I. INTRODUCTION

1.1. Background

Sustainable development is defined by the World Commission on the Environment and Development in The Brundtland Report (WCED, 1987) as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. The idea of sustainable development has been applied to tourism management as sustainable tourism in recognition of the sector’s dependence on features of the environment for its continued viability and the quality of natural base, whether in the natural, built and cultural environment in the destination areas (Hobson and Essex, 2001).

As mentioned by Tosun (2001) in his review that the principles of sustainable tourism development have originated from and have been developed by advanced industrial, we have little understanding of the implementation of sustainable tourism development in the developing world. Tosun then suggested that more research needs to be done on the implementation of the principles of sustainable tourism development in the developing countries.

This research examines challenges to sustainable tourism in the context of the developing worlds with special references to sustainable tourist destination in Indonesia, more precisely to Toraja, a region in South Sulawesi. For decades Toraja or Toraja Land has been a popular tourist destination due to its unique traditional culture, scenic beauty and its cool climate. Palmer (2002) describes Toraja as “a fertile land of tropical jungle with mountain and lakes, one of the most fascinating islands on the planet”.
The Indonesian Ministry of Culture and Tourism has submitted Toraja’s traditional settlement to UNESCO as a candidate to the nomination of world heritage (UNESCO.org, 2009). Toraja is located in South Sulawesi, 328 km from Makassar, the capital city of South Sulawesi.

Adams (1995) writes that the touristic marketing of the Toraja was extremely successful, when the Indonesian government started the promotional campaign of Toraja and other outer islands in 1974. The records of the number of tourists visiting Toraja showed that in 1973 only 422 tourists arrived in Toraja but by the year 1991 the number reached over 215,000 of international and domestic tourists were visiting the region, which reached an even higher number of 258,700 by 1994 (Adams, 1997).

However, the number of tourist arrivals in Toraja has shown a sharp downturn in 2001, when only 71,347 tourists came to Toraja and the number of visitors even dropped to about 42,905 in 2003. Detailed information of number of tourists arriving in Toraja in years 2001 to 2008 is presented in Table 1.

### Table 1. Number of Tourists Arrived in Toraja, Year 2001 to 2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of International Tourists</th>
<th>Number of Domestic Tourists</th>
<th>Total Tourists</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>37,129</td>
<td>34,218</td>
<td>71,347</td>
</tr>
<tr>
<td>2002</td>
<td>30,058</td>
<td>32,468</td>
<td>62,526</td>
</tr>
<tr>
<td>2003</td>
<td>15,385</td>
<td>27,520</td>
<td>42,905</td>
</tr>
<tr>
<td>2004</td>
<td>5,762</td>
<td>21,802</td>
<td>27,564</td>
</tr>
<tr>
<td>2005</td>
<td>13,987</td>
<td>17,933</td>
<td>31,920</td>
</tr>
<tr>
<td>2006</td>
<td>5,321</td>
<td>20,829</td>
<td>26,150</td>
</tr>
<tr>
<td>2007</td>
<td>4,999</td>
<td>13,102</td>
<td>18,101</td>
</tr>
<tr>
<td>2008</td>
<td>5,895</td>
<td>15,802</td>
<td>21,697</td>
</tr>
</tbody>
</table>

Source: Bappeda and BPS Toraja, 2006, 2008 and 2009
In relation to the total international tourists, Figure 1 shows the number of international tourists arriving in Toraja, Bali as the main tourists destination in Indonesia and the tourists arriving in Indonesia for the year 2001 to 2008. It shows that the trend for arrival in Bali follows the pattern of the total arrival in Indonesia, whereas the trend in Toraja shows a sharp downturn especially from year 2001 to 2004.

Source: Bappeda and BPS Toraja and Bali (2005, 2009)

Figure 1. International Tourists Arriving in Toraja, Bali and Total Arrivals in Indonesia, year 2001-2008.
Byrd, Bosley and Dronberger (2009) believe that one key to sustainable development of tourism in a community is the inclusion of stakeholders. Without stakeholder support it is nearly impossible to develop tourism in a sustainable way.

This research assesses tourism in Toraja by adopting the value chain approach that was developed by Herr and Muzira (2009) as a practical and conceptual guide for ILO (International Labour Organization) programme. This research also adopts the modified gap analysis that was used by Zoui and Kouremenos (2008) to investigate the gap that exists between the first-hand experience of those directly involved tourists (domestic and international) and the estimation of this evaluation by three other stakeholders in tourism: entrepreneurs (service providers), residents and government officials in order to identify development efforts needed toward a sustainable tourist destination.

1.2 Problem Statement

As the concepts of sustainable tourism have been established by developed countries, there is a challenge to assess this concept and its implementation in the context of the developing world. Toraja as one of the major tourist destinations in Indonesia is facing challenges due to the current decline in the number of tourist arrivals as presented in the background.

1.3 Research Question

1. Why there is a declining in the number of tourists arrived in Toraja?
2. Based on the Value Chain framework, what are the opportunities for upgrading as well as the constraints towards sustainable tourism in Toraja?

3. What strategies can be suggested to assist the entrepreneurs and government officials to develop Toraja as a sustainable tourist destination?

1.4. Specific Research Objectives

1. To identify the current situation of tourism in Toraja by using value chain approach.

2. To discover the gap between evaluated experience of tourists (domestic and international) with three other stakeholders: entrepreneurs, residents and government officials.

3. To assess the possible strategies to assist the entrepreneurs and government officials to develop Toraja as a sustainable tourist destination in the future.

1.5. Potential Contribution of The Research

1. As the encouragement to the tourism industry and the local government in Toraja to implement the sustainable tourism.

2. To contribute to the sustainable tourism literature especially from point of view of one specific area in the developing country.

3. As encouragement for the future research on the holistic implementation of sustainable tourism in Toraja and other tourist destinations in Indonesia.
1.6. Scope and Limitation of The Research

Sustainable tourism is a complex term and encompasses other sectors besides tourism itself, therefore this research is a value chain approach to general tourism in Toraja with the respondents of those directly involved tourists (domestic and international) regarding their experiences during their visit in Toraja around February to March 2010. With modified gap analysis, the estimation of tourists experiences evaluated through three other stakeholders in tourism: entrepreneurs, residents and government officials. And due to the low season of the tourists during February and March, in which the research has to be undertaken, this limits the number of usable questionnaires.