Revitalization of Tourism in Palu Bay After the 2018 Disaster: The Role of Local Wisdom-Based Collaboration

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ABSTRAK

Enam tahun pascabencana gempa dan tsunami 2018, sektor pariwisata di kawasan Teluk Palu belum sepenuhnya pulih, terutama akibat kurangnya perencanaan yang berlandaskan kajian risiko bencana. Kolaborasi antara berbagai elemen masyarakat menjadi kunci penting dalam mewujudkan keberlanjutan industri pariwisata di wilayah pascabencana ini. Konsep pemerintahan kolaboratif menekankan kerja sama sukarela, hubungan horizontal lintas sektor, serta keterlibatan aktif berbagai aktor publik dalam pelaksanaan kegiatan sosial secara nyata. Penelitian ini menggunakan pendekatan kualitatif interpretatif, dengan tujuan memahami fenomena sosial secara mendalam tanpa rekayasa. Data dikumpulkan melalui wawancara mendalam, observasi partisipatif dan non-partisipatif, serta studi dokumen, kemudian dianalisis secara tematik untuk mengidentifikasi pola dari perspektif para pemangku kepentingan. Penelitian ini mengungkap pengalaman masyarakat dalam membangun industri pariwisata Teluk Palu sebelum dan sesudah bencana, sekaligus menggali strategi kolaboratif untuk membangkitkan kembali sektor tersebut. Hasil penelitian menunjukkan bahwa kebangkitan pariwisata pascabencana membutuhkan sinergi seluruh lapisan masyarakat—terutama komunitas keagamaan—dengan menanamkan nilai-nilai kearifan lokal sebagai landasan pengembangan wisata religi. Kearifan lokal ini tidak hanya menjadi aset budaya, tetapi juga pengingat yang berkelanjutan bahwa Kota Palu berada di kawasan rawan bencana di Cincin Api Pasifik.

Kata Kunci :

Pariwisata Teluk Palu; Pemulihan Pascabencana; Pemerintahan Kolaboratif; Kearifan Lokal; Wisata Religi

ABSTRACT

Six years after the 2018 earthquake and tsunami, the tourism sector in the Palu Bay area has yet to fully recover, largely due to the absence of disaster risk–based planning. Collaboration among diverse societal elements has become essential to ensuring the sustainability of the tourism industry in this post-disaster region. The concept of collaborative governance emphasizes voluntary cooperation, horizontal cross-sectoral relationships, and the active engagement of multiple public actors in tangible social initiatives. This study adopts an interpretive qualitative approach, aiming to deeply understand social phenomena without manipulation, with data gathered through in-depth interviews, participatory and non-participatory observation, and document analysis. The analysis follows a thematic approach to identify patterns emerging from stakeholders' perspectives. The research explores the lived experiences of communities in developing the Palu Bay tourism industry before and after the disaster, while identifying collaborative strategies to restore the sector. Findings indicate that post-disaster tourism recovery requires synergy among all societal layers—particularly religious communities—by embedding local wisdom values as the foundation for developing religious tourism. This local wisdom serves not only as a cultural asset but also as a continuous reminder that Palu City lies within the disaster-prone Pacific Ring of Fire.

***Keywords* :**

Palu Bay Tourism; Disaster Recovery; Collaborative Governance; Local Wisdom; Religious Tourism

A. INTRODUCTION

Tourism is widely recognized as a key sector in driving regional economic growth. Beyond its capacity to generate employment, tourism plays a strategic role in enhancing community welfare and contributing to local revenue, commonly referred to as Locally Generated Income (LOI). In many regions, the tourism industry functions as a catalyst for economic diversification and resilience. In the context of Central Sulawesi, prior to the 2018 disaster, the tourism sector showed promising contributions, accounting for 4.41% of LOI in 2017 and rising to 6.65% in 2018 (Central Sulawesi Tourism and Creative Economy Office, 2022). This upward trend reflected the increasing strategic importance of tourism as part of regional development priorities.

However, this trajectory was severely disrupted by the so-called "triple disaster"—a combination of an earthquake, tsunami, and liquefaction—that struck Palu, Donggala, Sigi, and Parigi Moutong in late 2018. These catastrophic events not only devastated physical infrastructure but also destabilized the tourism sector, which had been emerging as a significant economic driver. Following the disaster, tourism's contribution to LOI dropped dramatically to 4.4% in 2019. The situation worsened during the COVID-19 pandemic, with figures falling further to 2.3% in 2020, 1.9% in 2021, and a slight rebound to 2.3% in 2022—still far below pre-disaster levels (Central Sulawesi Tourism and Creative Economy Office, 2022).

These statistics underscore a persistent challenge: the post-disaster recovery of the tourism sector remains limited and slow. The stagnation is not merely a consequence of physical destruction caused by the disaster; it also reflects deeper structural and strategic issues. Notably, there has been an absence of comprehensive recovery strategies that incorporate disaster risk reduction and resilience-building principles into tourism planning.

Historically, the city of Palu, particularly the Palu Bay area, held significant tourism value, both in terms of natural attractions and cultural heritage. This region contributed substantially to local livelihoods and economic growth (Muliati, 2015). Yet, despite its potential, post-disaster performance has not exhibited significant recovery. This condition signals not only the magnitude of disaster impact but also the inadequacy of current policies and institutional frameworks in addressing post-disaster challenges.

The urgency for revitalization lies in the recognition that tourism recovery in a disaster-prone area such as Teluk Palu requires an inclusive, well-coordinated, and forward-looking approach. Previous studies have pointed out that fragmented institutional responses, outdated spatial planning instruments, and insufficient integration of disaster mitigation into tourism development have hindered recovery (Idham, 2020; Mulyadie, 2015). For instance, Palu's Regional Regulation No. 16 of 2011 remains the primary reference for tourism development, yet it does not accommodate the post-disaster reality and emerging socio-environmental risks.

In this context, collaboration emerges as a critical strategy for revitalizing tourism in Palu Bay. Collaborative governance, as conceptualized by Ansell and Gash (2007) and further developed by Agranoff (2013; 2014), offers a theoretical lens for understanding inter-organizational cooperation. This governance model emphasizes structured interaction among diverse stakeholders—including government agencies, the private sector, academia, civil society, and media—often represented through the Pentahelix model. The core assumption is that complex problems, such as post-disaster tourism recovery, cannot be effectively addressed through unilateral or fragmented efforts; instead, they require coordinated and inclusive decision-making processes.

However, existing collaborative models, such as the Triple Helix (academia, business, government), Triple BCG (business, community, government), and Pentahelix (academic, business, community, government, media), while conceptually sound, often face challenges in operationalization, particularly in disaster-prone contexts. These frameworks have yet to fully incorporate the socio-cultural dimensions of local communities or the realities of disaster vulnerability.

The primary research gap addressed in this study is the lack of empirical evidence on collaborative governance models that are both multi-stakeholder and deeply rooted in local wisdom. While collaboration as a concept is widely acknowledged, there remains limited understanding of how such models can be adapted and optimized for post-disaster tourism revitalization. Moreover, culturally rich and disaster-prone regions like Palu require governance approaches that integrate local values, community-based knowledge, and adaptive strategies to manage future risks.

Therefore, the objective of this research is to explore how collaborative governance, when integrated with local wisdom, can be effectively implemented to restore the Teluk Palu tourism sector in the aftermath of the 2018 disaster. Specifically, the study seeks to analyze collaboration structures, stakeholder role-sharing mechanisms, and institutional alignment strategies that can support sustainability and enhance community resilience.

By focusing on the context of Teluk Palu, this research aims to contribute to both theory and practice. On a theoretical level, it expands the application of collaborative governance to post-disaster tourism scenarios, adding dimensions of local wisdom and cultural sensitivity to existing models. Practically, it provides policymakers, tourism stakeholders, and community organizations with actionable insights for developing a resilient tourism system that integrates disaster risk reduction and cultural heritage preservation into planning and implementation processes.

Ultimately, the study underscores the importance of synergy among stakeholders and the embedding of local values in tourism development. Such an approach not only accelerates economic recovery but also builds social cohesion and disaster preparedness—critical components for sustainable tourism in vulnerable regions like Palu Bay.

B. RESEARCH METHODOLOGY

This study adopts an interpretive qualitative approach (Ratnaningtyas, 2023; Creswell, 2018), which is philosophically grounded in the constructivist paradigm, aiming to understand social phenomena through the perspectives and lived experiences of the participants. This approach is particularly relevant for the research objective, which seeks to explore collaborative strategies among diverse tourism stakeholders in post-disaster Teluk Palu by capturing their subjective realities, meanings, and interpretations.

Informants and Sampling Criteria

The informants were selected using purposive sampling, targeting individuals with direct involvement in or influence over the tourism sector in the Palu Bay area. Criteria included: (1) government officials responsible for tourism and disaster management, (2) tourism business owners/operators, (3) local community leaders, including those from religious organizations, (4) representatives from

academia, and (5) media practitioners covering tourism and disaster recovery. The final sample consisted of 15 informants, ensuring diversity in perspectives and roles to enrich the data.

Data Collection Techniques

Three primary data collection methods were employed:
1. In-depth Interviews. Semi structured interviews were conducted with the selected informants, focusing on their experiences, challenges, and strategies for collaborative tourism revitalization. Open-ended questions allowed flexibility for participants to elaborate on key issues.
2. Non-participant Observation. The researcher observed stakeholder meetings, tourism activities, and recovery initiatives in the Palu Bay area. Field notes documented physical settings, interactions, and observed behaviors.
3. Document Analysis. Relevant documents such as local regulations, disaster recovery plans, tourism development reports, and media articles were reviewed to complement and triangulate interview and observation data.

Data Analysis

Data were analyzed using thematic analysis (Braun & Clarke, 2006), identifying patterns, themes, and sub-themes that emerged from the data. Transcripts were coded manually, and codes were iteratively refined to ensure they reflected participants' meanings. Themes were then organized to address the research questions and to develop a coherent narrative on collaborative governance and local wisdom integration.

Trustworthiness of the Study

To ensure the rigor of the qualitative findings, the study applied Lincoln and Guba's (1985) criteria:
1. Credibility: Achieved through prolonged engagement, triangulation of data sources, and member checking with selected informants.
2. Transferability: Detailed contextual descriptions enable readers to assess the applicability of findings to other settings.
3. Dependability: An audit trail was maintained, documenting all stages of the research process.
4. Confirmability: Reflexive journaling and peer debriefing minimized researcher bias and ensured interpretations were grounded in the data.

C. DISCUSSION AND ANALYSIS

The revitalization of the Palu Bay tourism industry in the aftermath of the 2018 earthquake and tsunami presents a multi-dimensional challenge that requires an integrated, multi-stakeholder approach. Findings from the interpretive qualitative analysis highlight three dominant themes: (1) the centrality of local wisdom (kearifan lokal) as both a cultural anchor and a thematic driver for post-disaster tourism

development; (2) the strategic role of stakeholder collaboration, operationalized through the Pentahelix framework, in restoring and sustaining tourism; and (3) the implications of this collaboration model for sustainable tourism, hospitality industry revitalization, and destination marketing in post-disaster contexts.

These findings extend the literature on collaborative governance (Agranoff, 2013; Ansell & Gash, 2008; Emerson & Balogh, 2012) by situating it in the unique socio-cultural and disaster-recovery context of Palu Bay, where local traditions, religious values, and community resilience converge as vital components of the tourism recovery strategy.

Local Wisdom as a Foundation for Post-Disaster Tourism

Local wisdom (kearifan lokal) has emerged as a fundamental pillar in the revitalization process of tourism in Palu Bay after the 2018 disaster. The catastrophic earthquake, tsunami, and liquefaction that struck Palu created not only physical devastation but also profound psychological and social impacts on the community. In responding to this multidimensional crisis, the community turned to local wisdom as a source of resilience, identity, and innovation. These cultural values are deeply embedded in the region's religious practices, social norms, and collective memory of disaster, providing both a framework for recovery and an opportunity to redefine tourism in a post-disaster context.

One of the most prominent elements of local wisdom in Palu Bay is expressed through cultural narratives such as Nosarara Nosabatutu, which translates to "unity and togetherness." This principle emphasizes solidarity and communal support, which proved crucial in mobilizing resources and fostering social cohesion during the recovery phase. Similarly, Hipo—a traditional gathering for mutual assistance—served as a mechanism for organizing collective labor and sharing resources in the aftermath of the disaster. These traditions, long-standing in the local culture, were revitalized and adapted to meet the challenges of post-disaster reconstruction. They not only provided practical support for rebuilding homes and infrastructure but also reinforced a sense of belonging and shared responsibility within the community.

Post-disaster, these cultural values have undergone a significant transformation, evolving from everyday practices into guiding principles for tourism development. Communities and local stakeholders have reframed these traditions as thematic elements of tourism experiences. For example, annual commemorations of the tsunami now incorporate a blend of religious rituals, cultural performances, and storytelling sessions. These events serve dual purposes: they act as acts of remembrance and healing for local residents while also functioning as unique tourism products that attract domestic and international visitors. This approach aligns with the

concept of "disaster heritage tourism," where sites and events linked to past disasters are leveraged as focal points for education, reflection, and resilience-building (Ritchie, 2009). In Palu Bay, the fusion of cultural memory with tourism not only sustains the community's identity but also creates an economic opportunity in a challenging post-disaster landscape.

Another significant aspect of local wisdom lies in the community's traditional ecological knowledge, particularly regarding coastal resource management. Historically, local communities have practiced sustainable resource use and mangrove conservation as part of their interaction with the coastal environment. After the disaster, these practices have been integrated into eco-tourism packages that emphasize environmental education and participatory conservation activities. Tourists can now engage in mangrove planting, coastal clean-up initiatives, and guided tours that highlight the cultural and ecological significance of these landscapes. Such initiatives contribute simultaneously to environmental sustainability and disaster risk reduction by restoring natural barriers against tsunamis and storm surges. This dual benefit underscores the role of local wisdom as both a cultural heritage and an environmental safeguard.

The transformation of local wisdom into tangible tourism experiences also illustrates the adaptive capacity of the Palu Bay community. Rather than perceiving local traditions as static relics of the past, stakeholders have mobilized these cultural assets as dynamic resources that can respond to contemporary challenges. This adaptive approach resonates with Agranoff's (2013) emphasis on leveraging endogenous resources in collaborative governance. By centering tourism development on cultural and ecological knowledge, the community not only restores its social fabric but also repositions itself within the competitive tourism market. This strategy mitigates the risks of cultural commodification by ensuring that tourism initiatives are grounded in authentic practices and community participation.

Moreover, embedding local wisdom into tourism planning strengthens social resilience. Cultural narratives and rituals provide a sense of continuity and meaning, helping individuals process collective trauma and envision a shared future. In this sense, local wisdom operates as a psychosocial resource that complements physical reconstruction efforts. It reinforces trust among community members and between local stakeholders and external actors, thereby enhancing the effectiveness of collaborative governance arrangements. This holistic role of local wisdom—spanning cultural identity, environmental stewardship, economic revitalization, and social cohesion—highlights its indispensability in post-disaster contexts.

In conclusion, local wisdom in Palu Bay is not merely a cultural artifact; it is an adaptive resource that underpins sustainable and resilient tourism development. Through the reframing of traditional values, rituals, and ecological knowledge, the community has crafted a distinctive tourism model rooted in authenticity and sustainability. This model addresses the dual imperatives of economic recovery and disaster risk reduction while preserving the cultural fabric of the region. As such, the integration of local wisdom into tourism strategies offers valuable lessons for other disaster-affected destinations seeking to balance heritage conservation, community resilience, and market competitiveness in the face of climate change and recurring hazards.

Stakeholder Collaboration in the Revitalization Process

The revitalization of Palu Bay tourism hinges on the interplay of multiple stakeholders, conceptualized within the Pentahelix framework—academics, business actors, government, community, and media (ABGCM). Each actor plays a distinct but interconnected role:

Government – Acts as a policy coordinator and facilitator. The City Government of Palu has mobilized expert staff, including academics, to provide research-based policy recommendations. It has also coordinated infrastructure restoration, security improvements, and the integration of disaster education into tourism programs.

Academics – Provide evidence-based insights through research and feasibility studies, ensuring that recovery initiatives align with both market demands and socio-cultural sensitivities. Their role extends to capacity building for local tourism workers.

Business Actors – Local and regional tourism entrepreneurs have invested in restoring accommodation facilities, developing new tour packages, and marketing Palu Bay as a resilient destination.

Community – Beyond being beneficiaries, community members actively co-create tourism products, from cultural performances to eco-tourism activities, and act as custodians of local wisdom.

Media – Plays a pivotal role in reshaping the image of Palu Bay through digital marketing campaigns, documentary features, and social media storytelling, thereby counteracting the negative perceptions associated with the disaster.

This collaborative structure is not without its challenges. Informants reported issues such as overlapping authority, resource limitations, and differing priorities among stakeholders. Nevertheless, opportunities for synergy remain significant, particularly in aligning tourism revitalization with broader disaster risk reduction and urban resilience strategies.

When compared to pre-disaster collaboration, the post-disaster model exhibits a heightened emphasis on inclusivity and inter-sectoral communication. Unlike in other regions where

collaboration often remains transactional, the Palu Bay case reflects a more relational approach, underpinned by shared trauma and collective recovery goals. This aligns with Emerson and Balogh's (2012) concept of integrative governance, where trust and mutual accountability form the bedrock of collaboration.

Illustration of the Collaboration and Sustainability Model

In order to conceptualize the interaction between these stakeholders and their contributions to long-term sustainability, Picture 2: Creating Sustainability is presented below. Although originally adapted from a general sustainability model (source: https://www.rmagreen.com/rma), its relevance to the Palu Bay context lies in its depiction of interdependent entities working towards a shared vision.

Picture 1. Creating Sustainability
(Source: https://www.rmagreen.com/rma, accessed 01/01/2024)

In this study, the model is localized by mapping each stakeholder group in the Pentahelix framework to the sustainability pillars—environmental stewardship, economic viability, and socio-cultural vitality. For example, community-led mangrove conservation corresponds to the environmental pillar, tourism entrepreneurs' investment in infrastructure supports the economic pillar, and cultural-religious events reinforce socio-cultural vitality. The model thus serves as a heuristic tool for visualizing the synergy necessary for sustainable post-disaster tourism.

Implications for Tourism, Hospitality, and Destination Development

The revitalization of Palu Bay tourism after the 2018 disaster presents multi-dimensional implications that extend beyond mere physical reconstruction. It encompasses strategic considerations in destination development, hospitality industry revitalization, community empowerment, and marketing approaches. These implications are crucial for positioning Palu Bay as a resilient and culturally rich destination that not only recovers from adversity but also leverages local wisdom as a unique value proposition.

Embedding disaster remembrance and local wisdom into destination branding represents a critical step in differentiating Palu Bay in an increasingly competitive tourism market. Post-disaster destinations often face reputational challenges, as external perceptions are shaped by narratives of vulnerability rather than attractiveness. By curating heritage trails, memorial sites, and cultural festivals, Palu Bay can transform its traumatic past into a symbol of resilience and learning. Heritage trails that connect significant sites related to the 2018 disaster, combined with educational storytelling, can serve as both a commemorative and educational experience for visitors (Rahman, 2021).

Similarly, the development of cultural festivals that blend commemoration with celebration strengthens the cultural identity of the region while creating memorable tourist experiences. These festivals can incorporate traditional music, dance, and rituals, thereby preserving intangible cultural heritage while boosting the local economy. In this context, the destination development strategy should integrate principles of disaster tourism management, ensuring that the memorialization process respects local sensitivities and avoids exploitative practices.

The hospitality sector in Palu Bay experienced significant disruption following the disaster, with many facilities damaged or rendered non-operational. The recovery phase offers an opportunity to reimagine hospitality services through the integration of local cultural themes. Architectural designs inspired by traditional Kaili houses, for example, can be adopted in hotel and guesthouse renovations to provide visitors with an authentic sense of place. This approach aligns with the growing demand for experiential tourism, where visitors seek deeper connections with local culture and traditions (Smith & Brown, 2020).

Culinary offerings present another avenue for reinforcing cultural authenticity within the hospitality industry. Hotels and restaurants can feature menus based on local recipes, highlighting indigenous ingredients and cooking methods. Such culinary integration not only differentiates Palu Bay from other destinations but also creates new economic opportunities for local farmers and food artisans. Moreover, incorporating cultural narratives into the hospitality experience—through interior design, staff uniforms, and service rituals—enhances visitor engagement and satisfaction.

Sustainable tourism revitalization hinges on active community involvement. Local residents must be empowered to participate as key stakeholders rather than passive beneficiaries. Training programs that equip residents with skills in guiding, storytelling, and small-scale entrepreneurship are essential for building local capacity (Putra, 2022). These initiatives enable residents to create value-added services, such as guided tours, handicraft production, and homestay operations, which diversify

income sources and reduce dependence on external actors.

Furthermore, participatory planning processes should be institutionalized to ensure that tourism development aligns with community aspirations and cultural norms. Community-based tourism models, supported by cooperatives or village-owned enterprises (BUMDes), can enhance local ownership and accountability. This participatory approach not only fosters economic resilience but also mitigates social tensions that may arise from unequal benefit distribution.

Effective marketing is critical to repositioning Palu Bay as a destination of resilience and cultural vibrancy. Digital storytelling emerges as a powerful tool in this context, enabling stakeholders to craft compelling narratives that highlight both recovery efforts and cultural richness (Widodo & Hartati, 2021). By leveraging social media platforms and digital content, destination marketers can shift external perceptions from a disaster-stricken zone to a thriving cultural landscape.

Storytelling campaigns should emphasize themes of resilience, renewal, and cultural pride, featuring testimonies from local residents and showcasing authentic experiences. Collaborative efforts with influencers, travel bloggers, and media outlets can amplify these narratives, reaching a global audience. Additionally, strategic partnerships with tour operators and online travel agencies (OTAs) can enhance the visibility of curated experiences such as heritage trails, cultural festivals, and culinary tours.

In sum, the implications for tourism, hospitality, and destination development in Palu Bay underscore the need for an integrated approach that combines cultural sensitivity, economic inclusivity, and innovative marketing. By embedding local wisdom and disaster remembrance into the core of its revitalization strategy, Palu Bay can position itself as a model for resilient and culturally sustainable tourism development in post-disaster contexts.

Replicability and Transferability

The collaborative model applied in the revitalization of Palu Bay tourism offers significant insights that can be replicated in other disaster-affected destinations. This model highlights the importance of integrating cultural values and local wisdom into recovery strategies, creating a holistic approach that not only rebuilds the physical aspects of tourism but also restores the socio-cultural fabric of the community. Integration of local wisdom is a key transferable element because it ensures that recovery initiatives resonate with the identity and traditions of the local population. By embedding cultural values into the planning and execution phases, communities are more likely to engage actively in the recovery process, thereby strengthening social cohesion and ownership of tourism products. This authenticity becomes a unique

selling point, allowing destinations to differentiate themselves in the competitive tourism market while maintaining cultural integrity.

Another essential component of this model is inclusive multi-stakeholder governance, which is effectively operationalized through the Pentahelix framework. This approach brings together five critical sectors—government, private businesses, academia, civil society, and the media—ensuring that recovery efforts are not fragmented but instead harmonized under a shared vision. Involving diverse stakeholders promotes comprehensive decision-making and resource mobilization, which are particularly critical in post-disaster contexts where capacities are often strained. For instance, government agencies provide regulatory and infrastructural support, businesses contribute investment and market expertise, while academic institutions generate research-driven solutions to ensure evidence-based policy development. Civil society groups play a crucial role in mobilizing community participation, and the media ensures transparency and effective dissemination of information to wider audiences. This level of coordination creates a robust governance ecosystem capable of navigating the complexities of disaster recovery and tourism revitalization (Pentahelix, 2023).

Equally significant is the alignment of recovery initiatives with sustainability goals. Incorporating environmental, economic, and socio-cultural sustainability into the core of tourism development not only addresses immediate recovery needs but also sets the foundation for long-term resilience. In the case of Palu Bay, environmental sustainability involves implementing eco-friendly practices to restore coastal ecosystems damaged by the tsunami, while economic sustainability is achieved through community-based enterprises that generate local income and reduce dependency on external actors. Socio-cultural sustainability ensures that tourism activities do not erode traditional norms but instead reinforce cultural heritage as a central component of the tourist experience. This multidimensional alignment with sustainability principles positions tourism as a tool for inclusive and resilient development, particularly in regions vulnerable to recurring natural hazards.

While specific cultural expressions of local wisdom may differ across destinations, the fundamental principles of community-led collaboration, participatory governance, and resilience-oriented tourism development remain universally relevant. The adaptability of these principles underscores the potential for broader application in other disaster-affected regions. By adopting these transferable elements, destinations can accelerate recovery while safeguarding cultural heritage and environmental integrity, ultimately creating a tourism model that is both resilient and context-sensitive. Therefore, the Palu Bay experience

demonstrates that disaster recovery in tourism should not be viewed merely as a technical challenge but as an opportunity to rebuild stronger, more inclusive, and sustainable tourism ecosystems for the future.

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