

## Post-COVID Tourism Recovery Strategy for Tourism Villages: Multi-Stakeholder Participatory Approaches

Mimin Sundari Nasution<sup>1\*</sup>, Al Fauzi Rahmat<sup>2</sup>, Tito Handoko<sup>3</sup>, Fajar Rahmanto<sup>4</sup>,  
Mayarni Mayarni<sup>5</sup>

<sup>1</sup> Department of Public Administration, Universitas Riau, Indonesia

<sup>2</sup> Master of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia

<sup>3</sup> Department of Government Studies, Universitas Riau, Indonesia

<sup>4</sup> Master of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia

<sup>5</sup> Department of Public Administration, Universitas Riau, Indonesia

\*Corresponding Author Email: [mimin.sundari@lecturer.unri.ac.id](mailto:mimin.sundari@lecturer.unri.ac.id)

Received: 3 March 2023; Revised: 4 April 2023; Accepted: 5 April 2023

### Abstract

*This article examines recovery strategies in post-COVID-19 tourism villages in Bantul, Yogyakarta, Indonesia, utilising a rural tourism resilience approach involving multi-stakeholder participation. This qualitative study collected data through interviews, literature, social media, and local news online observations. The data obtained were then analysed with the help of a code from NVivo 12 Plus to visualise the multi-stakeholder network in the five tourism village recovery strategies through the sociogram network, group queries, and concept mapping queries. The results of this study reveal the following: First, the five tourist villages have different ways of getting back on their feet and getting more substantial for a massive recovery. Second, all government levels strongly support accelerating the five tourist villages' recovery via various media promotions of the four (Tembi, Kakilangit, Kebonagung, and Kampung Santan), except for Lopati's tourism village destinations. In addition, the two villages, in terms of the resilience of social networks, mostly need support in increasing institutional capacity (Kampung Santan and Lopati), fostering collaboration, and requiring creativity. Therefore, post-COVID, mechanisms for development and new ideas in two tourist villages (Lopati and Kampung Santan) were relatively noticeable. Some tourism villages still need leaders for programmes and activities. Further, the government's persistence in popularising tourist villages requires further improvement through media promotion, tourism awareness groups, and participation in the tertiary sector.*

**Keywords:** Participatory; Post-COVID; Tourism Recovery; Tourism Village

Copyright © 2023 by Authors, Published by Pusat Penelitian Ilmu Sosial dan Humaniora Kontemporer, Indonesia. This is an open access article under the CC BY-SA License (<https://creativecommons.org/licenses/by-sa/4.0>).

**How to Cite:** Nasution, M. S., Rahmat, A. F., Handoko, T., Rahmanto, R., & Mayarni, M. (2023). Post-COVID Tourism Recovery Strategy for Tourism Villages: Multi-Stakeholder Participatory Approaches. *Journal of Contemporary Governance and Public Policy*, 4(2), 131-148. <https://doi.org/10.46507/jcgpp.v4i2.152>

**Permalink/DOI:** <https://doi.org/10.46507/jcgpp.v4i2.152>

## Introduction

This article examines the recovery strategies for tourism villages in Indonesia, especially in Bantul, Yogyakarta, after the COVID-19 pandemic, using a rural tourism resilience approach involving multi-stakeholder participation. Regarding the end of the COVID-19 pandemic that hit development sectors, including rural tourism (Kürüm Varolgüneş et al., 2022), it has made stakeholders try to get out of the mire of the pandemic (Pan et al., 2022), and they are struggling to develop and restore the existence of tourist villages in the post-pandemic (Flores et al., 2021; Li et al., 2022; Sari et al., 2022). In general, rural tourism is a phenomenon that has emerged significantly, involving the movement of people to rural areas to carry out certain activities (Belligiano et al., 2021). The existence of tourist villages is an effective solution for alleviating poverty in rural areas (Purnomo et al., 2020). It is one of the main drivers of rural economic growth (Baroroh et al., 2021).

Developing tourist villages after the COVID pandemic is challenging and has many problems. Many efforts must be made and improved, such as the need to increase the capacity of human resources that were previously sagging (Arintoko et al., 2020; Mulyani et al., 2022). Support from solid funding sources is needed, which was previously minimal and not optimal during a pandemic (Hamdani & Fauzia, 2022; Pan et al., 2022). Government support is needed to provide public infrastructure facilities (Dasan et al., 2022; Lin et al., 2022; Wisroni et al., 2021). As of this moment, it has increasingly eroded due to a lack of support and care during the COVID-19 hit. Thus, incidents of tourist villages experiencing pseudo-death were also found (Kusuma et al., 2022; Parwata et al., 2022). Besides the COVID-19 pandemic factor, the pseudo-death of this tourist village was also due to much rural tourism initiated by the community and non-governmental organisations; therefore, they are at risk of experiencing unavoidable suspension animation (Halim & Ervina, 2021). In addition, even during a natural disaster crisis, there is uncertainty about the development of tourism villages (Kamarudin et al., 2019; Rindrasih, 2018; Risdawati AP et al., 2020). As a result, rural tourism is fading, and this causes some of the population to fall into poverty; tourist villages find it challenging to revitalise destroyed facilities (Yang & Zhu, 2021).

Ironically, the existence of rural tourism in times of tense situations, such as unforeseen events, causes the loss of livelihoods for the people around the tourist villages (Priyanto et al., 2020; I. Singh et al., 2020; Sun et al., 2022). As a result, this worsens the resilience of rural communities and their groups to survive shocks; besides, there is a need for resources to maintain the sustainability of rural tourism. Therefore, actor participation is essential. Their participation is crucial and significantly impacts every tourism sector development process (Kantsperger et al., 2019). Furthermore, actor participation is voluntary and involves coordinating and working together without any binding law between actors (Phanumat, 2015). Regardless of their sectorial background, actors reflect on sharing power and seeking solutions to common problems (Taufik et al., 2021). Everyone must participate in growth through initiative and inventiveness. As a result, the actors involved must have the same perception to develop a tourism village

and determine a programme that suits their needs (Kurniawan & Cahyono, 2020). However, this is the immediate research context, which examines post-COVID rural tourism recovery strategies using a multi-stakeholder approach.

Several previous studies were analysed, such as Sasongko et al., (2022), which found standard health protocols and conceptualised travel patterns as a new post-COVID strategy. Furthermore, the studies of Parwata et al. (2022) and Rosalina et al. (2021) showed that some tourist villages have started implementing guaranteed health protocols for tourists. Mulyani et al. (2022) looked at innovation in developing tour packages. In addition, Apriyanti et al. (2022) analysed a new naming system for tourism villages and marketing through tour packages. Yang & Zhu (2021) reported that tourist villages were reselling tourist village tickets through an online system. Then, Pan et al. (2022) viewed the tourist villages' presence as improving product quality and integrating tourism marketing. Furthermore, Nugroho et al. (2022) observed tourist villages that could not improve human resources for the management of village tourism. Moreover, a study by Ristianti et al. (2022) reviewed a tourist village that creates an intelligent tourism concept through a tourist information system integrated with a tourist website. Furthermore, Fitriana et al. (2023) developed a tourism village that promotes the potential for digital-based tourism. Additionally, Parwata et al. (2022) noted efforts to promote rural tourism with virtual travel and online tour guides.

There are significant points to be highlighted from several past studies that have shown efforts and responses from stakeholder involvement regarding reinforcing the existence of post-COVID tourism villages. Nevertheless, there needs to be a current intensive study perspective regarding how several actors rebuild tourism and resilience using participatory actor approaches as a new insight. However, past studies just focused on a single source of village tourism. As a result, there is still a gap for further research; therefore, this research intends to fill the novelty that is significant for current studies. This study was conducted extensively in five different tourism villages to explore rural tourism recovery strategies from different locations. Thus, this article can discover and provide a new perspective, with five tourism villages in Bantul Regency serving as the case study. The choice of rural tourism in Bantul Regency is understandable, considering that this region has extraordinary tourism potential in the future (Ramadhani et al., 2021). As a result of this situation, rural tourism in Bantul Regency has tourist attractions that are considered relatively busy, bringing in tourists. The five tourism villages selected were *Kebonagung's* tourism village, *Kakilangit's* tourism village, *Tembi's* tourism village, *Kampung Santan's* tourism village, and *Lopati's* tourism village. This study has chosen several rural tourism-motivated villages, such as *Kebonagung's* tourism village, which was officially selected as one of the sustainable villages at the national level, and *Kakilangit's* tourism village, which was awarded as one of the advanced and sustainable tourism villages. Further, the tourist villages of *Tembi*, *Kampung Santan*, and *Lopati* have their own rural characteristics.

This research examines tourism village recovery strategies in the post-pandemic era using a multi-stakeholder approach. A multi-stakeholder participation approach is needed to grow the potential of a tourism village (Wikantiyoso et al., 2021). Therefore,

multi-stakeholder participation, especially non-government participation, needs to be encouraged so that the risks faced can be shared, such as participation in financing rural tourism businesses (Radović et al., 2020). On the other hand, this article looks at Mulyani et al. (2022) viewpoint regarding the role of multi-stakeholders, where the post-COVID-19 recovery of tourist villages is very dependent on the role of the Tourism Awareness Community, in addition to local and village governments (Mulyani et al., 2022). The exact initial statement expressed in Saputra & Pitanatri (2023) is that to restore a tourist village and strengthen its resilience, the local community's and government's participation is important. Additionally, multi-stakeholder involvement is expected to equalise perceptions and determine cross-sector programmes that suit needs (Kurniawan & Cahyono, 2020). Hence, their participation has become a critical issue where their interactive involvement is required to reach a consensus (Hu et al., 2019).

To be highlighted, this article discussed how Wang et al. (2022) stated that there are several essential factors to be addressed in the post-COVID tourism village recovery process, such as the development and evolutionary resilience of rural tourism, local and village governments capabilities, rural social network resilience, activeness talent, the development of rural innovation, and persistence in promoting village tourism. On the other hand, a multi-stakeholder approach from Dwi et al. (2021) was also initiated in this study, where multi-stakeholders are reviewed through government, private, community, and community group actors, as well as the media.

## **Research Methods**

Five tourism villages in the Bantul Regency in the Special Region of Yogyakarta, Indonesia, serve as case studies to illustrate the research's findings and discussion. Techniques for data collection through interviews result from online news with multiple actors, such as tourism awareness groups, small-business enterprises (SMEs), the Bantul regency government and government villages, tourism business tour-travel agents, and media or promotion sites. In addition, this study collected data through participatory observation, multiple local news media sources, village tourism, and regional tourism social media accounts. This was performed to unearth information about the recovery strategy for the five tourism villages, which multiple stakeholders implemented. Furthermore, to assess this research's reliability, triangulation was used in this inquiry. In order to check triangulation, we compared the data between interview notes on the 2023 ASEAN Tourism Forum (ATF), online news media, and observation, as well as the documentation in social media for all of the villages. This is academically justifiable as it seeks to re-examine the obtained information.

The research was carried out over a period spanning from January 15 to February 28, 2023, across five distinct tourist villages, specifically identified as *Kebonagung* tourism village, *Kakilangit* tourism village, *Tembi* tourism village, *Kampung Santan* tourism village, and *Lopati* tourism village. Five tourist village locations were chosen to serve as loci because several villages, such as *Kakilangit* tourism village and *Kebonagung* tourism village, have won national-level awards, and several pioneering villages were

used as case studies. Besides, *Tembi* tourism village is one of the villages that will be visited by the 2023 ASEAN Tourism Forum, and it has unique characteristics. Lastly, for the *Lopati* tourism village and *Kampung Santan* tourism village, this is the village that rises from community-based awareness. As of this situation, all tourism villages are allowing us to evaluate the recovery strategy of these five tourism villages. Therefore, this diversity enables us to capitalise on each actor's new perspectives and experiences in rural tourism recovery strategies following the COVID. On the other hand, interview online news transcripts were noted and recorded, as well as given a support code from NVivo 12 Plus software. The information collected was analysed through the recovery strategy path in each tourism village, which was represented through menus such as the network sociogram, group queries, and conceptual mapping query as the primary value for presenting multi-stakeholder networks and connectivity related to five tourism village recovery strategies in Bantul Regency.

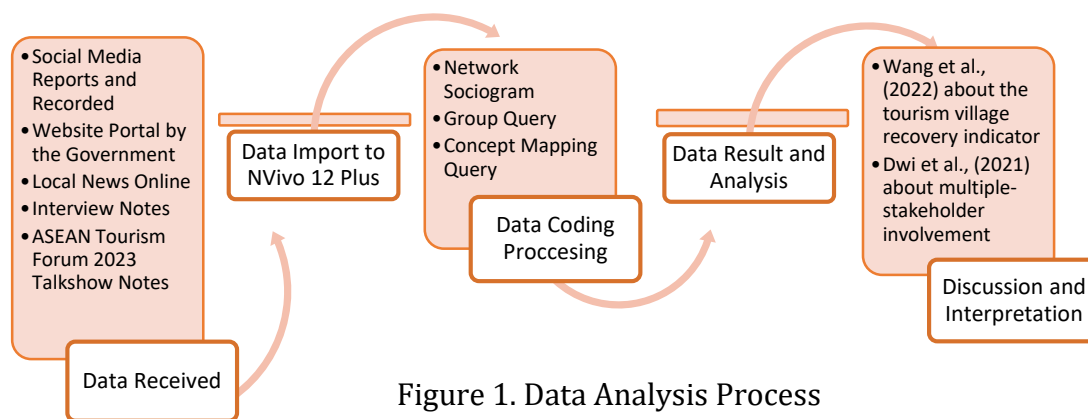


Figure 1. Data Analysis Process  
Source: Processed by Authors (2023)

Figure 1 shows the process of data analysis. This article led to data capture through recorded social media activities, narratives on several governments and online news sites, and interview notes at the ASEAN Tourism Forum 2023 in Yogyakarta. After the data has been obtained and collected, the next step is to import it into the NVivo 12 Plus tool to analyse through several analysis menus, such as sociograms, group queries, and mapping queries. Therefore, the resulting data will be described and discussed with some existing literature, crossing the discussion with the concepts built by Wang et al. (2022) and Dwi et al. (2021). The research objective has been successfully addressed, thereby making a valuable contribution to the extant literature as evidenced by the conclusions drawn.

## Results and Discussion

This section presents the results and examines the five strategies aimed at revitalising rural tourism. The text commences by outlining the distinctive features of each rural tourism sector, followed by an assessment of the regional and village governments' capacity to implement the five tourism villages recovery strategy.

Additionally, the study highlights the significance of robust rural social networks as a crucial element and the active participation of stakeholders as an essential resource in driving mechanisms and development innovations. Lastly, the study emphasises the importance of persistence in promoting tourism villages.

Table 1. Characteristics of Five-Rural Tourism in Context  
Source: Processed by Authors (2023)

| Name of Rural Tourism                   | Rural Tourism-Based                                                                                                   |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <i>Kebonagung's</i> tourism village     | Education-based learning; traditional agriculture, art and culture; additionally, there is a Javanese Peasant Museum. |
| <i>Kakilangit's</i> tourism village     | Natural tourism; art and culture; woodcraft; outbound activities                                                      |
| <i>Tembi's</i> tourism village          | Natural tourism; cultural houses; agriculture and waters; batik and ceramics                                          |
| <i>Kampung Santan's</i> tourism village | Education-based learning; fisheries; batik and coconut shell crafts; art and culture.                                 |
| <i>Lopati's</i> tourism village         | Education-based learning; livestock; food processing; traditional drinks; bamboo crafts; and cultural activities.     |

Table 1 represents the features of rural tourism, focusing on developing rural tourism based on its support resources, like *Kebonagung's* tourism village, which combines a still-beautiful rural environment with agriculture that has grown the same way for generations. *Kakilangit* and *Tembi* tourism villages offer rural tourism in a natural setting. As its mainstay, *Kampung Santan* tourism village focuses on fishing and coconut shell crafts. Also, *Lopati* tourism village is where people look at the livestock, which is its main attraction. All five of the tourist villages that have been mentioned have their own unique arts and cultural activities.

#### *Region Government and Five-Rural Governments Capability*

The government plays an essential role in the resilience of the tourism industry, including village tourism (Wang et al., 2022). In this case, the Bantul local government is trying to bring regional tourism, including rural tourism, back to life. As of this moment, the governments of the Bantul region and the Yogyakarta Special Region province have worked together to start programmes to help tourism-related income grow. Bantul government officials have expressed their willingness to support these programmes. In which, the Bantul region government performer inferred that the growth of a tourist village is inextricably tied to Bantul Regency's vision, in order to recognise a sense of harmony and prosperity and instead just society in Bantul Regency based on Pancasila

and the 1945 Constitution within the structure of the Unitary Republic of Indonesia with *Bhinneka Tunggal Ika*, and in out tourism foresight, namely to instruct Bantul Regency as a based on culture, supposed to lead, world-class, competitive tourist attraction.

As an ATF event, *Tembi's* tourism village is deemed capable of providing adequate standards for a rural tourism event. It is also related to the Regional Regulation of Bantul Regency Number 11 of 2020, which guides recovery efforts in Bantul regional development areas like *Tembi's* tourism village, *Kebonagung's* tourism village, *Lopati* tourism village, and *Kampung Santan's* tourism village. Even though *Kakilangit's* tourism village is not mentioned by name, it is part of the *Mangunan* tourism forest and the area around it. *Kebonagung's* tourism village, on the other hand, is in charge of Disability Culture Week 2022. This event is part of the Yogyakarta Government Province. It is put on at *Kebonagung's* tourism village by the Yogyakarta Special Region Province Cultural Department and the Bantul government. This is in line with Utami et al. (2023), where tourism villages engage with universities and local governments to increase the skills and knowledge of the local community through various training programmes. In this case, it has been proven that different levels of government can network and work together, which helps the tourism industry recover quickly. This coordination will likely be valuable shortly, making setting up coordination networks for future events more accessible. Therefore, the five tourism villages studied have been selected as adaptable destinations and models for regional events.

### *The Significance of Rural Social Network Vitality*

The term rural social network refers to interpersonal relationships developed in a certain way within the rural social system by individuals or groups (Wang et al., 2022). In this regard, tourism awareness groups can be interpreted in terms of interpersonal relations. The tourism village awareness groups play a big part in developing tourism villages, as these actors are the most important. The tourism village awareness groups serve as a motivator and guide in carrying out tourism activities. The tourism village awareness groups have been recorded in the five tourist villages studied. The tourism village awareness groups have received support from the Bantul regency government, which has realised that individual groups are needed to improve the development of tourism villages. Also, as of January 23, 2023, there have been 58 governor's decrees for the tourism village awareness groups in the Bantul Regency. Moreover, they have several registered tourism village awareness groups that allow for increased resources and support for developing tourism villages, including five-tourism villages, as described in this paper. Because of this, the strength of rural social community networks through the tourism village awareness groups supports tourist villages and how they are run.

For instance, in collaboration with the university and the tourism village awareness groups, *Kebonagung's* tourism village conducted training on making travel packages and optimising online travel agent (OTA) accounts. There are also efforts to set up the E-Museum for the Javanese Farmer Museum and improve the websites that are already there. In addition, in the *Kakilangit* tourism village, technical advice is given to the tourism village awareness groups, and associations of regency governments from all over

Indonesia watch a mock study of the development of a tourist village. So, the Bantul region government always helps strengthen the tourism village awareness group network by giving guides, homestay managers, and people who work with digital technology training in different types of tourism management. Therefore, to provide enthusiasm for increasing human resources and tourism village management, the regional government often organises competitions for tourism awareness groups and tourism village competitions. The robustness of the tourism village awareness groups is in line with the provincial government's efforts, which want each tourist village to have the tourism village awareness groups and must have a decree to remember and regulate the further development of new destinations. Thus, with the robustness of the network, the tourism village awareness groups have legal force, and efforts to pursue tourism's potential movement can be achieved more quickly.

### *Activeness of Stakeholders as a Key Source*

All stakeholders' participation in building tourism village resilience is one of the essential resources for rural development and revitalization. To realise rural revitalization, the activeness of stakeholders needs to be realised first (Wang et al., 2022). Participating stakeholders have been identified in the recovery of the post-COVID-19 tourism village in five tourism village locations. Their participation significantly improved the tourist attractions in each sector. Like the Yogyakarta Special Region province government, the Bantul regional government has tried to bring people to tourist villages by holding regional, national, and ASEAN regional events. After the COVID-19 pandemic, the tourism village awareness groups and another actor collaborated to build a tourist village. Their help in making tourist villages is always encouraged in many ways, like by giving them money, facilities, infrastructure, and other kinds of training. Also, travel agencies that deal with tourism and actively share information about tourist destinations in villages have put suggestions for tourist sites on their websites, apps, and social media pages.

The ability of tourism villages to avoid the COVID pandemic has gotten a lot better due to the role of stakeholder participants from different sectors, like the national government sector, who have worked together. At the national level, the national government has taken part in several programmes, such as the 2023 ASEAN Tourism Forum. The provincial government has improved the village area after COVID to attract tourists by promoting on their site, and the regional government and village have worked together to create initiatives or projects, such as these types of regional events like tourism awareness community group competitions, to strengthen the tourism village. On the other hand, the university sector makes a big difference through programmes that help the local community, local business owners, and/or a tourism awareness group build their tourism villages through things like managing seminars and workshops and advertising in a number of newspapers and on social media to promote those villages. Also, the media website is used to promote the five-tourism village as a case study by the government and non-government organisations. The local society and community do



management in place, such as outreach and institutional strengthening of tourism village human resources.

### *Driving Mechanisms and Development Innovation*

Driving mechanisms and innovative development mechanisms help the village tourism system recover from the problems caused by external crises and grow sustainably (Wang et al., 2022). Each community takes a different approach to improving its tourist villages. Five case studies of tourist villages show how the tourism industry has changed in meaningful ways that can help get the word out about these places and speed up the recovery from the COVID-19 pandemic. In addition, some things that have been done as part of the development mechanisms and innovations are the renovation of Groundsill Park, training in financial management, tourist attraction facilities, and tourism management. As noted by Park et al. (2023), the power of multiple-actor involvement is to encourage the empowerment of the local community and the community of a tourism village. In this case, in association with the Indonesian Young Guard, a university representative, and their different holistic programmes, these programmes are meant to improve the tourism industry in *Kebonagung*. The Indonesian Young Guard, whose members are committed to working together to build tourism in *Kebonagung's* tourism village, is one way to speed up the recovery from COVID-19.

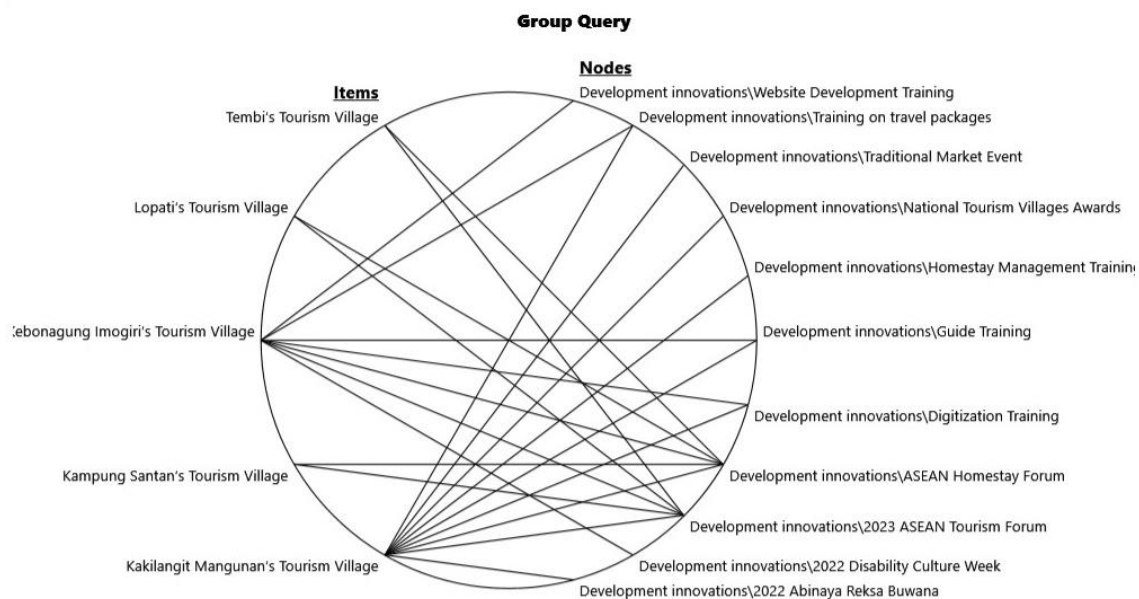


Figure 3. Collaboration Project and Development Innovation  
Source: Analysis Using Nvivo 12 Plus (2023)

Figure 3 represents the several projects carried out in five tourism villages in the Bantul regency. There are some core points to be highlighted. The most active tourist village is *Kakilangit*, and *Kebonagung's* tourism village, instead of *Tembi's*, has impressed so much that the location is one of the areas in the 2023 ASEAN Tourism Forum (ATF). A driving mechanism has been set up at *Kakilangit's* tourism village. At the *Kakilangit* Semi Market, a choral group will have outbound training and a performance of *Abinaya Reksha*

*Buwana. Kakilangit* is a village for tourists, and recent events have been held there to show how the area could grow. A tourist village called *Kakilangit* has teamed up with a private company called Travelxism, which offers consulting, media, and tours, to host a virtual tour. After that, the tourism manager of *Tembi's* tourism village runs a slow tourism programme to welcome visitors and give them high-quality service without putting the area's natural resources at risk. *Tembi's* tourism village, on the other hand, is a popular place to visit during the ASEAN Tourism Forum. Changes like the addition of standard homestays have helped the area grow and attract more tourists.

However, *Kampung Santan's* tourism village must effectively portray the post-COVID-19 recovery's driving mechanism or development innovation. Because *Kampung Santan's* tourism village was built on the community's awareness, the driving force needs to be strengthened through innovation and better planning to help society and the natural world grow. In addition, *Kampung Santan's* tourism village is a tourist community known for its innovative coconut shell crafts. There needs to be a foundation for community involvement in the process that keeps this tourist village going. Despite this, *Kampung Santan's* tourism village has been able to spread its products to other places. *Lopati's* tourism village makes another case for integrating the university through things like seminars and training for making content for social media. It is finally needed since there is a need for product marketing innovation and heightened promotion of the tourist village. *Lopati's* tourism village is still trying to get back on its feet after COVID-19, and the local people could use some more help. which is for marketing management and branding the products they produce, in order for increased income for village business units to develop and be known by the general public, given that the village has been suspended since COVID-19 hit.

#### *Resilience and Persistence in Promoting Rural Tourism*

It is a lengthy process to promote rural tourism with resilience and perseverance. Promoting the construction of sustainable resilience mechanisms can assist rural tourism in becoming more resilient to crises (Wang et al., 2022). Therefore, tourism drivers' activity significantly impacts the resilience of popularising tourist villages. In this case, the tourism village awareness groups, all government agencies, and universities promote the tourist village. Participation between actors in the post-COVID-19 recovery process in tourist villages is pivotal. The results of an evaluation of how active the tourism village awareness groups are in getting to know each other and promoting the village are shown in Figure 4. Furthermore, there are three active tourism villages: *Tembi*, *Kebonagung*, and *Kakilangit*, which are, in order, the most active on social media such as Instagram. On the other hand, the tourist villages of *Kampung Santan* and *Lopati* do not use social media to promote their villages or show what they do. In addition, *Kebonagung's* tourism village is better regarding social media like Instagram, Facebook, and their own websites. Social media is a place to promote and offer services and tour packages, so *Kebonagung's* tourism village has more of them.

The Special Region of Yogyakarta Provincial Government has an official Instagram account where it can see how tourist villages are getting more popular as they are being

fixed up. Some tourist villages, like *Kakilangit* and *Kebonagung*, have been promoted through the official Instagram account "Visiting Jogja" and the website the provincial tourism department runs. Nevertheless, it was not found on the DIY websites to promote the tourist villages of *Tembi*, *Lopati*, and *Kampung Santan* after COVID-19 from 2022 to 2023. It indicates that the government has popularised some tourist villages, while the tourism village awareness groups are no longer making promotional and narrative news for the DIY website. However, an essential part of "Visiting Jogja" for promoting tourist villages is having people who can make content and give it to the government for promotion. *Lopati's* and *Kampung Santan's* tourism villages did not do it. Maquera et al. (2022) noticed that the COVID-19 pandemic had supported the evolution of digitalization's tourism village. However, *Lopati* and *Kampung Santan* tourism villages did not do it because the local communities responsible for tourism in the villages needed to learn more about how to promote it, but not many of them did. Universities have also used their service programmes, like making a profile for *Kebonagung's* tourism village, to help promote tourism villages after the COVID-19 pandemic. On the other hand, in terms of promotion, the Indonesian Ministry of Tourism reported that all five tourism villages under the case study are promoting themselves on their websites on the "JADESTA" website. Therefore, multiple actors need to build virtual tourism as a potential way to promote the destination (Firdausy & Buhaerah, 2022; Kinseng et al., 2022).

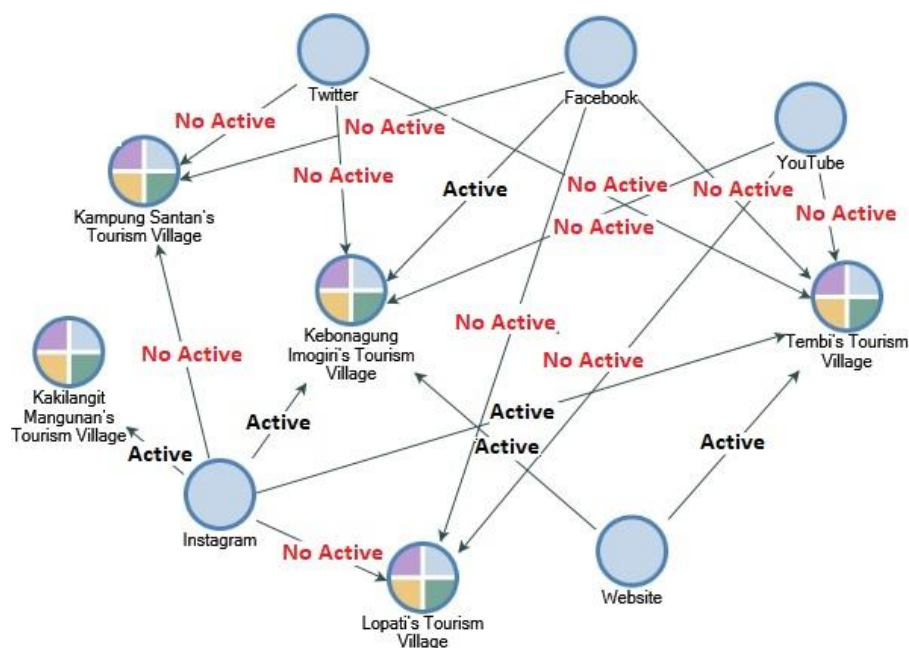


Figure 4. Tourism Villages Social Media  
Source: Analysis Using Nvivo 12 Plus (2023)

Multi-stakeholder participation plays an essential role in post-COVID tourism village recovery. Qu et al. (2022) argued that their participation determines the success or failure of the developing tourism village and its promotion. Therefore, each actor entity will need the critical power and help of the others to get through the pandemic crisis and stay alive. Therefore, Kürüm Varolgüneş et al. (2022) stated that the development of

resources is admittedly a critical component for developing the tourism industry. In this study, the strategies people in five tourist villages in the Bantul Regency used to get back on their feet after the COVID pandemic have been written down. There are efforts by each entity and group of developers that have been successfully evaluated to keep the community's economy stable and rural tourism going for a long time. The actors summarised are from five entities: the government, consisting of the national, provincial, regency, and also village levels; community and tourism awareness groups; the travel business; and the media. Furthermore, the recovery strategy for tourism villages has been noted, which came from *Kebonagung's* tourism village, *Kakilangit's* tourism village, *Kampung Santan's* tourism village, *Tembi's* tourism village, and *Lopati's* tourism village. The five tourist village destinations have different characters, so the impacts they have and the recovery strategies they undertake are also different. So, each tourism villages stakeholders have taken the initiative to try to fix up the village, which lets it find new ways to grow and adapt to the proposed structures and programmes.

To begin with, the post-COVID-19 situation can be used as an opportunity to rebrand and restart the tourism industry oriented towards sustainability and resilience (Panzer-Krause, 2022). Therefore, the tourism village needs multi-actor collaboration to re-imagine its potential. In this case, *Tembi*, *Kakilangit*, and *Kebonagung* tourism villages have more vital stakeholder forces in the post-COVID-19 tourism village recovery. As Wikantiyoso et al. (2021) noted, it is crucial to involve many different actors to increase a tourism village's potential. The three tourist villages of *Tembi*, *Kakilangit*, and *Kebonagung* have done it. Apart from that, different things were found in *Kampung Santan* and *Lopati* tourism villages, which still needed special handling to restore the tourist villages. Even before COVID-19, they needed help getting more people to visit their tourist villages through the different ways they promoted them. While Ramadhani et al. (2021) argued that the Bantul regency has extraordinary tourism potential, it is believed to affect the number of tourist visits and increase the potential of tourist villages in the Bantul regency. Therefore, for *Lopati* and *Kampung Santan*, it is essential to involve many people in properly planning for future risks. *Kampung Santan* and *Lopati* tourism villages come from their local communities and motivations. Because of this moment, Pranita et al. (2022) argued that the role of stakeholders needs to be pointed out in contributing to empowering the village's tourism-based community development. In this situation, village tourism can increase social well-being and economic creativity. Therefore, the finding relates to Hutagalung et al. (2022) finding that community-based tourism villages in Indonesia have become a concern due to their extraordinary impact on strengthening local community empowerment and sustaining social responsibility.

On the other hand, tourism village awareness groups play a crucial role. This community group helps speed up the recovery process by working with other communities to improve the economies of their destinations. Mulyani et al. (2022) found that the tourism awareness community is essential for the tourism village to recover after COVID-19. The tourism village awareness groups help show that the tourism village is getting stronger and will get back on its feet quickly. So, Wang et al. (2022), which showed an essential part of the post-COVID tourism village recovery process, showed that the

*Tembi* tourism village and the *Kakilangit* tourism village, as well as the *Kebonagung* tourism village, were able to recover and move further than the other villages. The tourism industry in *Lopati* and *Kampung Santan* is based on several indicators that have been examined. Then, dancing indicators from Dwi et al. (2021) about the involvement of several actors have been noted where the tourism villages of *Kampung Santan* and *Lopati* tourism village still need the involvement of government, private, and university actors to increase the development of these villages. Pan et al. (2022) argued that the recovery of village tourism would significantly improve if there were collective action. In addition, Singh et al. (2023) note that the multiple actors' engagement will grow capacity-building for a digital marketing strategy for village tourism; in this situation, the tourism village awareness groups are crucial. However, they need to speed up the recovery of tourist villages from the effects of COVID-19 through various innovations and programmes that can help the tourism village awareness groups stand up to its effects. Lastly, the cross-government level, essential for the central government, has promoted the five tourism villages. This is relevant to Amiruddin et al. (2022) because Indonesia's central government always supports developing tourism and supporting rural economic development.

## Conclusion

To sum up, it has been written down who took part in the recovery strategy of the five tourist villages and how some actors' participation through multi-stakeholder governance. In terms of regional government and rural capacity, it was reported that both had already made significant contributions to the recovery of the tourism village. Furthermore, the vitality of the village social network was also discovered in developing several programmes with actors' participation to rebuild their tourism villages as destinations. In addition, in terms of stakeholder activities, it has been reported that the best key source outlines the roles of each actors for better collaboration. At the same time, *Kampung Santan* and *Lopati* play no significant role in their tourism awareness group. Moreover, it was noted that the driving mechanisms and innovations for development in several villages, such as *Kakilangit*, *Kebonagung*, and *Tembi*, were better than those in *Lopati* and *Kampung Santan*. Lastly, in terms of promoting tourism village recovery, many stakeholders can participate in promoting the five tourism villages post-pandemic via social media as a potential way to promote the destinations and products they realise and sell.

There needs to be more of them in the tourist villages of *Kampung Santan* and *Lopati* to make a difference. All in all, besides promotional media, it still needs better institutional governance and human resources. This research has some things that could be improved, as the case study in one region requires. It means that tourist villages in other regions that have their own unique qualities should be looked at and compared. Also, the analytical tools still need more detailed data tools, such as a questionnaire system, to get the opinions of tourists who visited several studied tourist villages.

## Acknowledgement

The authors express their gratitude to their colleagues from the Faculty of Social and Political Sciences at Universitas Riau, Indonesia, as well as the Master of Government Affairs and Administration Programme at Universitas Muhammadiyah Yogyakarta, Indonesia, for their valuable collaboration in the research and publication of an article on the post-COVID tourism recovery strategy for tourism villages.

## References

- Amiruddin, S., Normelani, E., & Budhi, S. (2022). The Central Government's Role in Cultural Sustainability and Developing Tourism to Support Rural Economies: A Systematic Analysis. *Journal of Ethnic and Cultural Studies*, 9(2), 151–170.
- Apriyanti, R., Rahmanto, A., & Satyawan, I. A. (2022). Crisis Communication Management: Pongkok Tourism Village Recovery Strategy Post Pandemic. *Proceeding 2nd International Conference on Business & Social Sciences (ICOBUSS)*, March(5–6).
- Arintoko, A., Ahmad, A. A., Gunawan, D. S., & Supadi, S. (2020). Community-based tourism village development strategies: A case of Borobudur tourism village area, Indonesia. *Geojournal of Tourism and Geosites*, 29(2), 398–413.
- Baroroh, K., Wahjoedi, Wahyono, H., Utomo, S. H., & Lestari, F. (2021). Incorporating village tourism into “community economy” course: A project-based learning method in university. *International Journal of Instruction*, 14(4), 567–584.
- Belliggiano, A., Bindi, L., & Ievoli, C. (2021). Walking along the sheeptrack ... rural tourism, ecomuseums, and bio-cultural heritage. *Sustainability (Switzerland)*, 13(16), 1–22.
- Dasan, J., Ahmedy, F., Shamsul, S., Godoong, E., Sipaut, C. S., & Jeffree, M. S. (2022). Post-COVID-19 Challenges for a Sustainable Community-Based Ecotourism: A Case Study of Rural Community in Sabah, North of Borneo. *SAGE Open*, 12(4), 1–17.
- Dwi, A. B., Wadu, R. B., & Nopiyanti, A. (2021). *Daya Dukung Penta Helix terhadap Kinerja Manajemen UMKM Di Serang Banten*. Yogyakarta: Deepublish.
- Firdausy, C. M., & Buhaerah, P. (2022). Building back better tourism sector post-COVID-19 pandemic in Indonesia: input-output and simulation analysis. *Journal of Policy Research in Tourism, Leisure and Events*, 1–18.
- Fitriana, K., Kumalasari, D., Suranto, Arif, N., Putro, S., Agustinova, D., Wulansari, N., & Septiantoko, R. (2023). Collaborative Governance in Developing Tourism Potential Through Tourism Villages. In *UNICSSH* (Vol. 1, pp. 156–171). Atlantis Press SARL.
- Flores, Y. H., Pérez, Y. C., Leyva, J. E., & Rodríguez, C. (2021). Rural tourism and its immediate future in the context of COVID-19 in Cuba. *COODES Cooperativismo y Desarrollo*, 9(2), 457–485.
- Halim, D. K., & Ervina, E. (2021). Comparative study: Perception on sustainable tourism of urban and rural eco-villages in Bali. *IOP Conference Series: Earth and Environmental Science*, 704(1).
- Hamdani, F., & Fauzia, A. (2022). The Authority of the Village Government in the Management of Village Funds during the Covid-19 Pandemic. *Indonesian Journal of*

*Advocacy and Legal Services*, 4(1), 195–222.

- Hu, X., Lovelock, B., Ying, T., & Mager, S. (2019). Stakeholder collaboration on policymaking for sustainable water management in Singapore's hotel sector: A network analysis. *Sustainability (Switzerland)*, 11(8).
- Hutagalung, H., Purwana, D., Suhud, U., Mukminin, A., Hamidah, H., & Rahayu, N. (2022). Community Self-Reliance of Rural Tourism in Indonesia: An Interpretative Phenomenological Analysis. *Qualitative Report*, 27(7), 1151–1168.
- Kamarudin, K. H., Razak, K. A., Omar, C. N., Abd Wahid, S. N. A., & Wan Mohd Rani, W. N. M. (2019). From surviving to thriving? Evaluating the resilience of rural tourism businesses in disaster-prone area of Sabah, Malaysia. *Disaster Advances*, 12(7).
- Kantsperger, M., Thees, H., & Eckert, C. (2019). Local participation in tourism development-roles of non-tourism related residents of the Alpine Destination Bad Reichenhall. *Sustainability (Switzerland)*, 11(24).
- Kinseng, R. A., Kartikasari, A., Aini, N., Gandi, R., & Dean, D. (2022). COVID-19 and the emergence of virtual tourism in Indonesia: A sociological perspective. *Cogent Social Sciences*, 8(1). <https://doi.org/10.1080/23311886.2022.2026557>
- Kurniawan, M. U., & Cahyono, A. E. (2020). The community empowerment program based on local potential through tourism village. *IOP Conference Series: Earth and Environmental Science*, 485(1).
- Kürüm Varolgüneş, F., Çelik, F., Del Río-Rama, M. de la C., & Álvarez-García, J. (2022). Reassessment of sustainable rural tourism strategies after COVID-19. *Frontiers in Psychology*, 13(July), 1–13. <https://doi.org/10.3389/fpsyg.2022.944412>
- Kusuma, I. M. W., Winaja, I. W., & Utama, I. W. B. (2022). Revitalization of Cultural Tourism Destinations for the Outside of Uluwatu Temple in the New Normal Era. *International Journal of Interreligious and Intercultural Studies*, 5(2), 34–46.
- Li, L., Tao, Z., & Lu, L. (2022). Understanding differences in rural tourism recovery: a critical study from the mobility perspective. *Current Issues in Tourism*, 1–15.
- Lin, J. C., Lin, H. H., Lu, S. Y., Chien, J. H., & Shen, C. C. (2022). Research on the current situation of rural tourism in southern Fujian in China after the COVID-19 epidemic. *Open Geosciences*, 14(1), 24–43. <https://doi.org/10.1515/geo-2020-0335>
- Maquera, G., da Costa, B. B. F., Mendoza, Ó., Salinas, R. A., & Haddad, A. N. (2022). Intelligent Digital Platform for Community-Based Rural Tourism—A Novel Concept Development in Peru. *Sustainability (Switzerland)*, 14(13), 1–18.
- Mulyani, Y., Kholifah, N., Saputro, I. N., Gusti Agung Gede Witarsana, I., & Wurarah, R. N. (2022). Strategies for Village Tourism Development in Coastal During Covid-19: Challenges and Opportunities. *Geojournal of Tourism and Geosites*, 43(3), 887–894. <https://doi.org/10.30892/gtg.43307-901>
- Nugroho, T. W., Hanani, N., Toiba, H., & Purnomo, M. (2021). Post-tourism in booming Indonesian rural tourism industry. A social representation theory approach. *Journal of Environmental Management & Tourism*, 12(1), 288–301.
- Pan, H., Chen, M., & Shiau, W.-L. (2022). Exploring post-pandemic struggles and recoveries in the rural tourism based on Chinese situation: a perspective from the IAD framework. *Journal of Hospitality and Tourism Technology*, 13(1), 120–139.

<https://doi.org/https://doi.org/10.1108/JHTT-11-2020-0300>

- Panzer-Krause, S. (2022). Rural Tourism in and after the COVID-19 Era: "Revenge Travel" or Chance for a Degrowth-Oriented Restart? Cases from Ireland and Germany. *Tourism and Hospitality*, 3(2), 399–415.
- Park, J., Zou, S., & Soulard, J. (2023). Transforming rural communities through tourism development: an examination of empowerment and disempowerment processes. *Journal of Sustainable Tourism*. <https://doi.org/10.1080/09669582.2023.2178446>
- Parwata, I. W., Gunawarman, A. A. G. R., Putri, N. P. R. P. A., Pradsandya, K. D. E., & Kurniawan, A. (2022). Post Covid-19 Policy Strategy of Tourism Village as an Effort of Resilience and Sustainability of the Village : A Case Study in Penglipuran Tourism Village , Bali. *The International Journal of Social Sciences World*, 4(2), 287–299.
- Phanumat, W. (2015). A multi-stakeholder participatory approach in community-based tourism development: a case study from Thailand. *Sustainable Development and Planning VII*, 1, 915–928. <https://doi.org/10.2495/sdp150771>
- Pranita, D., Sarjana, S., & Musthofa, B. M. (2022). Mediating Role of Sustainable Tourism and Creative Economy to Improve Community Wellbeing. *African Journal of Hospitality, Tourism and Leisure*, 11(2), 781–794.
- Priyanto, A., Purnomo, E. P., Andoko, B. W., Khairina, E., & Fadhlurrohman, M. I. (2020). The Impact of Covid-19 on Local tourism Sector and Income. *MIMBAR : Jurnal Sosial Dan Pembangunan*, 36(2). <https://doi.org/10.29313/mimbar.v36i2.6033>
- Purnomo, A., Idris, I., & Kurniawan, B. (2020). Understanding local community in managing sustainable tourism at Baluran National Park - Indonesia. *Geojournal of Tourism and Geosites*, 29(2), 508–520. <https://doi.org/10.30892/gtg.29210-485>
- Qu, M., McCormick, A. D., & Funck, C. (2022). Community resourcefulness and partnerships in rural tourism. *Journal of Sustainable Tourism*, 30(10), 2371–2390.
- Radović, G., Petrović, M. D., Bajrami, D. D., Radovanović, M., & Vuković, N. (2020). Can proper funding enhance sustainable tourism in rural settings? Evidence from a developing country. *Sustainability (Switzerland)*, 12(18).
- Ramadhani, Suswanta, & Shaddiq, S. (2021). E-Marketing of village tourism development strategy (Case study in the tourist village puncak sosok). *Journal of Robotics and Control (JRC)*, 2(2), 72–77. <https://doi.org/10.18196/jrc.2255>
- Rindrasih, E. (2018). Under the Volcano: Responses of a community-based tourism village to the 2010 eruption of Mount Merapi, Indonesia. *Sustainability (Switzerland)*, 10(5). <https://doi.org/10.3390/su10051620>
- Risdawati AP, A., Imron, D. K., & Pertiwi, C. (2020). Tourism Village: Challenges and Opportunities in New Normal. *6th International Conference on Social and Political Sciences (ICOSAPS 2020)*, 510(March 2019), 540–544.
- Risianti, N. S., Bashit, N., Ulfiana, D., & Martono, K. T. (2022). WEB GIS: The Promotion Model of Ngerangan Tourist Village in Klaten Regency through The Sustainable Rural Tourism Context During The Covid-19 Pandemic. *Jurnal Presipitasi : Media Komunikasi Dan Pengembangan Teknik Lingkungan*, 19(1), 108–121.
- Rosalina, P. D., Dupre, K., & Wang, Y. (2021). Rural tourism: A systematic literature review on definitions and challenges. *Journal of Hospitality and Tourism Management*,

- 47(November 2020), 134–149. <https://doi.org/10.1016/j.jhtm.2021.03.001>
- Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2021). Bootstrapping tourism post-COVID-19: A systems thinking approach. *Tourism and Hospitality Research*, 22(1), 86–101. <https://doi.org/10.1177/14673584211038859>
- Saputra, I. G. G., & Pitanatri, P. D. S. (2023). Digital Acceptance and Resilience in Rural Tourism Destination: A Case of Bali. In *Tourism and Hospitality in Asia: Crisis, Resilience and Recovery* (pp. 275–296).
- Sari, N. M., Nugroho, I., Julitasari, E. N., & Hanafie, R. (2022). The Resilience of Rural Tourism and Adjustment Measures for Surviving The COVID-19 Pandemic: Evidence from Bromo Tengger Semeru National Park, Indonesia. *Forest and Society*, 6(July 2019), 67–83.
- Sasongko, I., Gai, A. M., & Immaduddina, A. (2022). The concept of rural tourism recovery pasca Covid-19, Kertosari Village, Purwosari Sub-district, Pasuruan Regency, Indonesia. *The 2nd International Conference on Government Education Management and Tourism (ICoGEMT)+TECH*, 1–10.
- Singh, A. S., Parahoo, S. K., Ayyagari, M., & Juwaheer, T. D. (2023). Conclusion: how could rural tourism provide better support for well-being and socioeconomic development? *Worldwide Hospitality and Tourism Themes*, 15(1), 84–93.
- Singh, I., Singh, J., & Baruah, A. (2020). Income and Employment Changes Under COVID-19 Lockdown: A Study of Urban Punjab. *Millennial Asia*, 11(3), 391–412.
- Sun, Y. Y., Li, M., Lenzen, M., Malik, A., & Pomponi, F. (2022). Tourism, job vulnerability and income inequality during the COVID-19 pandemic: A global perspective. *Annals of Tourism Research Empirical Insights*, 3(1), 100046.
- Taufik, M., Rahmat, A. F., Irawan, B., & Akbar, P. (2021). Multi-Stakeholders Governance in Social Science Discipline: A Systematic Literature Review. *Natapraja: Jurnal Kajian Ilmu Administrasi Negara*, 9(1), 15–30.
- Utami, D. D., Dhewanto, W., & Lestari, Y. D. (2023). Rural tourism entrepreneurship success factors for sustainable tourism village: Evidence from Indonesia. *Cogent Business and Management*, 10(1).
- Wang, J., Wang, Y., He, Y., & Zhu, Z. (2022). Exploring the Factors of Rural Tourism Recovery in the Post-COVID-19 Era Based on the Grounded Theory: A Case Study of Tianxi Village in Hunan Province, China. *Sustainability (Switzerland)*, 14(9).
- Wikantiyoso, R., Cahyaningsih, D. S., Sulaksono, A. G., Widayati, S., Poerwoningsih, D., & Triyosoputri, E. (2021). Development of Sustainable Community-Based Tourism in Kampong Grangsil, Jambangan Village, Dampit District, Malang Regency. *International Review for Spatial Planning and Sustainable Development*, 9(1), 64–77.
- Wisroni, W., Jalius, J., Fauzi, H., & Pamungkas, A. H. (2021). The Role of the Community in Building a Tourist Village. *Digital Press Social Sciences and Humanities*, 7, 00022.
- Yang, J., & Zhu, G. (2021). The Recovery Strategy of Rural Tourism in the Post-Epidemic Period. *Proceedings of the 2021 International Conference on Social Sciences and Big Data Application (ICSSBDA 2021)*, 614(Icssbda), 136–140.