

Reviving tourism post-COVID 19: Opportunities for addressing issues and sustainability in Gunungkidul Cases

SRIHARINI SRIHARINI * [sriharini@uin-suka.ac.id]

AHMAD IZUDIN ** [ahmad.izudin@uin-suka.ac.id]

LATHIFUL KHULUQ *** [lathiful.khuluq@uin-suka.ac.id]

Abstract | The risk of non-natural disasters such as the 2019 Corona Virus Disease (COVID-19) pandemic is considered a prolonged crisis, with many countries unprepared to respond quickly. This perception leads to the development of new symptoms in revival of tourism areas affected by the mobility restriction policy. In this process, many efforts have reportedly failed due to the temporary formulation of pandemic resolution mechanism. Therefore, this study aims to analyze the patterns by which the local government of Gunungkidul responded post-COVID-19, to revive tourism sector. From this context, data collection was carried out through three steps, namely observations, interviews and documentations, while the analysis of the information obtained the display, reduction, and conclusion phases via a triangulation and member check. The results showed that the local government emphasized solving two main issues: health protocols to provide comfort and safety for visitors, and social care as a community strategy to quickly overcome adversity. This policy was empirically able to reduce the cases of COVID-19 distribution and simultaneously increased the productivity of the local people that considered tourism sector their main job. The revitalization of tourism did not also occur due to a single factor, namely policy formulation, although the existing social capital, including safety net, collaboration, and village funds, became a force to quickly rise from a crisis. From these results, the weakness observed emphasized the short- and mid-term regulatory format presented by the local government. In this case, a more in-depth analysis of the long-term policy format is recommended, as an alternative measure of strengthening tourism for sustainability development. The policies should also be considered an alternative means for local communities to avoid shock and be prepared to confront similar crises in the future.

Keywords | Revival of tourism, sustainability of tourism, tourist village, local participation, post-COVID-19 pandemic

* **PhD**, Master and a degree in Sociology of Development. **Associate Professor** in the Department of Islamic Community Development from the Faculty of Dakwah and Communication of the UIN Sunan Kalijaga Yogyakarta (Indonesia)

** **Assistant Professor** in the Department of Islamic Community Development from the Faculty of Dakwah and Communication of the UIN Sunan Kalijaga Yogyakarta (Indonesia).

*** **PhD**, Master and a degree in Social Work from the School of Social Work of the McGill University (Canada). **Associate Professor** in the Department of Social Welfare Science from the Faculty of Dakwah and Communication of the UIN Sunan Kalijaga Yogyakarta (Indonesia).

1. Introduction

Post-disaster tourism is often considered “a dark exploration”, which rapidly responded to the maintenance of social lives to protect humankind (Jaya & Izudin, 2022; Lin et al., 2018; Tucker et al., 2017). Although recovery has quickly responded to rebuilding damaged infrastructures and social rehabilitation for victimization, some gaps are still observed in the improvement of post-disaster processes. Similar to the encounter of non-natural disasters, such as COVID-19, environmental health and various sectors were also affected and considered multidimensional issues (Gössling et al., 2020; Haryani, 2021; John et al., 2020). In this case, the spread of COVID-19 crisis was globally observed, including in Indonesia, causing various influences on all sectors, especially the economic industry. Based on previous data, 14.28% (29.12 million) of the total working-age population of 203.97 million (73.18%) were economically affected by pandemic in Indonesia. This included 1.26%, 0.38%, 0.87%, and 11.79% of the people that were unemployed, leaving the workforce, non-employed, and working reduced hours, respectively (BPS, 2021). In this case, very quick response efforts were carried out by the government through policy reformulation (Chairil, 2020; Roziqin et al., 2021), although revival of tourism as a long-term measure for sustainability livelihoods was not highly considered. This is because the policy formulation implementation with stakeholders and community-based tourism [CBT] improvement is capable of providing alternative means to effectively and accurately prepare development projects (Towner, 2018; Wondirad, 2017; Wondirad et al., 2020).

Since the previous reports on surviving post-COVID-19 pandemic provided quick responses from the perspectives of various groups and experts, only the aspects of rapid feedback to health protocol, economic growth reformulation, and social endurance were analyzed (Macías Núñez et al., 2021; Orindaru et al., 2021; Sagita et al.,

2020). Although environmental health and the economic sector have become a priority in revival of post-COVID-19 socio-economic conditions, most previous reviews were still discussing bureaucratic governance, mobility restrictions, regional quarantine, tourism industry security protocols, etc (Clifton & Benson, 2006; Keyim, 2018; Lin & Wen, 2021; Shinde, 2018). In this discourse, only a few considerations emphasized the resolution of tourism issues from the perspective of restoring exploration based on local problems (Dupke et al., 2019; Rusby & Arif, 2020). This indicated that the reports on post-COVID-19 relationship with problem-solving opportunities and sustainability of tourism were yet to be highly considered. Manzanedo and Manning (2020) mentioned that post-pandemic recovery aspect was highly emphasized because health and economic issues became interrelated valves. Therefore, this study aims to analyze the opportunities considered in addressing the problems and long-term sustainability level of revival of tourism in Gunungkidul District.

This analysis emphasizes the response to previous scholars, by overcoming their various shortcomings. It is also a response to COVID-19 crisis, which caused many people to practice social distancing, die, and become trapped in abject poverty. Therefore, this study specifically aims to explain the reasons and patterns by which the local government revives tourism sector toward being an alternative revival measure after COVID-19. In this case, the two topics specifically explored were the problems encountered and post-COVID-19 tourism development strategy. This emphasizes the reasons tourism needs to be revived after pandemic that hit almost the whole world. COVID-19 crisis has also become a challenge for many global countries, regarding the recovery on all fronts including tourism sector. This condition causes state regulations to reopen travelling access to tourist destinations, although many countries are yet to develop and adopt appropriate revival systems. In this case, the management observed is

also unable to prioritize the problems encountered by tourism awareness groups (Cahyadi & Newsome, 2021; Ibrahim et al., 2019). Subsequently, this study argues that state policies in tourism sector have mainstreamed economic re-growth and safety, indicating no guarantee for a long-term industrial revival.

2. Revival of tourism post-COVID-19 crisis: issues and sustainability

Tourism is defined as the 'process, activities, and outcomes that are interconnected among tourist, suppliers, host governments and communities, as well as the surrounding environment, regarding a destination or attraction (Goeldner & Ritchie, 2012). From this context, revival of tourism is a key element emphasizing sustainability development considering numerous supporting facilities for exploration destinations, including transportation, accommodation, hotel, safety, environment healthy, and host-friendly (Nilsson, 2020; Tucker et al., 2017; Widayati et al., 2017). This attraction is a necessary presentation of hospitality services for travellers or tourist during visitations (Amoako et al., 2021). Therefore, tourism sectors are considered encouragement for economic wealth in many countries, through sustainability measures issued by several policies toward the development of unique, valuable, and rare destinations capable of providing various natural beauty (Rosselló et al., 2020; Soedjatmiko, 2015).

Although tourism is an important part of sustainability development, a multidimensional crisis is still experienced during COVID-19 pandemic. Based on Berbekova et al. (2021), tourism sector experienced issues of vulnerability and resilience, outcomes, tourist perceptions, models, marketing, communication, media relevance, and dark exploration during the crisis. Dasan et al. (2022) also stated that the sector encountered the ab-

sence of a strategic business model, poor financial planning, limited customer experiences, lack of social capital, inadequate human resource practices, liability as a small business venture, and minimized organizational know-how. The shortage of hospitality skills was also experienced, accompanied by poor marketing ability and infrastructures, land disputes, external competitors, stakeholders' (government) support, lack of capital, and high maintenance overhead costing. However, the aforementioned issues were influenced to capitalize on tourism development, as a part of sustainability post-COVID-19 crisis. This was in line with Gössling and Schweiggart (2022), where the alternative method to sustainability of tourism was provided with several key points, such as the adaptation of business disruptions or cooperative virtual events. These circumstances were subsequently protected by various policies, regarding surveillance structure, polarization and radicalization of civil society, as well as rebound priority (Hussain et al., 2022).

As a sustainability development instrument, tourism is reportedly developed into an alternative method for community development projects and is often known as the pentahelix concept (Naing-golan et al., 2020; Nurulwahida et al., 2020). According to Goeldner and Ritchie (2012), stakeholder involvement significantly influenced the development of tourism sector, including the role of the business industry, government, exploration organizations, and host communities (Mtapuri & Giampiccoli, 2019). From this context, the discourse continuously experienced broader dynamics of meaning, such as the development of the community-based tourism concept (Jaya & Izudin, 2022; Jaya et al., 2022; Waridah, 2021). Under normal circumstances, the involvement of all these stakeholders is also found to implicitly affect changes in the economy and the welfare of the community, through various sectoral roles (Nordbø et al., 2018; Purnomo et al., 2020). Compared to abnormal circumstances such as a multidimensional crisis due to COVID-19 pandemic, tourism is the hardest

hit sector because the mobility between visitors and host communities is commonly related to each other. In this case, the consequences of pandemic were observed on all fronts, causing tourism sector in many countries to be significantly affected (Nasution et al., 2020). Regarding the rapid spread of COVID-19 throughout the world (Ghosh et al., 2021; Loey et al., 2021), all industrial aspects were impacted, including the exploration emphasizing human interaction (Bhasin et al., 2021).

According to OECD (2020), both tourist and travellers international were globally decreased from visiting tourist destinations, regarding the mobility and lockdown restrictions issued by many states. To recover these phenomena, several countries highly considered economic and health impacts in responding to issues of COVID-19 and tourism. Meanwhile, the strength of local as a potential to accelerate post-COVID-19 recovery was not highly emphasized (Cozza et al., 2021; Hadiwardoyo, 2020; Sagita et al., 2020). As observed in Romania, Spain, Vietnam, and several other nations (Bulchand-gidumal, 2022; Matiza, 2020; Orindaru et al., 2021; Vu et al., 2022), these studies explored more recovery aspects, such as improving economic wealth through tourism industry. Besides this, the collaboration of stakeholders and community-based tourism as alternative steps for accelerating recovery after COVID-19 was also mostly explored (Kia, 2021; Putra et al., 2019; Roziqin & Syarafina, 2021; Towner, 2018). This proved a decrease in international tourism activities due to shocking economic factors, loss of job opportunities, health protocol, and social care.

In almost every country including Indonesia, the perspective of tourism recovery uses a socio-economic and environmental health approach, which provides instant stimulants without long-term effects (Sparrow et al., 2020). For example, social assistance and health protocols are less able to address the actual causes of post-COVID-19 recovery (Macías Núñez et al., 2021). In an analytical framework for sustainability of tou-

risms, existing studies were described with a triple-bottom-line perspective, through the concept of Stoddard et al (2012). This framework provided three main scopes in revival of tourism sector from a pandemic, namely environmental, social cultural, and economic. Based on Yuda et al. (2021), a community-based support system was presented as social capital to revive the development sector in Indonesia. However, many social and cultural aspects were observed, regarding the abandonment of the concept as an integral part of the recovery and sustainability of tourism sector.

From the descriptions, this study is observed as an alternative to compile and conceptualize other aspects of accelerating tourism recovery through policy reformulation, by emphasizing sociocultural aspects. Gunungkidul is also selected as the case study because the fundamental elements of socio-culture strengthened during and after COVID-19. Based on previous reports, revival of tourism considered many aspects, such as local socio-culture and socio-politics, while providing a different perspective in developing regulations regarding COVID-19 crisis. This confirmed that many nations should prioritize long-term sustainability, to describe different phenomena in the accelerated recovery process. In this study, problem-solving and sustainability of tourism are the main concerns directly related to the involvement of local communities, based on the development of assets and potential exploration.

3. Materials and Methods

3.1. Study context

Gunungkidul is one of the districts in the Special Region of Yogyakarta Province (*Daerah Istimewa Yogyakarta – DIY*), which has the largest surroundings of 1,485.36 km, including 12 sub-district and 88 village. This area exhibits a variety

of landscapes and cultural attractions, leading to its reputation as a popular tourism destination for both domestic and international travellers interested in nature and culture. From these descriptions, Gunungkidul is considered a unique site to explore and address issues of post-COVID-19 (Penyusun, 2016). As a charming destination of natural assets, some attractions are mostly provided to visitors, including beach, dam, cave, and mountain areas. It also exhibits religious ceremonies, the kingdom palace, and the site of mediation availability, while being a host to 42 destinations. Before pandemic, several activities were crowded with both domestic and international tourist, with approximately 3,453 foreign and 1,978,146 local visitors predicted by the DIY Tourism Office in 2019 (Tourism Office, 2020).

Based on the five regencies in DIY Province (Gunungkidul, Sleman, Kulonprogo, Bantul, and Yogyakarta City), only Gunungkidul has accelerated the recovery of tourist destinations. This is because the area has reportedly been affected by COVID-19 pandemic, leading to the decline of community-based economic and social activities. Since pandemic has experienced a decline in several cases, the government is gradually reopening all tourist destinations. Therefore, Gunungkidul is selected to determine a community survival strategy post-COVID-19 crisis.

3.2. Type of Study

This study originated from the assumption that tourism sector was exposed to COVID-19 crisis for a long time. This led to the analysis of the problems and development strategies required for revival of tourism post-COVID-19. The analysis was also an essential part of sustainability development principles through a qualitative method. Furthermore, a case study approach was used to explain social phenomena, which were vague in raising interesting topics and issues toward the de-

termination of appropriate solutions and answers (Yin, 2014). In this study, sociological perspectives were also used to help data credibility, regarding the provision of transferability interpretation. This perspective subsequently assists in determining, processing, and organizing credible and valid data. Therefore, a complete data interpretation and analysis were needed to fully understand the experimental subject (Kim, 2019).

3.3. Data collection

In this study, data were obtained through observations, interviews and documentation. Firstly, observations were conducted to determine the actual condition of revival of tourism post-COVID-19, by addressing issues and sustainability. This was to understand the patterns by which the local government maintained sustainability of tourism, including the native communities and exploration organizations. The observation process was also applied based on the development of Angrosino (2007), where a non-participant format was used to determine the study context. Moreover, the participants were observed regarding the interactions between residents and visitors, stakeholders and private sectors, as well as all activities supporting the experimental data. These observations were carried out at homes, government offices, tourist village, coastal areas, hills, and Pindul Cave by using a recording device, with the data obtained subsequently converted into a field note. This activity was performed during the data collection process, as shown in Table 1, where all information was obtained and recorded according to the needs of the analysis.

Secondly, interviews were conducted and participants were selected through a purposive sampling technique (Moris, 2006, p. 165). These selected subjects emphasized the following, (1) Local Government (LG), (2) Tourism Awareness Group (TAG), (3) Tourist Village Manager (TVM), (4)

Local Villager (LV), and (5) Private Sector (PS) (Table 1). After selection, the interview sessions were then performed for all the participants, whose names remained confidential to study ethics (Maxwell & Reybold, 2015). Each statement submitted by the participants was also compiled from the questions emphasizing five main topics, (i) How can the government revive tourism sector? (ii) What is post-COVID-19 tourism development model? (iii) What are the challenges of post-COVID-19 tourism recovery process? (iv) What is the mechanism for strengthening local commu-

nities in a new normal era? and (v) How are policy roadmaps drafted to solve problems during COVID-19? In addition, the participants were interviewed flexibly for the open provision of information according to the analyzed questions. This data collection process lasted between 30 mins to 1.5 h in each session, with a VIVO Android tape recorder used for recording after obtaining consent from the subjects. After this process, all the data obtained were transcribed into a Personal Computer (PC).

Table 1 | Participants' profile

No.	Code	Stakeholders	Sex	Age	Interview Date	Interview Duration (Min)	Interview Location
1.	I1	LG	Male	50	2022/09/22	30	Local Office Tourism
2.	I2	LG	Male	46	2022/09/23	45	Local Office Tourism
3.	I3	TAG	Female	51	2022/09/24	75	To Beach
4.	I4	TAG	Male	40	2022/10/10	90	Tourist Village
5.	I5	LV	Male	43	2022/10/11	50	Homes
6.	I6	LV	Female	37	2022/10/12	55	Homes
7.	I7	TVM	Male	52	2022/11/2	70	Tourist Village
8.	I8	TVM	Male	48	2022/11/3	80	Tourist Village
9.	I9	PS	Male	57	2022/11/4	45	Hotel

Source: Authors' elaboration

Thirdly, documentation data included all documents regarding post-COVID-19 tourism recovery process. These documents were observed as the following, (1) The statistical data from the DIY province on tourism, (2) The SOP (Standard Operational Procedure) publication for health protocols in a new normal era, (3) The Decree of Gunungkidul Regent regarding the application of the health protocol, and (4) The Circular Letter of Gunungkidul Tourism Office. Furthermore, more documentation data emphasizing Pokdarwis coordination in strengthening tourism awareness groups were generated from Instagram, Twitter, and Facebook. The statistical data on health and economic conditions were also related to information sources during and after COVID-19. From this context, documentation data collection was carried out by the author, with two assistants providing support. All data were also obtained into one folder in a se-

ries of experimental analyses, with supporting information from the documentary evidence inputted to strengthen the arguments presented by the participants. In this case, the documentation process was authentic evidence in improving the interpretation and analysis of field data during experimental activities.

3.4. Data analysis

Data analysis was carried out through the cross-check and triangulation technique or processes of reduction, display, and conclusion (Miles et al., 2014). Firstly, a field note from the observation stage was selected from an experimental resume, leading to data reduction implementation and the involvement of transcribing interviews. This procedure prioritized field notes and improved the clarity

of the transcribed data. To develop this validity, a document source was also validated as consistent member-check data. Secondly, data were selected from the reducing phase to determine the direction of writing experimental reports. This stage emphasized the selection and sorting of interview transcription outputs, by comparing the trend of themes or topics adjusted to data display. From this context, any irrelevant data not corresponding with the report was outrightly reduced. By selecting and conceptualizing the study topic, a code was developed to classify the fieldwork data, accompanied by the removal of any extraneous information. Thirdly, the aspects of interpretation and contextualization of social phenomena were emphasized, due to adapting to the needs of writing experimental reports to obtain conclusions. After the data collection, the authors were found to return to the field when multiple-interpretation information was still observed. This was prioritized as the triangulation stage until a saturation point is achieved (Creswell, 2007). By comparing the data to the fieldwork, the veracity of the information was consistently validated, with verification conducted by revisiting the participants over the responses needing more clarification.

4. Results

4.1. Emerging issues during and after COVID-19 pandemic

Based on the results, several problems were encountered in the resolution mechanism for COVID-19 pandemic crisis. This indicated that at least four main problems were experienced by Gunungkidul local government when handling pandemic, namely economic-down turn, health and social care, as well as facilities issues (Table 2). The problems observed were also the determinants obtained during the analysis of social issues. From the results,

the problems encountered by local governments to develop tourism sector were quite complex. This issues subsequently needs to be resolved immediately, and the main focus of the local government should emphasize revival of tourism as the spearhead of post-COVID-19 pandemic development.

Based on Table 2, several emerging issues were observed, firstly, *economic-down turn*. This was highly encountered by Gunungkidul Regency government when handling the effects of COVID-19. In this case, regional income dropped to IDR 5.6 Billion (or USD 36,6875.04), with an initial target of IDR 29 Billion (or USD 1,899,888.60) observed in 2020. This showed that the people of Gunungkidul lost their turnover money up to IDR 450 Billion or USD 29,481,030.00 in 2020 (Local Tourism Office, 2020). These results were directly confirmed by Local Government, which stated the following, "We have suffered quite severe losses during COVID-19 crisis, with the economic sector mostly affected regarding the main livelihood of Gunungkidul people (11)". This situation subsequently caused an economic shock, which led to a drastic reduction in people's incomes.

Pandemic also significantly influenced the fate of workers in tourism sector, with approximately 7,005 people losing their main livelihood (Figure 1). From this context, people had lost a fairly high source of income, leading to the need to perform extra job performance. This condition greatly affected several parties, such as craftsmen, hotel workers, food and beverage traders, event organizers, Jeep Tours, Wista Village, Tourism Guides (TG), and DT Alam-Culture. Many individuals also lost various main livelihoods, including parking attendants, hawkers, and other types of work. In this case, the affected workers were unable to determine appropriate alternatives, due to mobility restrictions or regional quarantine. Moreover, the funds for the development of tourism sector need to undergo a budget-refocusing process, to handle the cases of people infected with COVID-19 (Abdullah, 2020; Hamadani et al., 2020). Tou-

rism workers should also accept the harsh reality of these conditions without unnecessary disruptions. According to the Goa Pindul tourist village Tourism Awareness Group, the following statements were provided, 'During pandemic, the people of

Goa Pindul felt the impact, tourist destination was empty, village were poorly managed, and the exploration areas were closed by the government, causing the local people to have no choice to survive (13)'.

Table 2 | Emerging issues during and post-COVID-19 pandemic

Emerging issues	Influences related to
Economic-down turn	<ul style="list-style-type: none"> • Losing a source of income • Losing job opportunities • Loss of life when they are potential human resources (HR) in tourism development • Economic resources have decreased drastically due to tourism in quarantined areas or restricted mobility • Funds absorbed into COVID-19 response (refocusing budget)
Health care	<ul style="list-style-type: none"> • Tourist destinations are not ready to adopt a new normal era with Cleanliness, Health, Safety, and Environment Sustainability (CHSE) facilities • The health SOP is not operating optimally • Inadequate infrastructure that supports CHSE facilities • Pokdarwis does not fully understand the health SOP policy
Social care	<ul style="list-style-type: none"> • Social services focus on public endurance than post-COVID-19 pandemic preparation and development • Weak public awareness in the aspect of community-based tourism management • Direct cash assistance prioritizes the community only recorded by the Ministry of Social Affairs. However, it does not include the stakeholders working in tourism sector • Social safety net: Less widespread because the government's budget only focuses on maintaining health (curative), while the number of people affected is increasing
Facilities issues	<ul style="list-style-type: none"> • Accessibility to tourist destinations has not been integrated and organized to adapt to the needs of post-COVID-19 pandemic. The problem of blocked access to tourist centre (bottleneck) is also observed • Digital tourism has not been managed properly, because the quality of human resources is low • Problems about unexplored destinations that were originally planned as new areas are found, due to the budget focus on health and social care • The available facilities are not included in the safety health protocol category and the accessibility is inadequate

Note: All data above are summaries from the observations and interviews, which were collected using field notes and transcriptions in each session of fieldwork.

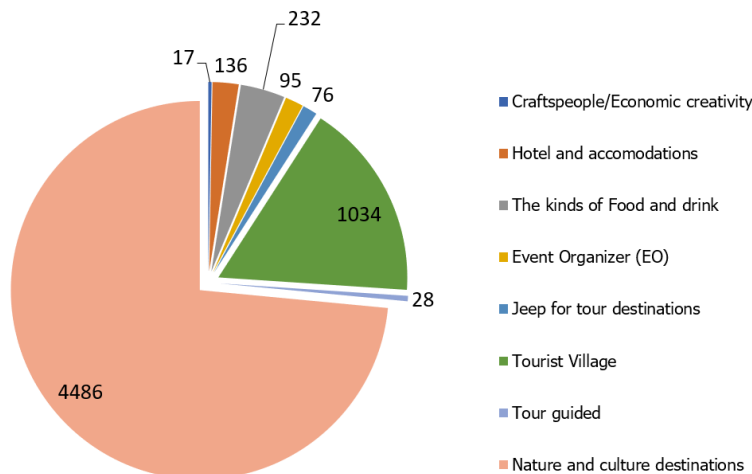


Figure 1 | Total workers in tourism sector affected by COVID-19 crisis in 2020
Source: Authors' elaboration

Secondly, *health care*, where the government issued a policy on health protocols to handle the new era of normalcy, with many tourist destinations still not ready to implement it. This led to the five stages of a healthy protocol standard-operating procedure, namely preparation, simulation, verification, evaluation, and limited operational testing. From this context, the stages subsequently experienced a new problem regarding public awareness to implement the policy. Based on the results, the following statements were presented by the Local Government, 'At the beginning of the health protocol implementation, we experienced difficulties in coordinating with stakeholders managing tourist destinations, leading to the non-optimal development and awareness to comply with the health protocol (16)'. Furthermore, other problems continuously emerged, such as the existence of many tourist destinations not ready to adopt a new normal era. This was accompanied by the various locations without the implementation of health facilities and tourism managers psychologically constrained by the spread of COVID-19. Despite the government regulation regarding the implementation of cleanliness in tourist destinations, the industry and facilities were still encountering difficulties in applying the existing policies. According to the Local TG, 'Not all business actors in tourist destinations have access to apply for a CHSE certificate standard permit. This is because internet facilities in the village are inadequate, although the certificate program is free (resumed from 18 and 17 in interviews session)'.

Thirdly, *social care*, where the problem encountered by the community was the public services prioritizing endurance. From this context, the social service policy had two schemes, namely direct non-food cash assistance and the hopeful family program. These programs emphasized the people administratively listed as poor at the Ministry of Social Affairs. This was because most tourism sector workers were not categorized as being poor, although they need to struggle toward meeting

the primary requirements of their families amidst COVID-19. Public awareness was also weak in creative innovation due to being hit by the mobility restriction policy, regarding the development of tourism sector. However, the social safety net was less widespread because the budget for assistance prioritized the maintenance of health in the prevention process. This was incomparable to the number of people working in tourism sector, due to their continuous elevation when pandemic hit Indonesia from March 2020 to December 2021 before the optimal establishment of the vaccination program. Based on the interview sessions, the following complaints were developed by the LV,

'... I feel that the family of hope program is only a handful of people acquiring assistance. When I registered with the village government, I was not included in the beneficiary category due to being considered capable. Even though the family's economic condition was very hard hit, my husband and I had not worked for almost 1.5 years. To make a living and meet the needs of my family, I was forced to return to the fields to farm (14)'.

Fourthly, facilities issues were part of post-COVID-19 pandemic problems encountered by the community. This indicated that adequate access to support tourism activities was yet to be integrated, with several destinations less adaptable to issues of post-pandemic needs. For example, bottlenecks were often observed when tourist destinations were consistently visited (*Unpublished observations*). The development of this accessibility was also constrained by the refocusing of the budget, which was originally planned for road builders to access destinations. However, the plan was hampered by the budget diverted for handling COVID-19. This condition caused the inability of tourism facilities to develop safety health protocols, which

are the policy agenda provided to handle a new normal era. From the results, the development of digital tourism was inappropriately managed, due to the low quality of human resources. Besides this, access to skill enhancement was also hampered by mobility restrictions. According to several reports on the emergence of facility issues, the government mainly emphasized health and social care for resolving the spread of COVID-19 (Gössling et al., 2020; OECD, 2020). Cahyadi and Newsome (2021) also stated that job loss, weak social care, and inappropriate regulation of social services increased community-based environmental destruction activities. This was due to the urgent need for several people to determine new alternative sources of income. Although the government had developed regulations for the recovery of tourism sector, a lack of public awareness was still observed in maintaining environmental sustainability (Snyman & Bricker, 2019). From this context, the cooperation of all stakeholders was required in overcoming the difficulties, problems, and challenges hampering revival of tourism sector.

4.2. Addressing issues of tourism during and post-COVID-19 for sustainability

Based on addressing the problem encountered post-COVID-19, two regulations were mapped out to encourage the development of sustainability of tourism. Firstly, the Indonesian government responded to tourism policy by issuing the Minister of Health Decree no. Hk.01/07/Menkes/382/2020, concerning Health Protocols for the Community in Public Places and Facilities. This policy emphasized the prevention of pandemic distribution and was implemented by the Local Government through Gunungkidul Regent Regulation No. 68 of

2022, regarding the Adaptation of New Habits to COVID-19 Health Protocol. However, pandemic led to the difficulty of the community in conditioning tourism business players and the people depending on the source of income from the sector. The existence of social distancing policies also caused the constraints of tourism sector development through the coordination and socialization of stakeholders. Although socialization was carried out through the zoom meeting platform toward coordination, many people, especially Pokdarwis, were still not ready to implement the process. Tourism awareness group organizations were also less able to apply in adopting new habits. Based on the results, the government issued a CHSE certificate for various types of tourism in each region, although its implementation was not easy due to the inadequate acquisitions by every tourist area. This condition was observed because the production of CHSE certificates was difficult to reach by the grassroots communities having minimal internet access.

Secondly, the local government ratified the roadmap into two quadrants for solving COVID-19 tourism problems (Table 3). In the first quadrant, the government focused on the resolution and adaptation of new habits, through the issuance of five main factors, namely SOP preparation, simulation, verification, evaluation, and limited trials in tourist destinations. For the SOP preparation, the resolution and adaptation to the new normal era were emphasized through Gunungkidul Regency government policy, concerning tightening health protocols. For example, the SOP included all the activities meeting the elements of health protocols in tourism industry, such as hotels, restaurants, tourist destinations, and organizing events. The policy was also a reference for all tourism businesses, employees, and visitors.

Table 3 | Quadrants of roadmap policies to tackle COVID-19 crisis for sustainability of tourism

Roadmap policies	Issues related to	Regulations
Quadrant I	Health protocol procedures	<ul style="list-style-type: none"> Perbup No. 68 of 2020 Tourism Office Circular No. 556/571 2020 SOP Cleanliness, health, safety, and environmental sustainability
Quadrant II	Sustainability of tourism	<ul style="list-style-type: none"> Stakeholder collaboration Community-based tourism Open investment Developing village fund

Source: Authors' elaboration

Based on the results, COVID-19 crisis was solved by building collaboration among stakeholders. This led to the establishment of a Task Force (GT) by the government, to carry out socialization and coordination with various relevant stakeholders. GT was responsible for accelerating the recovery of tourism sector from the crisis that hit Gunungkidul area. It also collaborated with 38 tourist village and the private sector, to support and commit to each other in tourism development. Moreover, stakeholder collaboration was a strategic step performed by local governments in responding to the weakness of tourism sector in handling critical problems. From the interview sessions, the following statements were stated by Local Government,

'... We conduct socialization with stakeholders to encourage tourism in Gunungkidul and become an international tourist area. This activity is in collaboration with the Indonesian Tourism Academy (API) in encouraging the Regent to issues a rural-based tourism policy (12)'.

'The results of this collaboration succeeded in formulating a post-COVID-19 strategy, with three sports tourism development concepts, such as the Katongan area being the Alovera destination, the Offroad site, and the jogging track. From the results, the Local Government confirmed that 'this activity is one of the steps performed to support an inclusive and adaptive

tourism policy program for the needs of local and international visitors (18)'.

'Another step that we have developed in the development of tourist village is to present cultural heritage as part of tourism concept. We try to popularize Ulam Sari, Patilasan Samber Nyowo, and various rare animal species to be popularized. This activity is made interestingly by scheduling an expo or tourist exhibition in Gunungkidul area. In addition, the activity will increase the number of visitors and local people's income (19)'.

By using a community-based approach, tourism in Gunungkidul did not experience turmoil and anxiety due to association movements and coordination development through various platforms, such as zoom meetings. This coordination process led to an agreement, where tourism sector need to cooperate with the Islamic Entrepreneurs Association, BPJI, BHRI, Travel Agents, and For-kom Pokdarwis. Each tourism-aware group under Gunungkidul Regency tourism organization should also develop a friendly, comfortable, and safe tourist area, to increase the number of visitors. To preserve nature, these groups were obligated to perform environmental conservation, including cleaning garbage, recycling waste, maintaining ecological beautification, and prohibiting ecosystem exploitation, such as cutting down illegal trees. Based on the interview sessions, I5 provided the following statements,

'we promote the existing tourist village destination areas by attracting investors, such as tourism Travel Business, to collaborate with the appropriate management'. After COVID-19, we maximize the offer of tourist areas through advertising platforms such as Instagram, Facebook, and Twitter. To build this awareness, tourism Village Forum has collaborated with various parties, such as Lentre, Deswita Gunungkidul, as well as UMY and UGM students. We also market the MSME products that are members of tourism awareness groups'.

5. Discussion

This study described the problems encountered by tourism sector during and after COVID-19, to map the direction of policy goals and become a reference in sustainability development. It was also capable of being an alternative to open new insights into handling the global crisis. From this context, an example was provided on the patterns by which a multidimensional crisis-resolution mechanism succeeded in overcoming economic shock, health and social care, as well as facilities issues. However, tourism sector was highly affected by pandemic, leading to job losses, income decline, the managers' unprepared security performance, and inadequate tourist facilities. This was consistent with several previous reports, where the weaknesses of each tourist destination were observed in handling the threats and challenges of multidimensional crises, such as COVID-19 (Cozza et al., 2021; Sagita et al., 2020). From the results, the drastic observations in Gunungkidul proved that the global crisis broadly affected local and country. This was an important example to re-explain

the local lessons globally used as alternative measures, such as the impact and significance of developing tourism sector in different contexts. In line with Brondani et al. (2021) and Orîndaru et al. (2021), pandemic psychologically frustrated various people, with many of them seeking alternative options to meet their daily needs due to limited work. Cahyadi and Newsome, (2021) also indicated that the psychologically and socially affected individuals were desperate, regarding environmental and natural destruction, to meet basic human needs such as hunting, illegal logging, etc. To reduce COVID-19 cases in tourist destinations, the emphasis on health and safety protocols broadly influenced human resilience. This indicated low human resources quality, hampered coordination and socialization of tourism development, and negative inputs into the new normal era (Yamin et al., 2021).

Although COVID-19 pandemic case in Gunungkidul had similarities with other global regions, the uniqueness and characteristics of a local-based approach were still observed in overcoming multidimensional crises. Based on the results, two main factors were normatively outlined in the quick response policies addressing various problems, namely health and social care. This confirmed a short-term adaptation to a new normal era through several policies, to strengthen health protocols and direct social assistance (Figure 2). In this case, the state was obligated to prioritize the humanitarian aspect, to foster people's safe health and economic survivability toward meeting adequate living standards. In Nasution et al. (2020) and Açikgöz and Günay, 2020), health and the economy should also be the main priority of the agenda emphasizing the recovery process during COVID-19 crisis. Furthermore, policy support needs to possess the coexistence to quickly rise and recover from the crisis when social resilience is observed in a new adaptation space (Ginting et al., 2020). As an important consideration, differences were observed from most existing studies (Ansoriyah et al.,

2020; Sofaer et al., 2021), with the optimal recovery operation post-COVID-19 pandemic observed when local communities have appropriate awareness to emerge from the crisis. The awareness of stakeholders in reviving destinations as sources of sustainability livelihoods was also an important recovery factor. This situation was supported by the strength of social institutions and the presence of community-based exploration, which enhanced the

transformation process of tourism sector development. These results were in line with Lee, 2020), where the bond of solidarity, as a transformational force for development, futuristically correlated with sustainability tourism programs. In addition, the strength of the local economy in Indonesia was strengthened by village funds, which are the driving force in domestically stimulating development.

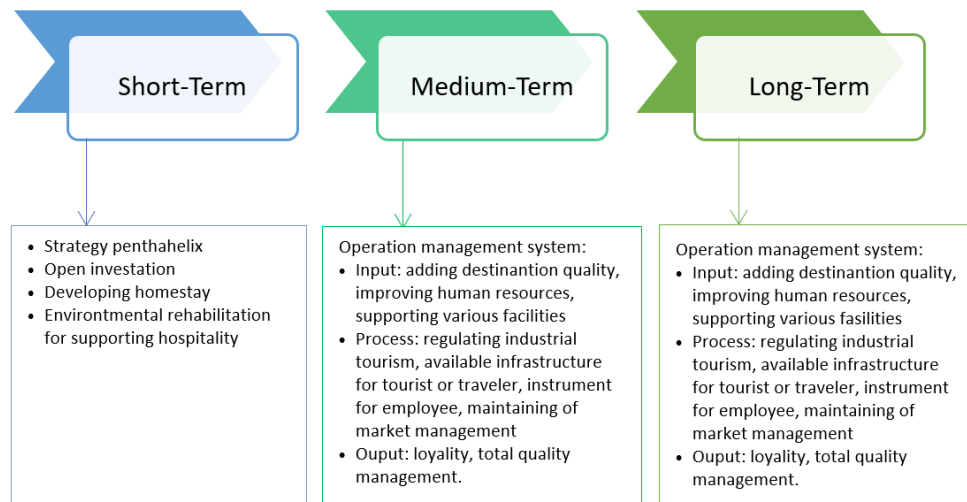


Figure 2 | Roadmap of local policies for sustainability of tourism
Source: Authors' elaboration

Based on the results, the local policies encouraging accelerated medium- and long-term economic growth were yet to be fully implemented in Gunungkidul Regency despite the strong impact of local in tourism recovery. This showed that the new medium-term policy was implemented during stakeholder collaboration, while open investment and environmental rehabilitation programs were not adequately coordinated. Meanwhile, long-term policies had crucial problems in implementing input, process, and output operation management systems (Bulchand-gidumal, 2022). In this analysis, the quality of human resources was also an important factor in implementing medium- and long-term policies. All of these attributes closely survived tourism post-COVID-19 crisis, as presented in the literature review. In addition, the princi-

ples of operational management required the consistency of an integrated local government in the development of tourism sector, such as digital platform availability, tourist destination security and information certainty, as well as product quality (Gössling & Schweiggart, 2022).

In post-COVID-19 crisis recovery process, development highly emphasized the real economic sector. This indicated that the highly-considered experimental perspectives prioritized the policy models adaptive to community needs. The segregation of policies emphasizing open investment was also observed, although it was not fully fair for small business actors. This condition needs to be a priority for the government, with tourism development expected to emphasize investment openness for large industries in future. It should also be a

priority of community empowerment, regarding the awareness-based aspect of local strength. In this case, tourism sector needs to mainstream small business actors in tourist village, traders, upskilling TG, and other priority programs. This was consistent with Sharma et al. (2021) and Gössling et al. (2020), where resilience-based local communities helped in facilitating speedy recovery during the challenges and problems of the global economic crisis. Banister and Stead (2004) and Cohen et al. (2018) also stated that the efforts supporting the acceleration of tourism recovery should develop digital platforms and collaborate with private parties to improve the quality of human resources, such as travel companies and hotels.

Based on the results, an explanation of revival of tourism after COVID-19 was capable of assisting in the formulation of long-term policies. This was because the problems and challenges in handling the development issues in Gunungkidul Regency were considered the improvement potential in the medium and long term. In this case, the medium-term policies require a more in-depth exploration of the supportive aspects of improved local tourism governance. Meanwhile, long-term policies are capable of becoming discourses in mapping the scope and main focus of tourism development, according to local issues. From these results, subsequent studies need to emphasize the evaluation model of integrated system operational management through a statistical approach. This is expected to encompass the policy gaps yet to be solved in existing reports.

6. Conclusion

Based on the results, the social capital possessed by local people emphasized the evidence of Indonesian domestic cases, especially in Gunungkidul area. This is capable of being provided to international audiences, regarding the patterns by which

community-based tourism, as well as the collaboration of stakeholders and village funds, are adequately adopted during COVID-19 outbreak. The results also showed that a quick response from local stakeholders was an important indication portraying the methods of immediately handling a multidimensional crisis, especially in using village budgets as the spearhead of economic revival. A theoretical framework was also found explaining the patterns by which regulation mapping complied with three governance aspects, namely short-term, medium-term, and long-term. This emphasized the integrated operational management opening the discourse on tourism recovery. In this case, the short and medium-term aspects were capable of providing a new foundation for the immediate handling of multidimensional crises, such as COVID-19 pandemic, through health protocols, social services, tourism support facilities, digital platforms, and integrated management. Therefore, these results are capable of being theoretically integrated, to obtain an adequate understanding of tourism development in the future.

Based on the limitations, a broader study of more operational long-term policy mechanisms is recommended. This is because the present publication is only a discourse leader from the perspective of a short-rapid response during revival of tourism in Gunungkidul. Since the policy level was only at the local level, the support of the central government is also integratively needed toward responding to local issues. This is capable of repopularizing Gunungkidul as a special destination for international and national visitors. Moreover, cooperative strategic steps need to be futuristically built based on strengthening tourism-aware organizations, business people, and other facilities supporting the safety and comfort of a destination. Since the public is aware of tourism in Gunungkidul through quality standards in service and customer satisfaction, the improvement of hospitality and local asset should emphasize the instruments more adaptable to existing realities.

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