

# STRATEGIC APPROACHES FOR MITIGATING CRISIS IN VILLAGE TOURIST DESTINATION SECTOR IN WEST KALIMANTAN

## (PENDEKATAN STRATEGIS PENANGGULANGAN KRISIS DI SEKTOR DESA TUJUAN WISATA DI KALIMANTAN BARAT)

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### *Abstract*

COVID-19 is the world crisis caused by coronavirus, which a significant fall down for the tourism industry. This thesis analyses the strategic Approach in mitigating tourist destinations and preparing the destination for the recovery after the coronavirus pandemic. This research aims to identify and analyze strategic approaches used for mitigation in the case study of Bagak Sahwa Village Tourism in Singkawang, West Kalimantan Province. The data used a qualitative research method through 8 in-depth interviews and one focus group discussion as the source persons. In a cause of travel restriction, the qualitative data collection method was conducted virtually. This finding uses the village tourism approaches to analyze the strategy. Based on the results, the community of Bagak Sahwa understanding of mitigation has increased and developed several strategies in mitigating their destination. The community expects the process for improving and developing the village destination from the local tourism office.

**Keywords:** Tourist Crisis Management, Destination Mitigation, Strategic Management, COVID-19, Village Tourism

### **Abstrak**

COVID-19 adalah krisis dunia yang disebabkan oleh virus Corona, yang merupakan kerugian besar bagi industri pariwisata. Tesis ini menganalisis pendekatan strategis dalam mitigasi destinasi wisata dan penyiapan destinasi pemulihan pasca pandemi virus Corona. Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis pendekatan strategis yang digunakan untuk mitigasi pada studi kasus Desa Wisata Bagak Sahwa di Singkawang Provinsi Kalimantan Barat. Data yang digunakan adalah metode penelitian kualitatif melalui 8 wawancara mendalam dan 1 FGD sebagai narasumber. Karena adanya pembatasan perjalanan, metode pengumpulan data kualitatif dilakukan secara virtual. Temuan ini menggunakan pendekatan desa wisata untuk menganalisis strateginya. Berdasarkan temuan tersebut, pemahaman masyarakat Bagak Sahwa tentang mitigasi telah meningkat dan mengembangkan beberapa strategi dalam memitigasi destinasi mereka. Strategi perbaikan dan pengembangan desa tujuan diharapkan oleh masyarakat dari Dinas Pariwisata setempat.

**Kata Kunci:** Manajemen Krisis Wisatawan, Mitigasi Destinasi, Manajemen Strategis, COVID-19, Desa Wisata

## **INTRODUCTION**

Coronavirus Disease 2019 (COVID-19) is the current international concern in public health emergencies (Cortegiani, 2019). As of 10th June, 2020, the virus spread to 216 countries, areas or territories worldwide, and more than 7,127,753 confirmed cases with nearly 407,159 fatalities (WHO, 2020). COVID-19 is caused by Severe Acute Respiratory Syndrome Coronavirus-2 (SARS-CoV-2). The effect of the coronavirus alternated people's stigma, emotion and desire to travel into less enthusiastic and anxious of the pandemic condition (Husein, 2020) and resulted in decreasing tourism business such as trip cancellations, public events, temporary job changes, and income drops (Travel Daily News, 2020). Despite all the negative impacts of coronavirus, tourism industries are kept optimistic to prepare, handle the situation, and develop strategies to enhance the tourism businesses (Cahyana, 2020). UNWTO (2020) suggested that all sectors have to prepare recovery plans and programs and be more sustainable in supporting the tourism industry. Singkawang is the second biggest city in Kalimantan Barat after the capital city, Pontianak. There are many beautiful beaches, culinary, and Bagak Sahwa village tourism (Wijaya, 2019). Bagak Sahwa's origins from Bagak Mountain and most of the local's livelihood is as a farmer (Endrawati, 2015). The residents of the village are Dayak Saloko Tribe, who living with authentic culture and traditional life. Their tourist attractions are the annual Ngabayot'n cultural event which to show gratitude from harvest and multifarious flora and fauna (Sunyata, 2017). In 2014, Bagak Sahwa village tourism achieved the fifth position as The Best Village Tourism across Indonesia after passed the two-stage assessment in administrations and activities (Asdhiana, 2014). Utami (2018) stated there is a positive perception of Bagak Sahwa community toward the village tourism sector for tourism development, job opportunities, increase community welfare and community empowerment.

During the COVID-19, Bagak Sahwa Village Tourism cannot operate their tourism sectors. All their tourism activities and business must be stopped temporarily to minimize the coronavirus transmission in the area. Hence, they alternate their tourism activities into agricultural activities through farming and left the tourism sector (Anisa, 2020). They lack understanding of the importance of mitigation for the destination and have not developed the right strategy for destination recovery. They need local tourism office guidance to prepare the goal. Still, the local tourism office has limited authority and budget to help destination preparation because they need the government's new regulation and budget preparing a new strategy for Bagak Sahwa Village Tourism (Setiawan, 2020).

Therefore, Pololikashvili, the Secretary-General of UNWTO (2020) summed up into three key areas to manage the COVID-19 crisis in tourism and travel industry: (1) Managing the crisis and mitigating the impact, (2) Providing stimulus and accelerating recovery; emphasized on fiscal stimulus, including favourable tax policies, lifting travel restrictions as soon as the health emergency allows it. And (3) Preparing for tomorrow; intensified on sustainable development agenda and building resilience learning and building preparedness plans from the current crisis. Accordingly, the Indonesia tourism ministry has prepared a mitigation strategy for the country's tourism industry. The three mitigation stages of recovering from the outbreak: (1) Emergency response, (2) Recovery stage and (3) Normalization stage as UNWTO standard (Nasution, 2020).

Besides preparing the mitigation, strategic management is needed to achieve tourism plans with the most profitable way to implement tourism development, affecting the country economy (Kirovska, 2011). This also enables a destination to discuss internal managerial practices to address the crisis in the tourism organization (Majebi, 2013). Strategic management is developed as a continuous cycle of preparation, implementation, and evaluation to strengthen competitive advantage (Sammuto-Bonnici, 2015).

According to several issues mentioned above, this research will be using qualitative research to gain information based on the interviewee's experience and interpretivism (Center for Research Quality, 2015). This research focuses on the mitigation and strategic management perspective from the impacts of COVID-19 in Bagak Sahwa Village Tourism, while the previous studies focus on community empowerment and the village's economic sector before and after becoming village tourism (Utami, 2018; Sunyata, 2017). The objective is to identify and provide suitable approaches for tourism destinations in implementing necessary mitigation steps, particularly in the recovery stage after the travel restrictions are lifted. Furthermore, it also analyses which approach is suitable for Bagak Sahwa Village Tourism in Singkawang and encourages positive social changes in the local community to understand the importance of mitigation and prepare better tourism qualities.

### **Research Problem**

Singkawang mayor Tjhai Chui Mie has issued the COVID-19 outbreak in emergency response on March 2020 to prevent and control the transmission of coronavirus on the communities and informed them to do surveillance, independent isolation, and increase Singkawang medical treatment (Oxtora, 2020). The local government and police have implemented a local task force to limit outside activities and attractions in Bagak Sahwa and the surrounding (Wahidin, 2020).

Bagak Sahwa Village Tourism has a great opportunity and authentic potential to become a destination in East Singkawang (Sunyata, 2017). Priatmoko, Purwoko, and Awani (2019) stated that village tourism mainly focused on attraction, infrastructure, and destination promotion. There is no formal agreement of disaster mitigation and false assumption or understanding between the community, local tourism officers, and tourists.

Based on the in-depth Interview with Dede Anisa as the representative of Bagak Sahwa Community (2020), they have to alternate their tourism activities into other sector such as

agricultural during the Pandemic and self-isolation. The community is lack of guidance from the local tourism office in crisis mitigation in the destination. They are not ready to prepare the destination for the recovery or post-COVID-19. Based on the in-depth Interview with the local tourism officer, they cannot arrange the strategy right now because they need a new budget and wait for the new regulation from the local government because their tourism budget was reallocated to increase the health system in the area (Setiawan, 2020).

The negative impacts of natural disasters cannot be eliminated or avoided, but empirical evidence shows that implementing disaster mitigation measures can help people recover faster from a crisis situation (Priatmoko, Purwoko, & Anwani, 2019). Therefore, this research would like to identify Bagak Sahwa Village Tourism's current stage based on Indonesia Mitigation guideline in tourism and analyze the strategic approaches used to implement the specific mitigation steps in Bagak Sahwa Village Tourism, Singkawang. In terms of understanding the destination mitigation process in Indonesia, the research results and conclusion may contribute to positive social change in a specific destination. Social change effects include minimized crises impact on individuals and communities in disaster-induced fear, mitigation awareness, destination safety, development destination preparedness strategy, and destination mitigation planning.

### **Literature Review**

#### **Destination Management Organizations (DMO)**

Manente (2009) stated at destination management's objective is to support and manage the integrations of various activities, resources, and stakeholders through suitable policies and actions. Another statement from Nezirovic (2013), efficient destination management includes actions such as focusing on regional tourism development, supplying high-quality tourist service, efficiently using and investing in destination's source and local business, increasing foreign visitors, and stimulating growth in the underdeveloped areas in the destination.

DMO plays an important part in managing crises, not because tourists are impressed by such events, despite DMOs have intricate knowledge of local tourism infrastructure and resources (such as, the accommodation for emergency response teams) and have established communication channel and media relations (Becken & Hughey, 2013). DMO roles in a destination are to minimize the detrimental effect of crises by providing training to improve employee abilities, developing organizational resilience and invest in destination planning (Filimonau & De Coteau, 2019). One of the main roles of DMOs is protecting and enhancing destination image and developing its marketing to attract visitors to the region (Langos, 2014).

### **Village Tourism**

Village tourism is a village with local unique and typical tradition and culture with well maintained, nature and pristine environment and nature (Marhaeni, 2018). Rosidin (2019) stated that a tourism village is a formation of integrated attraction, accommodation, and other supporting facilities in a community structure applied with authentic custom and tradition

There are essential components that need to build village tourism:

1. Accommodations are tourist facilities where a tourist stays at the village, so the community needs to create a concept according to village characteristic (Nusastiawan, 2012).
2. Attractions and Tourist Activities: The village culture's authenticity attracts tourists to try new activities and experience. Mainly, it is in the local's daily exercise in the village that may invite and integrate tourist to participate in the activity actively (Sidiq & Resnawaty, 2017; Nusastiawan, 2012; Rosidin, 2019).
3. The community can develop village tourism by actively participating in tourism village development, encouraging empowerment. It has reliable human resources to boost village economic and social development through the tourism industry (Rosidin, 2019).

4. Facilities and Infrastructures, according to Nusastiawan (2012) facility are created to utilize the remaining village resource or to fill the necessity but not leaving the characteristics and uniqueness of the village. A solid infrastructure is a part of developing and strengthen the image of the village (Rosidin, 2019).
5. General Developments, it is based on planning to elevate the destination and provide best services for tourist. For an instant, zone allocation, tourist management, and interpretation service (Nusastiawan, 2012).

According to Baiquini (2019) and Antara & Arida (2015) there are five approaches for development village tourism:

1. The holistic Approach sees the whole dimension development or holistically. This Approach seeks to integrate various development elements, so problem formula and solution can be carried out collectively and participative.
2. Participatory Learning, the process needs to involve and participate the local, develop the local destination's capacity in participatory action, and explore the need and formulation in the 'learning together' process.
3. Empowerment of Management, the local institution will educate and empower to improve performance in tourism village development. This also can be done through human resource training, skill development, classes, and others.
4. Action Research/Achievement, the results from the participatory learning stage and empowerment management. This action research method is carried out through the learning process, which can enrich through experience.
5. Sinergy and network, in order to respond and handle obstacle in the process of tourism village development, institutions (business, government, and community) need to cooperate to create check and balance and develop trust among them.

### **Crisis in Tourist Destination**

The idea of crisis is interdisciplinary nature and there is no accepted concept of crisis, however, there is general agreement that a crisis event is highly unpredictable and uncertain (Zamoum & Gorpe, 2018). The definition of crisis is an unplanned situation where a country's or entity's internal or external environment interrupts activities, physically and psychologically threaten people and endangers the stability of the organization (Zhang, He, & Xue, 2011).

Tourism crisis take more time to rebound from rather than other businesses, since a destination's attraction is derived from its image which damage due to a crisis. Hence, crisis management and preparedness at both the organizational and local levels are important to boost performance and to the reduce the detrimental impact of crises on tourism (Mair, Ritchie, & Walters, 2014). Filimonau and De Coteau (2019) stated that managing disaster in the tourism industry firstly is restricting destroyed tourism infrastructures, secondly changing tourist perception toward the destination and gain their trust back, lastly, eliminate the "ripple effect" which spreads the harmful impact of disaster geographically and in the economic sector.

Varghese (2016) argues in a handling crisis situation in a destination, it is important to have a contribution and cooperation of stakeholder's participation in the Destination Management Organization's (DMOs) activities and accordance destination governance to help in the decision-making process. The stakeholder's participation, collaboration and involvement with DMO for destination success are most necessary (Adeyinka-Ojo, 2014).

### **Mitigation in Tourist Destination**

Wulan (2016) defined mitigation as activities to find out the potential crises or disasters in the area and anticipate the threats, also mitigating before a disaster can reduce or avoid the risks. Related to Wicaksono and Pangestuti (2019) who emphasized mitigation to decrease the effects from threats or the

negative influences. Kustiani also emphasized on Sebesi – Krakatoa Island, Ecotourism and Tsunami Mitigation and Preparedness Project, Lampung (2019), the disaster occurred by unpreparedness and inadequacy of generally low-educated local people to mitigate and manage disaster situation and safeguard the visitors and the inhabitants.

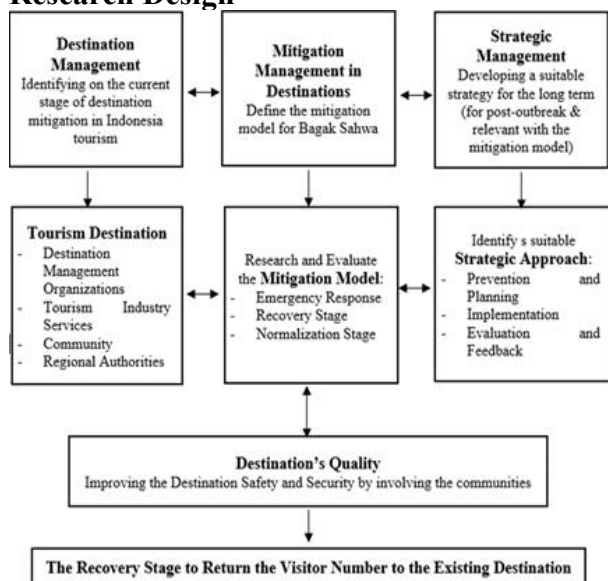
The anticipation of disaster management is important and needs to plan strategies for mitigation is crucial. The general mitigation management model is: (Yumantoko, 2019; Wicaksono & Pangestuti, 2019; Yozcu & Cetin, 2019; Tamitiadini, Dewi, & Adila, 2019):

1. Pre-Disaster phase, starting by making plans that include scenarios that will be carried out when a disaster occurs. When risks are well calculated, assessed and managed, crises become predicted events rather than rapidly occurring emergencies.
2. Emergency Response Phase, is the implementation of disaster management in the field requires preparedness from the parties involved in the disaster location. The planning that has been done by various elements will be able to reduce the adverse effects that will occur. It could be that the training of local organizations in disaster mitigation can increase the participation of local communities in reducing the greater impact.
3. Recovery Phase, to create evaluations and feedbacks to get to the recovery stage and back to normalcy.

### **Strategic Management in Tourist Destination**

Strategic management is described as the evaluation, preparation and execution process designed to preserve or strengthen competitive advantage. The evaluation process involves the external and internal environment (Sammut-Bonnici, 2015). Destination management along with strategic planning takes a similar role model of competitiveness, hence a well-planned strategy and development policy will elevate destinations' attractiveness, efficient in developing tourism, and highly competitive destination (Martin & Tomáš, 2012).

### Research Design



Tourist destinations depend on its image to become successful, hence the image of a destination is tremendously crucial to represent the product and marketing tool to attract visitors and source of income. However, the weakness of destination image is crises or disasters caused by nature, human-made or social.

Since disaster and crises are inevitable, the right preparation will minimize the damage. Therefore, the need for correct mitigation is crucial for the tourism industry. Mitigation is an activity to forecast the potential crises in the destination and anticipate the threats. In the tourist mitigation model, there are pre-disaster stage, emergency response stage, and the recovery stage. This research focuses on what mitigation model in Bagak Sahwa. Consequently, an appropriate strategy is required to be arranged for the tourism mitigation recovery of COVID-19. Likewise, create plans and prevention during COVID-19 and future destination's strategies and evaluations.

In consideration of tourist safety and security is one of the important aspects of a destination and crises can reduce the value, one of the strategies is improving the destination quality. As already mentioned above, destinations are built upon its good image, the higher quality provided by a destination, the greater the image. One of the points that the researcher wants to highlight is on destination safe and secure quality improvement, especially in countering the virus.

Thus, an excursionist is necessary to improve destination quality. The excursionists are the individuals who in the tourism destination sector, such as destination tourism organization, tourism industry services, visitors, community and regional authorities. All these individuals play significant roles to provide the high quality which resembles the destination. Lastly, the correct mitigation strategies approach will enable the destination to return the number of visitors to Bagak Sahwa or other certain destinations in the recovery stage after the travel restriction is revoked.

### METHODS

#### Type of Study

The research is using descriptive research as the type of study to describe on how the coronavirus has created the current stage of tourist destination mitigation in the country. Moreover, to identified and explore strategies to implement the specific mitigation steps or models in the local destination by conducting qualitative method on analyses from the tourism experts, hotelier and other related sources persons. The aim of using the qualitative method is because it is suitable for the subject and exploring participant's knowledge and experience extendedly and broadly related to the research. Moreover, the approach of this method is a case study for Bagak Sahwa Village Tourism, Singkawang, West Kalimantan, Indonesia.

#### Unit of Analysis

The unit of analysis of this research are individuals from particular tourism sectors or organizations who are comprehending and understand deeply about the topic and agreed to be the unit of analysis and the core of this research to be valid and complete.

1. Singkawang Government Tourism Officer can help determining the foundation of this research by giving perspectives and understanding of the current Indonesia tourism mitigation strategy and the further activities that may be taken at the post-crisis stage.
2. Tourist Destination Experts, they are relevant respondents considering they have depth and expand knowledge and data of tourist destinations in Indonesia.

3. Hoteliers, their action may influence for the existence of tourist destinations in a particular area or region
4. Tourism Associations, are significant as one of the sources in this research to give inputs from DMOs perspectives.
5. Media or Journalist, to give factual and reliable reports, news, or data from trusted media or journalists.
6. Travel Blogger and as The Representative of the Bagak Sahwa Community, the source person is familiar with the activities and services that they experienced in the destination.

### **Sampling Procedures**

This research uses non-probability with a purposive approach to determine qualified participants or interviewees as the approach for this research. The purposive sampling is based on the premise that generates the best cases for research produces the best data and the results are the direct results of the cases sampled, this 'information-rich cases' are sought out to address the research purpose and questions (Leavy, 2017). As for the qualitative method, data saturation refers to the quality and quantity of the methodological consideration in the particular study and the questions of the sample size collected to be reached depends on the research purpose (Faulkner & Trotter, 2017).

Creswell (2007) recommends 3-5 participants for a case study (Lopez & Whitehead, 2013). Based on Englander (2012), phenomenological research needs at least 3 participants because 1 or 2 subjects would be too difficult for the researcher to handle the data. The saturation point can be attained by interviewed 5 human sources, to have gradually brought out common answers towards the question (Xuan, 2017). For focus group discussion, 1-10 groups are enough for the sample size to reach the saturation point (Nasr, 2018). With the range from 3 to 21 participants with a mediator in the discussion (O.Nyumba, Wilson, Derrick, & Mukherjee, 2018).

This research will obtain data by in-depth interviewed with 8 source persons and participated in 1 focus group discussions which related with the topic. This number giving the researchers

experiences for planning and structuring, conducting, and transliterating, as well as finding interpretations and new knowledge in this study.

### **Data Collection**

Data is facts or figures that present and interpret information on the study environment for researchers (Ajayi, 2017). This research using primary data and secondary data as sources in data collection: (1) Primary Data, is the 'original' data that directly collected from the sources for specific purposes in the research (Wardana, 2017; Coles, Duval, & Shaw, 2013). (2) Secondary Data, is data (documents or other individuals) that have been put together or 'provided' by other researchers for their particular purpose but use as sources in another research (Wardana, 2017; Coles, Duval, & Shaw, 2013).

Data collection technique that is used in this research is through interview and documentation: (1) Interview, in consideration of current coronavirus and government restrictions regard social and physical distancing on the large scale, hence this research carried out virtually used in-depth interview approach and focus group approach. In-depth Interview, this method of in-depth interview is inductive or open-ended and range from unstructured to semi structures, where questions cannot determine of acceptable responses (such as true and false) but rather using participant or informant own languages to provide detailed and flexibly responses the questions (Leavy, 2017). The usage of online focus group discussion is to facilitate the participants virtually who are in different locations and together interact within a short time frame (Chong, 2015). (2) Documents Review, is a method to obtain data of information or variable in the form of notes, books, results of scientific research, policy formulation, newspaper, internet and other documents (Wardana, 2017; Sulistiyono, 2015).

Instruments that were used in collecting research data are: (1) Interview questions, a list of interview questions will be the guidance for the researcher in asking relatable questions according to the research topic. (2) Interview voice recorder and transcripts, the audio recorder is essential in interviewing participants or recording

webinars or online group focus. And (3) documentation, newspaper clippings, journals, articles, reports and other document sources as secondary data and sources in this research.

**Data Analysis Technique**

Data preparation and reduction is start from collecting all raw data, through interview or literature review. The data recorded as its original condition related to the topic without interfering with the researcher’s thoughts or comments. From all interviews and webinar data are transmitted into written form. And identify, summarize and focused on data that give valuable information in the research process and reduce unnecessary data.

Data coding and categorization, the researcher will re-read transcript data thoroughly and took note or highlight important things as the ‘keyword’ or ‘code’ to be processed. The next step is categorizing data, is to simplify data by classified of the keywords based on the research objectives and generate to research evaluations.

Data analysis, the researcher plays a significant role at this stage, all data that are highly and critically analyze to structure one integrated answer that should fulfill the research questions of the current stage of tourist destination mitigation in Indonesia and the suitable mitigation strategy for the case study Bagak Sahwa Village Tourism.

Triangulation of data in the qualitative research is the key determinants of improving the methodology. Hence, it uses to ensure the quality of research and reduce measurement error by comparing and combining results (Prokopowicz, 2020). Lastly, the researcher will do a cross-examination on the data by checking the data from two or more sources which collected from the interviews and focus group discussion and supported by report and journals to have valid data.

**RESULTS AND DISCUSSION**

**Bagak Sahwa Village Tourism Background**

In the table below explains comparisons of the pre-condition before the pandemic and the during the pandemic in the village with the development aspects in the tourism village based on the literature reviews.

Pre-condition	During Pandemic
<b>1. Holistic</b>	
Bagak Sahwa Village Tourism has the potentials in developing their tourism position. Seeing that they have beautiful nature and authentic culture, which are mainly the fundament to become a village destination.	The local task force has been implemented by the local government to monitor the society of Bagak Sahwa. The objective is to prevent the transmission of the coronavirus by urge self-awareness, maintain cleanliness, adopt a healthy lifestyle, social distance, and temporarily close the entertainment or attraction sectors in the village.
<b>2. Participatory Learning</b>	
The community has built or renovated tourism facilities in the village. Such as permanent construction of Parauman Lama Traditional House (gathering place), construction on public toilets, develop handicraft center galleries and souvenirs, and create signposts for village tourism location. In Bagak Sahwa Village Tourism, they differ two types of tourism packages (attached in the appendixes), which are touring on the village and Bagak Sahwa forest. The tourism package developed by the community and modified with external help such as from the government tourism office (GTO) and tour guide by the locals who have been trained.	As their belief of their ancestor, they conducted the cultural ritual or prayer, Boo’k/Balala/ Besamsam to protect the community from the coronavirus. The ritual was held for 3 days, from 26th March until 28th March 2020. They prepared the ritual and close the village or do local lockdown while preparing and conduct the Besamsam. The preparation consists of the traditional food, chicken as a sacrifice, prayers to offer their ancestors and blessed them good health from coronavirus. After the cultural tradition is done, the villagers can socialize with the public, the outside community can enter the village and followed the COVID-19 protocols.
<b>3. Empowerment Management</b>	
The government tourism office (GTO) has supported the journey to becoming village tourism and conducted some of the training. Moreover, they are also encouraging the Binuo Garantukng Sakalokng, which is Dayak Saloko culture and tradition organization to cultivate their authentic culture, values, and belief of the community and use high-education to grow the destination. As important of the training, village tourism is a part of Raya Pasi Nature Reserve,	The government tourism office (GTO) has helped many districts in Singkawang and subsidized products and services for the convenience and health of the community, such as foods, health supplies, sanitizers, others. Bhayangkara Trustees of Community Security and Order of Bagak Sahwa, has conduct socialization for the community to keep physical distancing, implement a healthy life-style, frequently to wash their hand, use masks, and to postpone



Pre-condition	During Pandemic
which requires to sustain the surrounding nature. By maintaining and keep the values and principles they offer in natural and cultural beauty.	their journey to get back to their home city. They add more security to patrol in the checking point at the village gate, and each person should be checked.
<b>4. Achievements</b>	
In 2014, the village was nominated as the top 10 national tourism villages after passing through two stages of assessment in administration and activities. The administration stage had been participated by 180 tourist villages across Indonesia, Bagak Sahwa Tourism Village included in the top 30 selected tourism villages. Furthermore, in the activities stage, Bagak Sahwa Tourism Village nominated as the top 10. Particularly, the village achieved the 2nd appreciation award of administration structure. At that time, the intensive development arose between the local human resource and the government tourism office. However, through times, the village progress was decreasing from what they have achieved.	During the pandemic, Bagak Sahwa Village Tourism has applied the COVID-19 protocols. Such as, they closed all tourism activities. The 'village tourism' is close but the regular activity may still be operated and must follow Covid-19 protocols. Every person who enters the village needs to be disinfected (their property or vehicle), body temperature test and using a mask. For business sectors, all businesses or shops must operate with the given time, which is until 8 PM. On 17 <sup>th</sup> May 2020, the villagers have been tested using Covid-19 rapid test, and none of them showed positive on the result.
<b>5. Sinergy and Network</b>	
Bagak Sahwa tourism human resource was not cooperative as expected by the local government tourism office. The community of Dayak Saloko has been known to take	The cooperation between Bagak Sahwa community and the local government showed positive results. The knowledge, awareness, and anticipation of the

Pre-condition	During Pandemic
their culture fully honored, and they have been comfortable with their traditional lifestyle. They consider that tourism businesses are secondary for them, not as their main live hoods. Hence, the interest and awareness of the industry are low.	villagers toward Covid-19 have been increased. They followed the protocols. Even more, the Singkawang mayor, Tjhai Chui Mie has visited Bagak Sahwa Village Tourism to survey and increase the local spirit during the pandemic.

The development of the village in the pre-condition of Bagak Sahwa was having positive and negative reactions. The village has beautiful nature and authentic culture, they also have received many forms of tourism developments and non-government organizations and local government tourism office support for them to grow. But Bagak Sahwa Village Tourism's human resource was lack of interest and awareness to develop and manage the village tourism.

During the COVID-19, they have absorbed and implemented very well the COVID-19 protocols on the village. They received help and support from the local government, such as protocols socialization, food subsidizes health support, rapid tests for the community, and established a checkpoint in front of the village entrance gate. The community also held a cultural Dayak tradition called Boo'k/ Balala/ Besamsam as their belief in their ancestors to give health and protection from coronavirus. However, during the pandemic, they closed the tourism activities, in purpose to prevent the virus transmission and followed the pandemic restrictions.

### Data Analysis on The Stage of Bagak Sahwa Village COVID-19 Mitigation

Indonesia Destination Tourism		Bagak Sahwa Village Tourism
<b>1. Emergency Response</b>		
Time	- The current Indonesia status - Est. until May 2020 (After the task force confirm the Pandemic is over)	- Stated on 19 <sup>th</sup> March 2020
Activities	- Create a Crisis Center - Postpone tourism activities and promotions - Support the impacted businesses and actors in tourism and creative economy industry	- Socialization of COVID-19 protocols and subsidize from the local government office - The local government has implemented a task force to monitor the society and activities in Bagak Sahwa

Indonesia Destination Tourism		Bagak Sahwa Village Tourism
Activities	<ul style="list-style-type: none"> <li>- Give direct supports to the Ministry of tourism and creative economy in health support programs, training &amp; education programs, community, and economy resilient programs for tourism and creative economy industry</li> <li>- Coordination with stakeholders</li> <li>- Reallocation budget</li> </ul>	<ul style="list-style-type: none"> <li>- Create a checkpoint to checkup visitors or local before entering the village</li> <li>- Conduct COVID-19 test to the local community</li> <li>- Conduct cultural ritual Besamsam to protect the community from coronavirus</li> <li>- Paused tourism activities on temporary</li> </ul>
<b>2. Recovery</b>		
Time	<ul style="list-style-type: none"> <li>- Process for domestic tourism at-least 2 years, and process for international tourism at-least 3 years</li> <li>- Est. June – December 2020</li> </ul>	<ul style="list-style-type: none"> <li>- Has not been determined by the local tourism office and the government.</li> </ul>
Activities	<ul style="list-style-type: none"> <li>- Coordinate and identified the impacts within the country and international organizations</li> <li>- Recovery in destination: attraction, amenity, accessibility, human resource, marketing and industry</li> <li>- Marketing programs for domestic and international</li> <li>- Publication, promotion, and event</li> <li>- Give supports to tourism industries and actors</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to implement the COVID-19 protocols</li> <li>- Continue to use previous tourism office strategies and adjusted to the budget</li> <li>- Prepare the cultural traditional event</li> </ul>
<b>3. Normalization</b>		
Time	<ul style="list-style-type: none"> <li>- January – December 2021</li> </ul>	<ul style="list-style-type: none"> <li>- Has not yet determined by the local tourism office and the government.</li> </ul>
Activities	<ul style="list-style-type: none"> <li>- Publication and promotion in domestic and international</li> <li>- Held international and national event</li> <li>- Support local destinations in developing safety and security, human resource, attractions, etc.</li> <li>- Coordination with the impacted destination and perform CSR</li> </ul>	<ul style="list-style-type: none"> <li>- Has not yet discussed by the village tourism</li> </ul>

The table above describes the destination mitigation stages of COVID-19 crisis implemented in Indonesia and Bagak Sahwa Village Tourism. The mitigation stage consists of emergency response, recovery, and normalization. The community of Bagak Sahwa, their awareness, and knowledge of COVID-19 mitigation have increased with support from the local government. They are aware that they need to be cooperative with the local government in order to have a healthy community and safety destination. Based on the in-depth interview, the changes in the community are very significant in the community mindset toward hygiene and follow the COVID-19 protocols.

This showed on their initiative to conduct self-local lockdown for 3 days through Besamsam cultural tradition as their belief for health and protection. They also have increase destination safety and security, such as in tight

procedures before entering the village. With help from the local government, they have a checkpoint in front of the village tourism gate and the task force to control the process, food subsidies, and others. Every person who enters the village needs to follow the procedure, such as wearing a mask, sanitized, and disinfectant their belongings. This is to prevent virus transmission in the village carried by external or internal people who enter the village.

In the second and third stage of mitigation, the recovery stage and the normalization stage, from Singkawang government itself has not establish the protocols or regulation for those stages. Hence, the Singkawang tourism office who mainly manage the Bagak Sahwa Village Tourism has limited authority in preparing the destination for the second stage. Because they need to wait and see from the government on the announcement of the new normal condition

and regulation on the recovery stage and new budget for them plan a new suitable strategy to develop the village. So therefore, for the recovery stage the local tourism office keeps use the previous strategy and keep implement the COVID-19 protocols.

Based on the in-depth interview, the Bagak Sahwa community prefer to follow the suggestions come from the local tourism office, rather than come up with their original idea for the destination in the recovery stage and normalization stage. The understanding of the village community on tourist development has indicated low, because they are very depended to the local government and consider the crisis mitigation and destination development will be made by the local tourism office.

On economy perspective, they alternate their tourism activities into agricultural activities by farming and other stay at home during the emergency response. Considering that mostly their tourism facilities are their private assets, such as nature attraction and local accommodation is homestay and using their guest room for tourism. Hence, they the economy risk in tourism sector is lower compare to hotel industry. And they can still receive income on their rice farming.

On tourism perspective, their activities in the destination crisis mitigation is more focusing into surviving from the pandemic and keep the community health rather than start preparing the future destination after the pandemic is over. The village tourism is not ready to prepare suitable strategies for the post-COVID-19.

**Data Analysis on Bagak Sahwa Strategic Approaches in Post-COVID-19**

1. Holistic Aspect
The COVID-19 has a significant impact toward the tourism activities in the village. They have paused all their tourism activities and alternate their activities to agricultural activities. Hence, they still have the income to support the local economy through farming. Based on the in-depth interview, the understanding of the destination mitigation importance is low in Bagak Sahwa community. They need local tourism office to guide them. However, the local tourism office is only ‘wait and see’ for the new regulation on recovery stage and new budget from the local government. After they receive the new budget, they will start to build strategy for the destination.

2. Learning
Prepare the annual cultural attraction with the new normal protocols in Ngabayot’n. Because their annual events may attract a lot of tourists, they need to implement the COVID-19 protocols in the event, to prevent any virus transmission. However, the protocols for the post-pandemic situation have not established by the local government. Therefore, this strategy will be prepared after the government settles the recovery regulation for the tourism sector.
3. Management
Manage Bagak Sahwa village tourism online platforms (from community perspective). Currently, Bagak Sahwa Village Tourism has an Instagram account as an online platform of their destination to engaged with their visitors by re-post their photos in Bagak Sahwa and update the Besamsam cultural tradition during the pandemic. The local tourism office will continue to use the previous strategy to develop the tourism village in post-COVID-19 (from local tourism perspective). Because of this pandemic situation, the Indonesia government had invested and expend a very large amount on the health system and cut the budget from the tourism industry and other sectors. Hence, the strategy for the recovery stage has not been made because they need to create strategies that are suitable for the new budget.
4. Synergy and Network
Continue in implementing the COVID-19 protocols with the local government task force for the village health and security. All of the villagers have been tested with rapid tests and show negative results toward coronavirus. Therefore, they keep tight health checks in front of the village entrance gate and some businesses such as the food sector are permitted to operate following the protocols. Such as wearing masks, limit the dine-in capacity, frequently clean the area and facilities, and etcetera. As for tourism sectors and tourist attraction, has not permitted to operate because the regulations and protocols are still arranged by the local government.

In conclusion, Bagak Sahwa Village Tourism has not settled the suitable strategic approaches for the post-COVID-19 because the limitation from the budget and the new protocols for the recovery stage has not established by the local government. Hence, the current strategies for recovery still have possibilities to be changed.

**CONCLUSION**

The coronavirus epidemic has been affecting significantly and decreases in the tourism industry including Bagak Sahwa Village Tourism. Therefore, the mitigation stages and strategic approaches should be developed and implemented to minimize the negative impacts and faster recovery process.

The first findings of the research showed that Bagak Sahwa village tourism has established some strategies for destination mitigation. The mitigation stages consist of Emergency Response, Recovery and Normalization. The community of Bagak Sahwa shows positive results on health and hygiene understanding and awareness, particularly showed in the emergency response phase. They have increase destination health and safety by following COVID-19 protocols, conduct cultural tradition as their belief for villager's health and protection from their ancestors, and installation of a health checkpoint before entering the village. However, they have to stopped their tourism activities in the emergency response and more into surviving from the pandemic rather than preparing the future of Bagak Sahwa in the recovery stage and normalization stage. Their economic condition during the current crisis is still can be operated through agricultural sector as an alternative from tourism sector. And they need intensive guidance from external such as the local tourism office or DMOs, to help them preparing the recovery strategy and develop the destination for post-COVID-19.

The second finding showed that strategic approaches must be taken in the recovery phase or the post-COVID-19. The community has prepared some strategies but it has not been optimized. The strategies are to analyze the impact of COVID-19 on the village, modified and prepared their annual tourist attraction, manage their destination on social media, use the pre-COVID-19 tourism office strategies, and continue to implement the COVID-19 protocols. These strategies have possibilities to be altered because the local government has not stated the new regulation and plans for the recovery and normalization in Singkawang and the local tourism sector. Considering that Bagak Sahwa Village Tourism is mainly managed by the local tourism office, hence, the plans in the recovery phase should be adjusted with the government budget for the village, which also has not been confirmed by the local government.

Referring to the findings of this research, it provides several recommendations for strategic implication for Bagak Sahwa Village Tourism:

1. Preparing the community for the new normal by increasing the awareness of health and hygiene as a part of the recovery stage. The local government has conduct COVID-19 socialization, but it is important to have frequent notice or trainings for the community, thus they will not be caught off guard in keeping healthy life, wearing mask, keep social distancing, keep environment cleanliness and on their daily activities.
2. Managing the communication on their social media better to increase destination's publicity and embracing for the new normal condition after the travel restriction dismissed. By create attractive content and Instagram feeds, frequently engage with the market through online quiz and inform the new condition of the village tourism.
3. Expand their network by collaborate with tourism associations or other nearby destinations, for external guidance, help in marketing, create and support the recovery strategy, invest on the destination.
4. Develop a proper promotion tool, by creating video promotion of the destination.
5. For the local tourism office, they can conduct tourism realization training. To refresh community's on tourism industry and socialization for new normal.

For the local tourism office, they can conduct marketing, promotion, and publication training. By invite external or professional to guide the young generation in the village to develop the Bagak Sahwa Village Tourism image.

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