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Self-reliance and Sustainability in Crisis: Resilience Practices of Tinalah Tourism Village Post-Pandemic

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ABSTRACT

The Tinalah Tourism Village in Yogyakarta, Indonesia, has experienced a significant decline in visitor numbers and revenue, posing a threat to the sustainability of the community-based tourism model. In response to this crisis, this research aims to examine resilience strategies and multi-party collaboration mechanisms implemented in the post-pandemic recovery process in the village. A descriptive, qualitative approach with an intrinsic case study design was employed, involving data collection through in-depth interviews and thematic analysis using NVivo software. The research results indicate that local communities possess a high adaptive capacity through the strengthening of human resource competencies, the digitalization of tourism promotions and services, and the diversification of tourism products rooted in cultural values and environmental sustainability. Strategic partnerships with local governments, academic institutions, and digital platforms also play a crucial role in supporting recovery efforts without compromising community independence. The findings of this study contribute to the development of community-based village tourism by offering practical strategies in building resilience and strengthening inclusive collaboration to face future disruptions.

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1. INTRODUCTION

The COVID-19 pandemic has had a profound impact on the tourism industry at all levels: global, national, and local. When the World Health Organization (WHO) declared COVID-19 a pandemic in March 2020, numerous countries implemented travel restrictions and lockdown policies to curb the spread of the virus. These measures directly paralyzed international tourism activities. The United Nations World Tourism Organization (UNWTO) reported a global decline in tourist arrivals by 60 percent to 80 percent throughout 2020 (Harchandani & Shome, 2023; Handayani et al., 2022). The economic losses incurred by the global tourism sector due to the pandemic exceeded US\$2.86 trillion, with businesses losing more than half of their revenue (Abbas et al., 2021).

Indonesia, as a popular tourist destination, was also severely affected. The number of international tourist arrivals plummeted by 88.08% in December 2020 compared to the same period in the previous year. Throughout 2020, only 4.02 million tourist arrivals were recorded, down from 16.11 million in 2019 (Statistik, 2021). Economically, the pandemic resulted in a potential loss of Rp200.92 trillion in tourism's contribution to the national Gross Domestic Product (GDP), with its share decreasing from 2.25 percent in 2019 to just 1.16% in 2020, along with the loss of over one million jobs in the sector (Purba et al., 2022).

In response to this crisis, the Indonesian government, through the Ministry of Tourism and Creative Economy, introduced various recovery policies. One of the key measures was the issuance of Ministerial Regulation No. 13 of 2020 concerning cleanliness, health, safety, and environmental sustainability (CHSE) standards in the

tourism sector. This regulation aimed to guide tourism industry stakeholders in adapting to pandemic conditions and served as a prerequisite for the reopening of tourist destinations. Additionally, the Ministry of Tourism and Creative Economy introduced the Super Priority Destinations program to strengthen recovery efforts and diversify the country's national tourism destinations. One of the designated DSPs is the Borobudur Temple area in Central Java, supported by surrounding tourism villages, including Tinalah Tourism Village in Kulon Progo Regency, Special Region of Yogyakarta.

Tinalah Village is a community-based tourism destination characterized by sustainable tourism practices, including local community management, cultural heritage preservation, and environmental conservation (Prabowo & Pratama, 2023). As part of the supporting area for the Borobudur DSP, Tinalah was previously a favored destination for both domestic and international tourists, particularly for activities such as camping, outbound training, and live-in programs. However, the COVID-19 pandemic led to the cancellation of nearly all tourism activities in the village, especially during March and April, the peak tourist season. The loss of income and the suspension of economic activities posed significant challenges to the village's tourism sustainability (Rizki, 2021)

Amid this crisis, a key question emerges: how can village communities enhance resilience and adapt to ongoing challenges? In this regard, community resilience provides an essential framework for understanding the ability of local populations to react to, endure, and recover from significant disruptions such as a pandemic (Prayag, 2023; Rendon et al., 2021). Additionally, the viability of community-based tourism is significantly affected by cooperative partnerships among local stakeholders, government entities, and the private sector (Burke & Walters, 2022), alongside the implementation of sustainable tourism principles as outlined by the Global Sustainable Tourism Council (GSTC) and included in Ministerial Regulation No. 9 of 2021.

Although academic interest in tourism recovery is increasing, there are still few studies that detail community-based resilience practices in tourist villages post-pandemic, particularly in the context of Indonesia. Most existing literature tends to focus on macro-level policy responses or business-driven recovery models, while localized and community-driven strategies remain underexplored. This creates a significant knowledge gap in understanding how grassroots resilience operates in practice, especially in tourist villages that heavily rely on community participation and local resources. Against this backdrop, this research aims to analyze resilience strategies and multi-stakeholder collaboration in the post-pandemic recovery process in Tinalah Tourism Village. The primary focus is on local community efforts to develop an inclusive, adaptable, and sustainable tourism ecosystem.

Against this backdrop, this study aims to analyze resilience strategies and multi-stakeholder collaboration in the post-pandemic recovery process of Tinalah Tourism Village. The primary focus is on local community efforts to rebuild an inclusive, adaptive, and sustainable tourism ecosystem. Substantively, the study is guided by four key research questions: (1) how did the pandemic affect tourism activities and sustainability in the village; (2) what strategies were employed by the community to build resilience; (3) how were collaborative patterns between local actors, the government, and external partners formed; and (4) to what extent did these strategies and collaborations strengthen sustainable tourism practices at the village level. Rather than being presented as a separate list, these questions are integrated within the analytical narrative, which explores the interrelations among the dimensions of impact, adaptive responses, partnership networks, and sustainability outcomes.

To interpret these dynamics, this research draws on three conceptual foundations. First, community resilience theory views community resilience as the collective capacity to survive, adapt, and recover from major disruptions. In the context of tourism, this resilience is realized through institutional adaptation, economic diversification, and community-driven social innovation (Bhammar et al., 2021; Monica et al., 2023; Praptika et al., 2024). Second, the sustainable tourism framework, as outlined by Citaristi (2022) and standardized by the Global Sustainable Tourism Council (GSTC), emphasizes a balance between economic, socio-cultural, and environmental dimensions. These standards have been integrated into national policy through Ministerial Regulation No. 9/2021, which emphasizes four pillars: destination management, local economic development, cultural preservation, and environmental protection. Third, the multi-stakeholder collaboration model

emphasizes the importance of cross-sector partnerships among communities, government, and the private sector in strengthening legitimacy, sharing resources, and accelerating the recovery process (Handayani et al., 2022; Yanto et al., 2025).

By integrating these three perspectives, this study positions Tinalah Village as a strategic case study to understand how community-based tourism can recover from crisis while advancing toward greater resilience and sustainability. The expected findings are not only intended to explain the recovery realities of a single village but also to offer a practical framework that can be replicated by similar destinations in Indonesia and beyond. Furthermore, the study aims to contribute empirically to the development of a replicable community-based tourism recovery model that can be applied to other regions with comparable characteristics.

2. RESEARCH METHOD

This study employs a descriptive qualitative approach using an intrinsic case study method, aiming to gain an in-depth understanding of how Tinalah Tourism Village builds resilience and fosters collaboration in the recovery of tourism following the COVID-19 pandemic. This approach enables a thorough exploration of localized processes, especially in socially embedded contexts where the case itself is of particular interest (Thomas, 2021; Tisdell et al., 2025). The intrinsic case study is suitable for capturing complexity, contextual richness, and subjective meaning within a bounded system (Simons, 2023; Crowe et al., 2022).

The research was conducted in Tinalah Tourism Village, located in Kulon Progo Regency, Special Region of Yogyakarta. The site was selected purposively, as it represents a model of community-based tourism development that aligns with sustainability criteria and was significantly impacted by the pandemic. The research informants included: 1) Core managers of the tourism village (community tourism group), 2) Local micro, small, and medium enterprises (MSMEs) and community members, 3) Representatives from the Regional Tourism Office, and 4) External partners such as academics.

Data were collected through in-depth interviews using a semi-structured interview guide. Key informants were selected based on their strategic roles in the recovery process. All interviews were recorded and transcribed verbatim for further analysis. The data were analyzed using a thematic analysis approach, which enables the identification, analysis, and interpretation of patterns of meaning across qualitative data (Braun & Clarke, 2021). This study utilized NVivo 12 Plus software to systematically organize, code, and visualize data through conceptual networks and thematic interrelation matrices. The analysis followed six iterative phases: data familiarization, initial coding, theme generation, theme review, theme definition and naming, and final report production (Braun & Clarke, 2021; Nowell et al., 2017).

Data were analyzed using a reflexive thematic analysis approach (Braun & Clarke, 2021) supported by NVivo 14 software. NVivo was used to organize, code, and visualize data through conceptual networks and thematic linkage matrices. The data analysis process involved the following steps:

Table 1. Data Analysis Steps Using NVivo 12 Plus Software

Stage	Activity	Implementation in NVivo
1. Data familiarization	Re-reading interview transcripts, observation notes, and documents.	Data imported into NVivo and organized in folders.
2. Initial coding	Assigning codes to meaningful data segments based on emerging phenomena.	Initial nodes were created openly for each relevant quotation.
3. Theme identification	Clustering the codes into key themes such as resilience, collaboration, sustainability.	Tree Node and Hierarchy Chart were used to map the theme structure.
4. Theme review	Verifying the consistency and coherence of themes against the data.	Thematic maps were visualized, and node coverage was checked.
5. Theme naming	Labeling themes and subthemes to represent the meaning of the data.	Use of classification and description nodes to define each theme.
6. Interpretation development	Composing thematic narratives linked to the theoretical framework.	Narrative reports are exported via Node Summary and Crosstab Analysis.

Next, the recovery framework is presented, integrating the theories of community resilience, sustainable tourism, and multi-stakeholder collaboration. To ensure research validity, source and method triangulation were applied by comparing interview data with observations and supporting documents. Member checking was conducted by validating interpretations with key informants. Additionally, peer debriefing was performed with tourism and methodology experts to enhance the credibility of findings.

Table 2. Recovery Framework of Tinalah Tourism Village Post-COVID-19:
Integration of Community Resilience, Sustainable Tourism, and Multi-Stakeholder Collaboration

Theoretical Aspect	Key Indicators	Findings in Tinalah Tourism Village
Community Resilience	1. Socio-economic adaptation 2. Local preparedness 3. Coping capacity	Product diversification (virtual tours, eco-edutourism), digital literacy training, community mentoring
Sustainable Tourism	4. Destination management 5. Cultural preservation 6. Economic & environmental sustainability	Implementation of CHSE principles, community participation in nature and cultural conservation, promotion of eco-friendly tourism
Multi-Stakeholder Collaboration	7. Local-external partnerships 8. Coordination and communication 9. Inclusive governance	Partnerships with universities, local government, and digital platforms (GenPI, Tourism Office, digital village program)

To ensure validity, this study employed source and method triangulation to obtain a more comprehensive understanding of the phenomenon under investigation. This included comparing interview results with field observations and document analyses (Fusch et al., 2022). Interpretation validation was conducted through member checking, confirming findings with key informants to ensure the accuracy of meaning and data representation (Thomas, 2021). Additionally, peer debriefing was implemented by involving tourism and methodological experts to critically review the analytical process critically, enhancing the credibility and trustworthiness of the research findings (Levitt et al., 2021).

This study was conducted in accordance with the ethical principles of social research. All participants participated voluntarily after receiving a detailed explanation of the purpose, benefits, and procedures of the study through written informed consent (Solomon et al., 2024). The confidentiality of participants' identities was maintained by using an anonymization code, and the data were only used for scientific and academic purposes, under ethical clearance standards in social research (El-Sayed & Paspalj, 2024).

3. RESULTS AND DISCUSSIONS

Based on the results of the code and thematic analysis conducted, it was found that of the 13 aspects of resilience initially focused on in this study, there were five key main aspects (Table 1) became the primary focus of tourist village managers: namely human resources (HR), digitalization, finance, supply chain, and tour package products during the pandemic (Figure 1). This shows the community's adaptive capacity in facing economic and social challenges caused by the pandemic, primarily through the development of digitalization as a resilience strategy (Elkhwesky et al., 2024; Tang, 2024).

Figure 1 provides a visual representation of how these five key aspects are embedded within the broader resilience framework. Generated through NVivo analysis, this project map shows a network of themes and sub-themes that link HR, digitalization, finance, and other supporting elements, such as leadership, innovation, and collaboration, into a cohesive resilience strategy. This illustrates how community-led initiatives and external partnerships interact dynamically, highlighting the systemic and multi-dimensional nature of resilience building in Desa Wisata Tinalah. This visual depiction also highlights the importance of cross-sectoral collaboration in facilitating an adaptive and sustainable recovery process.

Other aspects, such as leadership, organizational culture, crisis management, value proposition, strategy, external collaboration, and customer service, are not the primary focus of resilience. However, these elements play a crucial role in driving collaborative practices at both the individual and group levels, which collectively support the holistic recovery of village tourism. These findings underscore the importance of multi-stakeholder engagement and inclusive collaboration, aligning with the principles of sustainable tourism management (Basyar, 2025; Fatina et al., 2023; G20, 2024).

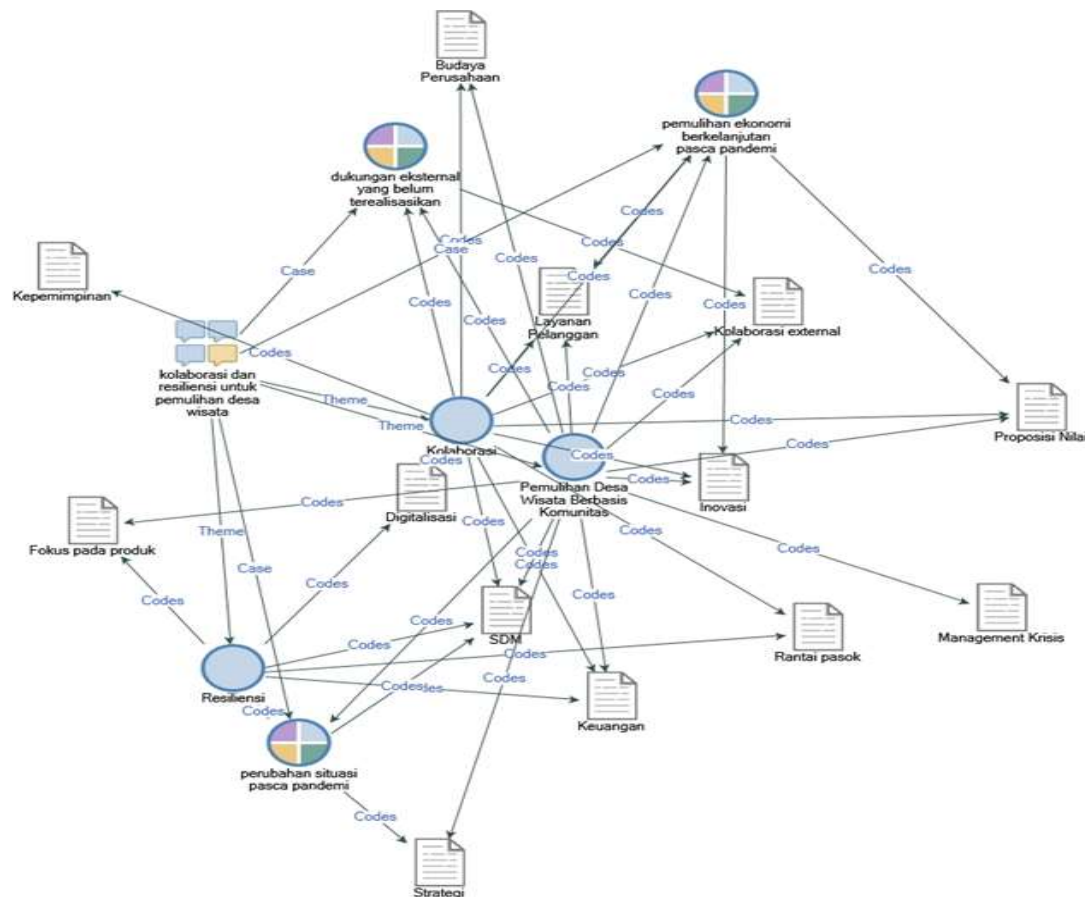


Figure 1. A Project Map of Resilience and Multi-Stakeholder Collaboration in the Post-COVID-19 Recovery of Tinalah Tourism Village

The community's rejection of large external investors in village tourism management reflects a strong commitment to community-based self-reliance. This approach is in line with community resilience theory, which emphasizes active local participation and the preservation of socio-cultural values as key assets in the recovery process (Calvo et al., 2024; Citaristi, 2022). Accepted external collaborations tend to be strategic, such as partnerships with academia and government agencies aimed at attracting tourists, thus strengthening marketing networks without compromising local autonomy.

Supporting quantitative data shows that the increase in visits to village tourism websites during the pandemic period (2020-2022) indicates the effectiveness of digital innovation as part of a resilience strategy initiated by tourism-aware communities. This virtual tourism represents a significant form of social and economic adaptation that helps sustain tourism activities amid physical mobility restrictions. This finding is consistent with the literature that emphasizes the important role of digital technology as a key instrument in enhancing the resilience of tourism destinations (El Archi et al., 2023; Polishchuk et al., 2023).

Overall, the results of this study demonstrate how community resilience and multi-stakeholder collaboration provide a crucial foundation for independently and sustainably restoring and developing community-based tourism villages post-pandemic. The findings are reinforced by data triangulation and interpretive validation

through member checking and peer debriefing to ensure the credibility of the results (Crowe et al., 2020; Nowell et al., 2017).

This study also reveals how Tinalah Tourism Village built resilience and multi-stakeholder collaboration in response to the impacts of the COVID-19 pandemic by adopting strategies aligned with the concepts of community-based tourism competitiveness and sustainability. The main findings indicate that strengthening human resource capacity, digitalization, diversification of culture- and environment-based tourism products, as well as multi-stakeholder collaboration, are key pillars in the recovery process. In line with Anis et al. (2023), human resource capacity building along with digital innovation, plays an important role in strengthening the competitiveness of tourism destinations, especially in rural areas and protected areas. Through initiatives such as virtual tours and ecotourism, Desa Wisata Tinalah exemplifies how digital transformation supports sustainable tourism amidst crises. This strategy is in line with the community resilience framework that emphasizes social and economic adaptation to external shocks (Leadley et al., 2023).

Table 3. Recovery Framework of Tinalah Tourism Village Post COVID-19 Pandemic

Theoretical Aspect	Key Indicators	Findings in Tinalah Tourism Village
Community Resilience	Social and economic adaptation	Human Resource Training and Virtual Tourism Digitalization as Pandemic Adaptation Strategies.
	Local preparedness	Diversification of tourism products and supply chain management.
	Adaptive capacity	The rejection of large investors is a form of maintaining community independence.
Sustainable Tourism	Destination management	Development of culture-based and environmentally friendly tourism packages.
	Destination management	Development of culture-based and environmentally friendly tour packages.
	Cultural preservation	Community involvement in the preservation of social and cultural heritage.
	Economic and environmental sustainability	Environmentally friendly promotion strategies and local resource management.
Multi-stakeholder Collaboration	Local-external partnerships	Collaboration with academia, local government, and digital platforms.
Coordination and Collaboration	Local-external partnerships	Collaboration without the involvement of large investors maintains independence.
	Coordination and communication	Collaboration without involving large investors to maintain independence.
	Inclusive institutional arrangements	Community empowerment is the leading manager of the tourism village.

The diversification of tourism products that integrate cultural values and environmental preservation highlights the importance of sustainable tourism that prioritizes the active involvement of local communities (Citaristi, 2022; Hadiningsih & Eddyono, 2025; Sukamdani et al., 2024). In their recent study of Batulayang Village, Hadiningsih & Eddyono (2025) found that community-based tourism development not only increases tourist attractiveness but also significantly improves the welfare of local communities. These findings reinforce the role of Desa Wisata Tinalah as a model of sustainable tourism development, successfully balancing environmental preservation, cultural heritage, and economic growth. Regarding multi-stakeholder collaboration, this study reveals that Tinalah Tourism Village has successfully maintained community autonomy and control through strategic partnerships with local government, academics, and digital platforms, without relying on large external investors. This aligns with insights from several studies by Eddyono and colleagues (2021, 2022, 2023, 2024), which emphasize that the sustainability and competitiveness of community-based destinations depend on inclusive governance, capacity building, digital infrastructure, and collaborative innovation. These principles are also consistent with (Agung, 2021; Sukamdani et al., 2024), who highlight the role of good governance in sustainable tourism management.

In terms of multi-stakeholder collaboration, this study reveals that Tinalah Tourism Village successfully maintains community autonomy and control through partnerships with local government, academics, and digital platforms without relying on large investors. This finding aligns with recent research by Usman et al. (2024), which emphasizes the importance of strategic partnerships and good governance in maintaining the

competitiveness of protected areas in Indonesia. Similarly, Sulistyadi et al. (2020) emphasized the importance of good governance as a fundamental principle for sustainable tourism management. Furthermore, the development of adequate digital infrastructure is a key factor in expanding market reach and enhancing promotional effectiveness. Nurdiansyah et al. (2024) emphasize that digitalization and stimulus tourism packages during the pandemic strengthened destination appeal and supported the revival of the tourism sector amid mobility restrictions. This is relevant to the implementation of digital infrastructure in Tinalah Tourism Village, which facilitates technology-based marketing and tourism services.

Data-based monitoring and evaluation systems also play a crucial role in adapting the management strategies of tourist villages. The focus on visitor data collection and its use for decision-making reflects the implementation of good governance and responsive management practices. This monitoring framework enables Tinalah Tourist Village to adjust its policies and innovations in response to market dynamics and emergency conditions, such as pandemics. Overall, these findings reinforce the position of Tinalah Tourism Village as a model for adaptive, autonomous, and sustainable community-based tourism. The integration of digital innovation, stakeholder collaboration, and good governance practices demonstrates a comprehensive strategy for post-pandemic resilience and long-term destination sustainability.

4. CONCLUSION

This research examines how Tinalah Tourist Village builds resilience and sustainability post-pandemic through independence and collaboration among stakeholders. The findings indicate that resilience has been successfully established through the development of human resource capacity, digital transformation, diversification of culturally and naturally-based tourism products, and active cross-sector involvement. These strategies have proven effective in maintaining the continuity of tourism activities during crises and strengthening Tinalah's competitiveness as an adaptive and sustainable community-based tourism destination. Based on these findings, it is recommended that tourism village managers and stakeholders adopt the practices in Tinalah as a model for strengthening destination resilience. Operationally, steps that can be taken include conducting regular training related to digital marketing and tourism services, developing and maintaining a digital platform for promotion, booking, and interaction with tourists, and facilitating regular multi-stakeholder collaboration forums involving government, communities, business actors, and academics to strengthen collaborative governance.

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