



MINISTRY OF TOURISM, COMMERCE AND INDUSTRY



CRUISE TIMOR-LESTE STANDARD OPERATING PROCEDURES

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Australian
Aid 

About the Authors

This document was co-authored by the Market Development Facility and the Timor-Leste Ministry of Tourism, Commerce and Industry. Readers are encouraged to visit www.marketdevelopmentfacility.org and www.timorleste.tl for more information.

**CRUISE TIMOR-LESTE
STANDARD OPERATING
PROCEDURES**

Abbreviations and Acronyms

ATO	Appointed Tour Operator
ASEAN	Association of Southeast Asian Nations
AT	Attraction Operators
CL	Cruise Line
Cruise TL	Cruise Ship Tourism in Timor-Leste
CIQ	Custom, Immigration and Quarantine
DFAT	Department of Foreign Affairs and Trade
DOH	Department of Health
DMC	Destination Management Companies
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
DP	Development Partners
DIT	Dili Institute of Technology
DM	Dili Municipality
DTC	Dive, Trek and Camp
IFC	International Finance Cooperation
JICA	Japan International Cooperation Agency
LTO	Local Tour Operators
MTCI	Ministry of Tourism, Commerce and Industry
MG	Municipal Government
NDMT	National Directorate of Maritime Transport
PNTL	National Police of Timor-Leste
APORTIL	Port Authority of Timor-Leste
PO	Private Organiser
SA	Ship Agent
SEC	Shore Excursion Consortium
SOP	Standard Operating Procedures
TC	Taxi Company
TA	Tourism Authorities
UPM	Maritime Police
UNWTO	World Tourism Organisation

Table of Contents

1	INTRODUCTION	9
1.1	PURPOSE OF MANUAL	9
1.2	MANUAL ORGANISATION	10
1.3	RESPONSIBILITY FOR THE MANUAL	10
1.4	DISSEMINATION OF THE MANUAL	10
1.5	DOCUMENT REVIEW	10
2	CRUISE TOURISM IN TIMOR-LESTE	12
2.1	ABOUT CRUISE TOURISM	12
2.2	CRUISE TOURISM IN TIMOR-LESTE	14
2.3	CRUISE TOURISM STAKEHOLDERS	17
3	OPERATIONAL PROCESSES, PROCEDURES AND SYSTEMS	32
3.1	DESTINATION MARKETING, PROMOTION AND COORDINATION	32
3.2	MARINE OPERATIONS	32
3.3	PASSENGER SERVICES	35
3.4	SAFETY, SECURITY AND DUTY OF CARE	36
4	ANNEXES	38
4.1	PRE-ARRIVAL CHECKLIST	40
4.2	IN-PORT CHECKLIST	43
4.3	POST PORT CALL CHECKLIST	45

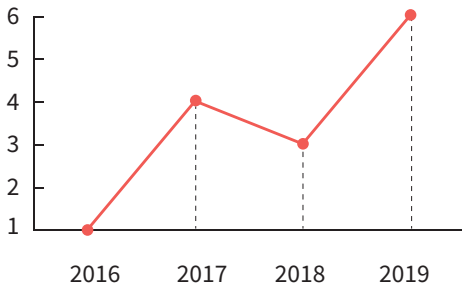
Executive Summary

- This Standard Operating Procedure (SOP) manual provides the foundations for multiple stakeholder collaboration in the area of cruise tourism. It describes the roles and responsibilities of all stakeholder(s) and provides a framework for partnership. The manual has been produced under the governance and responsibility of the Ministry of Tourism, Commerce & Industry, appointed shipping agent and tour operator.
- According to United Nations World Tourism Organization (UNWTO), cruise tourism is projected to grow significantly in Asia.¹ Timor-Leste has seen a steady increase in cruise ship arrivals in recent years. Growth in cruise tourism contributes to tourism revenue, provides opportunities for destination marketing and the skills development of local service providers.
- However, cruise tourism in Timor-Leste is fraught with challenges. Currently, Dili is the only port able to host cruise ships. A single stop makes the country less competitive compared with other cruise destinations that offer multiple stops. Additionally, despite being the main sea port, Dili port has various infrastructural challenges related to disembarkation, passenger safety, toilet and resting facilities etc. Timor-Leste is also one of the very few ports where cruise passengers need to pay a full visa fee. When it comes to stakeholder engagement, limited access to information, coupled with lack of coordination, compromises the quality of tour products and service delivery. Finally, a lack of destination marketing limits how much tourist and cruise lines know and enjoy about Timor-Leste to attract a greater number of visits.
- Stakeholders involved in cruise tourism are divided into four categories – a) destination marketing, promotion and coordination (including public sector players); b) marine operators, including all marine/port-related players; c) passenger services, including all providers of products or services to passengers; d) safety, security and duty of care providers, including law enforcement authorities.
- Formation of a coordination body ‘Cruise Timor-Leste’ is at the heart of implementing these SOPs. Cruise Timor-Leste will be led by three parties – a) the Ministry of Tourism, Commerce & Industry; b) the appointed shipping agent and c) tour operators. It will collaborate, communicate and coordinate the necessary activities for each port call.
- This manual recommends:
 - that port authorities improve pier-side demarcation for safer passenger movements
 - better organisation and designated dispatch areas for different categories of passengers
 - having a sales counter at the port for public transport
 - opening up one or two other ports for cruise ship calls.
- For ease of use, the SOP concludes with simple activity checklists for before, during and after port call. These checklists also outline which authorities are responsible for each activity. It is expected that this SoP will be used regularly for all port calls in Timor-Leste, resulting in collaborative business environment, improved customer experience and increased tourist expenditure.

¹ Link to the document: <http://cf.cdn.unwto.org/sites/all/files/pdf/unwtoapnewsletter25contents.pdf>

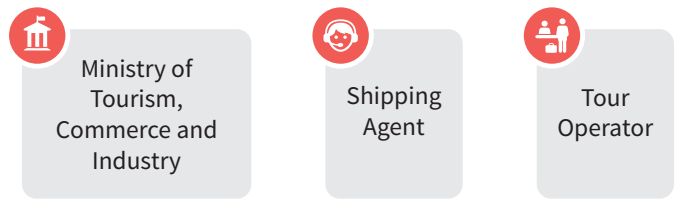
Key Findings

Number of cruise arrivals is growing in Timor-Leste



Crucial to establish a coordinating body 'Cruise Timor-Leste' to facilitate better stakeholder collaboration

Coordinated by



Members



Each tourist spends on average **USD 65** (approx.) broken into tour packages, food and beverage, transport, souvenirs, tour attractions and other activities.



Key challenges for cruise tourism

- Port facilities and infrastructure
- Visa fee
- Access to information
- Quality of tour products and services
- Lack of stakeholder coordination
- Lack of destination facilities



4 categories of stakeholders involved in cruise tourism

- Destination marketing, promotion and coordination
- Marine operations
- Passenger services
- Safety, security and duty of care

SOP provides checklists for operational processes in three stages

- Pre- arrival checklist
- In-port checklist
- Post-port call checklist







1. INTRODUCTION

This standard operating procedures (SOP) manual (the Manual) forms the basis for multiple stakeholder cooperation and collaboration in the area of cruise ship tourism in Timor-Leste (Cruise TL). The process owners are the Ministry of Tourism, Commerce and Industry (MTCI) representing the public sector and the respective ship agent (SA) and appointed tour operator (ATO) representing the private sector.¹ Together, this tripartite arrangement will provide continuity in the implementation of the SOPs in support of Cruise TL. The Manual provides a summary of findings that have been endorsed by the process owners and other stakeholders for the benefit of Cruise TL. The process owners, through the establishment of a working group known as Cruise Timor-Leste, will be held jointly responsible for disseminating the Manual and ensuring that any subsequent updates are incorporated and shared.

1.1 PURPOSE OF MANUAL

The main purpose of the Manual is to describe how to execute each aspect of procedures and operations related to cruise ship calls in ports in Timor-Leste. It sets a framework that will ensure consistency among all stakeholders and enable

¹ Note that both the Ship Agent and Appointed Tour Operator may vary from one visit to another depending on which firm (s) have been contracted by the cruise line principal.

the full growth potential and success of cruise tourism in Timor-Leste. The Manual ensures uniformity in operations before, during and after a call by a cruise vessel and provides a framework for stakeholder partnership and collaboration.

1.2 MANUAL ORGANISATION

The Manual consists of four sections. This introduction outlines the purpose of the Manual. Section two explores the institutional framework in which Cruise TL operates and defines various stakeholder roles. Section three provides information related to operational elements of Cruise TL. Finally, section four presents annexes with examples of procedures and documents related to Cruise TL, including checklists for before, during and after a ship visit.

1.3 RESPONSIBILITY FOR THE MANUAL

The Manual is under the governance and the responsibility of the process owners, i.e. MTCL, SA and ATO. The process owners will appoint representatives as process managers to maintain and continually update the content of the Manual in a consultative fashion and inform all stakeholders of significant changes. Contingent upon the development of the newly formed MTCL, it is recommended that strong public-sector leadership be established and nurtured. This, however, should not be exclusive of private sector actors, particularly the SA and ATO.

1.4 DISSEMINATION OF THE MANUAL

The process owners may form a Cruise TL Working Group comprised of all relevant stakeholders, e.g. shipping agencies, destination management companies, taxi companies, attractions, municipal authorities, relevant government agencies and other private sector organisations. The process owners, through their appointed representatives, will be responsible for ongoing dissemination of the Manual contents via the Cruise TL Working Group and possible digital formats such as www.cruisetimorleste.com

1.5 DOCUMENT REVIEW

The appointed process manager must record any changes to the Manual's content in the below record of changes. Any changes should be identified by section with an explanation of the change. All changes should be approved by the process owners and shared widely with all stakeholder through the chosen Cruise TL platform.

Record of Changes

Section	Date	Changes Made	Reason for Change
For example: 2.1.2 para no.12	10/01/17	xxx Should be changed to: xxx	Special meeting of process owners on 13 September 2017



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2. CRUISE TOURISM IN TIMOR-LESTE

2.1 ABOUT CRUISE TOURISM

Cruise tourism has emerged as a high potential niche market in recent years. According to the World Tourism Organisation (UNWTO), cruise tourism is projected to grow significantly in Asia in the coming decade as a result of substantial growth from both Chinese and Australian markets. Southeast Asia's geography, climate and natural and cultural resources make it ripe for explosive growth potential as cruise operators seek new destinations to fulfil growing demand.

According to UNWTO, cruise tourism ranges from small yachts to massive vessels and each provides a unique passenger experience as described in the below table. Contemporary cruises typically generate the highest passenger traffic due to vessel

Segment	Passenger Demographic	Itinerary Characteristics	Typical Duration	Ship Characteristics	Example Cruise Lines
Contemporary	Very broad, inclusive, but especially attractive to families, couples and young people	Common destinations or zones	3-7 days	Large, new ships; resort-type facilities with emphasis on on-board activities and family entertainment; excursions	<ul style="list-style-type: none"> • Carnival • Celebrity • Costa • P&O
Premium	40+ age group; professionals; repeat passengers	Itineraries feature rarely visited or new ports of call	More emphasis on >7 nights	Smaller, more refined, on-shore excursions a key component	<ul style="list-style-type: none"> • Celebrity • Fred Olsen • Holland • Paul Gauguin • National Geographic
Luxury	Couples and singles with taste for luxury resorts; no facilities for children	Focused on unusual ports and places; shore excursions represent key attraction	>10 days	Small ships with spacious accommodation; highest crew-passenger ratio; exclusive	<ul style="list-style-type: none"> • Crystal • Hapag-Lloyd Radisson 7 Seas • Seabourn • Silversea



size and port call frequency. These cruise ships also tend to generate the biggest environmental impacts, often testing the limits of destination carrying capacities and requiring the most supporting infrastructure. If not managed well, visitation of large cruise ships poses a risk of disrupting local communities and traditional overnight visitors who are forced to share destination facilities and experiences with cruise passengers. Timor-Leste must consider these factors given the numerous operational constraints ranging from lack of port facilities to limited availability of transportation and guides.

Premium and luxury cruises, which are smaller and operate more flexible itineraries are better positioned to call on ports of call that have limited facilities to manage cruise passengers. These ships can arrive at existing cargo vessel ports or other places where there is limited infrastructure. It is important to mitigate potential environmental degradation, particularly as a result of poorly organised shore excursion by ensuring adequate visitor management systems. There is also the potential of disrupting vulnerable or isolated indigenous communities, which should be considered in any development plan. Given Timor-Leste's stage of tourism development, this is the preferred cruise niche market.

Typical vessel sizes and passenger loads range from less than 40,000 gross tonnes to over 100,000 gross tonnes as listed below. This classification does not include smaller ships such as yachts, which are typically not considered as cruise vessels.

Considering that there are a number of vessels currently active in Timor-Leste supporting whale watching, diving expeditions, and other activities it is important to not exclude this category. The annual Darwin to Dili yacht race attracts a plethora of smaller vessels and many of these require similar support services to those of larger cruise vessels. Although this Manual focuses primarily on cruise ships, as defined above, the potential for the development of the overall marine tourism offering in Timor-Leste should be considered and assessed.

Cruise Ship Size	Gross Tonnage	Passenger Capacity
Small	<40,000	<1,000
Mid-Size	40,000-80,000	800-2,500
Large	80,000-150,000	2,000-4,000
Mega	>100,000	>4,000

A developed urban turnaround port in a destination such as Singapore may be able to receive mega ships and thousands of passengers with minimal risk to its natural and cultural heritage. Conversely, a transit port of call in a rural area with conservative customs, surrounded by fragile coral reefs and forests can be significantly impacted by small vessels carrying only a few hundred visitors. Considering Timor-Leste's limited tourism infrastructure and sensitive ecosystems, coupled with the fact that cruise tourism is characterised by bringing large numbers of people to concentrated areas, thereby multiplying and concentrating the impacts, any development of the sector should be done gradually with full consideration to sustainability.

2.2 CRUISE TOURISM IN TIMOR-LESTE

- Recent cruise arrivals:** It is anticipated that Timor-Leste will experience more cruise ship traffic in the coming years. Recent arrival information provides evidence that both large and small vessels will call on ports in the country. To put this into context of Timor-Leste, the arrival of a 2,000-passenger cruise liner, such as the Pacific Dawn, is equivalent to 15 airplanes (A320s and/or Boeing 737s) arriving at Nicolau Lobato International Airport simultaneously. It goes without saying that Timor-Leste is ill prepared to effectively and efficiently manage this level of tourism activity. However, the potential for increased arrival numbers and expenditure through cruise tourism is noteworthy and attractive, particularly given that nascent stage of tourism development in Timor-Leste. With an estimated 4,509 cruise tourists recorded in 2017, cruise tourism represents a significant opportunity for Timor-Leste, which currently receives limited 'non-business leisure-only' visitors. The government benefits from cruise tourism with an estimated US\$150,000 in visa and other tax receipts being recorded in 2017. These statistics should incentivise both public and private sector stakeholders to invest in necessary supporting infrastructure and refine respective capacities to manage cruise ship visits.
- Upcoming cruise arrivals:** Going forward, there are a number of vessels that have scheduled visits to Timor-Leste ports of call in the coming years and it is fully anticipated that there will be more.

Date	Name of Vessel	Passenger Capacity	Crew Capacity	Number of Passengers Disembarked	Number of Shore Excursions Sold	Estimated Total Passenger Spent*
Sep 2016	Pacific Dawn	2,020	660	1,499	749	US\$ 90,000
Feb 2017	Pacific Dawn	2,020	660	1,721	683	US\$ 104,760
May 2017	Paul Gauguin	332	215	184	116	US\$ 15,000
Jun 2017	Paul Gauguin	332	215	241	115	US\$ 21,000
Aug 2017	Pacific Eden	1,258	557	864	369	US\$ 60,000
Total				4,509	2,032	US\$ 290,760

* estimates inclusive of visa fees, shore excursions, food, beverage, souvenirs, taxis.

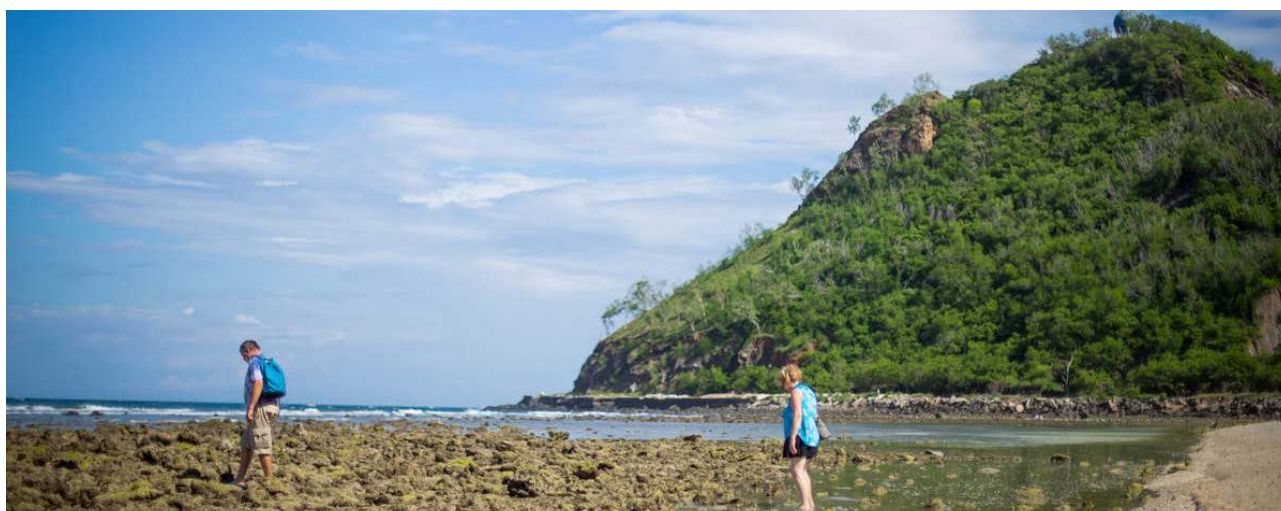
Date	Name of Vessel	Passenger Capacity	Crew Capacity	Potential Total Passenger Spend*
Mar 2018	Peace Boat	1,422	250	US\$85,320
2018	Caledonian Sky	169	64	US\$10,140
2018	Pacific Aria	1,258	602	US\$75,480
2018	Seabourn Sojourn	450	335	US\$27,000
2019	Seabourn Sojourn	450	335	US\$27,000

* estimates inclusive of visa fees, shore excursions, food, beverage, souvenirs, taxis.

- Contribution to tourism revenue:** The development of cruise tourism can provide an immediate injection of much needed income to the Timor-Leste tourism economy through the provision of services such as transportation and tours as well as food and beverage and handicrafts offerings. It can also accelerate the development of tourism by providing a platform for destination marketing, private sector development, tourism training, civil society awareness and institutional coordination. These opportunities should be leveraged to the fullest extent to support the wider development of the tourism sector in Timor-Leste.

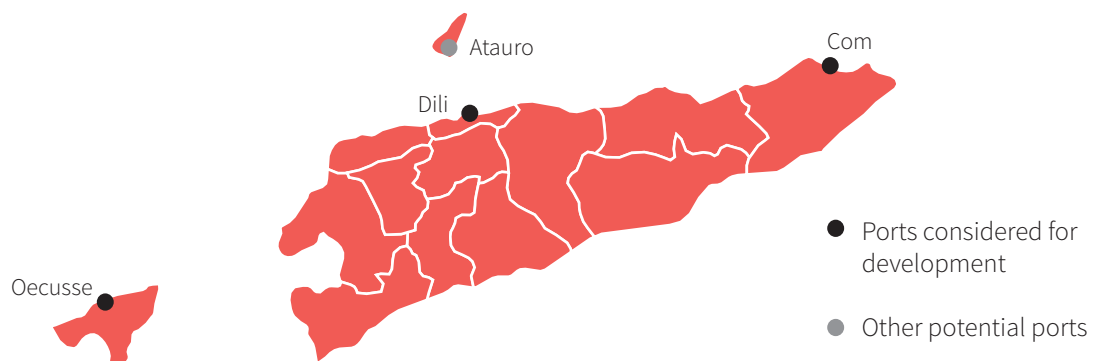
As such, cruise tourism should be considered in the wider context of any tourism sector strategy and action planning and where possible committed personnel within appropriate government departments should be charged with coordinating, aligning and supporting both public and private sector stakeholders.

- Opportunity for destination marketing:** In relation to destination marketing it should be recognised that today’s cruise passenger to Timor-Leste can become tomorrow’s long stay leisure tourist. Cruise passengers also have the potential to share their experiences in Timor-Leste via social media channels, thereby spreading awareness of the country’s tourism brand and offer. Given the country’s limited marketing budget, cruise tourists are a powerful source of disseminating information about Timor-Leste tourism. In support of this,



information booths, cultural performances and other communication platforms should be established to share the country's unique assets as a tourism destination.

- **Opportunity for skill development:** In relation to tourism awareness, it is widely appreciated that the development of tourism in Timor-Leste will take time and that awareness by the private sector, youth and civil society of tourism will grow incrementally as number of visitors to the country increases. Cruise tourism provides an immediate flow of visitors that allows for all Timorese stakeholders to build an understanding of tourism and hone their hospitality skills.
- **Challenges with port infrastructure:** At present, there are three ports that should be considered for development. These include: Dili, Com and Oecusse. Another potential port of call in Timor-Leste include Beloi in Atauro.



- **Safety standard at Dili Port:** Dili Port is the most frequently called upon port by cruise ships. In 2017, a total of five ship calls were made at the Dili Port with a total of some 4,509 passengers. There are some logistical challenges in operating out of the Dili Port, which primarily serves as a cargo port. Notably, Dili Port facilities do not meet minimal international standards when it comes to handling cruise ship calls. There are a number of safety hazards that may cause physical harm to passengers, many of whom are elderly. These issues should be addressed and mitigated to prevent negative impact to the image of Timor-Leste and put public authorities at legal risk in the event that this present lack of duty of care results in personal injury
- **Port facility in Com:** There appears to be significant demand by cruise lines to call on Jaco Island. This was allowed in the past, however following a cruise ship related accident in Indonesia's Raja Ampat, the Government of Timor-Leste has forbidden cruise ships from visiting Jaco Island. There may be an opportunity to develop the Port of Com as an access point to Jaco Island. While Com has been suggested as a potential port to access Jaco Island, at present the port facilities do not provide a safe landing area and require investment to improve port infrastructure to ensure safe landing facilities for cruise ship tenders. There is also a lack of accurate navigational information and aids.

- **Port facility in Oecusse:** There is scope to increase cruise ship calls to the port of Oecusse as there are a number of interesting tourism attractions in this part of Timor-Leste and the port facilities are modern. What is lacking is accurate information on areas of touristic interest which can be shared with the cruise lines to encourage consideration of it.

A full analysis of the ports of Timor-Leste should be conducted to establish their suitability to serve the cruise tourism market and requisite public sector investment and policy considerations. In addition, accurate information about port facilities, navigational aids and tourist attractions should be compiled and widely shared with cruise lines to inform future decisions on itinerary development.

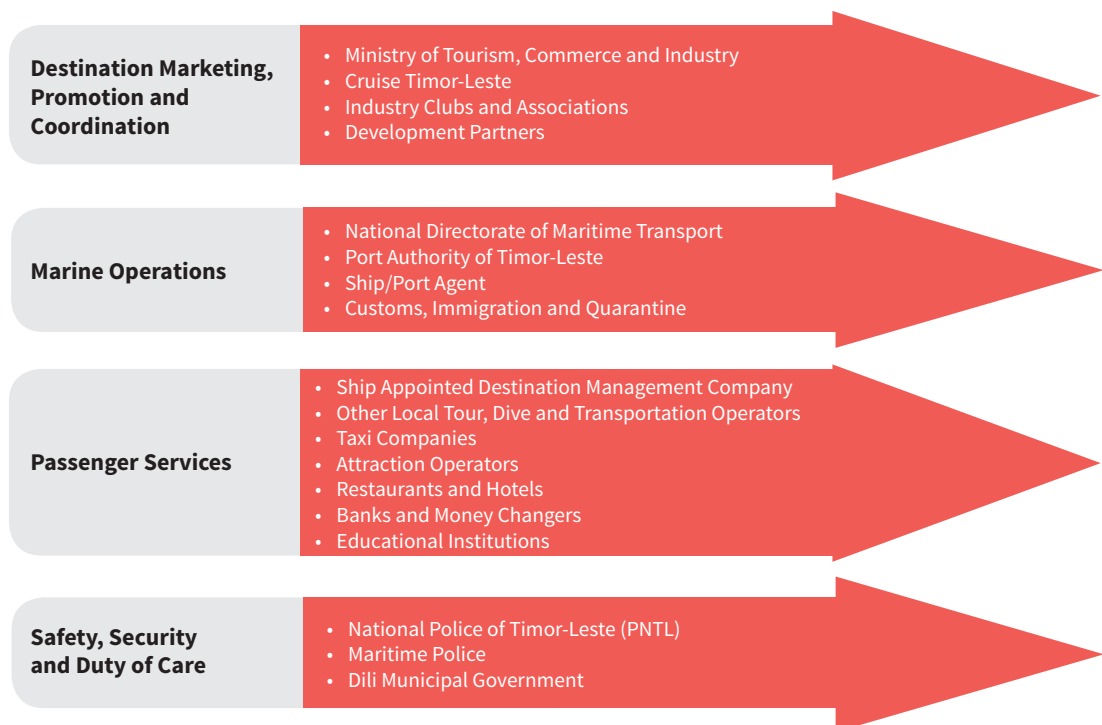
- **Visa fee:** Currently, the Government of Timor-Leste charges a US\$30 visa fee to all cruise passengers that disembark from the ship. Timor-Leste is the only country in ASEAN that has such a visa policy.
 - It is estimated that in 2017, the Government of Timor-Leste collected just shy of US\$135,000 in visa fees. It is also noted that in most cases the visa fee is not a deterrent to passengers disembarking. Therefore, at present, it is recommended that the Government does not reconsider its visa policy.
 - However, it is advisable that a certain percentage of these public revenues collected from visas be invested in the development of infrastructure to support cruise tourism. A mechanism should be developed to allocate funds for public infrastructure development in the form of proper landing facilities, public toilets, signage and general cleanliness in the port and throughout areas where cruise passengers visit. These investments are essential to ensure visitor satisfaction, convey a positive image of Timor-Leste and entice future visits by cruise tourists and their individual networks.

2.3 CRUISE TOURISM STAKEHOLDERS

Cruise tourism operations can be classified into two core components that include: marine operations and passenger services. Marine operations are concerned with



providing safe and efficient anchorage and passenger landing at ports of call. Passenger services are concerned with providing shore excursions and other services related to cruise ship tourists when they visit a destination. There is also the need for destination marketing, promotion and coordination; and safety, security and duty of care. These functions should be fostered and facilitated through collaboration among government, private sector, and other relevant stakeholders. This section of the Manual outlines the respective roles and responsibilities of stakeholders in supporting Cruise TL.



2.3.1 DESTINATION MARKETING, PROMOTION AND COORDINATION

An important factor in the development and operation of cruise tourism is destination marketing, promotion and overall coordination among stakeholders. Ideally, these activities will be led by the Ministry of Tourism, Commerce and Industry in partnership with select private sector actors.

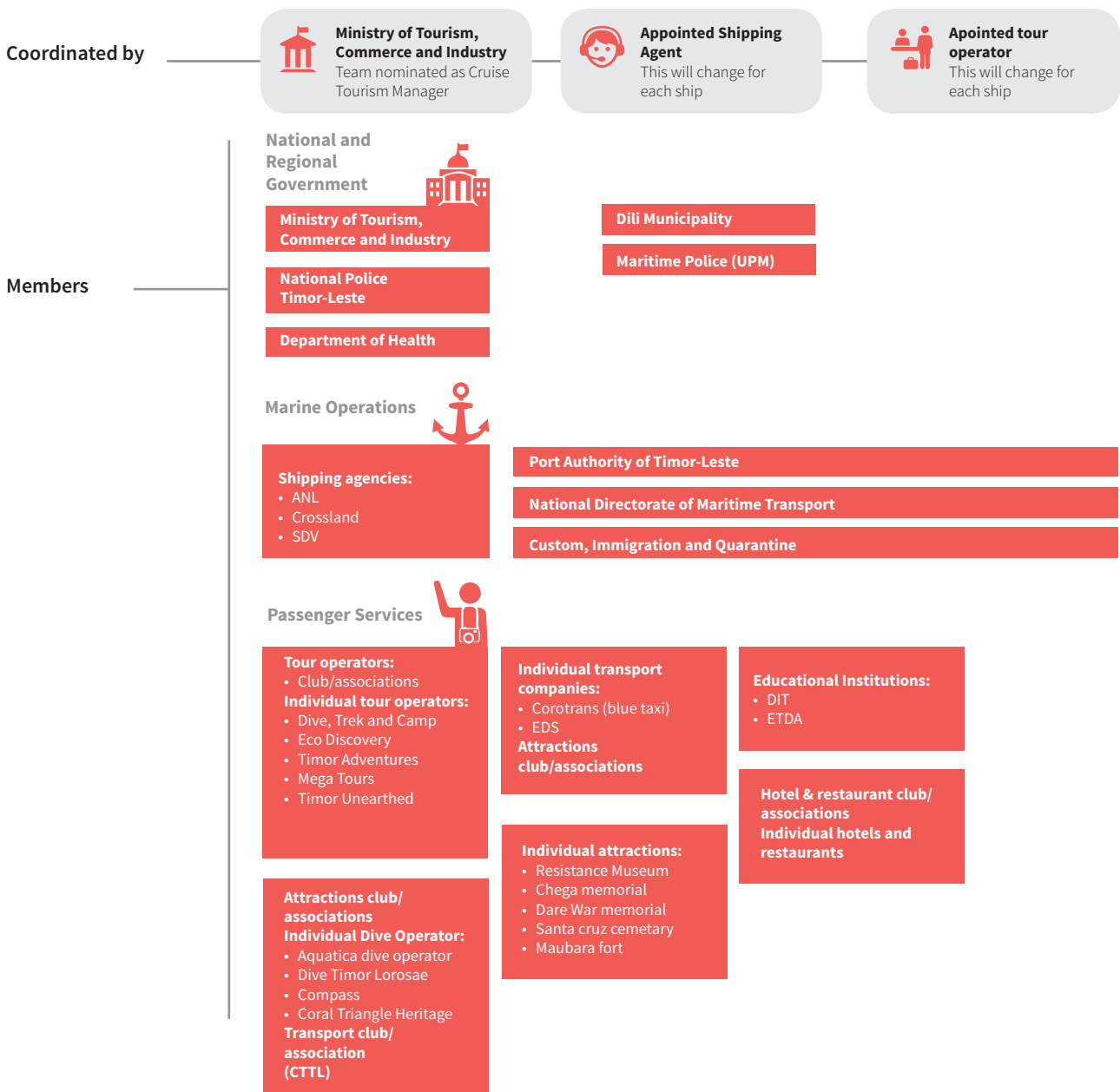
2.3.1.1 MINISTRY OF TOURISM, COMMERCE AND INDUSTRY

As the lead public sector entity responsible for Timor-Leste's tourism sector, the Ministry of Tourism, Commerce and Industry (MTCI) plays an integral role in facilitating cruise tourism at the national, provincial, and municipal levels. As the National Tourism Organisation, MTCI will:

- coordinate among government ministries, agencies and departments to advocate support in the development of cruise tourism;
- appoint a process manager to actively participate in Cruise Timor-Leste and represent the MTCI in all areas concerning cruise tourism;

- mobilise financial and human resources to implement destination marketing activities related to cruise tourism;
- facilitate collaboration in marketing and promotion with the private sector;
- advocate cruise tourism and communicate to government departments and industry associations;
- participate in Cruise Timor-Leste meetings;
- organise the Taste of Timor exhibition during all Dili-based ship calls to help promote TL tourism;
- monitor cruise tourism economic and environmental impacts through the provision of surveys;
- gather, curate and manage content in the form of photographs and stories for publication on www.cruisetimorleste.com and other social media platforms;
- ensure accountability of cruise operators and regulators; and
- promote sustainable and community-based tourism activities.

2.3.1.2 CRUISE TIMOR-LESTE





It is essential that coordination arrangements are established to ensure that all stakeholders are informed and understand their respective roles and responsibilities. This Manual has been developed as a means of ensuring better consistency and cooperation between government departments and industry stakeholders. Cruise Timor-Leste will be established as a coordination body consisting of tourism industry stakeholders and actors representing public sector bodies and institutions, tour operators, attraction operators, hotels, restaurants, retail outlets, the media, academia, and financial services. Sharing a common interest of growing cruise tourism demand and yield in Timor-Leste, they will collaborate, communicate and coordinate. The collective knowledge and networks of Cruise Timor-Leste will help strengthen public private partnerships, generate sponsorship, and ensure industry relevance. Members of this group will:

- meet on a regular basis, particularly in advance of ship calls;
- partner to support the marketing and promotion of cruise tourism;
- contribute resources to increase awareness of cruise tourism;
- improve public private partnership approaches;
- identify and resolve conflicts, barriers and obstacles to growth; and
- provide advice and logistics support.

2.3.1.3 INDUSTRY CLUBS AND ASSOCIATIONS

Industry clubs and associations can be an effective partner in promoting cruise tourism. These formal and informal affiliations will bring together diverse stakeholders with common interests and provide an important platform for networking and advocacy. Industry clubs and associations can:

- publicise cruise tourism news through media channels and networks within the private sector;
- support the Cruise Timor-Leste in attaining, analysing, and distributing statistics and intelligence;

- provide sponsorship;
- leverage cruise tourism to grow demand; and
- advocate for government action.

2.3.1.4 DEVELOPMENT PARTNERS

There are a number of official development assistance partners and donors supporting the development of maritime related activities in Timor-Leste. They are supporting plans for port expansion and development in Dili and other parts of the country. In order to ensure utmost effectiveness and efficiency of these investments in infrastructure and capacity building, it is essential that there is coordination and harmonisation in all donor-led programs and activities. Information sharing is a critical success factor as organisations such as the Department of Foreign Affairs and Trade (DFAT), Japan International Cooperation Agency (JICA), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the International Finance Cooperation (IFC) and others make significant investments. Development partners will:

- provide technical and financial assistance to support infrastructure development of cruise tourism;
- offer capacity building and knowledge sharing of good practices;
- communicate regularly, possibly via Cruise TL meetings, of future plans and activities;
- participate regularly in Cruise TL meetings;
- provide policy advice, technical assistance and financial support; and
- help to mitigate obstacles and bottlenecks in the development of cruise tourism in Timor-Leste.

2.3.2 MARINE OPERATIONS

The area of marine operations is focused on activities at the port that revolve around the disembarkation and embarkation of cruise ship passengers, and the





support of logistics supporting ship operations. At smaller transit ports such as Dili, where navigational information is limited and pier facilities are not to minimum standard, large cruise ships will typically moor offshore to avoid any risks. Typically, government officials from the host country will be transported to the ship to deal with customs, quarantine, and immigration clearances for those passengers wishing to come ashore (passengers and crew). Passengers will then be transported ashore using smaller tender vessels. The port agent along with port authority will ensure that there are appropriate docking facilities to ensure safe landing of the ship's tenders and offloading of passengers. The port facility should be clean and there should be a minimum standard of toilet, and passenger terminal facilities in order to ensure the smooth access to tours and transportation services by passengers. Specifically, there should be a covered area (either permanent or temporary) to ensure protection from the sun sufficient for the number of passengers on the ship. Toilet facilities should be clean and of a western standard, perhaps with a cleaning person assigned during the duration of the ship visit. Directional signage should be in place throughout the pier area to ensure that passengers know where to go.

2.3.2.1 NATIONAL DIRECTORATE OF MARITIME TRANSPORT

A harbour master is the official responsible for enforcing the regulations of a particular harbour or port in order to ensure safety of navigation, the security of the harbour and the correct operation of the port facilities. The National Directorate of Maritime Transport or DNTM serves in the role of harbour master and is the official government body with overarching responsibility for all marine activities in Timor-Leste, including cruise tourism. DNTM supports cruise tourism by:

- ensuring that sufficient and accurate navigational information is readily available;
- maintaining the operational condition of navigational aids;
- ensuring marine and environmental protection developing and enforcing safety standards and manuals;
- supporting the process of clearing vessels through coordination with relevant government departments and agencies; and
- establishing of port operations procedures throughout the country.

2.3.2.2 PORT AUTHORITY OF TIMOR-LESTE

A port authority is the official organisation that controls and manages activities in a port. It is largely responsible for the provision of infrastructure, administration, operation and security at ports. The Port Authority of Timor-Leste (APORTIL) in conjunction with DNTM supports cruise tourism by:

- providing adequate and safe docking facilities for cruise ships or ship tenders to berth and (un)load passengers;
- ensuring the cleanliness of the port area in advance of a cruise visit;
- resolving any potential conflicts between cargo and tourism operations;
- maintaining the cleanliness of the terminal area and public toilets; and
- enforcing security and duty of care within the port area during a cruise ship visit.

2.3.2.3 SHIPPING/PORT AGENT

A shipping or port agent acts as a local representative of the principal (cruise line). Serving as the owner's representative, it is responsible for organising, overseeing and coordinating all aspects of the port call from booking berth allocations and services ahead of the vessel's arrival to finalising the accounts and other paperwork after the vessel has sailed. The agent is the conduit for all information exchanged between the vessel and the shore to ensure that the principal's requirements are performed with the utmost efficiency. The agent must be fully conversant with all regulations and requirements relating to the port in which they operate and should possess a wide range of relevant contacts. Leading shipping agents in Timor-Leste such as Lai-ara, ANL, Crossland and SDV will support cruise tourism by:

- coordinating all portside logistics and services in support of marine operations of cruise passenger ships;
- communicate with marine operations service providers, including: DNTM, APORTIL, CIQ and other relevant authorities;
- reserve anchorage or berthing facilities;



- organise immigration and customs formalities;
- ensure appropriate and safe tender docking facilities in cooperation with APORTIL;
- share in advance scheduled cruise ship visits;
- invoicing to the principal services rendered, including visa fees during the port call;
- pay fees on behalf of the principal to marine operations service providers on behalf of the principal; and
- participate and lead discussions related to marine operations at Cruise TL meetings.

2.3.2.4 CUSTOMS, IMMIGRATION AND QUARANTINE

CIQ facilitates the movement of legitimate international travellers and goods, whilst protecting the safety, security and commercial interests of Timor-Leste. In relation to cruise tourism, CIQ is responsible for the following:

- setting of appropriate visa fees;
- issuance of relevant passport stamps and visas;
- facilitating of passenger and crew entrance to Timor-Leste;
- clearance of ship;
- clarity on what products are allowed for import and export; and
- participation in Cruise TL meetings.

2.3.3 PASSENGER SERVICES

Passenger services refer to those activities that occur once cruise ship passengers have disembarked from the ship and tenders and are safely ashore. Generally, cruise ship passengers fall into three categories as described in the next table:

Passenger Category	Estimated Percentage of Passengers	Description
A	40-50	These passengers are the priority of the cruise line and the locally appointed tour operator. They buy their tours on-board through the ship's shore excursion office. These tours are insured and guaranteed by the cruise line in partnership with the locally appointed tour operator.
B	10	These passengers have made other arrangements for local tour operators and service providers. Typically, these passengers book online. Activities such as diving, snorkelling and other adventure sports are typically included in this category as many cruise lines will not sell these types of tours due to issues of liability and risk mitigation.
C	40-50	These passengers come ashore with no pre-arranged bookings. Typically, these people book taxis or walk around the port area and nearby attractions.

2.3.3.1 SHIP APPOINTED DESTINATION MANAGEMENT COMPANY

Destination management companies (DMCs) possess extensive local knowledge, expertise, and resources. They specialise in designing and implementing events, activities, tours, transportation, and program logistics in tourism destinations. Typically, the principal (cruise line) will appoint a local DMC/tour operator as an independent contractor to organise tours that are sold on board the vessel prior to the ship's arrival in port.

In the case of Timor-Leste, principals contract regional consortia, i.e. Intercruises Shoreside and Port Services or Cruise Asia (a division of Destination Asia). These two intermediary organisations have a worldwide network of destination management companies that support the provision of local tours and services. Currently, Dive, Trek and Camp (DTC) and EcoDiscovery have indirect links with cruise line principals through Intercruises and Cruise Asia as depicted in the below chart.



The ship appointed DMC and respective consortia can support cruise tourism in Timor-Leste in the following ways;

- develop unique and compelling experiences to cruise passengers;
- ensure that the handling of category A passengers are professional, safe and efficient;
- facilitate the smooth handling of category B and C passengers in conjunction with local tour and transportation providers;
- provide timely and accurate information concerning ship visits to the Cruise TL community;
- collaborate with local service providers to ensure smooth organisation of passenger services;
- build awareness about the cruise tourism and its distribution;
- participate and lead passenger services elements at Cruise TL meetings; and
- communicate, collaborate and cooperate at all times.



2.3.3.2 OTHER LOCAL TOUR, DIVE AND TRANSPORTATION OPERATORS

In addition to the above described ship appointed DMC, other local tour, dive and transportation operators and activity providers typically offer services to passengers that have made prior arrangements other than those offered on board the ship. Typically these passengers fit into category B and are considered independent travellers by the cruise line principal. Timor-Adventures, Mega Tours, Dive Timor, Compass and Aquatica are some of the operators that have handled these passengers in the past. They can support cruise tourism in the following ways:

- develop unique and compelling experiences to cruise passengers;
- ensure that the handling of category B passengers are facilitated in a transparent and efficient manner;
- collaborate with the ship appointed DMC;
- build awareness about the cruise tourism and its distribution;
- participate in Cruise TL meetings;
- communicate, collaborate and cooperate.

2.3.3.3 TAXIS

Local taxi companies are an integral part of the cruise tourism supply chain. The majority of category C passengers, as well as ship's crew, will seek transportation services from local taxi companies. Corrotrans (blue taxis), CTTL (yellow taxis) and other transportation providers can support cruise tourism by:

- safety and duty of care of passengers;
- organising fair and transparent pricing;
- providing orderly dispatch of cars and drivers;
- maintaining public order;
- collaborating with security officials to ensure cars and drivers are properly licensed;



- ensuring timeliness of services;
- participating in Cruise TL meetings; and
- communicating, collaborating and cooperating.

2.3.3.4 ATTRACTION OPERATORS

Cruise tourists desire authentic and entertaining experiences that provide them with a glimpse into local culture. There are a variety of local attraction operators such as the Xanana Reading Room, Resistance Museum and Chega Museum that provide a snapshot of the history of Timor-Leste. These attraction operators have an important role to play by:

- offering transparent pricing;
- ensuring facilities are clean and safe;
- remaining open on days of ship calls even if on weekends;
- participating in Cruise TL meetings; and
- communicating, collaborating and cooperating.

2.3.3.5 RESTAURANTS AND HOTELS

Passengers often seek food and beverage services while ashore. In Dili there are a number of venues that are frequented by cruise visitors, including: Novo Turismo Hotel, Gino's at the Dili Hotel, Caz Bar, Beachside, Timor Top, Hotel Timor, East Timor Trading's Burger King and Timor Plaza. These restaurants, hotels and shopping venues can support cruise tourism by:

- offering transparent pricing;
- ensuring facilities and products are clean and safe;
- remaining open on days of ship calls even if on weekends;
- participating in Cruise TL meetings; and
- communicating, collaborating and cooperating.

2.3.3.6 BANKS AND MONEY CHANGERS

Timor-Leste operates on a United States dollar cash economy and other currencies are rarely accepted. A majority of cruise passengers that call on ports in Timor-Leste are Australian and typically carry Australian dollars. In order to encourage and facilitate spending in the local economy, it is imperative that money change services are conveniently located to facilitate currency exchange. These organisations can support cruise tourism in Timor-Leste by:

- offering services near the point of disembarkation;
- offering fair and transparent exchange rates;
- remaining open on days of ship calls even if on weekends;
- participating in Cruise TL meetings; and
- communicating, collaborating and cooperating.

2.3.3.7 EDUCATIONAL INSTITUTIONS

There are a number of leading academic institutions in Timor-Leste that offer hospitality and tourism education and training programs. Dili Institute of Technology and other such schools of higher learning can support cruise tourism in the following ways:

- train student volunteers to provide visitor information and demonstrate local culture and traditions;
- offer student led walking tours;
- conduct research on topics related to cruise tourism;
- develop tools for monitoring and evaluating cruise tourism impacts and providing insight; and
- participate in Cruise Timor-Leste meetings.



2.3.4 SAFETY, SECURITY AND DUTY OF CARE

The safety and security of cruise tourism passengers during visitations to Timor-Leste is imperative for the reputation of the destination and to ensure that cruise ships will continue to call on ports in the country. There are a number of actors that can ensure adequate duty of care, including the authorities responsible for public safety and security as well as municipal and local governments.

2.3.4.1 POLICE, SECURITY AND PUBLIC SAFETY AUTHORITIES

There are four different organisations involved in providing policing, security and public safety as it pertains to cruise tourism. The National Police of Timor-Leste or PNTL is the primary guarantor of public safety in Timor-Leste ranging from traffic safety to general law enforcement. The Maritime Police or UPM is a specific unit with responsibility for public security in the country's port areas. Guardamor is a private security provider that along with Port Security supports the protection of physical assets at the port.

The PNTL is central to the safety and security of visitors to the country. It not only enforces public order and manages crowds, but also ensures that tourists follow established laws and behave according to local norms. There are several ways in which PNTL along with UPM can be supportive to cruise tourism.

- establish a special unit of the police (tourist police) to manage tourism activities, particularly during cruise visits;
- maintain order at the pier and its vicinity, particularly in relation to taxi drivers and souvenir vendors;
- ensure that only individuals with express purposes are allowed into the port area during a ship visit;
- monitor the quality of taxis, including ensuring proper licensing; and
- participate in Cruise TL meetings.





2.3.4.2 MUNICIPAL AND DISTRICT LEVEL GOVERNMENT

The support of local government at the municipal and district level is important in facilitating successful cruise ship visits. This is of mutual interest as cruise passengers spend money resulting in sales for local establishments and tax revenues. It also provides an opportunity for destination promotion. There are several ways in which local government can support cruise tourism, including:

- create attractive and well-marked walking tours;
- provide signage to facilitate independent traveller exploration;
- organise events that showcase the local culture and heritage;
- ensure cleanliness of public areas;
- encourage local participation; and
- participate in Cruise TL meetings.



3. OPERATIONAL PROCESSES, PROCEDURES AND SYSTEMS

This section of the Manual outlines the operational processes, procedures and systems to be followed by stakeholders before, during and after cruise ship visits.

3.1 DESTINATION MARKETING, PROMOTION AND COORDINATION

While the marketing and promotion elements of cruise tourism in Timor-Leste do not follow any formal processes, procedures and systems, it is important to ensure that there is a shared approach. Given that there is limited demand for leisure tourism in Timor-Leste at present, it is critical to capitalise on the opportunity to generate word of mouth promotion from cruise passengers.

The Ministry of Tourism, Commerce and Industry will organise a Taste of Timor Exhibition on the day of a cruise ship visit to provide an opportunity for local souvenir and food vendors to display their wares. At the same time the MTCI will increase awareness of Timor-Leste tourism by organising staged photos and encouraging visitors to share their snapshots on social media channels with the hashtag #exploretheundiscovered. This will provide widespread free publicity and destination marketing and promotion.

The Cruise Timor-Leste group will also provide a platform for information sharing and collaboration. The group will meet regularly, but in particular in advance of scheduled ship visits. As outlined in the SOP checklists (section 4), Cruise TL will meet at minimum 21 days, 72 hours and 24 hours in advance of a ship's arrival. The group will also convene immediately following a port call to review processes and make amendments to the Manual. Cruise TL will maintain a website www.cruisetimorleste.com which will serve as an information sharing platform for local stakeholders and potentially cruise principals. All stakeholders will be encouraged to share their knowledge and processes to ensure a common understanding and commitment to cruise tourism in the country.

3.2 MARINE OPERATIONS

The key responsibilities and functions of the marine operations element of cruise tourism include the following:

- Anchorage and docking;
- Ship clearance;
- Tendering and safe disembarkation at pier-side;
- Pier-side passenger safety, comfort and movement; and
- Transportation access and movements in port area.

3.2.1 ANCHORAGE AND DOCKING

The organisation of anchorage and/or berthing of cruise ships at the port area is a shared responsibility of the harbour master, port authority and the ship agent. The shipping agent will receive the passenger vessel arrival information in advance and will confirm with the port authority the availability of anchorage or berthing space. Much will depend on the size and draft of the vessel as to whether the ship will anchor or long-side. Once confirmation is received, the ship agent will communicate with the cruise ship principal and will provide updated ship arrival information.

It is critical that DNTM provides accurate navigational information in relation to ocean depths, particularly at the docking area. Otherwise, ship captains will hesitate to long-side to avoid potential risk.

3.2.2 SHIP CLEARANCE

A variety of documents are required for ship's clearance in Timor-Leste. It is the responsibility of the ship agent to collect and disseminate this documentation to the appropriate authorities as listed below.

Customs Authorities	Quarantine	Port and Maritime Authorities
<input type="checkbox"/> Cargo manifest <input type="checkbox"/> Crew list <input type="checkbox"/> Crew effects and declaration of goods to land <input type="checkbox"/> Passenger list <input type="checkbox"/> Declaration of health <input type="checkbox"/> Declaration of fire arms and ammunition (if any) <input type="checkbox"/> Ship's stores declaration <input type="checkbox"/> Voyage memo <input type="checkbox"/> List of animals on board (if any) <input type="checkbox"/> Narcotics list <input type="checkbox"/> Inward report <input type="checkbox"/> Outward report <input type="checkbox"/> Vessel profile	<input type="checkbox"/> Crew list <input type="checkbox"/> Maritime declaration of health <input type="checkbox"/> Vaccination list <input type="checkbox"/> Plant and animal list <input type="checkbox"/> Narcotics list <input type="checkbox"/> Quarantine arrival report <input type="checkbox"/> Quarantine inspection report	<input type="checkbox"/> Crew list <input type="checkbox"/> Last port clearance <input type="checkbox"/> Ship's particulars <input type="checkbox"/> Arrival information <input type="checkbox"/> Ship's certificates (as required)
Immigration Police	Ministry of Health	To Keep on File
<input type="checkbox"/> Crew list <input type="checkbox"/> Passenger list <input type="checkbox"/> Stamped crew list by last port immigration	<input type="checkbox"/> Quarantine inspection ship's report <input type="checkbox"/> Maritime declaration of health <input type="checkbox"/> Ship sanitation control certificate <input type="checkbox"/> Crew list <input type="checkbox"/> Vaccination list <input type="checkbox"/> International certificate of vaccination <input type="checkbox"/> Medicine certificate <input type="checkbox"/> Health book <input type="checkbox"/> Voyage memo <input type="checkbox"/> Ship's particulars <input type="checkbox"/> Cabel master <input type="checkbox"/> Last port clearance <input type="checkbox"/> Port health clearance from last port of call <input type="checkbox"/> Pest control certificate	<input type="checkbox"/> Arrival report <input type="checkbox"/> Departure report <input type="checkbox"/> Stow plan <input type="checkbox"/> Bunker condition report <input type="checkbox"/> Notice of readiness

3.2.3 TENDERING

Tendering services are provided when a ship anchors outside of the main port area. Typically, the tendering service is provided by the ship which will have a number of small boats that are used in emergencies and for tendering service. Ship tenders typically have a draft of 1.5-2.0 metres and require a pontoon to allow passengers to safely disembark and embark the tender. The pontoon should be designed to ensure safe access to the pier area as shown in this photo.



3.2.4 PIER SIDE

Once passengers have safely accessed the pier area, it is critical that passengers can safely move about the wharf area. International standards for cruise terminals require a minimum standard of shaded areas, toilets and general wharf cleanliness. A clear dispatch plan, supported by signage and designated walking areas, should be in place to allow passengers to safely access their awaiting tour transportation or access taxis. Given that cruise passengers tend to be elderly, it is important that shaded areas are available, particularly to protect from the hot tropical afternoon sun that they will encounter upon their return from tours and while awaiting the return of the ship's tender.

Below is the Dili pier area for which a dispatch plan is urgently required to facilitate smooth and safe movement of cruise passengers.



3.3 PASSENGER SERVICES

As previously mentioned in this Manual, passenger services commence once people have been safely delivered to the wharf either by tender or in the event of a long-side by way of the gangway. The most critical element of passenger services is to ensure that all transportation for various tours and activities is within easy and safe walking distance of the disembarkation point. It is also important to ensure that authorised vehicles can easily enter and exit the pier area. There are three distinct groups of passengers, each of which require nuanced handling as described below. Ideally designated dispatch areas for each group of passengers will be arranged in advance in the wharf area to ensure effective and efficient movement of passengers.

3.3.1 GROUP A PASSENGER

These passengers purchase tours sold through the ship's shore excursion office and are the priority of the cruise line and the locally appointed tour operator. Tours offered to this category of passengers are insured and guaranteed by the cruise line, in partnership with the locally appointed tour operator. They are typically the first to disembark and be dispatched by a representative of the shore excursion staff, in coordination with the locally appointed tour operator. These tours are planned well in advance and final participation numbers are typically confirmed to the locally appointed tour operator 24 hours in advance of the ship's arrival. During disembarkation of these passengers, the locally appointed tour operator should be given priority access to the pontoon and/or wharf area. Ideally, a designated area will be organised for the dispatch of these passengers.

3.3.2 GROUP B PASSENGERS

These passengers make advanced arrangements, independent of the cruise line, through local tour, activity and transportation providers. They typically book online. Activities such as diving, snorkelling and other adventure sports are typically

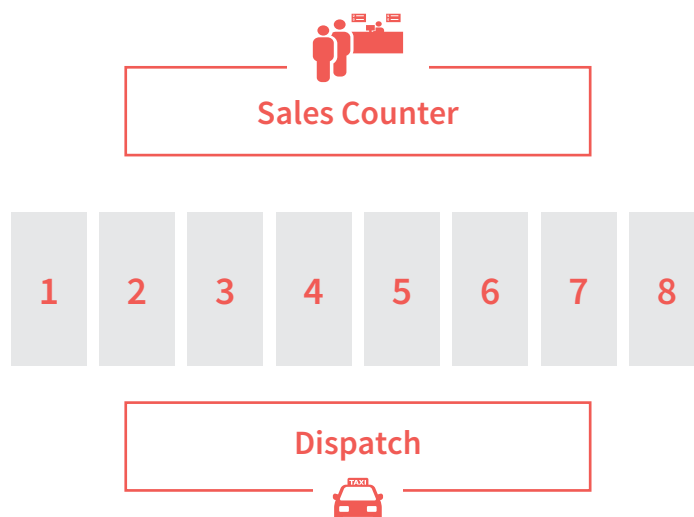


included in this category as many cruise lines do not offer these types of tours due to liability and risk mitigation. These passengers are usually the second group to disembark. Local tour providers should arrange with the ship agent in advance of the ship's arrival to allow their vehicles to access the pier area. Ideally, a designated area will be organised for the dispatch of these passengers.

3.3.3 GROUP C PASSENGERS

The third category of passengers, which also often includes crew members, do not have any pre-arranged bookings for activities or tours. Often, people in this category will travel by taxi, or simply walk around the vicinity of the port area. An information desk should be organised within the pier area to facilitate the needs of these passengers to ensure that they contribute to expenditure within the tourism economy during their stay. The information desk should offer a range of services such as a local walking tour (possibly in conjunction with DIT) and a taxi counter with published prices to travel to key highlight areas, such as Cristo Rei. If possible, a local map should be produced which highlights key attractions within walking distance of the pier. These passengers/crew should also be encouraged to visit the Taste of Timor exhibition. Ideally, a designated area with an information desk and taxi dispatch area will be organised for the people in this category.

Taxis should be inspected by PNTL and other authorities in advance of the ship's arrival to ensure that proper licenses are in place. Drivers should also be required to adhere to strict behavioural standards and in the event that complaints are received, they should be prevented from participating in future cruise visits. A dispatch system should be organised using the below diagram as an example.



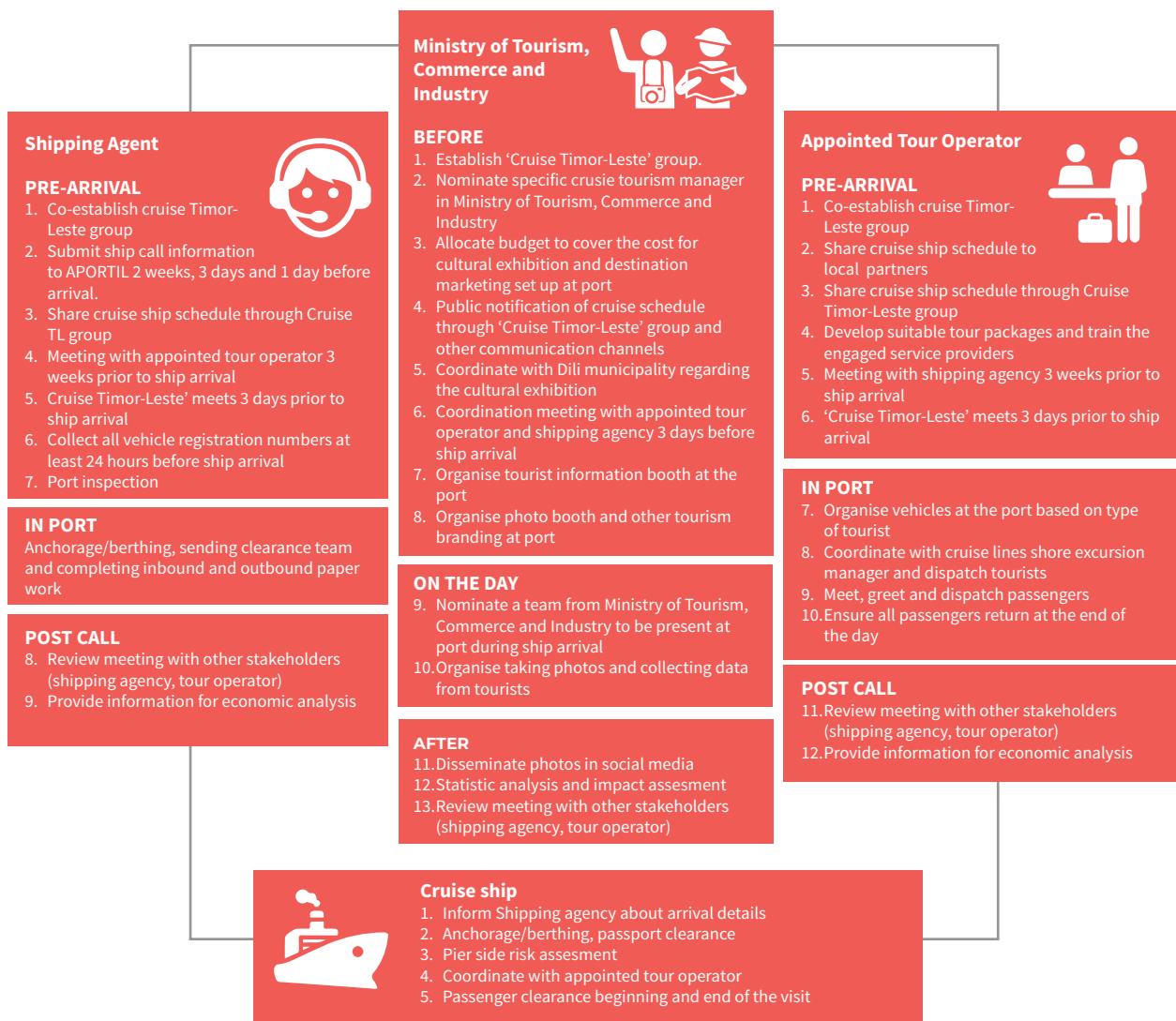
3.4 SAFETY, SECURITY AND DUTY OF CARE

Throughout a cruise ship visit safety, security and duty of care should be a priority for all stakeholders and service providers. The PNTL and UPM are charged with security measures, while APORTIL and DNTM should ensure that the port area, including the pontoon provides safe access for cruise passengers and ship's crew.

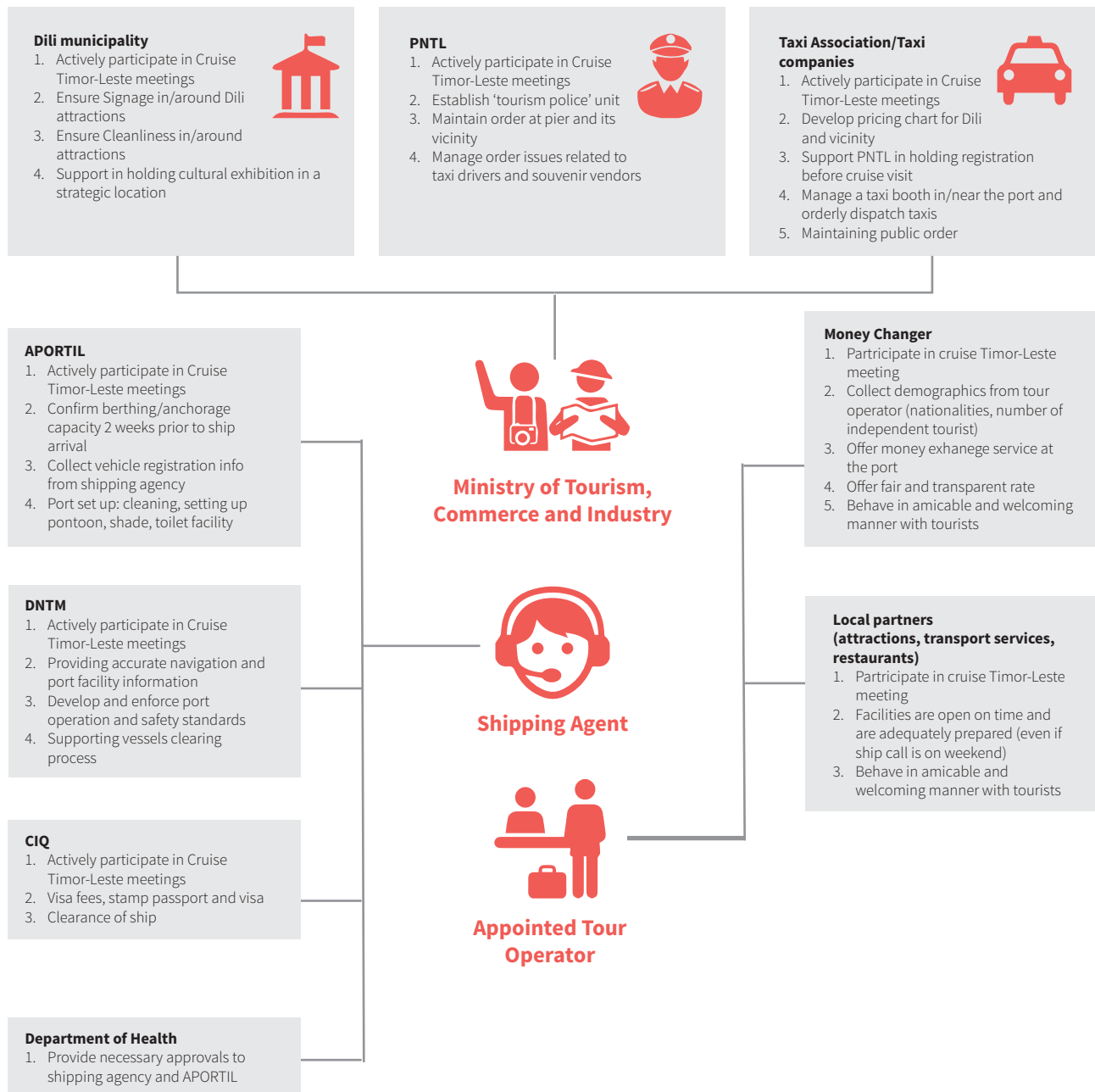


4. ANNEXES

ACTIVITY CHECKLIST FOR SA, MTCI AND ATO



ACTIVITY CHECKLIST FOR OTHER CRUISE TIMOR-LESTE MEMBERS



The annexes are divided into three separate checklists, i.e. pre-arrival, in port and post port call. They present an exhaustive list of operational tasks outlined in section three of the Manual and allocate responsibility to the appropriate stakeholder(s) as identified in section two of the Manual.

4.1 PRE-ARRIVAL CHECKLIST

Code	Task/Activity Description	Responsible Stakeholders	Checked		Remarks
			Yes	No	
1PA	Initial communication by principal concerning planned itineraries.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL <input type="checkbox"/> DNTM			Typically known up to twelve months in advance of ship call.
2PA	Preparation and initial submission of aviso de chegada de navio (ship's call information) form to public authorities.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL <input type="checkbox"/> DNTM			This form will be resubmitted 2 weeks, 3 days and 1 day in advance of ship arrival.
3PA	Clear communication between public authorities and SA on port capacity to decide berthing/anchorage requirements.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL <input type="checkbox"/> DNTM			Cruise lines and shipping agents need to have access to clear information on port facilities to determine the logistics.
4PA	Ship arrival details to be shared via Cruise Timor-Leste communication channels.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> Cruise Timor-Leste			Information sharing via www.CruiseTimorLeste.com or similar yet to be determined platforms.
5PA	Initial communication by principal or third-party consortium concerning shore excursion arrangements.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Third party Shore Excursion Consortium <input type="checkbox"/> Appointed Tour Operator			This information is focused on organisation of shore excursions offered by the cruise line and only indirectly concerns independent travellers.

6PA	Ship arrival details and timing to be shared again via Cruise Timor-Leste communication channels.	<input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Cruise Timor-Leste	The ATO is to confirm that information has been posted and shared via www.CruiseTimorLeste.com or similar yet to be determined platforms. The ATO will also contact the PNTL to ensure they assign sufficient personnel on the day of the ship call.
7PA	A meeting to be organised by appointed SA and ATO at least 3 weeks in advance of cruise call to confirm details of port call, relevant details will be shared through Cruise Timor-Leste channels.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Cruise Timor-Leste	All members of Cruise Timor-Leste to be fully informed of call dates, timings and number of passengers. Discussions and agreements of respective logistical roles and responsibilities concerning i) Marine Operations and ii) Passenger Services.
8PA	Taste of Timor exhibition and souvenir market to be organised and relevant vendors to be contacted.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Dili Municipality <input type="checkbox"/> Private Organiser	MTCI to lead this process. Should be documented with lots of pictures for sharing on social media channels.
9PA	Second submission of aviso de chegada de navio (ship's call information) form to public authorities 72 hours before arrival with updated information.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL <input type="checkbox"/> DNTM <input type="checkbox"/> CIQ <input type="checkbox"/> Department of Health	SA to coordinate all Marine Operations arrangements with relevant authorities.
10PA	Signed aviso de chegada de navio (ship's call information) form returned to Shipping Agent.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL <input type="checkbox"/> DNTM <input type="checkbox"/> CIQ <input type="checkbox"/> Department of Health	
11PA	Cruise Timor-Leste members to hold coordination meeting 3 days before arrival.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Cruise Timor-Leste	SA, ATO and MTCI to coordinate a gathering of all Cruise Timor-Leste stakeholders, including taxis and attractions.

12PA	As and when required, Cruise Timor-Leste Stakeholders to hold coordination meeting 24 hours before arrival.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Cruise Timor-Leste	SA, ATO and MTCI to coordinate a final follow up gathering of all Cruise Timor-Leste stakeholders if deemed necessary.
13PA	Final list of vehicle registration numbers submitted to SA no later than 24 hours in advance of arrival.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL	All vehicles (including taxis) that will be supporting organised tours or other passenger services must be identified and informed to APORTIL.
14PA	Submission of vehicle list by SA to APORTIL security.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL	
15PA	Cleaning of port area where ship will long-side or tenders will unload. To include toilets, shaded areas and other public areas in vicinity of landing area.	<input type="checkbox"/> APORTIL	Commencing at 17:00 the day before the ship arrives.
16PA	Pontoon or other landing mechanism in place if tenders are to be used.	<input type="checkbox"/> APORTIL	Critical that safe landing mechanism is in place and that all safety precautions have been considered.
17PA	Necessary demarcation is in place, such as walkway for safe passenger movement, sign for port exit etc.	<input type="checkbox"/> DNTM <input type="checkbox"/> APORTIL	
18PA	Send out a public notification informing civil society of a cruise ship visit.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry	Potentially in partnership with a local mobile provider.

Stakeholder Abbreviations: Cruise Line = CL; National Directorate of Maritime Transport = DNTM; Port Authority of Timor-Leste = APORTIL; Shipping Agent = SA; Customs, Immigration and Quarantine = CIQ; Department of Health = DOH; Appointed Tour Operator = ATO; Shore Excursion Consortium = SEC; Local Tour Operators = LTO; Tourism Authorities = TA; Municipal Government = MG; Taxi Company – TC; Attraction Operators = AO; Development Partners = DP; Cruise Timor-Leste = CTL; Dili Municipality = DM; Private Organiser = PO.

4.2 IN-PORT CHECKLIST

Code	Task/Activity Description	Responsible Stakeholders	Checked		Remarks
			Yes	No	
1IP	Final inspection of port area.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL <input type="checkbox"/> DNTM			Walk around pre-arrival.
2IP	Vehicles to enter port area and be lined up according to dispatch plan.	<input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Local Tour Operators <input type="checkbox"/> Taxi Companies			Organised into activity clusters.
3IP	Organisation of tour cluster dispatch areas.	<input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Local Tour Operators <input type="checkbox"/> Taxi Companies			Group A (ship booked shore excursions); Group B (independently booked tours); Group C (independent no booking).
4IP	Organise tourist information booth and strategically placed photo with Timor-Leste tourism brand (e.g. with locals in traditional dress). The booth should be stocked with visitor information such as a map and perhaps brochures from local restaurants and attractions to help promote their services.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Tourism Authorities <input type="checkbox"/> Development Partners			Ministry of Tourism, Commerce and Industry to organise an information booth to support destination marketing. Possible support from The Asia Foundation and MDF. Photographer in place to take photos of tourists having fun in Timor-Leste.
5IP	Ship makes contact with local authorities and anchors/berths.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Shipping Agent <input type="checkbox"/> DNTM <input type="checkbox"/> APORTIL			
6IP	Clearance team to ship.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> CIQ <input type="checkbox"/> Shipping Agent <input type="checkbox"/> DNTM			
7IP	Passports of all disembarking passengers are stamped.	<input type="checkbox"/> CIQ <input type="checkbox"/> Shipping Agent			Ship agent will verify stamps and pay visa fees on behalf of principal.

8IP	Ship cleared.	<input type="checkbox"/> CIQ <input type="checkbox"/> DNTM <input type="checkbox"/> Shipping Agent	
9IP	First tender from ship leaves for pier side risk assessment, typically with shore excursion manager.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Shipping Agent <input type="checkbox"/> Shore Excursion Manager from Cruise Line	
10IP	Shore excursion manager meets with ATO for final coordination.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Appointed Tour Operator	
11IP	First passengers disembark by gangway (berth) or via tender service (anchorage).	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Shipping Agent <input type="checkbox"/> APORTIL	Typically Group A passengers that have purchased shore excursions through the cruise line are given priority and the first to disembark.
12IP	Meet and greet and dispatch of passengers to activity cluster areas.	<input type="checkbox"/> Cruise Line <input type="checkbox"/> Appointed Tour Operator	
13IP	Maintain cleanliness of port area throughout the day.	<input type="checkbox"/> APORTIL	
14IP	Organise to have photos taken of disembarking passengers.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry	Drive social media traffic by encouraging disembarking passengers to take photos. MTCI to organise nice backdrop and two locals dressed in traditional Timorese clothing.
15IP	Survey passengers and invite passenger comments.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Cruise Timor-Leste	Consider using and updating existing survey instrument used by MDF and DPs.
16IP	Shipping Agent making regular visit to vessel to assess needs of various ship departments.	<input type="checkbox"/> Shipping Agent	Identify needs of ship throughout port call.
17IP	Outbound clearance paperwork.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> DNTM	
18IP	Passengers confirmed all aboard.	<input type="checkbox"/> Cruise Line	
19IP	Ship sails.	<input type="checkbox"/> Cruise Line	

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4.3 POST PORT CALL CHECKLIST

Code	Task/Activity Description	Responsible Stakeholders	Checked		Remarks
			Yes	No	
1PPC	Meeting of 'Cruise Timor-Leste' stakeholders to assess and review.	<input type="checkbox"/> Shipping Agent <input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Cruise Timor-Leste			Important to identify bottlenecks in operation and update SOP Manual.
2PPC	Collection of statistics from various parties.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Shipping Agent <input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Cruise Timor-Leste			Collect relevant information from stakeholders as to number of passengers, estimated spending, etc.
3PPC	Economic impact assessment.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Cruise Timor-Leste <input type="checkbox"/> Development Partners			Monetise the value of cruise tourism.
4PPC	Review of taxi operation including dispatch.	<input type="checkbox"/> Taxi Company <input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Cruise Timor-Leste			
5PPC	Dissemination of photos on social media channels.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry			CTL website, Facebook, Instagram, Trip Advisor, Twitter. Use Timor-Leste tourism brand.
6PPC	Consideration of any complaints and potential method of resolution.	<input type="checkbox"/> Ministry of Tourism, Commerce and Industry <input type="checkbox"/> Shipping Agent <input type="checkbox"/> Appointed Tour Operator <input type="checkbox"/> Cruise Timor-Leste			

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Fiji: Level 5, Fiji Development Bank Building, 360 Victoria Parade, Suva, Fiji Islands

Timor-Leste: 2nd Street, Palm Business & Trade Centre, Surik Mas, Dili

Pakistan: 95-E/1, Syed Shamshad Haider Road, Hali Road, Gulberg III, Lahore, Pakistan

Sri Lanka: No. 349, 6/1, Lee Hedges Tower, Galle Road, Colombo 03, Sri Lanka

Papua New Guinea: Level 6, PwC Haus, Harbour City, Port Moresby, Papua New Guinea

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