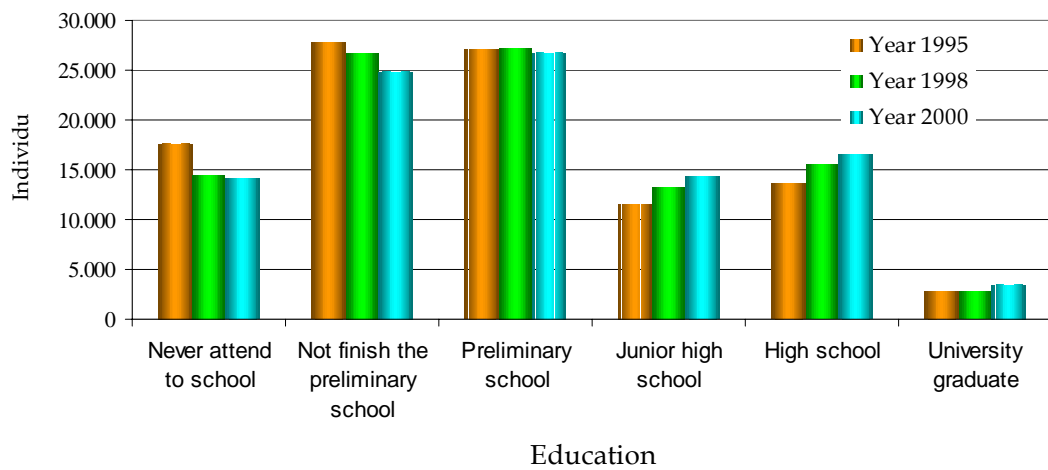
(Source : Calculated from BPS-Tana Toraja 2001)

**Figure 4.4.** The Population Density in Tana Toraja (2001)



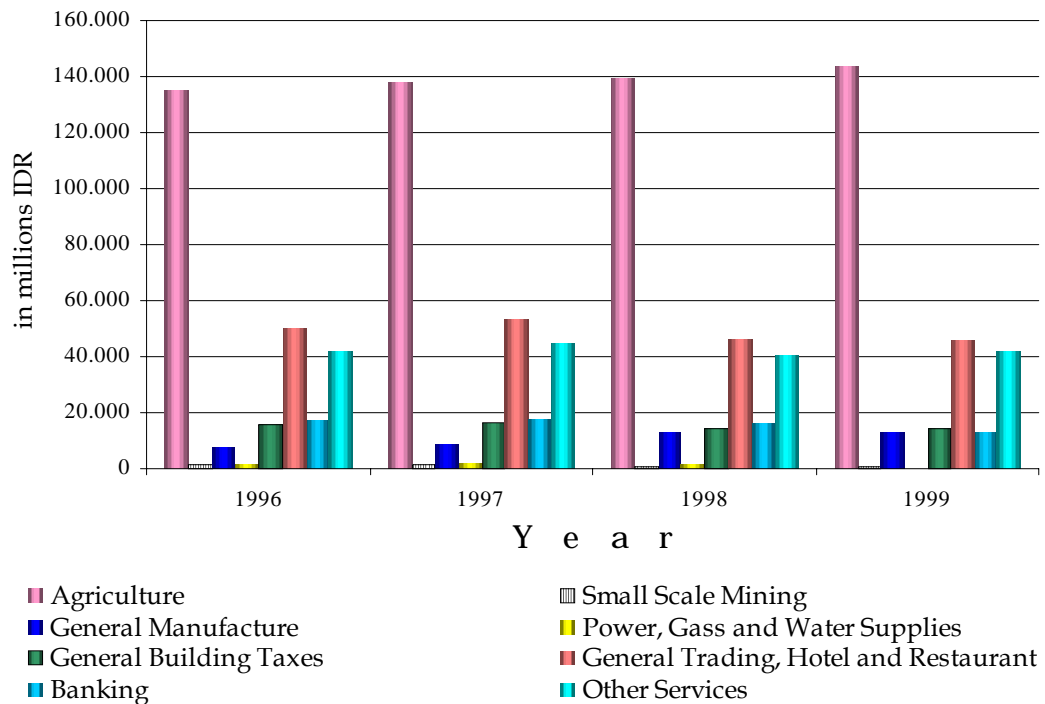
(Source : BPS-Tana Toraja 2001)

**Figure 4.5.** The Educational Background of the Population in Tana Toraja



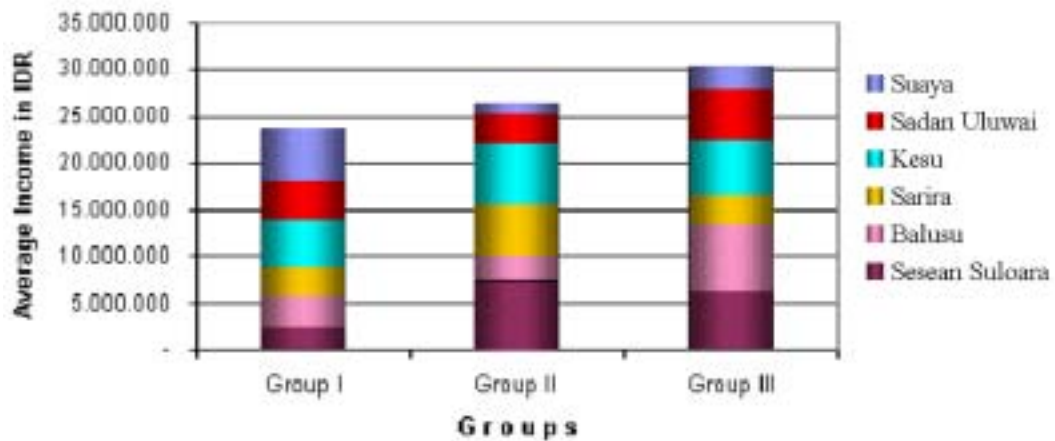
(Source : BPS-Tana Toraja 2001)

**Figure 4.6.** Gross Regional Domestic Product in Tana Toraja



(Source : BPS-Tana Toraja 2001)

**Figure 4.7.** The Annual Average Income of Respondents (N= 120) On Several Villages in Tana Toraja.



**Note:** Primary data taken in 2002; Group I are farmers with the average land ownership of 1.23 Ha., Group II are civil servants and officials, and Group III are traders

**Credit:** Dony Hermiawan, Ricky Avenzora, and Tutut Sunarminto.



Although the soil types in Tana Toraja are mostly *ultisols*, which represent low in nutrient level, and the land surfaces ranging from bumpy to steep, the main occupation of the people is farming in *rainfed rice fields*<sup>20</sup>. The average land ownership of the farmers is only 1.23 hectares (BPN-Tana Toraja; personal communication, 2001).

The native communities of Tana Toraja regency consist of 32 sub-ethnic groups (see **Fig. 4.8**). Although there is only a small difference in customs of these sub-ethnic groups, each basically refers to its respective root groups, namely *Padang Dima´dikai* group in the west side, *Lembang Dipuangi* group from the centre to the south, and *Tondo` Diparengè`i* group in the northern part of Tana Toraja (e.g. see Nooy-Palm, 1979).

Originally, the native people of Tana Toraja were believers of *Alu´ Todolo* (also known as Toraja Hinduism), but then since the early 20<sup>th</sup> century Christianity has spread out well, and nowadays over 90% of the population are Christians. The statistical data show that only 2% of the population still believe in *Alu` Todolo*; with uneven distributions in each government administrative unit. Since Christianity has grown well in Tana Toraja, it led and finally dominantes their customs and culture. Although a majority of Christians has not shaken of the traditional custom and culture, small conflicts - for and against - can easily be sensed. A conversion of *Kuburan Batu Alam*<sup>21</sup> into *Patane*<sup>22</sup> is one example of Christian influence where customs and culture in Tana Toraja are changing.

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<sup>20</sup> The term *rainfed rice field* refers to the major need of rainfall for the water resources.

<sup>21</sup> *Kuburan batu alam* is one of cemeteries in Tana Toraja, which have been practiced by their ancestors.

<sup>22</sup> *Patane* is a cemented grave built to keep dead bodies above the land surface.



In general Tana Toraja people are not introverted. However expressions such as “yes with no as the intended meaning or unsure” which are commonly used among Javanese people and previously did not exist in the region can now be heard among the people of Tana Toraja. This is seen as an exception to the general nature of South Celebes communities, who are mainly *extrovert*.

Although Toraja ethnic group is patrilineal, practices in the community show that social hierarchy appreciation is still given to children of mixed marriages between a noble woman and an ordinary man. Similar appreciation can also be seen in the field of traditional inheritance where the inheritance division will depend on the share of the sacrifice contributed during the burial ceremony.

The social composition of a community group in Tana Toraja is very much determined by *Tongkonan Adat*,<sup>23</sup> which is an origin of their customs. Ideally, decisions (in any aspect of life) are communal decisions functioning as a custom instrument called *Kombongan-Adat*<sup>24</sup>. However, it can easily be detected that there are some crisis of custom and culture in Tana Toraja, that which Adams (1995) stated as: “...in the present context of tourism, nationalism, Christianisation, and anthropological study, Torajan ideas about the ancestral authority of the elite are actively being re-evaluated and contested by lower-ranking members of society”.

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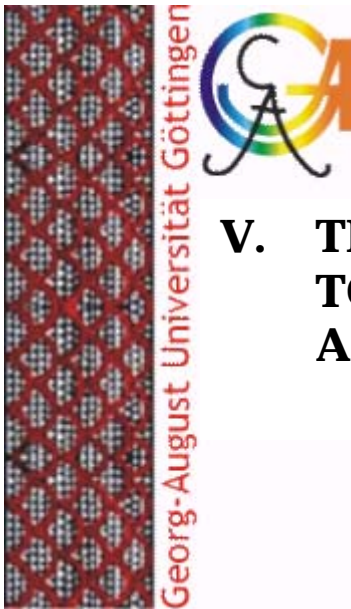
<sup>23</sup> This term refers to traditional community systems which are still recognized in terms of customs and cultures in Tana Toraja, in which the leader inherited the power and is provided with a complete traditional area consisting of at least a paddy field, *taloon*, a forest, a cemetery, a housing yard, and a grazing field.

<sup>24</sup> This term refers to democracy processes addressed by the Tongkonan-Adat in order to achieve any social agreement amongst its community.

### **C. TOURISM ATTRACTIONS AND FACILITIES**

Since the 1970s such like Bali, Tana Toraja has been set nationally as one of the main tourism destinations in Indonesia. However, the development and benefit of tourism in Tana Toraja have still been far below what Bali has reached. Combination of nature based tourism and cultural tourism is the main tourism potential. If in other parts of Indonesia, nature based tourism spots are mostly owned by the government, the ones in Tana Toraja are not. Almost all nature based tourism resources in Tana Toraja are of private-ownership. This makes the quality of those resources prone to changes in land use patterns.

The statistic shows there are 76 tourism objects have been administered as official tourism sites And those potential destination are supported by 16 star-rating hotels and by around 50 non-star-rating hotels; with the total amount of bed up to around 2100 (BPS-Tana Toraja 2000). Those tourism potentials also supported by some banks, hospitals, and telecommunication facilities. The distribution of those facilities mostly focused in Rantepao and Makale.



## **V. THE EVALUATION OF TOURISM POTENTIALS AND CONDITIONS**

Every tourist who visited Tana Toraja will agree to say that its potential tourism resources are very high; in line with the beautiful match of scenic beauty and unique culture. The high valuable scenic beauty of its natural and cultural landscape frames the outstanding cultural identities very well. The scenic beauty is not only performed by the beautiful hilly area but also supported by its harmonious cultural landscape. In general, one can say that its tourism potential consists of nature related tourism potentials and culture related tourism potentials. However, it is difficult to distinguish what the major potential is, since it is really well combined and having strong relation each other.

On the one hand, those tourism potentials are really valuable for Tana Toraja. On the other hand, however it's strongly relationship could bring crucial consequences of domino effect of destruction. When destruction occurred in one component, directly it will lead to a total destruction of all components. Therefore, it is important to evaluate the potential and dynamic of each resource.

Based on the conditions in the field, the evaluation process is done by combining quantitative and qualitative methods. Although there are disagreements among scholars on these quantitative and qualitative methods, it must be admitted that each method has its own advantages

and disadvantages (for example see Finn, Elliot-White and Walton, 2000, p. 68). The quantitative method is generally capable to describe a situation numerically; which facilitates the searching process and replication for the sake of science. However, the numerical figures will finally have to go through an interpretation phase, which is generally qualitative in nature.

## **A. THE EVALUATION OF CULTURE BASED TOURISM RESOURCES**

Even the evaluation process was mainly tailored on a basis of the *five-point scale of LIKERT*, but in a number of cases this method has been broadened by expanding the scales up to seven, for example: strongly agree, agree, partly agree, no comment, partly disagree, disagree, and strongly disagree. For the purpose of elaborating the evaluation results it is necessary to present and discuss some examples of evaluation objects. The discussion will be focused on the evaluation objects that are known well throughout Tana Toraja so that the readers can easily understand the atmosphere and the condition of the object being discussed. If there is a critic in the evaluation that is not intended to discredit the object being discussed. This needs to be clarified here due to a high competition atmosphere among tourism objects in Tana Toraja. Various critics given to an object used as an example of evaluation must be seen as a feedback of an evaluation process itself and can be useful for future improvement.

## 1. Classification of Cultural Related Tourism Potentials

Tana Toraja municipality has so far been promoted both nationally and internationally as a tourism destination for ***culture tourism and heritage-tourism*** in Indonesia. Building a good understanding on ***cultural and heritage-tourism*** is one of the keys to recognize tourism potentials in this respect. One way to recognize the potentials is through a classification process. However, it is not easy to study the tourism potentials based on cultural resources. A wide scope, meaning and understanding of ***culture*** is the main factor that makes this classification process difficult. Moreover, varied understandings of ***culture and heritage*** of different tourists complicates the problem even further. An extreme example is an occasion of “eating together with the hands from one big plate (well known as *makan bajamba*<sup>25</sup>) ” – as still being performed by a number of tribes in Sulawesi (and also in Sumatera). For some foreign tourists this can be an interesting ***cultural-attraction*** while others might find it disgusting.

In order to facilitate the classification process, the analysis of cultural potentials for tourism in this study takes temporal aspects as the main parameter. From the temporal point of view, culture can be classified as that of ***ancient-tradition***, and of ***transformation-tradition***. In the first class, each dominant cultural component originated from the native ancestors. However, as culture is dynamic in nature, ***ancient-tradition*** has nowadays been transformed by various modern civilisation impacts. Furthermore, to facilitate the recognition of components entering the ***heritage***, this study focuses more on ***material-heritage***; e.g. cultural artefacts.

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<sup>25</sup> As time passes by, this custom could now rarely be seen although eating with hands have been a common practice and widely performed by other ethnic groups.

Considering various characteristics of tourism resources recorded in the process of this research, the cultural related tourism potentials in this study were divided into the following genesis:

<b><i>Cultural Heritage :</i></b>	<b><i>Cultural Customs And Products:</i></b>
<ul style="list-style-type: none"> <li>➤ <i>monumental heritage</i></li> <li>➤ <i>non-monumental heritage; such as townscape, etc.</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>cultural belief, norms, myths, etc.</i></li> <li>➤ <i>cultural ceremony/procession</i></li> <li>➤ <i>cultural arts; music, dances, sculptures</i></li> <li>➤ <i>cultural daily life activities</i></li> <li>➤ <i>cultural culinary</i></li> </ul>



**Figure 5.1.** Tongkonan Kollo Kollo in Sa'dan Balusu (Credit Ricky A.)



**Figure 5.2.** Tongkonan Kete' Kesu' and surrounding Landscape (Credit: Ricky A.)





**Figure 5.3.** Paddy harvesting; nice day to play (Credit: Ricky A.)



**Figure 5.4.** Buffalo Slaughtering in a Traditional Ceremony (Credit: Ricky A.)

**Culture-based tourism resources.** The big Simbuang stone in Bori', Kalimbuang is a good example to show **cultural-heritage** potential of the **menhir-tradition** of Toraja tribe. Meanwhile, Tongkonan<sup>26</sup> Ke'Te'-Kesu' is another example to demonstrate the **pattern of traditional house and housing**, where tongkonan faces North-South, and stands in lines from West to East based on the age of the establishment. The above two examples represent the **monumental heritage** of Tana Toraja. For the **non-monumental-heritage** group, the traditional village of Silanan is one example of the tourism potential available in Tana Toraja municipality, namely a unique **townscape** in the form of **traditional terracing** of a steep slope for a housing area.

<sup>26</sup> In this study, the term "tongkonan" refers to a traditional native Torajan building that functions as a residence of a group of families whose social life performs certain cultural functions whose existence is still recognized by the respective traditional community members.

Considering the cultural hierarchy of Se'Seng traditional community (in western part of Tana Toraja), Tongkonan Se'seng, and Tongkonan Tiroan are seen as **cultural heritage** for Tana Toraja community, especially for the respective traditional community groups. Apart from those, Tongkonan Kaero is also seen as a **cultural heritage** for the traditional community group in Sangalla.

**Torajan Mummy** can also be classified as a **material-heritage** of Tana Toraja. Unfortunately, this *mummy* of Torajan ancestors, aging hundreds of years, has disappeared from the Toraja region. A criminality of *mummy* stealing has been happening in Toraja since the early 80s and resulted in eliminating these tourism resources from Tana Toraja. Although many stories about the *mummies*, both in physical or in terms of its *magic power*, have been heard, but during this study none of the *mummies* could be found.

Various traditional cemeteries found in Tana Toraja also belong to the potential group of *cultural heritage* tourism. Stone graves, natural cave graves and baby graves belong to the category of **ancient-heritage** of Torajan community. In addition, *hanging coffin*, *erong*<sup>27</sup> and *patane*<sup>28</sup> are examples of **transformation-heritage** from the influence of Christian culture and teachings, which has touched Toraja since the early 20<sup>th</sup> century.

The results of the study show that Torajan community really expect to call each tongkonan they have as a **cultural heritage**. This expectation is understandable when referring to the **material-heritage** concepts, which require the building to physically show the art of its architecture, its distinctive value, its rarity value, and its socially accepted existence.

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<sup>27</sup> Erong is a sculptured coffin.

<sup>28</sup> Patane is transition model of burial yard that is made from cement and look like a small house. This transition is affected by Christian teaching.

However, the potential of selling value in tourism industry will certainly vary from one to another, and at least will depend on the criteria of *history*, *uniqueness*, *social function*, *harmony*, *attractiveness*, and *rareness*. The higher the value of each criterion of a *tongkongan* is, the higher the selling power will certainly be.

***Cultural Customs and Products.*** What is meant by *cultural attraction and products* in the study is every result of deed and power, work and creation of Torajan tribes, realized in their daily activities and resulting products. Various beliefs and processions in Alu' Todolo, which is nationally known as Torajan Hinduism, is a unique *traditional belief* of Tana Toraja. Unfortunately, a community group who is following ***Sanda Pitunna*** (another name for the Alu' Todolo) belief have recently not been given an adequate space to practice their belief in Tana Toraja community. From the government point of view the absence of funding for this community group in the Local Government Budget Plan of Tana Toraja is an indicator that there is an unfair policy from the government for the followers of Torajan Hinduism. A limited space to practice the teachings for the community group of Alu' Todolo followers, whether realized or not, has resulted in an extraordinary impact in the process of maintaining the custom and culture of Toraja; not only in the context of ***immaterial*** but also of ***material-culture***.

As an example, in the *cultural-custom* context, there have been a lot of community groups in Tana Toraja, who are *inconsistent* in performing procession sequences or certain rules of "Native Torajan Customs<sup>29</sup>", such as the customs and rules of a burial. With the excuse of rules in the new belief or religion they have recently adopted, there are some groups of community, who cut off or drop certain procession steps in the burial

ceremony although they do not fully practice the teachings and rules of their new belief or religion either. For example, on the one hand Ma'badong song is replaced by liturgy tunes. On the other hand, the deceased body is preserved and placed in a *patane*. These indications show that transformations of customs and culture have not reached an established state to be considered as a new custom and culture as a result of deed and power, as well as work and creation of the community in this modern era.

In terms of the *cultural belief*, ***Upacara Pujian Tiga Dewa*** (=three gods praising ceremony) certainly has its own distinctive philosophy. This ceremony is basically an acceptance of three powers, namely ***Kekuasaan Puang Matua*** (the power of God) as the highest Creator, ***Kekuasaan Deata*** (the power of Dewa) as blessing givers and punishers at the same time, and ***Kekuasaan Todolo*** (the power of ancestors' spirits) as saviors. Although this ceremony is generally performed every year, it has got the following uniqueness: (1) Special Praise for God is performed once in eight years, (2) if the ceremony is attended by a "puang<sup>30</sup>", then the "special praise" for gods is replaced and directed to the "puang".

The various ***cultural-customs*** basically belong to two groups, namely ***Rambu Tuka'***<sup>31</sup> activities, and ***Rambu Solo'***<sup>32</sup> activities. Rambu Tuka' activities are those referring to grateful expressions of Torajan tribes for various blessings, gifts, and earnings from God and for all good things they have been experiencing in their lives so far, such as birth, wedding, traditional house establishment, harvest, and so on. Some of important activities in the Rambu Tuka' are:

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<sup>29</sup> This must certainly be agreed and accepted that "Native Torajan Custom" is growing and developing with the roots from various beliefs and teachings of Alu' Todolo.

<sup>30</sup> This term refers to a noble individual who is nominated by the traditional community group as a formal leader especially in cultural lives and other social lives.

<sup>31</sup> Rambu Tuka' is a common name for cultural procession activities in happiness.

<sup>32</sup> Rambu Solo is a common name for cultural procession activities in sorrowness.

❖ <i>Mangrara Banua ceremony</i>	a ceremony to officially start using a new house.
❖ <i>Manglullu ceremony</i>	a ceremony to shake rice for seeds.
❖ <i>Banne ceremony</i>	a ceremony to collect seeds
❖ <i>Mangambo' ceremony</i>	a ceremony to sow seeds
❖ <i>Umpakande Indo' ceremony</i>	a ceremony to thank and respect parents
❖ <i>Ma'piong Alang ceremony</i>	a ceremony to officially use a new rice barn
❖ <i>Memba'ka' ceremony</i>	a ceremony to pray for multiplication of harvest
❖ <i>Ma'bugi ceremony</i>	a ceremony after the harvesting season

On the other hand, Rambu Solo' are various sets of Torajan cultural activities which refer to sad feelings like the death of a family. Rambu Solo' activity groups are differentiated into *pre-burial ceremony*, and *burial ceremony*. Pre-burial activities are sets of activities starting from the day somebody passes away to the time the body is formally rested in the house of the family until the making of *tau-tau*. Meanwhile, some of the activities that belong to burial activities are *tome balun* activities (the deceased dressing), ceremony hut making, memorial stone making (simbuang) in *rante*, *ma'pasilaga tedong*, *paramisi*, until resting the deceased body in the grave.

**Cultural arts.** Various arts of dancing, music, sculpture, and weaving possessed by Torajan tribes are parts of *cultural arts*. In the life of Torajan community an artwork is intended for a specific purpose depending on the cultural activity group it is inspired by. In dancing for example, *Pa'gellu*, *Pa'boneballa'*, *Tomekopi*, *Pa'tendeng*, and Pa'dondo' dances are inspired by and performed in Rambu Tuka activities. On the other hand, *Ma'badong* art is the one which is inspired by and performed in Rambu Solo' activities.

***Musik Bambu***, and ***Karombi*** are outstanding traditional music arts in Tana Toraja. The quality of this penta-tonic music art has recently been declining, as there are too few members of Torajan community who are interested in playing the instruments well. Although a number of primary schools in Tana Toraja teach this music art to the students, the practice is unfortunately focused more on contemporary or Western songs. This makes the traditional value of this music art diminished.

In terms of the carving art, Toraja has reached an ***established carving*** art. This can be seen from Torajan tribe rich carving arts, which consist of 99 carving types, with each type having a specific meaning and use. In the area of sculpture arts, to avoid saying non-existent, it can be said that the development of sculpturing arts in Toraja is still at a primitive stage (beginning) either in the form of contemporary statues, apart from *tau-tau*, which applied the typical colors of Toraja (black, red, white, and yellow).

***Daily-life-cultural-custom***. If *Alu' Todolo* teachings are practised, there will be many ways of Torajan community daily lives, which are potential for tourism attractions. For example, the *Alu' Todolo* (well know as Hindu Toraja) actually also ask the people to take the pray at least two times a day; just such exist in Hindu-Bali. Unfortunately, these teachings of unique ways to perform their daily lives are no longer practiced as they only have limited space as previously stated. ***Morning prayer*** is one of the practices as a result of modern civilization as usually performed by a family of certain Christian community group in Tana Toraja. This activity is generally performed between 5-6 in the morning and followed by some praising songs to the God. They are sung aloud so wonderfully that they can be soothing for those who hear them. Like the morning prayers, ***evening prayer*** is also performed by the same community group - usually between 8-9 in the evening - and is interesting to follow in Tana Toraja.

**Farming life.** Torajan community way of planting seeds in the paddy field is also an example of a unique farming activities compared to those of other communities in Indonesia. Other Indonesian communities generally plant seeds in the field by stepping backwards on the straight rows of the shortest side. On the other hand, Torajan community plant the seeds by stepping backwards on a diagonal row at the direction of 2 and 8 o'clock points of the shortest side.

Other interesting attraction and potential at the farming life activity group that can be offered as tourism attractions are: (1) the practice of *traditional belief* and utilization of *traditional-tools* in the process of **safeguarding** the planted rice plants, (2) the way of harvesting the rice at the picking time, and until (3) the way of shaking the rice at the post harvest. Planting certain plant specieses in the paddy seed plots is believed to be able to prevent the plants from plant insects and diseases and to increase the harvest.

On the rice stems starting to have seeds, various types of **magic spells** are still believed to be able to prevent their rice from the mice attacks. Some *magic spells* used are originated from Alu' Todolo culture, and some others are from Islam culture which is a minority in Tana Toraja. Further, *la'pa-la'pa* is a traditional tool used to drive away sparrows when the rice plants in the field start having seeds, which can produce nice sound with different tones. Moreover, some traditional tools in the forms of a **traditional miss net** and a **dynamic trap** are still commonly used to keep their rice plants from birds' pests. Apart from those mentioned above, a **traditional shooting stick** in the form of a bamboo piece (with the length of 70-100 cm) – which is often used to drive away sparrows in the paddy field – could be used as a typical slingshot from Tana Toraja, which is very attractive and **playful** for tourism attraction.

**Cultural-culinary.** From the *traditional-culinary* aspect, ***Pa'piong*** may be the only typical Torajan *main course*, which can be used as a promotion material for ***culinary tourism*** activity in Tana Toraja. The potential of this main course as tourism attraction is not only apparent from the cooking preparation and its presentation but also from its taste. Although some types of ***traditional sweet/snack*** can be used as a complementary potential of *culinary tourism* in Tana Toraja, the potential of *culinary tourism* in Tana Toraja can objectively be said to be unreliable. At least for the typical main course, there is still no processing adapted to the consumers' common taste, and there is still no art touch to the presentation. These are the main reason why the *culinary-tourism* potential of Tana Toraja is low.

The descriptive analysis as described above is one of the ways used in various studies on tourism resource potentials. In a certain meaning that type of analysis process is a common one taking by some researches. However, it must be realized that such descriptive-qualitative method will have very different meaning from one researcher to another. Moreover, the use of the study results with that method is often translated wrongly by the users. For example, the qualitative-descriptive descriptions on the importance of tourism facilities in a tourism location has been understood as "the need to equip each location with various tourism facilities" by local business people. This is also apparent in Tana Toraja, where various tourism facilities are framed and placed near the tourism object so that it looks cramped and "not harmonious" because the space feels so packed.

To avoid the bias of the qualitative method use, it has been explained earlier that qualitative method with a scoring approach was used in this study. The scoring approach mainly aims at making each descriptive statement measurable in the same manner. With the scaling scores the analysis process can be done more easily. However, this approach has a



reasonably difficult process, i.e. criteria setting process, including the measurement scale of each criterion, which will be used as the scaling reference.

In a study of tourism potential, a scaling approach is generally done in the context of *supply* level, meaning on an object that has been managed with its complete tourism facilities. The total scores of an object is generally a complete picture of an object potential, namely scores of resources, accessibility, facilities, etc. On the one hand, such assessment of tourism potential can give a complete picture of a tourism object. However, as it has been stated earlier, the results of this analysis have generally been used and interpreted wrongly by drawing a conclusion from the total scores. A tourism object with a high total score is always interpreted as the most potential tourism object to market.

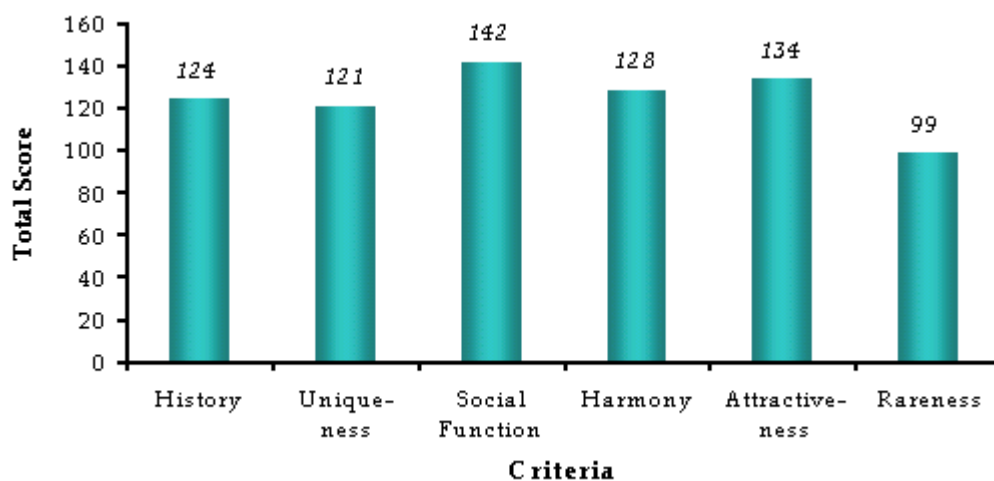
In terms of *mass-tourism-area*, such conclusion is relatively acceptable. A complete and accessible tourism object will always have a high total score although the score of the object itself is not high. This instance can be seen when such scoring method is applied on the tourism resource of *Liang Pa-a'*, in Buntu Tondon, Makale. In total, the score for *Liang Pa-a'* Buntu Tondon is higher than the tourism potential total score of *Liang Pa-a'* in Neneng due to its complete facilities and better access of Buntu Tondon. However, the level of satisfaction felt by tourists will be different when they see both resources of those tourism objects directly. *Liang Pa-a'* Buntu Tondon has lost a lot of its attractions due to the crowded environment of daily market in the surrounding area.

Considering the above elaboration, the tourism potential assessment in this study is not directed at the supply level of tourism potential but on the level of the resources. This is in line with the spirit and motivation behind various concepts of *sustainable-tourism-development*. The conclusion

drawn is not also based on a total score of an object but on each individual score of each criteria used. In this way the users of the study results are expected to be able to design a management plan for the different tourism objects by maintaining the aspects that will give an added value for the objects, and eliminate or improve the various weaknesses. In addition, by using various criteria to evaluate tourism potentials in this study, the users of the study results are also expected to understand that a tourism resource object never stands on its own but is always related and connected with the condition of its environment – the higher its harmony, the higher its potential score.

Based on the identification and evaluation methods as described in the chapter four, this study has identified 95 locations of tourism resource objects. The complete list of names and classifications of each object is shown on **Table 5.1**. The detailed lists of evaluation-score are presented in **Appendix 4**, and the resume of evaluation-score is shown in **Fig. 5.5** to **Fig. 5.10**.

**Figure 5.5.** Total Score of Valuation Criteria of Cultural Heritage Resources in Tana Toraja



**Table 5.1.** Tourism Objects Listed during the Study in Tana Toraja

No	Location	Main Attractions	Classification
1	Lemo	- Liang Paa' - Tau-tau - Tongkonan Tradisional House - Sasana Budaya.	- Cultural Heritage - Cultural Heritage - Cultural Heritage - Cultural Attractions and Products
2	Londa	- Liang Lo'ko - Erong - Tau-tau - Hanging Coffin	- Cultural Heritage - Cultural Heritage - Cultural Heritage - Cultural Heritage
3	Ke'te' Kesu'	- Tongkonan Tradisional Haouse - Erong (carved coffin) - Patane - Hanging Coffin - Sculpture Centre	- Cultural Heritage - Cultural Heritage - Cultural Heritage - Cultural Heritage - Cultural Attractions and Product
4	Penanian	- Tongkonan - Terracing Paddy Field Scenery - Simbuang Menhir - Wildlife	- Cultural Heritage - Scenery resources - Cultural Heritage - Wildlife resources
5	Palawa	- Tongkonan Tradisional Haouse - Tradisional weaving Centre	- Cultural Heritage - Cultural Attraction
6	To' Barana'	- Tradisional weaving Centre - River bank scenery	- Cultural Attraction - Scenery resources
7	Suaya	- Erong - Liang Paa' - Tau-tau	- Cultural Heritage - Cultural Heritage - Cultural Heritage
8	Buntu Tondon	- Liang Paa' - Tau-tau	- Cultural Heritage - Cultural Heritage
9	Siguntu'	- Tongkonan Tradisional House - Panorama	- Cultural Heritage - Scenery resources
10	Marante	- Tongkonan - Liang Paa' - Erong - Tau-tau	- Cultural Heritage - Cultural Heritage - Cultural Heritage - Cultural Heritage
11	Patane Pong Masangka	- Patane - Stony Tau-tau	- Cultural Heritage - Cultural Heritage
12	Bori' Kalimbuang	- Rante - Menhir	- Cultural Heritage - Cultural Heritage
13	Pana'	- Liang Paa'	- Cultural Heritage
14	Batu Tumonga	- Beautiful Scenery - Resorts	- Scenery resources
15	Lo'ko' Mata	- Liang Paa'	- Cultural Heritage
16	Balik Tondon Randan Aa'	- Tongkonan Tradisional House	- Cultural Heritage
17	Kambira	- Baby Grave	- Cultural Heritage
18	Buntu Pune	- Tongkonan - Liang Paa' - Patane	- Cultural Heritage - Cultural Heritage - Cultural Heritage
19	Buntu Kalando	- Tongkonan Puang Sangalla - Museum	- Cultural Heritage - Cultural Heritage
20	Rante Karassik	- Rante - Simbuang - Traditional Buffalo Fighting Arena	- Cultural Heritage - Cultural Heritage - Cultural Heritage

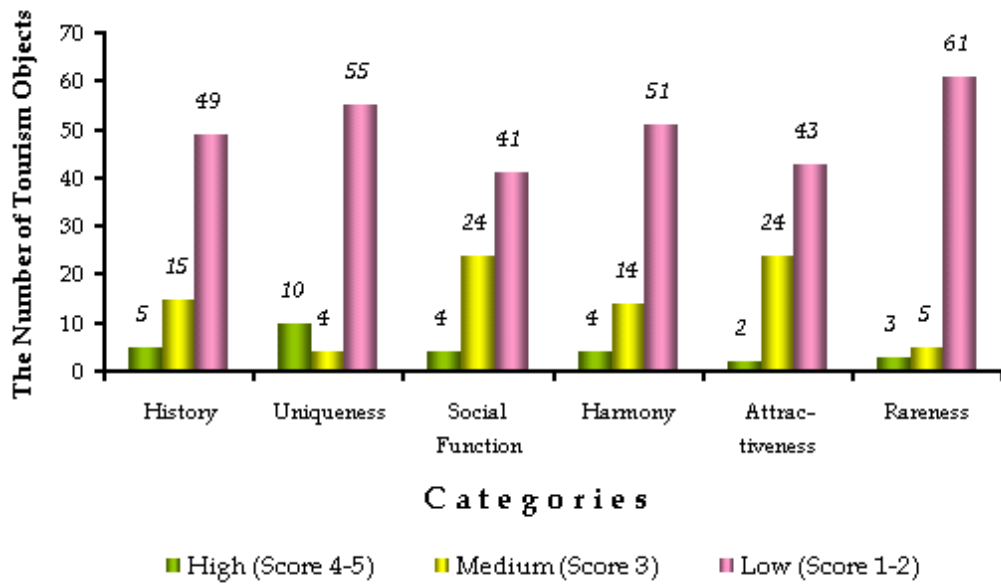
No	Location	Main Attractions	Classification
21	Tampangallo	- Liang Lo'ko' - Erong - Tau-tau	- Cultural Heritage - Cultural Heritage - Cultural Heritage
22	Tilangnga'	- Natural Pond for bathing	- Natural Phenomena Related Object
23	Palatokke	- Hanging Coffin	- Cultural Heritage
24	Tiroallo Seseanula'	- Marimbuna Grave (mitos)	- Cultural Heritage
25	Singki Tambolang	- Natural Scenery - Natural Pond for bathing - Liang Lo'ko'	- Scenery resources - Natural Phenomena Related Object - Cultural Heritage
26	To'puang	- Tongkonan Traditional House - Historical Stone	- Cultural Heritage - Cultural Heritage
27	Pattan	- Tongkonan - Liang & Tau-tau	- Cultural Heritage - Cultural Heritage
28	Buntu Barana'	- Historical Demarcation of Pongtiku - Liang Lo'ko' - Beautiful Scenery	- Cultural Heritage - Cultural Heritage - Scenery Resources
29	Tumakke	- Tongkonan with stony roof	- Cultural Heritage
30	Potok Tengan	- Historical Site	- Cultural Heritage
31	Matakanan	- Hot spring	- Natural Phenomena Related Object
32	Tanete	- Tongkonan Traditional House	- Cultural Heritage
33	Pongtiban	- Erong - Liang Paa'	- Cultural Heritage - Cultural Heritage
34	Benteng Batu	- Historical Camp of Pongtiku	- Cultural Heritage
35	Mamullu	Beautiful Scenery Historical Camp of Pongtiku	Scenery resources Cultural Heritage
36	Randan	- Liang Lo'ko'	- Cultural Heritage
37	Bate Bambalu	- Museum	- Cultural Heritage
38	Sassa'	- Tongkonan Traditional House - Beautiful Scenery	- Cultural Heritage - Scenery Resources
39	Makula	- Hot spring	- Natural Phenomena Related Object
40	Galugu Dua Sangkombang	- Tongkonan Traditional House - Traditional Weaving	- Cultural Heritage - Cultural Attractions and Products
41	Tongkonan Unnoni	- Tradisioanal Waeving	- Cultural Attractions and Products
42	Ma'duang Tondok	- Patane of Ancient baby - Liang Lo'ko' - Erong - Beautiful Scenery	- Cultural Heritage - Cultural Heritage - Cultural Heritage - Scenery resources
43	Lombok Parinding	- Liang Lo'ko' - Erong	- Cultural Heritage - Cultural Heritage
44	Ta'pan Langkan	- Liang Paa'	- Cultural Heritage
45	Ranteallo	- Tongkonan Traditional House	- Cultural Heritage
46	Bakkan Ulu	- Tongkonan Traditional House - Beautiful Scenery - Natural Pond for bathing	- Cultural Heritage - Scenery resources - Natural Phenomena Related Object
47	Lo'ko Tongko	- Natural Cave	- Natural phenomena Related Object
48	Bolokan	- Coffee Plantation	- Scenery Resources

No	Location	Main Attractions	Classification
49	Pedamaran	- Coffee plantation and producing	- Scenery Resources
50	Mapongka	- Beautiful Scenery and Recreation Forest	- Scenery resources
51	Patongloan	- Waterfall	- Natural Phenomena Related Object
52	Sa'Dan River	- Rock Climbing - Cannoing	- Natural Phenomena Related Object
53	Babakanan	- Liang Lo'ko' - Rock climbing	- Cultural Heritage - Natural Phenomena related Object
54	Tunuan	- Liang Lo'ko' - Liang Paa'	- Cultural Heritage - Cultural Heritage
55	Nanggala	- Recreation forest - Beautiful Scenery	- Scenery resources
56	Banua Kasalle Bau'	- Tongkonan Traditional House	- Cultural Heritage
57	Sillanan	- Tongkonan Traditional House	- Cultural Heritage
58	Randan Batu	- Iron centre	- Cultural Attractions
59	Tengko Batu	- Historical Stone	- Cultural Heritage
60	Pasa Tedong	- Livestock market	- Cultural Attractions
61	Sirope	- Liang Paa'	- Cultural Heritage
62	Lingkasaile - Beloraya	- Tongkonan Traditional House	- Cultural Heritage
63	Rantewai	- Tongkonan Traditional House	- Cultural Heritage
64	Kollo-Kollo	- Tongkonan Traditional House - Museum	- Cultural Heritage - Cultural Heritage
65	Rante Tendan	- Rante - Tongkonan Traditional House	- Cultural Heritage
66	Tondon	Liang Paa' dan Erong	Cultural Heritage
67	To'tarra'	- Natural Cave	- Natural Phenomena Related Object
68	Bunian Bulawan	- Liang Paa'	- Cultural Heritage
69	To' Sarira	- Tongkonan Traditional House	- Cultural Heritage
70	To'doyan	- Liang Pia	- Cultural Heritage
71	Buntu Tondon	- Liang Pia	- Cultural Heritage
72	Museum Landorundun	- Tongkonan Traditional House	- Cultural Heritage
73	Buntu Tibembeng	- Beautiful Scenery - Monkey habitat	- Scenery Resources - Wildlife Resources
74	Buntu Tirotasik	- Beautiful Scenery	- Scenery resources
75	Longga	- Waterfall	- Natural Phenomena Related Object
76	Awakawasik	- Beautiful Scenery	- Scenery Resources
77	Doa	- Beautiful Scenery	- Scenery Resources
78	Pondo	- Beautiful Scenery	- Scenery Resources
79	Le'tek	- Tongkonan Traditional House - Traditional Cultural Hall - Beautiful Scenery	- Cultural Heritage - Cultural Heritage - Scenery Resources
80	Nenneng	- Liang Lo'ko - Tau-tau - Liang erong - Beautiful Scenery	- Cultural Heritage - Cultural Heritage - Cultural Heritage - Scenery Resources
81	Pasa'	- Traditional market - Cultural atmosphere	- Cultural Attraction and Products - Cultural Attraction and Products

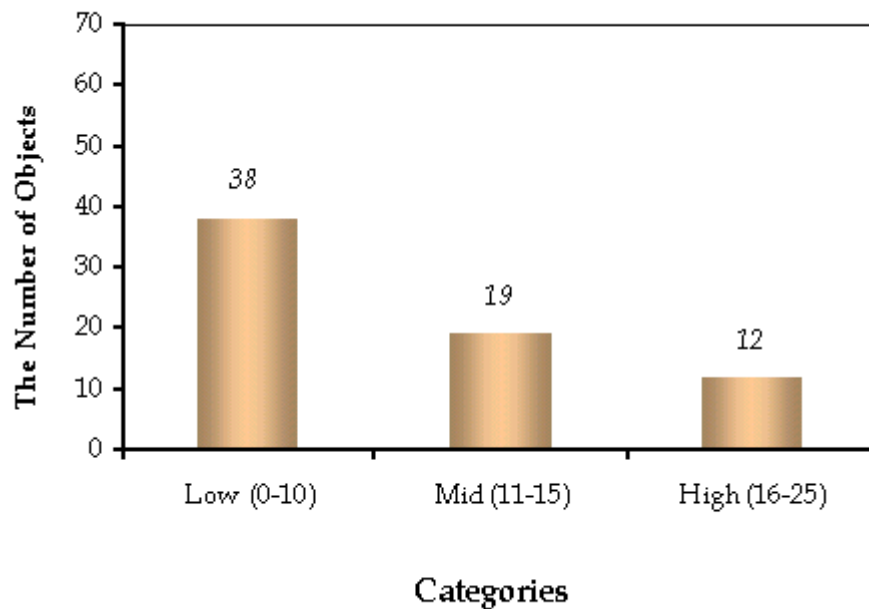
No	Location	Main Attractions	Classification
82	Banua Ditoke'	- Hanging building - Traditional Cultural hall - Beautiful Scenery	- Cultural Heritage - Cultural Heritage - Scenery resources
83	Kombong	- Community Forest - Traditional Cultural Hall - Rante - Menhir	- Cultural Heritage - Cultural Attractions and Products - Culture Heritage - Cultural Heritage
84	Pitung Susu	- Tongkonan Traditional House - Traditional Cultural Hall - Beautiful Scenery	- Cultural Heritage - Cultural Heritage - Scenery resources
85	Pemanukan	- Hot spring - Beautiful Scenery	- Natural Phenomena Related Objects - Scenery Resources
86	Sappuko Dan Kawangin	- Tongkonan Traditional House - Traditional Cultural Hall - Liang Erong - Patane	- Cultural Heritage - Cultural Attractions and Products - Cultural Heritage - Cultural Heritage
87	Sarambassing	- Water Fall - Beautiful Scenery	- Natural Phenomena Related Objects - Scenery Resources
88	Kandua, Balombong Dan Orong	- Tongkonan Traditional House - Traditional Cultural Hall - Beautiful Scenery	- Cultural Heritage - Cultural Attractions and Products - Scenery resources
89	Dama	- Water Fall - Historical Site for Aluk Todolo - Beautiful Scenery	- Natural Phenomena Related Objects - Cultural Heritage - Scenery Resources
90	Talondo Tallu	- Waterfall - Historical Site for Aluk Todolo	- Natural Phenomena Related Objects - Cultural heritage
91	Bukit Burasia	- Beautiful Scenery - Historical Fortress - Red-Pain Stone area	- Scenery Resources - Cultural Heritage - Natural Phenomena Related Objects
92	Batu Te'dek	- Waterfall - Unique wall of natural hill	- Natural Phenomena Related Objects - Natural Phenomena Related Objects
93	Binotok	- Tongkonan Traditional House - Traditional Cultural Hall - Beautiful Scenery	- Cultural Heritage - Cultural Attractions and Products - Scenery Resources
94	Bolong	- Waterfall - Beautiful Scenery - Cultural Communal Forest	- Natural Phenomena related Objects - Scenery Resources - Cultural Heritage
95	Kolle	- Tongkonan Traditional House - Traditional atmosphere - Beautiful Scenery	- Cultural Heritage - Cultural Attractions and Products - Scenery resources

- Note:**
1. *Erong is a carved coffin;*
  2. *Liang Paa' is a carved burial hole in stony hill;*
  3. *Tau-tau is wooden statue of the dead person;*
  4. *Patane is a transformed culture of burial building; Rante is a yard to slaughters the animals for sacrificing in cultural ceremony.*

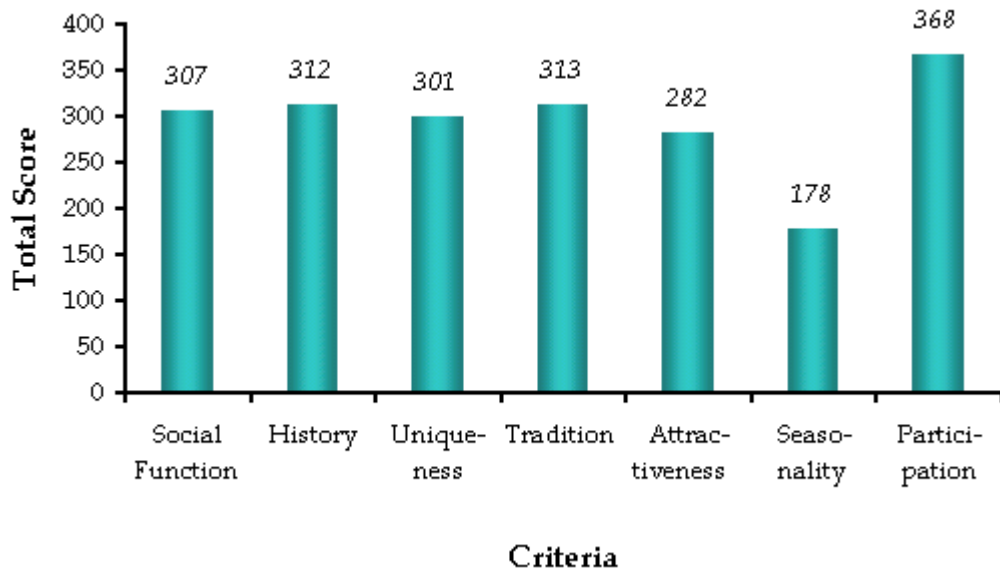
**Figure 5.6.** The Number of Cultural Heritage Resources in Tana Toraja due to its Valuation-Score-Class in each Valuation-Criteria



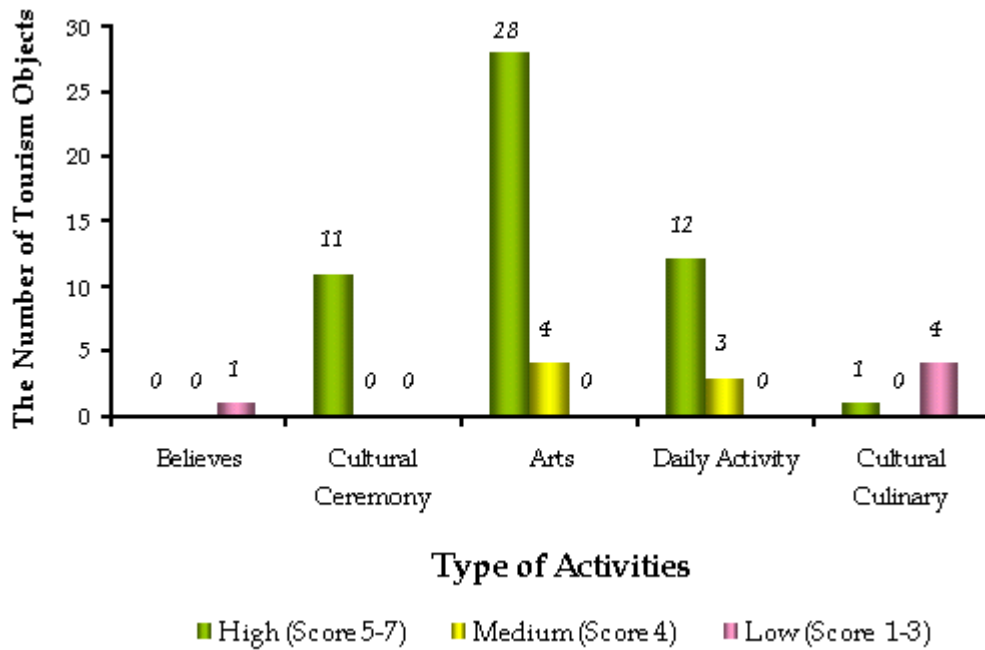
**Figure 5.7.** The Classification of Cultural Heritage Resources in Tana Toraja due to its Total Valuation-Score



**Figure 5.8.** Total Score of Valuation Criteria of Cultural-Custom Resources in Tana Toraja

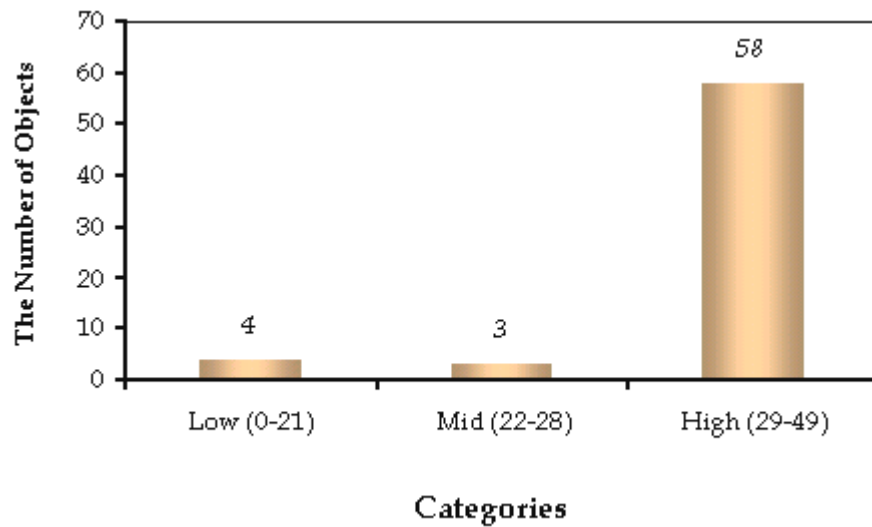


**Figure 5.9.** The Number of Cultural-Custom Resources in Tana Toraja due to its Valuation-Score-Class in each Valuation-Criteria





**Figure 5.10.** The Classification of Cultural Custom Resources in Tana Toraja due to its Total Valuation-Score



## 2. Cultural Heritage Tourism Resources

Looking at the classification results of tourism resources as shown in **Table 5.1** and considering the identification procedures used in this study, it becomes clear that all the communities of Tana Toraja have so far concentrated on presenting their *cultural heritage* as tourism attractions. Referring to the method used in this study, the minimum total score is 6, meaning 6 criteria times the score 1 as the lowest individual criterion score; on the other hand, the maximum possible total score that an object can get would be 42. However, **Fig. 5.5** up to **Fig 5.10** shows that only some objects, which were classified as *medium-score-class* (19 out of 69 objects), and even very few objects were classified as *high-score-class* (12 out of 69 objects).

Some general reasons that why most of the objects were evaluated to low score by the evaluators are:

- ❖ In term of *history-criteria*, most of the objects were never being a part of national history or even at the local level. Most of the objects are promoted by the owners just due to their subjective collegial-proudness.

- ❖ In term of *uniqueness-criteria*, only few objects that really have different shape, commonality, and size to other objects in the same type. For example, most of Tongkonan-houses have been built just in the basic standards of a tongkonan-house.
- ❖ In term of *social-function*, there are only few objects that still having well social function. For example, most of tongkonan-houses are not really used any more by the owner (even in the house hold level); as the result of the extending number of family member. The original layout of a traditional-tongkonan was not fit any more for the modern daily life; since it layed-out in form of small room, low-ceiling and less number of windows
- ❖ A part of the decaying-proces, which is, attacked most of the objects; the low score of *attractiveness-criteria* was also caused by dirty and messy conditions (see **Fig. 5.11** and **Fig. 5.12**).



**Figure 5.11.** Messy Environment at Tongkonan Nanggala (Credit: Avenzora, R)



**Figure 5.12.** Ageing Process decrease the value of old Tongkonan in Tana Toraja (Credit: Avenzora, R)

Referring to the existing scores, one thing that needs to be realized by all manager of *heritage-resources* tourism object is that these objects actually never stand on themselves in providing satisfaction to the tourists. The lack of *interpretation programs* that can support and are reliable to explain a *material-heritage* object turns the *uniqueness* and *environment harmony* of an object into dominant criteria for tourism satisfaction. For example, *simbuang-menhir* in Bori' Kalimbuang is unique because of its size that is much bigger than other *simbuang* stones.

Realizing that uniqueness of a *material-heritage* cannot be manipulated/adjusted, the "environment" construction is one of the main keys to increase the value. In this study the harmony of an object in Bori' Kalimbuang was scored low because of the construction of souvenir

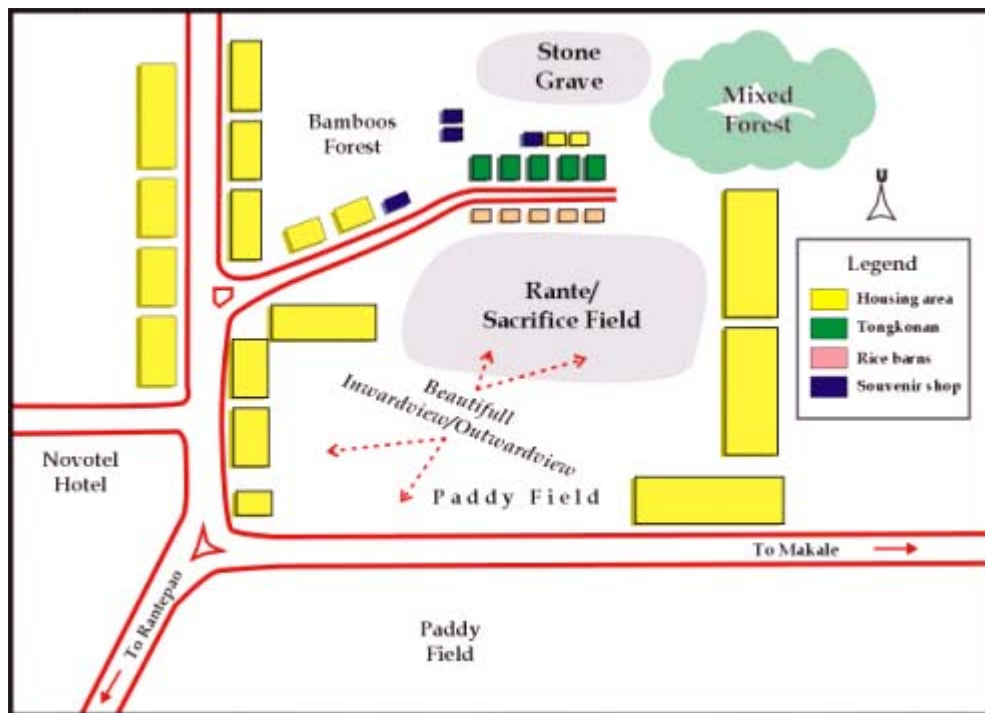
kiosks opposite the entrance, where they block the view of the *paddy-field-scenery* around. Like this, the kiosk construction has cut off the open space unity between the *simbuang-ground (rante-simbuang)* and the nature stretch ahead.

A stone house next to the old tongkonan building that is used as a Kolo' Kolo' Museum in Sa'dan Balusu has also visually and atmospherically polluted the traditional tongkonan environment and other traditional buildings. Moreover, the construction of a souvenir kiosk between two tongkonan buildings in Ke'su' has reduced the score of *attractiveness-criteria* and *harmony-criteria* for the Tongkonan Ke'su'. The construction of food kiosks and souvenir kiosk surrounding Kolo' Kolo' has also made a narrow frame for the site. Similar kiosk constructions have also happened at the entrance to Ke'su'.

The interview results however show that the object owners usually intend to build an entrance gate with its facilities (such as ticket-box) like in tourism parks in order to collect the entrance fees. Their poor understanding of ticketing systems – as well as a bad system of control for income by the local government – lead them to think practically to fence their object in order to control the visitors entrance.

In order to figure out the role of private ownership pattern, there is a question to think about, i.e. : “what will happen if all the family members of Tongkonan Ke'su' or Tongkonan Balusu want to have business in tourism by building various food or souvenir kiosks around their Tongkonan?” If the paddy field owner in the north of Ke'su' replaces the land use and function with another, will Ke'su' still have good spatial harmony and support or give added value to the beauty of tongkonan objects (see **Fig. 5.13**)? Those questions represent obstacles that arise from the *private-ownership* side.

Further, although all communities still remember and respect the regulation how to enter a cemetery<sup>33</sup> they allow it to be ignored by tourist. Even noise, they intend to rearrange things in order to please impress the tourist. The cemetery environment of Ke'te' Ke'su' can be used as an example. All the tourists that visited Ke'su' certainly still remember how human backbones are intentionally spread to make them visible for the tourist.



**Figure 5.13.** The Land-use Situation in Ke'te' Ke'su'

Even more, the *guides* accompanying the tourists convincingly and proudly explain that all of those bones are those of their ancestors and/or of the family members from Ke'su', who have been called by the Creator. This phenomenon leads us to consider the following questions: (1) how do visitors appreciate this presentation? (2) don't all families anywhere in this whole world (including in the communities of Tana Toraja) always

<sup>33</sup> Required to wear black, and even to slaughter an animal; at least a chicken.

pay a very high respect to their ancestors and their other family members who pass away before them?, and (3) how many percents of the visitors who will not say “idiotisch”<sup>34</sup> for the loss of the “world respect” in Ke’su’. Walter (1990, p. 39) reminded that a funeral and burial have several following aspects, namely. (1) physical aspect, (2) social aspect, (3) spiritual aspect, (4) psychological aspect, and (5) economic aspect.

To complete the results as stated on the above tables, the following points also need to be highlighted for discussion:

- ❖ The number of the locations having resource potentials for *cultural-tourism* activities is very high.
- ❖ Most of cultural attraction that are intended to be shown or that are already presented all belongs to cultural-heritage potential.
- ❖ Almost all those objects are of *private ownership*, and not *state-ownership*.
- ❖ When recording the community motivation (see Chapter six) it become obvious that the recorder-list of heritage-tourism objects can easily been outnumbered. Each community group intended to show various cultural material heritage of their family group as something, which deserves to be marketed as *heritage-tourism* object, and there is a tight competition among the owners of the object locations.

These findings essential have implication for any sort of further tourism development. In a way the abundance of objects will increase the potentials as such. On the other hand, it will also cause a tight competition between the objects of the same type. Due to private ownership, the development burden of the government is small, but the full right and

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<sup>34</sup> This term is generally used in German to express a situation that is hard to accept logically, where the situation is considered not sensible, weird, confusing and annoying.

freedom having by the owner brings crucial implication of the construction and change of their object. For example, limited knowledge and experience have made them misled in renovating their tourism objects.

Regarding the above conditions, the following questions must be attempted:

- ❖ What are the benefits and risk to be expected from an unlimited and unregulated access to those objects?
- ❖ What kind of regulations should be introduced to prevent distortion and destruction?
- ❖ Which and how many cultural heritage objects should be used and developed as tourism attraction, if limitation and regulation were introduced?
- ❖ What sort of burden and benefit distribution can be implemented?

From various explanation above it is clear that the sustainable tourism development is not an easy task to perform as what has been echoed by many parties nowadays. Meanwhile, the local practitioners' understanding of *sustainable tourism* as elimination of modernization is another aspect that often causes conflicts in the field. The population in remote villages become reluctant to convert their village into a tourism object due to anti-modernism talk. Each community group, sooner or later, and in any way, will always move towards a modern condition. It is important to remember that the *sustainable tourism* concept or the various other terms that are used does not mean to let the rural community live without the touch of modern life and technology. Electricity, road facilities and even a new stone house with classic European design are out of

question to support their life quality and economy. The most important thing is that the transformation can proceed in harmony with the surrounding natural environment and the inner social structures.

A further conclusion from the examples discussed above is essential to promote a good coordination, synergy and agreement among the community members to promote a sustainable tourism development. However, that synergy is not easy to reach. Business “competition” between the families/relatives of object owners easily decreases the object quality. Since business rights belong to other community members as well (those who are not families/relatives of object owners), they can also make business in providing tourism facilities on their own land, neighboring or surrounding the object. There is no rule to prohibit them. The dream of *tourism-money* will make them try to pursue it. Consequently, economic benefit distribution must also be thought about considering that tourism resources in Tana Toraja are mostly privately owned. However, what the community member understands about tourism benefit is generally at the level of *direct-benefit* in the form of cash while the possible indirect benefits are hardly understood and felt.

### **3. Cultural Custom Resources**

In this resources group, the score for evaluation was extended become a 7-scale of one to seven that stand for expressing a qualitative value of *really bad, bad, quite bad, medium, quite good, good, and very good*. The extending scale was needed to be developed in order to skip the bias of *sensory-stimuli*<sup>35</sup> that are dominating the evaluation process of *uniqueness, attractiveness* and *participation* criteria. It is important to be understood that his score for an object is just coming out due to his spontaneously sense or

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<sup>35</sup> See Smith, 1989, p. 64)



comment when he looks at an attraction in. The extended score was also inspired by the 3-level qualitative expression that traditionally used by the local community to evaluate any subjective matter, namely *MAMIK* (good), *MAMING* (very good) and *MAAMMMING* (excellent).

From **Fig. 5.8**, **Fig. 5.9**, and **Fig. 5.10** it can be seen that almost all scores given by the observers range from “relatively high” to “high” for the *cultural-custom*<sup>36</sup> group, except for cultural-culinary activities which were ranked from “low” to “relatively low”. However, the main problem of the tourism resources in this group is the lack of all those activities in the daily lives of Tana Toraja communities. The interesting dances and musical arts can generally be found in the “ceremony season” only between July and September, that is after the harvest time for rice. From the interviews it is found out that this timing is due to the need for wide-open space for ceremonies, as well as to the holiday time for school children, where the chance of family members who are staying away to attend the ceremonies is high

Since most of attraction do not only show an inter-relationship amongst the community, but also show their togetherness, it has been ranked into high score of *social-function-criteria*. Even though in the reality there is an erosion/change of traditional custom, but principally most of evaluated-attractions are originally rooted from the ancestor tradition of Torajan; it lead to a high score in evaluation process of *history-criteria*. Meanwhile, the *participation-criteria* were mostly ranked into high-score because of the tourist have more chance to take any *active-recreation-activity* in every attraction.

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<sup>36</sup> Like the procession of Alu' Todolo, Rambu Tuka' and Rambu Solo' ceremonies as well as various activities in art groups and tradisional games.

*SISEMBA'* and *PA'BOSEN* have been ranked into a high-score of uniqueness-criteria also because of the intrinsic value of its activities. The *SISEMBA'* express the sense of power and togetherness amongst a group, and the *PA'BOSEN* tell about the sense of love, happiness, and jokes among the community. The performance of the in-group-fighting (of dozen people) in *SISEMBA'* seem to be unique since this kind of traditional-game occurred rarely in Indonesia. The same unique feeling also rise up when evaluates the reciprocally melodious poets performed by dozen people in *PA'BOSEN*.

The observation results show that there is the lack of growth in arts among the community members. Various ritual activities are generally performed in groups of representatives of families, but only a few of the group still seem to be capable to do the arts in a good and right manner. Special experience or art skills only performed by professionals who usually get paid. From several observed ceremonies of Rambu Tuka' it become obvious that the community members generally tend to participate just as an audience.

In several places, in Suaya for example, a few community members start managing art activities in the form of practice groups; generally to train primary school students. This is basically a good attempt to promote art activities in the community. However, this training only aims at preparing the art for a show; not just for interest of enjoyment. This can be seen from the bamboo musical performance where are mainly performed modern songs than traditional Torajan ones.

"Karombi" music, with a simple instrument, is almost extinct in the mean time. During the study, only one or are two elderly could be found who can still play the instrument. The name of the music is still known by the

young generation and school students but they usually cannot play it at all. From several regions visited during the study, this music player is only found at the tourism location of Batutumonga.

Various folk games are actually quite typical and of high potential as tourism attractions. However, this folk game has vanished from the community daily life. The folk games which are native to Toraja can only be seen in Rambu Tuka' activities. While mixed folk games, such as spinning, are already extinct.

In *rural tourism* context, folk arts and folk games are actually very potential in lifting tourists' interest to extend their *length of stay*. In various countries in Europe art and folk games are performed as local festivals and are officially noted in yearly tourism routine calendars as a big event. This activity does not only attract local tourists but also international ones if well organised and performed. *October-fest* is one of the examples of a very popular festival, which was rooted from a folk-festival in Bayern, Germany. In that season all regions (including the village level) plan and present their various folk arts and typical dish.

To promote folk arts and games in tourism sector the following points need to be considered in the planning:

- ❖ Art activities have to be intended to maintain and develop the art itself. An original artwork has a higher sale score in tourism, while a re-created artwork, with an excuse of contemporary art, is a useless attempt and has a low score. For example, a re-created form of Tari Saman<sup>37</sup> in various types of contemporary dances still gives a strong

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<sup>37</sup> The most popular dance of Aceh Province

original *image* of Tari Saman itself. Thus, it is clear that the re-creation process in arts will only give a stronger score to the original work; and this means a useless effort for the re-creator.

- ❖ Folk arts and games are necessities for community life. The community needs art to process the soul perfection. The more community members use arts in their daily lives, the higher the potential for the art to be used as a tourism commodity will become. Further, an art festival which is initially organized for the communities themselves (as a motivation drive) is an initial step to an art festival having a high score in tourism.

## **B. EVALUATION OF NATURE RELATED TOURISM RESOURCES**

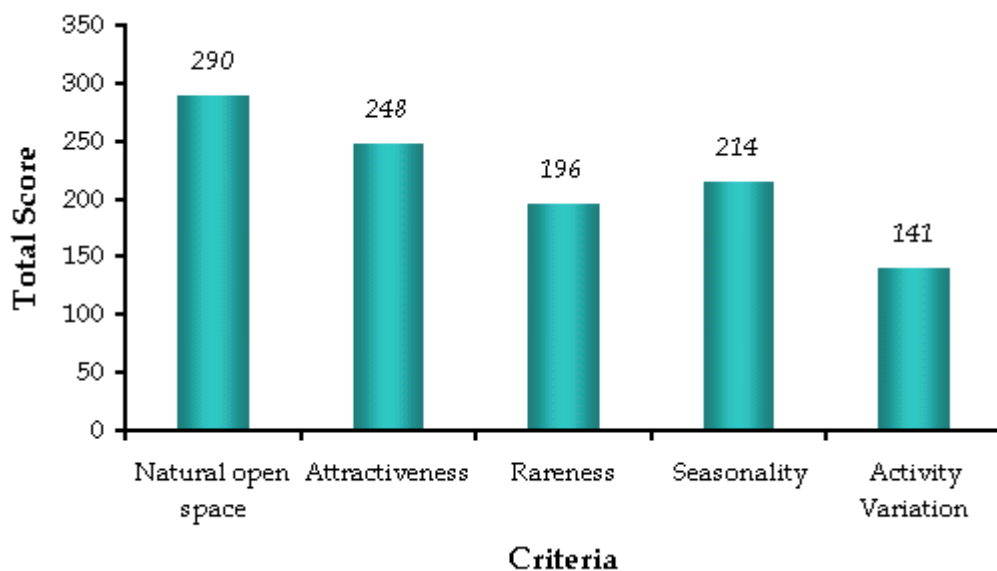
From the above discussion it is evident that the existences of *material-heritage* tourism potentials in Tana Toraja greatly depends on the condition and harmony of the surrounding environment. Thus, the next things to consider in tourism development in Tana Toraja are regional landscape and land use.

The access to *nature-base-tourism*-resources in Tana Toraja is in principle similar to the one practised for the *cultural-tourism* resources. Various landscapes and natural phenomenon in Tana Toraja are certainly very attractive for tourism. The scenic beauty of Tana Toraja is a result of a result of Torajan ancestors' work in utilizing, processing and managing the natural environment carefully. This cultural landscape reflects tradition care and harmony of the Torajan people in relation to their natural environment.

Various *scenery-points* potential as *activity-points* for natural tourism activities have been identified in this study. The number of nature related tourism resources is only around 20 % of total attractions that have been recorded in this study. **Fig. 5.14** shows that 53 objects (out of 55) have been scored “high” by the three observers.

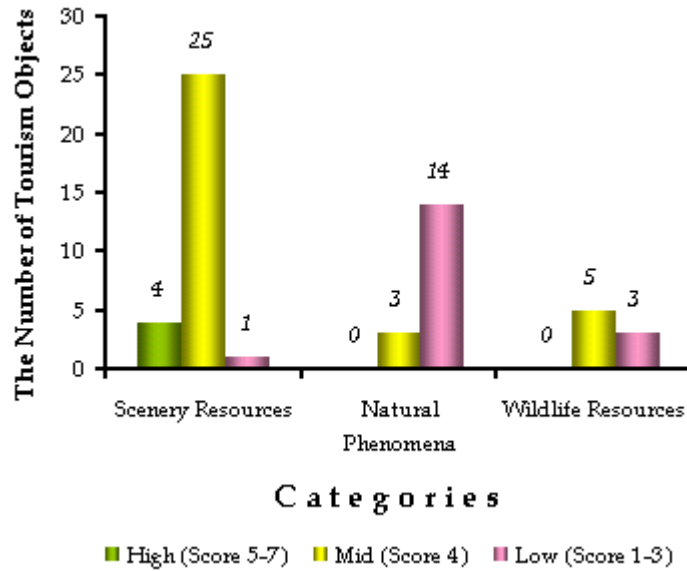
Even though the tourism developments in Tana Toraja have been promoted since more than 20 years ago (in the early 1980), however the existing physical condition still such like what Butler (1980<sup>38</sup>) called as *development-phase – even involvement-phase –* of Butler’s Tourist Product and Life Cycle Model. Most of the resources are still in natural and good condition. That is the main reason why most of the resources having ranked into high score by the evaluators.

**Figure 5.14.** Total Score of Valuation Criteria of Nature Related Tourism Resources Tana Toraja

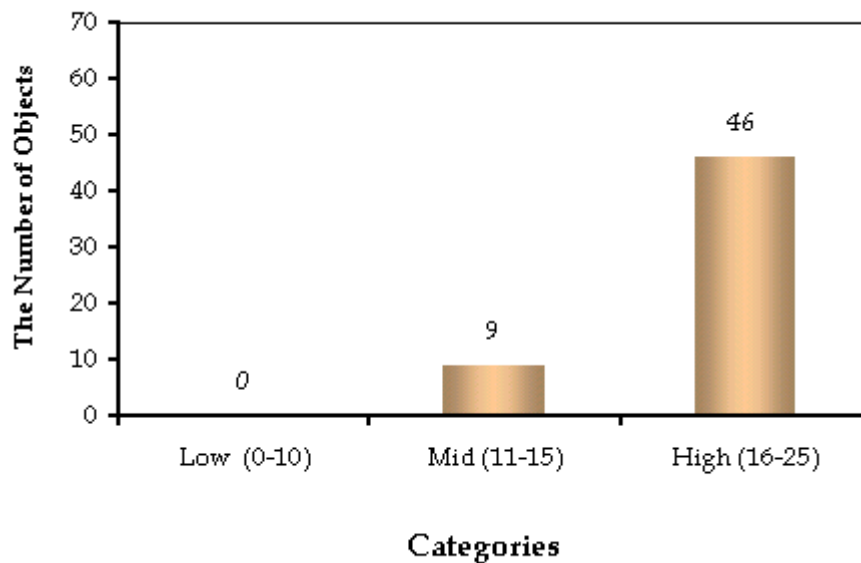


<sup>38</sup> His models consists of several phases, namely exploration, involvement, development, consolidation stagnation, rejuvenation and decline.

**Figure 5.15.** The Number of Nature Related Tourism Resources in Tana Toraja due to its Valuation-Score-Class in each Valuation-Criteria



**Figure 5.16.** The Classification of Nature Related Tourism Resources in Tana Toraja due to its Total Valuation-Score



Mostly, the sites of object site still have a wide natural open space for tourism activities. The variation and harmonious gradation of landscape element of the scenic beauty also bring a high score of *attractiveness-criteria*. Even though the number of rainy day in Tana Toraja is quite high,

but the beautiful landscape and other natural tourism resources could still be enjoyed during the daylight; and its lead to mid-score. Meanwhile, the *activity-variation-criteria* have mostly been ranked into a low-score because of two main reasons, i.e.: (1) the lack of some facilities in the surrounding, and (2) in order to prevent and conserve the natural condition. The parameter of “potential-activities” which is applied in *activity-variation-criteria* was sharply reduced due to its potential of negative impact to the environment.

Due to the private ownership, the resource utilization must also be done carefully, in integrated and sustainable ways. For example, on Makale – Rantepao route, to the right side along Pongtiku Road, everyone can see how strong and powerful Tondon Burake in Makale City as the capital city of Tana Toraja. This landscape beauty is a dominant environment component and can be used as tourism attraction of Makale City. Unfortunately, many parties have not realized this, and various new buildings were established along that road which now blocks the view. It is important to keep in mind that tourism satisfaction is a total satisfaction obtained by a tourist in the five phases of the journey performed. The undisturbed beauty of the scenery along the road can eliminate the fatigue of a long trip to Tana Toraja.

There are actually some *sign-boards* in various locations remaining about the *building coefficient* regulation and about Construction Establishment Permit (locally well know as IMB). However, for the success of sustainable tourism development it is necessary to rectify *building coefficient* at a scenery-site. *Building coefficient* is important and unique *scenery* must be managed in such a way that each erected building in that location: (1) does not block the *scenery-view*, which is important for tourism, and (2) becomes a landscape element that furnishes the *beauty-scenery* background.

To determine the *building coefficient* regulation at the *scenery-point* location, it is necessary to conduct a participatory approach study to decide the best figure of *building coefficient* in a location. With this participatory approach, a number of implementation steps could also be achieved. Some strategic steps above can be done with the integration of *land-consolidation*. Bali is one of the provinces in Indonesia, which has benefited from this land consolidation activity for tourism development. The area, which has a fixed plan of land consolidation, achieves better prices for land.

### **C. DISTRIBUTION ANALYSIS OF GEOGRAPHICAL LOCATIONS OF TOURISM OBJECTS**

By mapping the locations of various identified tourism resources (**Fig. 5.17**) it can be seen that those are spread evenly in almost all the existing regencies in Tana Toraja. Meanwhile, the application of *standard deviational ellipse* method shows that the ellipse centre point is located around Rantepao (see **Fig. 5.18**) so the fact that Rantepao city has so far been selected as an activity center is reasonably good.

The fundamental problem in planning the road network is how to connect each existing tourism object in such away that efficiency and effectiveness of facilities development can be obtained. Similarly, it is also important to watch the *tourism facility pattern and intensity* in the planning to anticipate the community myth, which believes that various complete tourism facilities must be provided in each tourism object location. By recognizing the distribution patterns of tourism object locations, there are two points that need to be paid special attention for further development planning: (1) the road net work pattern and intensity, not only at the regional level but also must be at site circulation, and (2) the tourism facility pattern.



In civil and transportation work this is usually determined by *accessibility index*. This index is generally determined by applying the criteria of “*travel time*”, “*road condition*”, “*compactment type*”, and “*regular transport availability*”. However, considering the tourism trip characteristics, it is better to equip the index with *multi-direction traffic* variables. This is necessary to anticipate the optimum experience attainment of the trip to and from the targeted object. Considering that tourism satisfaction is a total satisfaction of the five phases of tourism trip, a *back-track accessibility* pattern needs to be minimized.

In planning the *trace-road* on regional accessibility routes, the following points need to be considered: (1) maximum beauty on each road route planned, (2) uninterrupted spatial unity with the consideration that there is a tendency of residential patterns along a newly opened road, (3) a unity of ecological function, and (4) regional network connections with local circulation networks. Expertise of a *landscape-interpreter* and a *sustainable-tourism-planner* is a need to reach the fulfilment of all the above aspects. However, various civil work basic regulations of road network development are certainly still the bases for consideration, for example: (1) excess minimum, and (2) bridge minimum.

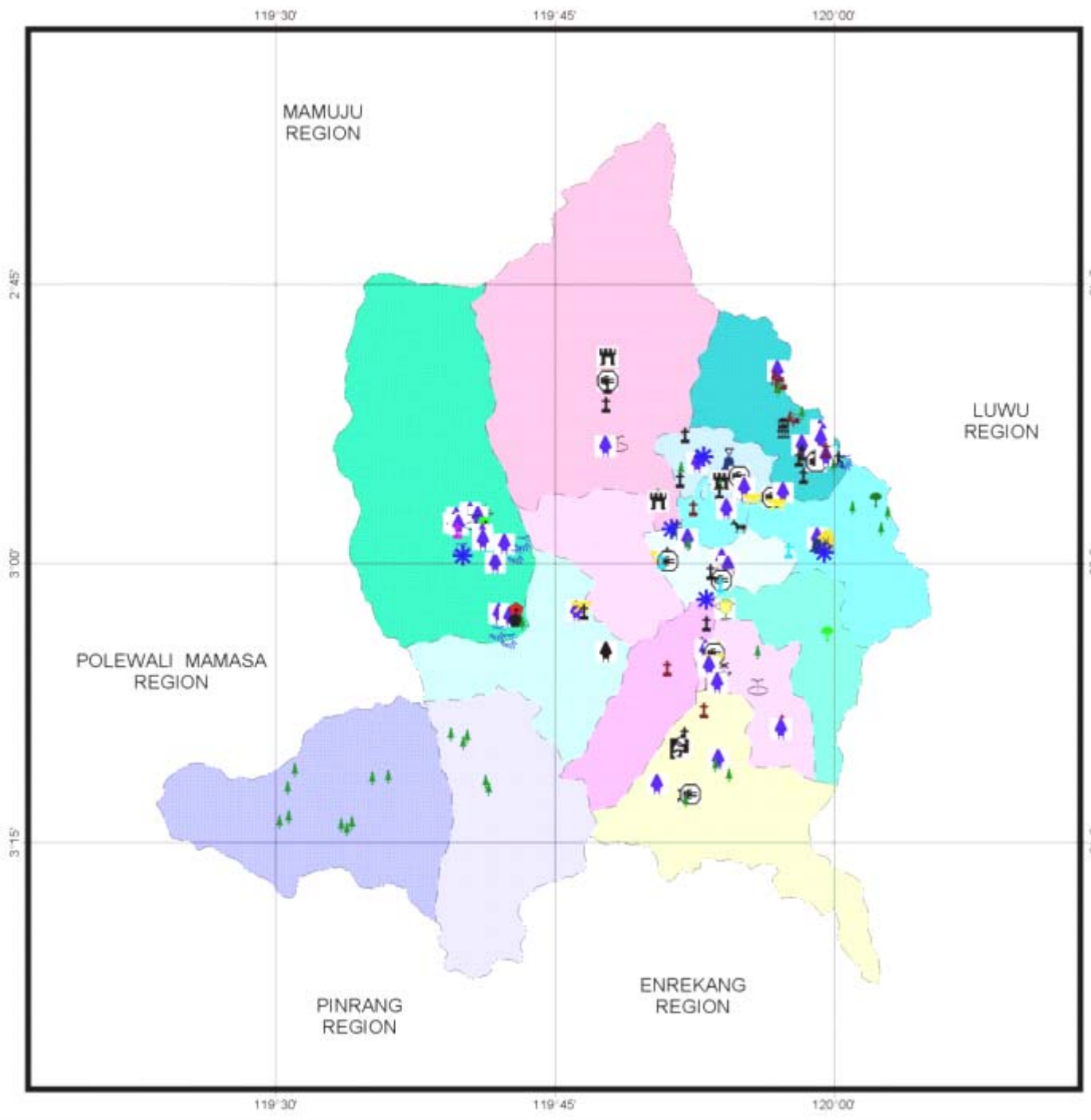


Figure 5.17  
**MAP OF TOURISM OBJECT DISTRIBUTION  
 IN TANA TORAJA**

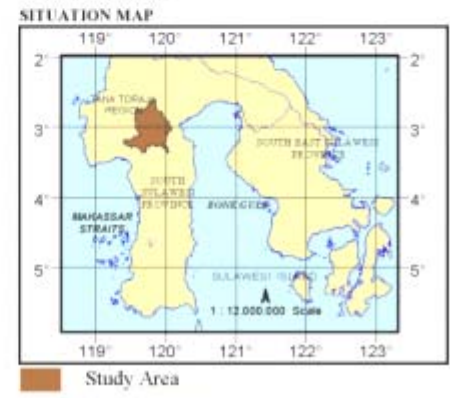
**SOUTH SULAWESI**

1 : 600.000 Scale

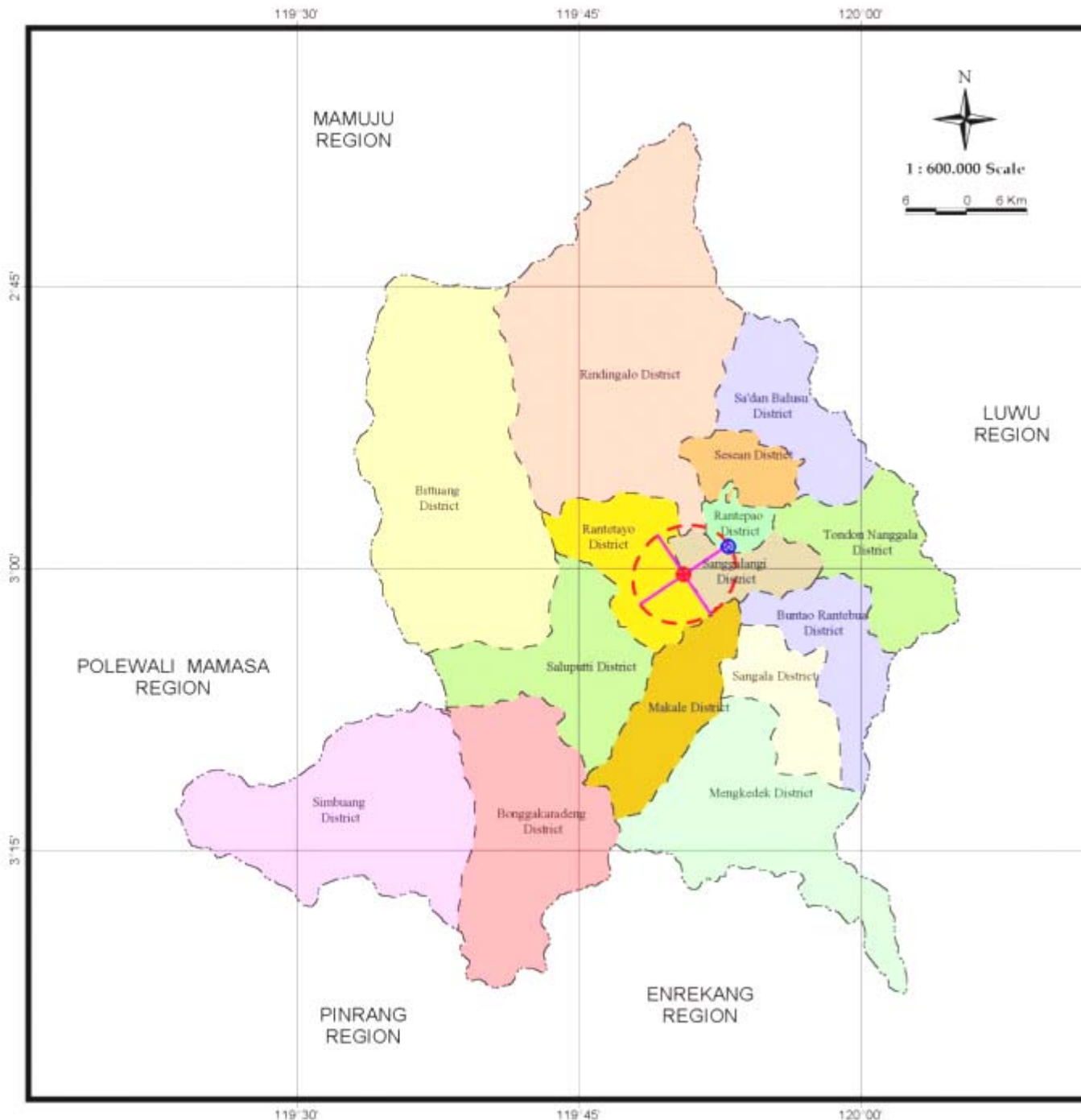


- LEGEND :**  
 - - - District Boundary
- TOURISM OBJECTS :**
- |                              |                          |
|------------------------------|--------------------------|
| Waterfall                    | Mini Museum              |
| Te'dek Rocky                 | Wood Craft               |
| Cat Rocky                    | Climbing Rock Area       |
| Fortress Monument            | Natural Panorama         |
| Erong                        | Passiliran (Baby Grave)  |
| Natural Cave                 | Traditional Textile Mill |
| Bats Habitat                 | Rante                    |
| Untailed Monkey Habitat      | Simbuang/Menhir          |
| Protective & Tourism Forest  | Spring Hot Water         |
| Metal Craft                  | Spring Salted Water      |
| Rocky Grave Site             | Tau-tau                  |
| Hanging Coffin               | Cultural Rocky Villages  |
| Myth Grave & Historical Site | Cultural Villages        |
| Woody Grave Site             | Animal Market            |
| Rice Barn Site               | Estate Crop              |
| Tirta Spring Water Site      |                          |

**DATA SOURCES :**  
 - Administratives Map of Tana Toraja Regency  
 - Rupa Bumi Indonesia Map 1 : 50.000 Scale  
 - Tourism Object Distribution Map of Tana Toraja Regency  
*\*have been enriched by the result of participatory mapping of tourism resources\**



Credit: Ricky Avenzora  
 Drafter: Aje Hadi Gumelar, Kamal Yusuf



**Figure 5.18**  
**MAP OF DISTRIBUTION CENTER**  
**OF TOURISM OBJECT**  
**IN TANA TORAJA - SOUTH SULAWESI**

- LEGEND :**
- - - District Boundary
  - Mean Centre
  - Median Centre
  - - - Centre of services with respect to the radius of Ellips Centre

**MEAN CENTER**

$$\bar{X} = \frac{\sum X_i}{N}, \quad \bar{Y} = \frac{\sum Y_i}{N}$$

Where:

- $\bar{X}$  = X - coordinate of mean centre
- $X_i$  = horizontal coordinate of point i
- $Y_i$  = vertical coordinate of point i
- $N$  = number of points

**STANDARD DISTANCE**

$$SD = \sqrt{\frac{\sum D_i^2}{n}}$$

Where:

- $D_i$  = Distance between each point and the mean centre ( $D_i = X_i - \bar{X}$ )
- $n$  = Number of points, not including the mean centre

**STANDARD DEVIATIONAL ELLIPS**

$$\tan \theta = \frac{(\sum X^2 - \sum Y^2) + \sqrt{(\sum X^2 - \sum Y^2)^2 + 4(\sum XY)^2}}{2(\sum XY)}$$

$$\sigma_x = \sqrt{\frac{(\sum X^2) \cos^2 \theta - 2(\sum XY) \sin \theta \cos \theta + (\sum Y^2) \sin^2 \theta}{n}}$$

$$\sigma_y = \sqrt{\frac{(\sum X^2) \sin^2 \theta + 2(\sum XY) \sin \theta \cos \theta + (\sum Y^2) \cos^2 \theta}{n}}$$

Where:

- $\tan \theta$  = tangent of the angle of rotation
- $\sigma_x$  = standard deviation along the X-axis
- $\sigma_y$  = standard deviation along the Y-axis

- DATA SOURCES :**
- Administration Map of Tana Toraja Regency (1999)
  - Pupa Bumi Indonesia Map 1 : 50.000 Scale (1999)



Study Area

Credit : Ricky Avenzora  
 Drafter : Ajje Hadi Gumelar, Kamal Yusuf

Combining the road network patterns and trekking routes is an important example of *site-circulation* planning. Although this network intensity does not frequently arise in various road network maps, the trekking network actually has a big connection with regional road network. The *site-circulation* connections to the network of regional road networks are also important in total circulation efficiency of tourism movement in the region. On a regional scale *site-circulation* must be planned in such a way it required still acceptable travel time from the regional road networks. The common travel time between 1 and 2 hours on foot is a general requirement used.

The fundamental problem in planning tourism facility development is how to satisfy the various needs and expectation that might show up at a certain tourism site efficiently and effectively. By far, not every tourism object has to be equipped with various tourism facilities at the surrounding areas. Mainly, for Tana Toraja the following approaches can be considered to give them a uniform and easily recognisable appearance at an easy accessible spot, i.e.: (1) *center of services* which is based on municipality administrative region, (2) *sub-center of services* which is covering the cultural regions.

Since the municipality administrative region is clearly set up, the selection of the *center of services* location can be integrated with the of Municipality regional Design Detailed Plan. At autonomy era the development of municipality region is an obligation that has to be carried out by the municipality itself. Integrating a tourism facility development plan into the public facility plan in a region will reduce the burden to build up the public facilities, which has previously to be financed solely by the municipality government alone. For this reason the design of detailed plan should involve a tourism planner.

The cultural variety amongst the different realtive groups is one of the main reasons why it is necessary to consider sub-cultural region as a reference for the *sub-centers of services*. By this approach, each cultural community group in Tana Toraja has a chance and needs to define and select the tourism segment they want to supply so that the facilities provided would also be specific. Furthermore, the programs can be compiled together in the major cultural groups of North Toraja, West Toraja and Tallu Lembangna. Thus, there will be a levelling *center of service* pattern, namely the *main center of service*, and the *secondary center of service*. A *secondary or sub-center of service* must be directed just as a *stopping point*. This staged pattern is expected to be able to result in supply efficiency and effectiveness of space utilization, and the development equality can be reached.

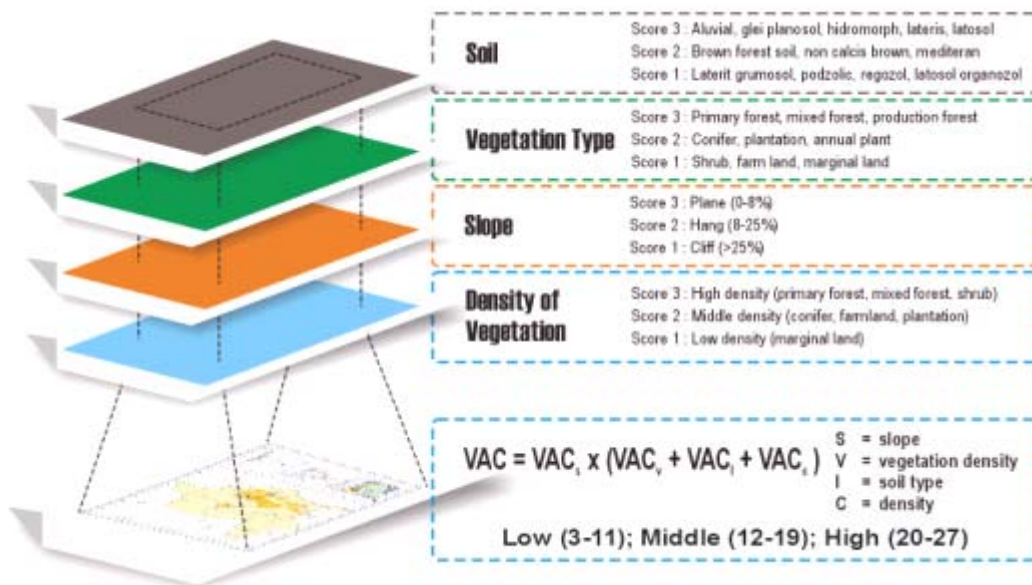
Specific and fragile ecological conditions of Tana Toraja are the main reasons why an approach of watershed management is also the next need and important need to be considered in determining the location of *center of services*. This approach will open up possibilities that a number of regencies and/or *cultural community regions* must be considered together as a supply unit of tourism facilities. Apart from ecological necessity benefit, this approach will also provide another benefit in the form of an efficient and effective *tourism program unit* for the involved regions of watershed management.

#### **D. EVALUATION OF THE ECOLOGICAL CAPABILITY TO SUPPORT TOURISM ACTIVITIES**

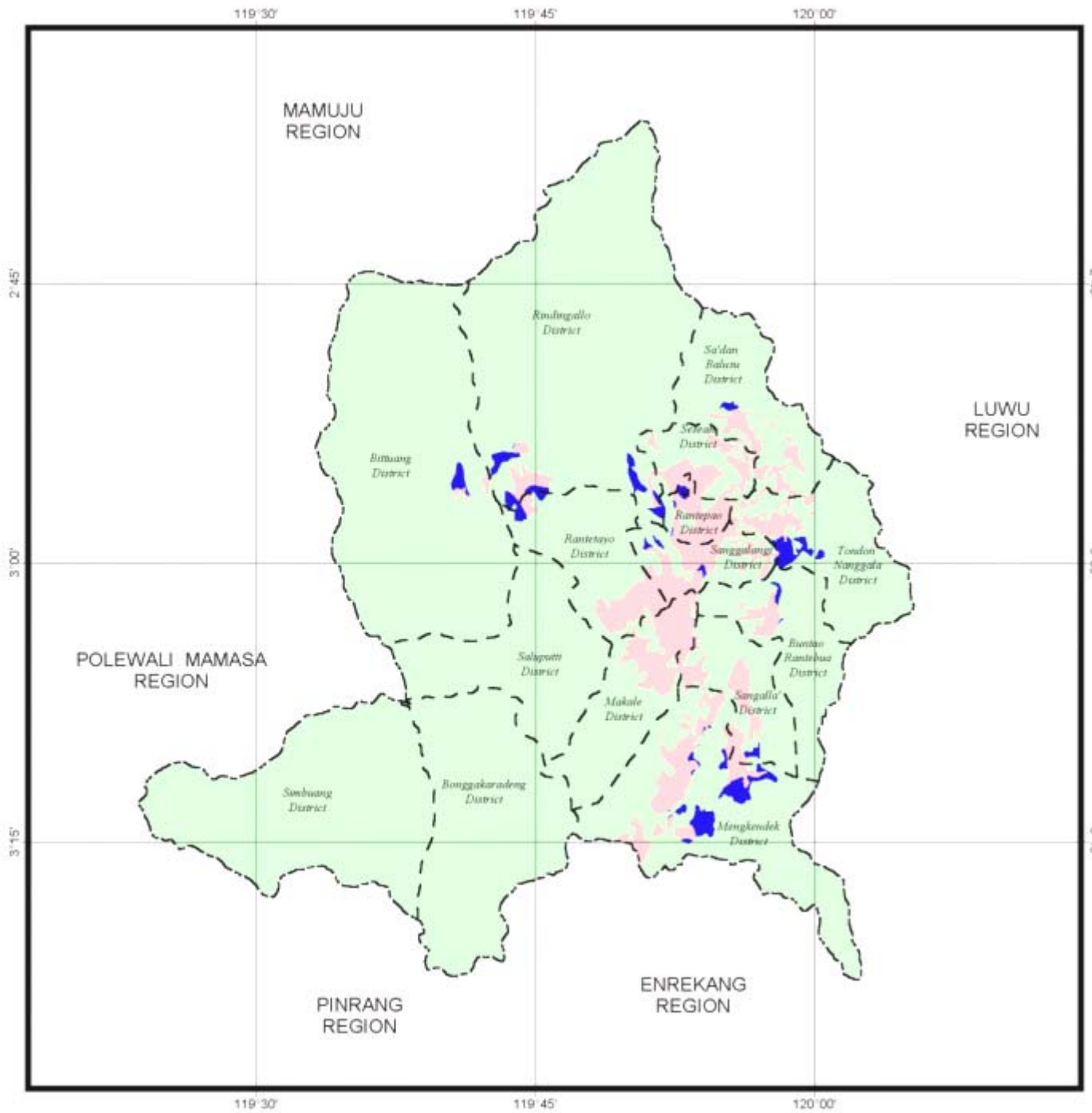
The method of Visual Absorption Capability (VAC; Elsner et.al, 1979, p. 432) has been used for evaluating the ecological capability of the area regency to bear tourism development. Basically, the idea of this method is to indentify the carrying capacity of an area to make any development

plan; without any destructive impact to the quality of its visual characters. Since the objective valuation of area's capability is done by taking the topographic characteristics, soil types, type of land cover, and the intensity of land cover into account, therefore this method could also be recognized as ecological evaluation. The general steps of this method are figured out at the **Fig 5.19**.

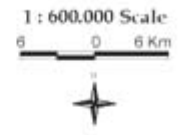
The result of this method show (see **Fig. 5.20**) that most of Tana Toraja area belong to the value of low capability. Only around 2 % of the area have sufficient capability to support any form of development plan. By this situation, at least there are three unavoidable consequences, i.e.: (1) it is a high risk to run any development without a good planing, (2) any implementation of development plan have also to be followed by environmental management program to reduce its negative impacts, and (3) planing unit and management unit of any development must be in detail scale.



**Figure 5.19.** Visual Absorption Capability Method (Elsner, et al, 1979)



**Figure 5.20**  
**MAP OF VISUAL ABSORBSION CAPABILITY**  
**IN TANA TORAJA**  
**SOUTH SULAWESI**



**LEGEND :**  
 - - - District Boundary  
 - - - Subdistrict Boundary

**LAND CAPABILITIES LEGEND**  
 [Green Box] Low  
 [Pink Box] Mid  
 [Blue Box] High

**Percentage of Land Abilities (Km Square)**

90.61 % (2.904,7)	1.36 % (257,4)
	8.03 % (43,6)

**DATA SOURCES :**  
 - Rupa Bumi Indonesia Map 1 : 50.000 Scale (1999)  
 - Administration Map of Tana Toraja Regency (1999)  
 - PUSAT PENELITIAN TANAH Bogor (2001)  
 Map of Landuse Coverage Tana Toraja (2000)



**Study Area**  
 Credit: Ricky Avenzora  
 Drafter : Aje Hadi Gumelar, Kamal Yusuf

To support the above analysis, a series of vegetation analysis also have been done in this study; which were addressed in Mesilla Hill area, and Tondon Burake area. The official data of land cover still claim that around 40 % of the Tana Toraja is covered by primary forest. The field observation during the study, however, showed that this information is unreliable any more. In the field, the physical performance of the forest which is stated as primary forest area in the official map has been changed into secondary forest; as a result of illegal logging. It is estimated the remaining primary forest is only around 25 % of the total area of the municipality spreading sporadically on the western and northern region of Tana Toraja. Also the remaining secondary forest is spread sporadically throughout the region. The general picture of land coverage is shown in **Fig. 5.21**.

The vegetation analysis done in Mesilla Hill<sup>39</sup> (in Bittuang municipality, west of Tana Toraja) identifies tree vegetation, namely Yasa, Pinus (*Pinus merkusii*), Balatapo, and Kaniki dominated forest. Some of the low plants, which dominate Mesilla Hill regions, are *Paku*, *Paken*, *Bolu kayu*, *Kaduk-kaduk*, *Sareng-sareng*, *Manuk-manuk*, *Lakan-lakan*, and *Roa-roa*. Rattan is also found in this region. The results of the vegetation analysis in this hill can be seen on **Tables 5.2** and **5.3**.

The vegetation analysis in Tondon Burake<sup>40</sup> shows that Buntu Burake consists of several types of vegetation or landscape types. The first ecosystem at rough and hilly slope ecosystem is dominated by pasture to pioneer vegetation types. The second ecosystem is pasture ecosystem, which is found in low land areas at the saddle part of the hill. *The third ecosystem* is a shrub ecosystem. The location of the shrub ecosystem borders with the pasture ecosystem characterized by a vegetation type of

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<sup>39</sup> This area is selected as an example of primary forest in Tana Toraja.



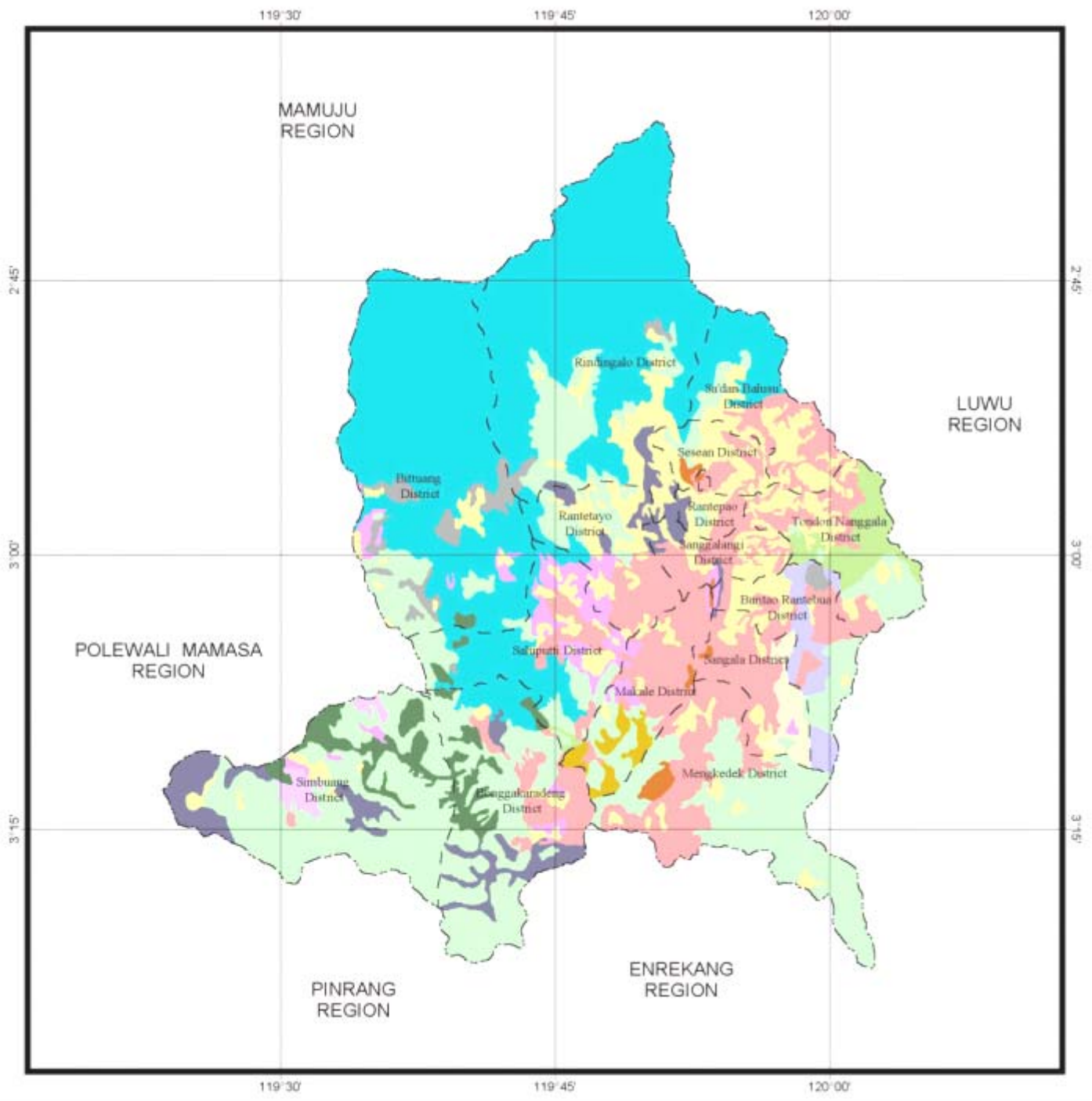
young trees. The fourth ecosystem is mixed garden ecosystem. This mixed garden ecosystem covers the biggest part compared to the other ecosystems in Buntu Burake. A general picture on the vegetation species in Buntu Burake can be seen in **Table 5.4**. The plant benefits as recorded by the community in Mesilla and Burake are shown in **Tables 5.5 and Table 5.5a**.

**Table 5.2.** The composition of Vegetation Types in Fifteen Observed Location in Mesilla Hill Areas

No.	Location	The number of growth level (individu/ha)					Total*
		Tree	Pole	Young Tree	Seedling	Schrubs	
1.	V1	32	20	29	13	27	77
2.	V2	28	25	23	32	33	86
3.	V3	24	13	7	23	25	67
4.	V4	18	9	12	11	15	46
5.	V5	35	21	36	21	22	85
6.	V6	20	11	14	8	26	65
7.	V7	17	15	20	12	13	52
8.	V8	32	18	30	22	20	79
9.	V9	18	20	22	15	34	77
10.	V10	29	24	27	28	29	88
11.	V11	32	15	15	13	9	56
12.	V12	18	22	21	19	33	73
13.	V13	21	16	26	18	23	62
14.	V14	19	20	29	20	20	69
15.	V15	24	14	19	12	11	50

**Credit :** Ricky Avenzora, Tutut Sunarminto, Harnios Arief, Siswoyo.

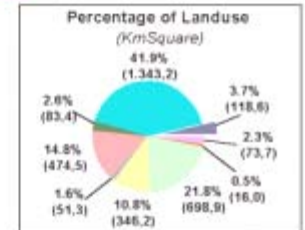
<sup>40</sup> The vegetation analysis in Buntu Burake aims at describing the condition of the neglected land in Tana Toraja.



**Figure 5.21**  
**MAP OF LANDUSE DISTRIBUTION**  
**IN TANA TORAJA**  
**SOUTH SULAWESI**

1 : 600.000 Scale  
 0 6 Km

- LEGEND :**
- - - District Boundary
  - Secondary Forest
  - Virgin Forest
  - Pine Forest
  - Mixed Crop Plantation
  - Coffe Plantantion
  - Paddy Field
  - Shrub and Bush
  - Bareland
  - Marginal Land



- DATA SOURCES :**
- Administrativs Map of Tana Toraja Regency (1999)
  - Rupa Bumi Indonesia Map 1 : 50.000 Scale (1999)
  - Landuse Map of Tana Toraja Regency (1999)
  - Landsat TM5 (1996)



Credit: Ricky Avenzora  
 Drafter : Aje Hadi Gumelar, Kamal Yusuf

**Table 5.3.** Vegetation Density due to its Growth Level in Mesilla Hill

Location	Vegetation density due to its Growth Level (individu / ha)				
	Tree	Pole	Young Tree	Seedling	Schrub
V1	114	308	1133	5000	26041
V2	48	100	200	4444	209444
V3	42	100	400	4000	33750
V4	52	63	472	6136	16136
V5	36	66	346	12166	104666
V6	81	62	350	1875	42187
V7	92	128	342	5357	22857
V8	57	164	542	1428	413
V9	153	30	584	2307	24807
V10	60	100	257	24107	23928
V11	35	80	720	1500	6000
V12	20	20	240	5250	23000
V13	70	33	1000	1041	26875
V14	110	83	900	11666	129166
V15	46	325	350	1562	30937

**Credit :** Ricky Avenzora, Tutut Sunarminto, Harnios Arief, and Siswoyo.

**Table 5.4.** Recapitulation of Vegetation Types in Mesilla Hill with respect to its benefit groups

No.	Function and Benefit	Number of Species
1.	Construction woods	71
2.	Fire woods	58
3.	Medicinal Plants	22
4.	Edible Plants	14
5.	Forages	12
6.	Bracket and Roofing	8
7.	Religion and cultural need	2
8.	Others	13

**Credit:** Ricky Avenzora, Tutut Sunarminto, Siswoyo

**Table 5.5.** Important Value Index (IVI) of 10 vegetation species in Burake Hill

Growth Level	Species	IVI	Species	IVI
Tree	1. Solo	67.3	6. Palm	13.7
	2. Kani	41.6	7. <i>Mangifera sp.</i>	12.1
	3. Pangi	22.0	8. Laban'	10.5
	4. <i>Casuarina sp.</i>	21.1	9. Bitti	9.0
	5. <i>Toona sureni</i>	18.5	10. Nangka	8.0
Pole	1. <i>Toona sureni</i>	77.2	6. Sipate	14.0
	2. Caco	47.0	7. <i>Persea americana</i>	12.4
	3. Solo	44.4	8. Pangi	9.0
	4. Langsat	20.8	9. Lembang	8.0
	5. Boyan	18.4	10. <i>Mangifera sp.</i>	
Young Tree	1. <i>Cofe sp.</i>	42.1	6. Solo	7.95
	2. Caco	37.2	7. Kani	7.4
	3. <i>Toona sureni</i>	14.1	8. Lembang	6.9
	4. Palo'	12.3	9. Bayok	6.8
	5. Bongli	9.0	10. Simin	5.2
Seedling	1. <i>Cacao sp.</i>	37.2	6. Lebannu	8.3
	2. Aren	32.5	7. Guajava	7.5
	3. <i>Cofe sp.</i>	29.5	8. Simin	7.34
	4. Murbai	27.0	9. <i>Mangifera sp.</i>	5.9
	5. Solo	12.05	10. Karondang	5.6
Schrubs	1. Galang-galang	37.25	6. Leleudang	6.33
	2. Pesarrin	30.55	7. Leleupang	6.3
	3. Paku-paku	27.6	8. Kasi-kasi	4.8
	4. Paku serang dena	8.0	9. Kambuni	4.67
	5. Babadotan	7.8	10. Sembang kila	4.23

*Tedong bonga*<sup>41</sup> is a domestic livestock that is endemic from Tana Toraja. This albino water buffalo has a very high economic and cultural value. *Tedong bonga*' slaughtering at a funeral ceremony is very high value sacrifice. Various types of local chicken are also important domestic animals. Apart from being used for cockfighting, various sub species of local chickens have important roles in various cultural ceremonies. Although some local informants stated that there are 16 local chicken sub-

<sup>41</sup> Is a water buffalo (*Bubalus sp.*) which is naturally albino.

species in Tana Toraja, it has been really difficult to trace each individual type during the study. None of informants could mention all the names of those 16 local chicken sub-species.

**Table 5.6.** The Number of Local Plant Benefits as Recorded by the Community in Burake Hill

No	Function & Benefit	Species
1.	Natural pepticides	Kasi-kasi or cente ( <i>lantana camara</i> ), kani or dadap ( <i>Erythirna lithosperma</i> ), pinus ( <i>Pinus merkusii</i> ), and Surian ( <i>Toona sinensis</i> )
2.	Soil Conservation & Soil vertillity enrichment	Beringin ( <i>Ficus benjamina</i> ), Bambu ( <i>Gigantochloa spp.</i> )
3.	Economic valuable plan	Aren ( <i>Arena pinnata</i> ), kopi, mangga ( <i>Mangifera indica</i> ), durian ( <i>Durio zibethinus</i> ), nangka ( <i>Artocharpus spp.</i> ) and murbei
4.	Construction woods	Solo ( <i>Paraserianthes sp.</i> ), Buangin ( <i>Casuarina junghuhiana</i> ), Surian ( <i>Toona sinensis</i> ) and pangi
5.	Aesthetic valuable species	Wild orchids

The various literatures on wildlife ecology in Sulawesi do not actually mention Tana Toraja as a distribution area of anoa (*Bubalus depressicomis*) but the local informants said that this animal could also be found in Tana Toraja regencies, especially at the Bittuang forest region. Although during the study none of the research members saw any anoa, the local community information needs to be considered since there are a lot of anoa skeletons kept in their houses.

The wildlife inventory activity conducted in Burake Hill (simultaneously with the vegetation analysis) only found 13 bird species. Meanwhile in Mesilla Hill regions shows that there are 27 bird species found in this region as shown on **Table 5.7**. The names of various birds found in Mesila Hill are presented on **Table 5.8**.

**Table 5.7.** The Result of Bird Observation in Buntu Burake (Frequency, Density, IPA, Varieties and Distribution)

No	Local Name	Scientific Name	Nb	N Plot	Fb	Fr	Db	Dr	IPA	PI	PI	H'	LN S	E
1	Kedasi Hitam	<i>Surniculus lugubris</i>	3	2	0.04	3.92	0.2	1.36	5.28	0.03	3.63	0.10	1.09	0.09
2	Cekakak hutan dada Sisik	<i>Actenoides princeps</i>	8	6	0.12	11.76	0.5	3.64	15.40	0.08	2.56	0.20	2.08	0.09
3	Kapinis		111	13	0.25	25.49	7.4	50.45	75.94	0.38	0.97	0.37	4.71	0.08
4	Punai Pengantin	<i>Treron griseicauda</i>	4	3	0.06	5.88	0.3	1.82	7.70	0.04	3.26	0.13	1.39	0.09
5	Pipit		71	13	0.25	25.49	4.7	32.27	57.76	0.29	1.24	0.36	4.26	0.08
6	Bandol Taruk	<i>Lonchura molucca</i>	6	1	0.02	1.96	0.4	2.73	4.69	0.02	3.75	0.09	1.79	0.05
7	Burung Hantu		1	1	0.02	1.96	0.1	0.45	2.42	0.01	4.42	0.05	0.69	0.08
8	Kutilang	<i>Pycnonotus aurigaster</i>	2	2	0.04	3.92	0.1	0.91	4.83	0.02	3.72	0.09	0.69	0.13
9	Cekakak Sungai	<i>Halcyon chloris</i>	3	3	0.06	5.88	0.2	1.36	7.25	0.04	3.32	0.12	1.10	0.11
10	Cenenen Gunung	<i>Orthotomus cuculatus</i>	1	1	0.02	1.96	0.1	0.45	2.42	0.01	4.42	0.05	0.69	0.08
11	Elang		6	4	0.08	7.84	0.4	2.73	10.57	0.05	2.94	0.16	0.69	0.22
12	Anis Gunung	<i>Turdus poliocephalus</i>	2	1	0.02	1.96	0.1	0.91	2.87	0.01	4.24	0.06	0.69	0.09
13	Kipasan Sulawesi	<i>Rhipidura teysmanni</i>	2	1	0.02	1.96	0.1	0.91	2.87	0.01	4.24	0.06	0.69	0.09
			220	51	1	100	14.7	100	200	1		1.83		1.28

**Note :** Nb = number of individu ; N-plot = number of plot ; Fb = frequency of bird;  
Fr = relative frequency; Db = density of species ; Df = relative density ;  
IPA = Shanon Index

**Table 5.8.** Types of birds found in Mesilla Hill areas with respect to Frequency of appearance

No.	Species		Common name	Freq.	N
	Local name	Scientific Name			
1.	Bitotoh	<i>Dendrocopos temminckii</i>	Caladi Sulawesi	6	9
2.	Pitutai		Malio Sulawesi	3	4
3.	Tirak	<i>Phylloscopus sarsinorum</i>	Cikrak Sulawesi	3	6
4.	Serre	<i>Rhipidura teysmanni</i>	Kipasan Sulawesi	9	14
5.	Urrio	<i>Oriolus chinensis</i>	Kepudang Kuduk Hitam	2	2
6.	Dema	<i>Lophozosterops squamiceps</i>	Opor Sulawesi	1	1
7.	Kora	<i>Spilornis rufipectus</i>	Elang Ular Sulawesi	3	3
8.	Kalidong	<i>Zosterops anomalus</i>	Kacamata Makasar	2	2
9.	Loi	<i>Macropygia amboinensis</i>	Uncal ambon	1	1
10.	Dasi Dewata	<i>Myzomela dibapha</i>	Myzomela Merah Tua	4	10
11.	Sue	<i>Turdus poliocephalus</i>	Anis Gunung	6	16
12.	Dido Tedong (Karasiak)	<i>Acridotheres javanicus</i>	Kerak Kerbau	5	7
13.	Dasidoh	<i>Ficedula rufigula</i>	Sikatan Leher Merah	4	6
14.	Sekle-sekle	<i>Enodes erythrophris</i>	Jalak Alis Api	10	18
15.	Dido Pangala	<i>Geomalia heinrichi</i>	Anis Geomalia	3	3
16.	Ti'tik	<i>Cisticola exilis</i>	Cici Merah	2	2
17.	Dasi	<i>Culicicapa helianthea</i>	Sikatan Matari	1	1
18.	Bu'ku	<i>Cryptophaps poecilorrhoa</i>	Merpati Murung	3	3
19.	Kala'si	<i>Treron griseicauda</i>	Punai Pengantin	2	2
20.	Belopah	<i>Nectarinia aspasia</i>	Burung Madu Hitam	7	9
21.	Kepak	<i>Streptocitta albicollis</i>	Blibong Pendeta	1	2
22.	Katiu	<i>Aplonis panayensis</i>	Perling Kumbang	1	1
23.	To'tosik	<i>Tyto rosenbergii</i>	Serak Sulawesi	1	1
24.	Kaloko	<i>Centopus bengalensis</i>	Bubut Alang-alang	3	3
25.	Lakkan	<i>Accipiter rhodogaster</i>	Elang Alap Dada Merah	2	2
26.	Alo	<i>Pitta erythrogaster</i>	Paok Mopo	1	1
27.	Torkiki	<i>Falco moluccensis</i>	Alap-alap Sapi	1	1

## E. EVALUATION OF DEMAND

### 1. Foreign Tourists

In the last ten years, the number of foreign tourists visiting Tana Toraja has increased reaching more than 48.000 as the highest in 1994. However, due to the security uncertainty in the country between 1997 and 1998, the number has decreased recently again. The biggest drop happened between 1998 and 1999 when the percentage reached 45.6 % of the previous number of visit in the 1988. (see **Table 5.9**). The table shows that foreign tourists generally come from Western Europe (France, Netherlands, and Germany) with the proportion of about 56 % of the total foreign tourists, while foreign tourists from America reach only around 9%. The main gate is Makassar City, and they normally use regular transportation. Only a small percentage of them travel from Manado City, Pare-pare seaport, or Palopo seaport.

The analysis results of the *in situ survey*<sup>42</sup> conducted on 876 foreign tourists show that most of respondents are between 24 and 33 years old (**Fig. 5.22**), and 57 % of the respondents are male. The results of the survey also show that around 62% of the respondents arranged their travel to Tana Toraja by *self-managing travelling* pattern. Most of them (around 65%) used *the local guides*. The average length of stay of all respondents was 4.65 days (standard error of mean of 0.008).

The travelling agencies claim that most tourists prefer the four-day package. However, the length of stay in the Tana Torajan area is generally very short, only around 2 or 3 days because one or two days of their time is used up to travel from Makassar to Tana Toraja back and forth.

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<sup>42</sup> Conducted by using *semi close ended structured questionnaires* from March 2000 to October 2001.



**Table 5.9.** The Number of Foreign Tourists Visiting Tana Toraja Arranged Based on the Country of Origin 1990 to 2000

NO	COUNTRY OF ORIGIN	YEAR OF VISIT										
		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
1	USA	2344	3144	3243	3729	4084	1196	957	1845	3805	1485	3795
2	Canada	349	479	484	481	557	704	725	447	731	551	704
3	Central and South America	0	0	0	0	0	0	0	27	0	77	103
4	France	10090	12257	12428	14292	15654	11380	13380	15824	12899	6348	8040
5	Germany	6168	7157	7310	8407	9208	8778	7539	6568	8810	4273	4107
6	Italy	710	2566	2667	3068	3361	1715	1655	950	2084	1022	1101
7	Netherlands	5658	6033	6141	7062	7735	8613	9342	8319	5588	3512	4438
8	Spain	1365	956	1016	1168	1279	915	999	849	374	852	1732
9	Sweden	99	242	257	295	323	49	38	97	216	212	150
10	Switzerland	1825	1472	1553	1763	1931	466	315	740	876	573	634
11	England	681	756	786	904	990	151	240	326	393	481	645
12	Other European	847	1754	1803	1888	970	1495	970	4469	4266	2237	3131
13	Malaysia	0	0	0	0	0	0	0	50	22	48	164
14	Singapore	0	0	0	0	0	0	0	34	36	0	32
15	Thailand	0	30	129	148	162	0	0	0	20	0	56
16	New Zealand	206	96	108	124	136	0	197	614	337	530	724
17	Australia	319	533	540	621	680	82	0	60	134	110	90
18	India	24	16	0	0	0	0	0	225	0	0	0
19	Japan	829	758	808	929	1018	603	352	662	783	126	474
20	Taiwan	0	0	0	0	0	0	0	3	0	0	0
21	Asia and Other Pacific countries	15	124	168	193	20	0	0	116	40	51	125
22	Other countries	72	122	25	29	32	0	0	0	172	136	152
	Total	31601	38495	39466	45101	48140	36147	36709	42225	41586	22624	30397

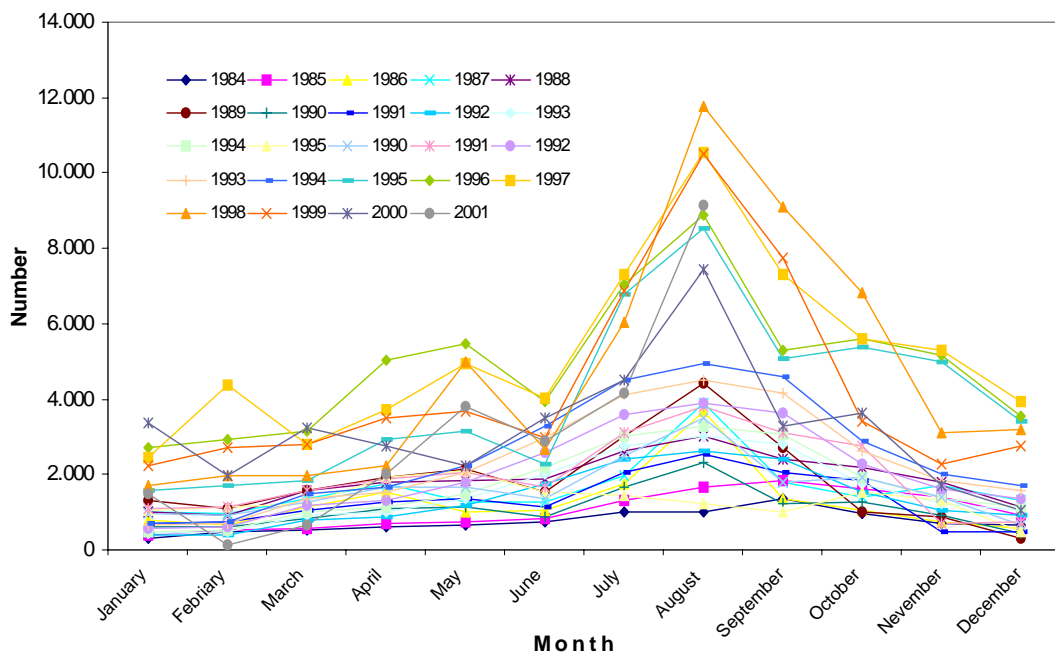
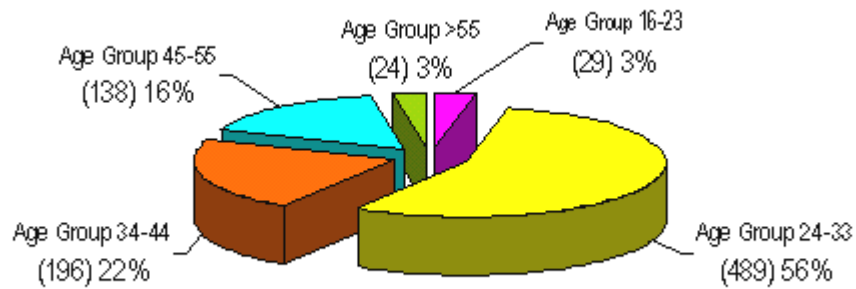
**Source:** Statistics Office, Tana Toraja Municipality, 2000

The statistical data of foreign tourists visit to Tana Toraja between 1984 and 2000 also show that the visiting patterns remain the same, showing a high season between May and October, a low season from October until March/April. The peak generally occurs in August. The graph of visiting patterns can be seen in **Fig. 5.23**.

In order to estimate the dynamics of foreign tourist growth, this study conducted an analysis of *tourist growth projection*. The projection of the foreign tourist visit to Tana Toraja is an indicative figure and as an

important information for strategy selection and tourism development program description. The projection of the number of foreign tourists who will visit Tana Toraja is calculated for the next 10 years.

**Figure 5.22.** The Characteristic of Foreign Tourist in Tana Toraja with respect to Its Age Group



(Analyzed from BPS - Tana Toraja, 2001)

**Figure 5.23.** The Pattern of Visit of Foreign Tourist in Tana Toraja

The technique applied to calculate the projection of the number of foreign tourists is exponential analysis technique. The consideration to use this analysis technique is the fact that the growth rate of visitors changes and is

not linear every year. The projection of the number of foreign tourists going to visit Tana Toraja is only calculated based on the number and does not include the countries of origins or other attributes.

The basic formula of this exponential technique is  $N_t = N_0 \cdot e^{rt}$ , where  $N_t$  is the number calculated on the year-  $t$ ,  $N_0$  is the starting number,  $r$  is the growth on year- $t$ , and  $t$  is year. To simplify the calculation, the formula is modified into  $\ln N_t = \ln N_0 + rt$ . The average score of tourist growth rate is calculated using the following equation:

$$r = (r_1 * r_2 * r_3 * \dots * r_n)^{1/n}$$

Where “ $r$ ” is the average growth score, “ $r_1$ ” is the growth rate in year 1, and “ $r_n$ ” is the growth rate on year- $n$ .

Akca<sup>43</sup> (2002, pers. comm.) reminded that actually the empirical data (please refer to **Table 5.8** above) is not fit to perform an exponential rate of visitor growth. But since the decrease of tourist number during the mid of 90s was more affected by the political problems in Indonesia at that time, therefore its decreasing trend could be considered as outliers. He also reminded that the local government have to take serious attention and work hard to make the prediction become true.

In the process of calculating the projection of tourist number, the data for the number of tourists visiting from 1997 to 2000 are excluded. Thus, the data used for the analysis are only those from 1990 to 1994. The results of the calculation show that the model that can be used to describe the number of foreign tourists going to visit is  $Y = 31601e^{0.08t}$ . The correlation score (*R square*) of the model is 0.94. This means that the correlation between the model variables is high and the model is considered to be

<sup>43</sup> Prof. Dr.; He is the second supervisor in writing this dissertation.

valid to be used. Based on this model it is predicted that the number of foreign tourists who will visit Tana Toraja reaches 185,350 tourists in 2011.

The detail results of the calculation can be seen on **Table 5.10**.

## 2. Domestic Tourists

The number of domestic tourists visiting Tana Toraja in the last ten years reaches more than 64.000 as the highest in 1997 (**Table 5.11**). From 1997/ to 998 the number of domestic tourist visit decreased to around 70%. This is because Indonesia started experiencing a monetary crisis, which made the community purchasing power for various sectors (including tourism) dropped as well.

**Table 5.10.** The Projection on the Number of Foreign Tourists Up to the Year of 2011

NO	Year	Number	% Growth
1	2001	83.283	8,81
2	2002	90.219	8,74
3	2003	97.734	8,69
4	2004	105.873	8,64
5	2005	114.691	8,59
6	2006	124.244	8,56
7	2007	134.592	8,52
8	2008	145.801	8,49
9	2009	157.945	8,47
10	2010	171.099	8,45
11	2011	185.350	8,42
			Average growth = 8.58%

**Table 5.11.** Number of Domestic Tourists to Tana Toraja, 1990 – 2000

No	Months	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
1	January	925	1844	2081	2041	2332	2179	16842	4171	3582	2592	2484
2	February	698	795	1032	1012	1126	1480	9534	7090	5723	1356	2303
3	March	804	929	1166	1143	1306	1952	9296	2572	4523	2451	3184
4	April	1055	1808	2046	2006	2292	8700	15218	5005	2730	4223	2712
5	May	17750	29254	29125	28563	32631	23400	27895	3128	2750	2245	2472
6	June	30010	44002	44613	43752	49981	51057	27895	5839	2000	2921	3277
7	July	14250	31376	31613	31003	35417	32180	17262	8255	1929	2761	3747
8	August	13435	14254	14491	14211	16234	12990	27608	8425	3000	2796	2810
9	September	22750	21050	21287	20876	23846	34000	18480	5651	2500	3452	2057
10	October	20880	18752	18989	18622	21273	22400	18480	5839	3750	2271	3369
11	November	13420	6250	6487	6362	7268	6700	10920	5839	2700	813	3791
12	December	16950	1375	1612	1581	1806	3000	18952	2502	3000	1862	2928
<i>Total</i>		<i>152927</i>	<i>171685</i>	<i>174542</i>	<i>171172</i>	<i>195512</i>	<i>201038</i>	<i>218382</i>	<i>64316</i>	<i>38187</i>	<i>29743</i>	<i>35135</i>

**Source:** Statistics Office of Tana Toraja, 2000

Similar to the study on foreign tourists, the *in-situ survey* has also been conducted for domestic tourists. However, the results of the study show that of the 1500 questionnaires delivered, only 139 questionnaires were returned and only did the respondents complete 57 correctly and completely. That way this study unable to be completed with a detailed description of domestic tourists. To compensate the weakness of the data, a minimum description of domestic tourist characteristics was extracted from with the number of visiting tickets that were sold at various tourism objects. From the tickets sold (1984-2000) it is known that almost 90% of the domestic tourists visiting Tana Toraja are students.

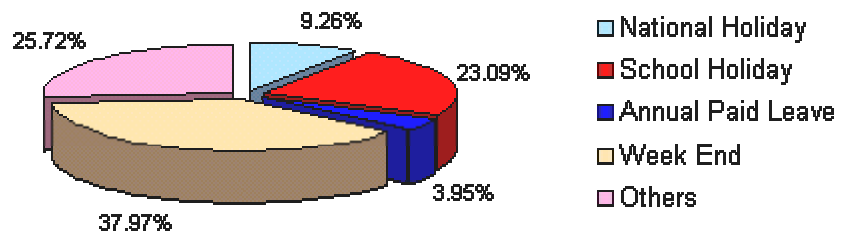
In terms of the visiting patterns of the domestic tourists, Nugraha<sup>44</sup> (2002, p. 29-32) reported that there have been four changes on visiting patterns of domestic tourists in Tana Toraja municipality since 1984. From 1984 to 1985, there was an increase of visits throughout the year from January to December. From 1986 to 1990 an increase occurred from May to July, and in December. While for the periods of 1991 to 1995 there was a change of the patterns, namely the absence of peak visit in December. For the periods of 1996 to 2001 there were a number of peaks of visits namely in May and June, August, and December.

To complete the general description of domestic tourists, the results of the national survey conducted by Central Bureau of Statistics in 1997 regarding the travel patterns of the community population in Indonesia. This general description on the behavior pattern of Indonesian community travel can be seen in **Fig. 5.24** to **Fig. 5.28**.

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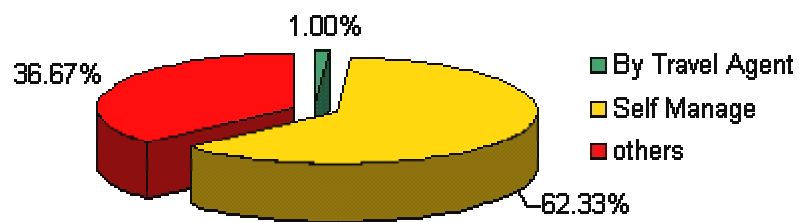
<sup>44</sup> Didi Nugraha is a research collaborator in this study. He has used some of the data obtained in this study for his thesis at the Faculty of Forestry, Bogor Agricultural University, graduated in June, 2002, under the supervision of Ir. Ricky Avenzora, M.Sc dan Ir. Tutut Sunarminto, MS.

**Figure 5.24.** The Number of Travels by The Indonesian People (during the Last Three Months)



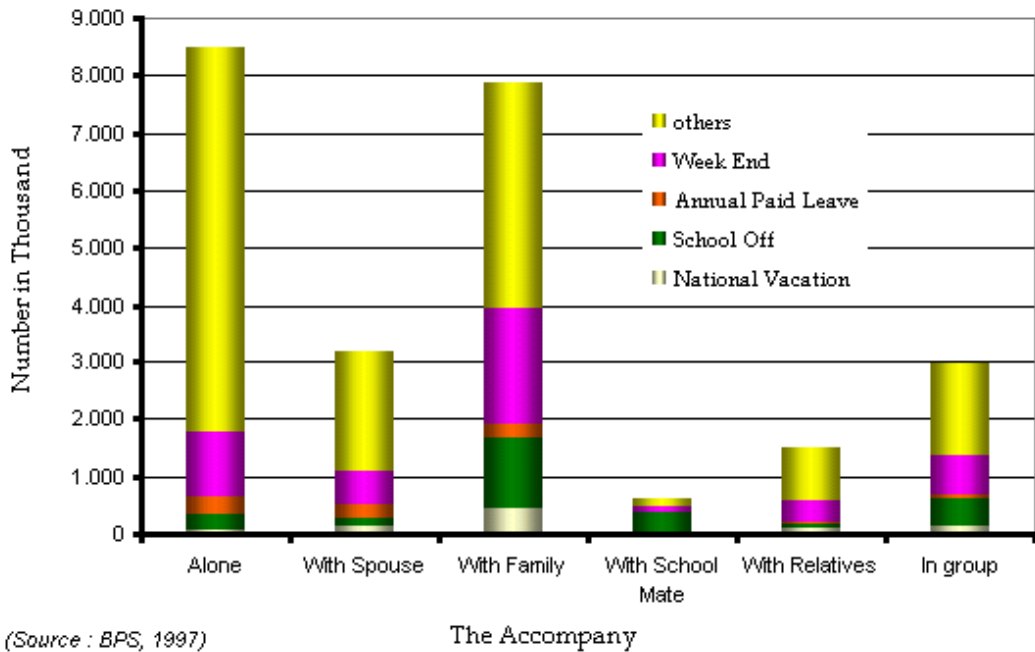
(Source : BPS, 1997)

**Figure 5.25.** The Participation on Recreation of Indonesian People With respect to their Travelling Modus

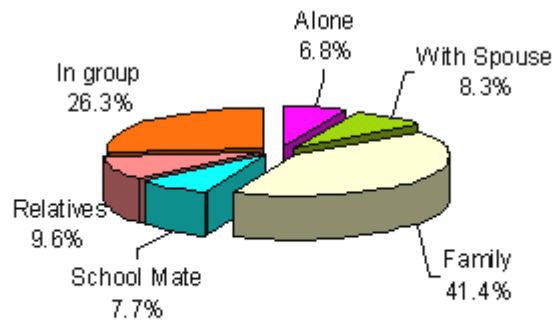


(Source : BPS, 1997)

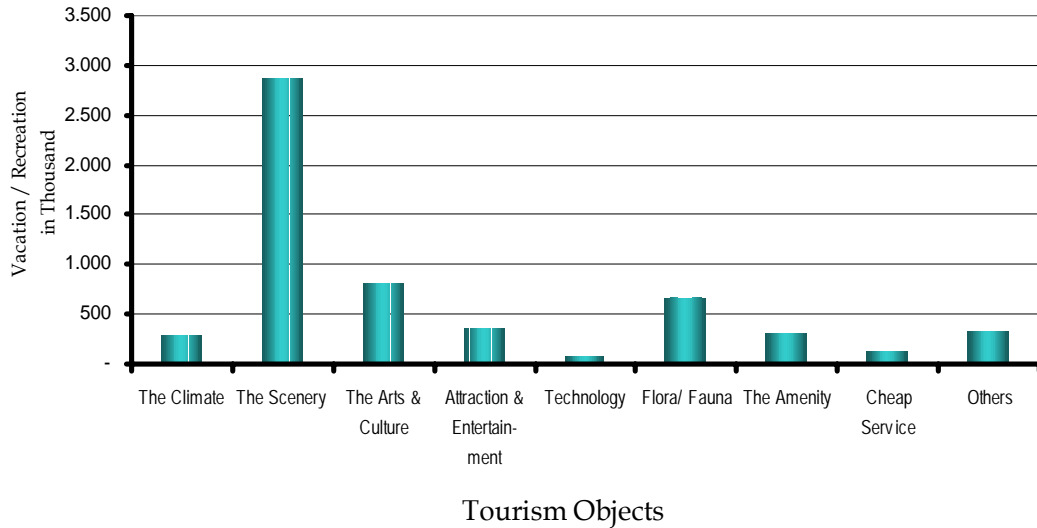
**Figure 5.26.** The Number of Travels by Indonesian People during the Last Three Months in 1997 with respect the Time Pattern and the Accompany



**Figure 5.27.** The Number of Travel by Indonesian People (during the Last Three Months in 1997) with respect the Pattern of the Accompany



**Figure 5.28.** The Number of Population Taking Travelling for Tourism Activities (During the Last 3 Months in 1997) with respect the Type of Objects and Motivation



(Source : BPS, 1997)

From those figures it becomes obvious that the scenic beauty is one of the main motives why the respondent choose their *leisure related traveling* destination (Fig. 5.28). Fig. 5.27 shows that the highest traveling frequency at various places does not belong to tourism objects. Traveling is done alone or with family members. The trip is generally done on the weekends, school holidays, and other leisure time opportunities (apart from national holidays or annual leaves).

To predict the number of Indonesian tourists going to visit Tana Toraja a non-linear analysis technique was used. Similar to the analysis of the number of foreign tourist, the data of 1996 to 2000 has also been refined in the process of projection calculation. The data of those years, however, never included in the analysis, because they show a very distinct difference so that they are considered as outliers.



Based on the calculation model the number of tourists going to visit Tana Toraja up to the year of 2011 is  $Y = 152957e^{0.05x}$ . The correlation (*R square*) of this model is 0.86, which means that the correlation level between this variable is high and the model is considered to be reasonably valid to be used in the analysis. Based on the model, it is predicted that the number of Indonesian tourists will reach 446,860 in 2011. The projection on the number of Indonesian tourists going to visit Tana Toraja up to the year of 2011 can be seen on **Table 5.12**.

**Table 5.12.** Projection of the Number of Indonesian Tourists Up to the Year of 2011

No	Year	Number	% Growth
1	2001	271.034	5,20
2	2002	284.930	5,19
3	2003	299.539	5,17
4	2004	314.897	5,16
5	2005	331.042	5,15
6	2006	348.015	5,14
7	2007	365.858	5,13
8	2008	384.616	5,12
9	2009	404.335	5,12
10	2010	425.066	5,11
11	2011	448.60	5,11
			Average growth rate = 5.81%

**Credit:** Ricky Avenzora, 2001

### **3. The Correlation Between The Number Of Tourists Visiting Tana Toraja and of Those Visiting Other Tourism Destinations in Indonesia**

Another analysis was conducted to see the correlation between the number of tourists visiting Tana Toraja and of those visiting other tourism destinations in Indonesia. These other tourism destinations are North Sulawesi with an entry from Sam Ratulangi Airport (Manado), South Sulawesi with an entry from Hasanuddin Airport (Makassar), Bali with an

entry from Ngurah Rai Airport (Bali), and Jakarta with an entry from Sukarno Hatta Jakarta Airport (**Table 5.13**). The data in **Table 5.13** was taken from Tourism Office in Makassar (as a central office for South Sulawesi Area).

From Table 5.13 can be seen that the number of tourist visited Tana Toraja is not in the same amount as has been reported by the local government in Table 5.8 above. Concerning this kind of inconsistent data, there are at least three important indicators could be considered, i.e.: (1) there is no good communication between the same office in different hierarchy, (2) different hierarchy using different statistic recording method and sources, and (3) the lower office hierarchy lost the way to get precise number of visitors<sup>45</sup>. Since the observation in the field showed that the third indicator took a place, therefor the data in Table 5.12 is more preferable to be used in calculating the correlation.

To obtain the best correlation model, an analysis is conducted by comparing various projection models. The higher the correlation between the number of tourists visiting Tana Toraja to those other tourism destinations is, the more valid the model to be used in projecting an estimate on the number of tourists visiting Tana Toraja.

The best model to show the correlation level for the number of tourists visiting Tana Toraja from those visiting North Sulawesi is exponential model, which is having correlation value (*R square*) of 0.954. This means that the correlation level between the numbers of visitors in both locations is high. The model obtained is  $Y = 6723e^{0.062X}$ ; where X is the number of tourists visiting North Sulawesi.

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<sup>45</sup> It is possible since the local tourism office mostly just records the tourist number due to the amount of entry ticket sold by the object's management. Meanwhile, the higher hierarchy of tourism office some times tend to use several data-source (such like data from immigration office) to come to a final figure of tourist number.

The model considered to be considerably valid to describe the correlation between the numbers of tourists estimated to visit Tana Toraja from those visiting South Sulawesi is a linear regression model. The correlation between these two locations is as high as 0.88. The model used to describe the number of tourists estimated to be interested in visiting Tana Toraja is  $Y = 12942 + 0,21X$ ; where X is the number of tourists visiting South Sulawesi.

**Table 5.13.** Number of Foreign Tourists Visiting Indonesia in the last 15 Years (Year 1983-1997)

Year	Number of Foreign Tourists									
	Indonesia	Bali	P	South Sulawesi	P	North Sulawesi*	P	Tana Toraja	P	B+M+N
1983	638,855	170,505	26.7	29,666	4.6	6,723	1.1	9.007	1.4	206,894
1984	700,910	189,460	27.0	31,449	4.5	7,243	1.0	12.547	1.8	228,152
1985	749,351	211,244	28.2	33,451	4.5	7,762	1.0	15325	2.0	252,457
1986	825,035	243,354	29.5	36,424	4.4	8,282	1.0	19.728	2.4	288,060
1987	1,060,547	309,294	29.2	45,533	4.3	8,801	0.8	22.108	2.1	363,628
1988	1,301,049	360,415	27.7	59,902	4.6	9,321	0.7	25.308	1.9	429,638
1989	1,625,965	436,358	26.8	57,115	3.5	9,840	0.6	32.566	2.0	503,313
1990	2,051,686	490,729	23.9	98,526	4.8	10,360	0.5	39.700	1.9	599,615
1991	2,569,870	555,939	21.6	100,095	3.9	10,879	0.4	40.695	1.6	666,913
1992	3,060,197	738,533	24.1	115,694	3.8	11,399	0.4	46.799	1.5	865,626
1993	3,403,138	885,516	26.0	152,014	4.5	11,918	0.4	51529	1.5	1,049,448
1994	4,006,312	103,476	25.8	198,536	5.0	12,307	0.3	56.565	1.4	1,243,319
1995	4,310,504	1,015,314	23.6	245,698	5.7	12,957	0.3	58.777	1.4	1,273,969
1996	5,034,472	1,140,988	22.7	260,094	5.2	13,477	0.3	62.370	1.2	1,414,559
1997	5,184,486	1,230,316	23.7	239,560	4.6	13,996	0.3	34.626	0.7	1,483,872

**Note:** P is a proportion level (in percentage),

B= Bali; M= South Sulawesi; N= North Sulawesi

**Source:** 1. Dept. of Justice of Bali Regional Office of Tourist and Telecommunication (1999),  
2. South Sulawesi Representative Office XV, Department of Tourism, Post and Telecommunication of North Central Sulawesi (1999)

To describe the possibility of the number of tourists who could have been interested in visiting Tana Toraja from those visiting Bali, the best model turn out to be a linear regression model with a correlation score (*R square*) of 0.96. This means that there is very high correlation. The model used to calculate the number of tourists is  $Y=6452 + 0,05X$ ; where X is the number

of tourists visiting Bali. Meanwhile the estimation of the number of tourists going to visit Tana Toraja from all the tourism destinations can representatively be calculated using a linear regression model with a correlation of 0.95. The equation of this model is  $Y=7185 + 0,04 X$ ; where X is the total number of tourists visiting Bali, South Sulawesi, and North Sulawesi.

Akca (2002, pers. comm) underline that actually many variable have to be taken into account to predict a tourism demand, and he also reminded about the theory of untrue-correlation (*Scheinkorrelation*). However, those models above still could be considered to be used for predicting the number of tourist who want to come to Tana Toraja through those areas, since: (1) in national level, tourism policy in Indonesia seems to put Bali as a major destination to catch tourist from world wide, and then encourage them to the minor destinations, (2) the practitioners behaviour in the field was also inline with that policy tendency, since most of them offer other destinations mostly in a package tour by putting Bali as the mascot, (3) the practitioners also tend to use Bali as a central and cheap way for them to promote their minor destinations. Furthermore, the result of visitor survey also showed that the respondent stated that Bali was their entry-point to Indonesia (around 69 % of N= 876) and also become their main destination (around 81 % out of N = 876).

## **F. HUMAN RESOURCES IN THE TOURISM SECTORS**

To facilitate the observation process the human resource capacity in tourism was classified into three groups, i.e.: government officials, tourism business people, and the local community in general. Observation and characteristic analysis of the potentials of government officers are

basically focused on local government officials stationed in Tourism, Art and Culture Offices in Tana Toraja municipality, and the local house of representative.

The observation and analysis on tourism business people were focused on local business people or tourism business people working in Tana Toraja with the length of their business of more than 3 years. With this criterion the information on the *internal ability of the locals* can be obtained well. Moreover, the information on the *external ability amongst the locals* can be obtained better as the experience of these *business people* who are still considered new comers in terms of their length in business or the time they have been assigned to work in Tana Toraja. This newcomer group is important due to frequent conflicts associated to this group.

## **1. The Performances of Government Officer in Tourism Sectors**

In the governmental structures of Tana Toraja municipality, tourism is put in a government institution so called Dinas Pariwisata, Seni dan Budaya (DIPARSENIBUD)<sup>46</sup>. With this position, tourism has already obtained an optimum position in the structural government organization. As a government institution in the form of *DINAS*, the grade of structural position of the head is 2b, which is better than other position that so called KANTOR governmental office head, which is only 3a (as the cases in Enrekang and POLMAS regencies). The task structures outlined in DIPARSENIBUD are described in **Fig. 5.29**.

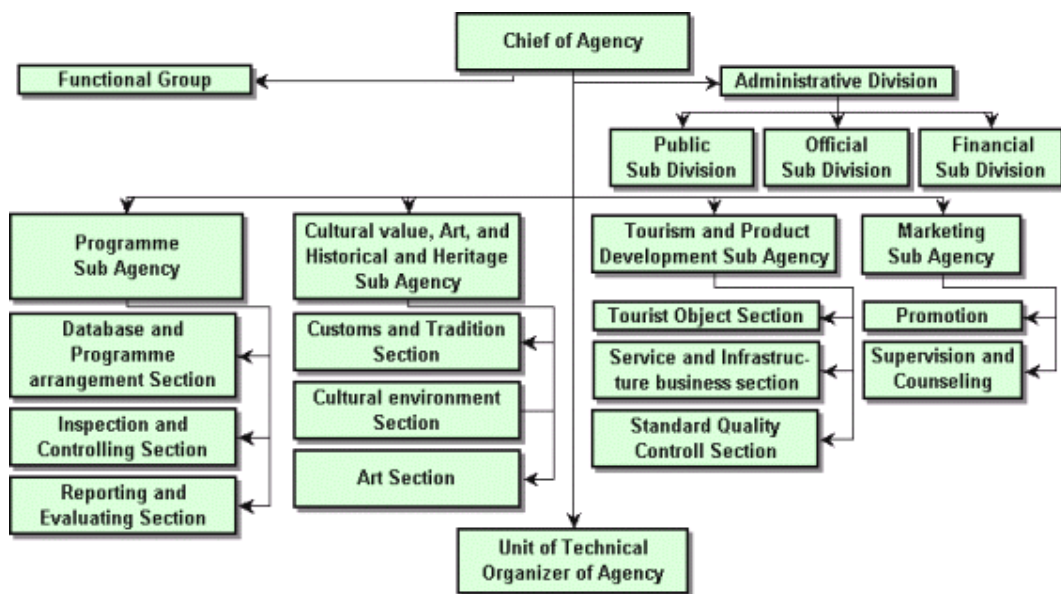
With the position of this government structure, it can be concluded that Tana Toraja government has politically realized the importance of tourism. Unfortunately this political will is not supported with

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<sup>46</sup> Prior to 2001 this only functioned as Tourism Department only.

appropriate human resources. None of the government officials worked in DIPARSENIBUD has a formal education background in tourism, including the head of the department.

Although this department Head is a graduate, most of his subordinates generally only having high schools background and only 4 of some 30 existing officials having universities graduate.



**Figure 5.29.** DIPARSENIBUD Structures

Until the early 2000, the existing officials at DIPARSENIBUD generally had been working at the department for 10 years. However, with a change of the Regent in the early 2000 there has been some reorganization in all government departments. There are now only 3 officials that worked more than 10 years in this department. This reorganization process has resulted in a really big impact on DIPARSENIBUD job performance.

A bad filing system is the main cause. Due to the moving of well-experienced DIPASENIBUD officials, whether intentionally or not, a lot of information about various development processes that had so far been promoted in the institution got lost. Various development processes, which occurred during their working time, are not recorded in a good filing system, but only kept in individual memory.

Although the officers had taken some course in tourism before the reorganization, the materials are generally partial and the topics are mainly around marketing. On the other hand, the new officials recently seconded in this department have never taken any tourism courses. Based on the results of a tourism knowledge test conducted on those two groups, it can be said that the tourism knowledge they have is very superficial. A general description on their knowledge is presented in **Table 5.14**.

With the very limited knowledge about tourism, the government officials in DIPASENIBUD so far tend to work as administrative officers only; they do not have any managerial sense at all. Even worse, most of this administrative job is done manually by recording the data in handwriting or using a typewriter. This limited condition of office equipment has made the performance of the administrative job very low. One easily observed criterion is that they do not have well-recapitulated and complete data.

In relation to the job performance of DINPASENIBUD officers, there is a black rumour that needs to be raised in this study, namely the subjectivity in directing the development projects that they manage annually. The development of a group of tourism objects in Sa'dan Balusu is an example of a black rumour, which is directed for discrediting the policies of the former DINPASENIBUD leadership. The black rumour was intended to discredit the head of DINPASENIBUD, who personally is from Sa'dan Balusu cultural region.

**Table 5.14.** The Tourism Related Knowledge amongst Officers in the DIPARSENIBUD Tana Toraja (in percentage)

No.	Type of Knowledge	The Points of Former Group Officers				The Points of Existing Group Officers			
		A	B	C	D	A	B	C	D
1.	Leisure	-	-	20	60	-	-	10	60
2.	Recreation	-	-	40	40	-	-	10	50
3.	Tourism	-	-	40	50	-	-	30	50
4.	Culture Related Tourism	-	10	40	30	-	10	20	60
5.	Nature Related Tourism	-	10	50	30	-	10	40	20
6.	MICE Tourism	-	-	10	30	-	-	10	10
7.	Tourism Planning	-	-	10	20	-	-	10	10
8.	Tana Toraja Tourism Resources	-	20	40	40	-	20	50	20
9.	Individual Experiences in Tourism Activities	-	10	60	30	-	20	50	30
10.	Sustainable Tourism Concept	-	10	10	20	-	10	10	10
11.	Foreign Languages	-	-	-	20	-	-	-	10

Note : 1. Point A is given to any officer who answered 8 questions correctly  
 B is given to any officer who answered 7 questions correctly  
 C is given to any officer who answered 6 questions correctly  
 D is given to any officer who answered 5 questions correctly  
 2. Total questions of each type of knowledge are ten  
 3. The percentage difference of points belong to those who really have bad knowledge or experiences

That pattern of discrediting a policy is very damaging and decreases the job performance of DINPARSENIBUD. The black issue pattern has stopped the continuity of Sa'dan Balusu tourism object group development. In general there is also none of the tourism object development has so far been done consistently and continuously.

An observation conducted to find an objectivity of this black rumour shows that the idea of developing Sa'dan Balusu tourism object group has an objective scenario. The natural spread of Sa'dan Balusu areas is very attractive and still kept well. Sa'dan Balusu is one of the rice barns for Tana Toraja. Although this region is geographically located on the north of Tana Toraja, the communities culturally refer to the culture of Tallu Lembangna community on the south of Tana Toraja. The residential



pattern of the existing community is grouped and well designed so that it could potential be used as a traditional residential development model. Moreover, there are a lot of tourism resources that have not been explored in this area so directions are needed to design the region well and in an integrated way.

Apart from the *black rumour*, another main factor causing a delay in the development is the limited annual development budget allocated for tourism development. This has caused tens of tourism object owners to compete for the allocated budget. A policy pattern of “slicing the cake as much as possible to feed any single interested party” is considered to be the best way by the policy makers of DIPARSENIBUD to avoid the *black rumour*, which is always directed to them. The situation is worsened by the fact that they do not refer to the existing Master Plan since this master plan has also not been elaborated into more detailed planning hierarchies.

The allocation pattern of development fund from the municipality level to various existing sectors also shows that the political lobbying process plays more roles in deciding the end result of the funding allocation for each existing development sector. Although this is a classic case in Indonesia, this has been really bad in Tana Toraja since the really subjective lobbying process take a place. The lobbying power focuses more on an individual performance of the sectoral institution leader. The former leader of DIPARSENIBUD had difficulties in obtaining a political power because she was considered to be a leader as a result of dropping from the provincial level. However, also the current DIPARSENIBUD leader has to work really hard to win a political power since its individual character is considered to be very vocal by the existing government regime.

There are at least two lobbying processes that need to be done by each sectoral institution, namely lobbying at BAPPEDA - which functions as a development co-ordinator - and lobbying at *DPRD-Municipality*<sup>47</sup> as an institution approving the municipality expenditure plan. The results of the observation show that none of the government officials working at BAPPEDA has any tourism background. This has made BAPPEDA perform a subjective assessment on the tourism project proposals.

In the next level, an inefficient lobbying performed by DINPARSENIBUD is also due to the limited tourism knowledge of local DPRD members. Although there is one member of Commission C - a commission that dominantly decide the development types and the amount of fund allocated for each development - who formally has tourism background knowledge and experience, this does not make tourism get reasonably adequate funding.

## **2. The Performance of Tourism Businessmen**

Although there are a number of local businessmen who are considered to be middle and high level businessmen in the tourism sector, businesses are generally only small ones; or even classified as *mom-pop-business*. They have only low capacity of capital, and also a low level of tourism knowledge which results in a relatively low performance of tourism business people in Tana Toraja.

The observation process in this study has been focused on the performance of the existing tourism business association, namely PHRI<sup>48</sup>, ASITA, and other business associations related to tourism, such as

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<sup>47</sup> Local House Representative

<sup>48</sup> Indonesia Association of Hotels and Restaurants

associations of telecommunication business retailers. Direct interviews on the available business individuals were also conducted to complete the information collected.

The performance of hotels and restaurants officers is generally still low. Although a working committee of PHRI-Tana Toraja has been established, the status is still in *caretaker* only. With this status, each activity has to be referred to PHRI at the provincial level located in Makassar. There are some important points that can be considered as the main causes for the low performance of the association, namely:

- ❖ Low appreciation of the association members to the organisation. This low appreciation is not due to the illegitimate existing committee but to the despair of not being able to show the benefit of the organization. The association members tend to be pessimistic about the ideal benefit of the organization they previously had in mind.
- ❖ As many of the association members are small business people, they are generally very busy to survive in their own businesses. Moreover, since many of them have limited knowledge about tourism, they are unaware of the negative competition aspects amongst them.
- ❖ The association still cannot run professionally as long as a compulsory membership subscription cannot be collected. With a limited organisation fund, the committee members are always burdened with the funding, and will eventually be reluctant to do a proactive approach for group advancement.
- ❖ With the status of the committee as caretaker only, everything they do will always be under the approval of the PHRI at the provincial level. This has made the association of PHRI-Tana Toraja lose a lot of chances where tourism activities could have been successful in Tana Toraja.

Another factor causing low performance of the association is the lack of a good working agenda. Since April 2001 a working agenda in the form of an activity consolidation<sup>49</sup> has been initiated in the form of a monthly

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<sup>49</sup> This activity is open for all business people of tourism, including the guides.

activity called “coffee morning”. However, these activities tended to be sarcasm in the first few rounds. The association members who attended the “coffee morning” often tried to discredit one each other. The government officers who are purposely invited to attend these “coffee morning” were more frequently fooled around than asked for their ideas for advancement. The participants generally blame the government for any development fault, but rely solely on the government to finance the development costs.

The “coffee morning” activities were still conducted when this study came to an end but they were not scheduled as regularly as before. From the number of meetings the author attended during the study, some important observations have to be recorded:

- ❖ The businessmen who work on small business scale have a great tendency to grab the tourist market from the middle to the upper business groups. This shows their low understanding of the tourist typology.
- ❖ The businessmen of middle to upper business scale tend to dictate their ideas, which they consider as innovative although these ideas are merely copies of the places they have previously visited. This is an indicator of the “tourism myth” they have.
- ❖ With experience from outside Tana Toraja, there are newcomer businessmen who also feel themselves to be the innovators although their ideas are generally inappropriate for the ecological and socio-cultural conditions of Tana Toraja. One of the extreme ideas<sup>50</sup> noted is a proposal to direct the tourism facility development in Batutumonga<sup>51</sup> to be like the tourism development at the area of Lembang<sup>52</sup>, West Java. Even though the number of this business-group is only very few, and do not sufficient enough to be counted as potential representative, but they have to be faced as important

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<sup>50</sup> Delivered by the General Manager in one of the star hotels in Tana Toraja

<sup>51</sup> The highest area in Sesean District, which is one of the main natural scenery destinations in Tana Toraja.

<sup>52</sup> Lembang area is one of the mountain tourism destinations at the north of Bandung, which is nationally declared as a mistake due to the heavily intensive development in that region.

stakeholders for the total business community. Their existences at least have to consider such like genetic enrichment for the community, since most of them having many experiences from regular tour on duty in their chained company.

### 3. Touristic Attitude amongst the Locals

This sub-chapter will be focused on the attitude of the local community towards tourism. To facilitate the process, the observations have been made with attending various “religious gathering<sup>53</sup>” in some districts. The members of the gathering groups were interviewed randomly using a *semi-structured informal interview* method. All the respondents are adults and considered to be capable in deciding a self-scaling for each statement they give. The interview was opened by asking e.g. : “do you agree with tourism?”. The total number of respondents interviewed was 100 people of the 15 “gathering” groups existing in Makale, Rantepao, Suaya, Tampo Mengkendek, and Se’seng. A complete description on the results of the interview can be seen on **Table 5.15**.

**Table 5.15.** The Attitude of Respondents towards Tourism Development

No	Attitudes		The Frequency of Self-scaling Attitudes				
			1	2	3	4	5
1	<b>Opinion</b>	Agree to tourism development	6	-	-	-	89
		Tourism generates job opportunities	-	18	21	8	24
		Tourism increases income opportunities	42	43	6	-	1
		Tourism destroys natural resources	12	-	-	21	2
		Tourism destructs traditional culture	26	-	-	16	-
		Tourism only has little positive impact	6	-	10	-	23
		Tourism pressures daily life	34	-	2	-	-

<sup>53</sup> “Gathering” is a spiritual activity outside the church, which is conducted by the community in small groups and they normally meet once a week.

No	Attitudes		The Frequency of Self- scaling Attitudes				
			1	2	3	4	5
		quality					
		Tourism increases daily life quality	-	4	-	6	-
		Misleading tourism development	2	-	26	-	-
2.	<b>Motivation</b>	To get a job	-	21	34	-	22
		To increase income	-	9	-	23	44
		To promote cultures	-	-	45	-	38
		To learn other cultures	34	2	-	-	6
		To learn foreign languages	22	-	-	-	-
		To get contact with foreigners	14	-	7	-	-
		To preserve the traditional cultures	2	-	32	12	8
		To preserve the natural resources	4	18	19	-	16
		To learn from foreigners	-	-	-	8	-
		To gain better infrastructures	-	-	56	-	6
3.	<b>Participation</b>	Has been participating					
		Actively	-	-	-	8	-
		Passively	-	-	12	-	-
		Directly	-	2	-	-	2
		Indirectly	-	-	-	-	6
		Not yet	-	-	9	-	43

**Note:** 1= low; 2= quite low; 3= fair 4= quite high 5= high

A number of important conclusions that can describe their attitude are:

- ❖ That not all respondents agree with the tourism development in Tana Toraja, however a very high percentage does agree. Respondent who disagree generally tend to give a-priory answers to various existing tourism conditions.
- ❖ An opinion stating disadvantages of tourism development shows that the community members are critical enough in looking at the existing development processes.
- ❖ That the available motivation is not only focused on personal benefit but also aimed at gaining group benefit. Such motivation shows that the *sense of in-group belonging* is still maintained well in the community. This is a reasonably good starting point to implement participatory development as required in sustainable tourism development concepts.

- ❖ Although the frequency of “not participating yet” is much bigger than that of “having been participating”, their answers show that the people have realized that there are many ways to participate. For example, maintaining environment cleanliness and security is claimed as their indirect participation.

## **G. THE TOURISM BUSINESS AMONGST THE LOCALS**

The Regional Regulation (PERDA) of Tana Toraja Municipality No 1 year 1997 regarding Tourism Business Permit states that tourism business is an activity that aims at providing tourism services, or providing tourism objects and tourism attractions, tourism facilities and other businesses related to tourism. Referring to that regulation, this study have been focused on the Tourism Object business, and the tourism facility business.

A study of financial analysis has been designed at the early stage of this study, but unfortunately could not be implemented. The main factors causing the failure were: (1) the middle to upper groups of business people are very reserved and are not willing to give access to the information related to their financial aspects, and (2) the small business people still apply a very traditional business model so that it is very hard to trace the input-output of their financial aspects. Although it has been explained that the financial data would be collected on an anonymous basis and aggregated in a business group, their answers were still around “not permitted by the owner”.

Searching the financial data through the Regional Financial Office does not give good results either. The existing data are very general only, i.e. in the form of *development tax* invoice (known as PP 1). This is an indicator how inefficient the taxation process is as well as an indication that the local government income from the tourism tax is not optimum yet.

With limited narrowly quantitative data as explained above, the analysis of tourism business amongst the locals had to be focused on qualitative analysis. Although there is some quantitative data arising as results of the study, the data are not sufficient to make a good quantitative analysis.

## **1. Hotel and Restaurant Business**

For the middle to the upper group of hotel business, reliable information on financial aspects was obtained from the hotel managers who stated that the hotels they manage have reached a *break event point* in business finance. A similar statement had to be given by those doing business in *chained hotels*. For the small business group, a certainty of a *break-even point* could not be obtained because they never think of calculating this financial indicator.

Only about 30 percent of the available stars hotels are shared are with native Tana Torajan people while most of the capital of the non-star hotels and pensions are owned by the natives. Although there is no formal statistical data describing the proportion of tourists absorbed by each hotel group, hotel business in Tana Toraja generally claim that star hotels only absorb a maximum of 35% of foreign tourists annually. Also this estimation the native people of Tana Toraja still would have a business portion in hotel business that is relatively balanced compared to other investors coming from outside Tana Toraja.

With respect to sustainable development, the following important points need to be considered in the hotel business situation:

- ❖ None of the available hotel business has equipped their business permit with the EIA-Document<sup>54</sup>. Moreover, none of these hotel

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<sup>54</sup> That is EIA-Document based on the classification and scale of its business; for example AMDAL document for the hotels having at least 200 rooms, or Environmental Management Plan document for smaller hotels.



businesses conduct their duty in monitoring the environment (and reporting it) in accordance with their duties.

- ❖ Although there is no conflicting case in the land exploration occurring so far, the star hotels are generally located in productive agricultural land and close to the available public facilities. This is an indicator of the investors' reluctance to help the local government in opening new areas and build up public facilities.
- ❖ Various existing star hotels also do not show goodwill to respect and support scenic harmony surrounding the hotels. This is harmful for themselves. The simplest example can be seen around Sahid Toraja Hotel, and Novotel Coralia Toraja Hotel. The beauty of Sahid Toraja Hotel environment has started to disappear as there are many new buildings developed around the hotel; which destruct the harmony of the hotel with its environment. On the other hand, Novotel often experience disturbance through air pollution coming from the bad smell of pig droppings from various pigpens owned by the community living around the hotel. Some non-star hotels and pensions are located at urban areas whose harmony has decreased due to bad land-use and bad urban design.

As a supporting facility for accommodation, restaurant business in Tana Toraja is still poor. Apart from those restaurants that belong to the star hotels, the most existing restaurant are generally still unreliable in attracting tourists to spend their money for dining. Various local restaurants are still not capable to optimally present a clean image as required by a restaurant, and this is worsened by the location of the restaurant at a messy environment. There are just one or two restaurants that look clean, but they offer more or less similar dishes thus creating negative competition, and very low variation in the dishes.

Although the existing dishes may taste well for foreign tourists, the taste of the dishes in various restaurants in Tana Toraja is relatively bad for Indonesians. Moreover, since the majority of the native people are Christians, Moslem tourists usually have difficulty in selecting suitable

restaurants. Various conditions above lead to the conclusion that restaurant business people in Tana Toraja have not been really realized the importance and the benefit of culinary tourism.

Food in Tana Toraja is considered as a thanksgiving to God, which should be enjoyed together. The lack of entertainment attractions has made the local community to dine out as a form of leisure activity that they usually practice. Restaurant business should therefore be quite potential, even at the local level.

## **2. Entertainment Business**

This business is very limited in Tana Toraja. There are however many local business people who started making business in karaoke. This form of entertainment is however only for local community consumption. This is also the case regarding the available pool billiard business, which is not managed and used as tourism amenity facilities, neither for local nor foreign tourists. A part from this, there is not a single cafe, bar or pub where one could go just to have drink and meet people.

Some main causes for the entertainment business not being well developed in Tana Toraja are:

- ❖ The pattern of local transportation services, which cease at 6 p.m. In the local context, this has restricted the community mobility at nighttime. They cannot spend their leisure time on entertainment outside if they do not reach private transport opportunities. The local businessmen think, however, that the high seasonality of foreign tourist visit is not very profitable to build up an entertainment facility.
- ❖ The presence of a community group who rejects the development of nightlife in Tana Toraja. From the information obtained, it is known that the rejection stems from some church groups in Tana Toraja. Although this rejection has so far not led to a riot, it become more obvious as university students from Tana Toraja all over Indonesia

started joining the rejection group. One of their contributions to rejection was a students' demonstration in early July 2002 to the local House of Representatives, which the student demanded to regularize karaoke business in Tana Toraja, in which the students demand that the karaoke business was regularized in Tana Toraja.

The low entertainment facilities in Toraja have also caused a weekend flow of tourists from Tana Toraja to Makassar. The local people of Tana Toraja also tend to go to Makassar, the provincial capital city, for their weekends. This can clearly be identified from the public transportation from Tana Toraja to Makassar; the busses are always packed over the weekends.

### **3. Souvenir Business**

Souvenir business is one of the really important tourism supporting industries. Apart from its high multiplier effect in the economic context, this business can also support the achievement of sustainability in tourism development. Good souvenir business will be capable of providing economic benefit directly for the local community. Through souvenirs, the *recollection* process – as the last phase of a tourism trip – can increase the quality of the trip and support its total satisfaction.

Although this business has been considered in Tana Toraja, various aspect of this business still have not been optimised or even tend to be outdated. Various souvenir products sold in the shops and souvenir centres are *out of sense* in many ways. Although they already put attention into the ergonomic aspect of foreign tourists (the T-shirt for example), however the designs look really out of date, and the material seems to be of a very low quality.

Limited art creativity of the local people is the main cause for the low quality of souvenirs in Tana Toraja. This is worsened by the more dominant business motivation – of the souvenir business people and of

the souvenir producers – than the motivation to create an artwork as souvenirs. Either in art craft centres or in souvenir shops it can easily be seen that the souvenir products made and sold are mostly copies of various souvenir products of other regions in Indonesia. Balinese or Asmat (Irian Jaya) statues are souvenir products that are commonly imitated and same are their weaving arts. Even the DINPARSENIBUD used to offer them a kind of souvenir business extensions, but it was uncontinue (as a result of limited budget).

A survey conducted on 200 tourists in several souvenir shops (Kete'Kesu, Rante Pao Market, and Londa) shows that the tourists' opinion about the souvenir products is generally rating them low to medium except for the prices. The complete list of opinions can be seen in **Table 5.16**.

**Table 5.16.** Tourists' Opinion on Qualities of Souvenirs in Tana Toraja

No.	Criteria of Quality	Scoring in Frequency				
		1	2	3	4	5
1.	Size	34	80	60	14	12
2.	Material	-	123	45	26	6
3.	Variation in Design	12	108	48	10	22
4.	Price	3	-	126	31	40
5.	Originality of design product	10	26	147	12	5
6.	Weight	20	20	122	18	20
7.	Fragility	34	38	89	20	19
8.	Colour	4	27	144	10	15
9.	Functionality	11	41	74	55	9
10.	Packaging	16	26	126	32	-

**Note:** 1 = bad 2 = quite bad 3= remarkably 4 = quite good 5= good



## **VI. THE ROLE OF SOCIO-CULTURAL DYNAMIC IN SUSTAINABLE TOURISM DEVELOPMENT**

### **A. THE ATTITUDES AMONGST THE LOCALS TOWARDS SUSTAINABILITY IN TOURISM**

The members of the “*religious gathering*” in some tourism activity centers – namely Rantepao, Makale, Suaya, and Sesean – have each been asked to help in distributing 10 questionnaires. These questionnaires had to be distributed to the community members who live next to them. The focus of the questionnaires is to get the community opinion on the socio-cultural impact of tourism and their own attitude towards sustainable tourism.

To find out the socio-cultural impact of tourism, 1200 questionnaires have been distributed and 418 of them have been returned. However, only 267 of the returned questionnaires were qualified as “completed well and correctly”. For the attitude towards sustainable tourism, 1000 questionnaires were distributed and 312 returned. Those, which were qualified, as “completed well and correctly” are only 162 questionnaires.

Generally, the questionnaires are structured semi-open-ended and combined with a self-scoring method. Each respondent is asked to give a score between 1 to 5 for each impact or attitude he/she gives. These questionnaires are expected to be able to gather a complete list of impact, while the use of the scoring system is useful to re-evaluate the impact to be expected in the future.

Although the respondents of the two types of questionnaires were the same individuals, both questionnaire types were distributed with a three-month interval, namely in April, 2000 and July, 2000. This was initially done to get a causality relationship of their opinions on impact, which affected their attitude to the next development process. However, in data analysis it is known that the questionnaires that are “qualified well” are not qualified for a good correlation tests. For this reason the available survey data in this study can only be presented in the form of frequency. A complete description of the survey results is presented in **Table 6.1** for the negative impacts, **Table 6.2** for the positive impacts, and **Table 6.3** for the attitude towards sustainability in tourism development.

## **1. The Socio-Cultural Impact of Tourism**

**Alcohol and Narcotics.** Although Table 6.1 above shows that the negative impacts of alcohol and narcotics range from low to medium, however the results of the observation show that there is a tendency of increasing on the number of users. Drug abuse - especially at various karaoke places - could easily observed and has become a common topic among the community. The negative impact of alcohol tends to stem from the community habit in drinking the *local palm wine* (known as Ballo’ in the local language), which is produced and sold legally. Various other types of alcoholic drinks are sold in restricted places, but the prices are quite expensive for the common people.

**Pressure for Daily Life Quality.** In general the impact of tourism in the form of pressure on the life quality of the local people is still low. Although the table above shows that some people think of negative impacts of tourism, the results of the observation show that it is difficult to say that all the negative impacts are merely due to tourism.

Although some locations of tourism objects are sometimes very dirty with various garbage, the blame cannot fully be put on the tourism sector. The relatively low level of urban cleanliness (Rantepao and Makale, for example) can be used as an indicator that there is still no established cleaning management among the local people. It is the fact that cleaning is not yet been managed well makes the tourism object business people forget about a good cleaning program for their locations.

**Table 6.1.** The List of Negative Socio-Cultural Impact of Tourism in Tana Toraja

No.	Impact Categories	Self-scoring (in Frequency)				
		1	2	3	4	5
A.	Alcohol and Narcotics					
	1. Alcohol	17	40	156	18	36
	2. Drugs	17	38	106	34	12
	3. Grass	-	67	129	35	37
	4. Marijuana	-	-	-	-	-
B.	Pressure for daily-live quality					
	1. Garbage	-	-	88	19	-
	2. Traffic-jam	34	-	-	-	-
	3. Noise	2	26	-	-	-
	4. Insecure feeling	-	-	8	-	-
	5. Air pollution	-	-	16	-	-
	6. Water pollution	-	22	-	4	-
	7. Increase prices	44	2	9	-	66
	10. Expensive place to live	35	5	-	19	-
	11. Soil pollution	-	-	18	-	-
	12. Rising the criminality	-	-	-	-	5
	13. Lost the local natural peace	29	-	7	1	-
C.	Materialism					
	1. Rising up the materialism attitude among the people	7	12	88	-	16
	2. Higher price for tourist-services	9	32	94	36	-
	3. Money greedy atmosphere	45	-	-	18	6
	4. Exploiting the tourist	16	-	23	-	-
	5. The tourist first, the local people later.	-	-	-	-	9
	6. Exploiting local resources for money	-	-	78	5	-
D.	The nature of youths					
	1. Youths copy bad habits of tourists	38	74	66	-	19
	2. Youths are driven to think out of culture and traditional customs as well	-	12	-	-	9
	3. Youths leave family jobs for tourism jobs	-	-	-	2	-
	4. Too tourism-educational oriented	-	-	-	1	-
	5. Youths are driven to get easy tourism jobs than continue study to University	-	-	6	-	-

No.	Impact Categories	Self-scoring (in Frequency)				
		1	2	3	4	5
	6. Youths tend to cheat the tourists	29	-	-	-	-
	7. Losing the traditional play for kids & youths	-	-	13	-	1
<b>E.</b>	<b>Local values, cultures, and information</b>					
	1. Losing the traditional customs	-	-	6	-	-
	2. Losing the cultures	-	-	-	9	-
	3. Rising the strange new customs	17	9	32	-	1
	4. Losing the religious customs	3	-	48	-	-
	5. Tourists ignore the local wearing	52	-	61	-	6
	6. Rising the lack of accessibility to the natural resources for the locals	-	-	-	2	1
	7. Tourists set a bad example; such as grooming in public area, etc.	29	-	-	-	3
	8. Tourists tend to get local people for sex partners.	-	23	-	-	-
	9. Deserting the agriculture	21	-	79	-	14
	10. Tourists tend to offer distorted information	-	-	2	-	6
	11. Local people, especially the local guides, tend to tell distorted information; e.g. "old poverty stories"	-	23	-	2	-
	12. Deserting the traditional land-use pattern	18	3	52	-	4
	13. Cultural distortion ; e.g. misuse cultural matters for tourism activities	37	-	49	2	6
	14. Decreasing the use of the local language	-	-	3	-	2
	15. Losing the traditional gastronomy	-	-	1	-	-
	16. Losing the sense of original traditional arts	-	31	-	-	-
	17. Losing the knowledge of local legends	-	46	-	1	-
	18. Losing of traditional leisure activities	78	-	-	-	-
<b>F.</b>	<b>Others</b>					
	1. High incoming migrations	12	-	9	-	1
	2. Too tourism-oriented	47	-	-	8	-
	3. Wide gap social class	12	67	-	34	-
	4. Rising prostitution, gambling and night life	33	1	67	2	6
	5. More/new diseases	-	-	3	-	-
	6. Disorder quick-development	-	-	2	-	-
	7. Low paying jobs for women and kids	-	11	-	-	-
	8. Tourism only benefits business owners	1	34	21	72	9
	9. Disorientation of the traditional handicraft and arts productions	-	8	-	-	1
	10. Capital-flight of tourism money	22	-	12	9	1

**Note:** 1 = bad, 2= quite bad, 3= medium, 4= quite good, 5= good

Similarly, traffic jam and air pollution caused by vehicles cannot be mentioned to merely result from tourism. Some traffic jam is mostly a result of public transportation routes, which are not well designed. During the observation there was no occasion where traffic jam occurred because



of the tourists' vehicles although it was during the high season of visit. The driving pattern of the local drivers, however, does not really support the tourists' comfort in using the public transportation. The local drivers tend to speed up over the permitted speed limit (especially the route on Makale-Rantepao). One of the reasons is the lack of departure timetables which makes driver tends to compete and speed up the car in order to get more passengers. However, the emission limit for vehicles has been implemented in Tana Toraja since 2001 as a government institution working on environment (known as BAPEDALDA) was established.

Considering the general condition of the existing tourism activities, it seems that tourism activities have not caused a significant impact in the forms of, water, air and soil pollution yet. However, none of the tourism industries in Tana Toraja has a good water treatment facility and they generally still drain their waste water into drainage pipes, which end in rivers.

The relatively expensive living costs in Tana Toraja are probably due to the location where the municipality is far from a distribution center of the main necessities. The main necessities, which are expensive, usually those that supply tourism necessities. In various local markets, the dynamics of prices for the local community is considered to be within the normal limit of the regional economy. On the other hand, *price discrimination* is still rarely found and tourists can still shop with the same prices like for the local people.

**Materialism.** Although there were two or three cases where local guides were very aggressive in getting clients, such aggressiveness rarely happens. If a local guide cheats, this will usually be by shortening the trip package offered, or he will change the package route to an easier one. A tourist can still get help from the local people for free. The members of the

local community will gladly invite a tourist for a drink or a meal at their house; this can even make them feel proud. This can be used as the main indicator that a money greedy atmosphere does not yet exist in Tana Toraja.

**The Nature of Youths.** The most visible attitude among male youths as an impact of tourism is their tendency to let their hair grow long, especially those who have finished high school. Their other attitudes are still within the normal limit of youth development dynamics. Although some respondents think that youth tend to find tourism oriented jobs, this is most probably due to limited working opportunities available in Tana Toraja. The same factor might be the cause of youths leaving their hometown for work. The peoples of Tana Toraja are known as wanderers either for better education or for better job. The people of Tondon Nanggala district for example are well known as people who tend to emigrate to even as far as Malaysia and the Philippines.

**Local values, cultures, information, and others.** In relation to this group of impact criteria, the following points need to be discussed further:

- ❖ Deserting the traditional land-use pattern and agriculture: This can easily be seen along the route of Makale-Rantepao. The community group having land along this route tends to convert their agricultural land into a business place to support tourism. Apart from being driven by tourism influence, this land conversion is due to the lack of regional space planing regulations.
- ❖ Black Stories of Tourism: One of classic aspect included in this category is sex tourism. Although there is no prostitution place in Tana Toraja - since it is legally prohibited - it is often heard that there are a few tourists who have sex encounters with the local people during their stay in Tana Toraja. Various karaoke facilities in Rantepao and Makale

are suspected to be places to find sex partners. Moreover, various pensions found in Batutumonga tourism areas are places frequently used for dating; including by the local people.

- ❖ Cultural Distortion: In general a cultural transition is occurring in Tana Toraja. A strong Christian influence has brought a lot of changes in customs and traditions. However, there is still no sign of commercialization of various cultural attractions of tourism. Although there has been a discourse of implementing a kind of attraction fee<sup>55</sup> for every tourist attending a cultural program organized by the community, this idea was collectively rejected. A high family pride is one of the main reasons for rejecting the idea attraction fee. That is also the reason why “old poverty stories” are rarely heard among the guides in Tana Toraja. These guides even tend to show their pride about their noble families/relatives although they are at the poverty line themselves. An incident that can be considered as an abuse of cultural matters due to tourism activities is the theft of historic objects from various noble family cemeteries, including ancient mummy theft.
- ❖ Unequal Distribution of Tourism Money: This is an issue frequently heard among the community and this often becomes a source of conflict of interest either among business people or common people. The business people acting in different levels of business tend to be more competitive other than complementary. Ordinary people usually only think of getting cash money as a proof of tourism economic benefit. This attitude among the common people sometimes makes them cynical towards the existing business and reduces their motivation to participate in making the tourism a success. This can easily be seen among those living at less attractive periphery areas, the areas that are far from residential groups of tongkonan families.

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<sup>55</sup> In the form of voluntarily donation

**Table 6.2.** The List of Positive Socio-Cultural Impact of Tourism in Tana Toraja

No.	Impact Categories	Self-scoring in Frequency				
		1	2	3	4	5
A.	Employment					
	1. Better job opportunities for all	1	-	6	-	-
	2. Better job opportunities for women	-	2	-	-	-
	3. Well-paid jobs	-	9	-	-	-
	4. Chance to go to other countries for jobs	11	-	-	2	-
B	Sharing/learning new ideas, and traditions					
	1. Languages	12	-	-	-	-
	2. Knowledge sharing about cultures	6	-	-	-	-
	3. Information about foreign countries	-	2	-	-	-
	4. Much lesson from tourists, especially from the scientist visitors	-	-	1	-	-
	5. Students encouraged to study higher	-	-	1	-	-
	6. Learning about new traditions/cultures	12	-	31	1	1
C.	Community economics and welfare					
	1. Economic benefits	-	7	-	9	-
	2. Money for family	-	13	37	-	-
	3. Money for local developments	13	11	27	8	-
	4. Better transportation facilities	27	35	48	-	-
	5. Better communications facilities	2	33	39	6	-
	6. Better health services	2	-	-	-	-
	7. Better securities for all	-	3	-	-	-
	8. More resources in market for communities	17	-	36	-	-
	9. Open-minded governance	3	-	2	-	-
	10. Well-planned development	-	-	1	-	-
	11. Better quality of life	-	2	1	-	-
	12. Better opportunities for youth	-	-	19	2	-
	13. Better future for the region	33	24	9	-	8
	14. Better information accesses	1	-	3	-	-
	15. Clean area	7	2	37	8	1

**Note:** 1= bad, 2= quite bad, 3= medium, 4= quite good, 5= good

From the positive impacts listed in **Table 6.2** above there are two important points to conclude:

- ❖ The community orientation in evaluating positive impact of tourism is mainly focused on merely financial benefit, in terms of either for individuals or for social group.
- ❖ Considering the frequency distribution in each impact criteria, the community has not got real benefit from tourism development yet. However, it is clear that the community have high expectation that tourism will lead to a better future in their municipality.

## **2. Perceptions, Motivations and Participation towards Sustainability in Tourism**

The people of Tana Toraja generally know how important it is to do sustainable development, which they refer to as development with environment consideration. This could be detected from the informal interviews on sustainable development that were conducted. However, it seems that their idea of sustainable development was just at the level of obtaining information, which they heard from radio or television as their main sources of information media. Although since 2001 there has been a government institution, which has the main obligation to manage the environment, the information programs have not been implemented well. As a new institution, it still focuses on internal consolidation activities and making an inventory of the existing environmental problems.

However, the peoples of Tana Toraja have a relatively good motivation on achieving sustainable development. This is indicated from their willingness to cooperate in implementing any idea of environment improvements, which they have previously discussed<sup>56</sup>. Apart from the economic motivation, another aspect that motivates them to be environmentally friendly is their memory of how their ancestors always had their customs to maintain good relations between human beings and their environment. However, their economic hardship has prevented them from implementing this motivation in their daily lives. A small group of people within the community who can be considered as being at the adaptation stage<sup>57</sup> are facing difficulties in putting their motivation into practice. Apart economic from problems, a lack of similar perception/viewpoints among the community members has also to be considered.

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<sup>56</sup> For example, the roadwork for a track route to the tourism object in Lili Kira Village, Sesean District, which was done in April, 2000.

<sup>57</sup> Please refer to the phases of change, i.e. information, considering, adaptation, trying, evaluation, and adoption.

Although they are very proud of the ancestors' way of life, a transition of customs and cultural has made most of them feel awkward – if not pressured – to do again the pattern of their ancestors' in interacting with nature.

In terms of participation, it is generally easy to direct people and to ask them to cooperate. One of the factors that supports participation opportunities is the strong cooperation sense among the community members, either as a result of their ancestors' way of socializing or as a result of encouragement in their current spiritual life. "Clean Friday" activity is one of the cooperation activities growing in the community and originating from church.

**Table 6.3.** The List of Respondents' Attitudes towards Sustainable Tourism

No.	Attitude Categories	Self-scoring in Frequency				
		1	2	3	4	5
A.	Perceptions					
	1. Having knowledge of sustainable concepts	32	12	33	-	1
	2. Having an idea how to run sustainable tourism	46	-	-	-	-
	3. Sustainable tourism is important to preserve cultural and natural resources	-	12	-	107	23
	4. Need much money to run sustainable tourism	1	-	2	34	11
	5. Need longer time to run sustainable tourism	23	11	2	17	-
	6. Sustainable tourism is difficult to run	32	11	7	-	1
	7. Sustainable tourism needs too many requirements	8	7	38	2	5
	8. Sustainable tourism is a small scale tourism	3	9	32	28	7
	9. Sustainable tourism is nature related tourism	-	-	63	23	1
	10. Sustainable tourism needs fewer facilities	1	3	14	22	1
	11. Need more work to run sustainable tourism	34	12	77	1	5
	12. Everybody has to participate in the process	2	-	26	11	-
	13. Need to educate the local people first	-	-	45	34	7
	14. The daily live pattern has no relation to sustainable tourism	3	-	-	-	-
	15. Sustainable tourism has to be in a remote area	3	-	18	-	5
	16. Sustainable tourism could be everywhere	7	-	-	-	1
	17. Sustainable tourism needs beautiful scenery	-	23	34	6	-
	18. Sustainable tourism is good for everyone	6	12	69	18	34

No.	Attitude Categories	Self-scoring in Frequency				
		1	2	3	4	5
B.	Motivations					
	1. To get a main job	13	23	7	9	12
	2. To get a side job	-	-	67	32	17
	3. To increase family income	-	2	38	22	28
	4. To get better environment condition	-	-	-	-	63
	5. To promote culture	-	-	-	33	26
	6. To get better facilities	-	-	-	77	32
	7. To support agriculture	-	-	37	-	29
	8. To open a remote area	-	-	33	26	36
	9. To conserve nature	1	-	31	27	49
	10. To support cultural ceremonies	-	-	12	22	27
	11. To get better neighborhood conditions	1	-	21	2	6
C.	Participation					
	1. Passive participation	12	33	13	27	17
	2. Active participation	17	8	26	9	8
	3. Running a tourism business	-	-	72	-	12
	4. Working at tourism business	-	-	23	12	-
	5. Managing family capitals for tourism object	-	-	39	21	27
	6. Changing the current jobs to tourism sectors	21	-	-	-	5
	7. Offering the land for tourism sectors	1	9	-	3	2
	8. Supporting the regional program on tourism	-	-	-	67	39
	9. Advising the family to work in tourism	-	12	-	27	-
	10. Advising the kids to take tourism school	-	-	23	3	7
	11. Keeping the harmony of neighborhood	-	47	-	2	9
	12. Keeping the security of neighborhood	-	26	-	11	8
	13. Keeping the rule of land use pattern	-	37	2	12	9
	14. Keeping the rule of religion	-	-	39	67	5
	15. Doing a green production in agriculture	-	12	1	7	2
	16. Purifying the custom and culture	-	8	33	12	7

Looking at the results of the survey on Table 6.3 above, the following important factors need to be noted:

- ❖ Although the respondents think that they really need sustainable tourism to maintain the natural beauty and their unique culture, they generally still consider various criteria of sustainable tourism as a burden for them. Although their perception description shows that they have a narrow understanding about sustainable tourism, some of them have realized the importance of an educational process to implement sustainable tourism development. On the other hand, misinformation about sustainable tourism criteria as they have understood so far – especially with regard to minimum facilities – has strongly been opposed by some respondents. This is in line with their high expectation to get facilities work done by the government through tourism development programs.

- ❖ In terms of the motivation, economic aspects remain to be their main focus. This is a difficult challenge to answer in the process of planning and developing sustainable tourism development. The main problem regarding the motivation is to find solutions on how to make the community aware of the indirect economic benefits of tourism, and how to distribute economic benefit evenly.
- ❖ The relatively high passive participation frequency can probably be seen as an indication for a difficult change from the agricultural sector to tourism. This is supported by the low frequency in participations of numbers 6, 7, and 9.

## **B. MAJOR PROBLEMS FACED BY THE LOCALS TOWARDS TOURISM DEVELOPMENT**

To identify the community opinion about tourism development in Tana Toraja an *informal-unstructured-interview* has been conducted on 5 *formal-leaders* and 5 *informal leaders*. These leaders were selected based on their attention towards tourism in Tana Toraja. An interview has also been addressed to 5 local managers or owners of tourism object who have been in the business for at least 5 years. These exclusive respondents were selected to get good information from these people as practitioners.

Each interview was equipped with a list of key aspects, which are considered to be important problems of tourism development in Tana Toraja. Then, after each interview a list of key problems as expressed by the respondent was read to the interviewee. The respondent was then asked to rank and order the **TOP-5** problems of the list.

For the need of analysis Likert Scale is used for each problem on **the TOP-5** list, namely score 5 for the top problem, and reduced by 1 respectively up to the fifth problem. From the results of these interviews the top-5 problems from each respondent were compiled into a list, where each problem is then scaled by using a frequency approach and the order in **the**



**TOP-5.** By multiplying the scale of each problem and the total score of Likert Scale a list of **the TOP-15** problem is made as presented in **Table 6.4.**

**Table 6.4.** Local Community's Opinion about the Main Problems of Tourism Development in Tana Toraja

No	Major Problems	Score	Total Score
1.	Human Resources Quaility	15 x 5	75
2.	Promotion	(9x4) + (1x3)	39
3.	Marketing	(3x4)+(2x3)	18
4.	Infrastructurs	(3x3)+(2x3)+(2x1)	18
5.	Facilities	(1x4)+(2x3)+(3x2)	16
6.	Extensions	(1x3)+(5x2)+(2x1)	15
7.	Government Policy and Regulation	(3x3)+(1x1)	10
8.	Transportation	(1x4)+(1x3)+(1x2)	9
9.	Distance	(1x4)+(1x3)+(1x1)	8
10.	Public Awareness	(1x3)+(1x2)+(1x1)	6
11.	Investment capital	(1x2)+(3x1)	5
12.	Collaboration amongst the Stake Holder	(1x2)+(2x1)	4
13.	Religion	(2x1)	2
14.	Collaboration with foreign country	(1x1)	1
15.	-	-	-

**Note:** Score (15 x 5) means there are 15 kali problems in first position, where this position ranked with 5 on LIKERT scale

**Table 6.4** shows 14 main problems as stated by the practitioners of the local tourism industry in Tana Toraja. Human resources, promotion, marketing, and facilities are on the top ranks considered as sources of problems. Meanwhile, an emergence of religious issue as a source of problem indicates how complex the tourism development problem is in Tana Toraja.

**Human Resources.** All the respondents in this study stated the low quality of human resources in tourism sectors as the main reason why tourism development in Tana Toraja has not reached a sufficient level of

performance. This is in accordance with the results of the observation during the study, which shows that the low quality of human resources in tourism of Tana Toraja is found in all lines, both in government institutions and private practitioners (see chapter five).

It was already mentioned that tourism officers of the local government and other officers related to tourism development are generally career officers who do not have formal educational background in tourism. The officers of tourism in a new local government generally act as tourism administrative staff with a low capability. This low administrative capability of the staff can, for example, be seen from their low performance in compiling the tourism data and in filing them. Moreover, the basic tourism data they compile and keep are not adequate to be used as materials to plan tourism development. The available data have not ever been processed as research materials, at least not in the form of tabulation or comparison graphs. This low capability accompanied by low working ethics.

Also *private stakeholders* of tourism in Tana Toraja have only low quality of human resources. The previous section has explained a lot about what sort of tourism business myth the tourism object owners generally have. "Copying" tourism development of other regions is a common practice used by the tourism object owners in developing their objects and facilities. At the same time, business people in accommodation and restaurants only tend to work individually and do negative competition. This is worsened by the fact that even the guides generally do not show any reliable professionalism to support tourism development in Tana Toraja.

**Promotion.** Another aspect, which is considered as a main problem by the tourist practitioners in Tana Toraja, is promotion. From the results of the interview it is known that the respondents still generally understand “promotion” as an individual attempt or a local group attempt, which will directly promote Tana Toraja in *international tourism market*. They also believe that a promotion through “*word-of-mouth*” is highly efficient and effective. They also having a tendency to offer *superficial-services* or *superficial-products*, and it is a counter productive approach towards sustainable tourism development. Almost no respondents considered and were aware that “promotion” is a long and complicated chained activity (Shepperd, 1999).

*Tourism promotion* needs a comprehensive communication activity among various *stakeholders* to influence the community or population who has become a target-group of a tourism business. Good cooperation among the *stakeholders* is highly required to produce a model, an approach and strategies of the group. “*Communication*” as a key process in promotion must be understood as an aspect that can show its result either in a short time or in a relatively long time. This process of *communication* done in a promotion scenario basically aims at changing the thinking pattern, and/or image development.

**Marketing.** From the study it is known that *marketing* has always been used by the respondents as *an initial answer* when they were interviewed regarding the problem of tourism development in Tana Toraja. Almost all respondents think that the major marketing responsibility lies in the hands of the local and central government. In general, the respondents understand “*marketing*” to be identical to “*selling*”.

LEVIT (1960, in SHEPERD, 1999) explained that *selling* must be distinguished from *marketing*. *Selling* is focused on the *seller's* need to change the commodities/services into of cash. *Marketing*, however, concentrates on the possible needs of the *customer*, with the basic idea of creating or producing the need and satisfying the customer through delivery and consumption. DRUCKER (1973, in SHEPERD, 1999) further clarified that *selling* and *marketing* are not the same although they are related. The main aim of *marketing* is increasing *sales*.

A promising marketing strategy for promoting tourism is the one that SHEPERD (1999, p. 350) called *relationship-marketing*. Some important characteristics of this marketing scenario are: (1) a long term orientation, where sale is only an initial step, (2) “*we-oriented*” rather than “*me-oriented*” approach, (3) focusing on sale stability and sale continuity, (4) emphasizing the establishment of positive relation, (5) ensuring trust and services, (6) emphasizing a cooperation with a long-term goal, and (7) a high commitment to the customers even until introducing their individual profile.

Tourism marketing at a regional level is a collective responsibility among the tourism *stake-holders* who operate in the region. An example of marketing organization as proposed by SHEPERD (1999, p. 377) is presented below:

**Table 6.5.** Four Levels of Marketing Scopes and its Organizations (Sheperd, 1999)

No.	Marketing Level	Types of Organizations	Notes
1.	Level 1	Sub-function	The main center to communicate market environment need as described on Levels 2-4.
2.	Level 2	Company Market	Level of competition will affect selections of market activities.
3.	Level 3	<i>Stake-holders</i> Organization	Group decision will be affected by all the <i>stake-holders</i> involved..
4.	Level 4	Global Organization Environment	Power and change of STEP (social, technology, economy and politics) will be the main determinants.

**Infra-structures.** A low quality of the existing road network is the main example that the respondents often mention in describing the tourism *infra-structure* problem in Tana Toraja. The respondents generally think that each available tourism *object point* in Tana Toraja must be connected with each other by an asphalt road network which leads them straight to the object location. An extreme example is the expectation to have an asphalt road network that directly passes a *tongkonan* some badly wants to promote as a tourism object.

In tourism infra-structures are generally classified as public investment which indirectly generates income. Infra-structure development is usually a government responsibility while super-structures such as hotels and other amenity facilities are generally built by the public as a profitable business. However, a cooperation of infra-structure development between the government and the public needs to be encouraged as much as possible. This is also required to maintain various infra-structures that have been built by the government.

**Amenity Facilities.** The poor availability of various entertainment facilities to support tourism is the main explanation given by the respondents regarding the facility problem of tourism development in Tana Toraja. They consider the limited types and number of facilities of night entertainment as something that reduces the tourism attraction in Tana Toraja. The lack of cinemas was considered to be an extreme example of this problem and also for the entertainment for the locals. Morkam and Staiff (2002, p. 302) stated: “ *The cinematic and tourist experiences share a cognitive ecology whereby the meaning making process (as a template for subjectivity) brings them into the same analytical arena. What is being pursued is the possibility of an alternating perceptual system within the tourist experience – that of being ‘away’ and inextricably related state of being ‘home’ - that has parallel with the cinematic experience*”. Most respondents also think that each existing tourism object must have various tourism supporting facilities.

**Mentoring.** Almost all of the respondents mentioned a *mentoring* problem of tourism in Tana Toraja, a criticism which is directed towards the government. On the one hand, the respondents seem to expect some mentoring as far as site-planing and lay-out planning. On the other hand, there is a counter-productive argument which arise in terms of a conflicts in object ownership right. However, this mentoring problem is not unrelated to the human resource problem as has been described earlier.

**Government Regulation.** The respondents also commented to the regulation as issued in Local Government statement regarding the recognition of a tourism object and rules of tourism levy. These were considered to be a major source of problem caused for tourism

development in Tana Toraja. Almost all respondents think that there is no need to regulate the list of officially administered tourism objects and they also consider that the regulation regarding the retribution is unfair to the owners of the tourism objects.

The statement regarding the tourism object recognition can basically be considered as a government attempt to record the source of retribution income as well as a control step. However, the controlling concept must not be interpreted as a creativity restriction for the community to participate actively in tourism development in Tana Toraja. More likely it must aim at achieving integration in development and activities, which are positively synergic with each other.

Two systems of tourism retribution have previously been made effective, namely a *single-point retribution* and a *multi-point-retribution*. In the first system retribution is directly administered by the government through the *tourism entrance gate* in Salubarani. In this system the earnings from the tourism retribution directly administered by the government will directly become a source of local government revenue and redistributed back to the community in the form of regional development projects. In the second system, the tourism retribution is administered directly by each tourism object, and each of the owners contributes to the local government income based on a fixed percentage or rate.

There has been a conflict of interest in retribution, a complaint from the object owners, as well as from the travel bureau practitioners. The object owners generally think that the existing tourism retribution is too small both in terms of the amount and the percentage. However, the travel agent leads to the same practitioners (including the *guides*) theorize that the retribution is too high and will reduce the number of tourists visiting.

The problem of *tourism-pricing* is literally not an easy one. For practical purposes the following logics might be used as some considerations in deciding the pricing system and tourism retribution:

- ❖ Tourism industry is a service industry, which unfortunately is often more *sales oriented* and *marketing oriented* than *product oriented*. Thus, although most of tourism demand generally belongs to *elastic-demand*<sup>58</sup>, a system of price and retribution setting does not necessarily follow the pattern of being “*cheap to sell well*” as what is generally used in *product oriented*.
- ❖ The tourism economic benefit does not only consist of *direct-benefit*, but also *indirect-benefit* and *induced / intermediate benefit*.

Apart from the above factors there is another important thing that needs to be considered when in deciding about the pricing and retribution system that is the use of an “*equal price*” system, or a “*discrimination price*” system, between domestic visitors and overseas visitors. In developing countries the *discrimination price* system is generally used while developed countries generally use the system of *equal-price for all*. The field observation shows that overseas tourists generally oppose to the implementation of this *discrimination-price*, which they consider as “*exploitation*”. Although some respondents stated that they were willing to accept the implementation of this system, they still pay a close attention to this different pricing system.

A scheduling of *happy-hour* in various tourism entertainment facilities is quite popular – with a different pricing system, in terms of price for tourism service. Other examples are: (1) *backward-pricing*, which works based on the consumers’ *willingness to pay*, (2) *market penetration pricing*, which is generally temporary working with low prices and used for a new

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<sup>58</sup> A change in a unit of price will lead to a significant change in demand.



market with the intention to get an established market quickly, and (3) *skimming pricing*, which is generally made effective on tourism services with limited offer and healthy demand level (SHEPERD, 1999)

**Transportation and Distance.** Tana Toraja, which is geographically far to be reached from Makassar and Manado, is put by the respondents as the main example to express the problem of *transportation* and *distance*. The respondents generally mentioned *air transportation* as generally the best solution they can see.

The idea of *air transportation* is basically quite reasonable. However, in the case of Tana Toraja, this needs to be reconsidered as the former regular flights of Makassar-Toraja have been terminated since three years. Regular flights of Hasanuddin-Pongtiku, which were opened in the early 90-s, did not result in any direct increase of tourists' visit and are considered to be uneconomical in terms of the number of passengers. *Chartered-flights* and *co-operation-flights* therefor need to be considered to fulfill the expectation of the local people. Soroaco oil company, as a *company-flight* of Hasanuddin-Pongtiku, is potential to be regarded to develop a joint-flight development. In the mean time, *chartered-flights* can be developed jointly by travel bureaus for their tourist groups.

However, for the sake of Tana Toraja, it should first be decided about the tourism portion, which is targeted. It is also necessary to be proactive in initiating the tourism development of the surrounding regions as jointly designed and planned for the regional tourism development.

**Community Awareness and Cooperations among Stake-Holders.** The respondents consider group egoism and business egoism to be the main problems of community awareness. *Nobility-intrict*, either internally or externally, of the *Tongkonan* families are real problems occurring and this

is also happening among the *guides* who market the family-oriented tourism objects. Limited human resources in tourism, as discussed earlier must again be regarded as the main reason for business egoism.

Group egoism apparently has existed for relatively quite long in Tana Toraja. The following statement from ADAMS (1995<sup>59</sup> ; p. 143) can be used as a consideration of the intensity of the group egoism existing in Tana Toraja:

*“My introduction to the politics of identity in Tana Toraja **began on my the third day in the field.....**These days some people use their writings to cover up the negatives, embarrassing things - like slaves - and magnify the positive things. We need a new book to correct all of these portraits of Torajans with make up..”*

ADAMS' critics above must seriously be considered for tourism in Tana Toraja, especially since it relies on the customs and culture (as well as the natural spread) as the main attractions of tourism in Tana Toraja. A superficial traditional and cultural performance however does not reach good selling price in *cultural tourism*.

**Capital and Overseas Cooperation.** The very limited working and business capital has always been mentioned by the respondents in the context of big scale tourism facility development, such as *rated star-hotels*, swimming pools, and golf courses. Although some respondents expressed some ideas on *tourism village* development, or *agro-tourism*, the concept is generally come from those who need various physical developments. This also shows that they generally have *mass-tourism* motivation, which relies on luxury facilities. One respondent dominantly stated that *overseas cooperation* is the best solution for the capital problem.

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<sup>59</sup> Adams, Kathleen M. 1995. Making-up Toraja? *The Appropriation of Tourism, Anthropology and Museum for Politics in Upland Sulawesi, Indonesia*. ISSN 0014-1828.

There are actually a lot of institutional donors or international private agencies, which especially work in tourism investment in developing countries. However, various cases around the world have shown that this system has generally caused *capital-flight*, which will be unprofitable for *the host countries*. For this reasons it seem to be necessary to take precautions of *capital-flight* which is generally existing in tourism. Furthermore, with respect to the Regional Autonomy era, it is wise to avoid the imbalance of *tourism fund* outflow of Tana Toraja as an impact of the *inflow-trading* related to the need of tourism supply. For this reason it is necessary to plan a comprehensive tourism development to find the strategic tourism position of Tana Toraja in a regional scope.

**Religion.** Religious problems have only been exposed by two respondents with an argument that there is a certain “*strong perception and attitude*” which tends to be counter-productive for the tourism in Tana Toraja, and which originates from one or two specific group/s of Christian Community in the area. Furthermore, the *social-pressure* on community groups practicing Allu’ Todolo (also known as Torajan Hinduism) is another example which is considered as a real problem. The isolation of Torajan Hinduism has been suspected to cause the extinction of the unique tradition and culture of Tana Toraja. Moreover, they consider the various Christian rituals which are introduced in a series of Rambu Solo’ ceremonies to be distracting the holy phenomena of the ceremonies.

The observation in the field shows that this counter-productive perception and attitude also arises due to the limited knowledge and experience related to tourism. For example, *spiritual-tourism* as what the author proposed in a discussion during the first *In-house Training on Sustainable Tourism* (held in Makale, November 20-25, 2000) has strongly been rejected by some participants who argued that “religion is something serious and

cannot be mixed with tourism". The writer's explanation regarding the *pilgrimage-tourism*, which annually generates millions of dollars from the journey to Lourdes-France, Vatican or Mecca, does not seem to successfully build a better understanding of tourism potentials of religions. Thus, in the discussion session the writer intentionally raised the following hyperbole rhetorical question, which finally succeeded in making the participants think over their previous arguments:

*"I am not a Christian, ... I am just a creation of the God, going through a difficult time in my mind and feelings during my travel in this beautiful land called Tana Toraja; far from relatives, and all alone by myself. At the moment I need a place to sit quietly to surrender to the God and to pray with the hope. Is the church-door closed for me?"*

As one of the few municipalities in Indonesia, whose population is mostly Christian, Tana Toraja is actually very potential in offering *spiritual tourism* apart from other tourism activities. Demonstrating relative stability, as has been proved during the chaotic social and political situation of Indonesia since 1997, has high potential of *Christian-spiritual-tourism*.

### **C. THE POTENTIALS OF THE LOCAL'S SOCIAL CAPITAL TO SUPPORT SUSTAINABLE TOURISM**

Social capital is a picture of social life in the form of a joint network and norm, which can be implemented based on trust and which will make the members of the community become more capable in cooperating more effectively in achieving the group goal (PUTNAM, 1966, p. 66). World Bank (1999) globally defined social capital as "*the norms and social relations embedded in the social structures of societies that enable people to co-ordinate action to achieve desired goals*". Similarly, according to MONTGOMERY (1997; p. ix) social capital is "*the cumulative capacity of social groups to co-operate and work together for a common good*".

Coleman (1988, p. 98) argues that social capital must be defined based on its function, namely the function of all social structures existing in a well-structured unit. Meanwhile, WACQUANT (1998) distinguishes social capital into the following aspect:

- ❖ **The economic capital**, which consists of financial flows and other material assets.
- ❖ **The cultural (or informational) capital**, that is the instrument of appropriation of valued cultural products, which exist in the embodied, and institutionalized form.
- ❖ Social capital can be distinguished into **informal social capital** and **the formal social capital**. The informal social capital consists of resourceful social ties based on interpersonal networks of exchange, trust, and obligations. The formal social capital is made up of ties (positive or negatives, desired or not anchored in formal organization to which one participates as a member, client, or ward). However, both types of social capital will influence a person's capacities, opportunities, and strategies.
- ❖ **Symbolic capital**, which derives from the *mis-recognition* of the efficacy of those fundamental kinds of capital.

According to SCHULLER and FIELD (1998) social capital must be differentiated from human capital. Human capital tends to focus on individual agents, while social capital focuses on the networks and relationships. Human capital is generally measured through the individual income or productivity level, while social capital must be measured through the quality of life.

Looking at the basic theories above, the investigation of social capital as a potential to support sustainable tourism development has been initiated by tabulating various existing community groups. To facilitate the process of the investigation, various community groups legally registered in Social and Politics Department<sup>60</sup> have been classified into three criteria, namely the traditional community groups, the religious ones, and the modern

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<sup>60</sup> In mid-2000 this institution has been abolished when the new municipal restructured the government organization by referring to the national change of government structures.

ones. The focus of the investigation aims at finding out the orientation of each group, the norms they follow, and the existence of the group among the community.

The investigation was conducted through informal interviews of committee members of the organization as well as through the search of various literature studies related to the organization. The former aims at identifying the orientation and the norms of the group, while the latter aims at finding the existence of the group within the community.

### **1. Traditional Community Organization**

The peoples of Tana Toraja are originally related to the traditions of Tongkonan, which has always been the source of customs/traditions and cultures of their population groups. It was already mentioned before that the peoples of Tana Toraja are traditionally distinguished into 3 big traditional groups, namely *Adat Padang Dima'dikai* in Western Tana Toraja, *Adat Lembang Dipuangi* in Tallu Lembangna (Central to Southern Tana Toraja), and *Adat Tondok Diparenge'i* in Northern Tana Toraja. In total, these big traditional groups have been sub-divided into 32 different sub groups (see **Fig. 4.8**).

Almost all informants interviewed agreed that *Tongkonan Adat* is the oldest community organization in Tana Toraja. *Tongkonan Adat* is a traditional institution of community established in a certain region, which has supported and is supported by all living necessities. The material basis consists of Tongkonan house, rice field, garden/yard, dry field, forest, grazing land, and graveyards. The *tongkonan-adat* regulates and protects each living activity in its region. Each *tongkonan-adat* is usually headed by a traditional leader, who is appointed based on the inherited nobility, which is called *PUANG* in Tallu Lembangna, *MA'DIKA* in Western Tana Toraja, and *TO PARENGE'* in Northern Tana Toraja.

Although there are formally only 32 sub ethnic groups - which simultaneously reflect the basic groups of the existing community - there are many members of the community who claim their family as *Tongkonan Adat*. The possession of a Torajan Traditional House by a small family group - which is also called *tongkonan* in their local language - has easily been used as the basis to proclaim that their family is a *Tongkonan Adat*. The lack of a writing tradition among the ancestors of Tana Toraja has complicated the investigation process to trace the origin of each *Tongkonan Adat*. However, the result of the interview shows that all informants are generally aware that each existing group should certainly have a *Tongkonan Adat* as their traditional reference.

All of the informants claimed that the function and role of a *Tongkonan Adat* is very important and strategic in various aspects of life for the community of Tana Toraja. The informants also claim that the cast systems existing in the community - namely *Tana Bulaan* for the noble people, *Tana Basi* for the intellectuals, and *Tana Karurung* for the workers - are a reflection of divisions of functions, roles, and responsibilities of each individual in social life during the time of their ancestors. A *Tana Bulaan* is not only responsible for managing the harmony of the social life in the region but also for taking care of the lives of *Tana Basi* and *Tana Karurung*, who think and work for the collective need of the group. However, there are many members of the community, who do not belong to the noble group, but who have built a *tongkonan* traditional house (furnished with a rice barn) on their land. Actually, a traditional house is a noble attribute, which is generally only allowed to be built by merely the noble groups.

Traditionally, *Tongkonan Adat* has an orientation to manage all aspects of life, human relation with the creator, human relation with nature, or in interacting with others. Various regulations traditionally show a strong

orientation of religious belief. Traditional rules clearly mention the various traditional ceremonies that need to be conducted by each individual or a group to express their appreciation to the Most Powerful creator, or to pray for the safety and success in various activities they perform. Similarly, for the exploitation of the natural resources to support people's life, the tradition strictly states various requirements before exploitation, either in the form of a requirement related to spiritual concept or for the communal benefit continuity. For human relations, the tradition also regulates various co-operations that need to be done to reach a group goal.

Various traditional regulation philosophies have been spread out and explain by a traditional position called *TO MINAA*, which functions as an information source for various life philosophies and interactions as stated in *Alu' Todolo* (Torajan Hinduism). With the philosophical information obtained from *TO MINAA*, the *PUANG / MA DIKA / TO PARENGE' / Social Group* of a *Tongkonan Adat* will elaborate it into various real life strategies. Before implemented, each strategy will be discussed in a traditional democratic process called *KOMBONGAN ADAT*. Each member of the community has a right to attend *kombongan adat*, gets the opportunity to express ideas, and has a duty to follow the decision of the *kombongan adat*.

Although the community members generally still recognize and put their respect to the *tongkonan adat*, time has trimmed down the idealism. Although the crisis of the traditional institutions has not resulted in a real conflict, the observations during this study show that Adams' critic has some truth. The following factors are considered to contribute to the weakening function and effectiveness of *tongkonan adat* institution:

- ❖ A high emigration rate of people who leave Tana Toraja for a better life somewhere else has been practiced by almost all levels of the community classes. On the one hand, this weakens the identification



process of life strategies that need to be practiced by the upper ranking groups with respect to the further communication that is required by the group members who emigrate. On the other hand, the number of available labour force decreases to maintenance the agricultural land owned by the *tongkonan adat*. A visible indicator of this phenomenon is the neglected agricultural land due to limited labor force and inconsistent planting time (where this has abolished their tradition to organize planting time ceremonies).

- ❖ The low number of labor force in the agricultural sector has resulted in lower economic benefit of the agricultural activities. The work patterns were changed from working together to a wage system. The land owners are now forced to pay the wages in cash for those who work on their agricultural land.
- ❖ The economic problem above has contributed to decrease respect of the lower ranking community members to the upper ones. With all kinds of economic difficulties, the upper ranking groups can no longer continually fulfill the needs and ensure the welfare of the community members who are under their responsibilities. This has reduced the dependency chain of the lower ranking group to the upper one and has caused a change of orientation.

Apart from these societal disorientations in the context of economy, the effectiveness of *tongkonan adat* can still be considered to be reasonably good for other life aspects. Various co-operations to conduct a ceremony of *Rambu Solo*<sup>61</sup> still run very well, and can be used as the main indicator of the *tongkonan-adat* functionality.

The crises describe above however has been realized by many of the existing *tongkonan-adat*. A paradigm change of development politics, which takes place in Indonesia since the mid 90-s has motivated them to be more active in strengthening their group existence. One of their attempts is to form an alliance called Aliansi Masyarakat Adat Tana Toraja (an alliance of Tana Torajan Traditional Communities established in 1998) including all existing 32 sub community groups. Until the study in

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<sup>61</sup> A traditional ceremony related to sad atmosphere.

the region was terminated, the activities of this alliance have still been dominated by internal consolidation. Although this alliance is not considered to be not strong yet, the existence of this alliance as such has brought a positive new atmosphere for all groups and has been appreciated by the local government as potential partner in development.

## **2. Social Religious Organization**

As it has been stated in chapter three, the available statistical data show three religious groups in Tana Toraja, namely Christians as the majority, Moslems of about 10 percent, and *ALU' TODOLO* (Torajan Hinduism) of about 2 percent of the total population. The Christian groups are either Catholic or Protestant, with relatively many church groups, such as Toraja Church, Pantekosta, Kibaid Church, and many other Protestant churches.

The existing Christian institutions are very potential to promote cooperativeness among the community. Although the Christian communities are divided into several church groups, their faith in practicing religious teachings can clearly be identifying through their regular praying in churches, their regular attendance at the "religious gathering", and the relatively numerous churches in any corner of the villages. Their devotion in religion can be used as a media by each church to guide each member of the groups to follow various religious concepts in daily life.

Although there are one or two conflicts arising from an over-acting attitude of a church in societal life - especially regarding the counteracting of ceremonies based on the teachings of *ALU' TODOLO* - the influence of church can in general be judged very positive. Learning from former conflicts, various churches now tend to combine Christian teachings and

various stages of ceremonies based on the teachings of *ALU' TODOLO*, through an introduction of liturgy prayers into some of the traditional processions.

Even the Moslem community is the minority in Tana Toraja, their existence is very much appreciated by the majority and a source of societal respect to other Moslems. The Moslems are generally new comers who make business and work in Tana Toraja. With adequate respect from the majority group to the Moslem group, the same quality of respect is returned by the Moslems to the majority group. This made both groups capable of maintaining the political and security stability in their region while Indonesia underwent political crisis at the end of 90-s. Although there have been a number of political blows related to *SARA*<sup>62</sup> which made a lot of victims suffer in a unofficial civil war in the surrounding municipalities, the peace in Tana Toraja has not been affected. During the study there has never been any social riot related to religious issue.

Unlike the Moslem group, the followers of *ALU' TODOLO* do not seem to get adequate respect and chances to express their philosophy and religion among the majority group. Actually there is no obvious rejection of the majority to this Alu' Tolodo group, but the few members of this group have step by step found it more difficult to express their spiritual background. There is/are one or two senior *ALU' TODOLO* believers who admit still having magic spell ability that would be useful for many things, but they generally say that they do not have adequate funding and place to conduct the procession

Most Torajan still respect the existence of their ancestors' belief. Accordingly there are still many members of the majority who still participate in various traditional and cultural processions based on the

teachings of *ALU' TODOLO*, at least in *Rambu Solo'* ceremony. However, a strong religious atmosphere established by the majority group has made some of them feel awkward – or even oppressed – to give full respect to the existence of *ALU' TODOLO*.

Another cause of the trimming down of *ALU' TODOLO* has been a long negligence of the government. The government has never shown responsibility in mentoring and supporting this group like what the government does for other societal groups. This can be detected from the absence of any annual funding allocated for this group from the local social department revenue. Although some members of the community consider this group to be animism, there is actually no reason for the local government to disclaim this group because the existence of this group has been legally acknowledged as Toraja Hinduism in national level.

The extinction of the *ALU' TODOLO* group from Tana Toraja must be seen as a big loss for all of them. The entire tradition and culture of Tana Toraja community are wholly rooted in this belief. The extinction of this group, sooner or later, will at least cause the extinction of traditional and cultural distinctiveness which is of enormous value as a potential for *cultural tourism* resources. The extinction of this group must be prevented, and they must get the needed attention from the local government to make survive the cultural heritage and identity.

### **3. Modern Social Capital<sup>63</sup>**

**Economic Oriented Groups.** The result of the investigation shows that there are about 200 cooperative institutions which are legally registered in Tana Toraja municipality. Although the number is relatively high. The

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<sup>62</sup> *SARA* is a local slang to express a radical orientation.

<sup>63</sup> This term is used to describe the adoption and application of modern organization by the group.

observations also show that only a small number of them are managed well and are able to give significant economic benefit to the members. This is partly due to the limited ability of those who manage the cooperation; including interfering government officials. Another cause that makes a cooperative institution inefficient and ineffective is the weak motivation base of the cooperation establishment itself. Various information obtained indicate that the establishment of cooperation usually has not been motivated by the awareness of certain community members to save the goal of gathering the business capital and run the business together but has mainly been pushed by the chance to get the capital subsidy provided by the central government through co-operation institutions. The missleaded motivation makes them tend to cheat and finally lose due to their weak ability in managing the business.

**Youth Related Groups.** Of the many existing youth groups there are only two youth organizations which have a relatively wide and good bargaining position in social life, namely the youth group of children of retired national soldiers, and the youth group of children of former patriots for Indonesian Independence. There are at least two important factors that make the position of youth groups strategic, namely as a human resource for the political parties, and for community social activities. In the context of politics, it has been observed that various existing youth groups are frequently used as an extension of the existing political parties.

There is even an anecdote going around the community, which says “a liter of local wine can motivate the youth to go to the street to perform demonstration”. This anecdote is not only directed to criticize various existing political parties but also to criticize the weak practical political values among the youths. However, the existence of the youth groups in

Tana Toraja must be considered important and should get a good attention. In the context of the community social activities, the youth group is the hope to implement various forms of social activities which need the spirit and the force of the youth.

**Other Non Governmental Organization Groups (NGOs).** The number of various NGOs in Tana Toraja has increased remarkably as political atmosphere and the development pattern in Indonesia changed in the mid 90-s. Although each existing village (there are almost 260 villages in Tana Toraja) has at least one NGO with varied orientation, only a small number of them are active and survive to achieve the group objectives.

The weak human resources are again the cause of the stagnation in the organization, and limited budget is a classic factor that prevents the organization from running well. On the one hand, the existing NGOs still depend on various institutional donors for their funding. On the other hand, their human resources are still not capable of designing a good activity proposal as generally required by various international institutional donors which become their main orientation. One of the local NGOs which so far survives and also exists on the national level is WALDA. Although it still relies on various institutional donors to finance its activities, the nobility of the individual leader of this institution has helped them to run various nature conservation programs that they plan throughout social respect to the leader. Moreover, the assistance of various temporary collaborator experts in this institution - including the International Volunteer Services - has made this institution more established.

In relation to NGOs, the “*Verein*” model, which is really established in Germany, could be used as a good example to adopt. For this, the main requirement to fulfill is a motivation of specific interest of each member.

The establishment of a “*Verein*” in Germany is based on similarities in visions, expectations, and objectives – even only on a rather simple thing such as a hobby – which motivate them voluntarily to get together, exchange information and help each other to achieve the goals. With this motivation, each member has the same awareness to give the same sacrifice to achieve their goal, including financial sacrifice. When there is a funding input from the local government given to each registered *Verein*, this will merely be a temporary incentive. However, the local government or even the central government will never have sufficient money to support financial need of a NGO.



## **VII. THE ROLE OF OTHER SECTORS TO SUPPORT SUSTAINABLE TOURISM DEVELOPMENT**

Since tourism is multi-sectoral in nature, the related sectors are very important and will affect the total performance shown by tourism. On the one hand, each related sector is complementary, on the other hand, it has to be realized that there are actually many competitions going on among the different sectors. The limited availability of qualified labor force is one simple example that often causes a competition among the related sectors.

A tourism activity does not only happen in a destination where various tourism objects and attractions are offered. It begins from where the tourist resides. Each area passed by the tourist on his/her either way to and from his/her destination also has to support the total satisfaction that can be obtained by the tourist during his/her trip. This illustrates how important the relation of a destination is to other regions along the route during the tourist's trip. However, these other region can also be a source of competition. Each of the regions passed by a tourist to a destination has a chance and also tends to grab economic benefit from the tourist passing the area.



## **A. INTER-SECTOR DEPENDENCIES AND CONGRUENCIES**

In many ways tourism in Tana Toraja has a very high dependency of the various other development sector. There are at least 4 development sectors that must get special attention to achieve sustainable tourist in Tana Toraja, namely the agricultural sector, the livestock sector, the trading sector, and the forestry sector. The performances of these sectors are very important to achieve sustainable tourism in Tana Toraja.

**Agricultural Sector.** The importance of the agricultural sector can at least be seen from two aspects, namely agriculture as a landscaping factor and thus possible tourism attraction and agriculture as a major living source for the local community. It is undeniable that the terraced paddy fields form beautiful scenery, which are one of the main, and basic natural tourism attractions in Tana Toraja. A degraded quality of the agricultural land will certainly decrease the attractions and scenic beauty of the cultural landscape.

Although the contribution of the agriculture sector in Original Regional Income and in Gross Domestic Regional Income is still considered small, it is the main sector that absorbs labor force in Tana Toraja. Although the available agricultural land is quite extended the traditional agricultural management causes only low production in this sector. The main agricultural production is focused on rice, and the actual production level is still not sufficient to sell rice to other regions. This causes a very high dependency on other surrounding municipalities for various other food crops. The same must be admitted according the food stock, which is needed for tourist. Almost 70% of the food stock is reported to be bought and imported from other municipalities outside Tana Toraja.

The low economic benefit in has negative consequences starting with the movement of the agricultural labor to other sectors. This consecutively lowered the production level further down due to the decreasing number of the agricultural labor force. From the tourism viewpoint this is very unprofitable due to the decreasing quality of the beautiful scenery of the agricultural land - as a result of the many neglected paddy fields - and also due to the disappearance of various traditional and cultural attractions related to the community agricultural activities.

The situation is worsened by the change of communal land into individual land. Although tourism investment has not shown a significant impact on the tendency of agricultural land function change, the tendency of the tourism investors to occupy land in beautiful scenery is a threat that needs to be cautious of.

**Livestock sector.** Apart from the agricultural sector, the livestock sector is also important for the community of Tana Toraja. Buffalo and pig breeding is known since the long time, and buffalos and pigs play an important role in the daily life of the community. Apart from being used for daily consumption, they have special and important meaning in various traditional ceremonies. The sad feeling experienced by a family member is expressed by slaughtering buffalos and pigs as a sacrifice in *Rambu Solo'* ceremony.

Apart from being known as the home of *Tedong Bonga* as an endemic buffalo, Tana Toraja had been famous as a buffalo-breeding center in South Sulawesi until the early 80-s. However, this has changed in between and almost 50% of the buffalo demands for various traditional ceremonies are supplied from Kendari, South East Sulawesi. Around 30% of the annual pig demands are supplied from the pig breeding center of Parepare. The demand for buffalo and pig for various traditional ceremonies

annually conducted by the community by far outnumbers the local cattle production. For the buffalos, the community still use an illegal opened grazing on various available pastures and forests, while for the pigs the community keep them as sort of a side job around their houses.

There is a tax on cattle slaughtering<sup>64</sup>, which is a source of Original Regional Income for Tana Toraja. Like this, so the economic contribution of this livestock sector is very useful for other sectors, including tourism. However, the breeding system currently undertaken by the people is also a serious threat since the local community tradition to breed pigs around the houses causes unpleasant and obtrusive smell. Although the local government has issued a regulation to ban pig breeding in urban areas, Kota Makale – as a government center – was still stinking due to the pig dung when the study was terminated. This is certainly not conducive for the amenity of tourism. Similarly, buffalo breeding done in various critical bare land and forests is also one of the reasons for the degraded quality of environment in Tana Toraja.

**General Trading**<sup>65</sup>. Although the contribution of a general trading tax is the second biggest in the Original Regional Income (ORI) of Tana Toraja, the existing trading system seems to need special attention. A high contribution in ORI can certainly be used as an indicator for the importance of this sector in the development as a whole. However, the trading system which is more dominated by *inward-trading*<sup>66</sup> can also be used as an indicator for natural resource manipulation by the people. With the relatively low production level of the local community, they need to exploit more natural resources to have enough money to fulfill their

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<sup>64</sup> This tax is applied for each big cattle slaughtered, either for commercial or non commercial purposes.

<sup>65</sup> This term is used to describe the trading of clothing, foodstuff, accommodation, and other various living necessities.

<sup>66</sup> This term is used to show that the existing trading is various selling and purchasing activities for various merchandise produced outside Tana Toraja.

various living necessities, which have to be supplied from other regions (inward trading). This can also be detected from a relatively high illegal occupancy of the forestland by the community to plant coffee and spices every year, which can amount to approximately 15% of the existing land (BPN-Tana Toraja, 2001).

The tendency of the local people to spend their recreation time outside Tana Toraja over the weekends has worsened the economic impact of the inward trading pattern. For this reason it is necessary to include the recreational demand of the local community in planning future tourism development.

**Forestry Sector.** The Forestry sector is very important for Tana Toraja municipality. The economic contribution of this sector on Original Regional Income is still relatively low, but the primary natural forests cover around 30% of the total area of the municipality and are very important for various conservation purposes. Moreover, various existing forest areas have natural pine stands, which are frequently used as seedling mother stands to fulfill the need for pine seed stocks in other regions outside Tana Toraja. There is a rich selection of herbal medicinal plant types and wildlife existing in the natural forests in the Mesila forest areas.

For economic purposes, the resins of the pine stands have been harvested<sup>67</sup> for various industrial necessities outside Tana Toraja. In the context of natural scenery for tourism, the structural beauty of forest stands of needle leaves is also unique among other forest stands of wider

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<sup>67</sup> The pine resin production is a consensus of the state owned institution, namely PT. INHUTANI III.

leaves. Moreover, a high evapotranspiration rate of the pine stands can be seen as a natural water circulation mechanism to balance the high annual rainfall in this municipality.

In relation to the ecological function of the forest, especially for biodiversity conservation, it is necessary to be aware of the following crucial conditions, which need to be solved in Tana Toraja:

- ❖ Since the reformation era at the end of the 90-s there has been a significant increase of illegal occupancy of the state owned forests. With an excuse of “returning the traditional forests” the community have competed to occupy the available forests around them. The forest areas, which had been regulated in *Tata Guna Hutan Kesepakatan*<sup>68</sup> (TGHK) at the end of the 80-s, have been rejected by the community with the argument that it was a *top down forestry policy*. This is worsened by the lack of written documentation on traditional forests belonging to the community as a whole (communal ownership). The community claims their communal forest borders through the *home ranges* for the cattle they graze freely in various forest areas. The claim has taken up all the remaining *state forest*, and it can easily be predicted that they will open the natural forest stands for coffee plantation or other food crops. Although the claim has not been made officially, the situation in the field has shown a really distressing condition of this illegal occupancy.
- ❖ To support their claim, the communities have raised a social issue in the form of anti-pine movement. They claim that the available pine stands are causing the decreasing availability of the ground water that they require for various agricultural necessities. With that subjective claim, they feel entitled to cut the pine stands illegally, and even proposed that the local government should immediately replaced all the existing pine stands by different tree species. There has not been any research result showing an extraordinary evapotranspiration of pine stands in Tana Toraja. The community claim is relatively very weak. The existing pine stands are sporadic and the area is not more than 15 % of the overall natural forest stand in the region. This subjective claim also indicates the abuse of the forestry knowledge that they have got from various forestry extension programs.

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<sup>68</sup> *Tata Guna Hutan Kesepakatan* is a national forestry policy, which states the borders of state-forests and private forests and which was well-established at the end of 1980s.

The disappearance of the natural forests in Tana Toraja does not only mean a destruction of tourism potentials, but also induces further consequences ending up with regional ecological destruction and community economic loss. The big flood happening at the end of 2001 and early 2002 ruined the agricultural land and the plants that were ready for harvest in Rantepao District regions. Similarly, various landslides happening in 2000 and 2001 have used up more than 30% of the annual budget of the General Work Department just to rebuild the road infrastructures (General Work Department of Tana Toraja, 2001, personal communication).

## **B. INTER-REGIONAL DEPENDENCIES AND CONGRUENCIES**

The geographical location of Tana Toraja, which is hinterland, has made this region depend so much on other regions as entry gates to reach Tana Toraja. On the one hand, the trip to Tana Toraja – more than 300 km from Makassar – provides natural scenery attractions from beaches to mountains as an impressive experience. On the other hand, the narrow and winding road needs a long driving time to reach the place. It takes approximately 6 hours from Makassar. Connected to the arrival time of the flights from Makassar, the trip to Tana Toraja easily takes a whole day from other places outside Sulawesi Island.

The performance of the regions on the way to Tana Toraja greatly determines the total satisfaction of the tourists visiting Tana Toraja. From the South, several important municipalities for Tana Toraja tourism are Makassar City, Pare-pare City, and Enrekang Municipality. While from the North, the important municipalities for Tana Toraja tourism are Luwu municipality and North Luwu municipality. On the West, the important municipality is Polmas.

**Makassar City.** The importance of Makassar city for Tana Toraja is not only due to the existence of the airport but also to the *potential tourism demand* of the local community. Highly populated Makassar City<sup>69</sup> - with a relatively good income per capita - is a very potential tourist source. As a mountainous region with cool weather and beautiful scenery, Tana Toraja actually has a good chance to attract *weekend leisure takers* from Makassar City, which is a hot coastal area. The only region, which becomes a competitor to Tana Toraja in winning the domestic tourist potential from Makassar City due to its ecological character and landscape, is Malino District in Goa Municipality, which takes only about 2.5 hours from Makassar.

The availability of *major travel agents*, which generally have central offices in Makassar City, is another reason for Tana Toraja tourism to depend on this city. In many aspects the influence of *major travel agents* is very significant to attract tourists to various available tourism destinations in this province. Although Tana Toraja is their focal point in promoting the tourism of South Sulawesi Province, there are many other tourism potentials that they also sell to tourists. Thus, Makassar City can also be considered as the center where competitions for provincial regional destinations occur.

In the context of tourism money, Makassar City is suspected to get more economic benefit from tourism than Tana Toraja. Apart from the money cycles made by *major tourism agents* and *chained star-hotels*, this city is more ready to attract tourists to spend money in many ways<sup>70</sup>. Although this is a general international tendency, the tourism of Tana Toraja needs to be aware of this since Tana Toraja has been used as the provincial tourism

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<sup>69</sup> Official data shows there are almost 6 millions inhabitants in Makassar on the year 2001 (BPS-Makassar, 2001).

mascot. If the quality of various tourism services and souvenirs available in Tana Toraja is lower than that in Makassar, the tourists will then tend to spend their money in Makassar City although this is for a product originating from Tana Toraja.

**Pare-pare City.** This city is also important for the tourism of Tana Toraja because it is located between Makassar City and Tana Toraja municipality, and only takes about 3 hours from and to Tana Toraja. With this position, the city has become an important *stopping area* for the tourists on their way from or to Makassar City. However, this potential as a *stopping area* has not been explored by Pare-pare City, but is only limited to the provision of gas stations. Nevertheless, this city will partly determine the total satisfaction of the tourist trip to Tana Toraja.

Another aspect that has made Pare-pare City important for Tana Toraja tourism is the existence of a seaport, which connects Sulawesi to several provinces in Kalimantan Island. Although the tourist flow from this seaport is still considered low, this port will become important in the future as various port facilities are developed. Pare-pare area is nationally been planned to become an integrated economic development center known as *Kapet Pare-pare*.

**Enrekang Municipality.** This municipality is one of the municipalities, which borders directly with Tana Toraja municipality. As a mountainous region, it also has a natural spread beauty partly comparable to that in Tana Toraja. In the context of *travel time*, however, the location of this municipality is not potential as a *stopping area*, but in principle the mountainous natural beauty can be used for tourism. A rapid growth of

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<sup>70</sup> As a provincial capital, this city has a lot of amenity and entertainment facilities and shopping centers that can attract tourist money.



various small restaurants in the Bambapuang area has made this municipality a popular *rest area* for commuters or travelers who pass this area either from or to Tana Toraja.

The natural spread character of the area has made the government of Enrekang municipality focus on various developments with tourism orientation in the north part of this municipality. On the one hand, this might support the satisfaction got by the tourists on their way to Tana Toraja; on the other hand, this is a new competitor for Tana Toraja, at least for nature tourism. Moreover, this can absorb domestic tourists who have so far visited Tana Toraja on the weekends or school holiday seasons. Since the majority in Enrekang is Moslem, it must be seen that it has better chance to attract the Moslem communities in the surrounding municipalities to come to North part of Enrekang municipality. A low number of *Moslem restaurants* in Tana Toraja are one of the limiting factors to attract domestic tourists from the surrounding municipalities.

**Luwu and North Luwu Municipalities.** For Tana Toraja, Luwu Municipality and North Luwu Utara Municipality are the gates for and from Poso Municipality in Central Sulawesi Province. The performance of these two municipalities is therefor also important. Actually, the relation of Tana Toraja with this region has been established for very long since Luwu Kingdom is historically closely related to Tana Toraja. Various legends in Tana Toraja say that the Luwu Kings had a good relation in many aspects with the *Puangs* in Tana Toraja.

Almost 20% of the population in these two municipalities are Torajan ethnic groups and still use Torajan language in their daily life. Torajan ethnic groups who live in those two municipalities are a potential domestic tourist demand for Tana Toraja tourism. Unfortunately, this has not been realized by Tana Toraja tourism yet. Various types of visits done

by the Torajan ethnic groups living in both municipalities are still considered as business trips or merely *family gatherings*. Better agricultural productivity done by Tana Torajan ethnic groups in both municipalities has enabled them to sell their crops to Tana Toraja. They generally have *family gatherings* in *Rambu Solo'* or *Rambu Tuka'* ceremony or during Christmas. None of the reported tourism initiatives, however, has so far been made to create cultural events to obtain a more significant economic benefit.

**Polmas Municipality.** Several districts located in the West of Tana Toraja Municipality depend strongly on Polmas Municipality. For the communities who live in several vilages in Bonggakaradeng District, Simbuang and Bittuang, the land transportation connection to outside Tana Toraja can be done the easiest through several districts in Polmas municipality, which borders with Tana Toraja municipality. Although the condition of the infrastructures in both bordering regions is still low, the travel time to Polmas municipality takes is shorter than that to Makale or Rantepao. This has also focused the trading on Polmas municipality.

Almost 40% of the population in the of Polmas municipality districts, which directly borders with Tana Toraja, are Torajan ethnic groups and still use Torajan language in their daily life. Various Tana Torajan traditions and culture aspects are also still in used. The western Torajan tradition and culture of *Padang Dima'dikai* are even more distinct and exotic within the acculturation with the majority Bugis tradition and culture in Polmas municipality. This is one of the proofs of *the sense of place* theory (John Eylss, 1985), and is at the same time very potential to be developed as tourism object and attraction by Polmas municipality.

Realizing these links and the possible congruences, several tourism officers from the above towns/municipalities have been invited to join the *in-house training* session which have been conducted during the research. This participation was expected to be an initial communication to start a good regional co-operation in regional tourism development. Unfortunately, the responses from those who had been invited were neglectable. From the three *in-house trainings* conducted there was only one representative from Enrekang municipality, who attended one training although these trainings were conducted free of charge for them.

The low awareness of the necessity for collective regional tourism development is worsened by the tendency of the travel bureaus to sell *back-track* tourism travel packages only. Package tours sold for the destination of Tana Toraja always take the *back track* Makassar – Pare-pare – Enrekang – Tana Toraja.

The *round trip destination* pattern is however considered to be more appropriate for Tana Toraja by the author. With respect to the long and tiring travel time and the bad road conditions the *round trip* pattern can give better total travel satisfaction than the *back-track*. Moreover, the high seasonality of Tana Toraja tourism turns it difficult to become the single tourism destination.

Apart from being an indicator for destination egoism, this long-established tourism package system also indicates limited creativity of the tourism human resources at a provincial level. This promotion pattern, reaches only a small number of the independent tourists who want to take the travel route Makassar – Pare-pare – Enrekang – Tana Toraja – Palopo in Luwu – Makassar on their plan to Tana Toraja.

The economic situation of various stake holders and regions as described in chapter three is strongly suspected to be one of the reasons why Tana Toraja municipality failed in getting the flight back from Hasanuddin Airport in Makassar to Pongtiku airport in Tana Toraja. In addition, Tana Toraja attempt to have a direct flight from Ngurah Rai airport in Denpasar to Pongtiku has always undergone an obstruction for the last three years. This condition has recently been worsened by a high desire from the community of Luwu municipality to have an airport in their municipality.

Apart from the differing transportation politics of each municipality, Tana Toraja municipality must, however, realize that a single tourism destination position at a regional scale will only be of minor interest and bring limited profit. Various limitations and obstacles that they have – including ecological limitations and obstacles – do not enable them to supply the whole demand of tourism services and products independently. Regional co-operation, however, is one of the chances for Tana Toraja to compliment the limited tourism supply that they can provide.

The status of Tana Toraja as one of the main tourism destinations as has been decided nationally must however be viewed and respected as a privilege, advertising and obligation for them. Without the promising name of Tana Toraja, various regional tourism potentials will be difficult to market in the tourism world. For this reason, a congruent regionally joint tourism development is a must.



## VIII. OVER ALL EVALUATION

***“It is not permitted to the Sun to catch up the Moon,  
nor can the Night outstrip the Day:  
Each just swims along in its own orbit according to Law”  
(Quran, 36: 40)***

Philosophically, the above quotation from the Holy Quran, reminds us that each element and living beings in this world have interdependency with specific roles and responsibilities on specific limits and rules as well. It is also reminded that there is no need of competing in power as it is symbolized that it is not possible for the Sun (as the source of energy) to catch up with the Moon (although it is merely one of its planets).

Regardless of the existing polemics on *gaianist*, *antrophocentrism*, *ecocentrism* or *technocetrism* (see Phillips and Tim, 2000, p. 14-25), a good knowledge about the function of each life element and component is necessary towards a harmonious life. All of these are human beings' responsibility - either as an individual or communal - and must be accompanied with high awareness to perform the existing responsibilities. The responsibility is not only for social reasons but also a realization that the world has limited carrying capacity to accommodate the population, limited natural productivity, and limited capacity to absorb various pollutions.

## **A. THE STRENGTHENINGS AND WEAKNESSES**

Concerning all findings that have been described in previous chapters, in general there is no single doubt to say that tourism resources in Tana Toraja is very potential. However, it has important strengthenings and weaknesses that have to be considered in planning process, i.e. :

- ❖ The number of tourism resources is high, but not followed by the variety. On the one hand, it is a good chance to promote more tourism supply, but on the other hand it could rise a negative competition atmosphere; as it occurred already nowadays amongst the communities.
- ❖ The tourism potentials are wellknown already - as have been promoted for more than two decades - but the development progress is still such like in an initial development phase. Even it can be said as a long period of big loss for the Torajan itself, however it is a good opportunity for them to run a sustainable concept in easier tasks; at least they do not have so much obligations to recover the negative impacts such always took a place in mass tourism development area.
- ❖ The local communities mostly become the owner of tourism resources, but most of them still have insufficient knowledges and experiences to develop and manage their tourism resources. On the one hand, it is a good bargaining position for the local communities to be fully participated in a sustainable tourism development - as it become an important criteria in sustainable tourism development concept - but on the other hand they have to work hard to improve their ability both in individual work and in working group. They have to realize that a good cooperation amongst the communities is a prerequisite to solve their limited funding to finance the further development plans.
- ❖ Socio-culturally, the Torajan have impressively unique customs, norms, and traditions, but its transformation processes have out aside the existence of the Alu'Todolo. However, they have to develop a better criteria to adjust the transformation issues.
- ❖ Actually, the latent values of each tourism resource is relatively high, but the existing condition is not yet sufficient to bring all of resources into a level of tourism-supply. A kind of management touch is needed to be taken first to make its inherent values become actual for enjoying by the tourists.

- ❖ Actually, the local people have strong motive to run tourism business and get optimum economic benefit from tourism, but their existing conditions is still unconducive to fulfill their desires. They still have to be supported – through in-house training for example – to make them be able to create and manage particular tourism business that inline with their financial ability and specific condition. In order to collect the financial ability, they also have to work hand in hand in a kind of small business group, since tourism bussiness mostly need a mid up to high investment.
- ❖ In the one hand, the tourism resources that distributed almost equally in all part of the region could be faced as a good chance to let the local communities participated in further development, but however their environment has limited capability to accept the developemnt.
- ❖ The combination of cultural and natural resource become an additional value for the potentials, but there are a strong relationship among each other. It has to be realized that the quality of each resource will also be affected so much by reciprocal interaction between the people and their environment. Without a good will to preserve and conserve (or even recover) the existing condition, however sooner or later all potentials will be dropt.
- ❖ In general can be said that the local community has sufficient awareness to the sustainability, but their mean time daily needs still push them to be inconsitant in implementing the sustainable concepts. In planning process, it has to be realized that no sense to push them to follow the sustainable concepts without any offering to let them also survive in the mean time of life.

## **B. THE ROLE OF TOURISM RESOURCE TYPES TO SUPPORT SUSTAINABLE DEVELOPMENT IN A RURAL REGION**

Although tourism resources are quite varied, they can actually be distinguished into two groups, namely *nature related tourism resources* and *human activity related tourism resources*. Forest related tourism, wildlife related tourism and landscape scenery related tourism are some examples of tourism activity types of nature related tourism resources. While cultural tourism, culinary tourism, or MICE (meeting, incentives, conference and exhibition) are those of *human activity related tourism resources*.

Various results of the study show that the tourism resource groups existing in Tana Toraja have a very high interdependency. The landscape beauty in Tana Toraja is closely related to the tradition and culture of Torajan people. This is in line with what Darvil (1996) stated that a natural spread of a region can at least indicate 3 specific dimensions of the culture of the community who live in it, namely: (a) showing the regional division patterns of the community, either in the context of an individual or communal, (b) showing an interaction type existing between the community and the environment, and (c) showing the value system and belief that affect various practical activity types of the community in surviving in their lives.

The interaction between men and the environment can be distinguished into 3 types, namely (a) basic dependencies, (b) subsistence dependencies, and (c) induced dependencies. Basic dependencies are various dependency types of Tana Torajan community, which happen naturally in the fulfillment of their basic living functions. Subsistence dependencies constitute a type of dependency, which occurs due to the limited factors that can support the natural welfare process in the community. Lastly, induced dependencies are generated from tourist' influence on the interactions happening between Tana Toraja community and the home environment.

Eckbo *et al* (1998) thinks that human relation with nature occurs in various types and levels, namely: (1) sensory impression, (b) accumulated experiences in human memory banks, (c) verbal and graphic information and experience of the world that has been encountered, perused, accumulated, and absorbed throughout our lives, (d) attitudes in our memory banks, (e) wisdom, and (f) interactive contact with other ecological communities. Thus, it can be said that the better the sensory



impression and experiences the tourists have at a destination is, the better the attitude and interaction with the environment of the destination will be. It can also be concluded that a close reciprocal relation will not only happen among the natural resources itself, but also between the resources and the tourists.

**Table 8.1.** The Role of Tourism Resource Types to Support Sustainable Tourism in Tana Toraja

Type of Resources	Pattern of Interactions									
	Basic Dependencies			Subsistence Dependencies				Induced Dependencies		
	A	B	C	D	E	F	G	H	I	J
<b>A. Nature Related Tourism Resources</b>										
1. Natural Landscape	3	3	2	1	2	2	3	3	3	3
2. Cultural Landscape	3	3	2	2	2	2	3	3	3	3
3. Agriculture Potentials	1	3	3	3	3	3	3	2	2	2
4. Forestry Potentials	2	3	3	3	3	3	3	1	1	1
5. Husbandry Potentials	1	3	3	3	3	3	3	1	1	1
6. Wildlife Potentials	2	1	1	1	1	1	3	1	1	1
7. Other Nature Phenomena	2	1	1	1	1	1	3	2	2	2
<b>B. Human Activity Related Tourism Resources</b>										
1. Norms and Believes	3	3	3	1	3	3	3	1	2	2
2. Ancient Cultures	2	2	2	2	2	2	3	3	3	3
3. Transformaed Cultures	2	2	2	2	2	3	3	1	2	2
4. Traditional Capitals	2	2	1	1	3	2	3	2	3	3
5. Modern Capitals	1	2	1	3	3	3	3	1	1	1

**Note:** A = living space quality      D = Individual welfare      H = Sensory impression  
 B = Existence Need Fulfilment      E = Community welfare      I = Experiences quality  
 C = Life Quality      F = Current Welfare      J = Attitudes  
 G = Future Welfare      1 2 3 = the qualitative degree of dependencies  
 1 = Little, 2 = remarkably, 3 = very important

Considering various results of the study, the role of tourism resource in Tana Toraja in supporting sustainable tourism development can be concluded as in **Table 8.1**. The interactions happening can briefly be described as follows:

❖ **Basic Dependencies.** The world evolution process that happened millions of years ago has naturally made the natural spread of Tana Toraja as a karst regional part of Latimojong mountain range, which lies horizontally from the south. As a typical characteristic of karst mountainous region the earth surface type in this area is more

dominated by various steep and rough hills. Its geographical position of *Wallace Ecology Area* – with an average altitude of 1500 m above sea level – has also given distinctive features of its vegetation and wildlife. All of these have naturally formed a distinctive and unique natural landscape that is potential for tourism attraction.

On the other hand, the characteristics and uniqueness of the karst mountain range as have been described earlier also gave certain consequences for the ancestors of Tana Toraja. The earth form that is dominated by steep and rough hills has made the ancestors of Toraja people work really hard to form amazing paddy field terraces, and these have gained very high value as a tourist attraction. The relatively limited low land and thin land layer of karst mountain range which is dominated by rocks are strongly assumed to be the main reason why the ancestors of Toraja people decided to bury the bodies of the deceased family members in various natural caves or rock caves they intentionally built. It can be said that the ancestors of Toraja people have positively made an amazing response to the difficult natural condition they were in. Tourists can see how the beautiful mixture between the existing natural and cultural landscapes and can appreciate the value system and the persistence of Torajan ancestors in converting the natural hardship for the need of their lives.

- ❖ **Subsistence Dependencies.** While the ancestors of Torajan people had been struggling to adapt to the difficult natural conditions in their region, the present situation shows the opposite. The average rate of the birth-rate in Tana Toraja, which is over 10% per annum<sup>71</sup> can at least be considered as a starting point of an increase in various life necessities that they have explore from nature. These tend to have disturbed the beauty of *Bumi Lakipadada*<sup>72</sup> natural spread that was inherited from the ancestors and in turn decreases the value as tourist attraction. Various domino effects can be seen as a degradation process of natural spread quality in Tana Toraja.
- ❖ **Induced Dependencies.** The local community needs the tourists as much as the tourists need the local community. Various economic benefits that can be expected from tourism activities are the main source of the local community. Moreover, various social interactions happening between the local people and the tourists are also potential to complete their life harmony.

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<sup>71</sup> Calculated from the population data for the last 20 years.

<sup>72</sup> Bumi Lakipadada is a local term used for Tana Toraja.

Social interaction is necessary to achieve various human social needs such as “being appreciated”, “being trusted”, etc. (please refer to human basic need theory of Freud). The visit of tourists to learn about and enjoy various elements and aspects of life in a destination is an appreciation the tourists give to the local community. As the result of the study shows that there is also a reinforcement of the local people to appreciate their tradition and culture through tourism activities. On the other hand, the tourists also need the local community in many ways. The access that the local people open for tourists who visit their area is an initial dependency of the tourists on the local people. Various tourist necessities have motivated the community to allocate some of their environment and their activities for tourists. The results of the study also show that the tourist interaction with Tana Toraja people have resulted in an adaptation and adoption processes. The resources allocation for tourism need have also affected the quality of the natural spread and various related life activities.

Various causal reciprocal processes above give an implication on the need of an integrated management. Bruns (1996) reminded us that a weak administrative system of landscape management in Germany has caused a negative impact. The *departmentalism system* has made various available information and identified problems only circulate around certain departments. Similarly, the *compulsivism system* also fails due to limited balanced, comprehensive, and thorough information. Still, the *compartmentalism system* has led to an isolation of facts, which ends up in a segregated thinking pattern.

In the context of landscape conservation, Green (1996) reminded us that the following important criteria need to be considered: (a) threat, (b) rarity, (c) diversity, (d) scenic beauty, and (e) historical and literary associations to decide priorities for protection. The conditions of natural

spread in Tana Toraja fulfill all those criteria. The landscape conservation consequently must be one of the orientations in integrated management for Tana Toraja. Sheperd (1998, p. 114-116) explained that “supporting the very poor” is an effective way, which needs to be considered to decrease the impact of local people’s dependency on natural resources.

What Green and Sheperd said is theoretically easy to understand. However, it is not easy to be implemented in the field. A classic problem of limited funding through both the community and the government have raised at least two difficult questions to answer: (a) where should integrated management start? and (b) what is the right orientation of the development to start with, the tourism development for the community or the community development for tourism?

The results of the study have shown that the tourism sector, which seems to become the development-leading sector in Tana Toraja, has not been capable in providing a significant contribution to the Original Regional Income yet. Thus, the community have not obtained a significant benefit. Similarly, a “cake slicing” strategy in development fund allocation – as a result of a high conflicts of interest among the sectors and groups – only tends to be wasted than providing benefit for each sector or group.

Although the potential of tourism resources in Tana Toraja is in principle very high, the case study seem to give a lesson that tourism sector will not automatically become a leading sector in motivating other development sectors. After Tana Toraja was decided to be one of the main tourism destinations in Indonesia at the end of the 70-s, the transition process from an agrarian community to a tourism service related industry community proceeded very slowly and only generated minor economic benefit. The

agricultural sector, however, which has a deep cultural root in the community life has turned to be inefficient and ineffective as a result of the new orientation change for development.

Referring to the three interdependencies as mentioned above, and considering the high dependency on agricultural sector of the majority of the community, a community development which primarily intends to increase the agricultural productivity seems to be more reasonable to be chosen as a reliance and promotor to achieve sustainability in many fields, including tourism. Agricultural production diversification is the best choice for Tana Toraja in line with limited capacity of the environment for extensive-agriculture, and the limited capability of the community in conducting an agricultural intensification process.

With an attempt to generally increase the agricultural productivity, the subsistence dependencies of the community on other environment resources can be expected decrease. Consequently, the degradation process of environment quality should slow down or even stop, which would mean that the quality of the natural spread could be maintained as one of the tourism resources in Tana Toraja. On the other hand, various agricultural productivity activities can also be used as a momentum to reactivate various agrarian traditions, which are unique and have high value as tourist attraction.

If the above perspective can be accepted, the next question to be answered is “what role must the tourism sector take to achieve the above scenario?” Although tourism is not a leading sector, the role of tourism sector as a *value-generator* is really necessary in making the scenario a success. The tourism sector must be able to contribute various ideas to increase the volume and the selling value of the agricultural product directly through

tourism activities demand. The success of Thailand in utilizing its agricultural development as a tourist attraction can probably be used as a reference of the scenario above.

This perspective has been adopted as a planning alternative, which is outlined in the design of the Master Plan as part of this study although it finally has to be dropped. Sectoral egoism was the main reason why tourism stakeholders were reluctant to accept the idea and the compromise they offered was a superficial idea of *agro-tourism*. Their understanding of *agro-tourism* is still focused on making the agricultural sector as a tourism object, while the real need is to make the agricultural sector as a subject of tourism development.

### **C. THE ROLE OF LOCAL HUMAN RESOURCES TO SUPPORT TOURISM DEVELOPMENT IN A RURAL REGION**

The impact of human resource quality is very significant in various processes and stages of tourism development in Tana Toraja. The quality of human resources in Tana Toraja is very low in all aspects and in all groups of the communities. In the context of government and administration this has led to an important impact of development disorientation. The situation is worsened by a low work ethic and bad administrative system, which make any development inefficient and ineffective. The low quality of human resources in the private sector has created a destructively competitive atmosphere in all aspects and has resulted in low economic benefit for the development of Tana Toraja. The low quality of the local community resources has also caused a low productivity of the economic activities and an increased pressure on natural resources. An over all judgement of *local human resources* is given in **Table 8.2**.

**Table 8.2.** The Quality of Local Human Resources to Support Sustainable Tourism in Tana Toraja

The State of	The Group of Human Resources and the Field of Knowledge								
	Government Officers			Businessmen			Local Community		
	A	B	C	A	B	C	A	B	C
<b>A. Traditional Knowledge</b>									
1. Information Access	⊙	○	○	⊙	○	○	○	○	○
2. Cognition Level	○	○	○	○	○	○	○	○	○
3. Practice Ability	○	○	○	○	○	○	○	○	○
4. Motivation Orientation	⊙	○	○	⊙	○	⊙	⊙	○	○
5. Participation	⊙	○	○	⊙	○	⊙	⊙	○	○
<b>B. Modern Knowledge</b>									
1. Information Access	⊙	○	○	⊙	○	○	⊙	○	○
2. Cognition Level	○	○	○	○	○	○	○	○	○
3. Practice Ability	○	○	○	○	○	○	○	○	○
4. Motivation Orientation	⊙	○	○	⊙	○	○	⊙	○	○
5. Participation	⊙	○	○	⊙	○	○	⊙	○	○

**Note:** A= tourism field; B= general agriculture field (included husbandry and Forestry); C= other fields; ○ = the low degree; ⊙ = the mid-degree; ⊕ = the best degree

UNESCO/UNEP reminds us of the importance of environment education for the community, and defines it as “a permanent process in which individuals and the community become more fully aware of their environment and acquire the knowledge, values, skills, experiences and also the determination which will enable them to act individually and collectively to solve present and future environmental problems” (Benedict, 1991, p. 7). IUCN-CEC (1992, p. 2) has also indicated the importance of environment education at school levels, professional and vocational trainings, tour companies, visitors, and host community in general.

There is no doubt that the quality of human resources will be very influential in achieving sustainable development, including sustainable tourism. There is also no doubt that the community education is one of the factors that must be fulfilled to increase the quality of human resources of the local people. Various educational strategies have been offered by

scholars and practitioners above. However, the experience in Tana Toraja shows that the implementation of various educational strategies does not automatically bring the expected results.

As a municipality which is hinterland and rural, Tana Toraja has supported the education sector by relatively good educational facilities. There are three private universities<sup>73</sup> that have been running for almost twenty years. However, community members who have got a relatively good education tend to emigrate<sup>74</sup> outside Tana Toraja to get a better job. This has resulted in a series of domino effects, which will decrease the community productivity in general and consequently end in a pressure on the environment.

The above facts give a lesson that the existing problem is not due to low learning motivation of the local people or to limited educational facilities and services or to how to educate the community collectively. Essential is what job they can get after they finish their education. In general, Bugis and Makassar communities – as the majority ethnic groups in South Sulawesi Province – are known as communities who have a good business orientation. Torajan people are known to be oriented more on education, which will lead to an administratively working atmosphere. There is no reason to doubt their motivation to learn. Thus, the educational process must be accompanied by good work opportunities in line with the educational advancement that has been achieved by the community. If this is not provided, the *immigration pulling factor* of an urban area will be additionally enforced an *emigration pushing factor* which is caused by the low economic productivity in the rural areas. Emigration is the main cause

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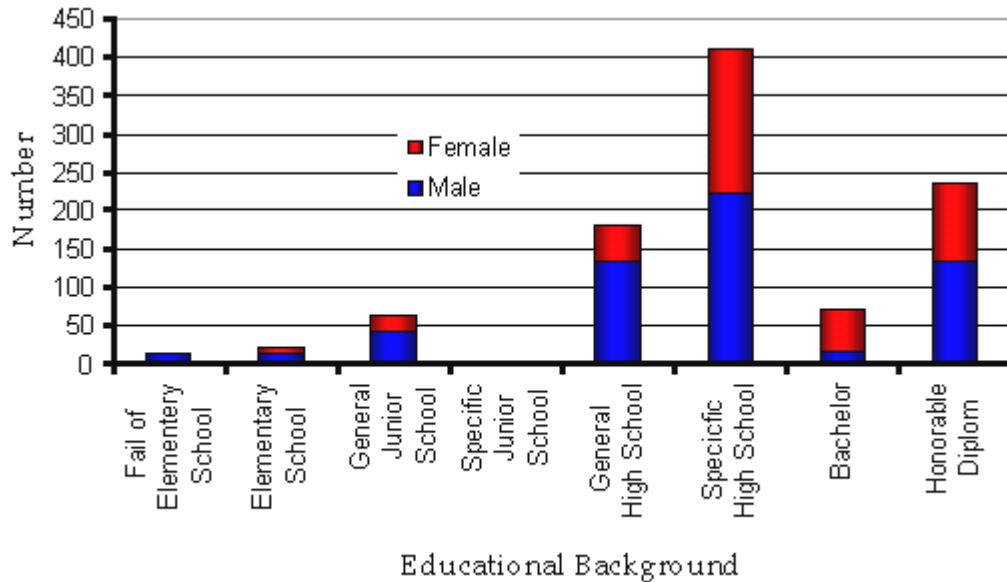
<sup>73</sup> There are Univeritas Kristen Tana Toraja (Christian University of Tana Toraja), Sekolah Tinggi Seminari (Academy of Theology), and Akademi Pariwisata Dian Rana (Tourism Academy of Dian Rana) in Tana Toraja. For High School levels, there are boarding schools and agricultural schools that have been known in other surrounding municipalities.

<sup>74</sup> The local informants claim that the community who emigrated to find a better job outside Tana Toraja outnumber those who live in Tana Toraja although there is no official data on this yet.



of the low quality of human resources in Tana Toraja. This can also be deduced from the official statistic of the number of people who were looking for jobs as describe in the following figure.

**Figure 8.1.** The Number of Population Looking for Employment in 1997 due to Gender and Educational Background



(Source : BPS, 1997)

The emigration process in Tana Toraja, which is only a symptom of a serious impact on economic productivity, can theoretically also lead to various other crucial social conflicts. Percival and Thomas (1998, p.129) noticed that a migration process to the urban areas in South Africa has resulted in a *declining institutional capacity*. A low capacity of government institutions in rural areas, however, has resulted in an increase of *dacoit-bandits* who work together with the *timber mafia* in Pakistan (Gizewski and Thomas, 1998, p. 187). This further leads to an increased pressure on natural resources.

Considering the educational facilities in Tana Toraja, education is actually one of the really potential development sectors. Beautiful nature of Tana Toraja, good weather and a relatively stable political and social

atmosphere are very helpful to address Tana Toraja as an educational centre. Potential students can at least be attracted from the five municipalities bordering directly with Tana Toraja since these municipalities do not have higher educational institutions.

The following are some important reasons to consider developing Tana Toraja into a centre of education:

- ❖ **Income generating.** The writer could not find any literature, which describes the economy of an educational city. The experience in Indonesia has, however, empirically shown that the economic multiplier effect is very high. Students' presence has generated various economic activities in the community – from renting out a room or a house, opening a restaurant or eatery, computer and photocopying services or even development consultants and contractors. If a minimum living cost of a student in a small town is now as much as Rp 200,000 per month, the students of the Institute Pertanian Bogor (Bogor Agricultural University) in West Java are estimated to contribute an economic cycle of more than 48 billion rupiahs per annum to the community of Bogor City. As a comparison the average Original Domestic Income in Tana Toraja has only been around four to six billion rupiahs for the last 10 years, while the General Annual Budget from the Central Government is only around 250 billion rupiahs per annum. Bandung City – which is also known as a student city in West Java – has obtained a multiplier economic benefit through its tourism activities due to an enthusiasm among the communities to visit an educational city.

The implementation of a *Begrüessungs-Geld* (a welcome money) in Berlin City shows the awareness of the Berlin City Government of the big economic benefit that can be generated from the students during their study periods in that city. Each student who commenced studying in that city starting in March, 2002 has received the *welcome money* as much as 150 Euro from the Government of Berlin City. Similarly, Goettingen City of Lower Saxony State in Germany proudly declares the city as a *Universitäts Stadt*, and generates a significant annual economic benefit from around 40,000 students of the total population of 145,000 people.

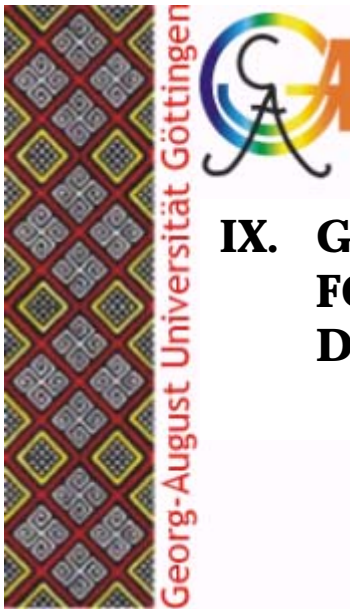
- ❖ **Rural Capital Flight.** Due to limited facilities and qualities, the universities in Tana Toraja only take 5% of all high school graduates who wish to continue studying at a universities. The Education Department of Tana Toraja municipality, however, claims that 60% of the high school graduates continue their studies at various universities throughout Indonesia every year.

If the claim is right, this means that there is an annual *capital flight* of about four billion rupiahs from Tana Toraja to various other cities in Indonesia, which is about equivalent to the average Original Regional Income as a whole. With regard to the regional autonomy - where each region has to become more independent in financing various development plans - this *capital flight* is very bad. It not only reduces the community capacity to finance their own economic activities in their region but also increases on pressure to the environment since more nature resources need to be exploited due to a low productivity of their economic activities. If the absorbing power of universities can be increased through a revitalization process, a better population saving is expected to appear so that the pressure on environment resources can also be reduced.

- ❖ **Positive Demonstration Effect.** A part from the fact that the presence of student will at least bring a new social dynamic in the community, a *positive demonstration effect* can also be expected from the growth of education atmosphere. The students can be expected and directed to be motivators or innovators for the local community; to disseminate their knowledge and skills on conserving the natural and cultural environment resources.

Bürger-Arndt<sup>75</sup> (2002, pers. comm.) stated: “the principle idea of sustainable tourism development is never rely on just one sectors”. She reminded that education could be an excelent choice and one could even think about education in the field of landscape planning and management as well as tourism development. She also offers her idea of education slogan that could be applied to promote a better education in tourism or landscape management in Tana Toraja, namely: “ we show you, we let you study, and even let you find out how a tourism project development can be look like”.

In designing the Master Plan, as a part of this study, the above perspective of an education city development has been adopted as one of the alternatives of tourism development orientation plan. Although the perspective was well accepted by almost all stakeholders, the discussion come to the conclusion that the implementation requires a lot of preparation. The vision of an educational city has become one of the actual discourses in Tana Toraja and led to a serious preparation.



## **IX. GOALS AND ACTIONS FOR SUSTAINABLE TOURISM DEVELOPMENT IN TANA TORAJA**

### **A. THE CRITERIA AND THE CHOICES TOWARDS SUSTAINABILITY**

*“ ...no question that leisure will continue to grow as Americans work less and live longer in retirement. Thus, **organized form of recreation will have to be developed to fill the void of empty time in a meaningful and constructive way.** Beyond this, as work continues to grow increasingly specialized and mechanical and to lose the creative values that it was once richly provided, the major focus of living will increasingly become leisure time. **WE LIVE NOT TO WORK, BUT TO PLAY AND USE OUR LEISURE TIME IN CREATIVE AND SELF-FULFILLING WAYS**” (Kraus, 1977, p. 8).*

Philosophically, the Kraus' statement above reminds us of the importance of leisure time and recreational aspects for all communities. Considering how strong the connection between leisure time, recreation and tourism is (please refer to **Fig. 2.1**), these aspects of leisure time and recreation have been one of the main considerations in designing the Master Plan in this study. Resources and tourism demand are not only viewed from the viewpoint of the needs of the tourists coming from outside Tana Toraja but also of the local community in spending their leisure time and fulfilling their recreational need. The orientation of the planning for the tourists coming from outside Tana Toraja is not only focused on foreign tourists as what has so far been going on in Tana Toraja

but is also focused on the national tourists coming from various parts of Indonesia. This is in line with what has been reminded by Copper *et.al.* (1998, p. 2), who stated that domestic tourists are actually more predominant than the international tourists, since the domestic tourists can reach 80% of the total tourist trip.

## **1. The Criteria towards Sustainability**

Various available literature on sustainable tourism is abundant and valuable to adopt when deciding about the *sustainability* criteria that should be applied in designing a Sustainable Tourism Master Plan in an area (e.g see Harrison and Winston, 1996, and Noble, 1998). For this purpose what is often called as the three pillars of sustainability were adopted in this study. The indicators and the implementation, however have always to be adjusted to the existing specific conditions.

One principle and determining fact which has to be considered is the intended development plan is generally not a starting from zero point of development stage, but interferes with various existing development ideas. Various existing development results must critically be checked and optimally be used as a basic useful asset for the future development steps.

The available literatures, which have described various genesis of tourism, mainly report that these processes are merely an aid to facilitate the learning process in tourism dynamic, which are complex in nature. The experience shows that (1) the psychology of “*the more attraction the more satisfaction*” which the tourist generally show is difficult to be ignored, (2) modern technology is, however, definitely needed, and (3) there is a

rejection on *modest-facilities*<sup>76</sup> criteria by the local community. For these reasons this study defines the term of sustainable tourism as **“various forms of tourism offers which can provide an optimum satisfaction to the tourists in a way predictable and well measurable means so that optimum environmental, socio-cultural and economic sustainability can be achieved in each region where the activity starts until it ends”**. With this definition it is unnecessary to differentiate nature related tourism activities from other various tourism activities. Optimum satisfaction for tourist, however, is also an essential aspect when talking about a sustainable tourism development, since the pleasure aspect in their leisure time is inherently to the activities itself and really unavoidable.

For practical reason the understanding of *sustainable tourism* above needs to be further interpreted into applicable indicators. For this purpose there has been an attempt to decide on various criteria and indicators that are considered to be appropriate and necessary for Tana Toraja to achieve sustainability in its tourism development. Referring to the definition of sustainable tourism above, the set of criteria includes four aspects, namely tourist aspect, ecological aspects, socio-cultural aspects, and economic aspects. The setting of indicators for each criterion is oriented on an easy practice to be identified and measured in the field by the local people.

For the tourist aspects the established criteria are based on various basic need of a tourist in a destination. Apart from being intended for conservation purposes, the criteria for environmental aspects are also chosen including the idea to improve the environmental through tourism activities. Preserving the customs and traditional culture is the main orientation of the criteria on socio-cultural aspects. Similarly, the criteria

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<sup>76</sup> Modest-facility criterion that has been used a lot by some authors is considered by the local community as something that eliminates their right to be able to feel the infra-structure improvement to improve the quality of life in rural areas.

made for the economic aspects is oriented more on communal economic business that can be performed by the community as a group. An overview picture of the criteria and indicators is given in **Table 9.1**.

**Table 9.1.** Criteria and Indicator towards Sustainable Tourism in Tana Toraja

Aspects	Criteria	Indicator
Tourist's Rights	1. Optimum Satisfaction	The tourists at least willingly give score 3 in the questionnaire with a scale of 5 for the satisfaction when they are asked to complete the questionnaire at the end of their visit of each object.
	2. Security	The tourists feel secure to visit all the places they want to.
	3. Price	A difference of product pricing for the tourists is not more than 20% higher than the prices for the local people.
	4. Information	The tourists can easily get truthful an valid information regarding the object they are interested in.
	5. Education	The tourists have a good opportunity to learn various aspects of life informatively in the places they visit through a good interpretation program.
	6. Existence	The tourists have the same opportunity as the local people in expressing their existence wholly as long as it does not offend the values and norms in the region.
	7. Health	The tourists are ensured that any food and drink provided pass the health standard and do not break their norms.
	8. Cleanliness	The tourists at least willingly give score 3 in the scale of 5 for the cleanliness in the questionnaire they are asked to complete at the end of each visit to an object or other facilities used.
Tourist's Obligations	Socio-cultural ethics	<ol style="list-style-type: none"> <li>1. The tourists respect the tradition and norms in the places they visit.</li> <li>2. The tourists evaluate the local tradition and customs objectively and impartially.</li> <li>3. The tourists do not cause a striking <i>demonstration effect</i>.</li> <li>4. The tourists do not create racial atmosphere.</li> <li>5. The tourists do not create a new negative habit for the local community even only for a <i>France bon-bon</i></li> </ol>
	Environmental Ethic	<ol style="list-style-type: none"> <li>1. The tourists do not perform tourism activities that can threaten environmental sustainability.</li> <li>2. The tourists do not buy tourism supply that does not guarantee environmental sustainability.</li> <li>3. The tourists do not steal bio-diversity and local genetics.</li> </ol>
	Economic Ethic	<ol style="list-style-type: none"> <li>1. The tourists put the priority on the utilization of the local product.</li> <li>2. The tourists make use of the travel bureau and local guide services.</li> <li>3. The tourists make use of the local financial services.</li> <li>4. The tourists also willingly spend their money for the small local businesses.</li> </ol>
Environment	Land use	<ol style="list-style-type: none"> <li>1. The local government determines the <i>land use</i> carefully ensuring the environmental sustainability and deciding the <i>building-coefficient</i> carefully.</li> <li>2. The community obeys the land use regulation that has been set by the government.</li> <li>3. The community obeys the <i>building coefficient</i>, which has been determined by the government.</li> <li>4. The local government implements fixed rules and laws for the disregard of any law.</li> </ol>
	Environmental Impacts	<ol style="list-style-type: none"> <li>1. The local government determines various standards for the permitted environmental impacts.</li> <li>2. The local government decides the quality standards for environment, its monitoring procedures and management.</li> <li>3. The stakeholders in all development sectors follow the existing impact standards and implement various environment monitoring and management</li> </ol>



Aspects	Criteria	Indicator
		procedures in each sector. 4. The local government implements fixed rules and laws for any law disregarding.
	Biodiversity Conservation	1. The local government determines various conservation areas as has been required nationally. 2. The local government develops and manages the established conservation areas well and utilizes them for tourism sectors carefully. 3. The local government bans a conversion of natural forests.
	Natural and Cultural Landscape	1. The local government applies special rules on land use and <i>building coefficient</i> for certain areas having important natural and cultural landscape value. 2. The local government directs the investment of tourism facilities more to the areas having relatively low visual value than to those with higher value. 3. The local government implements fixed rules and laws for any law disregarding.
Socio-cultural	Custom preservation and Support	1. The local government respects traditional values of the traditional community. 2. The community respect each other's different traditional values. 3. The local government provides incentive for sustainability attempt and traditional purification. 4. The local community practices the tradition well in each aspect of their life.
	Culture development	1. The local government encourages the growth of <i>positive-culture</i> <sup>77</sup> and monitors the appearing <i>negative-culture</i> that arises from various cultural acculturation processes. 2. The local community develop a value system together to promote <i>positive-culture</i> in the community and prevent <i>negative-culture</i> arising from various cultural acculturation processes. 3. The local government encourages the community to perform traditional arts. 4. The local community willingly performs traditional arts with awareness that art is a part of life needed and that traditional art is a modern art inspiration.
Economic	Optimum local investment	The local government creates various incentive systems to encourage the growth of independent and optimum local investment for various business areas, and creates various communal economic businesses to enable the local community to invest in tourism development.
	Low economic negative impact	1. The local people feel the price difference higher than 10% of the prices at the province. 2. There is no <i>employment rush</i> from the agricultural sector to the tourism sector. 3. Both the big and the small business people can get a balanced proportion of tourism economic benefit and the businessmen give better opportunity to the local community to work at various levels of business management.
	Good economic benefit redistribution	1. The local government redistributes tourism economic benefit back to the community evenly and impartially and the community explicitly feels the benefit. 2. The local community realizes that tourism economic benefit can also be the development infrastructure that funded by the government.

## 2. The Choices towards Sustainable Tourism

Deciding about choices for the development direction is turned out to be the most difficult part in the process of designing the Master Plan as a part of this study. The first difficulty was how to bring various proposed

sustainability criteria into a tourism development scenario. The next difficulty was how to fulfill various differing interests among the stakeholders. The fragile ecosystem of Tana Toraja is a limiting factor that cannot be ignored and is not easy to be manipulated for the sake of tourism development.

Considering different results of the investigation, it can be summarized that the tourism resources exist in almost all components of the people's living environments in Tana Toraja. This creates the risk that negative impacts of tourism activities may touch all parts of their lives. The results of the investigation also show that the tourism resources are spread throughout the region, only having some areas with various minor tourism resources. This leads to the difficulty to bundle a spatial impacts.

To mediate this difficulty, the planning process of tourism development has been approached from the vision and mission of tourism development of Tana Toraja, which have been designed and agreed in various participation processes conducted during the study. The visions and missions of tourism development in Tana Toraja elaborated for the next 10 years are described on **Table 9.2**. Any further measures and activities are focused on these visions and missions.

The visions of tourism development in Tana Toraja Municipality are ideal pictures of tourism conditions as what should be implemented in the future. Yet, these visions in Tana Toraja Municipality cannot be separated from the national vision framework and development in region E (Sulawesi and Maluku). The missions that will be implemented are designed within the framework of national and regional tourism

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<sup>77</sup> This term is used to describe positive values that have to be promoted in cultural dynamics, such as work ethics and high work productivity while *negative-culture* is used to describe the opposite.

development missions. However, the designing of tourism development missions for Tana Toraja Municipality will consider the very specific tourism characteristics.

**Table 9.3.** The Visions and Missions of Tourism Development of Tana Toraja 2001-2011

Subjects	Items
A. Vision	<ul style="list-style-type: none"> <li>❖ Making Tana Toraja the <i>Main Tourism Destination</i> in Indonesia with a high quality and high economic value, with <i>Natural and Cultural Tourism</i> that can present innovation and new creation based on the <i>indigenous value</i> of the existing potentials.</li> <li>❖ Encouraging awareness of the <i>stakeholders</i>, tourism business people, and the community to develop <i>Community Based Tourism</i>, and environmentally friendly tourism both physically and non-physically so that the tourism development can be <i>socio-cultural acceptable</i> and <i>ecologically sustainable</i>.</li> <li>❖ Creating a condition where the tourism sector can act as a <i>leading sector</i> in developing the region and sustaining the environment.</li> </ul>
B. Mission	<ul style="list-style-type: none"> <li>❖ Developing varied tourism products with high service level so that they can attract and bind the tourists who come for a visit.</li> <li>❖ Increasing the Original Regional Income from the tourism sector.</li> <li>❖ Getting capable to develop and increase the human resource quality.</li> <li>❖ Enlarging work opportunities for the local community.</li> <li>❖ Orienting on the small-scale and middle-scale business.</li> <li>❖ Using tourism as an agent to preserve tradition, culture, and environment.</li> <li>❖ Getting capable to support development activities and the regional development in general.</li> </ul>

## **B. SOME HIGHLIGHTS OF THE MASTER PLAN**

### **1. The Target of Sustainable Tourism Development**

Based on the visions and missions describe above, the target of the sustainable tourism development as identified in the master plan covers five aspects, namely: (a) Increasing the number of tourists, (b) Improving the quality of the environment, (c) Empowering the local community, (d) Increasing the Original Regional Income, and (e) Developing Tana Toraja region in general. Increasing the number of tourists as the main target is in line with the high necessity to obtain economic benefit from tourism. This target also includes the efforts to increase the *length of stay* of each tourist group.

**Increasing the number of tourists.** The total number of tourists going to visit Tana Toraja within the next ten years is predicted to reach almost 5,300,000 tourists. This number consists of 26 % foreign tourists and 74 % domestic tourists. These tourists will come through the four main *gateways*, namely from Hasanuddin airport and Makassar seaport in Makassar City, and from the seaports in Pare-pare and Palopo. In terms of the *length of stay*, in the 10<sup>th</sup> year *length of stay* is intended to get increased to 6-7 days for foreign tourists and 3-4 days for domestic tourists. This target implicates the need to provide transportation facilities and services from the four *gateways* to Tana Toraja Municipality, and to the development strategies of tourism products and the provision of tourism supporting facilities and services. Since those predictions were based on tentative target, therefore it is also important to take a progressive promotion and marketing.

**Improvement of Environment Quality.** The environment improvement target is intended to be achieved through various management strategies on both biotic and a-biotic environment. For the biotic environment the following development goals are targeted: (a) Conservation and preservation of endemic biodiversity, (b) Preventing destruction around the forest region, (c) Reforestation/forestation to create a “green environment”. As further targets of environment quality improvement have been decided and can be supported through sustainable tourism development:

- ❖ Conservation of natural areas and features, which are important as tourism attraction.
- ❖ Improvement of visual environment quality through landscape management, building design and allocation.
- ❖ Conservation and preservation of traces having historic value, and ancient buildings having distinctive characteristics (in terms of the architecture or historical value).

- ❖ Controlle of possible pollution resulting from the development of tourism supporting facilities.
- ❖ Prevention of land destruction as a result of the development of tourism supporting facilities and services by utilizing them in accordance to the land/areas support capacities.
- ❖ Controlle of the land use to prevent a change of land functions, which may support the tourism development.
- ❖ Conservation and preservation of 'karst' ecosystems.

**Empowering the local community.** The target of local community empowerment in relation to tourism development can be achieved as soon as the local communities are ready to participate in tourism development processes. Thus, an initial attempt to achieve this target is an attempt to increase the quality of the human resources who are or might be involved in tourism development; through formal or informal capacity-building amongst the community. It is then possible to create the *Community Based Tourism Development*. Through the *community based tourism development* the local community can: (a) get involved in tourism industries in Tana Toraja as widely as possible, (b) increase the income through the tourism development, and (c) increase the quality of the human resources together and proportionately.

**Increasing Original Regional Income.** The Original Regional Income from the tourism sector can be increased through various types of taxes and retributions of the business related to tourism. This is in line with the expected increase of the number of tourists visiting Tana Toraja. The logic is that the more tourists come for a visit, the bigger the income obtained from various tourism retributions and taxes will be. One way to increase the income from the retribution is by developing a reliable and well balance model of tourism levy and retribution.

**Regional Development in General.** The tourism development in Tana Toraja must be able to support the regional development in general in a way that the tourism development plan in an area can be integrated with various other development plans in other sectors. It has been proved in many tourism destinations that a tourism development, which was done sectorally, has led to illegal land ownership, followed by social class grouping. This phenomenon has to be changed into a community development, which supports an increase of tourism quality.

Evenly balanced tourism development throughout the municipal area can be managed through a regional structuring strategy, tourism product development, as well as various tourism supporting facilities and services in the places where the plans are going to be implemented. The fulfillment of the need of tourism supporting facilities and services such as electricity network, telephone network, and financial institutions must also become a supporting factor for the developing region either directly or indirectly. The improvement of the transportation facilities and services from the present city centers (Makale and Rantepao) to the service centers in each of the tourism service regions can be directed to provide easy flow and distribution of people and commodities from the respective region to the centers or outside Tana Toraja. Thus, in the next 10 years new service centers which can become *counter magnets* for the city development of Makale and Rantepao.

## **2. Development orientations**

Development orientations are *guidelines* to develop sustainable tourism in Tana Toraja. The sustainable tourism development guidelines that will be discussed in this paper cover: (a) tourism spatial structures, (b) tourism products, (c) accommodation and restaurant facilities, (d) quality

improvement of the human resources and related institutions that are involved in tourism development, and (e) environmental management in the context of tourism development.

#### **a. Guidelines of Tourism Spatial Structure Development**

The main reasons for the need of tourism spatial structuring are:

- ❖ To increase the quality and intensity of tourism services to the tourists as well as to create varieties of different tourism activities in each spatial management unit.
- ❖ To prevent the over construction development in a development region.
- ❖ To anticipate changes and development of a rural area into an urban area.
- ❖ In its development it is possible for the regional autonomy to make a vilage area become the smallest autonomy unit. This will motivate the vilages to develop this tourism potential and take advantage of the development. The tourism spatial management is expected to be able to anticipate and prevent different rural area to develop tourism partially.
- ❖ There are 32 groups of traditional community regions in Tana Toraja. This is a potential for synergyzing, which however need a regionalization for tourism development.

With the main reasons above Tana Toraja Municipality has been divided into a number of “tourism development regions” (TDR) with approaches to: (a) existing community cultural groups, (b) tourism resource distribution patterns, and (c) availability and completeness of tourism supporting facilities. Moreover, a regional system was also implemented to facilitate the location selection for tourism supporting facilities. In this system the development of each region is based on the specific character of the tourism attraction it has.

Moreover, in relation to the availability of tourism resources and tourism attractions in each TDR, a tourism activity type is going to be developed making the tourism activity type a typical image of each TDR. A dominant tourism resource all over Tana Toraja municipality is basically natural scenic beauty and traditional culture, which is manifested in various series of Rambu Tuka' and Rambu Solo' ceremonies. A general picture of the planned tourism spatial structures can be seen on **Fig. 9.1**, with the following descriptions:

❖ **Tourism Development Region I.** Region One is the Western Region of Toraja, which covers Bittuang District, Saluputti, Rantetayo, Bonggakaradeng, and Simbuang District, with Bittuang District City as the service center. This Development Region I includes 16 traditional regions located in five districts, namely traditional regions of Pali, Balla, Bittuang, Se'seng, Ulusalu, Tapparan, Banga, Talion, Malimbong, Balepe, Mappa', Palesan, Buakayu, Rano, Bau, and Simbuang. The tourism image that will be developed in this region is ***Adventure Tourism Activities*** such as *trekking*, horse riding, *off-road* and *rafting* as the main activities. The supporting tourism activities are enjoying the panoramas of the nature of typical highlands and topical forests, *animal watching* (various birds and wild buffalos). The main market of this tourism activity type is young tourists (*Backpackers*). Accomodation and food supply can thus be developed accordingly simple.

❖ **Tourism Development Region II.** This region is the Northern and Eastern Regions of Toraja, which includes the districts of Rindingallo', Sesean, Sa'dan Balusu, Tondon Nanggala, Rantepao, Sanggalangi', and some Buntao Rantebua with Rantepao City as the service center. The traditional regions included in this TDR II are the following 12 traditional regions of: Pangala', Tikala, Sa'dan, Balusu, Tondon,



Nanggala, Buntao', Kesu', Ma'dandan, Piongan, Dende, and Kirra. The focuses of tourism activities that will be developed in this region are ***Culture related tourism activities***. Witnessing the processions of Rambu Solo' ceremony, interacting with the *local community lifestyle* and traditional dances typical for Toraja ethnic groups (some of which are only found in various districts of TDR II) are examples of tourism activities that can be organized in this TDR. The supporting tourism activities are enjoying natural panorama of typical mountain areas, *animal watching* (bats and no tail monkeys), or enjoying cattle market day (*Pasa' Tedong*). The targeted market is a young and middle-aged tourist.

- ❖ **Tourism Development Region III.** This region is the Southern part of Toraja (*Tallu Lembangna*), including the districts of Mengkendek, Sangalla, and Makale as well as some parts of Buntao Rantebua' with Makale City as the service center. This area covers the area of Sangalla', Makale, Mengkendek and Sumalu. The main tourism activity types going to be developed are Education and Conservation Related Tourism. In this region there will be various tourism activities and attractions planned to promote various cultural exchange and acculturation between the local community and the tourists. Moreover, the local community and the tourists will also be directed to actively perform various joint conservation activities as a pilot project for environmental awareness. The greening program of Buntu Burake<sup>78</sup> in Makale City will be used as one of the *landmarks* for the tourists' awareness of the environment. This idea has been adopted from the *Bergwald project* activity in the European Alpin.

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<sup>78</sup> Buntu Burake in the center of Makale City is a very important karst hill as a drink water source for the urban population.

To support the development of each Tourism Development Region above, the following steps will be taken: (1) Designing a *Detail Plan* for each TDR, (2) Designing a *Management Plan* for each TDR, (3) Designing a *Site Plan* for each TDR, and (4) Preparing a *Design Engineering* for each unit going to be managed. Without all of those detail planing/design, the proposed master plan remains without any consequences, since the master plan only addresses the general idea of a development plan.

#### **b. Guidelines for Tourism Product Development**

One of the characteristics of tourism is that the product sold is more or less abstract. The more varied the experience that can be obtained in tourism activities, the higher the satisfaction and accordingly the selling power will be. To give experience to tourists, the tourism resources must be well packaged. One way is by creating various tourism activity types based on the types of tourism resources.

The development of the tourism product basically aims at attracting and holding the tourists to visit and stay longer in Tana Toraja. With this condition the target of tourism product development is to increase the number of visits and the length of stay. To support this goal, the following tourism product development strategies will be used: (1) Diversifying the tourism activity types that can be developed something new and managing the tourism routes, and (2) intensifying and revitalizing the existing tourism objects.

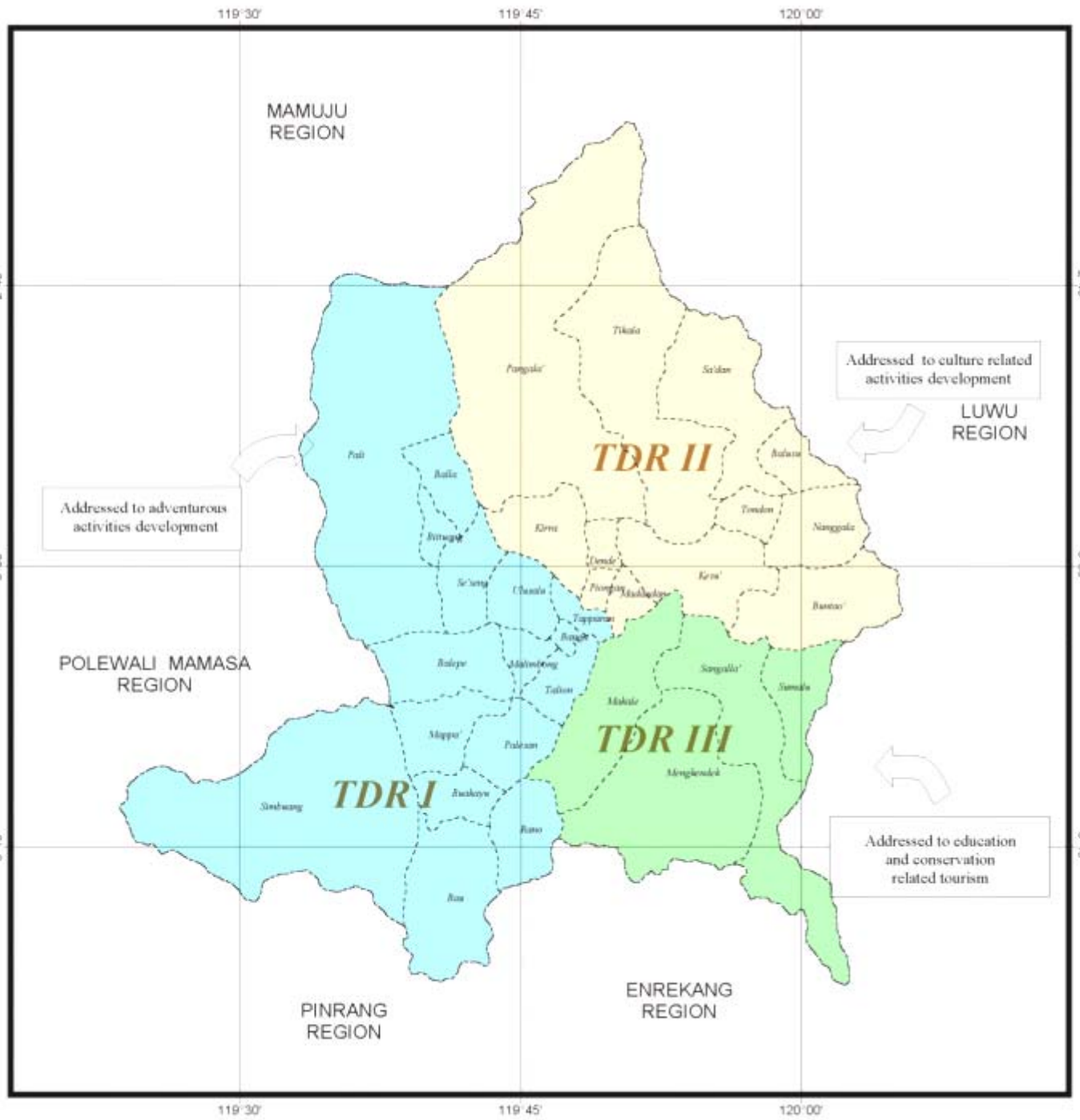
The creativity in generating and developing new tourism activity types is expected to produce good quality activity types that have high selling power. Tourism routing management is done to increase the capacity of a destination. Several main considerations to diversify activity types and to design tourism routes are: (1) different attractions of each existing tourism

resource, (2) limited time the tourists have, (3) optimum satisfaction that can be gained by the visitors, (4) visitors' distribution, and (5) the seasonality of resources availability.

The intensification and revitalization of existing objects and facilities aims at maximizing their capacity without generating negative side effects. For this purpose a development program needs to be conducted to increase the object quality, increase the attractions and create variations for the revisiting tourists. For the later, a short-term strategy is implemented by utilizing the popularity of the objects that are already established. This means the improvements are primarily done at these locations that are already well known and visited. This strategy considers the development capacity and prevents a degradation of the object quality. To achieve this objective the following attempts are made: (1) a study to evaluate the existing object condition to decide the actions that need to be taken, (2) revitalizing the existing tourism object based on the study performed, (3) renovating any damaged facilities and services, (4) designing a *site plan* and developing the management plan, (5) refining a reliable and impartial *ticketing* system, (6) rescheduling the existing tourism events, and (7) optimizing the service quality.

### **c. Guidelines for Accommodation Development**

The development of accommodation facilities aims at providing easiness to the tourists in fulfilling their specific needs of accommodation facilities when they visit Tana Toraja. Furthermore, this accommodation facility development is directed to support the development of tourism service centers which will in turn play a role in the regional development in general.



**Figure 9.1**  
**MAP OF**  
**TOURISM DEVELOPMENT REGION**  
**IN TANA TORAJA**

**SOUTH SULAWESI**

**1 : 600.000 Scale**



**LEGEND :**

----- District Boundary

**TOURISM DEVELOPMENT ZONE LEGEND**

- TDR I**
- TDR II**
- TDR III**

**DATA SOURCES :**

- Rupa Bumi Indonesia Map 1 : 50.000 Scale (1999)
- Administratives Map of Tana Toraja Regency (1999)

**SITUATION MAP**



**Study Area**  
 Credit: Ricky Avenzora  
 Drafter: Aje Hadi Gumelar, Kamal Yusuf

Basically the development of accommodation facilities must use ecological approaches to contribute to the improvement of the environment quality. Moreover, the accommodation development must refer to the need of facilities required by tourism activity types in the respected TDR. The strategies used to develop the accommodation facilities are: (1) intensification and revitalization of the existing facilities, and (2) diversification and extensification of accommodation facilities. The first strategy aims to optimize various existing investments. While the second strategy is to direct any new investment in this respect.

The intensification and revitalization strategies are directed to create new atmospheres within the existing facilities. These strategies will be closely related to the management system guidelines that have been implemented to increase the services. For these purposes it is necessary to: (1) develop and increase the quality standardization of accommodation facility service, (2) respect the development program of *Life in Tana Toraja* by using the typical ornament, decorations, food and other aspects of Tana Toraja thus creating a typical atmosphere, (3) implement a computerized system for hotel and accommodation reservations, (4) develop a “green program” by planting trees or other green areas surrounding the accommodation areas, and (5) encourage or even oblige any accommodation management to pay attention to manage the surrounding area of their accommodation in order to reach a harmonious environment.

The diversification strategy is intended to create more varied facilities by considering various market segments / type of tourists who have to be served. With the availability of facilities for various market segments, the need of all important tourist types for accommodation facilities can be fulfilled. The facility extensification strategy is directed to complete the

accommodation facilities by building up new facilities. This has to consider the above principles. In practice this strategy can be done at the same time as the implementation of the development program using intensification or extensification strategies.

A government regulation that administers the tourism accommodation permit is absolutely required to achieve the environmental target. The development of accommodation facilities should only be allowed at the less attractive locations and based on the land capacity. With this regulation the business people/investors will need to redesign the accommodation land and transfer it into a more attractive one which will have a high selling power. With this regulation the exploration and exploitation of natural areas with high esthetic value can be avoided.

#### **d. Guidelines for Human Resource Development**

The guidelines for human resource development aim at producing highly qualified and creative people who are ready to participate in tourism industry. Since they are needed to support the community-based tourism development and to empower the local community, community members should also get opportunities to improve their knowledge and skills.

The strategy to improve the quality of human resources is conducted either through formal or informal education. The following steps need to be taken to support the strategy: (1) revitalisation the existing a tourism training center, (2) increasing the teaching quality of the existing tourism schools by increasing the quality and quantity of the available educational facilities and services, (3) implementing *punishment and reward* systems for the government staff to improve work ethics and work productivity, (4) training diversification on various tourism industries for the government staff and the workforces in tourism, (5) training of various practical skills

of tourism object management for the local community, (6) providing some extension programs for the community regarding tourism, and (7) training the community group in managing the small tourism business.

#### **e. Guidelines for Environmental Management**

The guidelines for environment management involve two parts, namely physical and non-physical environment (social and cultural) of a tourism activity. The objective of the environment management is to optimize the benefit/positive impact and monitoring the impact of tourism development. In the context of physical environment, the following things need to be done to support the tourism development: (1) implementation of a greening program for the river bank of any main river area and for dry hills in Tana Toraja, (2) implementing multi-function land use concepts for the existing karst hills around the urban areas, (3) designing a multi-functional utilisation concept of river-bank areas, (4) regulating and designing the building establishment along the corridors having beautiful panorama. In relation to the cultural tourism resources as one of the typical tourism characteristics in Tana Toraja, it is necessary to generate an ethic guideline for tourism. The guidelines for environment management that need to be implemented to achieve sustainable tourism in Tana Toraja Municipality are detailed on **Table 9.3**.

**Table 9.3.** Environment Management Guidelines

TRIP TYPES	BENEFIT	IMPACT MITIGATION	MANAGEMENT GUIDELINES
1. Adventure	<ol style="list-style-type: none"> <li>1. Increasing appreciation for nature</li> <li>2. Tourism product varieties</li> <li>3. Distribution of economic benefit to rural areas</li> </ol>	<ol style="list-style-type: none"> <li>1. A change of flora and fauna</li> <li>2. land destruction</li> <li>3. demonstration effect in the rural area</li> </ol>	<ol style="list-style-type: none"> <li>1. Deciding the zones.</li> <li>2. Maintaining the route adventure.</li> <li>3. Training the human resources to prevent and handle the impact</li> <li>4. Implementing the activity rules</li> </ol>
2. Nature	<ol style="list-style-type: none"> <li>1. Increasing appreciation for nature</li> <li>2. Tourism product varieties</li> <li>3. distribution of economic benefit to rural areas</li> </ol>	<ol style="list-style-type: none"> <li>1. A change of flora and fauna</li> <li>2. land destruction</li> <li>3. demonstration effect in the rural area</li> <li>4. Degradation of environment esthetics</li> <li>5. <i>Overuse</i> of tourism resources</li> <li>6. <i>Overcrowded</i> in one location</li> </ol>	<ol style="list-style-type: none"> <li>1. Deciding the zones</li> <li>2. Maintaining the route adventure</li> <li>3. Training the human resources to prevent and handle the impact</li> <li>4. Implementing the activity rules</li> <li>5. Landscape conservation.</li> <li>6. Seasonal off for environment recovery process</li> <li>7. Regulating circulation &amp; visit time</li> </ol>
3. Culture	Increasing appreciation on social environment	<ol style="list-style-type: none"> <li>1. Irritation of tradition and culture</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementing tourism ethics</li> <li>2. Interpreting program for tradition and culture</li> <li>3. Forming acculturation activity center</li> </ol>
		<ol style="list-style-type: none"> <li>2. Security and conservation of historic things</li> </ol>	<ol style="list-style-type: none"> <li>1. Extension program</li> <li>2. Establishing a security system together</li> <li>3. Implementing law for stealing</li> </ol>
		<ol style="list-style-type: none"> <li>3. Degradation of traditional and cultural values</li> <li>4. Imitation and commercialization of cultural attractions</li> </ol>	<ol style="list-style-type: none"> <li>1. Purification of tradition and culture</li> <li>2. Socializing tradition and culture</li> <li>3. Reward system for traditional and cultural preservation</li> </ol>
4. Conservation & Education Tourism	<ol style="list-style-type: none"> <li>1. Increasing the appreciation for nature and culture</li> <li>2. Increasing the knowledge on environment</li> <li>3. Actively participating in sustaining the environment</li> <li>4. Actively participating in preserving the culture</li> </ol>	<ol style="list-style-type: none"> <li>1. Determining the location and the subjects of the activity</li> <li>2. Social jealousy among the groups</li> </ol>	<ol style="list-style-type: none"> <li>1. Coaching the human resource practitioners</li> <li>2. Open management.</li> <li>3. Distribution and rotation of activity</li> </ol>

### 3. Development Priorities

The following aspects are some considerations to decide the priorities in development programs:

- ❖ **Aspect of time.** In the first 5 years the economic condition is assumed to be in the *recovery* stage. The impact is that within that period the preparatory programs planned are intended to build a solid



foundation. The development of physical facilities is conducted restrictedly and is very fundamental with a strategy to stimulate further development.

- ❖ **Aspect of necessity.** Considering the existing conditions, which show that the tourism supporting facilities are spatial and not evenly distributed, the aspect of development need is classified into two types of need, namely basic need and supporting need. The basic need is the need, which pushes tourism development, while the supporting need is the need, which is complementary.

In relation to the *recovery* time, the attempts made are intended to revitalize the *site* and *supply* by keeping and increasing the existing condition, maintaining the tourism position of Tana Toraja, which has been established so far, and designing a reliable system from the early stage of the planning until a complete policy and the instruments are documented. In the second five-year period the economic condition is assumed to be recovering and the development of physical facilities can be conducted much more flexibly. Thus, the priority stage in implementing the development program from the time aspect will be divided into two time horizons, namely the Development Stage I in the first year to the fifth year and Development Stage II in the sixth year until the end of the planning.

A complete picture on the development priorities that will be implemented in the next 10 years is detailed on **Table 9.4**. The program priority has included the activities planned, the time for the activity implementation, the elements involved in implementing the program, and an estimated source of funding to finance the program implementation.

**Table 9.4.** Priorities of Tourism Development Programs in Tana Toraja

DEVELOPMENT PLAN	PROGRAM PLAN	STATUS	IMPLEMENTATION		LOCATION		Obligated sectors
			STAGE I	STAGE II			
Tourism resources and Supply	Documenting the existing tourism resources	basic				APBD Tk.II, private secur	Diparsenibud
	A study to evaluate the existing object conditions to determine the necessary steps	basic			Tana Toraja Region	APBD Tk.II	Bappeda
	Designing a <i>Detail Plan</i> for each Tourism Development Region (TDR)	basic			Tana Toraja Region	APBD Tk.II, private secur	Bappeda, Biro Perjalanan, Local Guides
	Designing a <i>Management Plan</i> in each TDR	basic			TDR	APBD Tk. II	Bappeda, Dinas Tata Ruang dan Permukiman, BPN
	Designing a <i>Site Plan</i> for each TDR	basic			TDR	APBD Tk. II	Bappeda, Office for housing and open space affair, BPN
	Preparing a <i>Design Engineering</i> for each managed unit	basic			TDR	APBD Tk. II	Bappeda, Dinas Tata Ruang dan Permukiman, BPN
	Development of pilot project of a tourism village in each traditional region	basic			Traditional Region	APBD Tk. II, Private sectors, Local people	Bappeda, Office for housing and open space affair, BPN, Tongkonan-Adat
	Developing MICE/a small-scale conventional tourism to support Toraja as an Education and Regional Convention City	basic			Tourism Service Center	APBD Tk. II, Private sectors	Pemda, PHRI, Instansi terkait
	Planning and designing tourism routes	basic			All Regions	APBD Tk.II,Private sectors	High Education Institutions
	Development Study of <i>Spiritual Tourism</i>	basic			All Regions	APBD Tk. II	Pemda, Depag, Diparsenibud
	Revitalization of the tourism object that has been developed	basic			Each existing object	APBD Tk.II,Private sectors	Bappeda, Object owners
	Improvement of worn-out facilities and services in the object areas	basic			The objects that have been developed	APBD Tk.II,Private sectors	Bappedda,Dinas PU Bina Marga dan Cipta Karya, Object Owners
	Producing a documentary film on the nature and the culture of Tana Toraja communities	supporting			Tana Toraja Region	APBD Tk.II,Private sectors	Diparsenibud, Biro Perjalanan
	Refining ticketing system	supporting			The objects that have been developed	APBD Tk.II,Private sectors	Bappedda, Object Owners
	Creating various tourism activity package alternatives	supporting					Bappeda,Diparsenibud, Local People
	Developing cultural tourism attractions through tourism events which use traditional culture roots of Toraja.	supporting				APBD Tk.II,Private sectors	Diparsenibud, Local People
Development of facilities for hotels, motels, guest houses, lodges, cottages, and restaurants on various types and scales	basic			New Service Center	APBD Tk.II,Private sectors	Lokal peoples	
Accommodation	Developing and increasing the quality standardization of facility services	supporting			Existing and New Accommodation	Private sectors	PHRI, Hotel s

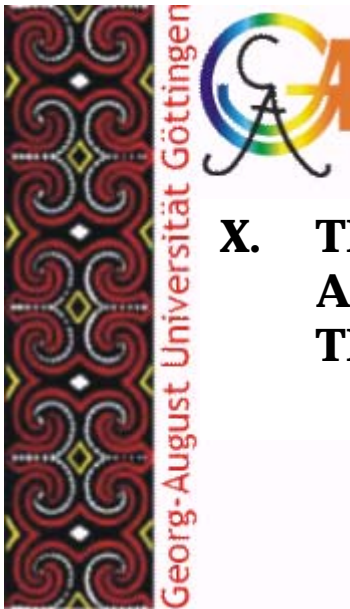
DEVELOPMENT PLAN	PROGRAM PLAN	STATUS	IMPLEMENTATION		LOCATION		Obligated sectors
			STAGE I	STAGE II			
	Developing Life program in Tana Toraja by creating an atmosphere of Tana Toraja through the use of typical ornament – Tator, decorations, food and other aspects	supporting			Existing and New Accommodation	APBD Tk.II, Private sectors	Diparsenibud, Pemilik Akomodasi,
	Development of a computerized system for reservations	supporting			Existing and New Accommodation	Private sectors	Hotel ybs
	Development of "greening" program by planting trees or other vegetation at the surrounding areas of accommodation	supporting			Existing and New Accommodation	Private sectors	Hotel ybs
Increasing the Quality of human resources	Training the community groups in managing small business in tourism	basic				APBD Tk.II, Private sectors	LSM, LKMD
	Training various practical skills on managing tourism objects for the local community	basic				APBD Tk.II	Lembaga Pendidikan, Private sectors
	Punishment and reward systems are used in working environment of the government staff to increase the productivity level	basic				APBD Tk.II, Private sectors	Lembaga Pendidikan, Dinas Diknas, Diparsenibud
	Training diversification on various aspects involved in tourism industry for the government staff and workforce in tourism	basic				APBD Tk.II, Private sectors	Diparsenibus, LSM, LKMD
	Extension program for the community on tourism	basic				APBD Tk.I, APBD Tk.II	Diknas, Education institution
	Establishing training centers for tourism sciences	supporting				APBD Tk. I, Private sectors	Diknas, Education institution
	Increasing the teaching quality of the existing tourism schools by increasing the quality and quantity of the existing educational facilities and services	supporting				APBD Tk.II, APBN	Dinas Diknas
Transportation	Increasing comfort and security of bus transportation and tourism buses from and to Tana Toraja	basic				Private sectors	Pengusaha ybs
	Increasing the movement intensity of transport facilities	basic					DLLAJ, Dinas PU Bina Marga
	Adding the public transport in Tana Toraja region with high comfort and security level	basic				Private sectors	DLLAJ, Pengusaha ybs
	Development of road services that can connect to all existing tourism objects in Toraja region	basic			Tana Toraja Region	APBD Tk.II dan APBD Tk.I	Bappeda, BPN, Diparsenibud, Dinas PU Bina Marga
	Increasing/improving the road condition	basic			Makassar-Makale-Rantepao Routes	APBD Tk I	Dinas PU Bina Marga
	Improvement the conditions of bus stations for city and intercity transport	basic				APBD Tk II	DLLAJ
	Improving the road facility conditions to the existing tourism objects	basic			Each tourism object	APBD Tk.II	Pemilik Obyek, Dinas PU Bina Marga
	Providing parking facilities in each tourism object	basic			Each tourism object	APBD Tk.II	Dinas PU Bina Marga
	Increasing the service management at the bus terminals	supporting				APBD Tk. II, Private sectors	DLLAJ, private sectors
	Opening tracing roads to support continuous tourism activities (tours)	supporting				Non Budgeter	Masyarakat, Object Owners

DEVELOPMENT PLAN	PROGRAM PLAN	STATUS	IMPLEMENTATION		LOCATION		Obligated sectors
			STAGE I	STAGE II			
	Preparing a beautiful road design that can support tourism	supporting			Service Centers	APBD Tk.II	Dinas PU Bina Marga, Dinas Tata Ruang dan Permukiman
	Feasibility studies to open the flight routes of Makassar-Tana Toraja	supporting				APBD Tk. I dan APBDTK. II	Bappeda, Dinas Perhubungan Propinsi
Marketing and Promotion	Study on deciding the main and additional attractions that can be used as the key points of promotion	basic				APBD TK.II, private sectors	Diparsenibud
	Study on promotion planning which will focus more on lifestyles, facilities and service quality based on the market segments targeted	basic				APBD TK.II, private sectors	Diparsenibud
	Development of Information System for marketing (database center) regarding the potential market going to be achieved so that the market data will be available with a high accuracy	basic				APBD TK.II, private sectors	Pemda. BPS, PTS/PTN
	Establishment of Promotion Body to coordinate all the activities related to promotion	basic				APBD TK.II, private sectors	Diparsenibud
	Increasing the funding to marketing and promotion from the Regional Development Revenue	basic				APBD TK.II	Diparsenibud
	Utilizing the <i>Information Technology</i> (IT) advancement as a means/facility to market and promote such as use of internet/website, interactive CD design	supporting				APBD TK.II, private sectors	Diparsenibud, LSM, PTS/PTN
	Increasing the promotion quality such as increasing creativity in designing brochures, leaflets, books and other medias	supporting				APBD TK.II, private sectors	Diparsenibud
	Planning and selecting tourism exhibition forum as what has been conducted both in the country and overseas	supporting				APBD TK.II, private sectors	Diparsenibud, Pengusaha
Tourism Supporting Facilities	Designing a Spatial General Plan as a planning umbrella in Tana Toraja Municipality	basic				APBDTK.II	Bappeda,Instansi Terkait
	Development of new electricity network	basic			All regions	PLN	Bappeda,PLN
	Development of telecommunication network	basic			All regions	PT Telkom,Private sectors	Bappeda,Telkom
	Improving the existing clean water services	basic			Rantepao and Makale	APBD Tk.II	Bappeda, PDAM
	Utilizing spring sources to develop clean water network	supporting			Water Springs	APBD Tk.II dan Private sectors	Bappeda, PDAM
Environment	Study on rule decision and physical building design along the corridor which has a beautiful panorama	basic			All regions	APBD Tk.II	Bappeda, Dinas Tata Ruang dan Permukiman, BPN
	Designing a detail plan for river Sempadan region to have multi-function use	basic			Main river areas	APBD Tk.II	Bapedalda, Dinas Kehutanan
	Designing a detail plan of mountain/hill regions to have multi-function use	basic			Hills around the city and around the upper end of the rivers	APBD Tk.II	Bapedalda, Dinas Kehutanan
	Study on economic social impact of tourism in Tana Toraja	basic			All regions	APBD Tk.II	Pemda, Bappeda, Masyarakat

DEVELOPMENT PLAN	PROGRAM PLAN	STATUS	IMPLEMENTATION		LOCATION		Obligated sectors
			STAGE I	STAGE II			
	Greening program along the sempadan river areas	basic			Main river regions	APBD Tk.II	Bapedalda, Dinas Kehutanan
	Greening programs of the hills	basic			Hills around the city and around the upper end of the rivers	APBD Tk.II	Bapedalda, Dinas Kehutanan
	Study of Tourism Forest Development	basic			Forests in Tana Toraja	APBD Tk.II	Bapedalda, Dinas Kehutanan
	Implementing reward system to the community groups who preserve cultural activities	Supporting			All regions	APBD Tk.II	Diparsenibud, Sanggar Budaya

Note : 1. APBD TK II = Annual Development Budget having by the local government yearly from the central government.

2. Dinas Kehutanan = Government Office for Forestry Affair.
3. Bappeda = Governmental Body for Planning and Development Affairs
4. Depag = Ministry of Religion ;
5. PDAM = Local Office for drinking water affair
6. Pemda = Local Government  
Bapedalda = Office for Environmental Affair
7. Bapedalda = Office for Environmental Affair



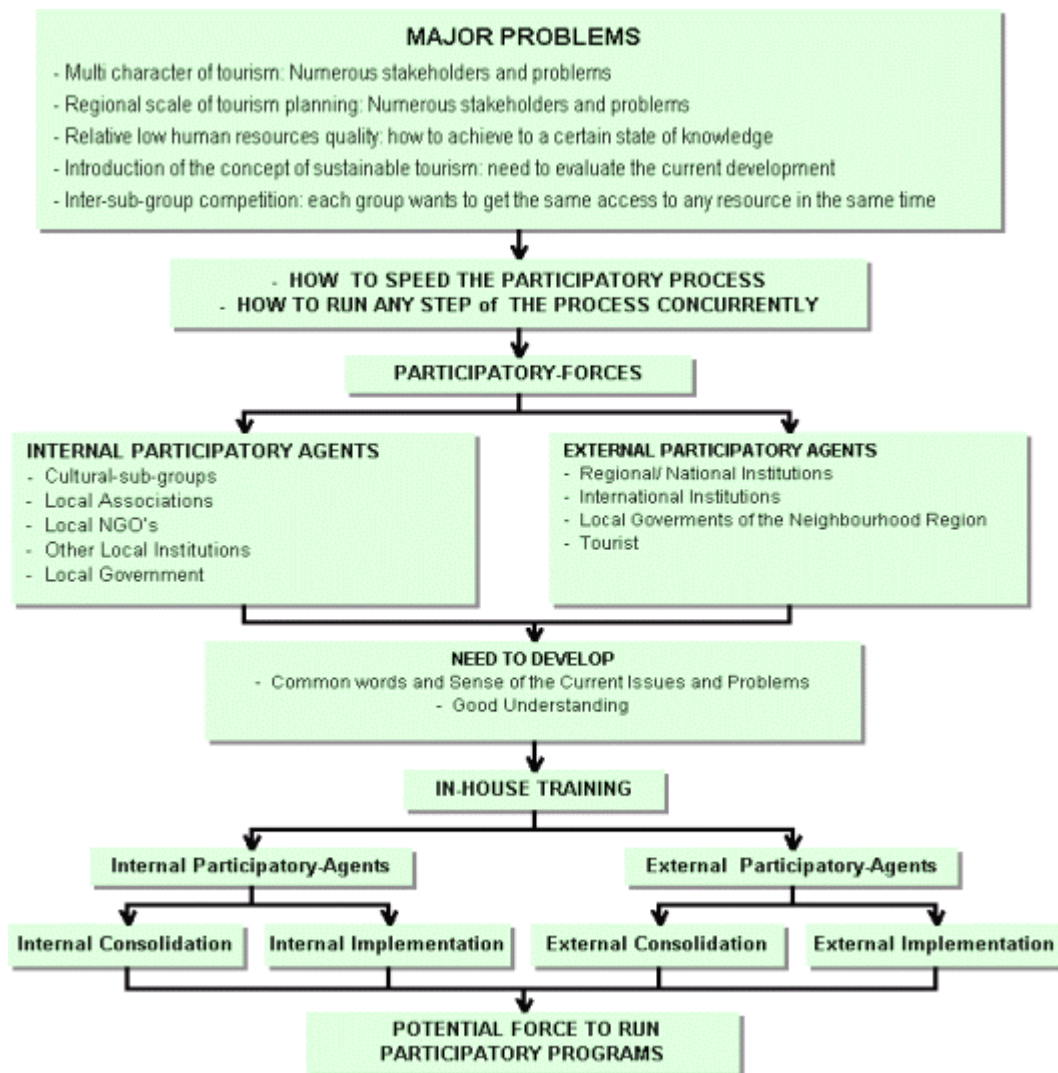
## X. THE IMPLEMENTATION AND ROLE OF PARTICIPATION IN THE PLANNING PROCESS

In a planning process, there are some major problems have to be solved, namely: (1) how to disseminate various results of analysis which have been gathered to various existing tourism stake holders, (2) how to interpret various results of analysis to plan the following development, (3) how to mix various available development ideas into a Master Plan of Sustainable Tourism Development, and (4) how to gain wide acceptability from the whole communities. To approach the above problems, this study has established a *participatory-agent* group, consisting of various representatives of the tourism stakeholders in the area.

Several main reasons to have this *participatory agent* group are: (1) as a resource group to evaluate and complete various collected information and data, (2) as a resource group to gather various visions and interests collected from various investigation processes, and (3) as a motivator<sup>79</sup> in implementing various plans which are detailed in the Master Plan. A core group of participatory agent who has better knowledge and skill in tourism sector also needed to speed up whole participatory process among communities. At least, a core participatory agent could take important role to run snow-ball strategy through a process of learning by doing principle. Schematically the general idea of participatory agent establishment can be seen on **Fig. 10.1**.

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<sup>79</sup> In stages as a communicator, mediator, motivator, innovator and collaborator.



**Figure 10.1.** Schematic Concept of Participatory Agents Integration

## **A. PARTICIPATORY PLANNING: THE DYNAMICS OF PARTICIPATORY PROCESSES**

Looking at various results of the investigation regarding the quality of human resources at a local level, the implementation of the participatory planning process in this study is conducted by applying two main strategies, namely the *snowball strategy*, and the *learning by doing strategy*. The *snowball strategy* was implemented by developing an excellent first

group of *participatory agents*. This intended to enable the group launch the participatory process independently later on. To decide the representatives of stake holders which would be recruited as *participatory agents*, the first group of the participatory agents have been made using the following criteria: (1) at least a university graduate or a bachelor with at least 5 years working experience, (2) at least having passive English mastery, and (3) proposed by a group of stake holders as their representative. To increase the knowledge of the agents, there have been three-staged comprehensive tourism in-house trainings<sup>80</sup> conducted during the study. Meanwhile the *learning by doing strategy* has been implemented by involving the agents in various further *planning processes*.

Considering the limitation of the available funding and of the different stakeholder groups, the membership of the established *participatory agent* group was limited to 50 people. One member of each existing stakeholder was expected to be a representative. Although the number of identified stakeholder group is actually more than 50 groups, a limitation on the number of representatives was possible by counting only one representative for various government institutions that can be grouped into one main category.

## **1. The Performance of Participatory Agents**

Although the invitations sent out to various existing stakeholders clearly stated that each stakeholder was only allowed to propose one representative, there were 149 representatives proposed by 75 stakeholder groups. Of the 75 stakeholders invited, only 13 followed the instruction to only send one proposed representative as a participatory *agent*. Although

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<sup>80</sup> Conducted by a joint project between the Government of Tana Toraja Municipality and the Institut für Forstpolitik und Naturschutz, Uni. Göttingen; with at least 8 hours for each subject.



on the one hand, this can be used as an indicator of their high motivation to participate, it has, however, been a source of difficulty in selecting the candidates for the *participatory agents*.

The composition of the *participatory agents* was finally decided to consist of 10 representatives of government institutions, 2 representatives of the Regional Peoples' representatives, 32 representatives of traditional community and owners of tourism objects, 4 representatives of PHRI and ASITA, and 2 representatives of local NGOs. Thirty-two of them are graduates from various departments, and the rest are bachelors or diploma holders with the working experience of 6.5 years as an average. Table 10.1 shows their knowledge as gathered from the pre-test and the post-test conducted in every scheduled in-house training.

Although all the *participatory-agents* have finished their undergraduate programs (in various fields), the results of the *pre-test* during the in-house training show that only around 15% had a good basic knowledge about the given topic ('good' means that 80% of the answers to the 10 questions were correct). In the context of tourism the participants generally had only a very superficial knowledge, and did not know about *leisure-pattern* at all. None of the participants was aware, for example, that the *leisure-pattern* of a population is highly significant for the productivity level of the population.

**Table 10.1.** General Picture of the Knowledge and Understanding of the *Participatory Agents* on Tourism Aspects based on the results of Pre-tests and Post-tests during In-house training (the score is in frequency)

No.	Knowledge Categories	Pre-Test			Post-Test		
			B	C		B	C
1.	Relationship of Leisure, Recreation and Tourism	-	4	32	8	27	11
2.	Sustainable Tourism Concepts	-	2	29	6	18	16
3.	Nature Related Tourism	1	-	39	3	28	14
4.	Culture Related Tourism	3	2	27	7	22	17
5.	Natural and Cultural Landscape	NA	NA	NA	NA	NA	NA
6.	Tourism Economy	-	-	12	6	18	11
7.	Tourism Impact	-	-	24	11	23	9
8.	Sustainable Tourism Planning	-	-	7	9	7	18
9.	Sustainable Landscape Planning	NA	NA	NA	NA	NA	NA
10.	Tourism Interpretation Programs	-	1	18	12	23	9
11.	Tourism Policy and Strategy	-	-	7	2	3	26
12.	Local Tourism Resources	6	19	11	19	23	8

**Note:** 1. Score A was given when a participant gave at least 8 correct answers of 10 questions; B if 7 answers was correct; and C if 6 answers was correct.

2. Total frequency is 50, the rest of the frequencies not shown on the table are those lower than C.

In terms of tourism development, almost all the participants only had a superficial concept or a vague idea that tourism development may mean providing various facilities for tourists. Only 2 of the 50 participants stated that tourism development should also pay attention to leisure needs and recreation for the local community. The results of the pre-test also show that the *participatory-agents* tend to expose the material side of their ancestors' customs and culture as the predominant potential resource for *cultural-tourism development*. However, almost 70% were aware that the various transformations and dynamics of their present customs and culture are also special attractions for tourists.

In the field of *natural and cultural landscape* (not presented), the results of the pre-test showed – if ever – that the *participatory-agents* put their emphasis more on the *natural landscape*. This is, in fact, in line with their knowledge about sustainability and nature conservation. Their low

knowledge about the *cultural landscape* and its sustainable management can be a threat since ignoring the *cultural landscape* can lead to low *land use* and *spatial-planning* quality.

Regarding *tourism economic*, the *participatory-agents* generally only valued the *tourist-money*, which can directly be earned by the community. This *money-oriented* attitude has made them underestimate various local government efforts to improve tourism in Tana Toraja. This impression is reconfirmed through the discussion session records, which noted various questions and arguments from the participants. Keeping this attitude in mind, it is important to familiarize them with the meaning and functions of *indirect-economic-benefits* of sustainable tourism development. This should be done to avoid a possible exploitation of available resources as *economic-goods*.

Considering the pre-test results, it must be said that their knowledge and understanding before joining the in-house training was generally low. The results of the observation show that the increasing of knowledge (during the in-house training) as seen from the results of the post-test still cannot be used as a good indicator of their readiness to develop tourism independently. The better results of the post-test are mostly due to their tendency to learn the course materials by heart. Although in general this shows that their sense of knowledge has not grown well, various courses that they have attended might enable them to be more critical in evaluating each tourism development idea proposed by various parties during the implementation of participatory planning phase.

Looking at the attendance level, all the *participatory-agents* with semi and full-unemployment background performed an attendance level of above 95 % in all sessions and each of the in-house training session. The *participatory-agents* who were employees (either of private institutions or

government offices), however, generally only attended between 60-70 % of the overall sessions in each of the in-house training. Their multiple-obligation as ordered by the chairman in their office is basically the main reason of their absence. Based on this consideration, the percentage of attendance cannot be used as an instrument to measure the level of motivation.

In all the stages of the in-house training there have been cases where the participants asked for “replacing their names by the names of relatives in the training certificates”. This has revealed some hidden motivation of some participants, such as: (1) to get free training, (2) to get some pocket-money during the training, and (3) to have better access to various development projects managed by the local government.

## **2. Crucial Obstacles towards Effectivity Participatory Agents**

Various common obstacles that generally occur when implementing participatory approach have appeared during the three-year experience in Tana Toraja. Although “cost” – a classic obstacle – has been attempted for solution through a joint funding (as stated in the MOU-collaboration), a reasonably high unpredicted miscellaneous cost was unavoidable.

Some cancellations of the on-going schedule commonly occurred, which burdened the external-participatory-agents. It resulted in at least an extended length of stay, which then meant that the external-participatory-agents had to pay extra costs for the group activity scheduled. Ironically cancellations were generally due to a trivial thing such as the absence of one of the local VIPs in the ceremonial session of the schedule. Although this could indicate respect paid to the local government, it certainly did not benefit the external-participatory agents.

Another issue that has to be kept in mind is the issue of costs. It is really important to pay more attention to the local-transport fees and the pocket money given to the participatory agents. Although that is a very unusual practice in a free in-house training, it was unavoidable in the case of Tana Toraja. The subsidy for the local-transport expenses and the pocket money should be seen as a compensation for their lost income due to their attendance in the training.

In relation to the effectiveness of the post-training role of the participatory-agents, there are a number of interesting points to raise, namely:

- ❖ **Tour on Duty on the system where the participatory agents work.** This did not only happen to persons working in the private sectors but also to the civil servants. In early 2001 a case of “employee cleansing” and large restructuring of the Office of Tourism, Art and Culture in Tana Toraja municipality made the established contacts with the participatory agents drop to the lowest point. Former employees in that department, who had gained sound knowledge and good skills during the process of knowledge-building through daily experiences or even several courses, are now seconded to some offices that are least related to tourism. Although the presence of the agent as an individual can still be considered, this is really a great loss in terms of building a system mechanism.
- ❖ **Personal agenda of the participatory agents.** There is actually no reason to raise the personal agenda issue of the agents with regard to their commitment on various programs, which were designed together, but it seems to be crucial among the internal-agents who are semi-unemployed. Their mobility to move to other regions for a better life was a very significant loss in the establishment of the groups. Although this mobility can be seen as merely a change of position (from internal to external agents), it turns out to be a post-training inefficiency process. The activities in the third year show that as much as almost 35 % of the internal agents have moved out from Tana Toraja.

- ❖ **Information updating.** It is realized that information limitation is a common thing in a rural area, if not a specific characteristic. In the case of Tana Toraja, this limitation has been a crucial obstacle in activating the post-training role of the internal agents. This is worsened by the limited means of communication so that any new information regarding the planned activities will at least take 2 to 3 days to reach the internal agents. This problem refers also to a need of knowledge refreshment during the post-training phase.

### **3. Crucial obstacles towards Ridging Ideas**

One of the processes that has been attempted to finalize the designed Master Plan is conducting a series of seminars to discuss the master plan draft. Apart from being used to disseminate various plans, these seminars also aimed at gaining input from the public, and to get feedback for the master plan draft. For this purpose the first phase of this limited seminar was conducted for those who work at some governmental offices in Tana Toraja Municipality Government. Further, an open seminar has been conducted by intentionally inviting the intellectuals of Tana Toraja, who live in Makassar.

From this series of seminars conducted the following important points can be used as valuable lessons and need to get special attention:

- ❖ **The new comers with the new ideas.** Basically it has been realized that each stakeholder has specific visions and ideas related to their respective background of knowledge, experience and individual vested of interest. However, the involvement of a new individual in the seminars has led to inefficiency and ineffectiveness of the running discussion sessions. Most of the allocated time has been wasted just to synchronize the perception among the new participants. With their superficial knowledge of tourism a lot of new participants tend to confuse various topics and existing terms.

- ❖ **Personal Agenda of the VIPs.** Involving almost all the local government top managers in the seminar has not proved to be a good way to find cross-sectoral and integrated development strategies. The experience shows that the VIPs are driven by the need of the sectors they administer but tend to bring in the need of the community group where they are from.
- ❖ **The Arrogance of the Excellencies.** The attendance of the intellectuals of Tana Toraja – who live outside Tana Toraja Municipality – was greatly expected to provide significant feedback to complete the master plan draft. However, the experience of the study shows that most of them were very proud of themselves as intellectuals and tend to show off to the other participants. Although all of them have doctoral degrees or even hold professorships in several universities, none of them has any educational background in tourism. The seminar notes also show that the negative feedbacks they gave are not based on an objective argument, but were mainly directed by the need of their small group. Repeatedly they were related to the need for continuity of the projects they get from the local government.

## **B. THE ROLE OF PARTICIPATORY APPROACH TO SUPPORT THE PLANNING PROCESS**

Nobody knows everything, and neither can he or she do everything. Single human beings have their limitations, and this is unavoidable. For this reason, each individual needs to help each other to achieve a better life together. This can be in the form of sharing opinion or an action in various implementations of development concepts.

The process of this study shows that the implementation of a *participatory approach* at various planning stages generally lead to a significant contribution in many aspects. In the *data collecting* stage the participation resulted in very detailed information collected. The participation thus made the *data analysis* phase efficient and effective, which equally improved the synthesis phase. If there was a crucial counter-productive factor that influenced the planning process, this was mainly due to *the arrogance of the excellencies* and *to the personal agendas of the VIPs*. This is in

line with what Elden and Lavin (1991; cited in Guevara 1996) stated like: “*not all participations is empowering*”, and what was reminded by Lewis (2000) one of who identified *unproductive consensus* as the causes for failure in the participation process.

To learn a lesson from various participation attempts and steps that have been conducted in this study, a general judgment is summarized in **Table 10.2**. The experience in the field taught that the following clues and strategies need to be considered to start an effective and efficient participation:

- ❖ **Talk to all parties and be a good listener to all of them.** Communication with all groups and all levels of stakeholders is necessary in every single phase. This will cover a balanced social dynamic condition, which will be useful to decide about the reliable formal and informal social leader who is potential to be a key person in various future phases. Attending various forms of *social gatherings* organized by the community is one of the most efficient and effective ways to do so.
- ❖ **Be a friend to all of them, but keep neutral and in distance.** One of the most important things to obtain from various stakeholders is trust. Although the communication is sufficiently intensive, it is not easy to eliminate their suspicion towards *outsiders*. Frank and balanced discussions<sup>81</sup> that have been conducted during the study show relatively better and more persistent results than using the “*yes man*” way. In this way, the local people who are generally extroverted are assumed to be able to test the development motivation owned by an *outsider stakeholder*. Keeping a distance is still necessary although the acceptance level of the local community for the expert has improved greatly. Otherwise *the negative effect of common sense* will over take. This is necessary to maintain balanced communication with all groups and all levels of stakeholders since their competition level is high.

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<sup>81</sup> *Balance* should not be interpreted only by presenting the existing positive or negative situations, but also by viewing the existing problem from the traditional perspective they have and the modern perspective the external actors have.



**Table 10.2.** The Role of Participatory Approach to Support Sustainable Tourism Planning in Tana Toraja

Planning Phase	Group of Participatory Actors							
	Internal Actors						External Actors	
	A	B	C	D	F	G	I	H
<b>A. Analysis Phase</b>								
1. Data Collection	③	②	②	③	②	③	①	③
2. Data Analysis	①	①	②	①	②	③	①	③
<b>B. Synthesis Phase</b>								
1. Potential and Obstacles Pointing	②	①	②	①	②	②	①	③
2. Development of Alternatives	②	①	②	②	②	②	①	③
3. Public Hearing and Controlling	②	③	③	①	②	③	①	②
4. Development of Vision and Mission	③	③	③	①	②	③	①	③
5. Strategy and Approach Finding	①	①	③	①	③	③	①	③
<b>C. Planning Phase</b>								
1. Alternatives Enrichment and Refining	②	①	③	①	②	③	①	③
2. Alternative Chosing	②	②	③	①	③	③	①	③

**Note:** A= Government Representative; B= Traditional Institution C= NGOs  
D= Local Community E= Tourism Business  
F= Group of Participatory Agent G= Torajan People in diaspora  
H= External Group of Participatory Agents  
①= Low, ②= mid, ③ = high degree of qualitative measures

❖ **Try to create some intermediate evidences.** A relatively long time required to achieve results often decreases the motivation of the local community to participate consistently in various environment improvement activities; especially in improving the quality of the environment surrounding the tourism objects in this study. The long process result not only in doubt but also fatigue due to various limitations of the resources they have. Directing one or two groups of tourists to various tourism objects that have started environment improvement from the local community was one way implemented in this study. It showed positive evidence in maintaining their motivation to consistently participate in environment improvement. Although the approach has not given a significant economic benefit, but the coming tourists were a tribute to their effort and something for them to be proud of. Meanwhile, the implementation of the reward system proposed in this study has been adopted by various government institutions, namely the Department of Tourism, Art and Culture, and by the Regional Environment Impact Control Agency.

- ❖ **Prepare yourself to be a general consultant.** This clue does not suggest being a *generalist* but this is required to bridge the low quality of the local human resources. The experience in the field shows that the increased trust the local community gave also resulted in discussing all the problems and ideas that occur, including personal problems. The experience gained during the study was quite surprising and even intimidating.
- ❖ **Develop a permanent formal participatory agent.** The results of the study have shown that the introductions of participatory agents on project basis are dependent on *personal agendas* of the agents. For this reason, it is necessary to consider providing improved formalities to the more permanent groups of participatory agents. Considering the limited funding to expect from the government, the organisation of *participatory agents* can probably be approached through a “*Verein*” which only requires incidental support of funding.
- ❖ **Schedule the regular visit of the external agents.** The existence of the external agents – especially those not belonging to *Torajan in Diaspora* – is not only required in terms of *capital enrichment*, but also of *social dynamic mediator*. When the trust of the local community has grown, an external agent is also frequently asked to mediate various conflicts of interest among stakeholder groups. This role should actually be taken and performed by the external agents that belong to *Torajan in Diaspora*, but the experience in the study shows that it is still hard for them to be an impartial mediator. This is worsened by the local community perception, which assumes that *Torajan in Diaspora* group has so far only tended to teach them without understanding their struggle in their hometowns.

Furthermore, the experience in the field shows that the following clues have really been positively motivating the community to be willingly active participated in each activities for their environment improvement:

- ❖ **Individual and Household level.** Building their awareness through positive utilization of individual/family pride that they possess, especially in the context of the social hierarchy. It is essential to remind the individuals/families that a noble value is not only seen through the

family line, but must also be viewed from a real participation that they performed to maintain or improve the environment and the noble values passed down by their ancestors.

- ❖ **Small Community.** Build the population awareness through positive utilization of group pride they possess. It is necessary to remind the “puang” who leads a community in a “tongkonan” region that their group existence will only be maintained and appreciated if their groups are capable to maintain and improve the quality of their environment thoroughly.
- ❖ **Large Community.** Promoting a participatory activity performed by a community group to other groups is an efficient and inexpensive implementation of a reward system. This will not only create pride for the group that being promoted but can also promote a positive competition among the groups. This is advisory for the local leaders to use this approach whenever they visit various community groups.



## **XI. FINAL CONCLUSIONS AND SUGGESTIONS**

A fundamental question to be answered in this study is “how tourism resources should be developed to achieve a sustainability development”. There are many literatures sources about various guidelines to achieve sustainability in tourism development (e.g. Boo, 1992; Harrison and Winston, 1996; Kozlowski and Hill, 1993; Nelson, 1999). The experience in this study shows, however, that the process towards sustainability is very *site specific* in nature.

Each destination has a distinctive feature as well as specific potentials and problems, which require a specific planning strategy and unique measures to achieve sustainability. However, construction and development opportunities of a destination in a regional context cannot be separated from the condition and the framework of the tourism development at the national level. The Bali bombing tragedy of October 12, 2002 is an example that must be taken as an important lesson in developing various other tourism destinations in Indonesia.

A strong correlation between the number of tourist visit to Bali and that to Tana Toraja as described in chapter five is one of the proofs which shows a strong dependency of various other tourist destinations in Indonesia on Bali. On the one hand, other destinations in Indonesia have gained a lot of benefit from the development of Bali as a tourist destination centre for a very long period. At least, they gained a short promotion and marketing

chains, through promoting and marketing their destination in Bali. On the other hand, "Bali bombing tragedy" taught that an image destruction of a "major destination" has also resulted in a destruction of an image of other surrounding "minor destinations".

In terms of tourism planning at a national level, a valuable lesson that can be taken from this incident is that a "single major destination" development strategy cannot be conducted in a lengthy duration (in the case of Bali is more than 30 years). On the one hand, a "single major destination" development has really been one of the efficient ways to accelerate the promotion and marketing process of a tourism destination in a national level. On the other hand, it needs to be realized that destination variations are important in tourism, which is in line with the variety required in the tourism demand itself. With a consideration that tourism investment is a long-term investment, it is estimated that a "single major destination" strategy should adequately be implemented for the duration of between 15 to 20 years. Besides to prevent various negative risks as mentioned earlier, the "time horizon strategy" can also be used as "strategic policy barrier" to anticipate the forming of a business monopoly and over construction which often occurs in a major destination. One of the considerations that can be used as a basis to decide the duration is that within 15 to 20 years a long-term investment will generally have entered a stage of "break even point".

Bali incident also reminds us that a planning concept: (1) should anticipate various possibilities of situational changes in the future, and (2) should be elaborated in a time horizon that can be measured objectively. An anticipation of changes should be prepared not only for the various parameters that have been predicted, but also for those of "force majeure". Both points above must be elaborated in a management plan that needs to

be performed consistently and in integrated way. If Bali incident is considered as a valuable lesson for Indonesia, this should say: “be consistent and continue to build various other major destinations that have been pointed out in the National Tourism Master Plan<sup>82</sup>”.

From the experiences and knowledges during this study, it must be admitted that the tourism planning process in rural areas at a regional level (let alone in a national scale) is not an easy task. A limited availability of valid and reliable secondary data becomes the main obstacles at the initial phase. Various available secondary data are not so reliable to be used for a good planning. The problem is not only in the form of inconsistent data, or unavailable time series data, but also in the form of data validity. This not only results in the necessity to have an adjustment process of the already prepared methodology, but also results in high research cost to perform various further investigations and the duration of the research.

Similarly, various changes of development orientation in national and local scales are the main obstacle in the synthesis phase and planning phase. This not only results in adding or changing the assumption that needs to be used in the synthesis and planning phases but also complicates the process of generating alternatives for various development scenarios that will be selected.

The experience gained during the study shows that one of good strategies to overcome the obstacles is through an establishment of a long-term joint-project with various universities that have offer courses. With this strategy some of the students’ activities and studies can be directed to gather various necessary data. This strategy also needs to be implemented in the

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<sup>82</sup> National Tourism Master Plan in Indonesia is addressed to conduct tourism development at national level for every 20 years.

form of providing regular courses for local officials so that they can perform various investigations and tourism analysis independently in a regional level.

In general, it is easy for a planner to come to a simple judgement of the whole condition, so called good or bad, but the most important thing is how sensitive one can see the crucial problems in each komponent; including the inter-relationship. It is also important to develop a good effort that realistic for the local people to implement. An understanding of the characteristics and dynamics of various tourism resources is however essential for the planning and realization process.

Various resources in a destination must be viewed holistically either for the need of tourism or to fulfill the life necessities of the local community. To achieve sustainability, important factors as described in **Table 11.1** have to be considered.

The results of the study also show that the socio-cultural and economic dynamics in a destination have very important impact on the achievement of the three pillars of sustainability. Although the local community can be said to have enough awareness of the potential benefit of a sustainable development, their mean time daily life necessity cannot merely be neglected. Without economic improvement, the two major survival patterns of the local community - extensive exploration of natural resources and migration to urban areas - will equally lead to negative impacts and counteract all three pillars of sustainability. Changing the economic activity patterns of the local community from the agriculture sector to the tourism sector is however not an easy task. Various alternatives are needed that can provide optimum economic benefit as

well as maximum positive impact to the environment conditions. To achieve sustainability, the important economic aspects that need to be considered in the planning process are detailed on **Table 11.2**.

**Table 11.1.** Basic Guidelines to Promote Tourism Resources in Sustainable Tourism Development

Tourism Resource	Con- ditions		Crucial Problem to Support Sustainability	Important Efforts towards Sustainability <sup>83</sup>
	1	2		
<b>Nature Related Tourism Resources</b>				
1. Natural Biogeography Evolution; e.g. natural landscape, primary forests and vegetation, wildlife	X		How to increase the value to support any living organism and for tourism as well	<ul style="list-style-type: none"> <li>a. Apply landscape conservation following precise nature conservation goals.</li> <li>b. Apply landuse regulation following precise goals of landuse pattern.</li> <li>c. Apply landscape improvement and management</li> <li>d. Apply Building Area Index</li> <li>e. Refine the traditional technology in order to increase the productivity of major economic activity amongst the local community</li> <li>f. Apply a strict environmental regulation following precise environment quality standards</li> <li>g. Introduce modern technology to reduce negative impacts of any development activity</li> <li>h. Address any tourism investment to the area that need environment improvement; in order to skip over exploitation at an area having high valuable natural scenic beauty, and to support the the funding need through private investment</li> <li>i. Support the existence of any group and their effort to do culture preservation</li> <li>j. Promote a communal resistance to bundle any negative impact of acculturation</li> <li>k. Apply a reward system to appreciate and motivate any positive effort for better environment and cultural value</li> <li>l. Develop a series of hierarchical development planing, i.e. at least master plan, site plan, and detail plan, and adapt, apply and improve it consistently.</li> </ul>
		X	How to protect the areas and avoid disturbances and destructions of an over development condition	
2. Biogeography Modifications as a Result of Ancient Effort; e.g. cultural landscape.	X		How to increase the value to support local community need and tourism	
		X	How to keep the value for long term purposes	
3. Biogeography Change as a Result of Current Community Activities; e.g. landuse pattern, modern agriculture, industries.	X		How to manage the resources to gain better value for human need and tourism	
		X	How to keep the value for a long term purposes	
<b>Human Activity Related Tourism Resource</b>				
1. Ancient value, traditions and products	X		How to highlight and reinforce the tradition	
		X	How to keep the existence of traditional values and customs	
2. Modern value, behaviours and products	X		How to address the people to choose a right value that inline with their specific situation	
		X	How to use the modern value to substitute any weakness of ancient value	
3. Transition value, behaviours and product	X		How to minimise negative influences	
		X	How to promote the positive values	

**Note:** 1 = low potentials to support daily life and tourism as well;  
2 = high potentials to support daily life and tourism as well;

<sup>83</sup> It is meant to compile the efforts together since the high correlation of each effort.



**Table 11.2.** Basic Guidelines to Promote Sustainable Economic Benefit of Tourism Potentials on Tourism Development

Economic Sectors	Condi-tions		Crucial Problems to Support Sustainable Development	Important Efforts Towards Sustainability <sup>84</sup>
	1	2		
A. Agriculture Potentials	X		a. Limited land capital b. Low number and quality of labor force c. Low productivity d. Limited technology e. Land use changes for other purpose	a. Product diversification & tecnology refining b. Increase the use of agricultural product in tourism sectors, & promote better price of agriculture product through tourism event c. Apply a consistent land use regulation d. Find a possibility to put agriculture sector to become a subject of tourism development.
		X	a. Land use changes to tourism sector b. Land occupation by tourism industry c. Friction of benefit distribution	e. Promote communal business cooperation f. Develop a participatory forest mapping g. Develop attractive conservation programs for tourism h. Promote communal business cooperation
B. Forestry Potentials	X		a. Limited primary forest b. Community claim of the State Forests	i. Promote outward trading thr. tourism activities j. Promote a better price for local product thr. tourism activites and events
		X	Community friction of benefit distribution	k. Promote productive ethics to balance consumptive motivation
C. General Tradings	X		How to balance the inward trading that will lead to an intensive nature exploitation by local communities	l. Promote communal cooperation m. Promote revolving fund for starting business on agriculture, forestry, tourism and general trading.
		X	How to prevent a consumptive behaviour that will lead to an intensive nature exploitation by poor communities	n. Promote a good tourism levy and develop a fair system of benefit distribution
D. Tourism Business	X		How to support local communities to run a tourism business	o. Open business access for to any party, but stop capital flight.
		X	How to distribute economic benefit amongst the local communities	p. Motivate the business sectors to use some of their benefits for environmental improvement.

**Note:** 1 = low potentials to support daily life and tourism as well;  
2 = high potentials to support daily life and tourism as well;

The numerous requirements as stated in **Table 11.1** and **Table 11.2** are not easy to implement. A good co-operation among various stakeholders is essential to put the various requirements into practice. The experiences in this study indicate that a participatory approach promote cooperation and acceptance and thus result in significant benefit in planning sustainable development of tourism collectively. Forming a group of participatory agents is one of the strategies that need to be considered to improve participation from the people. Based on the expected role of a

<sup>84</sup> It is meant to compile the efforts together since the high correlation of each effort.

participatory agent group, a series of *in-house trainings* are required to increase the quality of their knowledge and skills. Learning from the experiences during the study, the following important prerequisite as stated in **Table 11.3** are worth to be taken into consideration to make participation processes efficient and effective.

**Table 11.3.** Basic Guidelines to Promote an Efficient and Effective Participatory Planning of Sustainable Tourism

Participatory Actors	Crucial Problems towards Efficient and Effective Participations	Important Effort to Promote Efficient and Effective Participations
<b>A. Internal Actors</b>		
1. Government		
a. Tourism Institution	Low educational background & working ethic, personal agenda of the VIPs, inconsistency commitment	
b. Other Institutions	++; sectoral egoism	
2. Business Sectors		
a. Tourism sectors	++; negative competition	
b. Other sectors	++; low awareness of integrated business	
3. Local Communities		
a. Formal traditional institutions	++; re-evaluating and contesting of the existence of elite group by lower ranking.	
b. Formal modern institutions (NGO etc.)	++; unsuitable motivation for sustainability	
c. Informal social leader	++; personal agenda of informal leader	
d. Local Populations	++; personal interest of local population, big number of population	
4. Group of Participatory Agents	++; personal agenda of agents	
<b>B. External Actors</b>		
1. Torajan in Diaspora	The arrogance of the excellencies, long distance communication	
2. National Institution	Limited budget, long distance communication	
3. International Institution	Limited budget, long distance communication	

**Note :** ++ is indicating the same problems to the above actors



## LIST OF LITERATURES

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## **APPENDIX 1**

### **VISITOR QUESTIONNAIRE**

**“To Improve the Tourism Quality**

Dear Sir and Madame,

In order to improve the tourism quality in Tana Toraja, herewith please let us inform you about a research titled „Integrated and Ecological Planning in a Rural Area in Indonesia: case study Tana Toraja“. This research is a part of collaboration between the Local Government of Tana Toraja and the Institute of Forest Politic and Nature Conservation, University of Goettingen; under an umbrella scheme called Sustainable Tourism Development Planning in Tana Toraja.

The basic ideas of this research are : (1) to know your pception about any single object that you have visited during your vacation in this area, and (2) to know your objective willingness to pay for each object that your enjoyed. By knowing the answer, it would allow us to design a better tourism offers in a sustainability way of ecology, socio-cultural, and economy.

We hope you could find the importance of this research and would like to offer us your help to answer the following questionnaire. All questions are just a common one, there is no private that you would should worry about. We promise you that the result of this research would not be addressed to commercial purpose.

Should you have any further interest to participate in the process of sustainable tourism development in Tana Toraja, please do not hesitate to contact our research leader: Ricky Avenzora by e-mail to : [ravenzo1@gwdg.de](mailto:ravenzo1@gwdg.de)

Thank you very much.

Researchers

## QUESTIONNAIRE

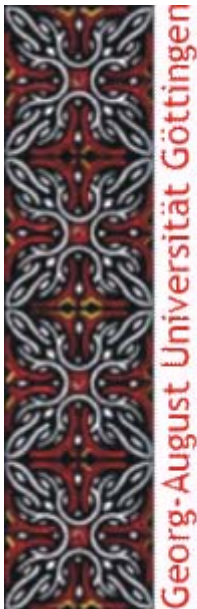
1. Please inform us the following general characteristic of you as our respondent :

- a) Your age :
- b) Gender :
- c) Origin of departure country :
- d) Nationality :
- e) Your entry point to Indonesia :
- f) Your main destination in Indonesia :
- g) Your length of stay in Tana Toraja :
- h) The pattern of your traveling activity  
To Tana Toraja : 1. Self-managing  
2. By Tour operator
- i) The way of your touring activity  
in Tana Toraja : 1. Self-managing  
2. By local

2. Please write any single tourism object that you have visited in Tana Toraja, and please offer us your perception about that objects by scoring them with one (1) to express the bad condition, two (2) to quite bad condition, three (3) to medium condition, four (4) to quite good ondition, and five (5) to the good condition. Please also use the the same scoring system to express the uality of your experience and satisfaction there. Then, please write the amount of money (in US Dollar) that you willing to pay (WTP) for consuing that object as your attraction here in Tana Toraja.

No.	Name of Object / Attraction	Score of Condition	Score of Experience	Willingness to Pay (in US\$)
A	Culture Related Tourism Attractions			
1				
2				
3				
4				
5				
6				
7				
8				
B.	Nature Related Tourism Resources			
1				
2				
3				
4				
5				
6				
7				
8				

**Note :** Please use the back site should you need to write mor



## APPENDIX 2

### QUESTIONNAIRE

#### “The Characteristif of Touristic Companies as Mediating Actors”

Thank you very much for participating in our visitor survey. Your answer will be held in confidence; however, statistical summary will be used to improve the polices and implementation for you and other actors.

#### Business Clarification

1. The main services of your company are (you may cross fill out more than one answer) :

a. Accommodation, please specify the classification according to the “Parpostel Decree”

.....

And how much is the occupation rate for the last 3 years ?

.....

b. Restaurant, please specify the classification according to the “Parpostel Decree”

.....

c. And how much is the occupation rate for the last 3 years ?

.....

Transportation, please specify the classification according to the “Parpostel Decree”

.....

And how much is the number of your vehicles?

..... *(please specify according to the type)*

d. Entertainment, please specify the classification according to the “Parpostel Decree”

.....

And how much is the occupation rate for the last 3 years ?

.....



- e. Tour operator, please specify the classification according to the “Parpostel Decree”  
 .....  
 And in average how much is the group number that you brought to Tanah Toraja for the last 3 years? ..... groups with  
 ..... people/group/year.  
 Then, please indicate the vested of interest of your company to promote and bring tourists to Tanah Toraja ..... % out of the total listed destination that your company more concentrated with.
- f. Travel Agent, please specify the classification according to the “Parpostel Decree”  
 .....

2. Your business headquarter is in .....
3. Does your company have any office branch in Tanah Toraja ? .....  
 If not, you may ignore the question no. 5 and 6, but please answer the following question:
- which office branch is the closed position to Toraja?.....
  - What is the name of touristic company in Tanah Toraja do you usually have a business contact for running your obligation with the tourists .....
  - What kind of business dealing you have with your partner in Toraja :
    - ◆ Long term contract basis
    - ◆ Fee basis
    - ◆ Per item contract basis
    - ◆ Others, please specify.....
4. How much is the number of your company’s employee totally?.....
5. How much is the number of your company’s employee in your Toraja Branch Office?  
 .....
6. In your Toraja Branch Office, how many employees do originally come from the Tanah Toraja? .....
7. Please indicate in percentage about the education back-ground of your employee who deal with managerial matters (please exclude the clerical one) :
- High school with less than 3 years experience in touristic sectors ..... %
  - High school with more than 3 years experience in touristic sectors ..... %
  - Bachelor degree in tourism sector with less than 3 year experience in tourism sectors .....
  - Bachelor degree in tourism sectors with more than 3 years experience in tourism sectors .....% (you may count the employee with many tourism course in this)
  - Sarjana degree in tourism sectors with less than 3 years experience in tourism sectors .. %

- Sarjana degree in tourism sectors with more than 3 years experience in tourism sectors .....% (you may count the employee with many tourism \ course in this)
  - Tourism specialist (Master degree) or Sarjana degree in tourism sectors with experiences more than 15 years in tourism sectors %
8. If your company is a kind of Tour Operator, please indicate the education backgrounds and experiences of your tour-leader:
- High school with less than 3 years experience and got few formal knowledge-enrichment about sustainable tourism ..... person/s
  - High school with more than 3 years experience and got much formal knowledge-enrichment about sustainable tourism ..... person/s
  - Bachelor degree in tourism sector with less than 3 year experience and got few formal knowledge-enrichment about sustainable tourism ..... person/s
  - Bachelor degree in tourism sectors with more than 3 years experience and got much formal knowledge-enrichment about sustainable tourism ..... person/s
  - Sarjana degree in tourism sectors with less than 3 years experience and got few formal knowledge-enrichment about sustainable tourism ..... person/s
  - Sarjana degree in tourism sectors with more than 3 years experience and got few formal knowledge-enrichment about sustainable tourism ..... person/s
  - Tourism specialist (Master degree) or Sarjana degree in tourism sectors with major experiences more than 15 years in nature-tourism sectors ..... person/s
5. If your company is a kind of Tour Operator, please indicate the pattern of guiding process in any guided tour that you usually make:
- Every thing will be handled by your own tour-leader.
  - Your tour-leader will hire the local guide and share the duty with them.
  - Your tour-leader will only conduct major activities in central destination point, and then let the tourist chose by chance any interesting activities they want to do.
6. Please indicate the average amount of expenditures that your company paid in the last three years for the imported goods and material which were demanding for your main business.....% out of the total expenditures for goods and materials purchasing.

The Company's Opinion and Interests Toward Sustainable Tourism

7. Please cross a definition among the following well-known understanding of Ecotourism that is mostly preferable by your company:

- Ecotourism is tourism to natural areas (Boo, 1990).
- Ecotourism is activities of view visitors to use the natural conditions of an area through good practice with the goal and objectives of finding new experiences (Gunn, 1994).
- Ecotourism is an alternative tourism which is shifting from a small-scale nature tourism to a set of principles applicable to any nature-related tourism (Western, 1993 in Lindberg and Hawkins, 1993; eds.)
- Ecotourism is a travelling to relatively undisturbed or uncontaminated areas with the purpose of studying, admiring, and enjoying the scenery and their wild plants and animals, as well as any existing cultural manifestation (both past and present) found in these areas (Cebalos-Lescurian, 1987).
- Ecotourism is a responsible touristic activities on natural areas or even on nature-based artificial areas which supports the nature conservation efforts and the local people's welfare (The First Indonesian National Meeting on Ecotourism – PENAS EKOWISATA I, Bali 1996)
- Ecotourism is the major spirit of any sort of touristic activities which is indicated by the best welfare and respect for the local people, environmentally sound, and therefore it should not always hang the first hand touristic experiences on the natural resources.

8. Do you think that your company does have a sort of contribution on the negative environmental impacts of tourism activities? If YES, please specify the main kind of your contributions and the main area that the impacts happened

.....  
.....  
.....  
.....

9. Concerning the negative environmental impacts of tourism activities, would your company participates on environmental conservation by giving back an amount of your company benefits for, let us say, "the touristic's grant for environment"?

- YES, please indicate the highest grant that your company willing to share:.....% out of the total annual benefits without taking any additional cost from the tourists side.

- NO, but the company will agree about the idea of “the touristic’s grant for environment” only and only if the tourist side is also subject to fee for grant. By this, your company willing to share:.....% out of the total annual benefits excluding the additional fee that your company will collect from the tourist side on any transaction.
- NO, would not at all.

10. Please indicate 5 tourism destinations in Indonesia that your company willing to consider it as the good examples of ecotourism development (please write it starting from the best ranking):

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....

11. Please indicate 5 tourism destinations in Indonesia that your company willing to consider it as the bad examples of ecotourism development (please write it starting from the worst ranking):

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....

12. Please indicate 5 tourism destinations in Indonesia that your company willing to consider it as the good reclamation by ecotourism concepts on the past mass tourism destination (please write it starting from the best ranking) :

- (a).....
- (b).....
- (c).....
- (d).....
- (e).....

13. Considering your choice about the ecotourism understanding on the question no. 11, so please indicate your company’s interest in dealing with the following ecotourism business-opportunities by putting the scaling 1 to 5 for the expression of your business interests (1 is for the lowest interest , and up to 5 for the highest interest):

- Exploring the new untouched natural tourism resources :
- Developing the new untouched natural tourism resources:
- Educating the tourists about sustainable tourism concepts:
- Educating the local people about sustainable tourism concepts:
- Supporting the local people on the new tourism destination about sustainable tourism concepts:
- Supporting the local people on the past mass-tourism destination to reclaim the pass mass-tourism area toward a sustainable tourism development:

- Re-designing the past mass-tourism area toward a sustainable tourism development:
  - Others, please specify
14. Please indicate the level of interests of your company on running the touristic-services for:
- Domestic tourists (included the daily recreationist) :.....%
  - Foreign tourists: .....%
15. Please indicate the level of your company interests about the following patterns of terrestrial tourism infrastructure and facility developments (by putting the scaling 1 to 5 for the expression of your business interests (1 is for the lowest interest , and up to 5 for the highest interest):
- Resort-pattern of tourism facility developments: .....
  - Club-pattern (e.g. the Club-Med) of tourism facility developments: .....
  - The pattern of “global village” tourism infrastructure developments: .....
  - The pattern of “nature conservation area” tourism infrastructure developments.....
  - Others, please specify .....
16. Please indicate the level of the following activities which have been done by your companies as an effort toward a sustainable tourism development:
- Waste minimisation, reuse and recycling.....%; by annual budget at around Rp
  - Energy efficiency, conservation and management.....%; by annual budget at around Rp
  - Management of fresh water resources.....%: by annual budget at around Rp
  - Waste water management .....% ; by annual budget at around Rp.....
  - Hazardous substances.....%; by annual budget at around Rp
  - Transport.....% ; by annual budget at around Rp
  - Land-use planning and management.....%; by annual budget at around Rp
  - Involving staff, customers, communities in environmental issues.....% ; by annual budget at around Rp.....
  - Design for sustainability ..% ; by annual budget at around Rp.....
  - Partnerships for sustainable development..... %



## APPENDIX 3

### QUESTIONNAIRE

*for the study of*

Socio-cultural Impacts of Tourism on Tana Toraja

*Conducted by:*

**Ricky Avenzora**

*(a Ph.D student in Institut für Naturschutz, Uni. Göttingen)*

Thank you very much for participating in our survey. Your answer will be held in confidence; however, summary statistics will be used to plan a sustainable tourism in your area.

Dear Respondents,

Which of the following socio-cultural negative impacts have you faced about during tourism development in this tourism- destination area? Please write the degree of your personal judgement about those negative impacts; scaling is ONE for the lowest quantity/intensity of the negative impacts to FIVE for the highest one). And please write short comments (such like: never found, have no information, still happen recently, happen for long time, etc.) for any listed negative impacts that you have consider about.

No	NEGATIVE IMPACTS; Impact Categories & Parameters	Scale	Comments
A.	No negative impacts at all		
B.	Alcohol and Narcotics		
	1. Alcohol		
	2. Drugs		
	3. Grass		
	4. Marihuana		
	5. Others, please specify.....		
C.	Pressure for daily-live quality		
	1. Rubbish		
	2. Traffic-jam		
	3. Noisy		
	4. Insecure feeling		
	5. Air pollution		
	6. Water pollution		

No	NEGATIVE IMPACTS; Impact Categories & Parameters	Scale	Comments
	7. Increase prices		
	10. Expensive place to live		
	11. Soil pollution		
	12. Rising the criminality		
	13. Lost the local natural peaceful		
	14. Others, please specify.....		
D.	Materialism		
	1. Rising up the materialism attitude among the people		
	2. Higher price for tourist-services		
	3. Money greedy atmosphere		
	4. Exploiting the tourist		
	5. The tourist first, the local people later.		
	6. Exploiting local resources for money		
	7. Others, please specify.....		
E.	Local values, cultures, and information		
	1. Losing the traditional customs		
	2. Losing the cultures		
	3. Rising the strange new customs		
	4. Losing the religious customs		
	5. Tourists ignore the local wearing		
	6. Rising the lack of accessibility to the natural resources for the locals		
	7. Tourists set a bad example; such as grooming in public area, etc.		
	8. Tourists tend to get local people for sex encounters.		
	9. Deserting the agriculture		
	10. Tourists tend to offer distorted information		
	11. Local people, especially the local guides, tend to tell distorted information; e.g. "old poverty stories"		
	12. Deserting the traditional land-use pattern		
	13. Cultural distortion; e.g. misuse cultural matters for touristic activities		
	14. Decreasing the use of the local language		
	15. Losing the traditional gastronomy specific		
	16. Losing the sense of original traditional arts; e.g. music, paintings, sculptures.		
	17. Losing the knowledge of local legends		
	18. Losing of traditional leisure activities		
	19. Others, please specify.....		

No	NEGATIVE IMPACTS; Impact Categories & Parameters	Scale	Comments
C.	The nature of youths		
	1. Youths copy bad habits of tourists		
	2. Youths is driven to think out of culture and traditional customs as well		
	3. Youths leave family jobs for touristic jobs		
	4. Too touristic-educational oriented		
	5. Youths are driven to the get easy touristic jobs than continuing study to University		
	6. Youth tend to cheat the tourists		
	7. Losing the traditional play for kids & youths		
	7. Others, please specify.....		
D.	Others		
	1. High incoming migrations		
	2. Too touristic-oriented ; e.g. all future just for touristic-matters		
	3. Wide gab social class		
	4. Rising prostitution, gambling and night life atmosphere		
	5. More/new diseases		
	6. Disorder quick-development		
	7. Low paying jobs for women and kids		
	8. Tourism only benefits business owners		
	9. Disorientation of the traditional handicraft and arts productions		
	10. Capital-flight of tourism money		
	11. Others, please specify...		

No	POSITIF IMPACTS; Impact Categories & Parameters	Scale	Comments
	No positive impacts at all		
B.	Employment		
	1. Better job opportunities for all		
	2. Better job opportunities for women		
	3. Well-paid jobs		
	4. Chance to go to other countries for jobs		
	5. Others, please specify.....		
C.	Sharing/learning new ideas, and traditions		
	1. Languages		
	2. Knowledge sharing about cultures		



No	POSITIF IMPACTS; Impact Categories & Parameters	Scale	Comments
	3. Information about foreign countries		
	4. Much lesson from tourists, especially from the scientist visitors		
	5. Students encouraged to study higher		
	6. Learning about new traditions/cultures		
	7. Others, please specify.....		
D.	Community economics and welfare		
	1. Economic benefits		
	2. Money for family		
	3. Money for local developments		
	4. Better transportation infrastructure		
	5. Better communications infrastructure		
	6. Better health infrastructures		
	7. Better securities for all		
	8. More resources in market for communities		
	9. Open-minded governance		
	10. Well-planned development		
	11. Better quality of life		
	12. Better opportunities for youth		
	13. Better future for the region		
	14. Better information accesses		
	15. Clean area		
	16. Others, please specify.....		
D.	Materialism		
	1. Rising up the materialism attitude among the people		
	2. Higher price for tourist-services		
	3. Money greedy atmosphere		
	4. Exploiting the tourist		
	5. The tourist first, the local people later.		
	6. Exploiting local resources for money		
	7. Others, please specify.....		
E.	Local values, cultures, and information		
	1. Losing the traditional customs		
	2. Losing the cultures		
	3. Rising the strange new customs		
	4. Losing the religious customs		
	5. Tourists ignore the local wearing		
	6. Rising the lack of accessibility to the natural resources for the locals		
	7. Tourists set a bad example; such as grooming in public area, etc.		
	8. Tourists tend to get local people for sex encounters.		

No	POSITIF IMPACTS; Impact Categories & Parameters	Scale	Comments
	9. Deserting the agriculture		
	10. Tourists tend to offer distorted information		
	11. Local people, especially the local guides, tend to tell distorted information; e.g. "old poverty stories"		
	12. Deserting the traditional land-use pattern		
	13. Cultural distortion ; e.g. misuse cultural matters for touristic activities		
	14. Others, please specify.....		
<b>C.</b>	<b>The youth behaviour patterns</b>		
	1. Youth copy bad habits of tourists		
	2. Youth is driven to think out of culture and traditional customs as well		
	3. Youth leave family jobs for touristic jobs		
	4. Too touristic-educational oriented		
	5. Youth is driven to the get easy touristic jobs than continuing study to Univ.		
	6. Youth tend to cheat the tourists		
	7. Others, please specify.....		
<b>D.</b>	<b>Others</b>		
	1. High incoming migrations		
	2. Too touristic-oriented ; e.g. all future just for touristic-matters		
	3. Wide gab social class		
	4. Rising prostitution, gambling and night life atmosphere		
	5. More/new diseases		
	6. Disorder quick-development		
	7. Low paying jobs for women and kids		
	8. Tourism only benefits business owners		
	9. Disorientation of the traditional handicraft and arts productions		
	10. Capital-flight of tourism money		
	11. Others, please specify.....		

## APPENDIX 4

### The Result of Tourism Resources Evaluation

#### Qualitative Value of the Potential of *CULTURAL HERITAGE* Resources in TANA TORAJA

No	Location	Main Attraction	Valuation Criteria						Total Value
			History	Uniqueness	Social Function	Harmony	Attractiveness	Rareness	
1	Lemo	- Liang Paa' - Tau-tau - Tongkonan	1	2	1	2	3	1	10
2	Londa	- Liang Lo'ko - Erong - Tau-tau - Kuburan Tergantung	1	4	3	2	3	1	14
3	Ke'te' Kesu'	- Tongkonan - Erong - Patane - Kuburan Tergantung	4	4	3	4	2	2	19
4	Penanian	- Tongkonan - Rante dan Simbuang	3	3	3	3	3	2	17
5	Palawa	- Tongkonan	1	1	1	1	1	1	6
6	Suaya	- Erong - Liang Paa' - Tau-tau	4	2	3	1	1	1	12
7	Buntu Tondon	- Liang Paa' - Tau-tau	2	1	1	1	1	1	7
8	Siguntu'	- Tongkonan	1	1	1	1	1	1	6
9	Marante	- Tongkonan - Liang Paa' - Erong - Tau-tau	2	2	1	1	2	2	10
10	Patane Pong Masangka	- Patane - Tau-tau dari batu	2	3	2	1	1	1	10
11	Bori' Kalimbuang	- Rante - Simbuang (menhir)	2	4	2	3	3	3	17
12	Pana'	- Liang Paa'	1	1	1	1	1	1	6
13	Lo'ko' Mata	- Liang Paa'	1	2	2	3	3	1	12
14	Balik Tondon Randan Aa'	- Tongkonan	1	1	1	1	1	1	6
15	Kambira	- Passilliran	1	4	3	3	3	3	17
16	Buntu Pune	- Tongkonan - Liang Paa' - Patane	1	1	3	1	2	1	9

No	Location	Main Attraction	Valuation Criteria						Total Value
			History	Uniqueness	Social Function	Harmony	Attractiveness	Rareness	
		-							
17	Buntu Kalando	- Tongkonan Puang Sangalla - Museum Mini	1	1	3	2	3	2	12
18	Rante Karassik	- Rante - Simbuang - Buffalo fighting Arena	1	1	3	1	1	1	8
19	Tampangallo	- Liang Lo'ko' - Erong - Tau-tau	1	2	1	1	1	1	7
20	Palatokke	- Kuburan tergantung	3	4	1	3	3	4	18
21	Tiroallo Sesean Ula'	- Kuburan - Marimbuna (mitos)	1	1	1	1	1	1	6
22	Singki Tambolang	- Liang Lo'ko'	1	1	1	1	1	1	6
23	To'puang	- Tongkonan - Batu Bersejarah	3	2	1	1	2	3	12
24	Pattan	- Tongkonan - Liang & Tau-tau	1	1	1	1	1	1	6
25	Buntu Barana'	- Benteng pertahanan - Liang Lo'ko'	2	2	1	3	3	2	13
26	Tumakke	- Tongkonan beratap batu	3	4	3	2	3	7	22
27	Potok Tengan	- Situs purba/bersejarah	3	3	2	3	3	2	16
28	Tanete	- Tongkonan	1	1	1	1	1	1	6
29	Pongtiban	- Erong - Liang Paa'	1	1	1	1	1	1	6
30	Benteng Batu	- Benteng pertahanan - Pahlawan Pongtiku	3	1	1	1	3	1	10
31	Mamullu	- Benteng pertahanan	3	1	1	2	3	1	11
32	Randan	- Liang Lo'ko'	1	1	1	1	1	1	6
33	Bate Bambalu	- Museum Mini	2	1	3	1	3	1	11
34	Sassa'	- Tongkonan	1	1	2	2	1	1	8
35	Galugu Dua Sangkombo ng	- Tongkonan	1	2	3	2	3	1	12
36	Ma'duang Tondok	- Patane khusus mayat bayi purba - Liang Lo'ko' - Erong - Panorama	2	3	3	3	3	2	16
37	Lombok Parinding	- Liang Lo'ko' - Erong	1	1	1	1	1	1	6
38	Ta'pan Langkan	- Liang Paa'	1	1	1	1	1	1	6
39	Ranteallo	- Tongkonan	1	2	3	3	1	1	11
40	Bakkan Ulu	- Tongkonan	1	1	3	2	1	1	9
41	Babakanan	- Liang Lo'ko'	1	1	1	1	1	1	6
42	Tunuan	- Liang Lo'ko' - Liang Paa'	1	1	1	1	2	1	7
43	Banua Kasalle Bau'	- Tongkonan	1	1	2	2	1	1	8
44	Sillanan	- Tongkonan	3	1	2	3	2	1	12
45	Tengko Batu	- Batu dikeramatkan	2	4	1	1	1	4	13
46	Sirope	- Liang Paa'	1	1	2	2	1	1	8
47	Lingkasaile	- Banua Tongkonan	1	1	3	2	1	1	9

No	Location	Main Attraction	Valuation Criteria						Total Value
			History	Uniqueness	Social Function	Harmony	Attractiveness	Rareness	
	Beloraya								
48	Rantewai	- Banua Tongkonan	1	1	2	2	1	1	8
49	Kollo-Kollo	- Banua Tongkonan - museum mini	3	1	3	1	2	1	11
50	Rante Tendan	- Rante - Tongkonan	1	1	1	1	1	1	6
51	Tondon	- Liang Paa' dan Erong	1	1	2	2	1	1	8
52	Bunian Bulawan	- Liang Paa'	1	2	1	1	2	1	8
53	To' Sarira	- Tongkonan	1	2	3	1	1	1	9
54	To'doyan	- Liang Pia	1	1	1	1	1	1	6
55	Buntu Tondon	- Liang Pia	1	1	1	1	1	1	6
56	Museum Landorundun	- Banua Tongkonan	2	1	3	1	1	2	10
57	Le'tek	- Tongkonan - Sasana Budaya	1	1	4	2	1	1	10
58	Nenneng	- Liang Lo'ko - Tau-tau - Liang erong	2	1	1	3	2	1	10
59	Banua Ditoke'	- Bangunan tergantung - Sasana Budaya	4	4	1	3	3	3	18
60	Kombong	- Hutan Masyarakat adat - Rante - Menhir	1	1	5	3	3	1	14
61	Pitung Susu	- Tongkonan - Sasana Budaya	3	1	3	2	3	1	13
62	Sappuko Dan Kawangin	- Tongkonan - Liang Erong - Patane	1	1	3	2	2	1	10
63	Kandua, Balombong Dan Orong	- Tongkonan - Suasana Budaya	3	2	3	2	4	1	15
64	Dama	- Situs Purbakala Aluk Todolo	4	4	5	4	3	1	21
65	Talondo Tallu	- Situs Penyembahan Aluk Todolo	4	4	5	4	3	1	21
66	Bukit Burasia	- Benteng Alam Bersejarah	3	2	3	4	5	3	20
67	Binotok	- Tongkonan	3	1	1	2	3	1	11
68	Bolong	- Hutan Masyarakat Adat	3	2	3	2	3	1	14
69	Kolle	- Tongkonan	3	1	3	3	3	1	14

## Qualitative Value of the Potential of Cultural Attraction in Tana Toraja

Type of Activities	Valuation Criteria							Total Value
	1	2	3	4	5	6	7	
<b>A. Believes</b>								
<i>1. Aluk Todolo</i>	4	7	7	7	5	2	2	29
<b>B. Cultural Ceremony</b>								
<i>1. Rambu Tuka'</i>								
Manglullu	5	5	5	5	4	4	7	29
Banne'	5	5	5	5	4	4	7	29
Mangambo'	5	5	5	5	4	4	7	29
Kinallo ta'nak	5	5	5	5	4	4	7	29
Umpakande Indo' Memba'ka	5	5	5	5	4	4	7	29
Ma'piongi Alang	5	5	5	5	4	4	7	29
Ma'bugi	5	5	5	5	4	4	7	29
<i>2. Rambu Solo'</i>								
Tau-tau ceremony	5	5	5	5	4	2	5	26
Tome Balun	5	5	5	5	4	2	5	26
Preparing hut	5	5	5	5	4	2	5	26
Preparing Rante	5	5	5	5	4	2	5	26
Ma'badong	5	5	5	5	4	2	5	26
<b>C. Arts</b>								
<i>1. Traditional Dances</i>								
Pa'gellu	5	5	5	5	4	2	7	26
Pa'boneballa'	5	5	5	5	4	2	7	26
Panganda'	5	5	5	5	4	2	7	26
Pa'bossen-bossen	5	5	5	5	4	2	7	33
Pa'bugi	5	5	5	5	4	2	7	33
Pa'ganda	5	5	5	5	4	2	7	33
Pa'tirra	5	5	5	5	4	2	7	33
Pa'papangan	5	5	5	5	4	2	7	33
Tome'urang	5	5	5	5	4	2	7	33
Tomekopi	5	5	5	5	4	2	7	33
Panimbong	5	5	5	5	4	2	7	33
Sumayo	5	5	5	5	4	2	7	33
Pa'nani	5	5	5	5	4	2	7	33
Pabebe'	5	5	5	5	4	2	7	33
Pa'tendeng	5	5	5	5	4	2	7	33
Pa'dondo'	5	5	5	5	4	2	7	33
Ondosamalele	5	5	5	5	4	2	7	33
Pa'daga	5	5	5	5	4	2	7	33
Ma'dero	5	4	4	3	4	2	7	29
Ma'badong	5	5	5	5	4	2	7	33
Pa'randing	5	5	5	5	4	2	7	33
Pa'katia	5	5	5	5	4	2	7	33
Barande	5	5	5	5	4	2	7	33

*Continue*

Type of Activities	Valuation Criteria							Total Value
	1	2	3	4	5	6	7	
<b>2. Music</b>								
- Karombi	3	5	5	5	5	2	7	32
- Pa'barung	3	5	5	5	5	2	7	32
- Pa'geso	3	5	5	5	5	2	7	32
- Musik bamboo (Bass)	3	5	5	5	5	2	7	32
- Pa'suling te'dek;	3	5	5	5	5	2	7	32
<b>3. Sculpture</b>	4	5	4	5	2	4	1	25
<b>4. Traditional weaving</b>	5	5	5	5	3	4	1	28
<b>5. Iron diligence</b>	5	2	3	5	3	4	1	23
<b>6. Trad. Poetry (Londe)</b>	5	5	4	5	6	4	2	31
<b>D. Daily Activity</b>								
<b>1. Agriculture Related Attractions</b>								
- Paddy planting	5	5	4	5	6	4	7	31
- Traditional Belief for Safeguarding	5	5	4	5	5	3	7	29
- Me'pare	5	5	4	5	5	4	7	30
- Ma'samba Pare	5	5	4	5	6	4	7	31
- Shooting Stick	3	2	5	5	6	3	5	29
- Traditional Bird Misnet	3	3	5	5	6	3	6	31
<b>2. Traditional Games</b>								
- Sisemba	5	5	6	5	6	4	4	35
- Dengo'	5	5	4	5	6	4	6	35
- Gossen	5	5	6	5	6	4	6	37
- Logo	5	5	4	5	6	4	6	35
- Gasing	5	5	3	5	6	4	6	32
- Goli	5	5	4	5	6	4	6	35
- To'lando	5	5	4	5	6	4	6	35
- Bisso'	5	5	4	5	6	4	6	35
- Dimba	5	5	4	5	6	4	6	35
<b>E. Cultural Culinary</b>								
- Pa'piong ( <i>main-course</i> )	6	6	6	6	6	5	2	32
- Deppatori' ( <i>snack/sweet</i> )	4	3	2	1	1	1	6	18
- Pa'lawa ( <i>main-course</i> )	5	3	3	3	1	1	4	20
- Baje' ( <i>snack/sweet</i> )	3	3	1	1	1	1	6	16
- Lambang ( <i>main-course</i> )	5	4	2	2	1	1	2	17

Note :      1. Social Function      3. Uniqueness      5. Attractive ness      7. Participation  
                  2. History                      4. Tradition                      6. Seasonality

## Qualitative Value of Nature Related Tourism Resources in Tana Toraja

Location	Valuation Criteria					Total Value
	1	2	3	4		
<b>A. Scenery Resources and it's location</b>						
- Paddy-Field Scenery On Penanian	6	5	4	4	4	23
- Riparian-Scenery on To' Barana'	6	5	4	4	5	24
- Batu Tumonga Top Of Stony Mountain	6	5	4	4	6	25
- Mountainous Scenery on Singki Tambolang	6	5	4	4	2	21
- Mountainous Scenery on Buntu Barana'	6	5	4	4	2	21
- Mountainous Scenery on Mamullu	6	5	4	4	2	21
- Sassa'	6	5	4	4	2	21
- Uperland-Scenery on Ma'duang Tondok	6	5	4	4	2	21
- Mountainous Scenery on Bakkan Ulu	6	5	4	4	2	21
- Bolokan Coffee-Plantation	6	5	4	4	2	21
- Pedamaran Coffee-Plantation	6	5	4	4	2	21
- Forest-Park on Mapongka	6	5	4	4	4	23
- Forest-Park on Nanggala	6	5	4	4	4	24
- Mountainous Scenery on Buntu Tibembeng	6	5	4	4	5	24
- Mountainous Scenery on Buntu Tirotasik	6	5	4	4	5	23
- Uperland Scenery Awakawasik	6	5	4	4	4	21
- Paddy-Field Terracing on Doa	6	5	4	4	2	21
- Lowland-Paddy-Field Scenery on Pondo	6	5	4	4	2	21
- Paddy-Field-Teracing on Le'tek	6	5	4	4	2	21
- Natural Scenery Of Heterogen Land-Cover on Nenneng	6	5	4	4	2	21
- Paddy-Field Scenery on Banua Ditoke'	6	5	4	4	2	21
- Paddy-Field Scenery on Pitung Susu	6	5	4	4	2	21
- Paddy-Field Scenery on Pemanukan	6	5	4	4	2	21
- Mountainous Tropical Land Forest Scenery on Sarambassing	6	5	4	4	3	22
- Mountainous Tropical Land Forest Scenery on Kandua, Balombong Dan Orong	6	5	3	2	2	21
- Mountainous Tropical Land Forest Scenery on Dama	6	5	4	4	2	21
- Mountainous Tropical Land Forest Scenery on Bukit Burasia	6	5	4	4	2	21
- Mountainous Tropical Land Forest Scenery on Binotok	6	5	4	4	2	21
- Mountainous Tropical Land Forest Scenery on Bolong	6	5	4	4	2	21
- Mountainous Tropical Land Forest Scenery on Kolle	6	5	4	4	2	21
<b>B. Natural Phenomena</b>						
- Natural pond on Tilangnga'	3	3	3	4	2	15
- Natural pond on Singki Tambolang	3	3	3	4	2	15
- Hot spring on Matakanaan	3	3	3	4	2	15
- Hot spring on Makula	2	3	2	4	1	12
- Natural Pond on Bakkan Ulu	2	4	2	4	3	15
- Natural Cave on Lo'ko Tongko	4	4	2	4	2	16
- Waterfall on Patongloan	4	4	2	4	3	17
- Panjat Tebing & Arung Jeram	6	4	4	4	4	22
- Rock Climbing on Babakanan	6	5	4	4	4	22
- Natural Cave on To'tarra'	3	3	2	4	1	13
- Waterfall on Longga	2	3	1	4	2	12
- Hot spring on Pemanukan	2	2	3	4	2	13
- Waterfall on Talondo Tallu	4	5	3	3	2	17
- Waterfall on Dama	4	5	4	3	2	18
- Red-pain stone on Bukit Burasia	3	3	4	4	2	16
- Waterfall on Batu Te'dek	6	5	4	4	3	22
- Waterfall on Bolong	5	3	2	4	2	16







## ZUSAMMENFASSUNG

### **Integrierte und ökologische Planung der nachhaltigen Tourismus-Entwicklung im ruralen Gebiet von Indonesien**

*– die Fallstudie von Tana Toraja, Sulawesi-*

**Dissertation:** eingereicht am Institut für Forstpolitik,  
Forstgeschichte und Naturschutz,  
Fakultät für Forstwissenschaft und Waldökologie,  
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**Von:**

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## **A. HINTERGRUND**

Die Paradigmaänderung im Tourismussektor hatte zwei fundamentale Gründe, nämlich eine interne und eine externe Dynamik. Intern traten die Änderungen wegen einer natürlichen Trendverschiebung ein. Extern fanden die Änderungen resultierend aus politischem Druck durch die weltweite Umweltbewegung statt. Die Weltkommission für Umwelt und Entwicklung (WCED) 1983 sowie 1987 der *Brundtland - Report*<sup>85</sup> (IUCN, 1990) hoben stark die Wichtigkeit des Nachhaltigkeitskonzeptes in jedem Entwicklungsprozess hervor. Jene zwei wichtigen Dokumente hatten sogar stärkeres bewirkt, als die *Agenda 21*, die in Rio de Janeiro 1992 erklärt wurde. International und national oder sogar auf lokalem Niveau muss das Nachhaltigkeitskonzept in jedem vorhandenen Entwicklungssektor, einschließlich des Tourismussektors angenommen und eingeführt werden. Jedoch ist es alles andere als einfach, dieses neue

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<sup>85</sup> . Premierminister Gro Harlem Brundtland von Norwegen gab einen Bericht der WCED, „Unsere gemeinsame Zukunft“ vor der Versammlung der Vereinten Nationen im Oktober, 1987.

Tourismuskonzept anzupassen, anzunehmen und einzuführen. Es gibt zu viele direkte oder indirekte Faktoren, die in der Tourismusedwicklung betrachtet werden müssen.

Das entscheidende Hindernis für die Einführung des Nachhaltigkeitskonzeptes in die Tourismusedwicklung der Entwicklungsländer ist die begrenzte Finanzierung, die durch die begrenzten menschlichen Fähigkeiten verschlechtert wird, über die sie verfügen. Eine wichtige zu beantwortende Frage ist: Was sollten und könnten Entwicklungsländer tun, um in der Lage zu sein, einen nachhaltigen Tourismus zur Gewinnung eines optimalen Nutzens zu entwickeln?

Seit es in Indonesien etwa 400 Regionen als neues autonomes Regierungssystem gibt, möchten diese heutzutage einen ökonomischen Nutzen aus ihrem Tourismussektor ziehen, um ihr begrenztes allgemeines Jahresbudget von der Zentralverwaltung aufzufüllen. Ihr Erfolg oder Mißerfolg bei der Entwicklung wird durch eine vorsichtige und exakte Planung bestimmt, die einer klaren Orientierung mit zusammenhängenden Entwicklungsschritten folgt. Ohne eine gute Planung kann vorausgesagt werden, dass jene autonomen Regierungen ihre Naturressourcen zerstören, indem sie die Tourismusedwicklung in ihren ländlichen Gebieten fördern. Wenn man dies bedenkt, erscheint es notwendig, eine Untersuchung über nachhaltige Tourismusplanung in Indonesien, besonders auf lokalem autonomen Regionalniveau durchzuführen.

## **B. METHODISCHER RAHMEN**

Die Studie bezieht sich auf den Bezirk von Tana Toraja, da dieser ein hohes Potential an natürlichen und kulturellen Tourismusressourcen aufweist. Hauptziel der Studie ist es, eine Richtlinie für eine ökologisch nachhaltige Tourismusplanung auf einer regionalen Skala umweltmäßig auszuarbeiten. Von der Studie wird auch erwartet, eine Anzahl von wichtigen Aspekten zu kennzeichnen, die den nachhaltigen Tourismus in den landwirtschaftlichen Regionen stützen, nämlich: (1) die Bedeutung der touristischen Ressourcen, (2) die Bedeutung der lokalen menschlichen Fähigkeiten, (3) die Bedeutung der verschiedenen Sektoren und (4) die Rolle einer teilnehmenden Annäherung im Planungsprozess eines nachhaltigen Tourismus. Die Studie läuft seit 1999 als gemeinsames Projekt der lokalen Regierung von Tana Toraja und dem Institut für Forstpolitik und Naturschutz an der Fakultät Forstwissenschaft und Waldökologie der Georg-August Universität.

Es gibt 3 unterschiedliche Stadien in dieser Studie, d.h.: (1) die Anfangsphase, (2) die Mittelphase und (3) die Fortschrittsphase. Die Anfangsphase dient dazu, bessere Informationen über die allgemeinen Probleme der Tourismusentwicklung im Bereich der Studie zu erhalten. Die Mittelphase dient dazu, den Einfluss jedes bestimmenden Faktors im gesamten Prozess der Tourismusentwicklung zu analysieren. Und die Fortschrittsphase wurde darauf ausgerichtet, einen Gesamtplan für den nachhaltigen Tourismus auszuarbeiten.

In der Durchführung bezieht sich die Studie auf fünf größere methodische Gruppen, die dazu dienen: (1) die Tourismusressourcen auszuwerten, (2) den touristischen Bedarf zu ermitteln, (3) die menschlichen Fähigkeiten im

Tourismussektor einschließlich der politischen und touristischen Einrichtungen zu ermitteln, (4) den soziologisch-kulturellen Zustand auszuwerten und (5) andere verwandte Sektoren zu bewerten.

**Bewertung der Tourismusressourcen.** Die Erhebung der Tourismusressourcen geschieht durch Punkten auf der Likert Skala (Smith, 1989, P.72). Für die Bewertung kultureller Ressourcen wurden folgende Kriterien benutzt: (a) historischer Wert, (b) Einzigartigkeit, (c) Sozialfunktion, (d) Harmonie, (e) Reiz und (f) Seltenheit. Abgesehen von den Kriterien der Geschichte, der Sozialfunktion, der Einzigartigkeit und des Reizes, verwendet die Auswertung der kulturellen Gewohnheiten auch die Kriterien der Tradition, der Teilnahme und der Saison.

Die Kriterien für die Bewertung naturbezogener Tourismusressourcen sind: (a) die Benutzbarkeit des natürlichen Raumes für Aktivitäten, (b) Attraktivität, (c) Seltenheit, (d) Saison und (e) Betätigungsmöglichkeiten. Die Methoden, die verwendet werden, um die Verteilung der touristischen Ressourcen zu bestimmen, ist die sogenannte *Mittelmitte-Analyse*, die *Standard Abstand-Analyse* und *Standard Deviational Ellips*, wie von Smith (1989, P. 194-204) beschrieben.

Da die Tourismusressourcen in Tana Toraja eng mit Naturressourcen zusammenhängen, enthält diese Studie auch einen Beitrag zur Vegetations- und Wildnisanalyse. Diese wurde an zwei Orten, nämlich dem Mesilla Hügel und dem Burake Hügel durchgeführt. Hierzu wurde ein transect-plottet senkrecht zum Hang verwendet. Die Wildnisanalyse richtete sich auf Vögel, die entlang dem Vegetationstransect gezählt wurde. Die visuelle *Absorption Capability Methode* (Elsner *et al.*, 1979) wurde gewählt, um auf die ökologischen Möglichkeiten zu schließen.

**Bestimmung der touristischen Anforderungen.** Die Erfordernisse des Tourismus wurden bestimmt, indem man Fragebogen verteilte und Interviews durchführte an den Orten, die von den Touristen besucht werden. Eine Anzahl von wichtigen Fragen wurden ausgewertet: (1) die touristischen Eigenschaften, (2) die Vorhersagen der Zahl der touristischen Besuche in den folgenden 10 Jahren und (3) die Wechselbeziehung zwischen der Zahl der touristischen Besuche in Tana Toraja und in verschiedenen anderen touristischen Bestimmungsorten in Indonesien, nämlich Bali, Süd-Sulawesi und Nord-Sulawesi. In der Implementierung wurden verschiedene Aspekte gekennzeichnet, in dem man zwischen ausländischen Touristen und inländischen unterschied. Die touristischen Eigenschaften wurden gekennzeichnet, indem man Fragebogen in den verschiedenen touristischen Bestimmungsorten und in den Unterkünften verteilte. Die Vorhersage der Zahl der touristischen Besuche in den folgenden 10 Jahren wurde ermittelt, in dem man die Projektion des touristischen Wachstums errechnete.

**Ermittlung der menschlichen Fähigkeiten im Tourismussektor.** Eine Aufgabe war es, die Dynamik der lokalen Politik und der Tourismuseinrichtungen zu erforschen. Die Hauptvariable, die verwendet wurde, um die menschlichen Fähigkeiten zu ermitteln, ist die Fähigkeit der Hauptakteure, die im Tourismus tätig sind, entweder in Regierungsorganisationen oder im privaten Sektor. Wichtiges Kriterium, das verwendet wurde als ein Maß der Auswertung, war ihr Wissen und ihre Leistung auf dem Gebiet des Tourismus.

**Bestimmung des soziologisch-kulturellen Zustandes.** Sie wurde durch die Registrierung der verschiedenen Gemeinschaftsgruppen eingeleitet, die in Tana Toraja bestehen, die traditionellen und die modernen. Die Hauptzielsetzung der Untersuchung ist es, das Schnelligkeitsniveau jeder

Gruppe zu erkennen, mit der die nachhaltige Tourismusedwicklung erzielt werden kann. Die Parameter, die in der Auswertung angewendet wurden, waren Vorstellungen, Beweggrund und Teilnahme der Antwortenden, die durch eine Reihe von Interviews und Fragebögen ermittelt wurden, welche auf verschiedene Gemeinschaftgruppen verteilt wurden. Im allgemeinen, waren die verwendeten Interview- und Fragebogenmethoden „*Semi-open-ended*“ interviews / questionnaire.

**Bestimmung anderer verwandter Sektoren.** Sie diente dazu, die Potentiale und Hindernisse der vielen Entwicklungssektoren zu erkennen (abgesehen vom Tourismus), um den nachhaltigen Entwicklungsprozess des Tourismus in Tana Toraja zu stützen. Die verschiedenen Sektoren, die beobachtet werden, sind Landwirtschaft (einschließlich Ackerbau), Forstwirtschaft und allgemeiner Handel. Die Auswertung schließt auch die Relationen des Tourismus in Tana Toraja zu den anderen umgebenden Stadtbezirken mit ein. Die Methode, die verwendet wird, um das Potential und das Hindernis der vielen Sektoren im nachhaltigen Tourismus auszuwerten, ist eine qualitative Analyse der Entwicklungsdynamik in jedem Sektor. Verwendete Hauptparameter sind das Beitragspotential jedes Sektors im Verhältnis zum ursprünglichen regionalen Einkommen und das Abhängigkeitsniveau der lokalen Gemeinschaft in jedem Sektor.

Um die Akzeptanz durch die Gemeinschaften zu gewinnen, wurde ein teilnehmender Planungsansatz eingeführt. Eine Kerngruppe der Teilnehmenden wurde durch ein innerbetriebliches Training auf dem Gebiet von Tourismus und Landschaftserhaltung unterstützt. Es wurde auch darauf abgezielt, einen teilnehmenden Prozess unter lokalen Gemeinschaften zu beschleunigen, in dem man eine *Schneeball-Strategie* einführt und das Prinzip „*learning by doing*“ anwendete.

## C. WICHTIGE RESULTATE

Die große szenische Schönheit der natürlichen und kulturellen Landschaft gestaltet ihre hervorragenden kulturellen Identitäten sehr gut. Die szenische Schönheit ist nicht nur durch den schönen hügeligen Bereich bedingt, sondern auch durch die harmonische kulturelle Landschaft. Im allgemeinen kann man sagen, dass ihr Tourismuspotential aus naturbezogenen Tourismuspotentialen und kulturbezogenen Tourismuspotentialen besteht.

**Das Verhältnis zwischen Kultur und Tourismusressourcen.** Im allgemeinen konnten die kulturbezogenen Tourismusressourcen in diesem Bereich in Kulturerbe und Kulturgewohnheiten unterschieden werden. Steingräber, natürliche Höhlengräber und Kindergräber gehören der Kategorie des „*Alterbes*“ der Torajan Gemeinschaft an. Zusätzlich sind *erong*<sup>86</sup> und *potane*<sup>87</sup> Beispiele des Umwandlungs-Erbes vom Einfluss der christlichen Kultur, die Toraja seit dem frühen 20. Jahrhundert berührt hat. Verschiedener Glaube und Prozessionen in *Alu'Todolo*, das national als Torajan Hinduism bekannt ist, machen den einzigartigen traditionellen Glauben von Tana Toraja aus. Die verschiedenen Kulturgewohnheiten gehören zu zwei Gruppen, nämlich *Rambu Tuka'* für eine glückliche Prozession und *Rambu Solo'* für eine traurige.

Neunundsechzig Positionen des Kulturerbes sind während der Studie erfaßt und ausgewertet worden. Auf die Methode bezugnehmend, die in dieser Studie verwendet wird, gibt es nur einige Gegenstände, die als Mittel- Kategorie (19 von 69 Gegenständen) eingestuft wurden, und einige wenige Gegenstände wurden als hohe Kategorie eingestuft (12 von 69 Gegenständen). Einige Gründe, warum die meisten Gegenstände eine

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<sup>86</sup> *Erong* ist ein gestalteter Sarg.



geringe Wertung haben, sind : (1) die meisten Gegenstände waren nie ein Teil nationaler Geschichte, oder nicht einmal von lokaler Bedeutung, (2) nur wenige Gegenstände hatten wirklich unterschiedliche Form und Größe zu anderen Gegenständen in der gleichen Art, (3) es gibt nur wenige Gegenstände, die noch eine Sozialfunktion haben; allenfalls im häuslichen Bereich.

Mittlerweile gibt es mindestens fünfundsechzig Arten von Kulturgewohnheiten, die als Tourismusressourcen in diesem Bereich betrachtet werden konnten. Außer kulturell-kulinarischen Tätigkeiten, die als niedrig oder ziemlich niedrig eingestuft wurden, konnten fast alle Kulturgewohnheiten zur Gruppe stark bis 0ziemlich stark gezählt werden. Generelle Gründe, warum die meisten Gewohnheiten einer hohen Stufe zugeordnet worden sind: (1) Sie zeigen eine starke Beziehung und einen Zusammenhalt in der Gemeinschaft, (2) sie stammen ursprünglich von der Tradition von Toraja ab, (3) sie bieten mehr Chancen, dass der Tourist jede mögliche Form der Aktiverholung wahrnehmen kann.

**Mit der Natur in Verbindung stehende Tourismusressourcen.** Die szenische Schönheit von Tana Toraja ist ein Resultat der torajanischen Vorfahren, die durch ihre Arbeit die Landschaft geprägt haben. Diese kulturelle Landschaft reflektiert Tradition und Harmonie der Torajan Leute in Bezug auf ihre natürliche Umgebung. Einige Beispiele natürlicher Tourismusressourcen sind schöne Landschaft, Wasserfälle, natürliche Höhlen und sogar etwas endemische Wildnis.

Einige wichtige Gründe, warum die meisten naturbezogenen Tourismusressourcen in diesem Bereich in hohe Stufen eingeordnet wurden, sind: (1) Es bieten sich große natürliche offene Räume für

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<sup>87</sup> Patane ist ein Übergangsmodell zur Beerdigung im Gelände, das gemauert ist und aussieht wie ein kleines Haus. Dieser Übergang wird durch christliche Lehre beeinflusst.

Tourismustätigkeiten, (2) es gibt eine hohe Vielfalt und eine harmonische Abstufung von Landschaftselementen von szenischer Schönheit und (3) sie sind noch unberührt. Die Tätigkeitsveränderungskriterien dagegen sind meistens in eine niedrige Stufe eingeordnet worden. Das hat zwei Hauptgründe : (1) Mangel an irgendeinem Service und (2) mangelnder natürlicher Zustand.

**Lage und Verteilung der touristischen Ressourcen.** Die Verteilung der gekennzeichneten Tourismusressourcen läßt erkennen, dass sie gleichmäßig in fast allen vorhandenen Bezirken in Tana Toraja verbreitet sind. Unterdessen zeigt die Anwendung der *Standarddeviational Ellipse Methode*, dass der Ellipsenmittelpunkt um Rantepao als Mitte recht gut vorgewählt worden ist.

**Ökologie-Fähigkeit.** Die Anwendung der visuellen Absorptionsfähigkeits- Methode, die angewendet wurde für die Ermittlung der Ökologiefähigkeit dieses Bereichs, um die Tourismusedwicklung zu stützen, zeigt, dass die meisten Teile des Tana Toraja Bereichs niedrig eingestuft werden. Nur etwa 2% des Bereichs haben die Fähigkeit, den Entwicklungsplan zu stützen. Durch diese Situation gibt es mindestens drei unvermeidbare Konsequenzen, d.h.: (1) ist es ein hohes Risiko, mögliche Entwicklungen ohne einen guten Plan laufen zu lassen, (2) der Einführung des Entwicklungsplanes muss ein Umweltmanagementprogramm folgen, um negative Auswirkungen zu verringern, und (3) müssen Planung und Management jeder möglichen Entwicklung im Detail maßstabsgerecht sein.

**Tourismus-Anforderungen.** In den letzten 10 Jahren hat die Zahl der ausländischen Touristen, die Tana Toraja besuchen, mehr als 48.000 erreicht mit einem Höhepunkt im Jahr 1994. Jedoch hat sich wegen der Unsicherheit im Lande zwischen 1997-1998 die Zahl vor kurzem wieder

verringert. Ausländische Touristen kommen im allgemeinen aus Westeuropa (Frankreich, Niederlande und Deutschland). Ihr Anteil beträgt ungefähr 56% der Gesamttouristen, während ausländische Touristen aus Amerika nur etwa 9% ausmachen. Die Analyse der Daten von 876 ausländischen Touristen<sup>88</sup> zeigte, dass die meisten Antwortenden zwischen 24 und 33 Jahre alt waren. 57% der Touristen waren männlich. Die Resultate der Auswertung zeigen auch, dass ca. 62% der Antwortenden ihre Reise selbst organisierten. Die meisten von ihnen (ca. 65%) benutzten lokale Führer. Die durchschnittliche Länge des Aufenthalts aller Antwortenden betrug 4,65 Tage.

Die Zahl der inländischen Touristen, die Tana Toraja in den letzten 10 Jahren besuchten, erreichte 64.000 als Höchstwert im Jahre 1997. Von 1997 bis 1998 verringerte sich die Zahl der inländischen touristischen Besuche bis auf ca. 70%. Grund hier für ist, dass Indonesien in eine Währungskrise geriet, die die Kaufkraft in den verschiedenen Sektoren (einschließlich Tourismus) verringerte. Die allgemeinen Eigenschaften des inländischen Touristen in Tana Toraja sind in bezug auf die Resultate der nationalen Übersicht an- genähert worden, die vom Zentral Büro aus Statistiken von 1997 betreffend das Reiseverhalten der Gemeinschaftsbevölkerung in Indonesien abgeleitet wird. Diese allgemeine Beschreibung des Verhaltensmusters der indonesischen Gesellschaft zeigt, dass ca. 40% der Antwortenden am Wochenende frei nahmen. 62% davon führten selbst organisierte Reisen durch und genossen allein oder mit Familie die schöne Landschaft.

Das beste Modell, um die Korrelation zwischen den Touristen, die Tana Toraja besuchen von denen, die Nord-Sulawesi besuchen, darzustellen, ist das exponentielle Modell von  $Y = 672e^{0.062X}$ , wo bei X die Zahl der

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<sup>88</sup> Geleitet aus Befragungen vom März 2000 bis Oktober 2001.

Touristen ist, die Nord-Sulawesi besuchen und einen Korrelationswert (R Quadrat) von 0,954 haben. Das Modell, das als gültig betrachtet wird, die Wechselbeziehung zwischen den Zahlen der Touristen zu beschreiben und einzuschätzen, welche Tana Toraja besuchen und welche Süd-Sulawesi, ist ein Modell der linearen Rückbildung von  $Y = 12941,6 + 0,213X$ ; wo X die Zahl der Touristen ist, die Süd-Sulawesi besuchen. Die Wechselbeziehung zwischen diesen zwei Positionen entspricht 0.88. Um die mögliche Zahl der Touristen, die an Besuchen von Tana Toraja interessiert sind, von denen zu unterscheiden, die Bali besuchen wollen, scheint das beste Modell das lineare Rückkoppelungsmodell  $Y = 6452,01 + 0,0518X$  mit einer Korrelation (R Quadrat) von 0,96 zu sein. Außerdem kann die Zahl der Touristen, die nach Tana Toraja gehen und allen jenen, die andere touristische Ziele besuchen, mit einem Modell der linearen Rückbildung von  $Y = 7184,96 + 0,0418X$  repräsentativ errechnet werden mit einer Wechselbeziehung von 0,95.

**Touristische Einrichtungen und menschliche Ressourcen.** Mit der Position von DINAS in der Regierungsstruktur, kann gefolgert werden, daß die Tana Toraja Regierung politisch den Wert des Tourismus erkannt hat. Leider wird dieser politische Wille nicht durch passende menschliche Ressourcen gestützt. Obgleich der Kopf dieser Abteilung ein Absolvent ist, haben die meisten seiner Untergebenen nur einen High-School-Hintergrund und nur 4 der ca. 30 vorhandenen Beamten haben die Universität besucht. Mit dem sehr begrenzten Wissen über Tourismus neigen die Regierungsbeamten im *Dinas Pariwisata, Seni dan Budaya* von Tana Toraja (DIPARSENIBUD, eine Regierungsstelle für Tourismus-, Kunst- und Kulturangelegenheiten) bis jetzt dazu, nur als administrative Offiziere zu arbeiten; sie haben wenig Interesse an allem. Ihre schlechte

Arbeitsleistung wurde auch durch Intrigen verschlechtert, die an die Politik DIPARSENIBUDs adressiert wurden, wenn es um den jährlichen Entwicklungsetat ging.

Obgleich es eine Anzahl von lokalen Geschäftsleuten gibt, die beanspruchen, Geschäftsmänner des mittleren und hohen Niveaus im Tourismussektor zu sein, sind ihre Geschäfte im Allgemeinen nur klein; oder werden sogar eingestuft als „Krumme“ Geschäfte. Sie verfügen nur über wenig Kapital und ein niedriges Niveau des Tourismuswissens. Als dies bedingt eine verhältnismäßig niedrige Leistung der Leute im Tourismusgeschäft von Tana Toraja. Die Leistung der Hotel- und Gaststättenbetreiber ist im Allgemeinen noch niedriger. Obgleich ein Arbeitsausschuß von *PHRI* (Hotels und Gaststättenverbindung) in Tana Toraja eingerichtet worden ist, hat dieser nur eine gewisse Aufsichtsfunktion. Mit diesem Status muss jede Tätigkeit von *PHRI* auf dem provinziellen Niveau von Makassar liegen. Einige Faktoren, die eine niedrige Leistung dieser Vereinigung verursachen, sind das Fehlen einer guten Arbeitsordnung, ein begrenzter Etat und niedrige menschliche Kapazitäten.

Einige wichtige Punkte, die die Einstellung gegenüber dem Tourismus vor Ort beschreiben können, sind: (1) Nicht alle Antwortenden sind mit der Tourismusedwicklung in Tana Toraja einverstanden, obwohl ein sehr hoher Prozentsatz zustimmt. (2) Die Meinungen über die Nachteile der Tourismusedwicklung zeigen, dass die Gemeinschaftsmitglieder genügend kritisch sind, wenn sie die vorhandenen Entwicklungsprozesse betrachten. (3) Ihre Beweggründe sind nicht nur auf persönlichen Nutzen ausgerichtet, sondern man strebt auch Nutzen für die Gemeinschaft an, und (4) obgleich die Gruppe der noch nicht Teilnehmenden viel grösser ist als die Gruppe der Teilnehmenden, zeigt sich, dass das Gruppendenken

gut in der Gemeinschaft verankert ist. Dieses ist ein recht guter Ausgangspunkt, um eine teilnehmende Entwicklung einzuführen, wie es in den Konzepten der nachhaltigen Tourismusedwicklung gefordert wird.

**Gastronomie, Unterhaltung und Andenken-Geschäft.** Nur ungefähr 30 Prozent der vorhandenen Hotels mit Stern gehören gebürtigen Tana Torajan Leuten, während das meiste Kapital der Nichtstern-Hotels und der Pensionen von Eingeborenen besessen wird. Obgleich es keine formalen statistischen Daten gibt, die den Anteil der Touristen beschreiben, die durch jede der beiden Hotelgruppen aufgenommen werden, geht das Hotelgeschäft in Tana Toraja im allgemeinen davon aus, dass die Sternhotels höchstens 35% der ausländischen Touristen jährlich aufnehmen. Als stützender Service für die Anpassung ist das Gaststättengeschäft in Tana Toraja noch recht ärmlich. Abgesehen von jenen Gaststätten, die den Sternhotels gehören, sind die meisten vorhandenen Gaststätten im allgemeinen noch wenig geeignet, Touristen anzuziehen, die ihr Geld für Speisen ausgeben. Verschiedene lokale Gaststätten sind noch nicht fähig, ein sauberes Bild, wie von einer Gaststätte gefordert, optimal darzustellen, und dies wird durch die Lage in einer unordentlichen Umgebung noch verstärkt. Es gibt nur ein oder zwei Gaststätten, die sauber wirken, aber diese bieten mehr oder weniger ähnliche Gerichte an, was mehr Konkurrenz und vielfältigere Angebote erfordert.

Das Unterhaltungsgewerbe ist in Tana Toraja sehr begrenzt. Es gibt jedoch viele lokale Geschäftsleute, die anfangen, Geschäfte mit Karaoke zu betreiben. Diese Form der Unterhaltung ist jedoch nur für die Einheimischen attraktiv. Daneben gibt es weder eine Kaffeebar noch einen Pub, wo man ein Getränk haben und Leute treffen kann. Im

Andenkengewerbe sind verschiedene Aspekte dieses Geschäfts noch nicht optimiert worden, einige sind sogar überholt. Verschiedene Andenkenprodukte, die in Geschäften und Andenken-Centers verkauft werden, sind meist veraltet.

**Soziologisch-kulturelle Auswirkungen.** Obgleich die negativen Auswirkungen von Alkohol und von Betäubungsmitteln von den Befragten als niedrig bis mittel eingestuft wurden, zeigen die Resultate der Beobachtung, dass eine Tendenz zur Erhöhung der Zahl der Benutzer besteht. Drogenmissbrauch – besonders an den verschiedenen Karaoke-Plätzen- konnte leicht beobachtet werden und ist ein allgemeines Thema in der Gemeinschaft geworden. Die negativen Auswirkungen von Alkohol scheinen von der allgemeinen Gewohnheit abzustammen, den örtlichen Palmwein (bekannt als *Ballo*‘ in der lokalen Sprache) zu trinken, der erlaubterweise produziert und verkauft wird. Im allgemeinen ist die Auswirkung des Tourismus in Form von Druck auf die Lebensqualität der örtlichen Bevölkerung noch gering. Allerdings gab es zwei oder drei Fälle, in denen lokale Führer mit aggressiven Methoden sich Kunden verschafften, ein Zeichen für zunehmenden Materialismus. Solche aggressive Haltung geschieht selten. In Bezug an die lokalen Werte und die Kulturauswirkungen sind folgende Kriterien wirklich entscheidend: (1) die traditionelle Landnutzung und die Landwirtschaft, (2) negative Gerüchte über den Tourismus, (3) kulturelle Verzerrungen und (4) ungleiche Verteilung des touristischen Einkommens. An Auswirkungen sind zwei wichtige Punkte zu nennen: (1) Das gemeinschaftliche Streben wird, wenn man die positiven Auswirkungen des Tourismus auswertet, hauptsächlich auf Gewinn, entweder für Einzelpersonen oder für die Sozialgruppe gerichtet, und (2) wenn man die Auswirkungen betrachtet, hat die Gemeinschaft noch keinen realen Nutzen von der

Tourismusentwicklung erhalten. Jedoch ist es klar, dass die Gemeinschaft hohe Erwartungen hat, dass der Tourismus zu einer besseren Zukunft in ihrem Stadtbezirk führt.

**Vorstellungen, Beweggründe und Teilnahme in Richtung eines nachhaltigen Tourismus an verschiedenen Orten.** Die Leute von Tana Toraja wissen im allgemeinen wie wichtig es ist, eine nachhaltige Entwicklung zu fördern, die sich auf die Umwelt bezieht. Jedoch scheint es, dass sich ihre Vorstellungen von nachhaltiger Entwicklung auf dem Niveau von Informationen bewegen, die sie vom Radio oder vom Fernsehen als Hauptquellen hörten. Ihre ökonomische Notlage hat verhindert, dass sie diesen Aspekt in ihr tägliches Leben einführen. Eine kleine Gruppe von Leuten innerhalb der Gemeinschaft, die sich auf dem Wege der Anpassung<sup>89</sup> befinden, haben Schwierigkeiten, wenn sie ihren Beweggrund in die Praxis umsetzen wollen. Neben den ökonomischen Problemen ist auch ein Mangel an gemeinsamen Vorstellungen unter den Gemeinschaftsmitgliedern zu verzeichnen. Im Allgemeinen ist es einfach, die Leute anzuweisen und sie zu bitten zusammenzuarbeiten. Einer der Faktoren, der die Bereitschaft zur Teilnahme fördert, ist die starke Ausrichtung auf Zusammenarbeit unter den Gemeinschaftsmitgliedern, resultierend aus der Art ihrer Sozialisation oder resultierend aus der Ermutigung in ihrem gegenwärtigen geistigen Leben.

#### **D. HAUPTSCHWIERIGKEITEN ÖRTLICHER ART FÜR DIE TOURISMUSENTWICKLUNG**

Menschliche Fähigkeiten, Förderung, Marketing und Service gelten als die Haupt-Problembereiche. Unterdessen zeigt ein Hervortreten der religiösen Konflikte als Quelle des Problems an, wie komplex die Tourismusentwicklung in Tana Toraja ist. Alle Befragten in dieser Studie



gaben die niedrige Qualität der menschlichen Fähigkeiten in den Tourismussektoren als Hauptgrund an, warum die Tourismusedwicklung in Tana Toraja nicht ein genügendes Niveau der Leistung erreicht hat. Mangelnde Förderung wird von den touristische Praktikern in Tana Toraja als Hauptproblem betrachtet. Aus den Resultaten des Interviews weiß man, dass die Antwortenden, „*Promotion*“ generell als individuelles oder kollektives Mittel ansehen, Tana Toraja im internationalen Tourismusmarkt zu fördern. Sie glauben auch, dass eine Förderung durch große Worte in hohem Grade wirkungsvoll ist. Sie haben auch eine Tendenz, einen oberflächlichen Service oder mäßige Produkte anzubieten, und dies ist eher kontraproduktiv für eine nachhaltige Tourismusedwicklung. Fast alle Antwortenden denken, dass die Hauptmarketing-Verantwortlichkeit in den Händen der lokalen Zentralverwaltung liegt. Im allgemeinen glauben die Antwortenden, Marketing sei identisch mit Verkaufen. Religiöse Probleme sind nur von zwei Antwortenden mit dem Argument herausgestellt worden, dass es eine bestimmte Vorstellung und eine Haltung gibt, welche dazu neigt, für den Tourismus in Tana Toraja kontraproduktiv zu sein und welche von ein oder zwei spezifischen Gruppen der christlichen Gemeinschaft ausgeht. Außerdem ist der soziale Druck auf Gemeinschaften, die *Alu' Todolo* (auch bekannt als Torajan Hinduism) ausüben, ein anderes Beispiel, das für ein reales Problem gehalten wird.

### **Die Potentiale des lokalen Sozialkapitals zur Stützung des Tourismus.**

Ogleich die Gemeinschaftsmitglieder im allgemeinen noch ihren Respekt gegenüber dem *Tongkonan Adat* erkennen lassen als wichtige traditionelle Institution, hat die Zeit den Idealismus verringert. Die folgenden Faktoren tragen zur Schwächung der Funktion und Wirksamkeit der *Tongkonan*

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<sup>89</sup> Beziehen Sie bitte sich die auf Phasen der Änderung, die d.h. Informationen und betrachten, Anpassung, Versuchen, Auswertung und Annahme.

*Adat* Anstalt bei: (1) Es gibt eine hohe Emigrationsrate von Leuten, die Tana Toraja für ein besseres Leben irgendwo sonst verlassen. (2) Die niedrige Zahl der Arbeitskräfte im landwirtschaftlichen Sektor hemmt den ökonomischen Nutzen der landwirtschaftlichen Tätigkeiten. (3) Das obige Wirtschaftproblem hat dazu beigetragen, dass der Respekt der tiefer gestellten Gemeinschaftsmitglieder gegenüber den oberen abnahm. Wegen der vielfältigen ökonomischen Schwierigkeiten, können die ranghohen Gruppen die Notwendigkeiten nicht mehr fortwährend erfüllen und die Wohlfahrt der Gemeinschaftsmitglieder sicherstellen, die ihnen verantwortlich sind. Dieses hat die Kette der Abhängigkeiten der unteren Gruppen von den oberen verringert und hat eine Änderung der Lagebestimmung verursacht. Im allgemeinen jedoch ist die Wirksamkeit von *Tongkonan Adat* noch vorhanden und kann als positiv für die anderen Lebensaspekte angesehen werden.

In Bezug auf Religion sind die vorhandenen christlichen Anstalten sehr geeignet, die Zusammenarbeit in der Gemeinschaft zu fördern. Obgleich die moslemische Gemeinschaft die Minderheit in Tana Toraja ist, wird ihr Bestehen sehr durch die Mehrheit als eine Quelle des gesellschaftlichen Respektes gegenüber anderen Moslems geschätzt. Anders als die moslemische Gruppe die „Nachfolger von *Alu' Todolo'* (Toraja Hinduism) scheinen sie weder ausreichenden Respekt noch die Chance zu erhalten, ihre Philosophie und Religion innerhalb der Mehrheit auszudrücken. Eine starke religiöse Atmosphäre, die von der Mehrheit ausgeht, hat bei einigen von ihnen eine ablehnende oder gar oppositionelle Haltung gegenüber *Alu' Todolo* bewirkt. Eine andere Ursache für den Niedergang von *Alu' Todolo* ist eine lange dauernde Nachlässigkeit der Regierung gewesen. Die Regierung hat diese Gruppe nie in gleichem Maße geschützt und unterstützt, wie sie dies für andere gesellschaftliche Gruppen tut. Jedoch muss die Auslöschung von *Alu' Todolo* verhindert werden, und sie muss

die erforderliche Aufmerksamkeit von der lokalen Regierung erhalten, um zu bilden, zu überleben und das kulturelle Erbe und die Identität zu bewahren.

In Bezug auf die ökonomischen Institutionen, zeigen Beobachtungen, dass nur eine kleine Anzahl von ihnen gut geleitet werden und in der Lage sind, ihren Mitgliedern einen nennenswerten ökonomischen Nutzen zu bringen. Einige Hauptgründe sind: (1) begrenzte Fähigkeit derer, die die Kooperation leiten, einschließlich der vermittelnden Regierungsbeamten und (2) schwache Motivation der Kooperationsleitung selbst. Die Führung der Kooperation wird normalerweise nicht durch das Bestreben der Gemeinschaftsmitglieder motiviert, Geschäftskapital anzusammeln und Geschäfte zu verfolgen, sondern hauptsächlich durch die Möglichkeit, Kapitalhilfe durch die Zentralverwaltung über Kooperationseinrichtungen zu erhalten. Im Zusammenhang mit den Jugendeinrichtungen gibt es mindestens zwei wichtige Faktoren, die die Position von den Jugendgruppen strategisch bestimmen, nämlich als menschliche Ressource für die politischen Parteien und für Gemeinschaftssozialtätigkeiten. Zugleich sind die schwachen menschlichen Fähigkeiten die Ursache der Stagnation der nicht staatlichen Organisationen, und der begrenzte Etat ist ein klassischer Faktor, der die Organisation am guten Laufen hindert.

**Abhängigkeiten und Kongruenzen zwischen den Sektoren.** Der Tourismus in Tana Toraja ist in vielfältiger Weise abhängig von anderen Entwicklungsbereichen. Es gibt mindestens 4 Entwicklungssektoren, die besondere Aufmerksamkeit erhalten müssen, um nachhaltigen Tourismus in Tana Toraja zu fördern, nämlich den landwirtschaftlichen Sektor, den Viehsektor, den Handelsbereich und Forstwirtschaftssektor. Der Wert des

landwirtschaftlichen Sektors kann unter zwei Aspekten gesehen werden, nämlich Landwirtschaft als landschaftsprägender Faktor und als touristische Attraktion und Landwirtschaft als Lebensgrundlage für die lokale Gemeinschaft. Obgleich der Beitrag des Landwirtschaftssektors zum regionalen Einkommen und zum gesamten inländischen Einkommen noch als klein gilt, ist er der Hauptsektor, der Arbeitskräfte in Tana Toraja bindet. Abgesehen von dem landwirtschaftlichen Sektor ist auch der Viehsektor für die Gemeinschaft von Tana Toraja wichtig. Das Büffel- und Schweinezüchten ist seit langer Zeit bekannt, und Büffel und Schweine spielen eine wichtige Rolle im täglichen Leben der Gemeinschaft. Abgesehen davon, dass sie für den Tagesverbrauch verwendet werden, haben sie eine spezielle und wichtige Bedeutung in den verschiedenen traditionellen Zeremonien. Das traurige Gefühl, das von einem Familienmitglied erfahren wird, wird ausgedrückt, indem man Büffel und Schweine als Opfer in der *Rambu Solo* Zeremonie schlachtet.

Obgleich der Beitrag einer allgemein eingeführten Steuer zum ursprünglichen regionalen Einkommen (ORI) von Tana Toraja das zweitgrößte ist, scheint das bestehende Handelssystem besondere Aufmerksamkeit zu benötigen. Ein hoher Beitrag zum ORI kann als Indikator für den Wert dieses Sektors für die Entwicklung insgesamt verwendet werden. Jedoch kann der Handel<sup>90</sup>, der mehr durch den Binnenhandel geprägt wird, als Anzeiger für die Behandlung der Naturressourcen durch die Bevölkerung benutzt werden.

Unterdessen ist der Forstwirtschaftssektor für Tana Toraja Stadtbezirk in Bezug auf verschiedene bewahrende Funktionen sehr wichtig. In Bezug auf die ökologische Funktion des Waldes, besonders für die

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<sup>90</sup> Diese Bezeichnung wird verwendet, um zu zeigen, dass das vorhandene Handeln verschiedene Verkäufers und Käufer der Tätigkeiten für verschiedene Waren produziert. Äußeres Tana Toraja ist.

Biodiversitätserhaltung, ist es notwendig, die folgenden entscheidenden Bedingungen zu berücksichtigen: (1) Seit der Reformära unter dem Schlagwort „zurück zu den traditionellen Wäldern“ hat die Gemeinschaft gewetteifert, die vorhandenen Wälder im Umkreis zu besetzen, (2) haben die Gemeinschaften eine Sozialbewegung in Form einer Anti-Kiefern-Bewegung initiiert. Man fühlt sich daher berechtigt, die Kiefern illegal zu fällen, und hat sogar vorgeschlagen, dass die lokale Regierung sofort für alle vorhandenen Kiefernstandorte unterschiedliche Baumarten bereitstellen soll.

**Interregionale Abhängigkeiten und Kongruenzen.** Es gibt einige wichtige Gebiete um Tana Toraja, die betrachtet werden müssen, nämlich Makassar, Enrekang, Luwu, Nord-Luwu und Polmas. Der Wert der Stadt Makassar für Tana Toraja liegt nicht nur im Bestehen des Flughafens sondern auch in der möglichen Tourismusnachfrage durch die lokale Gemeinschaft. Die stark bevölkerte Stadt Makassar mit einem verhältnismäßig guten Einkommen pro Kopf ist eine mögliche touristische Quelle. In vieler Hinsicht ist Makassar sehr bedeutend, um Tourismus zu den verschiedenen Tourismusbestimmungsorten in dieser Provinz zu locken. Unterdessen wurde die Stadt Pare-Pare ein wichtiger Zwischenstopp für die Touristen auf ihrem Wege von oder nach Makassar.

Der natürliche weitläufige Charakter des Bereichs hat die Regierung vom Enrekang Stadtbezirk Fokus auf verschiedene Entwicklungen mit Tourismuslagebestimmung im Nordteil dieses Stadtbezirkes gelenkt. Einerseits förderte dieses die Zufriedenheit der Touristen auf ihrem Weg nach Tana Toraja, andererseits entstand ein neuer Konkurrent für Tana Toraja, mindestens für den Naturtourismus. Weiterhin ist die Leistung der Stadtbezirke von Luwu und Nord-Luwu sehr wichtig denn: (1) Die

Beziehung von Tana Toraja zu dieser Region hat sich in langer Zeit entwickelt, seit das Luwu Königreich historisch zusammenhängt mit Tana Toraja, und (2) besteht eine mögliche inländische touristische Nachfrage nach Tana Toraja-Tourismus. Fast 20% der Bevölkerung in diesen zwei Stadtbezirken sind ethnisch gesehen Torajanische Gruppen und verwenden noch die torajanische Sprache in ihrem täglichen Leben. Die gleichen Potentiale hat auch das Gebiet von Polmas. Leider ist dieses noch nicht durch den Tana Toraja-Tourismus realisiert worden.

**Die Bedeutung der touristischen Aufforderungen und der menschlichen Ressourcen bei der Entwicklung eines nachhaltigen Tourismus in einer landwirtschaftlichen Region.** Es gibt mindestens drei unterschiedliche Muster von Abhängigkeiten, die betrachtet werden müssen, nämlich: (1) grundlegende Abhängigkeiten, (2) Erwerbsmittelabhängigkeiten und (3) verursachte Abhängigkeiten. Weiter müssen die Abhängigkeiten in den folgenden wichtigen Kriterien mindestens abgeschätzt werden, nämlich: (1) Lebensraumqualität, (2) Erfüllung des Lebens, (3) Lebensqualität, (4) individuelle Wohlfahrt, (5) Gemeinschaftswohlfahrt, (6) gegenwärtige Wohlfahrt, (7) zukünftige Wohlfahrt, (8) sensorischer Eindruck, (9) Qualität und (10) Haltung. Außerdem gibt es einige wichtige Kriterien, die beachtet werden müssen, um die Rolle der lokalen menschlichen Ressourcen zu ermitteln und um die Tourismusentwicklung in einer landwirtschaftlichen Region zu fördern, nämlich: (1) Zugang zu Informationen, (2) Kenntnisniveau, (3) Praxisfähigkeit, (4) Motivation und (5) Teilnahme. Diese Kriterien sollten in Bezug auf die verschiedenen Bevölkerungsgruppen abgeschätzt werden, mindestens für: (1) Regierungsbedienstete, (2) Geschäftsleute und (3) lokale Gemeinschaften in bezug auf ihre traditionellen und heutigen Leistungen.

**Tourismus-Masterplan für eine nachhaltige Entwicklung.** Aus praktischen Gründen muss das Verständnis des nachhaltigen Tourismus in anwendbare Indikatoren umgesetzt werden. Der Masterplan hat den Zweck, den weiteren Entwicklungsprozess in den folgenden 10 Jahren zu steuern. Einige wichtige Vorgaben, die bei der Erarbeitung des Masterplans beachtet werden müssen, sind: (1) Die Lagebestimmung der Planung muss auch auf die inländischen Touristen fokussiert werden, die aus den verschiedenen Teilen von Indonesien kommen, (2) die Kriterien für Nachhaltigkeit umfassen vier Aspekte, nämlich touristische Aspekte, ökologische Aspekte, soziologisch-kulturelle Aspekte und wirtschaftliche Aspekte und (3) die ausgewählten Indikatoren müssen durch örtliches Personal leicht identifizierbar und meßbar sein.

Optimale Zufriedenheit, Sicherheit, Preis und touristisches Leben sind einige der wichtigen Kriterien der Nachhaltigkeit, die erfüllt werden müssen in Bezug auf die touristischen Bedürfnisse. Andererseits sind sozio-kulturelle Moral, Umweltmoral und ökonomischer Anstand wichtige Kriterien, die von den Touristen eingehalten werden müssen, um nachhaltige Zufriedenheit an einem Bestimmungsort zu erreichen. Im Kontext des Umweltaspektes, gibt es einige wichtige Kriterien, die erfüllt werden müssen, d.h.: (1) Flächennutzung, (2) Klimaauswirkungen, (3) Erhaltung der Biodiversität und (4) die natürliche und kulturelle Landschaft. Die wichtigsten soziologisch-kulturellen Aspekte sind: (1) Bewahrung und Förderung des Brauchtums und (2) Kulturentwicklung. Wichtige wirtschaftliche Aspekte sind: (1) optimale lokale Investitionen, (2) geringe negative ökonomische Auswirkungen und (3) gute Verteilung des ökonomischen Nutzens.

Der Masterplan setzt einige wichtige Ziele, die in den kommenden 10 Jahren erreicht werden sollen, d.h.: (1) Die Zahl der Touristen soll erhöht werden, (2) die Umweltqualität soll verbessert werden, (3) die lokale Gemeinschaft soll in ihren Rechten gestärkt werden, (4) das ursprüngliche regionale Einkommen soll erhöht werden und (5) die regionale Entwicklung soll gefördert werden. Diese Ziele sollen durch folgende wichtige Aspekte erreicht werden: (1) Entwicklung dreier spezifischer räumlicher Entwicklungsregionen, (2) Diversifikation der touristischen Angebote, (3) Wiederbelebung der vorhandenen Tourismuspotentiale, (4) Wiederbelebung der vorhandenen Anstalt zur touristischen Ausbildung, und (5) einige Umweltmanagementprogramme.

Alle diese Ziele werden in zwei Zeithorizonten, nämlich im Wiederaufnahmestadium in den ersten fünf Jahren und im Entwicklungsstadium in den weiteren fünf Jahre verfolgt. Für die Umsetzung werden diese Szenarien in Detailprogramme auf jährlicher Grundlage untergliedert. Eines dieser Programme, genannt Brückenprogramm, soll den früheren und gegenwärtigen Entwicklungsprozess in die neuen Szenarien einführen, um diese zu verfeinern und wiederzubeleben.

**Partizipatorische Planung.** Obwohl die Erfahrungen dieser Studie zeigen, dass es nicht einfach war, Beteiligungskonzepte im Planungsprozess anzuwenden, ist eine teilnehmende Planung wirklich nützlich und erforderlich, um eine breite Akzeptanz zu erreichen. Einige wichtige Hindernisse für eine mitbestimmte Planung sind : (1) die geringe Fähigkeit der Menschen, (2) begrenzter Etat, (3) persönliche Tagesordnung der Beteiligten und (4) die private Tagesordnung des *VIPs*. Auch gibt es



einige wichtige Begrenzungen, die im Umgang mit den Beteiligten gelöst werden müssen: (1) die Arroganz der Exzellenzen und (2) die Kommunikation über weite Entfernungen.

Einige wichtige Anhaltspunkte, die nützlich sein könnten, um eine leistungsfähige teilnehmende Planung zu erreichen, sind (1) Entwicklung einer Kerngruppe teilnehmender Akteure, um die Idee und die Umsetzung der Planung allen Gemeinschaften zu vermitteln, (2) Unterstützung der Teilnehmenden durch einen kompletten Kurs in Tourismus, (3) Gespräch mit allen Beteiligten, und (4) „sei ihr Freund- aber halte Abstand“. Und es ist auch wichtig, zwischendurch einen Erfolgsbeweis zu liefern, da der lange Prozess der teilnehmenden Annäherung wegen der verschiedenen Beschränkungen der Ressourcen zu Zweifeln und Ermüdung führt.

## **E. ZUSAMMENFASSUNG UND VORSCHLÄGE**

Die Erfahrung dieser Studie zeigt, dass der Prozess in Richtung Nachhaltigkeit von besonderer Natur ist. Jeder Bestimmungsort hat unterschiedliche Eigenschaften sowie spezifische Potentiale und Probleme, die spezifische Planungsstrategien und Maßnahmen erfordern, um Nachhaltigkeit zu erzielen. Aus den Erfahrungen und Erkenntnissen dieser Studien muß geschlossen werden, dass der Tourismusplanungsprozess in den ländlichen Gebieten auf einem regionalem Niveau (geschweige denn auf nationalr Ebene) keine einfache Aufgabe ist. Eine begrenzte Verfügbarkeit gültiger und zuverlässiger Sekundärdaten war das Haupthindernis während der Ausgangsphase. Verschiedene vorhandene Sekundärdaten sind nicht zuverlässig genug, um für eine gute Planung verwendet zu werden. Das Problem ist nicht nur die Inkonsistenz und mangelnde Verfügbarkeit der Daten, sondern

auch die Datengültigkeit. Ebenso sind verschiedene Änderungen der nationalen und lokalen Statistik ein Haupthindernis in der Synthesephase und in der Planungsphase. Dieses betrifft nicht nur die Prämissen, die in den Synthese- und Planungsphasen verwendet werden, sondern erschwert auch den Prozess des Erzeugens von Alternativen für die verschiedenen Entwicklungsszenarien, die vorgewählt werden. Ein Verständnis der Eigenschaften und der Dynamik der verschiedenen touristischen Ressourcen ist jedoch für den Planungs- und Realisierungsprozess wesentlich. Verschiedene Ressourcen an einem Bestimmungsort sind entweder für den Tourismus von Bedeutung oder als Lebensgrundlage der lokalen Gemeinschaft. Wichtige Bemühungen, den nachhaltigen Tourismus zu fördern, sind: (1) Landschaftserhaltung, (2) Flächennutzungsregelung, (3) Landschaftverbesserung und -Management, (4) Erfassung der Bauflächen, (5) Einführung moderner Technologien und (6) Einführung strenger Umweltregelungen.

Die Resultate der Studie zeigen auch, dass die soziologisch-kulturelle und ökonomische Dynamik sehr wichtige Auswirkungen auf die drei Säulen der Nachhaltigkeit hat. Obgleich gesagt werden kann, dass die lokale Gemeinschaft genügend Bewusstsein des möglichen Nutzens einer nachhaltigen Entwicklung hat, dürfen die Notwendigkeiten des täglichen Lebens nicht vernachlässigt werden. Die Wirtschaftsstruktur der lokalen Gemeinschaft vom landwirtschaftlichen Sektor zum Tourismussektor zu ändern, ist jedoch keine einfache Aufgabe. Verschiedene Alternativen sind erforderlich, um optimalen ökonomischen Nutzen sowie maximale positive Auswirkungen auf die Umwelt zu erreichen. Um dieses Ziel zu erreichen, müssen einige wichtige wirtschaftliche Aspekte im Planungsprozess betrachtet werden: (1) Diversifikation und technische Veredlung der Produkte, (2) Erhöhung des Gebrauchs landwirtschaftlicher Güter im Tourismussektor und Erhöhung der Preise

landwirtschaftlicher Produkte durch den Tourismus, (3) Anwendung einer gleichbleibenden Flächennutzungenregelung, (4) Suche nach Möglichkeiten, um den Landwirtschaftssektor zum Thema der Tourismusedwicklung werden zu lassen, und (5) Förderung kommunaler Wirtschaftskooperation.

Eine gute Zusammenarbeit der verschiedenen Wettbewerber ist wesentlich , um die verschiedenen Anforderungen in die Praxis umzusetzen. Die Erfahrungen dieser Studie zeigen, dass eine teilnehmende Annäherung die Kooperation und Akzeptanz fördert und folglich einen bedeutenden Nutzen bei der Planung einer nachhaltigen touristischen Entwicklung hat. Aufgrund der Erfahrungen dieser Studie sind folgende wichtige Vorbedingungen wert, in Erwägung gezogen zu werden, um die Teilnahmeprozesse leistungsfähig und wirkungsvoll zu gestalten, d.h.: (1) Entwicklung einer kompletten Liste der Nachfrage an Beteiligung, (2) Aufstellung einer kompletten Liste der teilnehmenden Akteure, (3) Förderung der möglichen teilnehmenden Akteure, (4) Entwicklung einer dauerhaften Gruppe teilnehmender Akteure durch eine Schneeball-Strategie, um die Teilnahme der Bevölkerung zu beschleunigen, (5) Angebot eines innerbetrieblichen Trainings für die teilnehmenden Akteure und Ausdehnung auf die Bevölkerung, (6) Schaffung eines Belohnungssystem für alle Akteure, (7) Aufzeigen von Zwischenstationen einer möglichen Teilnahmetätigkeit und (8) Fördern von Vereinsmodellen für alle Formen gewünschter Teilnahme.



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- 1988-*now* Lecturer at the Faculty of Forestry, Bogor Agricultural University: majoring in Outdoor Recreation, Ecotourism and Sustainable Tourism.
- 1990 Secondary Supervisor for a research called "Evaluasi Potensi Rekreasi Pusat Rehabilitasi Orang Utan Bukit Lawang". (The Potential Evaluation of the Centre of Orang Utan Rehabilitation in Bukit Lawang). Unpublished.
- 1992 Secondary Supervisor for a research called "Evaluasi Potensi Rekreasi Waduk Jatiluhur" (Evaluation of Recreation Potential of Jatiluhur Dam). Unpublished.
- 1995 Secondary Supervisor for a research called "Study Penentuan Kebutuhan Ruang bagi Kegiatan Rekreasi Berkemah". (Study of Space Need for Recreational Camping). Unpublished.
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- 1989-92 Part time consultant at NGO called Pusat Informasi dan Pengetahuan Lingkungan Hidup Indonesia (PIPLI). Majoring in Ecotourism.
- 2002 First Supervisor for a research called "Studi Perencanaan Pemanfaatan Green Belt Sungai secara Terpadu: studi kasus Sungai Sa'dan, Tana Toraja". (A Study of Integrated Planning for the Use of the Green Belt of Sa'dan River, Tana Toraja). Unpublished.
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