

COLLABORATIVE GOVERNANCE IN IMPROVING THE TOURISM SECTOR DURING COVID 19 PANDEMIC IN INDONESIA

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ABSTRACT

The way to clarify the concept of society role in local government affairs by implementing *collaborative governance*. Hartley, et al., had created the term '*collaborative governance*' to highlight multi-stakeholder engagement across organizations as viable alternatives or additions to coordination with market competition and hierarchical solutions (Hartley, Sørensen, & Torfing, 2013). This research aims to analyze and describe *Collaborative Governance* in Increasing Tourism in the New Normal Era during Covid 19 Pandemic in Indonesia. The results show that in response to the Covid-19 Pandemic, the World Tourism

Organization (UNWTO) in 2020 has revised the growth prospects of international tourists negative from 1% to 3%, while in Asia and Pacific will be the worst affected regions, with an expected drop in arrivals of between 9% and 12%. The tourist visits to Indonesia are slowly decreasing. Cumulatively from January to March in 2020, the number of tourists who came only reached 2.61 million people or dropped drastically by 30.62 percent; compared to the same period in the last year, 3.76 million people. When compared to February, the number of tourist arrivals decreased by 45.50 percent; While when compared to the same period last year the decline was recorded even more drastically, which is 64.11 percent. The decrease from the tourism sector is predicted to reach IDR. 60 trillion Rupiah. The Central Government through the Ministry of Tourism and Creative Economy, and supported by the Government at the Provincial/Regency/City level through the Tourism Office and tourism business entrepreneurs in the region is trying to prepare destinations in accordance with the "new normal" conditions post-Covid-19 in accordance with the principles of hygiene and excellent sanitization, as well as creating tourism destinations that are encouraged to continue in improving and increasingly aggressive in applying the principles of sustainable tourism development (*resilience, sustainable, and responsible*).

Keywords: Collaborative Governance, Tourism Improvement, Covid 19, Pandemic, Hierarchical Solutions.

INTRODUCTION

The national tourism industry is one of the sectors affected by the corona virus pandemic. The changing behavior and

technology are key to the tourism industry facing this pandemic. Covid-19 is a global pandemic that adversely affects the human and social dimension. After spreading from China, the pandemic spread rapidly to 210 countries including Indonesia. The Covid-19 pandemic was a major shock to the global economy including Indonesia. The economy declined for at least the first half of the year and may take longer if containment measures for the Covid-19 pandemic are ineffective. The Covid-19 pandemic caused disruptions to global supply chains, domestically, financial market volatility, consumer demand shocks and negative impacts in key sectors such as travel agencies and tourism.

The impact of Covid-19 pandemic will undoubtedly be felt across the tourism value chain. Small and Medium Enterprises (SMEs) are expected to be severely affected. The pressure on the tourism industry is particularly evident in the huge drop in foreign tourist arrivals with massive cancellations and declining bookings. The decline also occurred due to a slowdown in domestic travel, mainly due to the reluctance of Indonesians to travel, worried about the impact of Covid-19. As seen in the tourism ministry data that shows a decrease in the number of tourists when compared to the previous year in the same month period this year (Figure 1).

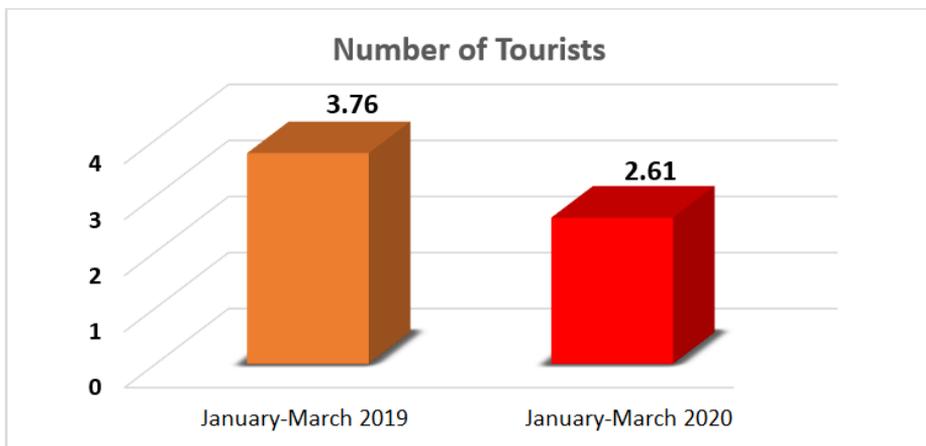


Figure 1. Number of Tourists Decreases in Indonesia (Ministry of Tourism and Creative Economy [MTCE], 2020)

Based on figure 1 above it can be known that since the corona virus pandemic spread around the world, the number of foreign tourist visits to Indonesia has slowly decreased. Cumulatively from January to March, the number of tourists who came only reached 2.61 million people or decrease dramatically by 30.62 percent; compared to the same period last year, 3.76 million people. When compared to

February, the number of tourist arrivals decreased by 45.50 percent; While when compared to the same period last year the decline was recorded even more drastically, which is 64.11 percent. The decrease from the tourism sector is predicted to reach IDR. 60 trillion Rupiah.

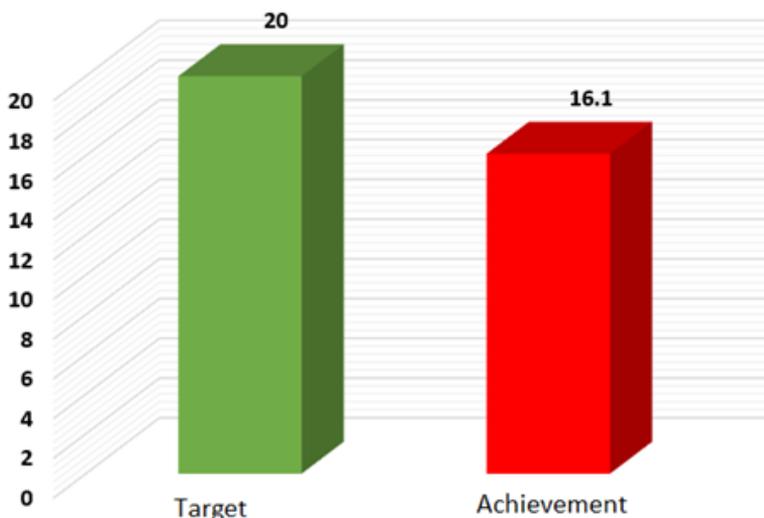


Figure 2. Targets and Achievements Number of Indonesia Tourists in 2019 (MTCE, 2020)

Based on Figure 2, it can be known that tourism conditions in Indonesia are not encouraging enough before the covid 19 pandemic period in 2019. Data reported from the Ministry of Tourism show that targets and achievements in 2019 are far from expectations. The number of tourists targeted in 2019 is as many as 20 million tourists can visit Indonesia but the achievement at the end of the year is only able to bring tourists amounting to 16.1 million tourists who come to Indonesia. The realization of the expected achievement targets and especially the decrease in the number of tourists during the covid 19 pandemic requires the government to issue new policies in order to regrow the interest of tourists visiting in Indonesia.

LITERATURE REVIEW

Governance

Neo & Chen, explained that governance is a relationship between government and society so as to create a public policy formulation after they are implemented and evaluated (Neo & Chen, 2007). In a broad sense, governance will discuss regulations, institutions, and networks that explain how the function of an organization. The use of governance theory has a three-dimensional as

mentioned by (Lahat & Sher-Hadar, 2020) classified the first dimension of institutional that describes governance as a system that involves many stakeholders, from government and private for the implementation of various activities to respond to problems and public necessity. The second dimension, is the value that is used as the basis at the time of decision-making. The value of public administration that is used as the basis in decision making as an example of efficiency and effectiveness has been turned into social values, freedom and humanity. The third dimension describes the process of how elements and government agencies respond to various public problems in their environment.

Therefore, governance is a way to manage the economy of a country and existing social resource by regulating the relationship between government and society which will create policies to be implemented and evaluated so that there is harmonious interaction between government, society and private. This definition of governance gives issue to the term of good governance which means ensuring respect for human rights and the rule of the law; Strengthening democracy; Promote transparency and capacity in public administration. This respect is

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demonstrated by inviting and the participation of effective individuals able to ensure that accountability, transparency, and legitimacy, namely good governance during the implementing development programs that impact local communities (Public Affairs Foundation, Sirker, & Cosic, 2007; Sullivan, 2001).

Collaborative Governance

Collaborative governance explains that managers and public representatives working in local government agencies need to develop a customer-oriented approach to delivering services (Ciborra & Navarra, 2005; Jones, Hackney, & Irani, 2007). They need a clear idea of the intentions of the new government (Kanat & Özkan, 2009) and what they are doing in achieving that new government (Jones et al., 2007; Hope, 2009). At the other end, local communities need to come forward to share knowledge and concerns with public managers and representatives to develop holistic efforts to achieve the best possible outcome of development projects (Bozeman, 2002; Dollery, 2003; Lahat & Sher-Hadar, 2020). Citizens need a clear conception of their role in local government affairs, which will consequently help them become more empowered to participate in local development programs (Macintosh & Whyte, 2008; Mahmud, 2004; Stoker, 2006).

A way to clarify the concept of society role in local government affairs by conducting *collaborative governance*. (Carmeli & Cohen, 2001; Reinhold & Dolnicar, 2021) active members of the network are involved in policy making, structure and decision making for sharing economy platforms. Networks are built on the same interests, values, and beliefs. (Hartley et al., 2013) have created the term '*collaborative governance*' to highlight multi-stakeholder engagement across organizations as viable alternatives or additions to coordination together with market competition and hierarchical solutions.

Collaborative governance transcends boundaries in a focus on what is happening

within a particular organization in a more inter-organizational, multi-level and cross-sectoral approach, i.e., it is often required to deal with existing problems (Ansell & Gash, 2008; Ansell & Torfing, 2015). At the same time, it is not a universal panacea because it is often time consuming and may have high transaction costs. As involvement in policymaking becomes more widespread, problem solving becomes more difficult (Peters & Hoornbeek, 2005). Institutional environments are critical for the coordination of practices that target complex public policy issues because they include broad relationship systems in different jurisdictions areas that can directly influence the goals, structure, and outcomes of collaborative settings (Bryson, Crosby, & Stone, 2006).

The pattern of collaboration that has been formed is the basic form to encourage the participation of every individual involved. *Collaborative governance* is best suited for circumstances that require continuous cooperation. Factors that affect the implementation of collaborative governance according to (DeSeve, 2004) were as follows: *a. Network structure b. Commitment to common purpose c. Trust among the participants d. Governance e. Access to authority f. Distributive accountability/responsibility g. Information sharing h. Access to resources.*

RESEARCH METHOD

The analysis of the study was conducted through a review of the literature related to the issue of tourism handling policies in Indonesia during the Covid 19 pandemic, where the target and achievement of the number of tourists visiting in Indonesia, and the decrease in the number of tourists in the same time period in the year before the occurrence of covid 19. Review literature is conducted from various points of view; theory and journal to study determinants and risk factors related to tourism development policies that will be carried out by the government in the current New Normal period. The study of the results of the

analysis of employment data is one of the community-based information used in analyzing determinants related to the issue of tourism handling policies in Indonesia during the covid 19 pandemic. Information related to policies and programs is obtained from related sectors including the Ministry of Health, and Global Policy by downloading through internet technology.

RESULT AND DISCUSSION

Tourism Conditions at the Global and Indonesian level

UNWTO in March 2020 announced that the impact of the Covid-19 pandemic will be felt across the tourism value chain.

About 80% of Small and Medium Enterprises (SMEs) from the tourism sector with millions of livelihoods worldwide are affected by Covid-19. In response to the Covid-19 pandemic, UNWTO has revised its growth prospects for international tourists negative by 1% to 3%. This has an impact on declining receipts or estimated decrease of US \$ 30 billion to US \$ 50 billion. Before the Covid-19 pandemic, international tourists were estimated to grow between 3% and 4%. Asia and Pacific will be the worst affected regions, with a drop in arrivals expected to be between 9% and 12%. Where the estimated decline in tourism can be seen in Figure 3 below.

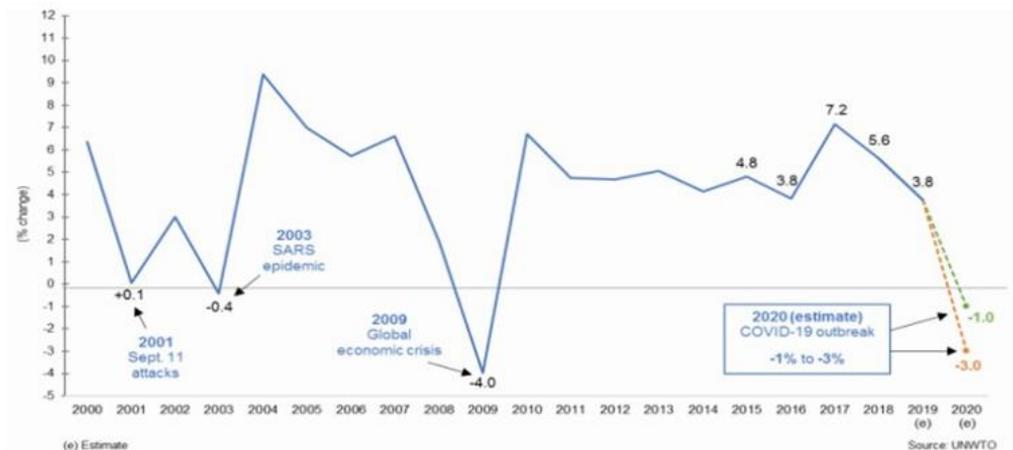


Figure 3. Estimated Decline in Tourism at the Time Covid 19 Around the World (UNWTO, 2020)

The tourism industry is faced with a huge drop in foreign tourist arrivals with massive cancellations and a drop in bookings. The decline also occurred due to a slowdown in domestic travel, mainly due to people's reluctance to travel. I'm worried about the impact of Covid-19. The decline in foreign tourist visits to Indonesia is also seen from the data of tourists who come through the air entrance (airport). When compared to visits in December 2019, the number of tourist visits to Indonesia

through the air entrance in January 2020 decreased by 7.62 percent (Figure 4).

The decline of tourism and travel business has an impact on SMEs businesses, and disruption of employment. Whereas so far tourism is a labor-intensive sector that absorbs more than 13 million workers. That figure does not include the derivative impact or multiplier effect that follows including the derivative industries formed under it. The decline of tourists, especially to Indonesia, will affect foreign exchange receipts from tourism.

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Approximately \$1.3 billion in foreign exchange receipts from tourism. China as the country of origin of the second most foreign tourists in Indonesia. Based on data from the National Labor Survey (*Sakernas*), the energy absorbed in tourism efforts continues to increase. It is Not only from the number of workers, the share of tourism to the absorption of national labor but also

continues to increase. This suggests that tourism can be one alternative to reducing the unemployment rate. In 2017 the number of workers in the tourism industry reached 12.74 million people or 10.53 percent of the total national workforce of 121.02 million people (Figure 5).

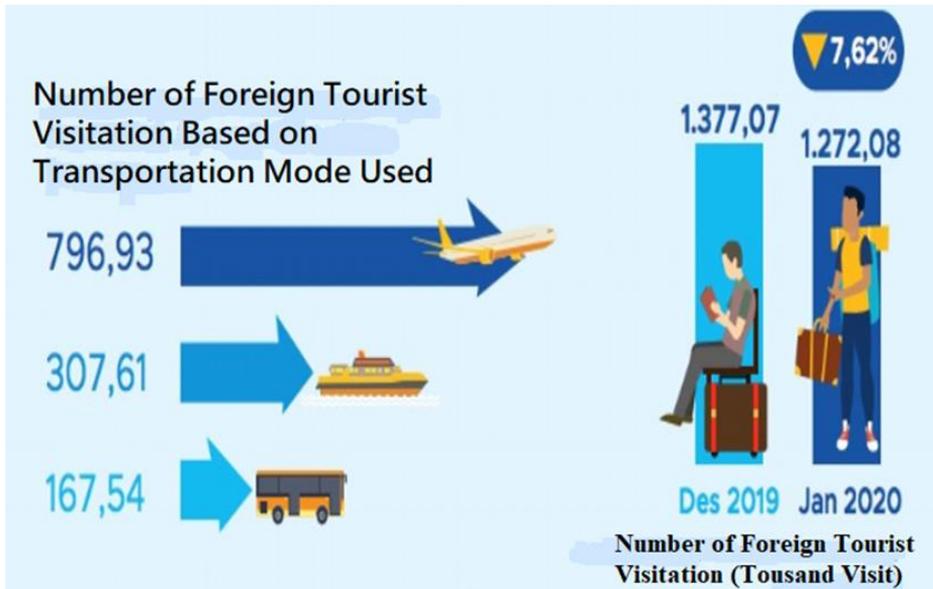


Figure 4. Number of Foreign Tourist Visitation Based on Transportation Mode Used (Badan Pusat Statistik [BPS], 2020)



Figure 1. Number of Workers in Business Tourism, 2011-2017 (BPS, 2018)

Covid-19 has had a major impact on almost all aspects of life including the tourism sector due to increased travel restrictions, cancellations of major events and reluctance to travel internationally and domestically. To overcome this storm, various countries are struggling to cope with the impact of the Covid-19 pandemic.

That condition certainly shouldn't be allowed. In this difficult situation, there must be a breakthrough for the tourism sector to squirm again. The sector must start moving and productive when the pandemic is not yet fully contained. Therefore, it is necessary to appreciate by president named Mr. Joko Widodo's move to encourage the tourism sector to remain productive in difficult times. In a limited cabinet court, the President asked the tourism industry to prepare a new concept on the new normal order or new normal. We agree with the President's directive. In order to survive, the tourism industry must adjust to pandemic conditions. If the pandemic situation in the new normal era requires everyone to run health protocols, the tourism industry has to adopt that provision in giving services.

New standards, new habits, and new cultures in the tourism sector must be developed so that new and satisfactory tourism products can be created and presented to the tourists of the new normal era. *Solo travel tour, wellness tour, virtual tour, and staycation* are tourist products that can be cited as examples of holiday alternatives that are predicted to sell in the new normal era.

We believe that other more creative and solute to travel products can be created by our tourism industry with various comparative and competitive advantages respectively. Like the President's directive, the keywords of new normal era travel products pay close attention to health, hygiene, safety, and security issues. The principle of complying with health protocols should not be abandoned in packing services. The habit of maintaining distance, avoiding crowds, always wearing a mask, diligently washing hands should be able to be packaged as an integral part in

one tourist product. We support the efforts of the Ministry of Tourism to establish all the principles and protocols as a new standard for the tourism industry. With the new standard it is expected to be born creative guidelines. Coupled with the spirit without giving up and believing that tourism will survive and sustain in the current new normal era in Indonesia.

The importance of the government role in intervening the new normal policy in the field of tourism, because some of the research that has been done at the global level provides an overview that in collaboration between stakeholders carried out by the government in the field of tourism able to increase economic growth in the country's income sector, and provide solutions to employment problems. As well as research conducted by (Matijová, Onuferová, Rigelský, & Stanko, 2019) which mentioned that Tourism is considered as the largest service sector leading to a number of social and economic changes in Slovakia. The results of the study were analyzed using regression models, in which the resulting relationship between accommodation prices and unemployment was performed using simple linear regression. The study's findings suggest that one of the factors of the decline in the unemployment rate is the support of tourism production potential, which is conditioned by the quality of services offered, which is reflected in higher accommodation prices. The conclusion of the study is that there is a considerable contribution to the private and public sectors. For practice, (Matijová et al., 2019) advised paying more attention to the price analysis of goods or services provided, as well as, to create a corporate environment that is in accordance with effective tourism strategies to be able to increase employment.

Mura, & Kajzar conducted a study on increasing tourist visitors by offering the culture and history that exists in the Czech Republic today to be able to boost economic growth in this country (Mura, & Kajzar, 2019). The results of the study that

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have been done show that history and cultural events are one of the alternative motivations to attract tourists to the city. If there are no improvements in the tourism infrastructure, it will be very difficult to be able to attract visitors. Cities also have a duty in improving services in the areas of catering, accommodation, transportation services, and activities for children. The results are especially relevant for destination management organizations and cultural organizations that can help attract more tourists by using the various tools or media that exist today in the Czech Republic.

According to the research result from (Folorunso, Ayeni, & Ayeni, 2020) mentioned that the inclusion of architectural models of buildings in a shopping center and other public services it will be able to attract tourists. The findings suggest that the inclusion of tourism-oriented architectural features will be able to promote and increase sales. It also shows that other facilities such as restaurants, cinemas and sports facilities promote social interaction, extending the length of time spent in malls and consequently affecting sales.

Cozma, & Coros conducted research on the topic of sustainable tourism, which was discussed at the national level and had a significant impact on the economic development and international image of Romania (Cozma, & Coros, 2017). The aim is to minimize negative effects on the environment, to protect cultural heritage and also to offer learning opportunities, including benefits to the local economy and contributing to the structural development of local communities. The case study focused on the commune of Rodna. The results showed that local governments and owners were aware that the poor conditions of local tourism were, but they also showed optimism about the possibility of a future restoring economic well-being early from the mining period. In this case, the prediction is that tourist arrivals will increase due to the rehabilitation of tourist attractions, future infrastructure

improvements, and the increasing quality of accommodation services.

A study conducted by (Karimah & Hastuti, 2019) examined the long-term relationship between economic growth and international tourism acceptance (ITRs) in the state of Palestine during the period 1995-2014. To achieve research objectives, gross domestic product (GDP) is used as a proxy for economic growth while ITR is used as a proxy for the tourism sector. The study's findings suggest that there is a unique long-term relationship between GDP and international tourism acceptance. In addition, the granger causality test confirms the causal relationship of ITR to economic growth in the state of Palestine. The paper uses empirical evidence to demonstrate the role of the tourism sector in the economic performance of a country where its economy relies heavily on foreign aid and donations. Therefore, the Palestinian government has to develop a dynamic policy to promote the tourism sector to the country. This in turn leads to job opportunities, poverty alleviation, and economic growth.

Bunghez mentioned that tourism can represent, in the context of contemporary civilization, through its content and role, different areas of activity, and a very important segment in the economic and social life of most countries in the world (Bunghez, 2015). This work aims to analyze the dual relationships and implications of tourism in the economic field, as well as the factors that determine the extent to which tourism contributes to the economy of a destination. (Bunghez, 2015) showed how tourism can influence through its activities and development, both material and human components, as well as explains the beneficial effects, acting as an element that stimulates economic progress and development in a country.

Gaki-Papanastassiou and Papanastassiou mentioned that tourism satisfaction is the most important component in the analysis of tourism behavior, because it affects the choice of tourist destinations and product consumption, as well as the future decision

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of tourists to revisit those destinations (Gaki-Papanastassiou & Papanastassiou, 2014). The purpose of this paper is to investigate the satisfaction of tourists visiting the Ionian Islands in Greece using quantitative methods that capture the factors that influence traveler satisfaction and their choice to repeat the visit, the relationship between them and the consideration of the cause that led to it. Shaping tourism behavior. The results revealed factors affecting tourism satisfaction, the relationship between these factors, the relationship between satisfaction and return to the destination, satisfaction assessment according to traveler segmentation regarding their motives, the usefulness of information in satisfaction and its impact. From the experience of tourism in travel behavior or accommodation obtained when visiting the tourist attraction. Tourism policy recommendations arising from the results of the study can lead to diversification and enrichment of tourism products, but also to the increased satisfaction of tourists visiting the Ionian Islands in Greece.

Qian et al. in the research mentioned that the influence of tourism on the environment has led to research on the development of sustainable tourism (Qian, Shen, & Law, 2018). Experts and governments actively conduct sustainable tourism research, and their contribution to the field has achieved global notoriety. These findings illustrate the development of research on sustainable tourism in terms of collaboration, impact, knowledge base, and thematic coverage. These Six main themes were selected to demonstrate the latest trends in sustainable tourism research and guide future studies. Thus, this research can contribute to the development of sustainable tourism research and guide industry practices.

Zaei & Zaei wrote that tourism is a sector that can contribute to the economic growth of a region (Zaei & Zaei, 2013). In addition, tourism produces social benefits for the region (e.g., Development of SMEs, creation of new jobs, infrastructure upgrades, etc.). Culturally, tourism is said

to be an element of community enrichment, behaving to the confluence of various cultures. In addition, tourism can contribute positively to the maintenance of the natural environment by protecting, creating or maintaining national parks or other protected areas. This paper focuses on the tourism sector and its impact on the economic, environmental, political and socio-cultural creatures of the host society. The main purpose of the study is to highlight the economic impact of countries that have well-organized and well-managed tourist destinations.

Direction of Government Policy in the Field of Tourism

The trend of world tourism development annually shows a very rapid development. This is due, among other things, to changes in the socio-economic structure of countries in the world and more people have higher incomes. In addition, tourism has developed into a global phenomenon, becoming a basic necessity, and part of human rights that must be respected and protected. Government and Local Government, tourism business, and the community are obliged to be able to guarantee that travel as everyone's rights can be enforced so as to support the achievement of improvement of human dignity, improvement of welfare, and friendship between nations in order to realize world peace.

In the face of global change and strengthening people's personal rights to enjoy free time by traveling, tourism development is needed that relies on diversity, uniqueness, and national peculiarities. In addition, tourism development must still pay attention to the number of residents. The number of residents will be one of the main capitals in tourism development in the present and future because it has a dual function, in addition to being a human resource asset, also serves as a potential source of archipelago tourists.

Thus, tourism development can be used as a means to create awareness of national identity and togetherness in

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diversity. Tourism development is developed with an approach of growth and economic equality for the welfare of the people and development that is oriented to regional development, relies on the community, and empowers the community covering various aspects, such as human resources, marketing, destinations, science and technology, cross-sector relations, cooperation between countries, empowerment of small businesses, and responsibility in the utilization of natural resources. and culture. Which has been regulated in concerning Tourism (MTCE, 2009).

The role of the government in developing tourism in general is to provide infrastructure (not only in physical form), expand various forms of facilities, coordinate coordination between government apparatus and private parties, general arrangement and promotion to other regions and abroad. The government has authority in the regulation, the provision of spending allocation of various infrastructure related to tourism necessity. Not only that, the government is responsible in determining the direction that tourism travel is headed but also Macro policies pursued by the government are a guide for other stakeholders in playing their respective roles.

Based on the strength, important position, and influence of stakeholders on a stakeholder group can be categorized into several groups of ODA (1995) grouping stakeholders into the name of primary, secondary and key stakeholders. As an illustration of the grouping on various government policies, programs, and projects (public) can be presented. Stakeholders also have several categories, namely as follows:

Primary stakeholders are stakeholders who have a direct interest in a policy, program and project, namely the community and community leaders and public managers.

Supporting (secondary) stakeholders: have no direct interest in a policy, program and project. But it has concerns and concerns, namely government institutions,

NGOs, universities, entrepreneurs (Business Entities).

Key Stakeholders: have legal authority in terms of decision making which is an executive element according to its level, legislature and agency. The subject is the district government, Regional Representative, the office that directly oversees the project in question.

Where according to concerning tourism each authority of the Central Government, Province to District/City and Entrepreneurs engaged in the tourism field are as follows (MTCE, 2009):

Central Government is authorized: drafting and establishing a master plan for national tourism development; coordinate tourism development across sectors and across provinces; organizing international cooperation in the field of tourism in accordance with the provisions of the laws and regulations; establishing national tourist attractions; establishing national tourism destinations; establish norms, standards, guidelines, procedures, criteria, and supervisory systems in the implementation of tourism; develop human resource development policies in the field of tourism; Maintaining, developing, and preserve national assets that are tourist attractions and potential untapped assets; conduct and facilitate the promotion of national tourism; provide conveniences that support tourist visits; provide information and/or early warning related to the safety and security of tourists; increase community empowerment and tourism potential owned by the community; supervise, monitor, and evaluate the implementation of tourism; and allocate a tourism budget.

Provincial Government: drafting and establishing a master plan for provincial tourism development; coordinate the implementation of tourism in its territory; carrying out registration, recording, and registration of tourism business registration; establishing provincial tourism destinations; establish the tourist attraction of the province; facilitate the promotion of tourism destinations and tourism products located in its territory; maintaining

provincial assets that are the tourist attraction of the province; and allocate a tourism budget.

District/city government is authorized: drafting and establishing a master plan for the development of tourism districts/cities; establishing district/city tourism destinations; establish the tourist attraction of the district/city; carrying out registration, recording, and registration of tourism business registration; regulate the organization and management of tourism in its territory; facilitate and promote tourism destinations and tourism products located in its territory; facilitate the development of new tourist attractions; organizing tourism training and research within the scope of districts/cities; maintain and preserve the tourist attractions located in its territory; organizing the guidance of tourist-conscious communities; and allocate the tourism budget, and

Every tourism entrepreneur is obliged: maintain and respect the religious norms, customs, culture, and values that live in the local community; provide accurate and responsible information; providing a service that is not discriminatory; provide comfort, hospitality, security protection, and safety of tourists; providing insurance protection to tourism businesses with high-risk activities; develop partnerships with local micro, small, and cooperative businesses that mutually need, strengthen, and benefit; prioritizing the use of local community products, domestic products, and providing opportunities to the local workforce; improving workforce competence through training and education; play an active role in infrastructure development efforts and community empowerment programs; participate in preventing all forms of acts that violate decency and unlawful activities in the environment where they are business; maintain a healthy, clean, and beautiful environment; maintaining the preservation of the natural and cultural environment; maintaining the image of the country and the nation of Indonesia through tourism business activities responsibly; and apply business standards and competency

standards in accordance with the provisions of the laws and regulations.

CONCLUSION

The Central Government from the level of the Ministry of Tourism and Creative Economy, up to the Tourism Office at the Provincial and Regency/City levels, as well as entrepreneurs who are engaged in the Tourism field try to prepare destinations in accordance with the "new normal" conditions post-Covid-19 pandemic in accordance with the principles of hygiene and excellent sanitization, offering a unique local experience, to good visitor management so that there is no buildup (*overcrowded*). In addition, tourism destinations are also encouraged to continue to improve and be more aggressive in applying the principles of sustainable tourism development (*resilience, sustainable, and responsible*).

Collaborative Governance in implementing sustainable tourism policy able to simply be understood as tourism that takes into account the full economic, social and environmental impacts of current and future, meeting the needs of visitors, industry, environment and local communities. Management practices and guidelines for sustainable tourism development can be applied to all forms of tourism activities in all types of tourist destinations, including mass tourism and various other types of tourism activities. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of a tourist destination.

Sustainable tourism development requires participation from relevant stakeholders as well as strong political leadership to ensure active participation and agreement between stakeholders. The achievement of sustainable tourism is a continuous process and requires constant monitoring, innovation and necessary preventive measures and improvements to the impact of tourism activities has to also continue to be done so that tourists feel safe and comfortable in doing tourism in the current new normal era.

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