Landscape beauty in Minangkabau homeland: A study of agro-ecotourism opportunities around Lake Singkarak

World Agroforestry Centre
Institut de Recherche pour le Développement
Master « Tourisme et Développement Durable des Territoires »
Université Paul Valery, Montpellier

Nicolas Bontoux
nicolasbontoux@hotmail.fr
Landscape beauty in Minangkabau homeland: A study of agro-ecotourism opportunities around Lake Singkarak

Nicolas Bontoux

Bogor, August 2009
ACKNOWLEDGEMENTS

There are many people, who contributed in some way to the successful completion of my research. I could not have done this without their help. Therefore, I would like to extend a word of thanks to all these people.

In the first place, I would particularly thank Leimona Beria for offering me this internship. I would like to thank Patrice Levang for his efforts to help me to find a place to work in Indonesia. In addition, he has provided excellent support in many ways. Irma Nurhayati has been a big help with the administration arrangements. I would like to thank Ricky Avenzora for our discussions about ecotourism and tourism planning in Indonesia.

I would like to give special thanks to all the people in Paninggahan for the warm welcome I received. In particular, I want to thank Uni Gadis and her family, Iron and Pikal, for making my stay ideal. I cannot thank you enough for all the things that you have done for me. Gadis made me feel part of the family by treating me as a son. I am very thankful to all the interviewees for the valuable information that you provided. In addition, I want to say that I have a lot of respect for the work that you do.

I would also like to extend a word of thanks to my friend Rensina Hillechina Bijl for her advice on the tourism situation at Singkarak Lake.

Finally, I would like to thank all my friends and family, for their patience and support. I would like to apologize to my father who had health problems during my stay in Indonesia; sorry for not being in France at that time.
EXECUTIVE SUMMARY

The purpose and problem
Sumatra offers distinctive cultural and ethnic groups in nine provinces of natural beauty, featuring sea, beaches, mountains, and forests. Relief and distance between tourism destinations cause inconvenience for visitors. The three most attractive provinces in Sumatra are: the Riau Islands, North Sumatra and West Sumatra. The Riau Islands are a nearby recreational area for Singaporeans and Malaysians, including opportunities for golf and diving. North Sumatra and West Sumatra offer a cultural experience in natural areas preserved from development; thus ecotourism is favored compared to other types of tourism.

One of the ultimate purposes of the World Agroforestry Centre (ICRAF) is to help rural poverty through improved agroforestry systems. Action research is occurring at sites throughout Asia, to identify ways of “Rewarding Upland Poor for the Environmental Services” they provide (RUPES). There is a strong focus on the development and strengthening of local institutions associated with environmental transfer payments. The landscape is becoming the main attraction in the Singkarak Lake area of West Sumatra, Indonesia. West Sumatra is the land of the Minangkabau people, one of several ethnic groups in Indonesia. Several projects from ICRAF are already underway in the area, such as a Carbon Development Mechanism (CDM) and the enhancement of an organic coffee plantation. The area can also generate income through conducting ecotourism. “Eco-tourism is a fast growing industry generating economic growth, foreign exchange, environmental conservation and awareness, and welfare for rural communities. By providing a mean to attract wealthy visitors ready to pay for preserved ecosystems, it is a potentially perfect market-based mechanism for RUPES” (Gouyon, 2003).

The objective of this study was to develop the agro-ecotourism opportunities of Singkarak Lake. Agro-ecotourism is being proposed as a strategic economic activity that could engage rural communities in a mix of activities that provide food-related products and leisure within the productive agriculture property. (Inter-American Institute for Cooperation on Agriculture, 2006) After investigation from France, the research goal of the report was to analyze the ecotourism potential of Singkarak Lake and to initiate competitive and innovative programs for international visitors. Advice was given to local communities on how to develop a sustainable tourism project.

Ecotourism is part of a growing niche market of the tourism industry. The World Tourism Organization calculations show that expenditure on ecotourism has grown annually by 20%, which is five times more than average expenditure for the tourism industry. The main sources of income at Singkarak Lake are agriculture and fisheries (76.5%). In order to diversify the economic activities towards sustainable development at Singkarak Lake, ecotourism is a serious option.
Ecotourism is a kind of tourism that involves traveling to relatively undisturbed or uncontaminated natural areas with the specific objective of admiring, studying, and enjoying the scenery and its wild plants and animals, as well as any cultural features (Ceballos-Lascurain, 1991). Ecotourism joined with an understanding of the natural and cultural heritage of the area, is a guarantee of cultural sustainability. Villages have still their own strong social values and have a great respect for traditions (adat).

Tourism can have major impacts at the national and local levels in a country. From the perspective of economic policy, for local communities, tourism is a vital economic development tool producing income, creating jobs, promoting economic diversification, and developing new products. If local and national governments are committed to broad-based tourism planning, then tourism will provide its citizens with a higher quality of life, while it generates sustained economic, environmental, and social benefits. Local destinations must be prepared to develop policies and planning strategies to increase competitiveness and sustainable resource management. It is vital that planning takes place to identify the emerging trends in tourism and orchestrate new measures that lead to orderly growth and quality products that benefit tourists and communities (Edgell et al., 2008).

The necessary resources assessment allowed a full evaluation of the potential for tourism development at Singkarak Lake:

- 44 tourism sites related to nature and culture were found during the study. The study area lies in two regencies: Solok regency and Tanah Datar regency. Interest for international visitors is limited due to distance and the fact that most sites are concerned with the Islam religion. Nevertheless, ten sites were selected because of their potential.
- Three hotels are located around the lake and offer accommodation to visitors. However, the type of accommodation does not match with the needs of eco-tourists. Eco-visitors are looking for typical local accommodation and the opportunity to interact with local people.
- Nine restaurants offer traditional food. Food can support a tourism destination by creating demand. Visitors come to try local fish, such as ikan bilih.
- Travel agencies are located in Bukittinggi, a tourist city, about 40 km from Singkarak Lake. Four of the agencies have shown interest in ecotourism products in the study area.
- Guides have been interviewed in order to get to know the wishes of visitors in the area. According to them, Singkarak Lake can become an important destination if products are offered by a local agency.
- The local community in Nagari Paninggahan (village of Paninggahan) is willing to play an important role in the tourism project, as visitors come to discover their culture and lifestyle. Aware of changes that can occur, clan leaders and the village chief think that tourism can bring economic benefits and offer to provide cultural understanding with westerners.
- Long-term tourism directions are undertaken by tourism organizations, like the provincial tourism board (West Sumatra) and the regency tourism board (Solok and Tanah Datar). Singkarak Lake has been seen by them as a resting area that does not need amenities to attract visitors. They believe that the natural beauty and the yearly international event (Tour de Singkarak) serve as sufficient stimulus to appeal to visitors.
Transport to West Sumatra is offered by an international airport that serves Singapore and Kualua Lampur daily. *Teluk Bayur*, an international port, is also located in Padang, the capital city of West Sumatra.

The Trans-Sumatran Highway is a road that crosses the island of Sumatra, passing through major cities (Medan, Padang) and connecting the north of Sumatra in Banda Aceh to Bandar Lamping in the south. Nevertheless, transport connections between Padang and Singkarak Lake are long, rough, and unusual for visitors.

To build a successful tourism project, an analysis of previous studies was carried out to determine what Singkarak Lake should be in a tourism sense. The evaluation of the area revealed interesting sites as well as pitfalls. Singkarak Lake can become a suitable destination in West Sumatra if real investment in promotion and tourism development is realized.

The Lake is seen as a resting area for drivers along the Trans-Sumatran Highway and daily visitors from Bukittinggi. From personal observations, Singkarak Lake does not have a positive tourism image. Visitors in Bukittinggi prefer to see Maninjau Lake. Maninjau received international recognition twenty years ago, but tourism activity started to decrease in 1997. Maninjau has a wide range of accommodation and activities, but Singkarak Lake can have a competitive advantage if activities are created and coordinated. Fish farms invaded Maninjau, guesthouses are empty, and locals do not want tourism anymore. Potential areas for tourism development in Singkarak that have not been recognized yet include the agroforests and hills. The Minangkabau heritage and its matrilineal system must be included in tours, as it will benefit locals (conservation and economy). A tourism group must be established in order to progress the project. The local community is interested in participating and managing local resources.

**Strategy**

Strategic planning involves determining how to take the local organization from where it is today to where it wishes to be in the future. Converting tourism resources for Singkarak Lake from opportunities to actualities will have a stronger likelihood of success if they are integral to an overall strategic framework.

The vision statement proposed for ecotourism development at Singkarak Lake is: “The Paninggahan’s vibrant community-based tourism and recreation industry welcomes and offers visitors and tourists opportunities to respectfully experience their rich and diverse natural and cultural heritage through an array of facilities, activities, and services.” Goals established to progress the strategic tourism planning process are:

1) **Product development**
   - Protect, preserve, and enhance Minangkabau’s authentic natural, cultural, historic, and architectural heritage assets
   - Focus resources on prioritized areas that have the greatest potential for tourism development
   - Establish Singkarak Lake as a new and exciting tourism destination in West Sumatra
   - Increase the quality of the visitor experience
2) Marketing Strategy
- Build on Singkarak Lake’s strong brand awareness and equity
- Enhance existing and create new collaborative marketing initiatives and partnerships
- Focus on overnight visitors for the greatest economic impact

3) Organizational strategy
- Involve the community in the tourism planning process
- Establish a creative, collaborative, and results-oriented organizational structure to support tourism development at Singkarak Lake
- Create strong partnerships and systems to increase cooperation between the public and private sector in tourism planning and development
- Develop new and stable sources of funding for product development, infrastructure improvements, and marketing

The primary objectives for ecotourism development in Singkarak Lake are first to develop a sustainable ecotourism industry – one that is achievable, sustainable in environmental, economic, and social terms, and beneficial to the communities and businesses located within the study area. Next, to provide a rich experience for visitors and tourists – an enriching, quality and memorable experience that builds on the area’s intrinsic qualities and at the same time reflects existing and emerging market preferences. Finally, to diversify the economic base – to one that encompasses not only traditional industries, but also fast growing industries, such as tourism, thereby creating jobs, building partnerships, fostering community pride, and improving the quality of life among residents of the study area.

**Recommendations**
Planning and implementing a tourism development plan constitutes a major project. If all goes well, this will be a point of transition from a development into a profitable, ongoing tourism entity. The three key directions which are recommended, serve to develop the tourism group to achieve their vision and meet the objectives and opportunities for ecotourism in the area:

1) Coordination and capacity building
- Establish a tourism group *(pokdarwis)* to service visitor arrivals and coordinate the project. It is crucial to identify people involved and evaluate their current skills.
- **Study trips** expose the community to real life situations. It will give the opportunity to the community to experience the feeling of being served and to be judgmental about the level of service and hospitality, as well as the quality of the tourist experience being offered to them.
- Community **training** in marketing strategies, service skills, basic computer skills, interpretation and communication, English language, and visitor management.
- **Relation hosts/guests**: to avoid misunderstanding and to live in total harmony, it is essential that hosts and guests have a common understanding on how to behave:
  * **A code of conduct** is recommended to educate tourists on how to behave when visiting the village
  * **A visitor guide** must be developed by villagers to avoid gaffes associated with religion by giving examples of good practice
- Establish a community fund to manage the income and expenditure related to the project. The whole community has to benefit from the project, for example, through support for the local youth group. Visitors will have a feeling of benefiting the village in a different way.
- Develop partnerships with specialized tourism organizations, government agencies, universities, supporting organizations, and with the tourism industry.
- Financial assistance can be found in Minang communities living in Padang, Jakarta or Bali as Minangkabau people want to contribute in any way they can to villagers still living in West Sumatra.

2) Programs
- **Product development:** visitors who perceive that the total quality of a destination/product is high will have a positive image about the destination/product. All activities offered should be developed in collaboration with the villagers. Tour programs and itineraries should be flexible. *Pokdarwis* should be able to customize its tours depending on guests’ preferences and interests.
- **Packaging:** combining two or more related and complementary offerings into a single-price offering. Two samples have been created: a one-day tour and a three-day tour.
- **Ecotourism awareness and investment promotion:** use environmental education with schools, local government, visitors, and local communities. *Pokdarwis* must have good promotion tools, which means its own efficient website, a presence at fairs, and organizing workshops on environmental education to educate other villagers.

3) Priority ecotourism development opportunities
- **Refine the product:** the concept “low volume, high value” emphasizes the use and respect for traditional knowledge and local values (Jones and Haven-Tang, 2005). The concept asks every visitor to be sensitive to a social, cultural, and environmental system that is trying to preserve the best of its traditions. Traveler market research must reveal trends in the market and precisely identify customer characteristics and motivations as well as matches between their needs and ecotourism products.
- **Consumers are made aware of what is available via a proposed segmented marketing strategy.** Information supporting target markets is also proposed. Based on the researcher’s market research, the “4 Ps” of product, price, placement, and promotion can be used to ensure that their products and services are targeting the chosen segment of the market.

Monitoring tourism development is important to indicate the status of tourism operations (Scheyvens, 2002). The objective is to analyze and use pertinent information as a management tool. The indicators used are destination specific, responding to the key needs of each place. A first series of indicators are proposed to evaluate the performance of the tourism project.
| TABLE OF CONTENTS |
ACKNOWLEDGEMENTS
EXECUTIVE SUMMARY
TABLE OF CONTENT
LIST OF FIGURES
LIST OF TABLES
LIST OF MAPS
LIST OF ABBREVIATIONS

PART I STUDY OF OPPORTUNITIES

CHAPTER I INTRODUCTION, DEFINITION AND CONCEPTS
§ 1.1 Introduction
§ 1.2 Definition and concepts

CHAPTER II GENERAL FACTS
§ 2.1 Context
§ 2.2 Geographical position of West Sumatra
§ 2.3 Socioeconomics West Sumatra
§ 2.4 Minangkabau culture
§ 2.5 Study area

CHAPTER III METHODOLOGY
§ 3.1 The research topic, questions and objectives
§ 3.2 Information types and sources
§ 3.3 The project process/restrictions

CHAPTER IV RESOURCES ASSESSMENT
§ 4.1 Nature and cultural resources
§ 4.2 Events
§ 4.3 Tourism Objects existing or with potential
§ 4.4 Accommodations
§ 4.5 Restaurants as contributor to tourist destination attractiveness
§ 4.6 Travel agencies
§ 4.7 Guides 49
§ 4.8 Local community 50
§ 4.9 Human resources for tourism 51
§ 4.10 Transportation / Access 53
§ 4.11 Swot analysis of tourism resources 55
§ 4.12 Stakeholder analysis theory 56
§ 4.13 Destination life cycle 56
§ 4.14 Stakeholder analysis applied to stakeholders 57

CHAPTER V CURRENT AND POTENTIAL TOURISM DEMAND 61
§ 5.1 National tourism situation 61
§ 5.2 West Sumatra tourism situation 62
§ 5.3 Sustainable tourism market 64
§ 5.4 Ecotourism market 64
§ 5.5 Community-based tourism market 65

CHAPTER VI COMPETITION 69
§ 6.1 Competition between islands 69
§ 6.2 Competition in Sumatra 69
§ 6.3 Contribution tourism sector by district and city 71
§ 6.4 Attractions by regency 72

PART II BUILDING SUCCESS 75

CHAPTER VII ANALYSIS 75
§ 7.1 Unpredictable events 75
§ 7.2 Results of assessment 76
§ 7.3 Tourism development 77
§ 7.4 Local community 79
§ 7.5 Supporting organizations 80
LIST OF FIGURES

Figure 1: Traveller typology ........................................................................................................175
Figure 2: The central actors in ecotourism ................................................................................. 18
Figure 3: Tourism organization ..................................................................................................48
Figure 4: The Tourist area life cycle concept (Butler, 1980) ..................................................... 53
Figure 5: Strategic Framework for Ecotourism Development in Singkarak Lake Study Area 83
Figure 6: Developing and Conducting Advanced Training Modules ......................................... 85
LIST OF TABLES

Table 1: Work activity in West Sumatra (2007) ................................................................. 27
Table 2: Tourism objects Tanah Datar regency and Solok regency ................................... 38
Table 3: Tourism events in Lake Singkarak ........................................................................ 37
Table 4: Comparison between tourism sites in Singkarak Lake ....................................... 41
Table 5: List of accommodations ..................................................................................... 42
Table 6: List of restaurants ............................................................................................... 47
Table 7: List of travel agencies ........................................................................................ 48
Table 8: Swot analysis of tourism resources .................................................................... 55
Table 9: Stakeholder analysis .......................................................................................... 59
Table 10: International tourists in West Sumatra ............................................................. 58
Table 11: Domestic tourists in West Sumatra ................................................................... 59
Table 12: Forecast tourism in West Sumatra from 2008 to 2010 .................................... 64
Table 13: Contribution tourism sector to regional revenue ............................................. 67
Table 14: Doxey’s Irridex model of host irritation ........................................................... 80
Table 15: Typical one day tour in Paninggahan ............................................................... 88
Table 16: Typical three day tour in Paninggahan ............................................................. 88
Table 17: Impacts of tourism ........................................................................................... 97
Table 18: Planning diagram ............................................................................................. 99
Table 19: Fundamental indicators of sustainable tourism ............................................... 100
Table 20: Proposed indicators for Singkarak Lake ......................................................... 98
LIST OF MAPS

Map 1: Indonesia .................................................................................................................. 230
Map 2: West Sumatra ........................................................................................................... 263
Map 3: Minang Highland .................................................................................................... 26
Map 4: Nagari map of Singkarak area .................................................................................. 28
Map 5: Singkarak Lake ........................................................................................................ 29
Map 6: Main tourism objects around the lake ..................................................................... 39
Map 7: Roads, rivers and roads in Singkarak Lake .............................................................. 542
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD</td>
<td>Andaman Discoveries</td>
</tr>
<tr>
<td>APEC</td>
<td>Asia-Pacific Economic Cooperation</td>
</tr>
<tr>
<td>ATS</td>
<td>American Traveler Survey</td>
</tr>
<tr>
<td>BHA</td>
<td>Bali Hotel Association</td>
</tr>
<tr>
<td>BMN</td>
<td>Badan Mushrowara Nagari</td>
</tr>
<tr>
<td>CBT</td>
<td>Community-Based Tourism</td>
</tr>
<tr>
<td>CBT-I</td>
<td>Community-Based Tourism Institute</td>
</tr>
<tr>
<td>CGIAR</td>
<td>Consultative Group on International Agricultural Research</td>
</tr>
<tr>
<td>CDM</td>
<td>Carbon Development Mechanism</td>
</tr>
<tr>
<td>EEC</td>
<td>Environmental Education Center</td>
</tr>
<tr>
<td>EMS</td>
<td>Environmental management systems</td>
</tr>
<tr>
<td>GRDP</td>
<td>Gross domestic product of the region</td>
</tr>
<tr>
<td>GGPNP</td>
<td>Gunung Gede Pangrango National Park</td>
</tr>
<tr>
<td>GNHP</td>
<td>Gunung Halimun National Park</td>
</tr>
<tr>
<td>IPB</td>
<td>Institut Pertanian Bogor</td>
</tr>
<tr>
<td>ICRAF</td>
<td>International Centre for Research in Agroforestry</td>
</tr>
<tr>
<td>IDRC</td>
<td>Canada’s International Development Research</td>
</tr>
<tr>
<td>KAN</td>
<td>Kerapatan Adat Nagari</td>
</tr>
<tr>
<td>NHTV</td>
<td>Nederlandse Hogeschool voor Toerisme en Verkeer</td>
</tr>
<tr>
<td>REST</td>
<td>Responsible Ecological Social Tours</td>
</tr>
<tr>
<td>RG</td>
<td><em>Rumah Gadang</em></td>
</tr>
<tr>
<td>ST-EP</td>
<td>Sustainable Tourism-Eliminating Poverty</td>
</tr>
<tr>
<td>UNWTO</td>
<td>United Nations World Tourism Organization</td>
</tr>
</tbody>
</table>
PART I STUDY OF OPPORTUNITIES

CHAPTER I INTRODUCTION, DEFINITION AND CONCEPTS

§ 1.1 Introduction

According to the United Nations World Tourism Organization (an organization that promotes tourism as a development tool), tourism can contribute to the alleviation of poverty, provide jobs, and promote peace between cultures. Unfortunately, much of the tourism over the last fifty years has not achieved these lofty goals, nor provided many benefits for local communities (Bensahel and Donsimoni, 2007).

Consequently, the overemphasis on the needs of foreign travelers and foreign corporations in the tourism industry has led many local communities to suffer as their needs and values have been shunted aside (Vellas, 2007). The World Tourism Organization has acknowledged the need for sustainable tourism paying particular attention to the interests of developing countries and the needs of host communities. At the 2002 World Summit on Sustainable Development in Johannesburg, UNWTO launched initiatives, such as ST-EP (Sustainable Tourism-Eliminating Poverty). Those who promote sustainable tourism acknowledge that the future of tourism depends on the preservation of natural environments and the cultural diversity on which the industry is based.

In recent years, tourism has garnered widespread support as a tool for sustainable development. Alternative forms of tourism have emerged, such as ecotourism, pro-poor tourism, volunteer tourism, and in particular, community-based tourism. While sustainable tourism development strongly emphasizes environmental issues, it seems that socio cultural issues have been overshadowed.

Ecotourism is being promoted as an alternative to conventional tourism. It provides tourists with a more authentic view of another place and culture, while preserving cultural authenticity, protecting the natural environment, and ensuring local ownership. This is particularly relevant in Indonesia, a country that markets its natural beauty and local ways of life. Nevertheless, the Indonesian people also fear the negative impacts that come with foreign intrusions. Ecotourism provides a way to mitigate many of the negative side effects that have been associated with tourism and provides a viable opportunity for sustainable development.

My internship with the World Agroforestry Center (ICRAF), an organization improving the livelihoods of poor smallholders and improve the sustainability and productivity of agricultural landscapes, allowed me to consider whether ecotourism would also be possible in their projects. I spent five months in Indonesia splitting my time between office work and fieldwork.
ICRAF initiated this research in order to develop a tourism development plan for Singkarak Lake in West Sumatra.

§ 1.2 Definition and concepts
Tourism is one of the fastest-growing industries in the world. It has grown rapidly and steadily for the last 30 years in terms of the income it generates and of the number of people who travel abroad. According to World Tourism Organization (WTO) data, more than 800 million people were traveling internationally in 2008.

All travelers who are engaged in the activity of tourism are considered to be ‘visitors’ (Figure 1). The term ‘visitor’ then becomes the core concept around which the entire system of tourism statistics is based. A secondary division of the term ‘visitor’ is made into two categories:
- Tourists (overnight visitors) and
- Same-day visitors (formerly called ‘excursionists’).

Figure 1: Traveler typology

![Traveler typology diagram]

Source: Travel and Tourism Research Association, (Theobald, 2005)

The WTO defines tourists as people who are “travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited”.

Visitors visit places to discover tourism attractions. “A tourist attraction is a feature which becomes a tourist destination because of its inherent attractiveness, either natural or manmade such as places of natural beauty, mountainous regions, beaches, fauna, flora, zoos, historical structures, monuments and temples” (Statistics Indonesia, 2009). In any area possessing attractions and providing hospitality, tourism will probably develop. If this tourism is to benefit the host area, formal planning is essential.
Governments recognize more and more the important role that tourism can play in generating badly needed foreign exchange earnings, creating jobs, and contributing to tax revenues; the competition for tourist spending is becoming ever more intense. Pressure on national and local governments to develop rapidly their tourism potential to meet demand and produce benefits makes it more essential than ever to plan carefully and consider the human and environmental impacts of tourism development.

“The realisation that individual businesses no longer compete as stand-alone entities, but as collaborative networks, has been perhaps one of the most significant breakthroughs in management thinking in recent years. We are now entering the era of ‘network competition’ where the prizes will go to those organisations that can best structure, coordinate and manage relationships with their partners in a network committed to creating customer and consumer value through collaboration” (Christopher and Payne, 2002).

§ 1.2.1 Planning and management
Tourists come to an area for enjoyment; they are looking for a pleasant experience. Hopefully, success in tourism will result in a pleasant, successful experience for the destination as well. This is the real planning and management challenge. Where planning and management are effective, a destination can realize (Kaiser, 1978):
- Substantial economic growth and benefits to the local community
- Improvements in quality of life, lifestyle, and cultural opportunities for local inhabitants
- Economic development through recycling and utilization of tourism revenues
- Potential benefits through interests and subsequent activities of people who initially encounter an area as tourists
- Preservation and enhancement of environmental resources.

§ 1.2.2 Sustainable development and tourism
Tourism’s interest in sustainable development is logical given that it is one industry that sells the environment, both physical and human, as its product. The concept of sustainable tourism has numerous definitions. To make it easier, WTO’s definition has been used for this research, namely: “tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems”.

Sustainable tourism includes different approaches to tourism, such as alternative tourism, ecotourism, community-based tourism, and pro-poor tourism. This new concept is the opposite of mass tourism. More and more people are breaking away from traditional package holidays. In mass tourism, a very limited share of the money spent on holidays actually gets to the local people, whose regional and native cultural attractions are enjoyed by all.

Cazes (1989) was well aware of the ambiguity of the concept ‘sustainable tourism’ and he likened it to the notion “integrated”. However, he eventually provided guidelines that may be applied to six different sectors:
- The tourist as an individual: motivated through original aspiration, which may include active tourism (rambling, trekking), exploring, encounter travel, committed tourism (voluntary service overseas, archaeological digs), and other self-sacrificing work.
- The practitioners: they do not want to be regarded as clients or consumers, and include backpackers, drifters, and long-distance travelers; overall a varied group.
- The journey’s destination: this may be an unexplored ‘virgin’ location and often rests on an idealized vision of peasant societies that represent ‘authentic’ cultures.
- The type of accommodation: ‘supplementary’ including camping, small local family hotels, holiday centers, village inns, private rented homes, and paying guests; the dominant theme is microfacilities, as opposed to massive hotels.
- Travel organizers and partners: especially the non lucrative organizations (nongovernmental organizations, mutual benefit societies), individual travel organizations; marginal or underground.
- The mode of insertion in the host community: this involves a concerted effort to develop the reception of tourists wherein discourse centers on integration (economic, social, spatial, ecological, and urban), local control, and auto development.

Actually, some alternative forms are meant to enable people to appreciate the greatness of nature, a great such example is eco-tourism.

§ 1.2.3 Ecotourism: the dynamics of meanings and understandings
Ecotourism provides an opportunity to visit protected or relatively unexplored areas without damaging or changing the original character and appearance (Boo, 1994).

Ecotourism was defined by Ceballos-Lascurain 1991 as “tourism that involves travelling to relatively undisturbed or uncontaminated natural areas with the specific objective of admiring, studying, and enjoying the scenery and its wild plants and animals, as well as any cultural features (both past and present) found in the areas”.

Ecotourism must be sustainable, with four central groups of actors having to co-operate: the local people, the authorities, tourists, and companies involved in tourism (Figure 2).
Figure 2: The central actors in ecotourism

Ecotourism, in its Indonesian version (Sudarto, 1999), is defined as activities of responsible traveling in intact areas (daerah alami) or in areas which are named according to the role of nature (kaidah alam), the purpose of such activities being to enjoy natural beauty, involves education, understanding, and supports conservation, as well as increases the income of the local communities (The Nature Conservancy, 2002).

At Singkarak Lake, agro-ecotourism is being proposed as a strategic economic activity that could engage rural communities in a mix of activities that provide food-related products and leisure within the productive agriculture property. (Inter-American Institute for Cooperation on Agriculture, 2006) Incorporating agricultural activities with existing nature-based tourism is an alternative that distributes the revenue generated through tourism to the majority of the local community.

§ 1.2.4 Community-Based Tourism (CBT) and Homestay
Local communities cannot live in isolation from the social changes brought on by globalization. Tourism can become an alternative direction for the future of local communities. CBT is not a tourism business; rather it is more concerned with the impacts of tourism on the community and environmental resources. In addition, tourism is a tool to manage tourism resources with the participation of the local people.

The Thai Community Based Tourism Institute (CBT-I) defines CBT as “tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by
the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life” (REST, 1997).

Homestay is one type of tourism that can be included in CBT. It promotes interaction between host families and tourists. Homestays are able to act as a development tool to raise awareness of cleanliness and hygiene issues within the destination community.
CHAPTER II GENERAL FACTS

For any project, planning for tourism development starts with gathering information on the current tourism situation. In less-developed areas, this may sound challenging because of the lack of available information. The start involves establishing the general context of the project’s activities, and gathering geographical and economical data on the area.

§ 2.1 Context

§ 2.1.1 World Agroforestry Centre

The International Council for Research in Agroforestry (ICRAF) was created in response to a visionary study in the mid-1970s led by forester John Bene of Canada’s International Development Research Centre (IDRC). The study coined the term ‘agroforestry’ and called for global recognition of the key role trees play on farms. This led to the establishment of ICRAF in 1978 to promote agroforestry research in developing countries.

ICRAF joined the Consultative Group on International Agricultural Research (CGIAR) in 1991 to conduct strategic research on agroforestry at a global scale. After joining CGIAR, the Centre explicitly linked its work to the goals of CGIAR - reducing poverty, increasing food security, and improving the environment. In 2002, the Centre acquired the brand name of the ‘World Agroforestry Centre’. The Centre cannot possibly provide expertise on all conceivable dimensions of agroforestry. There are advantages to specialization, which is why the Centre engages in strategic alliances with a range of other institutions. Some of these partners are centers of scientific excellence in specific topics of relevance to agroforestry; others specialize in the effective delivery of research results to farmers’ fields.

The Centre’s vision is a rural transformation in the developing world, where smallholder households massively increase their use of trees in agricultural landscapes to improve their food security, nutrition, income, health, shelter, energy resources, and environmental sustainability.

This vision is founded upon three basic ideologies:

- The growing importance of trees and tree-based systems in sustaining livelihoods and agro-ecosystems;
- The Centre’s experience and comparative advantage in advancing agroforestry research for development;
- A global commitment to achieving the Millennium Development Goals.

Their goal is to become a partner of choice for a range of scientific and development institutions in their efforts to generate tree-based solutions to the global problems of rural poverty, hunger, and environmental degradation.
§ 2.1.2 Indonesia

The Republic of Indonesia is a country in Southeast Asia and Oceania and comprises 17,508 islands with an estimated population of around 237 million people; it is the world’s fourth most populous country, and has the largest Muslim population in the world.

Map 1: Indonesia

Across its many islands, Indonesia consists of distinct ethnic, linguistic, and religious groups. The Javanese are the largest and most politically dominant ethnic group. Indonesia has developed a shared identity defined by a national language (Bahasa Indonesia), ethnic diversity, and religious pluralism. Indonesia’s national motto, “Bhinneka Tunggal Ika” (“Unity in Diversity”) articulates the diversity that shapes the country. Despite its large population and densely populated regions, Indonesia has vast areas of wilderness that support the world’s second highest level of biodiversity (Cabasset, 2000). The country is richly endowed with natural resources, yet poverty is a defining feature of contemporary Indonesia.

§ 2.1.3 RUPES project

Rewarding Upland Poor for Environmental Services (RUPES) is a program for developing mechanisms for rewarding the upland poor in Asia for the environmental services they provide. The goal is to enhance the livelihoods and reduce poverty of the upland poor, while supporting environmental conservation on biodiversity protection, watershed management, carbon sequestration, and landscape beauty at local and global levels.
The RUPES program builds working models of best practices for successful environmental transfer agreements adapted to the Asian context. It conducts targeted action research at a number of sites across the region to examine and explore what the environmental services are and how they can be measured.

There are a number of significant questions that must be answered as environmental transfer payment mechanisms are explored and put into place to reach the upland poor.

The research and development activities that form the RUPES program include:
- Quantifying environmental services
- Developing successful environmental service agreements
- Supporting a transparent and enabling environment
- Raising awareness of the value of the environmental services
- Forming effective partnerships
- Establishment of a viable ‘facility’

Through the work of the consortium partners, the RUPES project undertakes action research that looks at testing rewards or potential rewards and reward mechanisms at a number of sites throughout Asia. RUPES action research sites have been established in Indonesia, the Philippines, and Nepal and will expand to other countries such as southern China, Vietnam, Laos, India, and Sri Lanka.

“Eco-tourism is a fast growing industry generating economic growth, foreign exchange, environmental conservation and awareness, and welfare for rural communities. By providing a mean to attract wealthy visitors ready to pay for preserved ecosystems, it is a potentially perfect market-based mechanism for RUPES” (Gouyon, 2003).

Demand for environmental services in the Asia-Pacific region is expected to increase for a number of reasons. As income increases and essential needs are satisfied, societies place a higher priority on environmental services: clean water and air, scenic beauty, etc. Increased income also enhances the ability and willingness to pay for environmental services. Growth in eco-tourism in the region is already generating an increase in demand for environmental services (Asia-Pacific Forestry Commission, 2006).

Singkarak is one of the several research sites of ICRAF. At the time of this research (2009), three projects were underway:
- Carbon Development Mechanism Project
  Objectives:
  - Sequestration of carbon that can be sold or purchased by developed countries.
  - Implementing a reforestation-carbon project
- Enhancing the competitive advantage of Kopi Ulu Paninggahan (organic coffee plantation in Panninggahan)

Objectives:
- To improve coffee productivity through better management practices.
- Enhanced additional value of Paninggahan coffee by producing high quality coffee beans and meeting environmentally requirements

- Ecotourism opportunities

Objectives:
A study is proposed to help investigate the ecotourism potential of Singkarak Lake in West Sumatra and to offer alternative income to people living around the Lake. Ecotourism provides an opportunity to visit protected or relatively unexplored areas without damaging or changing the original character and appearance.

§ 2.2 Geographical position of West Sumatra

West Sumatra province lies mostly in the highlands of the Bukit Barisan Mountains, with a south to north alignment, whereas the rest of the areas are lowland, aligned from south to north facing the Indian Ocean. West Sumatra province is located next to North Sumatra and Riau to the north, Jambi to the east, the Indian Ocean to the west and Bengkulu to the south. A matrilineal system within a consanguinity system covers 42.2 thousand square km, consisting of 12 sub-provinces (Map 2), 7 towns, and 158 districts. In 2004, the population of West Sumatra reached 4.5 million, 98% being Moslem (according to the Central Agency of Statistics).

West Sumatra is one of the most beautiful areas of Indonesia and has about 42,297.30 km² areas. It is mountainous and divided by three valleys. The West Sumatran coastline faces the Indian Ocean and stretches 375 km from North Sumatra province in the northwest to Bengkulu in the southeast.

Lakes in West Sumatra include: Maninjau (99.5 km2), Singkarak (130.1 km2), Diatas (31.5 km2), Dibawah (14.0 km2), Talang (5.0 km2). Rivers in West Sumatra include: Kuranji, Anai, Ombilin, Suliki, Arau. The mountains and volcanoes of West Sumatra include: Merapi (2,891 m), Sago (2,271 m), Singgalang (2,877 m), Talakmau (2,912 m), Talang (2,572 m), Tandikat (2,438 m).
§ 2.3 Socioeconomics West Sumatra
In contrast to neighboring regions, West Sumatra has relatively limited natural resources. Nevertheless, this area, which has beautiful natural views, has highlands that are suitable for various crops, including fruit and vegetables, some of which are marketed to Singapore and Malaysia.
Table 1: Work activity in West Sumatra (2007)

<table>
<thead>
<tr>
<th>Activity</th>
<th>2007</th>
<th>Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>602,212</td>
<td>51%</td>
</tr>
<tr>
<td>Mining</td>
<td>13,743</td>
<td>1%</td>
</tr>
<tr>
<td>Manufacturing Industry</td>
<td>72,986</td>
<td>6%</td>
</tr>
<tr>
<td>Electricity, Gas and Clean Water</td>
<td>3,409</td>
<td>0%</td>
</tr>
<tr>
<td>Construction</td>
<td>69,695</td>
<td>6%</td>
</tr>
<tr>
<td>Trade, Business and Restaurant</td>
<td>179,940</td>
<td>15%</td>
</tr>
<tr>
<td>Transportation and Communication</td>
<td>89,204</td>
<td>8%</td>
</tr>
<tr>
<td>Financial, Leasing</td>
<td>11,456</td>
<td>1%</td>
</tr>
<tr>
<td>Company services</td>
<td>133,160</td>
<td>11%</td>
</tr>
<tr>
<td>Others</td>
<td>No data</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>1,175,805</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Tourism Board West Sumatra, 2008

Some areas have been developed for palm oil, tea, resin, rubber, coffee, cinnamon, and coconut plantation, so that most of gross regional domestic product (GRDP) of the province is focused on the agricultural sector (Table 1). The next largest contributors are commerce, trade, business and restaurants, and transportation and communication (Miranti, 2006).

§ 2.4 Minangkabau culture
The Minangkabau ethnic group belongs to Deustro Malay (Austronesia), which originated from South-East Asia. The highlands around Mount Merapi and Mount Singgalang were the birthplaces of the Minangkabau group. Minangkabau kinship is based on a matrilineal system, where people belong to their mother’s clan. The father is regarded as an outsider by his children and wife. The Minangs are the world's largest matrilineal society.

A legend says that the Minangkabau were threatened by a strong Javanese kingdom. In order to avoid a fight, the Minangkabau proposed a bullfight. The Minangkabau prepared a starved buffalo calf with sharp horns tied to its head. When the fight began the baby buffalo mistook the opposing bull for its mother and tried to suck milk. It gored and killed the Javanese bull. Since then, the people have called themselves “Minangkabau” (triumphant buffalo) to reflect their identity as a culture.

Women play an important role in the clan (suku). They hold the wealth and are nobles according to the customs. The smallest unit of the community is called a family, which consists of the grandmother, her sons and daughters, and the children of her daughters. Clan leaders hold power and are responsible for everything in the clan.
Sons have been taught to be independent from the beginning. This probably explains the diaspora of male Minangs all over Indonesia. Most of them are natural-born traders who through their success have become rich merchants or intellectuals in Java.

For the Minangkabau, the *Rumah Gadang* functions as living quarters and a place to gather either in joy or in sorrow, and a meeting place to solve the problems of the clan. It is also a place for ceremonies. An interesting Minangkabau philosophy is “*Alam Takambang Jadi Guru*” which means one should learn from nature. Animism has been an important component of Minangkabau culture. Even after the penetration of Islam into Minangkabau society in the 16th century, animistic beliefs were not extinguished. In this belief system, people are said to have two souls, a real soul and a soul that can disappear, called the *semangat*. *Semangat* represents the vitality of life and is said to be possessed by all animals and plants.

The Minangkabau communicate in the Minang dialect, which is basically of Malay origin. Bahasa Indonesia is used formally at school and in offices. English is used only in international events or meetings with foreigners. Some aspects have been adapted into community life and each village should have a mosque, a meeting place, and a public bath.

§ 2.5 Study area  
Singkarak Lake in Central Sumatra is a remnant of a gigantic volcano, which has blown off its top to form a lake (Zen, 1970). Singkarak Lake is the biggest lake in West Sumatra with a size of 129.70 km², located on the Trans-Sumatra Highway 36 km from Bukittinggi and 86km from Padang (Map 3). The Lake is surrounded by hills and mountains. It is a place for recreation and resting.

Two volcanoes, Gunung Merapi and Gunung Singgalang, are situated between Singkarak Lake and Bukittinggi. Hills surround the eastern and the western sides of the Lake.

ICRAF has projects located in Panninggahan village at the southern end of the lake, agroforests, an Environmental Education Center (EEC), a Carbon Development Mechanism (CDM) project, and an organic coffee plantation.
§ 2.5.1 Regencies
West Sumatra government has appointed 12 regencies to be main tourist destinations in the province. The Lake is situated in two regencies Kabupaten Solok (Solok regency) and Kabupaten Tanah Datar (Tanah Datar regency).
a) Solok regency
Solok regency is well known in West Sumatra for its high quality rice production. It bounds Tanah Datar regency in the north, Sawah Lunto Sijunjung regency in the east, Pesisir Selatan regency and Padang city in the west, and Jambi province in the south. This strategic position provides many opportunities for Solok regency to become a tourism destination.

Solok regency consists of 14 sub-regencies (kecamatan) and covers 3,738 km² with a population of 327,398 (Solok regency, 2008). The topography and regional resources have influenced the professions of inhabitants, with 70% of the population involved in farming (gardening, foresting, fishing and padding) and 30% in trades, public services, home industries, government, and other professions.

b) Tanah Datar regency
This regency bounds the Agam and 50 Kota regencies in the north, Solok and Kota Sawahlunto regencies in the south, Sawahlunto/Sijunjung regency in the east, and Padang Pariaman and Kota Padang Panjang in the west.

Two mountains (Gunung Merapi and Gunung Singgalang) look down over the district. Tanah Datar is the smallest regency in the province. It consists of 14 sub-regencies and covers 1,336 km². More than 70% of the population lives on farming.

§ 2.5.2 West Sumatra's unique form of administration
Nagari, an administrative system equal to the kelurahan (village) in other provinces, is unique to West Sumatra. The territory of a nagari consists of several jorong (sub-villages) and is headed by a Wali Nagari, who must run for election every five years and is limited to just two terms. The apparatus of a nagari consists of a Wali Nagari (the executive), the Kerapatan Adat Nagari (KAN: the legislative branch) and its staff members. Map 4 shows the Nagari surrounding Singkarak Lake.
§ 2.5.3 Socioeconomic situation at Lake Singkarak
The number of people living around Singkarak Lake is about 399,095, or about 205 people per km², with about 42% aged between 18 and 55 years. About 10% of the population lives below the poverty line and about 4,559 families involved in shifting cultivation (open-field cropping with a fallow rotation) covering about 10,624 ha. The main source of income (76.5%) is agriculture and fisheries (Van Noordwijk et al., 2005).
§ 2.5.4 Land Cover in Singkarak basin

The major land uses in the Singkarak basin are: rice fields (17%), agricultural crops (15%) and forest (15%). Rice fields occur in the lowland area and usually exist close to settlements and are mixed in the landscape with agricultural areas. Other land cover types, such as mixed gardens, coconut-based mixed garden, shrubs, and grass, are found in smaller patches all over the basin. The relatively flat areas covering 26% of the area are mostly at lower elevation (<500 m), around Solok, and are mostly cultivated with rice. At higher elevations (>500 m), e.g. around Padang Panjang, vegetable crops are commonly planted as well. The major slopes in the Singkarak Basin are 10-30% (on 40% of the area).

These slopes mostly occur in the foothills in the west, in the south (of Mt Talang), and in the north (of Mt Merapi). Agricultural land, involving mixed gardens and vegetables, is still found in this slope class, below 1,000 m. At higher elevations in Bukit Barisan (> 1,000 m), forest dominates this slope class (Van Noordwijk et al., 2005).

Map 5: Singkarak Lake

Source: Google Earth
CHAPTER III METHODOLOGY

“Research is an organized method of trying to find out what you are going to do after you cannot do what you are doing now.”
Charles F. Kettering (McMurray, 2004)

The following section describes in detail the methods applied in this research project. The aim is to give the reader a clear overview of the different steps involved in conducting this research and an explanation of the primary and secondary research.

§ 3.1 The research topic, questions and objectives

§ 3.1.1 Study preparation
As a first step in this research project, in January, desk research on Singkarak Lake as a destination was prepared theoretically from France. The two first weeks in Indonesia were dedicated to learning the national language, in order to be capable of interaction during the research. Next, during my stay in West Sumatra, I met with the different stakeholders involved in tourism planning for the study area. Notes were taken and contact details collected for further research.

§ 3.1.2 Research questions and objectives
Preliminary research in France suggested ideas for tourism in the area. I decided that the overall goal of my research would be to identify what needs to be emphasized to become an ecotourism destination. A tourism development plan will enable the implementation of ecotourism around Lake Singkarak. The research goal of this dissertation is:

To analyze the ecotourism potential of Singkarak Lake and to develop competitive and innovative programs mainly for international visitors and in addition, to give advice to local communities on how to develop a sustainable tourism project.

From this goal, the following research questions can be derived:

- What do local communities expect before the implementation of tourism?
- What is the ecotourism potential for Singkarak Lake?
- Why do domestic and international tourists go to Maninjau Lake and not to Singkarak?
- What needs to be done to increase tourism activities?
- What is the local authority able to do to develop tourism?
- Who will be in charge of the implementation of a tourism development plan?
- Who will benefit from ecotourism activities?
I had a brainstorming session on how to conduct the research into tourism planning with Mr. Avenzora, a lecturer with ecotourism expertise from the Department of Forestry, IPB (University of Agriculture in Bogor).

The overall task could, therefore, be described as acquiring a detailed understanding of Singkarak Lake as a destination, its stakeholders and their relationships as well as possible issues. In order to fulfill this task the following major research questions were noted.

a) What is a stakeholder?
In order to work on the stakeholder group, a clear understanding of which organizations belong to this group needed to be established.

b) How are these stakeholders connected?
In order to get an overview of the connections and collaborations of the various stakeholders and organizations, desk research was not considered sufficient. Therefore, primary research had to be conducted in the form of semi-structured interviews with representatives of the organizations.

c) What are possible issues in this network of stakeholders?
In order to answer this question, again use was made of semi-structured interviews. By talking to a wide range of people involved in tourism planning such as the Wali Nagari (in total 29 interviews were conducted), possible issues and pitfalls could be detected. The stakeholders involved were:

- Tourism board Tanah Datar
- Tourism board Solok
- Tourism board province West Sumatra
- Wali Nagari
- Kerapan Adat Nagari (KAN)
- Three hotels
- Nine restaurants
- Four travel agencies in Bukittinggi
- Two guides
- Ngo Danau Singkarak
- Four dato (clan chief)

d) Which tourism-related organizations are there at Singkarak Lake and what do they do?
A first step of the actual research in Singkarak was to figure out which organizations are in the field of tourism, what are their tasks and how are they related to the remaining organizations. Again, brainstorming was used with the help of data gathered during the interviews, as well as browsing the Internet.
§ 3.2 Information types and sources
In this part, an overview is provided of the types and sources used to collect information about tourism in West Sumatra. Both primary and secondary investigation was undertaken for this project.

§ 3.2.1 Primary sources
Three main primary sources were used for data collection during the project, namely semi-structured interviews, personal observations, and focus group discussion.

a) The interviews
Multiple interviews were conducted with villagers living around the Lake as well as with representatives of the government, SMEs, and NGOs.

It was decided to conduct semi-structured interviews, for which lists of themes and questions were carefully prepared. Moreover, all interviews were conducted by the researcher.

b) Personal observation
Additional to the data collection previously described, personal observation was used throughout this project, including the preliminary stage. The researcher made several first-hand observations e.g. during research around the Lake and trips in Indonesia, regarding the current tourism situation there. These observations were used as the basis for further research and to formulate questions during the interviews. The observations were unstructured.

c) Focus group discussion
A focus group discussion was organized on June 23 to establish a common understanding with all stakeholders involved in the tourism process. The local, community represented by the dato, could debate tourism issues and elaborate a common strategy for homestay and tourism development with the head of the Solok tourism regency. Once data had been gathered, the next challenge for the group was to reduce it to meaningful information.

§ 3.2.2 Secondary sources
Various secondary sources were used in order to gather important information. Literature, the Internet, and folders partly provided by the stakeholders themselves were utilized.

a) Literature review
Before starting the project and throughout its course, several books have been used as secondary sources. The information sources can be distinguished as follows: literature on how to conduct research, on destination management, and tourism planning. The References section of this paper provides a complete list of the literature and sources used.

Finally, material such as brochures and books with statistics provided by the stakeholders themselves or found throughout the research were used to identify additional stakeholders of interest to the assignment.
b) The Internet
The Internet was used as a secondary data research tool to collect information on trends and developments in the tourism industry in general, as well as in West Sumatra and Indonesia.

§ 3.2.3 Reliability and Validity/ Objectivity and Subjectivity
“Reliability refers to the extend to which your data collection or analysis procedures will yield consistent findings. It can be assessed by posing the following three questions (Saunders, 2007):

- Will the measures yield the same results on other occasions?
- Will similar observations be reached by other observers?
- Is there transparency in how sense was made from the raw data?

Only the last question can certainly be answered with yes. Regarding the first two questions, it can only be assumed that the same conclusions would have been drawn on a different occasion with similar prerequisites and that a different researcher would have interpreted the findings in the same way. However, as this very much depends on personal experience and preferences, there is always a chance of observer bias. Observer bias is defined as “occurring when the observer (or research team) know the goals of the study or the hypothesis and allow this knowledge to influence their observations during the study” (Psychology glossary, 2009).

Concerning a researcher’s objectivity or subjectivity, the following should be noted: “We can say that the objective paradigm assumes that reality is something concrete with a structure that can and should be discovered.” (McMurray, 2004). On the other hand, a subjective view “assumes that reality is a creative process in which people create what is going on, or the reality in which they exist” (McMurray, 2004). It is best to describe our approach to this project with a mixture of both views, assuming that there is a ‘truth’ to be discovered, but also knowing that e.g. the people interviewed ‘created that truth’.

Triangulation, which aims to ensure the quality of field research, comes in many colors and was applied throughout the project. Moreover, “A guide to qualitative field research” defines this process involving when data are collected from “respondents who occupy different social locations or are likely to have divergent views.” (Bailey, 2007) Although the immediate task was to analyze the relationship among stakeholders who were tightly linked to or had decision-making power in the tourism industry, the project tried to ‘research beyond that.’

§ 3.3 Project process/restrictions
This final section of the methodology elaborates on the restrictions and problems encountered during the project and how they were eventually solved and overcome by the researcher.
In general, it can be said that due to the time spent in detailed planning, everything went quite smoothly; interviews could be conducted more or less as planned. Nevertheless, the language barrier was often a problem, as well as working facilities.
§ 3.3.1 Interview partners

Some stakeholders, such as Solok regency or Tanah Datar regency, were very cooperative, providing the researcher with information and immediately agreeing to further interviews. Hotels, restaurants, and locals were also complaisant to develop tourism in the area. The West Sumatran Tourism Board was not convinced of the project’s value; they refused to join a meeting.

Unfortunately, the researcher’s level of Bahasa Indonesia was not sufficient to investigate the desired quality of information and the use of a professional translator was too expensive. Interviews were mostly in Indonesian and English by the researcher. With local businesses, only Indonesian was used. To interact and provide relevant information, the chairman of the Ngo Danau Singkarak translated the discussion on June 23 with suku’s chief (dato). Finally, a lack of understanding of the tourism business can be noted as an important limitation. Locals and government do not have a background in tourism. Product quality requirements and marketability are missing notions in their mind.

§ 3.3.2 Internet access

After arriving in Paninggahan, it became obvious that the working facilities in the village were not sufficient. However, with regard to internet access, the researcher managed to find spots he felt comfortable working at, including Bukittinggi and Padang.
CHAPTER IV RESOURCES ASSESSMENT

The success factor that needs consideration is the tourism potential of an area. The assessment of an area’s tourism potential is particularly important when tourism development is not the final goal but merely a tool to solve certain problems. To evaluate Singkarak tourist potential, a full evaluation was carried out following Peter Zimmer and Simone Grassmann’s methodology, taking account of supply, demand, competition, and market trends.

Considerable attention was given to the tourism potential of the Singkarak Lake area and particularly to Paninggahan. The village was chosen because of its cultural values, its ability to offer accommodation and local products and its EEC.

The survey of resources serves to indicate the degree to which an area can attract a portion of total travelling population within the region, as well as its relative ability to compete for a share of both the existing and projected markets. In performing this analysis, some data were already available. Other aspects of the study required detailed review of resources in the prospective destination, such as willingness to extend tourism supply for travel agencies, markets, and others factors.

§ 4.1 Natural and cultural resources
Natural and cultural resources assessment strives to collect data on the area and make an inventory of existing assets (Appendix 1). Assets benefit the tourism development program and create interest for the visitor.

Table 2: Tourism objects in Tanah Datar regency and Solok regency

<table>
<thead>
<tr>
<th>Regency</th>
<th>Tourism objects and resources</th>
<th>Historical places</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nature</td>
<td>Culture</td>
</tr>
<tr>
<td>Tanah Datar</td>
<td>36</td>
<td>90</td>
</tr>
<tr>
<td>Solok</td>
<td>71</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>131</td>
</tr>
<tr>
<td>Total West Sumatra</td>
<td>466</td>
<td>282</td>
</tr>
</tbody>
</table>

Source: Tourism board West Sumatra, 2008

Special interest tourism may be defined as a form of tourism that involves consumers whose holiday choice is inspired by specific motivations and whose level of satisfaction is determined by the experience they pursue.
§ 4.1.1 Tanah Datar regency
In Tanah Datar sub-province, in the oldest cultural town of Minangkabau, Pagaruyung, we can find many historical and cultural Minangkabau sites, such as the Royal Palace, which was the center of the Minangkabau kingdom in the 14th century.

§ 4.1.2 Solok regency
Near Padang in Solok sub-province, is the Hutan Raya Bung Hatta Park, located about 20 km from the heart of Padang. Diatas Lake and Dibawah Lake are known as Kembar Lake (Twins Lakes, with an area of 17.2 km²). They are equal in size and are closer together. Around Kembar Lake, there are several tea plantations. This area also has been developed as an agro-tourism area. However, until now, only Diatas Lake has been developed as a tourism area and is still minimally managed. In Solok, numbers of Minangkabau cultural houses (also known by ‘Rumah Gadang’) can still be seen, with carvings and marvelous colors.

After observation in the field, a few remarks can be recorded about the tourism objects and sites found; a detailed analysis is proposed in Chapter 6.
- First of all, most of the tourism objects/sites are difficult to find. There are no signs to indicate directions. Only the most famous ones, like Tanjung Alai or Tanjung Mutiura, have signs.
- Secondly, even locals do not know about their heritage. A local guide showed me around and he had difficulty finding them. We had to ask villagers. Unfortunately, most of them did not know about the existence of these places.
- Thirdly, it is not possible to quantify how many tourists there are. Only Tanjung Mutiura, and Puncak Putaran Angin have ticketing.
- Fourthly, cultural sites have more importance for Islamic countries or some locals.
- Fifthly, these sites are surrounded by litter. For example, garbage is stocked in caves.

Currently, there is no map of tourism sites available. Map 6 has been prepared by the research project to show the location of the main tourism objects around Singkarak Lake.

§ 4.2 Events
Events are a proven way to draw tourists’ attention to the attractions that a community has to offer, while at the same time providing an enjoyable experience for local residents. Table 3 lists the events and when they occur in Singkarak.

Events are designed for domestic visitors and locals. To attract the attention of international visitors to the Lake, the biggest event in 2009 was the “Tour de Singkarak” from 29 April to 3 May. The Tour de Singkarak was a bicycle racing team event that consisted of three round stages totaling 456 km, (Stage I: Bukittinggi-Padang-Bukittinggi, Stage II: Batusangkar-Sawahlunto-Singkarak and Stage III: Singkarak-Twin Lakes-Singkarak). The Tour de Singkarak attracted about 15 international teams and a number of teams from within the country (see Website: Tour de Singkarak). Karma Events, a company based in Yogyakarta (Java), organized the event.
The event took place in different parts of West Sumatra. It is still too early to know the event’s tourism impacts, if, indeed, they are one day studied. After multiple attempts to retrieve data on the Tour de Singkarak, the researcher could not get the information.

**Table 3: Tourism events in Lake Singkarak**

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Tour de Singkarak” Biking tour</td>
<td>April/May</td>
</tr>
<tr>
<td>“Buru Babi Wisata” Hunting contest</td>
<td>May</td>
</tr>
<tr>
<td>“Lomba Ayam Kukuak Balenggek” Chicken voice contest</td>
<td>August</td>
</tr>
<tr>
<td>“Lomba Burung Berbikau” Bird contest</td>
<td>September</td>
</tr>
<tr>
<td>“Lomba Selaju sampan” Sampan race</td>
<td>November</td>
</tr>
<tr>
<td>“Lomba Paralayang” Paragliding contest</td>
<td>December</td>
</tr>
</tbody>
</table>
Map 6: Main tourism sites around the lake

MAP OF MAIN TOURISM OBJECT DISTRIBUTION AROUND LAKE SINGKARAK

- Mountain
- City
- Beach

Kabupaten Tanah Datar
Kabupaten Solok
Attraction
§ 4.3 Tourism sites, either existing or with potential
From personal observation, a selection has been made of some tourism sites in order to develop products and programs. Some of them require access by a motorcycle or a car.

§ 4.3.1 Puncak Putaran Angin
Situated near Sumpur, it is possible to have a wonderful view of the Lake. It is a long way up to the summit and motorcycles have difficulty reaching the top. The use of a car is strongly advised.

§ 4.3.2 Mata Air
A spring pool exists five minutes in Paninggahan. It is possible for the visitor to cool down in the refreshing water. Various snacks and drinks are available at the kios. Unfortunately, locals do have the bad habit of leaving litter in this place. In addition, in the late afternoon they wash themselves in the water. The entrance fee is 2,000 Rp/person. A suku runs the site.

§ 4.3.3 Beach or relaxing area
Three beaches allow the visitor to have a swim in the Lake. Pedal boats are also available for rent. Beaches are located at Kacang, Tikalak and Singkarak. A local kios offers drinks and food. Tanjung Mutiara is also a peaceful place to stay, but unfortunately, swimming is too dangerous because of the deep water.

§ 4.3.4 Paragliding from Tanjung Alai Top and Payorapuih
At the top of Tanjung Alai, 1,000 meters altitude above sea level and 7 km from Singkarak village, visitors can go paragliding. The air currents are suitable for this sport. It is also a good look out over the blue Lake Singkarak with hills and valleys as a background.

§ 4.3.5 Rumah Gadang
Rumah Gadang (RG) are masterpieces of the Minangkabau heritage. Every village possesses some. Renovation of the RG can offer more potential for tourism and housing conditions to villagers. Dato proposed to use them to receive tourists, as an original accommodation to attract visitors.
§ 4.3.6 Randai
Another unique and interesting traditional attraction is ‘Randai’, a kind of Minangkabau theatrical attraction, full of music and dance, which is based on ‘pencak silat’ (martial art). The strength of Randai is in its music and the very dynamic movements. The name of the group in Paninggahan is Bukik Junjuang Siriah.

§ 4.3.7 Minang food
Masakan Padang is popular all over Indonesia. Rice, fish, coconut, and chilli are the basic ingredients of Minangkabau meals. Meat, especially beef and chicken, is mainly prepared for special occasions; pork is not halal and therefore not eaten by the Muslim Minangkabau people; for reasons of taste preference and availability, lamb and goat are rarely eaten.

However, rendang, a popular meat dish, has been identified as one of the Minangkabau characteristic cultural dishes. Vegetables are consumed daily. Fruit is mainly seasonal, although certain kinds of fruit, such as banana, papaya, and citrus, can be found all year around. Coconut plays an important role in Minangkabau food culture and is the main source of dietary fat. Almost all food items consumed by the Minangkabau can be cooked with coconut milk. The Lake is also home to an endemic species of small fish called ikan bilih, which is prepared daily by frying.

§ 4.3.8 Hiking
Gunung Singgalang and Gunung Merapi are perfect spots for hiking. Volcanic activity has to be checked through authorities before climbing, because Gunung Merapi, while listed as a sleeping volcano, can be active. Tourists typically do an overnight hike in order to view the sunrise from the summit. The climb begins at the village of Kota Baru. It is a one-hour climb to the forestry station shelter then another four hours to the top. The assistance of a guide is advised.

Bukit Ula and Bukit Junjung Sirih in Paninggahan have a 2.5 hr trail. It is possible to see agroforests and enjoy a beautiful panorama of the Lake. Cloves, cacao and eggplant plantations, as well as fruits, such as mango and bananas are now open to people interested in their formal origin.

§ 4.3.9 Mak Itam train
The tourist train runs from Padang Panjang to Sawah Lunto – a distance of 80 km taking about three hours. The train passes by Singkarak Lake on about 19 km of cogged railway and then runs through the Lubang Kalam (dark railway tunnel) measuring 840 m and constructed in 1894, before reaching Muaro Kalaban railway station towards the highlands of Sawah Lunto. The train runs only on Saturday and Sunday.

§ 4.3.10 Paninggahan village
Paninggahan is a typical Minang village. Many activities can be developed in the area and villagers are willing to receive tourists. The village has beautiful landscape. Different projects are already going on with ICRAF such as the development of an organic coffee plantation (Kopi Ulu). Educational tours on coffee production can also be implanted in Kopi Ulu where villagers can show visitors how to make local crafts.

In addition, the EEC will be located at Paninggahan. The objective of EEC is to inform people on how to care about the environment. The local NGO, Yayasan Danau Singkarak, belongs to the communities, especially Paninggahan and in 1962 became the first to develop projects in the area. Students started the NGO, with the aim of helping agriculture, education, and environmental awareness.

Table 4: Comparison between tourism sites around Singkarak Lake

<table>
<thead>
<tr>
<th>MAIN SITES</th>
<th>IMPORTANT SITES</th>
<th>SECONDARY SITES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Professional animation</td>
<td>- Less professional animation</td>
<td>- Visited by individuals or associations</td>
</tr>
<tr>
<td>- Important amenities</td>
<td>- Existing amenities</td>
<td>- No amenities</td>
</tr>
<tr>
<td>-Ecotourism interest</td>
<td>- Ecotourism interest</td>
<td>- Precarious for ecotourism</td>
</tr>
</tbody>
</table>

EXISTING SITES
- Existence legitimized by written or oral agreement
- Visits approved

- Tanjung Mutiara
- Tanjung Alai
- Payorapuih
- Mata air
- Mak Itam train

Visitors come to see a major tourism attraction, but this must be supplemented with important and secondary sites. Table 4 reveals that Singkarak Lake possesses potential sites to develop. Currently, only one place has been prepared for visitors. There is no welcome desk to inform
and sell products to visitors. Potential sites have not yet been recognized and utilized by the tourism organization. With the transformation of these places into tourism products, the attractiveness of Singkarak can increase. If the length of stay of visitors increases, then it is also important to have accommodation options that match the visitors’ expectations.

§ 4.4 Accommodation
Tourists spend most of their money on food, shopping, and accommodation. Thus, the level of guest satisfaction will determine the total success of the tourism program. Accommodation has to match the taste of prospective tourists. For ecotourism, visitors are looking for original accommodation. Ecotourists want to get closer to the local culture. Singkarak Lake has three standard hotels; one offers additional facilities.

Table 5: List of accommodation

| Hotel        | Location | Number of rooms | Price | Facilities                                      | Staff |
|--------------|----------|-----------------|-------|------------------------------------------------|
| Hotel Sumpur | Sumpur   | 32 Deluxe rooms private bathroom running hot water, TV, AC and 7 Standard rooms private bathroom and TV | Week day from 300,000 to 350,000 Rp, Week end from 350,000 to 400,000 Rp<sup>1</sup> | Meeting and conference room, Spring water swimming pool, Tennis court, Restaurant, Laundry service | 42    |
| Hotel Jayakarta | Pasir Jaya | 30 rooms | 75,000 to 90,000 Rp | Restaurant, small mosque, small meeting room | 6     |
| Hotel Palapa prima | Kacang | 13 rooms with private bathroom | Non- AC 120,000 Rp, AC 150,000 Rp | Restaurant, small mosque, small meeting room | 12    |

<sup>1</sup> 1 US$ = 10,600 IDR (Indonesian Rupiahs). at September 1, 2009
Business activity has been slightly better for the last five years according to the interviewees, with a little slow down after the earthquake in West Sumatra (2007). Hotels do not receive many international visitors, except for the Hotel Sumpur during special events, like the Tour de Singkarak or paragliding events. Indonesian families mostly stay for a weekend at this hotel. The Hotel Sumpur has been actively developing tourism over the last ten years, by investing in a water sports machine to offer something new and pleasant, and trying to develop tours in the surrounding area. Tailor-made tours have not been very successful. Only a few international visitors have stayed here. Hotels in Singkarak receive generally about five international guests a month.

All the hotels are interested in receiving more international guests, but the tourism situation leaves them perplexed. There has not been enough action by the local government according to them. More events must be organized. Singkarak Lake has to become a tourism destination, not only a resting area. According to them, to achieve this outcome, there needs to be serious collaboration between enterprises and the government.

The Hotel Palapa Prima and the Hotel Sumpur do use marketing in local newspapers. The Hotel Sumpur offers packages for special weekends and is well known in the area, as it opened in 1990.

§ 4.5 Restaurants as contributors to tourist destination attractiveness
Restaurants contribute to a tourist destination's image. Restaurants and food are an attractive element of the tourist product. Besides being one of the support components of a tourist destination, food can be a reason for visiting a destination. Instead of serving tourists that come to a destination, restaurants can create demand. Then restaurateurs can use this information to get destination marketers to promote restaurants in their region. Telfer and Wall (1996) made a link between tourism and the food production in the region. They stated that food represents approximately one third of all tourist expenditures.
Table 6: List of restaurants

<table>
<thead>
<tr>
<th>Restaurant / Rumah makan</th>
<th>Location</th>
<th>Type of food</th>
<th>Daily activity</th>
<th>Facilities</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>WDS</td>
<td>Tikalak</td>
<td>Traditional food</td>
<td>15 meals</td>
<td>Small mosque, small resting room</td>
<td>3</td>
</tr>
<tr>
<td>Pangek Ikan Sasan</td>
<td>Tikalak</td>
<td>Traditional food, local fish</td>
<td>70 meals</td>
<td>Small mosque</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(bilih, sasau)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buah Palo</td>
<td>Singkarak</td>
<td>Traditional food</td>
<td>20 meals</td>
<td>Small mosque, resting room,</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>shower</td>
<td></td>
</tr>
<tr>
<td>Deri Permata Sari</td>
<td>Kacang</td>
<td>Traditional food, local fish</td>
<td>20 meals</td>
<td>Small mosque, resting room,</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(bilih, sasau)</td>
<td></td>
<td>boat</td>
<td></td>
</tr>
<tr>
<td>Surya Indah</td>
<td>Ombilin</td>
<td>Traditional food, local fish</td>
<td>50 to 75 meals</td>
<td>Small mosque, resting room</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(bilih, sasau)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tanjung Indah</td>
<td>Ombilin</td>
<td>Traditional food, local fish</td>
<td>100 meals</td>
<td>Small mosque, resting room,</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(bilih, sasau)</td>
<td></td>
<td>shower</td>
<td></td>
</tr>
<tr>
<td>Saba Mananti</td>
<td>Ombilin</td>
<td>Basic Indonesian food</td>
<td>30 meals</td>
<td>Small mosque</td>
<td>2</td>
</tr>
<tr>
<td>Angin Santai</td>
<td>Ombilin</td>
<td>Traditional food</td>
<td>no data</td>
<td>Small mosque, small resting room</td>
<td>8</td>
</tr>
<tr>
<td>Sary Budaya</td>
<td>Ombilin</td>
<td>Traditional food, local fish</td>
<td>100 meals</td>
<td>Small mosque, resting room</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(bilih, sasau)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Restaurants and Rumah Makan in the area are basic Indonesian places to eat. The architecture and furniture are not fancy, but most of them serve traditional food. Local fish are served in all of the restaurants. Their clientele consists mainly of drivers from the highway. They do
receive families during the weekend. Local fishermen provide fresh fish and farmers supply fresh herbs and vegetables. Restaurants want to develop tourism; unfortunately, they do not have the resources for marketing. Restaurants would like to be incorporated into a tourism group in order to receive more tourists and promote the local food (which is a little spicy).

§ 4.6 Travel agencies
Travel agents are the retailers of the tourism industry. Travel agencies provide knowledge about travel opportunities. Travel agents charge a commission, which increases the final price. However, their role is essential for marketing. Thus, travel agencies have an important role to play when a tourism project starts, but the aim for the local tourism group is to become independent as soon as possible.

Table 7: List of travel agencies

<table>
<thead>
<tr>
<th>Travel agency</th>
<th>Location</th>
<th>Most popular tour</th>
<th>Clientele</th>
<th>Marketing</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tigo Balai Tour</td>
<td>Bukittinggi</td>
<td>Minangkabau day tour</td>
<td>National and International</td>
<td>National and international fairs</td>
<td>no data</td>
</tr>
<tr>
<td>Travina Inti Tour</td>
<td>Bukittinggi</td>
<td>Minangkabau day tour</td>
<td>National</td>
<td>no data</td>
<td>3</td>
</tr>
<tr>
<td>Raun Sumatra</td>
<td>Bukittinggi</td>
<td>Minangkabau day tour</td>
<td>Mostly National</td>
<td>Website, national and international fairs</td>
<td>9</td>
</tr>
<tr>
<td>Indo Wisata</td>
<td>Bukittinggi</td>
<td>Minangkabau day tour</td>
<td>Mostly National</td>
<td>Fairs</td>
<td>4</td>
</tr>
</tbody>
</table>

In planning to market an area, it is essential to deliver information and to educate travel agents about the area, so they can reach consumers. Among the travel agencies willing to participate in the ecotourism project for international tourists, Tigo Balai Tour has shown a real interest and has reliable experience with foreigners. The hotel, “the Hills” (Novotel) in Bukittinggi recommends that their customers to deal with this agency for tours in the Minang Highlands. Only Tigo Balai Tour has English-speaking staff.

A large part of the market for Tigo Balai Tour and Raun Sumatra is made up of domestic tourists from Malaysia and Singapore, who mainly visit sites related to religion, with the highlight being the museum of Ahmka (an Islam leader). Asians tourists do not have the same habits as Europeans. According to travel agencies, Malaysians are more interested in shopping, while Europeans prefer nature and culture.

Three travels agencies in Padang (Sumatra and Beyond, Batour Agung and Shaan Holidays) are also interested in potential ecotourism products for Singkarak Lake.
The flagship product sold by the travel agents is the Minangkabau tour (Box 1). A visit to Singkarak Lake is included, but only for a short period. A flagship product can link hotels, restaurants, and shops. Unfortunately, facilities in the area are not included.

**Box 1: Minangkabau day tour**

1. **Koto Laweh**: Walk through a part of its village and see several kind of plantation eg. fruits, spicy plants, cloves, cinnamon and a lot of coffee.
2. **Sawah Parit**: Enjoy local coffee in the open panoramic views down to the eastern part of Mt. Merapi.
3. **Sawah Parit**: Walk down through sugar cane plantation then see the farmers making natural brown sugar.
4. **Sungai Tarab**: Explore its village for some minutes, especially to see the traditional coffee mills, and the fish in fresh water.
5. **Singai Tarab**: Have lunch at Flora restaurant or other recommended restaurants.
7. **Batusangkar**: The capital of the first basic area in Minangkabau ancient history.
8. **Balimbing**: See some old traditional houses with Minangkabau architecture.
9. **Ombilin river**: Drive along part of the Ombilin River that is flows from Lake Singkarak.
10. **Lake Singkarak**: Stop for a swim or to relax and perhaps have a hot or cold drink.
11. **Pandai Sikek**: A village lies on the foot of Mt. Singgalang, which is famous for traditional hand weaving and wood carving.

§ 4.7 Guides

Local guides always know a region really well. They can bring tourists to unknown areas and they do know the wishes of the customers. Many unlicensed guides are working in the area to show tourists around Bukittinggi, the Harau Valley, and climb Mt Merapi. They realize that tourists do not know the area really well as international guidebooks lack local information. Guidebooks are the main source of information for independent travelers (Osti, 2007). According to guides, tourism activity is decreasing because of natural disasters and security reasons. In 2007, a famous café was targeted by terrorists. Fortunately, the operation was stopped by the police. Guides take many tourists on the Minangkabau day tour. Guides try to find alternative tours, such as the Maninjau tour or Harau Valley tour. The tourism information office proposes the same attractions to all visitors. They are the missing link between resources and tourists.

Guides are interested in ecotourism products at Singkarak Lake. Currently, they bring tourists only for a short period because no products are offered. They hope that, one day, the Minang Highlands can become a famous destination again, like in 1997 and 1998.

In addition, they think that hotels around the Lake are not matching tourists’ needs. The Hotel Sumpur is a bit expensive compared to the backpackers’ hotels in Bukittinggi. Also all guides noticed that the tourism resources at Singkarak Lake are dirty, which is why they prefer to take tourists to other places.
§ 4.8 Local community

The local community accepted tourism at Singkarak Lake with some conditions. Villagers are really enthusiastic and motivated, but there are several religious rules that need to be known and respected in the area. Some examples of the rules visitors should be aware of before entering a house in Paninggahan are:

Visitors and tourists must respect the basic rules of the Koran, such as not drinking alcohol, boys and girls cannot sleep in the same room if they are not married, and not eating pork.

*Adat bersendikan sarak. Sarak bersendikan kita bolah.*
Adat is based on Islam. Islam is based on the Koran.

*Angap rumah sendiri*  
Pretend this is your house.

*Ana di panku*  
*Ke menakan di binbing*  
*Orang kampong di piker kan*  
Children must be held  
You should hold the hand of your niece/nephew.  
Consider people for the community.

*Ke menakan belajar ke mamak*  
*Mamak belajar ke mufakat*  
*Mufakat belajar ke pada yang benar*  
*Yang benar belajar ke pada agama*  
A niece/nephew should follow the uncle.  
An uncle should follow the *dato*.  
*Datoto* should follow agreement.  
Agreement should follow religion.

The family and people from the village are supporting each other. Minangs show great hospitality to people they appreciate. Tourist must be familiar with Minang practices and the roles in the family, in order to have a fruitful experience.

Local communities proposed to furnish Rumah Gadang to receive visitors. RG as one of the major cultural assets is a great opportunity for exchange between locals and visitors as customers.
§ 4.9 Human resources for tourism
To enable the tourism sector to work for the destination, it is vital to have clear, visionary, focused and leadership of the government. The energy generated by tourism is results from a vision, an inspiring view of what the destination can become, as a result of tourism.

The government must take high-level ownership and responsibility for defining the long-term direction and impact of the tourism sector including policy, participation, and governance, through their destination marketing and promotional efforts.

**Figure 3: Tourism organization**
§ 4.9.1 Ministry of Culture and Tourism
The Ministry of Culture and Tourism is an element of the government executive, led by the Minister.

a) Vision
Envisage a national identity, unity of nation in multicultural, people's welfare and international cooperation.

b) Mission
- To carry out conservation and culture development based on cultural value.
- To develop promotion and tourism destination in order to obtain competitive advantage.
- To develop culture and tourism resources.
- To develop clean government and public accountability

The Indonesian government believes natural and cultural resources are potential tourism assets that could bring benefits to the local people and the country, if the proper components of government prepare designated regions for tourists by good planning, minimizing the harmful influences of tourists, and protecting the local culture and way-of-life (Appendix 2).

§ 4.9.2 West Sumatra province
a) Vision
To realize the West Sumatra province as the main tourist destination in western Indonesia.

b) Goals
- All regencies and municipalities have decided to develop their excellent tourist destinations and culture.
- Tourism product diversity of all regencies and municipalities will become the main tourist attraction of West Sumatra.
- The focus of the development is on community-based participation.
- The human resources of the tourism actors will play an important role.

§ 4.9.3 Solok regency
a) Vision 2006-2010
“Terwujudnya Kabupaten Solok sebagai daerah tujuan wisata yang menarik dan berbudaya melalui pengelolaan yang profesional dan fasilitas yang representative”
Shape Solok regency as a geographic regional destination that is attractive through professional management of facilities.

b) Mission
- Improve West Sumatran resources professionally and proportionally.
- Improve coordination and synergies with technical authorities to support tourism activity.
- Improve infrastructure of tourism sites.
- Improve tourism promotion in the province, nationally and internationally.
- Improve participation, the interest of people and private sector in tourism development.

§ 4.9.4 Tanah Datar regency

a) Vision 2006-2010

“Terwujudnya Masyarakat Kabupaten Tanah Datar Sejahtera dan Berkeadilan dilandasi Filosofi”
Shape the people of Tanah Datar regency to be prosperous and have justice based on philosophy.

b) Mission
- Improve understanding and devotion to religion, customs, and culture by strengthening social culture.
- Improve quality of human resources via increasing education.
- Improve economy development and equity.
- Improve accessibility, quality of facilities, infrastructure.
- Improve security, pleasantness, orderliness.
- Improve the capability and coordination of the government.

The public sector makes things happen and controls, concerts, and plans actions. Tourism cooperation is the key to favorable development. West Sumatra province, as well as the Solok and Tanah Datar regencies, is involved in the promotion of Singkarak Lake. Three local offices work on tourism development. Offices are located in Padang (province), Batusangkar (Tanah Datar regency), Arosuka and Singkarak (Solok regency).

§ 4.10 Transportation / Access

Without transportation, there is simply no tourism. Minangkabau International Airport in Padang is the principal airport serving the province of West Sumatra. There is one terminal building for both international flights (Kuala Lampur and Singapore) and domestic flights (Medan, Jakarta, Pekanbaru, Jambi, Bengkulu, Palembang, and Lampung). The airport was renovated in 2005. Malaysians, Singaporeans, and Australians are the main nationalities using the airport. In 2007, 27,978 international tourists arrived in Padang (Immigration Office, Padang). The Kuala Lumpur flight runs once a day. Since 2004, international arrivals have increased enormously (Appendix 3).

Teluk Bayur is an international port based in Bayur Bay, 20 km south of Padang. The port is mostly used for loading/discharging activities associated with the inter-island vessel.
The Trans-Sumatran Highway is a road approximately 2,500km long, connecting the north of Sumatra in Banda Aceh to Bandar Lamping in the south, that runs through many major cities, including Medan and Padang. The highway also runs past Singkarak Lake.

Infrastructure improvements have been made to the roads, which connect Padang with Solok district through the development of the Cupak By-Pass alternative road (length 2.5 km). Consequently, the road from Padang to Solok, which at first was foggy (because of the cold temperature), winding and dangerous, is nowadays wider and straighter. In Solok regency, the development and improvement of roads has been conducted throughout the countryside, so that travel to tourist areas in Solok sub-province, such as Kembar Lake (Diatas Lake and Dibawah Lake) and Singkarak Lake can be undertaken comfortably within a shorter time.

**Map 7: Roads, and rivers in the Singkarak Lake region**
From Padang, an independent visitor using local transport needs about 2.5 hr to reach Singkarak Lake. The easiest way is to take a bus to Solok and then take a mini-van to Paninggahan.

§ 4.11 Swot analysis of tourism resources
“A SWOT analysis gives a summary of the strengths and weaknesses of the company together with the opportunities and threats it faces. Next, headquarters decide what portfolio of businesses and products is best for the company and how much support to give each one. This helps to provide the strategic objectives that guide the company's various activities.” (Kotler et al., 1996).

This tool is proficient to help analyze data and find solutions. It can help to uncover opportunities that are well placed to exploit. Further, by understanding the weaknesses of the business, it manages and eliminates threats that would otherwise catch the business unaware.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Unknown landscapes</td>
<td>- Tourism sites not well-known</td>
</tr>
<tr>
<td>- Population self sufficient</td>
<td>- Tourism sites not indicated</td>
</tr>
<tr>
<td>(fishing, agriculture)</td>
<td>- Competencies local government</td>
</tr>
<tr>
<td>- Local community willing to develop tourism</td>
<td>- Funding</td>
</tr>
<tr>
<td>- International airport</td>
<td>- Lack of tourism image</td>
</tr>
<tr>
<td>- Proximity with Bukittinggi and Padang Panjang</td>
<td>- Tourism products not exploited</td>
</tr>
<tr>
<td>- <em>Rumah Gadang</em> as an accommodation</td>
<td>- No eco-conscientiousness</td>
</tr>
<tr>
<td>- Traditional food</td>
<td>- Absence of relevant data concerning visitors in Singkarak Lake</td>
</tr>
<tr>
<td>- Minangkabau culture</td>
<td>- Marketing / promotion</td>
</tr>
<tr>
<td></td>
<td>- Bad access from Padang</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Creation of a <em>pokdarwis</em> (tourism group)</td>
<td>- Natural disasters</td>
</tr>
<tr>
<td>- Environmental education center</td>
<td>- Policy change</td>
</tr>
<tr>
<td>(Environmental awareness and reception</td>
<td>- Administration</td>
</tr>
<tr>
<td>office for tourism activities)</td>
<td>- Local community becomes demotivated</td>
</tr>
<tr>
<td>- Development of ecotourism activities</td>
<td></td>
</tr>
<tr>
<td>- Develop potential sites</td>
<td></td>
</tr>
</tbody>
</table>
§ 4.12 Stakeholder analysis theory
Stakeholder analysis describes a process where all the individuals or groups that are likely to be affected by the activities of a project are identified and then sorted according to how much they can affect the project and how much the project can affect them.

§ 4.12.1 Applying stakeholder theory to sustainable tourism development
One main key to the success and implementation of sustainable tourism development in a community is the support of stakeholders, to avoid issues arising from decisions that are made from the top down or competing interests. A stakeholder is identified as “any group or individual who can affect or is affected by” tourism development in an area (Byrd, 2007).

The interest of the stakeholders must be considered to develop policies and practices based on the stakeholder’s power and influence.

Keys points:
- Identify destination stakeholders
- Understand their perspectives and concerns
- Maintain a good balance among competing stakeholder interests
- Find out the needs and expectations of the stakeholders and integrate them into the strategy

§ 4.12.2 Develop community organization
A leader should attempt to establish a community organization that is capable of planning, operating, and promoting tourism projects. Tourism projects will go through a life cycle that may include a decline phase should the leadership and organization fail to reinvent the existing product once it evolves and matures. A Pokdarwis (community tourism group) managed by local people can become the leader.

§ 4.13 Destination life cycle
The evolving stages in the product cycle of tourism projects require different organization structures:
Currently, Singkarak Lake is in the Involvement/Exploration stage, as more people discover the destination, word spreads about its attractions and the amenities are increased and improved (Development) (Butler, 2006).

Then, tourist arrivals begin to grow rapidly towards some theoretical carrying capacity (Stagnation), which involves social and environmental limits. The rise from Exploration to Stagnation often happens very rapidly, as implied by the exponential nature of the growth curve.

The possible trajectories indicated by dotted lines A-E in Figure 4 are examples of a subset of possible outcomes beyond Stagnation. Examples of things that could cause a destination to follow trajectories A and B towards Rejuvenation are technological developments or infrastructure improvements leading to increased carrying capacity. Examples of things that could cause a destination to follow trajectories C and D are increased congestion and unsustainable development, causing the resources that originally attracted visitors to the destination to become corrupted, or no longer exist. The trajectory in Figure 4 of most interest to this research is trajectory E, which is the likely path of a destination following a disaster or crisis.

§ 4.14 Stakeholder analysis applied to stakeholders
How to read the Table 9 (Methodology from the World Health Organization):

Under the column “Stakeholder interest(s) in the project” the issues considered include: the project’s benefit(s) to the stakeholder; the changes that the project might require the stakeholder to make; and the project activities that might cause damage or conflict for the stakeholder.
Letters assign how important the stakeholder’s interest is to the success of the proposed project. Assign A for extremely important, B for fairly important, and C for not very important.

The last column considers the kinds of things that the researcher could do to get stakeholder support and reduce opposition, and how to approach them.
Table 9: Stakeholder analysis

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Interest(s) in the project</th>
<th>Assessment of impact</th>
<th>Potential strategies for obtaining support or reducing obstacles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local communities</td>
<td>- Increase income, employment, pride, increase self-esteem,</td>
<td>A</td>
<td>Motivate by environmental education and positive impacts</td>
</tr>
<tr>
<td></td>
<td>- Requires creation of a community tourism group</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Tourism project might be refused by some villagers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nagari</td>
<td>- Provide villagers economic benefits, protect local culture, finance youth projects</td>
<td>A</td>
<td>Improve villagers well being and support local actions</td>
</tr>
<tr>
<td></td>
<td>- Nagari have to invest themselves to support the tourism project</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Other Nagari might be jealous if the tourism project is successful</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotels and restaurants</td>
<td>- Product development, increase daily activity</td>
<td>A</td>
<td>Provide more customers and promote the area</td>
</tr>
<tr>
<td></td>
<td>- Might have to learn some English</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Might see the tourism project as a competitor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tanah Datar district</td>
<td>- Get more visitors in the area,</td>
<td>B</td>
<td>Improve tourism revenue and tourism image</td>
</tr>
<tr>
<td></td>
<td>- Might have to support local organization and promote it</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The local organization will be based in another regency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solok district</td>
<td>- Get more visitors in the area,</td>
<td>B</td>
<td>Improve tourism revenue and tourism image</td>
</tr>
<tr>
<td></td>
<td>- Might have to support local organization and promote it</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Cooperation with Tanah Datar regency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel agencies</td>
<td>- New products, new customers, increase sales</td>
<td>B</td>
<td>Offer alternatives and be the first to sell it</td>
</tr>
<tr>
<td></td>
<td>- Have to promote/invest in new products</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Might see a competitor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Province West Sumatra | - Promote the region, make use of the natural resource  
- Need to work with local level | C | Develop another tourism destination |
|----------------------|---------------------------------------------------------------|---|-------------------------------------------------|
| Ministry of Tourism  | - Develop a new CBT village, reduce tourism pressure from Bali, promote Minangkabau culture  
- Promote Singkarak Lake as well | C | Follow recommendations and promote Minangkabau culture |
| ICRAF                | - Diversification RUPES project  
- Might have to support tourism activities | C | Fusion existing environmental projects with ecotourism |
| Yayasan Danau Singkarak | - Conservation of the lake, management of environmental awareness | C | Continue environmental awareness and offer new opportunities to villagers |
CHAPTER V CURRENT AND POTENTIAL TOURISM DEMAND

The study gathered data on Sumatra as a destination and on the prospective market for West Sumatra. A detailed market research project would have provided more information on the market share expected to be invested in Singkarak Lake as a destination. Unfortunately, the researcher did not have enough time to carry out such a detailed study. International tourists remain the target group for ecotourism activities although the domestic market is more important. Based on demand data, it is clear that international ecotourism demands are centered in Northern America and Europe but domestic tourists must not be neglected (Weaver, 2003).

§ 5.1 National tourism situation
Tourism is Indonesia's third most important non-oil or gas source of foreign revenue, after timber products and textiles, and brought in about US$4.6 billion in 2005 from the 5 million plus foreign visitors. It competes with other Southeast Asian countries such as Thailand and Malaysia for foreign visitors, with Thailand clearly the leader with 12 million plus foreign visitors in 2005. It should be remembered, however, that Thailand shares a land border with Malaysia and many of those visitors are day trippers from Malaysia, not long-haul tourists. Virtually all tourists to Indonesia must come by air, with the exception of Batam, an island, which is a free trade zone as well as a tourism destination, located 30 minutes by fast ferry from Singapore.

In 2008, visitor arrivals to Indonesia accounted for 6,433,509 visitor arrivals, representing a growth of 16.85% compared to the previous year. The government of Indonesia designated 2008 as the “Visit Indonesia Year 2008” under a program to attract tourists.

It is not easy for Indonesia, as a developing country, to gain economic benefit from tourism development, because of limited funding, the geographical position, and the quality of human resources. The government, nowadays, is saying that in the future, the orientation of national tourism development will focus on tourism development based on nature and culture.

§ 5.1.1 Foreign tourists
Three quarters of Indonesia's visitors come from the Asia-Pacific region, with Singapore, Malaysia, Australia, Japan, and South Korea the top five markets. European countries, such as the United Kingdom, France, Germany, and the Netherlands are among other important source markets (Appendix 4).
§ 5.1.2 Domestic market
As with most countries, domestic tourists make up the largest market segment by far. The biggest outflow of domestic tourists is during Lebaran, the celebrations following the fasting month every year, since some 85-90% of Indonesians are Muslims. During the 10 to 14 days of this period, huge numbers of Indonesians living in the cities leave for their home villages to visit their family and celebrate this important holiday together.

Over the past five years, a recent development that has generated more domestic tourism has been the rise of budget airlines throughout the country, bringing many secondary destinations within reach of people with modest means. In addition, a government regulation made a few years ago under the presidency of Megawati Sukarnoputri, Indonesia’s first woman president, extended all holidays, except very important religious holidays (Buddhist, Christian, and Muslim), into long weekends by changing them officially to Friday or Monday if they fell on a Thursday or Tuesday. This has greatly increased domestic tourism over these new long weekends and it is often difficult to find hotel rooms in popular destinations at such times.

§ 5.2 West Sumatra tourism situation
Since 2005, the Indonesian government has made West Sumatra one of Indonesia’s main tourism destinations. The opening of ‘Minangkabau International Airport’ in July 2005 was a strategic operation. In 2006, local government launched a number of tourism attractions and packages through the “Visit Minangkabau Year 2006” program.

§ 5.2.1 International tourists
The head of the West Sumatran Tourism Office expected to promote “West Sumatera as one of the most popular tourist destination in Indonesia for international tourists” (according to the website, Tour de Singkarak).

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Length of stay (days)</th>
<th>Expenditure (US$/day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>57,283</td>
<td>3.71</td>
<td>85.00</td>
</tr>
<tr>
<td>2004</td>
<td>76,951</td>
<td>3.90</td>
<td>85.00</td>
</tr>
<tr>
<td>2005</td>
<td>87,979</td>
<td>3.90</td>
<td>95.05</td>
</tr>
<tr>
<td>2006</td>
<td>88,923</td>
<td>5.50</td>
<td>104.32</td>
</tr>
<tr>
<td>2007</td>
<td>93,369</td>
<td>3.38</td>
<td>84.43</td>
</tr>
</tbody>
</table>

*Source: Tourism Board West Sumatra, 2008*

In 2007, the number of tourists slowly increased to 93,369 people (255 tourists/day). From personal observation, many international tourist cross Sumatra to reach the airport at Padang.
It is common for westerners to take a career break, and South-East Asia is a popular destination. To reach West Sumatra, visitors come from Medan. They rest for a few days in Bukittinggi, before heading to the international airport at Padang.

§ 5.2.2 Domestic tourists
Domestic tourists are numerous compared to international tourists. They represent an interesting market. From personal observation, their tourism interest is different and not always compatible with ecotourism activities.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Length of stay (days)</th>
<th>Expenditure (Rp./day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>926,736</td>
<td>2.29</td>
<td>195,000</td>
</tr>
<tr>
<td>2004</td>
<td>3,883,984</td>
<td>2.95</td>
<td>203,000</td>
</tr>
<tr>
<td>2005</td>
<td>4,272,382</td>
<td>4.50</td>
<td>250,000</td>
</tr>
<tr>
<td>2006</td>
<td>4,526,937</td>
<td>2.95</td>
<td>262,894</td>
</tr>
<tr>
<td>2007</td>
<td>4,843,822</td>
<td>3.23</td>
<td>449,508</td>
</tr>
</tbody>
</table>

*Source: Tourism Board West Sumatra, 2008*

Domestic tourists spend much less money than international tourists. They stay a shorter time but they represent a larger proportion of visitors. In addition, it is easier for them to access the area than for international tourists. Often, inhabitants from big cities come for the weekend to relax in a peaceful area.

International visitors are more interesting as a target for ecotourism as they spend more money than Indonesians (About 840,000 Rp vs. 449,000 Rp in 2007). The ecotourists are mainly westerners with an interest in nature and culture.

§ 5.2.3 Forecasts
West Sumatra province has provided optimistic forecasts up until 2010 based on research by the West Sumatra Tourism Board (Table 12). Nevertheless, it has not been explained how they plan to attract more tourists.
Table 12: Tourism Forecast for West Sumatra from 2008 to 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>Total visitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International tourists</td>
<td>93,369</td>
<td>131,123</td>
</tr>
<tr>
<td>Domestic tourists</td>
<td>4,843,822</td>
<td>6,513,981</td>
</tr>
<tr>
<td>Length of stay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International tourists</td>
<td>3.38</td>
<td>4.08</td>
</tr>
<tr>
<td>Domestic tourists</td>
<td>3.23</td>
<td>3.12</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International tourists</td>
<td>US$ 84.43</td>
<td>US$ 150</td>
</tr>
</tbody>
</table>

Source: Tourism Board West Sumatra, 2008

According to the West Sumatra Tourism Board, the number of international tourists might almost double in three years. Their anticipated expenditure follows the same forecast. Domestic tourists will not spend more or stay longer but their arrivals are planned to double.

§ 5.3 Sustainable tourism market
There is a new trend in the tourism industry, which is a reaction to the negative social and environmental impacts of mass tourism; it is known as ‘Responsible Tourism’ (RT). The International Ecotourism Society defines it as, “Responsible travel to natural areas that conserves the environment and improves the welfare of local people”.

At the core of RT is the need for sustainability in resource management and local capacity to avoid the negative impacts of mass tourism.

Sustainable tourism has the potential to grow to 25% of the world’s travel market within six years, taking the value of the sector to £250 billion (US$473.6 billion) a year (Travel Weekly, 14 July 2006). The majority of tourists interested in nature-based travel come from 12 countries (Eagles and Higgins 1998; Weaver 2001): the USA, United Kingdom, Germany, Australia, France, the Netherlands, Denmark, Norway, Canada, New Zealand and Austria.

§ 5.4 Ecotourism market
Over the past two decades, ecotourism activities have expanded rapidly and further growth is expected. Recognizing its global importance, the United Nations designated the 2002 as the ‘International Year of Ecotourism’, and its Commission on Sustainable Development requested international agencies, governments and the private sector to undertake supportive activities.
§ 5.4.1 Worldwide
Ecotourism is part of a growing niche market of the tourism industry. In 1997, the WTO estimated the entire tourism industry was made up of 595 million international travelers, expending US $425 billion. The World Resources Institute (1999) found that tourism overall was growing at an annual rate of 4%, while nature (eco) tourism was increasing at 10% to 30% per year. The WTO calculations show that the expenditure on ecotourism grew annually at 20%, which was five times more than the average expenditure for the tourism industry.

§ 5.4.2 Indonesia
In Indonesia, ecotourism started to become an important concept from 1995, when a national seminar and workshop was hosted by Pact-Indonesia and WALHI (Friends of Earth Indonesia) in Bogor. The scope of activity for this society is:
- increasing awareness about the need for conservation of potential natural tourism resources in Indonesia;
- developing the quality of education that has an environmental perspective for tourists who visit ecotourism destinations; and
- providing economic benefits in a proportional manner to the communities in the ecotourism destination areas.

Sumatra is a large island like Kalimantan, without as many tourism spots as Bali or Java. Infrastructure is not really developed, English is not spoken everywhere but the island possesses tourism resources that required effort. “Don’t come looking for holidays, that’s Bali, or empire builders, that’s Java. Sumatra is an adventure, the kind of demanding ride that requires a dusty knapsack and tough travelling skin.” (Lonely Planet, 2007)

Bukit Lawang is the most popular ecotourism destination on the island. Situated near Medan (north Sumatra), it is one of the most accessible places to spot the orang-utan, through a conservation program that has been operating on the eastern edge of the Gunung Leuser National Park since 1970’s. More than 5000 animals are living in the wild. Adverse comments on a popular forum (Lonely Planet) had a huge effect on tourism in the region. It was said that ecotourism was a marketing tool to attract tourists. It is true that orang-utans are semi-wild according to the researcher. Guides and hotels are trying now to give a better image of the destination. In Aceh, some ecotourism activities took place on Weh Island. Ecotourism Sumatra is an organization created to promote the concept in Northern Sumatra. Unfortunately, they do not work with the other provinces on the island.

§ 5.5 Community-based tourism (CBT) market
There is no data available on market size and growth. It is difficult to evaluate the future world prospects. Small-sized initiatives and poor communication make research difficult.

§ 5.5.1 Europe
There is a growing consumer market for CBT in Europe, although it is almost impossible to give an indication of its value and size, since no systematic research has been conducted so
far. One expert gave a very rough estimation of a 2-5% market share for CBT in Europe, which accounts for basic CBT initiatives, such as a home stay with the local community. CBT is often a small part of a larger package deal offered by tour operators. In addition, the growing awareness of the importance of sustainability and the wish to have an “authentic experience” during a trip stimulates travelers to choose a package deal with a CBT-initiative. In addition, the rising level of education and subsequent increased interest in other cultures suggest that tourists increasingly demand a combination of culture and leisure. According to one expert, CBT flourishes best in countries with an existing large tourism supply and where initiatives can be linked to existing trips (CBI, 2007).

§ 5.5.2 Successful example of Andaman Discoveries in Thailand
Andaman Discoveries² (AD) is continuing the North Andaman Tsunami Relief’s³ long-term commitment to the villages of the North Andaman coast to enable self-sufficiency and autonomy in the area for community-based tourism and community-led development. Based 2,5 hours from Phuket, on the way to Bangkok, tourists stop there to see “something different” in Thailand.

a) Activities
Their activities include:
- Eco tours: jungle hike, island trips, mangrove exploration, wild animal rescue conservation center, cycling
- Interactive handicraft workshops: Ban Talae Nok handmade soap cooperative and batik group
- Cultural experiences: Fishing from the beach, fruit and cashew nut harvesting, orchid nursery, Thai cooking, homestay
- Volunteering: teaching English to children and local guides, mangrove reforestation, beach clearance, orchid conservation and waste management

b) Market research
A previous research project helped the researcher to understand what kinds of tourists were interested in CBT. The following information is extremely valuable as there is no available information on CBT.

Approximately 200 visitors have participated in the community-based tourism program of AD, from late 2006 to June 2008. During this period, their tours have generated nearly $12,000 USD of direct income to villagers and have contributed $2,300 USD to the community fund to support projects in the village. AD currently received most of its clients from the United Kingdom (49%). The UK-based tour operator, Go Differently, is regularly sending tourists. The USA is their secondary market (17%), with tourists sent indirectly through Crooked Trails, a non-profit tour agent.

² www.andamandiscoveries.com
³ www.northandamantsunamirelief.com
Audience analysis revealed that 31% of visitors were between the ages of 21 and 35 years. This includes a volunteer group from the University of Birmingham, which accounts for a high percentage in this category. When interviewed, those who were in the 45-60 category (22%), said that they were interested in new types of tourism experiences, away from mass tourism and resort-style vacations. Less than 15% were less than 21 years old.

Nineteen percent of the visitors were families, who when interviewed, said that they wanted to educate their children about how other people lived in a safe and secure setting, as was provided by AD. Nine percent of their guests were mature travelers, a target market not previously considered by the AD marketing team. However, they are now targeting this group after the success of previous trips with this age group.

AD hopes to reach educated consumers who are interested in sustainable ecotourism. AD offers the chance to participate in genuine ecotourism, as part of a longer trip in Thailand or Asia.

Forty-nine percent of previous clients came from the United Kingdom; half of these clients were from Go Differently, a responsible UK-based tour operator. The USA was their secondary market (17%), with tourists sent indirectly by Crooked Trail, a non-profit tour agent that recommended AD to other tour operators looking for short term volunteering or community-based tourism. Australia (6.5%) and Germany (4.3%) were their next largest markets.

Analysis of previous guests revealed that their busiest time was during the western summer holidays, when schools and universities were closed and people were able to travel for longer periods. The Intervol volunteer group came in July and August. The November peak equated to Thailand’s high/dry season, when the weather was ideal for traveling. Guests throughout the rest of the year came independently or via a tour operator, with whom AD has a contract and working relationship.

§ 5.5.3 Good practices in Indonesia
Initiatives of CBT have been developed in the national parks in Gunung Halimun and Gunung Gede Pangrango or even in the Togean islands.

a) Halimun national park
In Halimun national park, local villagers formed self-community groups. The community has built a guesthouse complex. The group also constructed trails with appropriate signage, developed marketable handicrafts, and conducted socio-economical and biological impact monitoring. For capacity building, the GNHP conducted training for park staff and local communities. There are four types of training: guide training, tourist service training, English language training, and management and handicraft training.
A partnership between local communities, government agencies, NGOs, and the private sector has been formed to develop mutually beneficial outcomes. Community-based tourism in Halimun has contributed to conservation. Local people involved in the group have greater awareness about conservation.

b) Gede Pangrando National Park
In the Gunung Gede Pangrando National Park, a partnership was created between three different institutions (GGPNP personnel, Conservation International Indonesia and the ALAMI Foundation). The aim was to create a local system for national park design and increase capacity building. The park received around 70,000 visitors per year. Local people were invited to volunteer for the group and were trained to be interpreters and visitor guides. A biological monitoring program has commenced to quantify indicators on impacts resulting from visitors.

c) Others
The program on Togean island covers local community managed attractions, product marketing and promotion, and capacity building of stakeholders. Some CBT projects have been started in Bali, represented by the Bali Village Ecotourism Network or by the Bali Hotel Association.
CHAPTER VI COMPETITION

Dann (1977) considered the range of socio-psychological motives that drives a person to take a holiday, such as the need for a break due to high levels of stress or to escape routine (boredom), referring to these as “push” factors. These are factors that motivate us to consider taking a holiday. Then, Dann looked at the actual decision-making process of where to go, which tended to reside with the promotional activities of the destination, calling these “pull factors”. Pull motivations consist of the appealing attributes of a destination that the individual is seeking, such as the weather, beaches, cleanliness, recreation facilities, cultural attractions, natural scenery or even shopping.

To attract new customers and respond to growing competition from other islands, it is important to offer different products to different markets. However, before an area begins tourism expansion it must research the competition. Which province or regency can offer the same opportunities? Planning can contribute to a better marketing positioning to face up to this competition.

§ 6.1 Competition between islands
The overwhelmingly dominant tourism destination in Indonesia is, however, not Sumatra but Bali. The wonderful beaches, temples, cultural and artistic traditions of the Balinese are a major pull factor for foreign tourists. In 2007, Bali reached a market share of 31.64% of total arrivals to the country.\(^4\) Other popular tourism destinations in the Republic include the capital, Jakarta, which attracts business tourists as well as leisure tourists, Yogyakarta, Lombok, and Bintan Island in Riau.\(^5\) Bali, Jakarta and Batam are the main ports of entry to discover Indonesia.

§ 6.2 Competition in Sumatra
Travelling to Sumatra is interesting because every single province has its own distinctive culture and ethnic groups. Sumatra is divided into nine provinces containing natural beauty, the sea, beaches, mountains, and forests. Sumatra is one of the cheapest places in the world to travel, where visitors can expect to spend around US $5 a day for accommodation with all the necessary amenities and can eat heartily and healthily spending US $3 a day for three meals. Transportation between towns and cities is also inexpensive (around US $5) and activities, such as treks and classes cost in the neighborhood of US $10-$12. Those who seek them can find most Western amenities (Rowthorn, 2008). According to the visitors the researcher met, compared to the Balinese, the people in Sumatra are not only very kind and hospitable, but also extremely curious and eager to meet strangers. In 2007, 36,558 foreign guests slept in classified and non-classified hotels in West Sumatra. This figure will be used as a benchmark to compare other tourism provinces in Sumatra (Statistics Indonesia).

\(^4\) Indonesian Ministry of Tourism
\(^5\) Personal observations
§ 6.2.1 Nanggroe Aceh Darussalam
According to Badrul Fadhil, Aceh’s potential for tourism is known worldwide.⁶ According to a tourism student living in Banda Aceh, the province was slowly healing from the tsunami. Resorts, guesthouses, and independent travelers (surfers) had left the area, however Weh Island kept receiving tourists. According to the diving companies, visitors were less numerous but they enjoyed diving in uncrowded areas. In 2007, 12,830 foreign guests slept in classified and non-classified hotels in Nanggroe Aceh Darussalam, (33% of the visitors in West Sumatra).⁷

§ 6.2.2 North Sumatra
Toba Lake is the most famous attraction in the province, being about 80.4 kilometers long and 25.7 kilometers across, with a depth of about 490 meters. The island of Samosir is right in the middle of Lake Toba, covering an area of 329 square miles. This island is the original home of the fierce, but kind-hearted Toba Bataks. Bukit Lawang is also a famous spot that was mentioned earlier in the report. Berastagi is the departure point for the climb up Mount Sibayak in the Karo highlands. In 2007, 145,451 foreign guests slept in classified and non-classified hotels in North Sumatra (four times more visitors than in West Sumatra).⁸

§ 6.2.3 Riau islands
The Riau islands were originally a part of Riau province. The archipelagos (3,200 islands) are located between mainland Malaysia, Singapore and Borneo. Batam and Bitam islands are practically suburbs of Singapore. The Indonesian vision is of a “Caribbean of the East” (Peachey, 1997). There are waterfront city resorts without beach activities but they focus on resort diversions: swimming, spas, golfing and organized activities. In 2007, 802,661 foreign guests slept in classified and non-classified hotels on the Riau islands, which is comparable with Jakarta (22 times more visitors than in West Sumatra).⁹

§ 6.2.4 Lampung
South Sumatra was the central seat of the Buddhist Sriwijaya empire. Despite the province’s illustrious past, there are not many surviving attractions, with the exception of the large Way Kambas National Park, covering 1300 square km. In 2007, 5,535 foreign guests slept in classified and non-classified hotels in Lampung (12.5% of the visitors in West Sumatra).¹⁰

The Riau islands are the major destination in Sumatra but not for ecotourism. North Sumatra would be at the top of the list with regard to ecotourism activities.

---

⁶ Team manager for communication for the economy and business, BRR NAD-Nias, Tuesday (18/3) in Kuta, Bali.
⁷ Statistics Indonesia
⁸ Statistics Indonesia
⁹ Statistics Indonesia
¹⁰ Statistics Indonesia
§ 6.3 Contribution by the tourism sector by district and city

Table 13 analyzes the importance of certain regencies and cities. Tourism revenue is a good way to compare tourist choices in West Sumatra.

Table 13: Contribution by the tourism sector to regional revenue

<table>
<thead>
<tr>
<th>Regency</th>
<th>Reception tourism sector</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2004</td>
</tr>
<tr>
<td>Tanah Datar</td>
<td>404,719,423</td>
</tr>
<tr>
<td>Solok</td>
<td>295,958,812</td>
</tr>
<tr>
<td>Padang Pariaman</td>
<td>208,368,932</td>
</tr>
<tr>
<td>Agam</td>
<td>473,793,871</td>
</tr>
<tr>
<td>Pasaman Barat</td>
<td>3,059,090</td>
</tr>
<tr>
<td>Pasaman</td>
<td>406,272,945</td>
</tr>
<tr>
<td>50 Kota</td>
<td>258,064,045</td>
</tr>
<tr>
<td>Sawahlunto/Sijunjung</td>
<td>252,044,652</td>
</tr>
<tr>
<td>Solok Selatan</td>
<td>No data</td>
</tr>
<tr>
<td>Dharmasraya</td>
<td>30,097,471</td>
</tr>
<tr>
<td>Pesisir Selatan</td>
<td>273,042,834</td>
</tr>
<tr>
<td>Kepulauan Mentawai</td>
<td>47,727,420</td>
</tr>
<tr>
<td>City</td>
<td></td>
</tr>
<tr>
<td>Padang</td>
<td>9,080,277,088</td>
</tr>
<tr>
<td>Pariaman</td>
<td>47,981,446</td>
</tr>
<tr>
<td>Pdg. Panjang</td>
<td>163,020,285</td>
</tr>
<tr>
<td>Bukittinggi</td>
<td>6,154,621,867</td>
</tr>
<tr>
<td>Payakumbuh</td>
<td>233,315,613</td>
</tr>
<tr>
<td>Sawahlunto</td>
<td>189,992,003</td>
</tr>
<tr>
<td>Solok</td>
<td>46,842,488</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18,569,200,285</strong></td>
</tr>
</tbody>
</table>

*Source: Tourism Board West Sumatra, 2008*

While tourism has increased substantially in the region, tourism revenue in Solok district decreased, while tourism revenue in Tanah Datar increased. Cities in West Sumatra get more than 80% of the tourism revenue. Statistics do not explain how tourism revenues are gained, but Padang and Bukittinggi are platforms for international visitors to reach others destinations.
§ 6.4 Attractions by regency
Tourism places in West Sumatra are spread almost evenly by city or regency. Nonetheless, they do not have the same potential and activities differ from one place to another one. The following are the main areas visited or most popular in West Sumatra (Appendix 5).

§ 6.4.1 Padang Pariaman regency
Padang, the capital city of West Sumatra, has some coastal tourism sites, such as Bungus, Karang Tirta, Padang Beach, Caroline Beach, the tourism areas of Air Manis, Malin Kundang, and Padang Mountain. Bungus is one of the tourist sites that often has been visited to enjoy its beautiful white beach and to swim and take a motorboat ride with the view of fishing boats heading out to the ocean. It is possible to reach the surrounding little islands, such as Sirandah Island, Sikoaci Pagang Island and Pasumpahan Island.

§ 6.4.2 Kota Bukittinggi
a) Bukittinggi
The town, which used to be the capital of Indonesia in the government era of Soekarno, is surrounded by three volcanoes: Singgalang, Merapi and Tandikat. In the middle of the town, is Jam Gadang (Big Clock), which has become the icon of this town. Besides a number of interesting tourism sites in this old town, various handicrafts such as embroidery, stitching, and various traditional foods also can be found.

Bukittinggi is a transit area for travelers coming from North Sumatra. They spend about two or three days before catching a plane in Padang. The city is a hot spot of tourism in West Sumatra. Western food and numerous places for accommodation are available in “Kampung Cina”.

b) Ngarai Sianok
Ngarai Sianok is a valley 100-150 m deep and 200 m wide that stretches 15 km. Ngarai Sianok looks very colorful and is surrounded by a green valley and watered by the Sianok River, which has crystal-clear water at the bottom of the valley.

§ 6.4.3 Agam regency
a) Maninjau Lake
Maninjau Lake is located 36 km from Bukittinggi and represents the third biggest lakes in Indonesia, covering 9,950 hectares.
It is the main competitor for Singkarak Lake, as tourists in Bukittinggi have the choice between both and prefer to visit Maninjau. Many tourists from Europe, the USA, Japan, and Australia visit this lake.

On the way from Bukittinggi to Maninjau, 44 sharp turns ‘Kelok Ampek-Ampek’ (the 44 turns) provide a beautiful view of the lake. It is possible to hike in the jungle. The eastern side of the lake (Maninjau, Bayur) has many guesthouses and hotels. Also from here, it is possible to observe monkeys and birds. The plantations are generally the same as at Singkarak Lake, however, there is also a sugar cane plantation, where tourists can visit the factory. Western food is available along the eastern coast.

Maninjau used to be a famous destination for attractions like Toba Lake in north Sumatra. It has considerable notoriety in West Sumatra. Tourism activity has been notably declining over recent years, according to guesthouse owners.

Problems began in 1997; hundreds of fires were burning out of control and the airport at Singapore was sometimes closed. Then in the intervening years, there have been problems caused by: the SARS scare, the Bali and Jakarta bombings, the tsunami in Aceh, the bird flu scare, the Twin Towers bombing, and the general paranoia about travelling, especially to Islamic countries.

Traditionally, fishing-orientated communities are strongly Islamic. They are not so welcoming to tourists or those in the industry who, they consider are responsible for corrupting the morals of the young through such activities as bikini-clad girls and unmarried couples sleeping together. Generally, most owners were a bit reluctant to spend too much improving or renovating their homestays or guesthouses. Many turned to fish farming for better money and let their homestays collapse. There was no promotion and no team effort. Some tourists told me that the hotel where they had been staying was empty. There is not much activity going on. Tourists still come from Bukittinggi on tours or come to spend one night. Maninjau Lake appears in some famous guidebooks, such as the “Lonely Planet”, which is the reason that independent travelers stop by. Fish farms are the new business that has replaced tourism. The quality of the water has decreased because of overfeeding. All around the lake, fish farms make the lake less pretty.

§ 6.4.4 Kepulauan Mentawai regency
On the other side of West Sumatra, there is a group of islands called the Mentawai archipelago. Its popularity to surfers from foreign countries can even match Bali. The area is natural, encircled by mangrove forest and it has tens of islands, which have crystal-clear water and white sand. Besides being known for its beauty, Mentawai beaches also known as the most challenging place for lovers of water sports or surfing because
the waves coming in from the Indian Ocean can serve up challenging surf. Mentawai is popular because it has a National Park called Siberut, covering 1,905 km². The forest has its own uniqueness that differs from other tropical forests as a result of isolated processes over the past 500,000 years that have resulted in endemic fauna and flora. Moreover, Mentawai is also known for its unique culture. Every year, it is estimated about 2,000 tourists surf in this area with 758 km of coastline. Generally, the tourists are foreigners with an average length of stay of 14 days.

West Sumatra still has a number of other interesting tourism sites, such as Pandai Sikek and Silungkang, which is also known for its songket (traditional cloth like sarong) and various traditional crafts. In addition, West Sumatra offers the Anai valley with its tropical forestry scenery and a forty-metre waterfall, Ngalau Indah and Rimba Panti.
PART II BUILDING SUCCESS

CHAPTER VII ANALYSIS

This chapter analyzes the previous data, through matching the prospects of an area with the markets and growth potential. The core content of tourism planning is defined by putting out suitable tourism products. It is important to consider unpredictable events, even though communities are not able to control these events. With existing potential in the area, the tourism plan involves a series of studies and decisions aimed at determining what Singkarak Lake should be in a tourism sense.

§ 7.1 Unpredictable events
Tourism has become a high profile business in Indonesia. In cities and areas usually visited by tourists there have been increasing numbers of hotels with their foreign-language-speaking staff and an inevitable growth of alternative accommodation and freelance guides. The industry is however, fragile and unpredictable.

A collapse in tourism is mainly caused by the fact that almost the only ‘news’ that European consumers hear about Indonesia in general and about Sumatra specifically is negative news. “In addition, this negative news is not counterbalanced by positive promotion of Indonesia” (De Lange, 2006).

§ 7.1.1 Earthquakes and tsunami
Tourism resources can attract tourists according to their beauty and uniqueness. Tourism in Sumatra and West Sumatra is mostly based on nature. Resources have an important role to play in tourism. Unfortunately, the earthquake and the tsunami have ruined the tourism industry in Sumatra (Asian Development Bank, 2005). Aceh province was most affected. The operators say that the natural disasters have scared tourists away from West Sumatra. “Many groups of foreign tourists have cancelled their visits following the earthquake and tsunami disasters. This has been a huge loss for us,” said Asnawi Bahar, the head of the West Sumatra branch of the Association of Indonesian Tour and Travel Agents (Jakarta Post, 2005, April 28).

§ 7.1.2 Terrorism
The threat of terrorism is understandably a major issue in destination choice. On Thursday July 17 2009, two bombs exploded in two luxury hotels in Jakarta. Western tourists can be a target for Islamic terrorists, like in Bukittinggi in 2007. West Sumatra embraces a moral conservatism that some Westerners might find difficult to comprehend.
Conservatism is an ideology in which emphasis is placed on conserving what exists. Tourism is bringing changes in certain areas with food and beverages and new buildings. Some tourists do not understand that their behavior in some destinations must be different. For Singkarak Lake, it is relatively important to attract visitors who will display the correct behavior towards the local population.

§ 7.1.3 Disaster management
Bill Faulkner and Roslyn Russell define a crisis as “a situation requiring radical management action in response to events beyond the internal control of the organisation, necessitating urgent adaptation of marketing and operational practices to restore the confidence of employees, associated enterprises and consumers in the viability of the destination” (Beirman, 2003).

For a country that aspires to develop its tourism, Indonesia needs to improve its public relations skills, beyond projecting beautiful images. A major determinant in a traveler’s decision to visit a destination is the perception of safety and security. Potential visitors need see the appeal and become simply curious, as well as informed. At the sideline of this message should be the observation that a visit to Sumatra is not less safe than visiting other Southeast Asian countries.

In response to natural disasters, the West Sumatra administration launched the successful tourism campaign called “Visit Minangkabau Year” in 2006. Developing a comprehensive disaster management strategy for the tourism sector is the key of recovery.

§ 7.2 Results of assessment
The evaluation of the area’s potential reveals interesting opportunities as well as pitfalls. Landscapes and local resources at Singakarak Lake can become important tourism products in West Sumatra. Gaps can be solved if tourism is well organized; a real investment in promotion is required to create a positive image, attract more visitors and a local organization must offer quality products.

§ 7.2.1 Distance
Jero Wacik, Minister for Culture and Tourism, said that Sumatra has a great potential for tourism (Jakarta Post, 2009 August 4). Unfortunately, the size of the island reduces the motivation of tourists. When holidaying for a few weeks in Indonesia, in most cases tourists prefer to see Bali and Java. Travelling on Sumatra Island can be a bit rough and takes time. Tourists are motivated to see as many places as possible in a short time. Priority should be given to spread the message that Sumatra and other parts of Indonesia are great and affordable tourist destinations. Ecotourism can be promoted as a ‘specialized activity’ for Sumatra alone. To reach Singkarak Lake, the international visitors can arrive at Padang or Bukittinggi. From Padang, using local transportation, the visitor has to change vehicles four times, from Bukittinggi it is only twice.
§ 7.2.2 Tourism objects not professionally managed

Personal observations and results of interviews support the statement that the quality of accommodation in Sumatra is decreasing and road conditions make it tiring and time-consuming to reach Sumatra’s tourist highlights. West Sumatra is now one of the most visited places in Sumatra with Riau islands and the North Sumatra province. The local government in West Sumatra started to consider the tourism sector as one of its earning sources, moreover aiming to become a main tourist destination in Indonesia (Miranti, 2006).

Singkarak is situated in two regencies. Visitors are more likely to visit the Tanah Datar regency because of its close distance to Bukittinggi. This regency has a lot to offer in terms of culture. In Solok regency, nature is predominant with most of the tourism objects still in pristine condition. The objects are not professionally managed and accommodation does not meet international standards.

In Singkarak Lake, only one tourism site has been really prepared for visitor arrivals (Tanjung Mutiara). Around the lake, many tourism opportunities exist for international visitors. Unfortunately, local government has not emphasized their value.

§ 7.2.3 Potential

In spite of its location, Singkarak Lake has interesting spots to discover. To increase tourism, these place need to be better prepared and promoted. Singkarak Lake should be considered as a whole. A visitor cannot know of the different opportunities if tourism sites are not promoted or identified. Different tourist areas exist around the lake but they are not recognized and signposted.

The matrilineal system is not common in the world. Some Indian or Chinese communities follow the same rules. The Minangkabau ethnic group is one of the largest in Indonesia; it is famous for its matrilineal social system, matriarchal values, and dedication to Islam. However, the Minangkabau culture has much more to offer. Dances, food, and architecture bestow a great potential for interested people.

Above all, roads, rivers, and tourism sites are surrounded by garbage. Plastic bags are thrown away. A system to collect garbage can be an option, as people have to be aware that tourism is not possible under the current conditions. EEC will serve as a learning center for communities, schools, government, and ecotourists. Thus, they all can be educated about environment issues.

§ 7.3 Tourism development

Tourist arrivals (Tables 11 and 12 in section 4.2) provide some comfort to those hoping to increase tourism in West Sumatra. Now, Singkarak Lake must also be presented as one of the province’s highlights.
§ 7.3.1 Tourism increase
Statistics have shown an increase in tourism in West Sumatra. Main cities, like Padang and Bukittinggi receive most of the tourists. The promotional campaign launched in 2006 has affected international visitor numbers. However, effort is required to direct them to Singkarak Lake. Nowadays, Singkarak is not a proper tourism destination; the location is not prepared and the area does not have a positive image. Singkarak Lake must be given greater importance in West Sumatra planning and promotion.

§ 7.3.2 Image, communication
In brochures prepared by tourism boards, the message given is too general or information is missing about Singkarak Lake. In the brochure prepared by the Solok Tourism Board, the only activities mentioned are swimming and resting. In the Tanah Datar Tourism Board’s brochure, only Tanjung Mutiara and Payorapuih (area for aero-tourism) are indicated. Half of the Lake is situated in that regency and only two sites are promoted.

Crucially, Singkarak Lake lacks a positive tourism image. It is well known as a resting place for drivers and visitors on the Trans-Sumatra Highway. No one comes here specifically because no activities are offered. The Hotel Sumpur’s efforts to offer attractive activities have not been successful.

From the preparatory research, it can be concluded that it was difficult to find information about Singkarak Lake. The only information available online was from ICRAF. Tourism sites without communication can never attract visitors and become part of their itinerary dreams. The promotion website from West Sumatra province does not even provide information on Singkarak Lake (website for the province of West Sumatra).

Singkarak also suffers from the competing popularity of Maninjau Lake. Independent travelers are in transit in Bukittinggi for a few days; they stay about two or three nights. Unfortunately, Singkarak Lake is not one of the main destinations. It is included in the Minangkabau tour but only as a resting place. The main reason for its unpopularity is the lack of tourism products, which is related to the lack of their promotion.

§ 7.3.3 No tourism experts
Human resources at the local level lack expertise in tourism development. At both the tourism boards, facilities such as the internet are not available. The internet is a flexible and interactive marketing tool, connecting companies with companies, companies with customers, and people with people without regard to time. Ricky Avenzora from the Agricultural University of Bogor is often invited to West Sumatra to share his knowledge on ecotourism.
§ 7.4 Local community

The locals realized that they needed to engage in the tourism process to get outputs. Discussions started about their expectations and their expected change in life. They agreed that tourists and hosts have to make an effort in conjunction with the development of a system to brief tourists on local customs that must be respected.

§ 7.4.1 Efforts to make

During the fruitful focus group discussion, the local community recognized the effort required to realize a successful project. A tourism group has to be created by the local community, with the local community, and for the local community. If required skills are missing, supporting organizations can help to provide it or train villagers.

§ 7.4.2 Changes in their lives

The community is conscious of the changes that tourism can bring. A discussion took place on the 23 June about potential changes in their lives.

Positive facts:
- Customs
- Increase income

Negative facts:
- Cultural problem
- Religious problem

Income is not the only reason to develop tourism. The local community wants to learn about guests, how to manage activities and to acquire knowledge. It can be noted that skills learnt can be useful in the tourism participants’ future.

§ 7.4.3 Possible host’s response to tourism

Doxey proposed a simple set of stages describing a host community’s response to and relationship with an increasing number of visitors. He proposed that local tolerance thresholds and the hosts’ resistance to increasing tourism development were based on a fear of losing community identity. Doxey’s model describes the community’s responses to the cumulative effect of tourism development on social interrelations in the host community.

In the early stage of tourism, the community is euphoric, welcoming the potential economic and social benefits tourism may bring. This then moves to a state of apathy as the early promises are not realized by all members, moving on to annoyance with the inconveniences of the increased numbers of visitors. If the crowding increases, residents begin to show antagonism towards the visitors. The final stage described is that of resignation, with many residents becoming resigned to the effects of tourism, possibly altering their behavior or simply avoiding visitors.
Table 14: Doxey’s Irridex model of host irritation

<table>
<thead>
<tr>
<th></th>
<th>Social relationships</th>
<th>Power relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Euphoria</strong></td>
<td>Visitors and investors welcome</td>
<td>Little planning or formalized control</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Greater potential for influence to be exerted by locals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(not often taken)</td>
</tr>
<tr>
<td><strong>Apathy</strong></td>
<td>Visitors taken for granted</td>
<td>Marketing is the prime focus of plans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tourism industry lobby grows in power</td>
</tr>
<tr>
<td></td>
<td>More formal relationships between hosts and guests</td>
<td></td>
</tr>
<tr>
<td><strong>Annoyance</strong></td>
<td>Resident misgivings about tourism</td>
<td>Planners attempt to control by increasing infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>rather than limiting growth</td>
</tr>
<tr>
<td></td>
<td>Range of saturation points approached</td>
<td>Local protest groups develop to challenge institutionalized</td>
</tr>
<tr>
<td></td>
<td></td>
<td>tourism power</td>
</tr>
<tr>
<td><strong>Antagonism</strong></td>
<td>Irritations openly expressed</td>
<td>Remedial planning fighting against pressures of increased</td>
</tr>
<tr>
<td></td>
<td></td>
<td>promotion to offset declining reputation of destination</td>
</tr>
<tr>
<td></td>
<td>Resident perceive tourists as the cause of the problems</td>
<td>Power struggle between interest groups</td>
</tr>
</tbody>
</table>

*Source: Beeton, 2006*

§ 7.5 Supporting organizations
Whereas most forms of tourism are based in the private sector, community tourism receives significant support from NGOs. Generally, the stated goal of these supporting organizations is to create ongoing, independently-run operations. This requires a transfer of capacity from organizations to the community that rarely occurs. Communities are often economically motivated, but supporting organizations tend to place more importance on social and environmental outcomes. This fundamental difference in priorities is particularly relevant in poor communities.

Yayasan Danau Singkarak has been the first organization to promote the area through different conservation projects. The foundation desires to continue preserving the local environment and help villagers with education. ICRAF also has resources and expertise to share with local communities. The Executive Director of the Bali Hotel Association (BHA), Djinaldi Gosana, is also working for the Ministry of Tourism. He proposed to help villagers in
their tourism initiatives by sending international students from the Breda University of Applied Sciences to continue the project (NHTV).

§ 7.6 Critical success factors
As tourism develops, it will have impacts not only of an economic nature, but also social, cultural, environmental, and sometimes, political. An important point is to develop tourism through a local organization without compromising local resources. In order to create a successful project, Anouk van Hoof (2006) has identified successful factors:

Initiation of Community Based Tourism development by an NGO
- Relationship between Community Based Tourism development and its goals
- Tourism potential of the project site
- Knowledge and skills of the NGO
- Commitment of the NGO

Community participation
- Interest of the community in Community Based Tourism development
- Selection of participating community members
- Ownership of land and tourism resources
- Knowledge and skills of the community
- Capacity to organize and cooperate with internal and external stakeholders
- Available financial resources

Tourism development
- Integration with other sectors of the economy
- Marketing

The main reason why many community-based ecotourism projects have failed is that they have not attracted a sufficient number of visitors. Often, assumptions made about the marketability of a particular location or experience has been unrealistic and not based on research. Therefore, marketing is crucial. Marketing means that the product complies with the wishes of the targeted market segments (product-market combinations), that the price is suited to the wishes of the targeted market segments, that promotion is directed at the targeted market segments and that the right distribution channels are used to access the targeted market segments.

§ 7.7 Education tour with students
In June, 22 students came to Paninggahan through a company based in Padang. A three-day program was offered to learn about environmental services and rural areas in Paninggahan. The Intan Training Center company provided the students, who participated in fishing ikan bilih, visiting agroforestry plantations, and the “Indonesia and Japan friendship
afforestation project”, learning about rice production, candlenuts, and lake local crafts. The students stayed in Uni Gadis’ homestay and the three-day program was a success.

Unpredictable events have disastrous effects on tourism. The only way to recondition or sustain a destination is efficient marketing. National, provincial, and local promotion is consequently important. Ecotourism is a niche market and serious efforts must be engaged to attract visitors to Singkarak Lake. International visitors are the main target of the project. Nevertheless, local schools can be added as potential customers in educational tours. Thus, a tourism strategy is required. A tourism strategy is a plan for the sustainability and growth of tourism at Singkarak Lake. It responds to the need to focus the area’s diverse tourism industry to develop a strategic, long-term plan for tourism.
CHAPTER VIII STRATEGY

Strategic planning is a disciplined, creative process for determining how to take an organization from where it is today to where it wishes to be in the future. Strategic planning is fundamentally a decision making process. The objective is to maximize the economic and social benefits of tourism. The planning also details the objectives and strategies which support each goal and a group of supporting strategies which are of relevance to the achievement of both goals.

§ 8.1 Benefits of strategic planning
- Provide clear direction and rationale
- Establish realistic goals consistent with the community’s vision
- Communicate goals and development strategies
- Establish a sense of ownership of the plan
- Focus limited resources on key priorities
- Provide a framework for implementation and evaluation

§ 8.2 Development consideration
- Focus on the authentic
- Recognize that tourism has limits
- Ensure that development fits in with the surroundings
- Interpret resources
- Remember aesthetics and ecology
- Make sure the benefits of tourism are distributed throughout the community

§ 8.3 Goals should be smarter
SMARTER is an acronym, that is, a word composed by joining letters from different words in a phrase or set of words. In this case, a SMARTER goal is:

<table>
<thead>
<tr>
<th>S</th>
<th>M</th>
<th>A</th>
<th>R</th>
<th>T</th>
<th>E</th>
<th>R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific</td>
<td>Measurable</td>
<td>Acceptable</td>
<td>Realistic</td>
<td>Timely</td>
<td>Extending</td>
<td>Rewarding</td>
</tr>
</tbody>
</table>

Converting the tourism resources for the Singkarak Lake study area from opportunities to actualities will have a stronger likelihood of success if they are integral to an overall strategic framework for ecotourism development in the study area.
While beyond the requested scope of services, the strategic framework presented below for this study area consists of a vision for ecotourism, objectives of ecotourism development, ecotourism positioning and themes around which the opportunities should be centered and broad strategic directions which should guide the tourism action plan.

§ 8.4 Vision for Ecotourism
The vision statement proposed for ecotourism development in the Singkarak Lake study area is: The vibrant community-based tourism and recreation industry welcomes and offers visitors and tourists opportunities to respectfully experience their rich and diverse natural and cultural heritage through an array of facilities, activities, and services.

§ 8.5 Goals
The goals are the driving force of the vision of what the plan intends to achieve in the strategic tourism planning process.

§ 7.5.1 Product development
- Protect, preserve, and enhance Minangkabau’s authentic natural, cultural, historic, and architectural heritage assets
- Focus resources on prioritized areas that have the greatest potential for tourism development
- Establish Singkarak Lake as a new and exciting tourism destination in West Sumatra
- Increase the quality of the visitor experience

§ 7.5.2 Marketing strategy
- Build on Singkarak Lake’s strong brand awareness and equity
- Enhance existing and create new collaborative marketing initiatives and partnerships
- Focus on overnight visitors for the greatest economic impact

§ 7.5.3 Organizational strategy
- Involve the community in the tourism planning process
- Establish a creative, collaborative, and results-oriented organizational structure to support tourism development for Singkarak Lake
- Create strong partnerships and systems to increase cooperation of the public and private sectors in tourism planning and development
- Develop new and stable sources of funding for product development, infrastructure improvements, and marketing
**Figure 5: Strategic Framework for Ecotourism Development in Singkarak Lake Study Area**

**Definition of Ecotourism**

The definition of ecotourism assumed for the Singkarak Lake study area is broad in scope in that it includes nature tourism, cultural, and heritage tourism. Therefore, opportunities for ecotourism facilities, activities, and services may focus on “community” as well as provide recreation of both a commercial and non-commercial nature.

**Vision for Ecotourism**

The vibrant community-based tourism and recreation industry welcomes and offers visitors opportunities to respectfully experience their rich and diverse natural and cultural heritage through an array of facilities, activities, and services.

<table>
<thead>
<tr>
<th>Develop a Sustainable Ecotourism Industry</th>
<th>Provide a Rich Experience for Visitors</th>
<th>Diversify the Economic Base</th>
</tr>
</thead>
</table>

**Ecotourism Positioning & Themes**

*Position the Lake as “a peaceful place to learn”*

<table>
<thead>
<tr>
<th>Nature -based Tourism &amp; Recreation</th>
<th>Heritage</th>
<th>Lake Singkarak as an Environmental Centre</th>
</tr>
</thead>
</table>

**Strategic Directions**

1. Homestay project: Coordination and Capacity Building

2. Programs
   - Product development
   - Packaging
   - Market development

3. Priority Ecotourism Development Opportunities
   - Refine product
   - Interpretive workshop planning; and
   - Marketing strategies
§ 8.6 Objectives for Ecotourism Development
The primary objectives for ecotourism development at Singkarak Lake are:

- Develop a sustainable ecotourism industry – one that is achievable, sustainable in environmental, economic, and social terms, beneficial to the communities and businesses located within the study area;

- Provide a rich experience for visitors and tourists – an enriching, quality, and memorable experience that builds on the area’s intrinsic qualities and at the same time reflects existing and emerging market preferences; and

- Diversify the economic base – to one that encompasses not only traditional industries, but also fast-growing industries such as tourism, thereby creating jobs, building partnerships, fostering community pride, and improving the quality of life among residents of the study area.

§ 8.7 Ecotourism Positioning and Themes
As observed in the vision statement, to better position the Singkarak Lake study area within the ecotourism marketplace, the researcher has chosen to refer to the Singkarak Lake study area as “a peaceful place to learn”. This should assist in improving awareness and recognition of the area as an ecotourism destination.

The three ecotourism themes proposed to support this market positioning are considered intrinsic to and natural directions for the area. The short-listed ecotourism opportunities fall within one or more of these themes. They are:

- Nature based tourism and recreation: the area can develop numerous activities for tourists and locals. It has a wide range of tourism sites that can be promoted: the lake, hills, and agroforests. Niche industries, such as manufacturing mountain bikes can also be developed here.

- Heritage: the uniqueness of the Minangkabau culture is a panacea for the area. In addition, Paninggahan is a perfect spot to discover traditions and customs. The village lives in harmony. Local activities can be observed, such as traditional dance, crafts, and work in the fields.

- Environmental Education Center: its central location, size, and retail base lends itself to serving as a service center for ecotourism activity occurring in the lake. It is a prime location from which to offer information and guiding services for visitors, not only to the Singkarak Lake study area, but also to neighboring areas.

§ 8.8 Strategic Directions
The three key strategic directions recommended below serve to develop the foundation (pokdarwis) required to achieve the vision, meet the objectives, position the area, and develop the themes and short-listed opportunities for ecotourism in the area:
- Coordination and capacity building:
  Create an ecotourism sector task force comprising industry and government representatives in order to generate support and develop ongoing mechanisms for the coordination of ecotourism initiatives and activities within the area. Provide institutional and technical support to strengthen the capacity of institutions, businesses, and individuals to develop, deliver, and support ecotourism in the area on a sustainable basis by identifying resources for capacity building, developing a web site, and undertaking training programs.

- Programs including:
  Product development and packaging approaches, such as packaging seminars/workshops, best practices examples, hospitality programs must be developed. Market development initiatives are also important, such as market information packages, market development workshops, travel trade workshops, and ecotourism awareness.

- Priority ecotourism development opportunities:
  Focus on developing the ecotourism product opportunities seen as most critical to establishing the area as an ecotourism destination. Initiatives include:
  - Refine product
  - Interpretive workshop planning; and
  - Marketing strategies.

Recommendations presented in Chapter 8 include actions that should be undertaken to pursue these strategic directions and thereby develop the needed base of support to convert the shortlisted opportunities into ecotourism offerings at Singkarak Lake.
CHAPTER IX CONCLUSION AND RECOMMENDATIONS

As tourism spreads throughout less developed countries, this will inevitably bring many changes in community life. Ecotourism is not just a tool for conservation; it should be used to promote the philosophy of sustainable development.

Setting up an ecotourism project requires careful planning and management. If tourism is to contribute to sustainable development, it must be economically viable, ecologically sensitive, and culturally appropriate.

Singkarak Lake is considered as an important tourism site in the area; a place to rest and relax. Nevertheless, many tourism opportunities exist around the lake, such as agroforest tours and discovering Minangkabau culture. Most western visitors come to Sumatra because they are interested in visiting natural areas on a less-developed island. Singkarak’s beautiful scenery and interesting culture are the main assets in its efforts to become a new destination in Sumatra. Community participation is a key element for a successful project. The outcomes are more likely to suit local circumstances, ensure community 'ownership', and increase the sustainability of the project.

The local community has very limited knowledge of tourism. The community members will need to acquire certain skills in order to offer quality products and services to the tourists. At this moment, it is not yet possible to determine what skills are needed.

Planning and implementing a tourism-development program constitutes a major project. If all goes well, this will be a point of transition from development into a profitable, ongoing tourism entity. After the project phase of the tourism-development program is complete, there should be a planned, coordinated program of data gathering, reporting, evaluation, and decision making aimed at determining how successful the program has been.

§ 9.1 Planning
Tourism should serve the community first and the tourist second. Tourism development must be compatible with other activities in the area and be supported by the local population. Successful tourism planning and development means serving both tourists and local residents. This section stresses the importance of a market orientation for attracting and serving tourists. Such market orientation must be balanced with a clear view of how tourism serves the broader community interest and an understanding of the positive and negative impacts of tourism development.
§ 9.1.1 Coordination and capacity building
Tourism as “training” for the local community to learn and master business skills, such as managing an operation, financial management, and marketing and promotion techniques.

a) Create a pokdarwis
Group tourist awareness (Kelompok Sadar Wisata: pokdarwis) must be established as a moving spirit for tourist development. This community tourism group will cordially greet the tourists and coordinate the project. A workshop should be conducted to determine the role of different sections of the community. It is also crucial that the workshop identifies not only those who can be involved, but also evaluates their current skills.

b) Study Trip and “Community to Community” Training
Study trips to establish tourism projects are more effective in exposing the community to real life situations. It will give the community the opportunity to experience the feeling of being served and to be judgmental about the level of service and hospitality, as well as the quality of the tourist experience being offered to them. As the formulation of a training manual ensures that training is carried out in a systematic and consistent manner, a training manual should be developed. This is essential to ensure the sustainability of CBT projects from the perspective of human resource development.

A pokdarwis, once formed, must first analyze its potential. Figure 6 suggests suitable training modules.

**Figure 6: Developing and Conducting Advanced Training Modules**

![Suggested Training Modules](source: Asia Pacific Economic Cooperation, 2008)

c) Relation hosts/guest
To avoid misunderstanding and to live in total harmony, it is essential that guests and hosts have a common understanding on how to behave, which mainly involves respecting local customs and meeting the expectations of the tourists, respectively.

- Code of conduct: A code of conduct is a soft visitor management tool (Mason, 2005). A code of conduct is recommended to educate tourists about how to behave when visiting the
village. The production of the code can also stimulate dialogue between local stakeholders in tourism.

- To avoid pitfalls associated with religion, a visitor guide should be created by the villagers. The elaboration of the guide must be accompanied by the advice from Kerapatan Adat Nagari (KAN), Badan Mushrowara Nagari (BMN), the cultural and religious leaders in a village.

- Phrasebook: Two phrasebooks (Indonesian/English and English/Indonesian) can be used as tools for guests to interact with villagers (and also the other way around,) during daily activities.

- Establishing a community fund: The organization should set up a community fund to manage income and expenditure from projects. Tourists may desire to sponsor different activities in the village, not only to the family that received them. The fund can serve to promote a local youth group, such as a randai group, so that the whole community can benefit from the activity.

d) Develop partnerships

Partnerships can provide the consensus and learning needed to develop and implement informed actions. Such partnerships do not just happen, they must be carefully engineered.

- Specialized organizations: Yayasan Patra-Pala is a leader of the Community-Based Tourism initiative in Indonesia.11 Indecon is a non-profit organization focusing its activities on developing and promoting ecotourism in Indonesia.12

- Government agencies: Government agencies should adopt a hands-on approach, by having field officers stationed on site to provide consultancy services to the local community. Tanah Datar and Solok regencies have to go hand-in-hand with local communities to avoid failure of the project. The Ministry of Tourism is also welcome to offer their knowledge in tourism.

- Universities: Partnership with universities will educate the local community on the appropriate framework to develop community-based projects using tools and approaches to improve the quality of the tourist experience. Universities will also bring research expertise to analyze changing tourist demand and trainers to conduct capacity building. Cooperation with Universitas Negeri Padang can be undertaken.

- Supporting organizations: NGOs will increase the community’s capacity in undertaking conservation projects where tourism is used as a tool.

- With the tourism industry: Hotels and restaurants have never had a background in tourism. Workshops and personal training can be organized to offer such skills. Partnership with the tourism industry will be effective if the latter focuses on the marketing and promotion. In this light, CBT organizations should form a partnership with local tour operators and responsible tour operators, such as Responsible Travel13, Forum Anders Reisen14, Crooked Trails15, Terre d’Aventures16, Vision du Monde17.

11 http://community-basedtourism.com
12 http://www.indecon.or.id
13 http://www.responsibletravel.com
14 http://forumandersreisen.de
15 http://www.crookedtrails.com
Some companies, like Responsible Travel are working in partnership with Conservation International on a program to promote community-based tourism projects across the globe. They have created marketing networks to help raise the profile of these community-based tourism projects and open them up to tourists all over the world.

- Financial assistance: Every clan has available funding to start its own tourism establishment. If additional funds are needed, Minang communities living in Padang, Jakarta and Bali must be willing to lend money to start tourism developments. The Minangkabau people want to contribute in any way to people still living in West Sumatra, as it is a part of their culture to help the development of West Sumatra.

§ 9.1.2 Programs
Tourism programs stimulate new interest in developing local resources into viable attractions.

a) Product development
The perceived quality of a service is the result of a comparison between customers’ expectations and their actual experiences. Tourists who perceive that the total quality of a destination/product is high will have a positive image about that destination/product.

In order to provide a quality tourist experience and to ensure sustainable development, it is important to determine the carrying capacity of Bedulu. Research has been completed concerning this issue, however, not thoroughly and for all aspects. An estimate is based on the availability of the attractions, accommodation and the overall capability of the community to manage the visitors (in particular with regard to safety and security).

All activities offered are developed in collaboration with the villagers. Tourist activities were developed by identifying what the researcher and villagers saw as important. Tours provide local people a complementary source of income, while continuing with their traditional way of life. Tour programs and itineraries are flexible; pokdarwis should be able to customize its tours depending on guests’ preferences and interests. To transport visitors from the tourist cities to Singkarak Lake, chartering a mini-van or taxi is the best option.

Currently, pokdarwis has interesting products such as:
- Hike to see to Kopi Ulu on Bukit Ula (learn about organic coffee)
- Walk to agroforestry plantations and the “Indonesia and Japan Friendship afforestation project” at Paninggahan
- Walk to Mata Air through the Koto Baru area in Paninggahan
- Fish for ikan bilih with local fishermen and cook the catch
- Bikes tours from Paninggahan to Tikalak and “le grand tour”
- Make local crafts
- Indonesian cooking
- Randai performance

16 http://www.terdav.com
17 http://www.visiondumonde.org
18 http://www.conservation.org
- Rice activity (planting, learning about rice production)

b) Packaging

Packaging is the process of combining two or more related and complementary offerings into a single-price offering. Two samples have been created: a one-day tour and a three-day tour. The guests can also ask to stay longer, as tours can be tailor-made.

**Table 15: Typical one-day tour in Paninggahan**

<table>
<thead>
<tr>
<th>App. Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00am</td>
<td>Meet at Environmental Education Center for coffee and pre-trip briefing</td>
</tr>
</tbody>
</table>
| 9.30am    | Option A: Bike tour to Tikalak and return by boat  
          | Option B: Hike on *Bukit Junjung Sirih* to see waterfalls |
| 12.00am   | Lunch with host family at villager’s home |
| 13.00pm   | Option A: Swim in *Mata air*  
          | Option B: Agroforest tour in Paninggahan |
| 15.30 pm  | Back to village and freshen up |
| 16.00 pm  | Relax in village |
| 17.00pm   | Back to Environmental Education Center |
| 17.40pm   | Arrive at Environmental Education Center for coffee |

**Table 16: Typical three-day tour in Paninggahan**

**DAY 1**

<table>
<thead>
<tr>
<th>App. Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00am</td>
<td>Meet at Environmental Education Center for coffee and pre-trip briefing</td>
</tr>
<tr>
<td>10.00am</td>
<td>Arrive at village and meet host family at homestay then village tour</td>
</tr>
</tbody>
</table>
| 11.00am   | Option A: Agroforest tour on Bukit Ula  
          | Option B: Make traditional Minang dessert |
| 12.00am   | Lunch with host family |
| 13.30pm   | Study trip in rice field to learn about the production |
| 16.30pm   | Back to village and freshen up at homestay |
| 17.30pm   | Choice of football with local kids or help prepare dinner |
| 19.00pm   | Dinner with host family |
| 20.00pm   | Cultural workshop or language exchange with host family |
| 22.00pm   | Bedtime |
DAY 2

<table>
<thead>
<tr>
<th>App. Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.00am</td>
<td>Breakfast with host family</td>
</tr>
<tr>
<td>9.00am</td>
<td>Option A: Bike tour around the lake</td>
</tr>
<tr>
<td></td>
<td>Option B: Hike on <em>Bukit Junjung Sirih</em> to see waterfalls</td>
</tr>
<tr>
<td>12.00pm</td>
<td>Lunch with host family</td>
</tr>
<tr>
<td>13.30pm</td>
<td>Option A: Swim at Mata air</td>
</tr>
<tr>
<td></td>
<td>Option B: Get a motorcycle to reach the top and admire the view from</td>
</tr>
<tr>
<td></td>
<td>Puncak Putaran Angin</td>
</tr>
<tr>
<td>15.30pm</td>
<td>Freshen up at homestay</td>
</tr>
<tr>
<td>16.00pm</td>
<td>Help villagers to break candelnuts (<em>Kemiri</em>)</td>
</tr>
<tr>
<td>17.30pm</td>
<td>Try to catch local fish with local fishermen using a casting net</td>
</tr>
<tr>
<td>19.00pm</td>
<td>Dinner with host family</td>
</tr>
<tr>
<td>20.00pm</td>
<td>Traditional dance by villagers (<em>Randai</em>)</td>
</tr>
<tr>
<td>22.00pm</td>
<td>Bedtime</td>
</tr>
</tbody>
</table>

DAY 3

<table>
<thead>
<tr>
<th>App. Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.00am</td>
<td>Breakfast with host family</td>
</tr>
<tr>
<td>8.00am</td>
<td>Visit a local market</td>
</tr>
<tr>
<td>11.00 am</td>
<td>Free time to relax in village, see more <em>Rumah Gadang</em></td>
</tr>
<tr>
<td>12.00am</td>
<td>Lunch with host family</td>
</tr>
<tr>
<td>13.00pm</td>
<td>Option A: Swimming in the lake or enjoy the beauty of <em>Tanjung Mutiara</em></td>
</tr>
<tr>
<td></td>
<td>Option B: Make traditional food</td>
</tr>
<tr>
<td>15.30 pm</td>
<td>Farewell to host family and back to Environmental Education Center for</td>
</tr>
<tr>
<td></td>
<td>coffee</td>
</tr>
<tr>
<td>16.30pm</td>
<td>End of trip</td>
</tr>
</tbody>
</table>

c) Ecotourism awareness and investment promotion

Environmental education should be used with schools, local government, and local communities. The project has to be known to receive tourists. Thus, good promotion is of primary importance and needs to have its own website. It is also important to feature with contact details on well-known websites, such as West Sumatra province, Ministry of Tourism website.

*Pokdarwis* must be present in regional fairs to present their project and promote it. If the community group has the skills, they can also organize workshops on environmental education and ecotourism for villagers, local government, and schools. Other workshops can be organized to educate villagers on promotion and marketing.
§ 9.1.3 Priority Ecotourism Development Opportunities
Generating alternative development and marketing options to meet the goals requires some creative thinking and brainstorming. Tourism planning involves a wide range of interrelated development and marketing decisions.

a) Refine the product
The concept of “low volume, high value” emphasizes the use of traditional knowledge and respect for local values. The concept asks every visitor to be sensitive to a social, cultural, and environmental system that is trying to preserve the best of its traditions.

Traveler market research reveals trends in the market that can be used for forecasting and outlines customer characteristics and motivations. Market research must be undertaken to estimate the market size in the area and also to check whether products are matching visitors needs.

b) Marketing strategy
The development of ecotourism can be an ongoing process if consumers are made aware of what is available via a segmented marketing strategy.

- Targeting and market segmentation: Pokdarwis must aim to target two main market segments; baby boomers and adventure travelers. A secondary market can be initiated with the domestic market and the schools of Padang or Bukittinggi.

Information presented to support the target markets (baby boomers and adventure travelers) comes from the 2003 American Traveler Survey (ATS) (Theobald, 2005).

- Adventure Travelers: They spend considerably more while they are away, take longer trips, and have household income and personal assets well above the norm. The importance they place on responsible travel measures is very high, and they are also more likely to get away during the low/rainy season. Their interest patterns reflect very active minds and energetic lifestyles. They not only choose to participate in more activities on their trips than any other group, but they have a strong intellectual curiosity as well. They want to explore new places and meet new and different kinds of people, preferring to select a different destination each year rather than returning to the same place.

- Baby Boomers: Since graduating from high school, this group has traveled at a rate much higher than generations preceding them. They can now pursue their long-standing interests in leisure travel to a degree not possible while raising a family. They have equity and income to go where they want to and when they want to. They travel for many reasons; to relieve stress, to spend time with a loved one, and to discover new places.
Because they are well traveled, they consciously seek new places to visit that often are off the beaten path. Their broad interests and travel propensity make them ideal targets.

- 4 P’s: Based on the market research, the researcher can use the “4 Ps” of product, price, placement, and promotion to ensure that the products and services are appropriately targeting the chosen segment of the market. For each target group to be reached, implementers need to consider each element:

**Product:**
Paninggahan village has a variety of activities and there is something for people of all ages and abilities. The activities fall into two main categories: eco-tours and cultural experiences. All activities that they will offer are created in collaboration with and input from the villagers themselves. Tour programs and itineraries will be flexible; *pokdarwis* is able to customize its tours depending on guests’ preference and interests. Visitors are provided with a welcome pack, containing a visitors’ guide, to ensure that they are aware of the cultural “do’s and don’ts” while in village. This information is reinforced during a pre-trip village meeting which is conducted with staff before a guest goes into village. During this pre-trip information, staff will go through what the guest will see or do. This is vital to manage guest expectations and to ensure they enjoy their experience in the village with no unexpected surprises when eating, showering, or going to the toilet, which are all very different in an Indonesian rural setting.

The welcome pack also includes two phrasebooks, one from English to Indonesian for the guests and another from Indonesian to English for the villagers. These phrasebooks provide a platform for language exchange. In the pre-trip meeting, it is emphasized that, it is not only about teaching English, it is about learning Indonesian too.

Finally, a feedback form will be used, as a monitoring and evaluation tool to ensure that going into village is a positive and meaningful experience for our guests (See Appendix 6). This information is collected and discussed at the monthly village meeting.

**Price:**
*Pokdarwis* will offer customized and flexible itineraries depending on the guests’ interests, preferences, and abilities. The village prices have to be formulated by the *pokdarwis*, and include a compulsory 20% donation to the community fund. The host families, local guides, and handicraft cooperatives will receive payment for their time during the tour, at a rate established by the *pokdarwis*.

The office will be located in Paninggahan, 1.5 hr from Bukittinggi and 2.5 hr from Padang International Airport. Transportation costs to get to the villages from the office increase the price of the package as most international guests do not have access to their own transport. They can also come by themselves, *Pokdarwis* will provide the necessary information.
The community fund also allows people to feel like they are making a real contribution to the well-being of the village. The community fund is dedicated to projects that serve the improvement of the community and its environment. Children between the age of 5 and 12 receive a discount of 25% on the regular prices. Children under the age of 5 are free of charge. This discount aims to make it more attractive for families to join a tour.

Package prices include:
- Visitor’s Handbook, English/Indonesian phrasebook
- Accommodation
- All activities and equipment
- All meals and refreshments
- Local guide
- Contribution to community fund

Placement:
Paninggahan is located at Singkarak Lake, West Sumatra, Indonesia. When guests decide to join a tour, they have to decide how they will reach the EEC.

Promotional materials need to be created, such as a logo and brochures in Indonesian and English. A website also needs to be created in Indonesian and in English. Independent travelers can find information through Internet search engines, or through other websites containing the information. Local restaurants and hotels in the area must be able to sell the products to random visitors and tourists.

Promotion:
People must be able to learn about the project through a comprehensive website. The Singkarak area is not on the beaten tourist path, therefore not many people are aware of the travel possibilities there.

Pokdarwis must contact international guidebooks to gain increased visibility. For example, the following guidebooks could be approached:
- The Rough Guide, Indonesia
- The Natural Guide, Indonesia
- Lonely Planet, Indonesia
- Frommers, Indonesia
- National Geographic Explorer Guidebook
- Le Petit Futé, Indonésie
- Le Routard, Indonésie

When the project is settled and villagers are more experienced, pokdarwis must also apply for awards, like the Virgin Holidays Responsible Tourism Award, Wild Asia Responsible Tourism Awards, etc.. These awards provide a lot of free publicity and interest from the
media. Several articles can be published afterwards. Pokdarwis must have a customer base in accordance with local capacity and expand, creating a network of sustainable tourism options.

Pokdarwis can provide marketing to responsible tour operators, including Footsteps in Asia, Intrepid Travel and also other supporters, including Go Differently. Pokdarwis has to put considerable effort into marketing to ensure that villagers have a sufficient supply of responsible tourists to ensure the sustainability of the project. To ensure that people can find about the project, pokdarwis can also be featured on several responsible tourism websites such as Eco Club, Responsible Travel, Ecotourism Sumatra, and The International Ecotourism Society.

§ 9.1.4 Impact assessment
When evaluating alternative development and marketing strategies, it is important to understand the impacts, both positive and negative, of proposed actions. Table 18 presents a classification of economic, environmental, and social impacts associated with tourism development. The types of impacts and their importance vary across different communities and proposed actions. Generally, the size, extent, and nature of tourism impacts depend upon:
- volume of tourist activity relative to local activity
- length and nature of tourist contacts with the community
- degree of concentration/dispersal of tourist activity in the area
- similarities or differences between local populations and tourists
- stability/sensitivity of local economy, environment, and social structure
- how well tourism is planned, controlled, and managed.

Table 17: Impacts of tourism

| Economic Impacts:                      | Sales, revenue, and income |
|                                      | Employment                |
|                                      | Fiscal impact-taxes, infrastructure costs |
|                                      | Prices                    |
|                                      | Economic base and structure |

| Environmental Impacts:               | Land                       |
|                                     | Water                      |
|                                     | Air                        |
|                                     | Infrastructure             |
|                                     | Flora and fauna            |

| Social Impacts:                     | Population structure & distribution |
|                                     | Values and attitudes         |
|                                     | Education                   |
|                                     | Occupations                 |
|                                     | Safety and security         |
While tourism development can increase income, revenues, and employment, it also involves costs. The benefits and costs of tourism development must be evaluated from the perspectives of local government, businesses, and residents.

§ 9.1.5 Economic analysis
The economic impacts of tourism on a local level are important to capture the effects of tourism spending and show the wide range of sectors in a community that may benefit from tourism.

a) Cost-benefit analysis
Cost-benefit analysis is typically used by governments to evaluate the desirability of a given intervention. The aim is to judge the efficiency of the intervention. The costs and benefits of the impacts of an intervention are evaluated in terms of the public's willingness to pay for them (benefits) or willingness to pay to avoid them (costs). Inputs are typically measured in terms of opportunity costs - the value of the best alternative use.

A cost-benefit analysis will determine the efficiency of the project once pokdarwis has determined prices for their products and the potential numbers of ecotourists has been evaluated by market research.

b) Feasibility study
A feasibility study must be undertaken to make a realistic assessment of the community's ability to attract and service a market segment or segments. This requires a clear understanding of the tourism market in the area and how the market is changing.

Table 18 provides an overview of the research and summarizes the recommendations and actions for tourism development at Singkarak Lake.
Table 18: Planning diagram

<table>
<thead>
<tr>
<th>Planning</th>
<th>Feb 09</th>
<th>Mar 09</th>
<th>Apr 09</th>
<th>May 09</th>
<th>Jun 09</th>
<th>Jul 09</th>
<th>Aug 09</th>
<th>Sep 09</th>
<th>Oct 09</th>
<th>Nov 09</th>
<th>Dec 09</th>
<th>Jan 10</th>
<th>Feb 10</th>
<th>Mar 10</th>
<th>Apr 10</th>
<th>May 10</th>
<th>Jun 10</th>
<th>Jul 10</th>
<th>Aug 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASIC DATA GATHERING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATA COMPILATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISION, GOALS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REPORT WRITING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATA ANALYSIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IMPLEMENTATION and MONITORING =&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CREATION POKDARWIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRAINING, WORKSHOPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CODE OF CONDUCT, PHRASEBOOKS, GUIDES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RADIO, NEWSLETTER, PRESS RELEASE, FILMS, EVENTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BROCHURE, WEBSITE, LOGO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PLANNING

CAPACITY BUILDING

SOCIALIZATION
§ 9.2 Monitoring
Data should be collected, interpreted, and reported on a regular basis to indicate the status of tourism operations. The objective is to analyze and use pertinent information as a management tool. This process is a reporting and surveying exercise through indicators. An indicator is, foremost, a variable that can take a certain number of values (statistical) or states (qualitative) according to circumstances (temporal, or spatial).

§ 9.2.1 Indicators

Table 19: Fundamental indicators of sustainable tourism

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Specific measuring instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site protection</td>
<td>Category of protection of the site according to the index of the IUCN</td>
</tr>
<tr>
<td>Pressure</td>
<td>Number of tourists visiting the site (by year/month)</td>
</tr>
<tr>
<td>Intensity of use</td>
<td>Intensity of use in peak period (people/hectare)</td>
</tr>
<tr>
<td>Social impact</td>
<td>Ratio tourists/inhabitants (average and in peak period)</td>
</tr>
<tr>
<td>Development control</td>
<td>Existence of a procedure to study the environment or of true controls of planning and density of use</td>
</tr>
<tr>
<td>Waste management</td>
<td>Percentage of waste water treated</td>
</tr>
<tr>
<td>Planning process</td>
<td>Existence of a systematic plan for the area of the tourist destination (including a ‘tourism’ component)</td>
</tr>
<tr>
<td>Fragile ecosystems</td>
<td>Number of rare or threatened species</td>
</tr>
<tr>
<td>Consumer satisfaction</td>
<td>Degree of satisfaction of the visitors (according to a questionnaire)</td>
</tr>
<tr>
<td>Satisfaction of the inhabitants</td>
<td>Degree of satisfaction of the inhabitants (according to a questionnaire)</td>
</tr>
<tr>
<td>Contribution of tourism to the local Economy</td>
<td>Proportion of the global economic activity due solely to tourism</td>
</tr>
<tr>
<td>Composite indexes</td>
<td></td>
</tr>
<tr>
<td>Carrying capacity</td>
<td>Composite measuring instrument warning on the state of key factors influencing the capacity of the site to handle various levels of tourism</td>
</tr>
<tr>
<td>Site disturbance</td>
<td>Composite measuring instrument of impact levels on the site (i.e. on its natural and cultural characteristics under the pressure of tourism and other sectors)</td>
</tr>
</tbody>
</table>
Interest | Qualitative measuring instrument of the characteristics of the site which make it attractive for tourism and which can change over time

Source: WTO, 1997 in Ceron and Dubois, 2003

The central elements of the WTO indicators process are:
- to identify key issues (problems, opportunities, concerns) where information or indicators are needed,
- to develop indicators with their specific measures to allow the issues be better understood and managed, and
- to integrate the indicators into a comprehensive planning and management process aimed at sustainability

Tourism is at the top of the food chain; it is dependent upon social, economic, and ecological sustainability according to Dr. Ted Manning.\(^\text{19}\) Decision-makers need to know how to use the following indicators:

Typical issues and indicators: Cultural
- Maintaining local satisfaction (% who agree that tourism is positive for community)
- Maintaining cultural assets (% of tourist revenues which go to maintain or conserve key sites and structures)
- Maintaining security (number of crimes affecting/involving tourists and locals)
- Tourist well-being (% tourists who feel safe in the destination)
- Health and security (% tourists with water borne diseases, % harassed)
- Sex tourism (level of response, organization for solution)

Typical issues and indicators: Economic
- Reducing seasonality (ratio of tourist arrivals peak month relative to annual mean)
- Sustaining tourism related employment (# jobs in industry, % local, % full time)
- Reducing currency leakage (net benefit per tourist which remains in the destination area)
- Managing the pace of development (% occupancy, annual build rate)
- Value for money (tourist perception)

Typical issues and indicators: Environmental
- Climate change (measures of vulnerability and response)
- Managing destinations within carrying capacity (tourists/m\(^2\) on a peak day/season, % area degraded)
- Energy management (use per day per tourist, ratio per capita local use to tourist use)
- Water availability (% annual supply in use, days shortage per year, cost of new water)
- Sewage (% waste water treated to standard, number of contamination events)

\(^\text{19}\) Lead Expert WTO Indicators Program, President Tourisk Inc. Ottawa Canada
- Visual pollution (% buildings in vernacular architecture, % hotels in degraded state)

Typical issues and indicators: Tourism Management
- Development control (% new tourism enterprises receiving development review)
- Transportation (% hotels served by public transport, % area used for vehicles)
- Green tours and products (% having certification, % hotels with EMS) an Environmental Management System (EMS) that provides a framework and environmental performance that can be monitored, improved, and controlled.
- Controlling use intensity (persons/hectare in peak period, persons per toilet)
- Protecting image (% tourists who rate elements of image high on exit questionnaires)

The indicators used are destination specific, responding to the key needs of each place. As the tourism project is not active, a first series of indicators are proposed to evaluate the performance of the tourism project. The evaluation can be optimized by using former tools. **Pokdarwis** and supporting organization have the responsibility to monitor the activity and to improve the project according to the finding. The keys indicators for Singkarak Lake are adapted from the previous information:

**Table 20: Proposed indicators for Singkarak Lake**

<table>
<thead>
<tr>
<th>Desired situation</th>
<th>Key performance</th>
<th>Acceptable range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business performance approach</td>
<td><strong>Pokdarwis can provide benefits to invest in tourism development</strong></td>
<td>Enough to invest in marketing and sustain the project (monitoring)</td>
</tr>
<tr>
<td>Growth of local employment is consistent</td>
<td>% increase in number of people who derive all or some of their income from tourism</td>
<td>Any increase from previous data</td>
</tr>
<tr>
<td>Visitors stay longer than 2 nights</td>
<td>Annual average number of nights</td>
<td>2-7 nights</td>
</tr>
</tbody>
</table>
| Growth in proportion of visitors from the cultural/environmental sector | % of visitors matching the cultural/environmental profile  
% growth of the number of visitors by that segment | 60-80% of all visitors match the profile  
0-7% annual growth |
| Visitors have a memorable experience | Proportion of visitors that identify a positive “tourist experience” | 85-100% of all visitors |
| Visitors are satisfied with accommodation | Proportion of visitors satisfied with type and quality of accommodation | 85-100% of all visitors |
Satisfaction of the inhabitants % who agree that tourism is positive for community 85-100% of all inhabitants

Carrying capacity Define maximum number of people in the same location without causing trouble or decrease the quality of visitor satisfaction depending on Paninggahan 2-3 by household

Capacity within Paninggahan Depends on the number of household

Image improvement % tourists who rate elements of image high on feedback questionnaires 80% of all visitors

Pokdarwis must use these tools in order to evaluate the tourism project. The use of indicators helps the community to design more sustainable tourism. This demonstrates the challenges of not only developing an indicator program, but also of implementing and maintaining one over time. If pokdarwis wants to find out if something is changing, it has to measure it repeatedly, using the same methods over the period of time that it wants to observe. After collecting the information many times, pokdarwis then needs to present all of the data in the same table or graph so that it can be analyzed to see how it has changed over time.

To assure that the product matches with the expectation of tourists, a feedback form is provided. The visitors are assessed to get their impression on the project. Any comments can be offered on reflections and improvement. The community also has to give feedback to evaluate the experience and the relationship with the guest.

Once a month, the leader (Wali Nagari) can decide to regroup households and tourism participants for a meeting. This is the moment to raise possible issues in the community or with villagers. Experiences (positive and negative) have to be shared during that time in order to find the best practices within the community.

It is essential that monitoring not only measure the success and gaps in terms of monetary value, but also includes non-monetary gains, such as pride in the local community, sense of ownership, and increased self-esteem.

§ 9.2.2 Monitoring plan
The best way to plan and organize all of these components is to develop a monitoring plan using a standard table or matrix, such as provided below:
Data to monitor slow-changing situations, such as how eco-tourism may be affecting the culture and traditional way of life of a village, needs to be collected less often, say once every 3, 6 or 12 months. However, if *pokdarwis* wants to monitor fast-changing situations or identify problems quickly before they become too big, it needs to collect data more often, say every tour or every month. Examples include when *pokdarwis* wants to identify problems of tourist safety along the trails or environmental issues such as the sale of wildlife products to tourists in the village.

_Pokdarwis_ must also assist to correct problems that are detected during the monitoring phase. This approach ensures sustainability and fosters a sense of ownership and responsibility in the community. The monitoring process provides opportunities for different groups of stakeholders to get involved. Tourism industry professionals are often well positioned to get feedback from tourists and can also participate in data collection activities. Tour operators and transport operators bringing tourists to Singkarak Lake may have a good opportunity to monitor tourist satisfaction, as well as accommodation providers.

Monitoring should commence at the beginning of the tourism project. However, if the project is already underway, a monitoring program should be started as soon as possible.
LIST OF REFERENCES

- BOOKS / ARTICLES / REPORTS / THESES


Ardiwidjaja, R. Strategic Sustainable tourism development in Indonesia, Ministry of Culture and Tourism of the Republic of Indonesia., 16pp

Asian Development Bank. (2005) An initial assessment of the impact of the earthquake and tsunami of December 24, 2004 on South and South East Asia, 12pp

Asia Pacific Economic Cooperation (2008), Handbook on Community-based tourism, 67pp

Asia-Pacific Forestry Commission (2006, April 17-21), Payment for environmental services, 8pp


Bensahel, L., and Donsimoni, M. (2007), Le tourisme, facteur de développement local, Grenoble : PUG, 128pp


CBI (2007), The EU market for community based tourism, 14 pp


Ceron, J.-P., and Dubois, G. (2003), Tourism and sustainable development indicators : the gap between demands and practical achievements, *Current Issues in Tourism. Vol. 6, No 1*, pp 54-75

Christopher, M., and Payne, A. (2002), Relationship marketing: Bringing quality, customer service, and marketing together, Oxford : Butterworth and Heinemann, 204 pp


Gouyon, A. (2003), *Rewarding the upland poor for environmental services: A review of initiatives from developed countries*, Published by World Agro Forestry Centre (ICRAF). Indonesia, 118 pp


Laurent, A. (2003), *Caractériser le tourisme responsable facteur de développement durable*. Collection rapports d’étude, Paris : Ministère des Affaires Etrangères (France), 270pp


Peachey, K., Perry M. and Grundy-Warr C. (1997), The Riau islands and economic cooperation in the Singapore-Indonesian border zone., *Boundary and Territory Briefing*, 59pp


REST (1997), *Community Based Tourism Handbook*, pp1-15


Tourism Board Solok regency (2008), *Data Pariwisata*, Aroshuka

Tourism Board Tanah Datar regency (2008), *Data Pariwisata*, Batusangkar

Tourism Board West Sumatra (2008), *Statistik Pariwisata Sumatera Barat 2007*, Padang


- WEBSITES


LIST OF APPENDICES

APPENDIX 1: List of tourism objects found during study .................................................. 111
APPENDIX 2: Some highlights of the national tourism master plan ..................................... 113
APPENDIX 3: International arrivals in West Sumatra (Direct flight) 2003-2007 ............. 116
APPENDIX 4: Number of Visitor Arrivals by Nationality from Major Markets in 2004 – 2007 ................................................................................................................................................. 118
APPENDIX 5: West Sumatra tourism map ............................................................................. 120
APPENDIX 6: Feedback form for tourists ............................................................................ 121
**APPENDIX 1: List of tourism sites found during study**

**Cultural resources (material)**

<table>
<thead>
<tr>
<th>No</th>
<th>Resources and location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rumah Gadang Datuak Bangindo Majolelo in Paninggahan</td>
</tr>
<tr>
<td>2</td>
<td>Makam Tuanku Limo Puluah in Dua Koto</td>
</tr>
<tr>
<td>3</td>
<td>Surau Lubuak Bauak (mosque) in Batipuh Baruah</td>
</tr>
<tr>
<td>4</td>
<td>Balai Tuan Gadang (communal house) in Batipuh Baruah</td>
</tr>
<tr>
<td>5</td>
<td>Batu Sandaran Rajo (stone) in Sabu</td>
</tr>
<tr>
<td>6</td>
<td>Makam Pahlawan (grave) in Tanjung Barulak</td>
</tr>
<tr>
<td>7</td>
<td>Balai Saruang (communal house) in Batipuh Ateh</td>
</tr>
<tr>
<td>8</td>
<td>Makam Siti Jamilah (grave) in Simawang</td>
</tr>
<tr>
<td>9</td>
<td>Nisan Berukir (gravestone) in Padang Magek</td>
</tr>
<tr>
<td>10</td>
<td>Rumah Gadang Dt.Sati in Padang Magek</td>
</tr>
<tr>
<td>11</td>
<td>Rumah Tuo Kampai Nan Panjang in Balimbing</td>
</tr>
<tr>
<td>12</td>
<td>Kuburan Goba (grave)</td>
</tr>
<tr>
<td>13</td>
<td>Makam Keramat (grave) in Aripan</td>
</tr>
<tr>
<td>14</td>
<td>Kain Balapak (textile fabric) in Sumani</td>
</tr>
<tr>
<td>15</td>
<td>Kitab Kuno in Sumani</td>
</tr>
<tr>
<td>16</td>
<td>Old train</td>
</tr>
</tbody>
</table>

**Cultural resources (immaterial)**

<table>
<thead>
<tr>
<th>No</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>&quot;Tour de Singkarak&quot;</td>
</tr>
<tr>
<td>18</td>
<td>“Buru Babi Wisata”</td>
</tr>
<tr>
<td>19</td>
<td>“Lomba Ayam Kukuak Balenggek”</td>
</tr>
<tr>
<td>20</td>
<td>“Lomba Burung Berbikau”</td>
</tr>
<tr>
<td>21</td>
<td>“Lomba Selaju sampan”</td>
</tr>
<tr>
<td>22</td>
<td>“Lomba Paralayang”</td>
</tr>
</tbody>
</table>
**Natural resources (inland)**

<table>
<thead>
<tr>
<th>No</th>
<th>Resources and location</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Plantations in Paninggahan</td>
</tr>
<tr>
<td>24</td>
<td>Mata air in Paninggahan</td>
</tr>
<tr>
<td>25</td>
<td>Batu Basurek (stone) in Paninggahan</td>
</tr>
<tr>
<td>26</td>
<td>Goa Baringin (cave) in Paninggahan</td>
</tr>
<tr>
<td>27</td>
<td>Goa Gunung Bungsu (cave) in Gunung Rajo</td>
</tr>
<tr>
<td>28</td>
<td>Puncak Putaran Angin (summit) in Batu Taba</td>
</tr>
<tr>
<td>29</td>
<td>Pemandian Tuan (bathing place) in Batipuh Baruah</td>
</tr>
<tr>
<td>30</td>
<td>Megalit Gunung Bungsu in Pincuran Tujuh</td>
</tr>
<tr>
<td>31</td>
<td>Batu Baraguang (stone) in Sumpur</td>
</tr>
<tr>
<td>32</td>
<td>Megalit in Simawang</td>
</tr>
<tr>
<td>33</td>
<td>Tanjung Mutuih (promontory) in Simawang</td>
</tr>
<tr>
<td>34</td>
<td>Batu Jajak Nabi (stone) in Balimbing</td>
</tr>
<tr>
<td>35</td>
<td>Batu Mejan (stone) in Sumani</td>
</tr>
<tr>
<td>36</td>
<td>Payorapuih</td>
</tr>
<tr>
<td>37</td>
<td>Tanjung Alai</td>
</tr>
<tr>
<td>38</td>
<td>Mt Merapi</td>
</tr>
<tr>
<td>39</td>
<td>Paddy field terracing</td>
</tr>
</tbody>
</table>

**Natural resources (maritime)**

<table>
<thead>
<tr>
<th>No</th>
<th>Resources and location</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>Beach in Tanjung Mutiara</td>
</tr>
<tr>
<td>41</td>
<td>Beach in Kacang</td>
</tr>
<tr>
<td>42</td>
<td>Beach in Tikalak</td>
</tr>
<tr>
<td>43</td>
<td>Beach in Singkarak</td>
</tr>
<tr>
<td>44</td>
<td>Boat and pedal boat in Tanjung Mutiara</td>
</tr>
</tbody>
</table>
APPENDIX 2: Some highlights of the national tourism master plan

1. The Target of Sustainable Tourism Development

Based on the visions and missions described above, the target of sustainable tourism development as identified in the master plan covers the aspects of increasing the number of tourists, improving the quality of the environment, empowering the local community, increasing the Original Regional Income, and development throughout Indonesia’s regions.

Increasing the number of tourists as the main target, for example, is in line with the important necessity to obtain an economic benefit from tourism. This target also includes efforts to increase the length of stay of each tourist group. The total number of tourists visiting Indonesia in 2007 reached 5.5 million tourists. These tourists come through main gateways, such as Soekarno-Hatta airport, Ngurah Rai airport and Batam.

It is intended to increase the length of stay to 6-9 days. This target implies the need to provide transportation facilities and services from some gateways to any tourism destination in Indonesia, and to the development strategies of tourism products and the provision of tourism supporting facilities and services.

In terms of Improvement Environment Quality, the development goals targeted by government are to be achieved through various management strategies of both natural and cultural environment such as: conservation and preservation 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 relics having historic value; ancient buildings having distinctive characteristics; control of possible pollution resulting from the development of tourism supporting facilities; prevention of land degradation as a result of the development of tourism supporting facilities and services by utilizing them in accordance with the capacity of the land/areas, controlled land use to prevent a change in land functions, which may support the tourism development; and conservation and preservation of ‘karst’ ecosystems.

Local Community Empowerment can be achieved as soon as the local communities are ready to participate in tourism development processes by increasing 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 (CBTD).

The strategy to Increase Original Regional Income can be addressed through various types of taxes associated with business related to tourism. This parallels the expected increase in number of tourists visiting Indonesia. It can be assumed from this strategy that the more tourists that visit, the greater the income obtained from various tourism taxes will be.

Basically, tourism development in Indonesia must be able to support regional development in general in a way that the tourism development plan in any area can be integrated with various
other development plans in other sectors. The fulfillment of the need of tourism supporting facilities and services such as the electricity network, telephone network, and financial institutions must also become a supporting factor for the developing region either directly or indirectly. In addition, the improvement of transportation facilities and services from one tourism destination to another should be directed to provide easy flow and distribution of people and commodities.

Development orientation
To develop sustainable tourism in Indonesia, the government has formed development orientation as a guideline, which covers tourism spatial structures, tourism products, accommodation, quality improvement of the human resources, and related institutions that are involved in tourism development, and environmental management in the context of tourism development.

Spatial Structure Development is needed in order to increase the quality and intensity of tourism services to the tourists, as well as create variety in the different tourism activities in each spatial management unit; secondly, to prevent over-construction development in a region; thirdly, to anticipate changes and the development of a rural area into an urban area. It can be said that this spatial structure will motivate villages to develop their tourism potential and take advantage of the development. Moreover, a regional system was also implemented to facilitate the selection of locations for tourism supporting facilities. In this system, the development of each region is based on the specific characteristics of the tourism attractions it has.

One of the characteristics of tourism is that the product sold is more or less abstract. For Tourism Product Development, the government tries to identify attractive tourism products in Indonesia. It is believed that the more varied the experience that can be obtained from tourism activities, the higher the satisfaction and accordingly the selling power will be. So, to provide the experience that tourists need, tourism resources must be well packaged. With this condition, the target of tourism product development is to increase the number of visits and the length of stay. To support this target, the product development strategies firstly will focus on diversifying the tourism activity types that can be developed into something new and managing the tourism routes. Several main considerations to diversify activity types and to design tourism routes are: (1) different attractions at 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 available resources. Secondly, the strategies will consider intensifying and revitalizing the existing tourism sites, which aims at maximizing their capacity without generating negative side effects. For this purpose, a development program needs to be conducted to increase the site quality, increase the attractions, and create variations for the revisiting tourists.

Amenities Development
The development of amenities aims at making it easier for tourists when they visit Indonesia. Furthermore, this development is directed to support the development of tourism service centers, which will in turn play a role in regional development in general.

The development of amenities must use an ecological approach to contribute to an improvement in the environment quality. Moreover, the amenities development must refer to the need of facilities required by tourism activity types. The strategies used to develop the amenities are: (1) intensification and revitalization of the existing facilities, and (2) diversification and extension of amenities. A government regulation that administers the tourism amenities, especially the accommodation permit, is absolutely essential to achieve the environmental target. The development of amenities, especially accommodation, should only be allowed at the less attractive locations and should be based on the land capacity. Under this regulation, businesses/investors will need to redesign an existing amenity into a more attractive one, which will have a high selling power. Under this regulation, the exploration and exploitation of natural areas with high esthetic value can be avoided.

Strategic development for human resources aims to produce highly qualified and creative people who are ready to participate in the tourism industry. Since they are needed to support the community-based tourism development and to empower the local community, community members should also be given opportunities to improve their knowledge and skills. The strategy is conducted either through formal or informal education, such as revitalizing the existing tourism training center, increasing the teaching quality of the existing tourism schools by increasing the quality and quantity of the available educational facilities and services, and training community groups in managing a small tourism business.

Environmental Management
Strategic development for environment management involves two parts: the physical and non-physical environment (social and cultural) of a tourism activity. The objective of environmental management is to optimize the benefit/positive impact and monitor the impact of tourism development. In the context of the physical environment, there are several tasks that need to be done to support tourism development, such as implementing multi-function land use concepts, regulating and designing building establishment along corridors with a beautiful panorama. In order to protect the cultural tourism resources, it is necessary to generate ethical guidelines for tourism.

Indonesia has well-known historical, cultural, and natural attractions. Small-scale tourism development projects that are community-based, focus on an ethnic group at a remote location and involve NGOs are less well known. For the last few years, community-based sustainable tourism projects have been implemented at some tourism destinations. Sustainable ecotourism should be community based in Indonesia for a number of reasons. Perhaps the main reason is the General Guideline of National Development (PROPENAS) on tourism aspects, where the government mandates that tourism development is a goal and that communities should increase their welfare through sustainable community development. In order to achieve sustainability when implementing community-based development, the important issues are
participation in decision-making and access to the market. At the same time, communities will need capacity building through training to provide additional new skills to manage tourism based on sustainable and related services.

APPENDIX 3: International arrivals in West Sumatra (Direct flight) 2003-2007
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Malaysia</td>
<td>11,014</td>
<td>11,723</td>
<td>19,734</td>
<td>23,213</td>
<td>211%</td>
</tr>
<tr>
<td>Singapore</td>
<td>427</td>
<td>1,871</td>
<td>2,953</td>
<td>1,481</td>
<td>347%</td>
</tr>
<tr>
<td>Australia</td>
<td>257</td>
<td>752</td>
<td>543</td>
<td>941</td>
<td>366%</td>
</tr>
<tr>
<td>USA</td>
<td>194</td>
<td>570</td>
<td>277</td>
<td>425</td>
<td>219%</td>
</tr>
<tr>
<td>England</td>
<td>51</td>
<td>146</td>
<td>207</td>
<td>279</td>
<td>547%</td>
</tr>
<tr>
<td>France</td>
<td>67</td>
<td>204</td>
<td>134</td>
<td>176</td>
<td>263%</td>
</tr>
<tr>
<td>Germany</td>
<td>36</td>
<td>151</td>
<td>113</td>
<td>138</td>
<td>383%</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>113</td>
<td>179</td>
<td>144</td>
<td>127</td>
<td>112%</td>
</tr>
<tr>
<td>Japan</td>
<td>130</td>
<td>142</td>
<td>70</td>
<td>120</td>
<td>92%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>30</td>
<td>55</td>
<td>64</td>
<td>91</td>
<td>303%</td>
</tr>
<tr>
<td>Italy</td>
<td>67</td>
<td>111</td>
<td>65</td>
<td>79</td>
<td>118%</td>
</tr>
<tr>
<td>Canada</td>
<td>5</td>
<td>32</td>
<td>33</td>
<td>41</td>
<td>820%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>20</td>
<td>23</td>
<td>34</td>
<td>37</td>
<td>185%</td>
</tr>
<tr>
<td>Others</td>
<td>298</td>
<td>948</td>
<td>281</td>
<td>830</td>
<td>279%</td>
</tr>
<tr>
<td><strong>Total Indonesia</strong></td>
<td><strong>12,709</strong></td>
<td><strong>16,907</strong></td>
<td><strong>24,934</strong></td>
<td><strong>27,978</strong></td>
<td><strong>220%</strong></td>
</tr>
</tbody>
</table>

*Source: Immigration Office, Padang*
### APPENDIX 4: Number of Visitor Arrivals by Nationality from Major Markets in 2004 – 2007

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>1,619,572</td>
<td>1,066,461</td>
<td>1,164,082</td>
<td>1,160,200</td>
<td>-28%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>482,059</td>
<td>564,321</td>
<td>699,124</td>
<td>799,990</td>
<td>66%</td>
</tr>
<tr>
<td>Japan</td>
<td>652,854</td>
<td>511,007</td>
<td>432,989</td>
<td>517,356</td>
<td>-21%</td>
</tr>
<tr>
<td>Australia</td>
<td>444,040</td>
<td>356,287</td>
<td>208,205</td>
<td>287,103</td>
<td>-35%</td>
</tr>
<tr>
<td>South Korea</td>
<td>246,545</td>
<td>263,356</td>
<td>298,228</td>
<td>337,246</td>
<td>37%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>368,680</td>
<td>230,235</td>
<td>226,611</td>
<td>218,268</td>
<td>-41%</td>
</tr>
<tr>
<td>Philippines</td>
<td>66,679</td>
<td>100,176</td>
<td>187,711</td>
<td>192,868</td>
<td>189%</td>
</tr>
<tr>
<td>China</td>
<td>39,936</td>
<td>128,681</td>
<td>182,341</td>
<td>269,216</td>
<td>574%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>128,578</td>
<td>214,515</td>
<td>137,655</td>
<td>148,756</td>
<td>16%</td>
</tr>
<tr>
<td>USA</td>
<td>162,627</td>
<td>169,232</td>
<td>129,152</td>
<td>138,266</td>
<td>-15%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>107,919</td>
<td>105,954</td>
<td>93,147</td>
<td>111,882</td>
<td>4%</td>
</tr>
<tr>
<td>Germany</td>
<td>152,063</td>
<td>144,983</td>
<td>106,916</td>
<td>111,512</td>
<td>-27%</td>
</tr>
<tr>
<td>France</td>
<td>97,225</td>
<td>120,122</td>
<td>108,697</td>
<td>114,094</td>
<td>17%</td>
</tr>
<tr>
<td>India</td>
<td>41,582</td>
<td>58,359</td>
<td>94,258</td>
<td>123,465</td>
<td>197%</td>
</tr>
<tr>
<td>Thailand</td>
<td>49,333</td>
<td>73,936</td>
<td>66,864</td>
<td>71,753</td>
<td>45%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>62,089</td>
<td>69,339</td>
<td>72,033</td>
<td>63,774</td>
<td>3%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>39,550</td>
<td>50,533</td>
<td>31,508</td>
<td>39,635</td>
<td>0%</td>
</tr>
<tr>
<td>Saudi Arabia and Bahrain</td>
<td>35,870</td>
<td>46,501</td>
<td>28,034</td>
<td>32,779</td>
<td>-9%</td>
</tr>
<tr>
<td>Italy</td>
<td>50,567</td>
<td>44,058</td>
<td>40,992</td>
<td>39,135</td>
<td>-23%</td>
</tr>
<tr>
<td>Canada</td>
<td>40,803</td>
<td>46,567</td>
<td>43,077</td>
<td>40,466</td>
<td>-1%</td>
</tr>
<tr>
<td>Spain and Portugal</td>
<td>37,708</td>
<td>42,609</td>
<td>39,628</td>
<td>40,960</td>
<td>9%</td>
</tr>
<tr>
<td>Russia</td>
<td>19,139</td>
<td>47,212</td>
<td>43,167</td>
<td>51,687</td>
<td>170%</td>
</tr>
<tr>
<td><strong>Total Indonesia</strong></td>
<td><strong>5,321,165</strong></td>
<td><strong>5,002,101</strong></td>
<td><strong>4,871,351</strong></td>
<td><strong>5,505,759</strong></td>
<td><strong>3%</strong></td>
</tr>
</tbody>
</table>

*Source: Statistical Report on Visitor Arrivals in Indonesia, 2007*
APPENDIX 5: West Sumatra tourism map
**APPENDIX 6: Feedback form for tourists**

**Date:** __________________________________________

**Name:** _________________________________________

**Nationality:** _____________________________________

**Occupation:** ______________________________________

**Age:** Under 21 □  21-35 □  35 – 45 □  45- 60 □  over 60 □

**Name of guide** ________________________________

How did you hear about the project in Paninggahan?
________________________________________________________

Please rate the following on a scale of 1 to 10 (1 is low and 10 is high) and comment

**Preparation** (e.g. pre-trip information received & expectations)

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Please comment
________________________________________________________

**Village Guide**

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Please comment
________________________________________________________

**Accommodation** - Comfort

Rate 1 – 10

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

**Accommodation** - Cleanliness

Rate 1 – 10

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

**Accommodation** - Facilities

Rate 1 – 10

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Food</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>

Please comment

<table>
<thead>
<tr>
<th>Safety in village</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
</table>

Please comment

<table>
<thead>
<tr>
<th>Safety on trips</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
</table>

Please comment

<table>
<thead>
<tr>
<th>Security</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
</table>

Please comment

<table>
<thead>
<tr>
<th>Trip Organization</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
</table>

Please comment
Activity One

1  2  3  4  5  6  7  8  9  10
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Please comment

__________________________________________________________________________

Activity Two

1  2  3  4  5  6  7  8  9  10
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Please comment

__________________________________________________________________________

Suggestions for improvement

Did the trip meet your expectations?
No ☐ Yes ☐ Exceeded ☐

Would you recommend the trip to a friend?
No ☐ Yes ☐ Maybe ☐

Would you come again?
No ☐ Yes ☐ Maybe ☐

We would love a testimonial from you. Please write about your experience in the village below. If you have time, please type and save in Documentation, clearly labeled. Many thanks for your support.

Email: