



## Post Covid-19 Economic Cooperation on Tourism Sector between Asean Member States

Henike Primawanti<sup>1\*</sup>, Windy Dermawan<sup>2</sup>, Salsabila Andini<sup>3</sup>, Zalika Putri<sup>4</sup>

<sup>1,3,4</sup>Universitas Komputer Indonesia, Bandung, Indonesia

<sup>2</sup>Universitas Padjadjaran, Bandung, Indonesia

Correspondence: E-mail: [henike@email.unikom.ac.id](mailto:henike@email.unikom.ac.id)

### ABSTRACT

The Covid-19 pandemic has resulted in an economic contraction in the tourism sector. Most people believe that this situation will last for a long time. The impact of COVID-19 on international economic cooperation in the tourism sector is significant, with a drastic drop in the number of tourists and the cancellation of many international events. This has led to disruptions in revenue streams, job cuts and disruptions in other related sectors. Our research found that before the pandemic, the tourism sector contributed 12.8% to the regional economy, but the pandemic has also led to accelerated digital transformation, increased e-commerce, and government economic stimulus policies for recovery. ASEAN seeks to bounce back through regional cooperation, investment, and economic diversification to face post-pandemic challenges. This paper aims to examine the impact of COVID-19 on international economic cooperation in the tourism sector as well as the collaborative efforts ASEAN can make and demonstrate the need to work together to restore tourism life after the pandemic.

### ARTICLE INFO

**Article History:**

*Submitted/Received 22 Nov 2024*

*First Revised 31 Des 2024*

*Accepted 29 March 2025*

*First Available online 30 Jun 2025*

*Publication Date 30 Jun 2025*

**Keyword:**

*ASEAN, Cooperation, COVID-19, Economy, Tourism Sector.*

## 1. INTRODUCTION

The year 2020 is a year when the whole world faces a situation that has never been experienced and anticipated. Several months into this year, there are realizations that this condition is not temporary. The pandemic caused by the Covid-19 virus is likely to be a world problem for some time to come. Covid-19 has significantly impacted lives and economies across the globe ever since it was officially recognized as a pandemic in March 2020. The impact of the pandemic has also extended to the Association of Southeast Asian Nations (ASEAN). By 11 November 2020, the ten ASEAN Member States (AMS) together represented approximately 2.0% of the total confirmed cases and 1.9% of the total fatalities reported globally (37th ASEAN Summit, 2020). Various efforts also have been made, and most of them are still focused on overcoming the current impact and reducing the speed of spread or what is known as flattening the curve.

By looking through the development trend in treatment to date, predictions have emerged that this condition will last quite a long time (Arrasyid et al., 2024). This, an emergency condition that was previously seen as temporary will soon become a necessity. Although currently almost all attention is focused on handling the impact, it is necessary to start thinking about what the new normal should be. The complexity of the problem is getting higher because there are many dynamic and unpredictable aspects. The data available is also very limited and constantly changing. Therefore, the discussion about the new normal needs to be done in specific fields, prioritizing the most affected areas or areas that can raise further problems that may be bigger (Darmawan & Parhan, 2023 ; Ruhimat et al., 2023).

According to JISIP (2022) The global economy has been deeply affected by the COVID-19 pandemic, and the ASEAN region has likewise experienced significant repercussions. In response to the pandemic, many governments enforced stringent lockdown measures and travel limitations, leading to substantial interruptions in economic operations across multiple industries. Industries such as tourism, manufacturing, and trade, which are crucial to ASEAN's economic growth, experienced sharp declines, leading to job losses and financial instability. Moreover, the pandemic exposed vulnerabilities in supply chains and highlighted the region's dependence on global markets. Small and medium-sized enterprises (SMEs), which serve as a crucial foundation of ASEAN economies, faced considerable challenges to their survival amid declining consumer demand and insufficient access to financial assistance. While governments introduced stimulus packages to mitigate the crisis, the long-term economic recovery remains a challenge (Darmawan et al., 2023 ; Arrasyid et al., 2019).

The COVID-19 pandemic has swiftly impacted nearly every dimension of life across nations. Virtually all sectors including economic, political, social, and cultural spheres have experienced its far-reaching effects. (Isya et al., 2021). Retrieved from DIPONEGORO JOURNAL OF ECONOMICS 2022 the official website of the United Nations (UN), Asia is home to approximately 60% of the global population and is geographically categorized into several subregions, namely Southeast Asia, East Asia, South Asia, West Asia, and Central Asia. There are fifty sovereign countries in this region, both developing and developed countries. Data on countries with the highest number of positive Covid-19 cases in the Asian region as of January 2021. The highest case in Asian countries is India with 10.2 million cases, the second position is Russia with 4.5 million cases, the third position is Turkey with 2.1 million cases. is Turkey at 2.1 million cases, the fourth position is Bangladesh at 1.2 million cases, the fifth position is Iran at 1.2 million cases. cases, the fifth position is Iran at 1.2 million cases, the sixth position is Indonesia with at 727 thousand cases, seventh position is Iraq at 621 thousand cases, eighth position is the Philippines at 477 thousand cases.

The shock of the Covid-19 Pandemic will affect the behavior of investors in developed and developing countries. developed and developing countries (Chiah & Zhong, 2020). This research explains that investors tend to trade more intensel In developed countries than developing countries because of the developed countries than developing countries because they are based on strong legal protection and strong governance systems. and good governance systems in their countries. The Covid-19 pandemic will affect economic conditions in emerging markets (Janus, 2021). This is explained in his research, the existence of the Covid-19 Pandemic will encourage investors to move their funds to emerging markets investors to move their funds to safer places.

According to OECD (2020) According to the OECD Tourism Trends and Policies 2020 report, tourism constitutes a major economic sector both globally and locally, offering substantial opportunities for inclusive and sustainable economic growth. The industry contributes to foreign exchange earnings, promotes regional development, directly sustains numerous jobs and enterprises, and plays a vital role in supporting local communities. Furthermore, the OECD stated that global tourism has continued to develop for more than six decades. Driven by strong global economic growth and outbound markets, international travel receipts in 2018 saw a growth of 4.8% compared to 2017. Since the turn of the century, global travel expenditure has more than tripled, rising to US\$ 1.5 trillion in 2018, and accounts for 7% of global exports of goods and services.

In March 2020, the World Tourism Organization (UNWTO) stated that the effects of the Covid-19 pandemic would reverberate across the entire tourism value chain. Approximately 80% of small and medium-sized enterprises operating within the tourism industry impacting millions of livelihoods globally were adversely affected. In light of the pandemic, UNWTO adjusted its forecast for international tourist arrivals, projecting a decline ranging from 1% to 3%. This downturn was estimated to result in revenue losses between US\$30 billion and US\$50 billion. Countries in the Southeast Asia region are currently struggling to rise after being hit by the Covid-19 pandemic, which devastated many economic sectors, including tourism. However, if we look at it from another perspective, the pandemic can be used by ASEAN to reorganize the tourism sector and take it as a kind of reset button. Although the ASEAN single visa has not been implemented and the pandemic is not over yet, ASEAN member states can rise together to restore the tourism sector. With the decline in the tourism sector, specific steps need to be taken, and, in this case, cooperation plans need to be undertaken by ASEAN member states to restore the tourism sector.

The global tourism industry has experienced extensive and significant consequences due to the decline in both domestic and international tourist demand, triggered by the imposition of travel restrictions by numerous countries seeking to mitigate the spread of the potentially lethal virus. However, the Minister of Tourism, Arts, and Culture of Malaysia, Nancy Shukri, said that the pandemic brought an opportunity to change the tourism industry (Ministry of Tourism Art and Culture Malaysia, 2021). Thus, The Covid-19 pandemic has highlighted the reality that no nation can effectively combat a global health crisis in isolation. There is an urgent need for international collaboration to enable any country to address this deadly virus. Managing the Covid-19 pandemic requires broad and coordinated collaboration with effective leadership. In fact, we already have a set of global institutions and initiatives, but they don't play a role when countries don't tackle them together. For this reason, this paper will identify things that need to be discussed related to the ASEAN tourism sector during a pandemic, namely the type of cooperation on tourism sectors between ASEAN member states, the tourism sector situation between ASEAN member states before and during Covid-19, the impact of Covid-19 on the tourism sector towards economic cooperation between

ASEAN member states, and the post Covid-19 economic cooperation on tourism sector between ASEAN member states?

## 2. LITERATURE REVIEW

Covid-19 pandemic should be considered as a contemporary issue as it happens in the globalized era. Therefore, we should approach this matter with contemporary theory. In International Relations, one of the most influential contemporary theories is neoliberalism (Powell, 1994). Complex interdependence theory is one of the central components of neoliberalism. Complex interdependence theory is a significant framework within the field of international relations that challenges traditional realist perspectives on global politics. Formulated by Robert Keohane and Joseph Nye during the 1970s, the theory of complex interdependence underscores the intricate dynamics of international relations, focusing on the extensive linkages and mutual dependencies among states, non-state entities, and transnational actors. This paper will delve into the key concepts and implications of complex interdependence theory and discuss its relevance in understanding contemporary global dynamics.

Complex interdependence theory fundamentally asserts that, in today's global context, the influence over international affairs is no longer limited to nation-states. It highlights the rising prominence of non-state participants such as multinational enterprises, NGOs, and global institutions in shaping international dynamics. These actors play crucial roles in shaping global outcomes, engaging in economic, social, cultural, and environmental interactions that transcend national borders. The theory contends that the traditional emphasis on military power and state-centric approaches fail to capture the intricate web of interdependencies that characterize contemporary international relations.

According to complex interdependence theory, actors in the international system are interconnected through a multitude of channels and dependencies. This interconnectedness reduces the likelihood of resorting to military force as a primary tool of statecraft. States are instead compelled to seek mutually beneficial outcomes through negotiation, cooperation, and diplomacy. Economic interdependence, in particular, is highlighted as a significant aspect of complex interdependence, as it fosters cooperation and reduces the incentives for conflict. States become more reliant on economic exchanges, and disruptions in these exchanges can have far-reaching consequences, motivating actors to prioritize cooperative strategies.

Furthermore, complex interdependence theory challenges the notion of clear-cut hierarchies and power dynamics among states. It suggests that power is not solely determined by military capabilities or geographical location but is also derived from the ability to wield influence in various issue areas. States may possess asymmetrical power in different domains, such as economic, technological, or environmental spheres. As a result, power is distributed among multiple actors, and the ability to mobilize resources, build alliances, and exert influence becomes crucial in international relations.

The theory also highlights the role of international institutions in managing complex interdependence. Institutions provide platforms for cooperation, negotiation, and the resolution of disputes. They facilitate dialogue, establish norms and rules, and help manage the tensions and conflicts arising from interdependencies. International institutions, such as the United Nations, World Trade Organization, or International Monetary Fund, serve as mediators and mechanisms for collective decision-making, promoting stability and cooperation in the international system.

In the contemporary world, complex interdependence theory remains highly relevant in understanding global dynamics. Globalization has intensified interconnections and interdependencies, shaping various issue areas such as trade, finance, public health, climate change, and security. Transnational challenges require collaborative responses that go beyond the capabilities of individual states. Non-state actors, such as multinational corporations, civil society organizations, and global networks, have gained significant influence and play pivotal roles in shaping policies and outcomes.

We believe it could help look upon post Covid-19 economic cooperation on tourism sectors between ASEAN member states to make an outlook regarding this matter using complex interdependence theory. Genest (1996) defined it as a transnationalist economic concept based on some assumptions such as states are not the only actors that matter, social welfare issues share a proportional stage with security issues, and the characteristics of cooperation are as dominant as conflict (Rana, 2015).

Complex interdependence theory offers a useful lens through which to analyze the evolving nature of international relations, especially in the context of regional groupings like the Association of Southeast Asian Nations or ASEAN. Established in 1967, ASEAN has aimed to foster collaboration, maintain peace, and ensure stability among its member countries. This essay will explore how complex interdependence theory can shed light on ASEAN's role and the nature of its interactions in the region.

At its foundation, complex interdependence theory highlights the extensive networks of connection and mutual reliance that exist between states, non-state entities, and a range of transnational actors. In the case of ASEAN, member states are linked through economic, political, social, and cultural exchanges. Trade and investment flows, people-to-people interactions, and cross-border challenges such as migration, terrorism, and environmental issues create a web of interdependencies within the region.

Complex interdependence theory challenges the traditional realist view that power and security are primarily achieved through military strength and dominance. Instead, it recognizes that ASEAN member states are mutually dependent on each other and that cooperation and diplomacy are essential for addressing regional challenges. The way ASEAN addresses conflict resolution and decision-making illustrates its interdependent character, with a strong focus on achieving consensus, fostering dialogue, and upholding the principle of non-intervention in the internal affairs of its member nations.

Economic interdependence plays a vital role within ASEAN's broader framework of complex interdependence. The region has undergone substantial economic integration, notably marked by the creation of the ASEAN Economic Community (AEC) in 2015. Member countries maintain closely linked economies through extensive trade relations, cross-border investments, and integrated supply chains. Such economic interdependence encourages collaborative relations and diminishes the potential for conflict, as each state benefits from and seeks to preserve stable and mutually beneficial economic ties.

Moreover, ASEAN exemplifies the role of international institutions in managing complex interdependence. The ASEAN Secretariat, ASEAN Regional Forum, and other ASEAN-led mechanisms provide platforms for dialogue, cooperation, and conflict resolution. These institutions facilitate negotiations on various issues, including trade, security, and regional integration. They promote the establishment of norms, rules, and shared understandings among member states, contributing to stability and cooperation in the region.

The non-state actors within ASEAN also play a crucial role in the complex interdependence framework. Civil society organizations, multinational corporations, and other transnational actors contribute to the region's social, economic, and political dynamics. They advocate for

various causes, shape public opinion, and engage in cross-border activities that transcend national boundaries. Their involvement further underscores the multifaceted nature of ASEAN's interactions and the need to consider non-state actors in the decision-making process.

Furthermore, complex interdependence shows that all states have an absolute gain, as they can benefit peacefully by following the principle of comparative advantages. Besides, absolute gain counts the total effect, which includes power, security, economic, and cultural effects from an action. In complex interdependence, nations push away their conflict and cooperate to achieve financial gains (Cai, 2011). Complex interdependence theory offers valuable insights into the multifaceted nature of international relations in the modern era. It highlights the importance of understanding interdependencies, non-state actors, and the role of institutions in shaping global outcomes. The theory challenges traditional state-centric perspectives and emphasizes the need for cooperation, negotiation, and diplomacy to address complex global challenges.

We could see the implementation of complex interdependence in Australia-Indonesia cybersecurity cooperation. This cooperation is essential for Indonesia as it gives significant political and military power. On the other hand, Australia saw the importance of this cooperation to achieve some purpose, such as preventing military conflict with Indonesia, stabilizing Indonesia, maintaining Indonesia's unity and society, and achieving closer involvement at the society level with Indonesia (Lestari, 2021). Other than that, we can analyse cooperation between state and non-state or sub-state actors by using complex interdependence theory. For example, some cities in New Zealand have cooperated with some countries, such as China and Japan, which made the economy beneficial for both parties (Issundari, 2019).

By examining the complex interdependence theory and its case study, we believe this theory will help us to explain the pre Covid-19 and current situation of economic cooperation on tourism sectors between ASEAN member states. Aside from this, it will be helpful to look upon post Covid-19 economic cooperation on tourism between ASEAN member states, specifically in the tourism sector. In addition, this paper will use the qualitative approach during the research and literature review for data collection.

### 3. METHODS

To answer the research questions, the author will use qualitative research methods. Qualitative research methods are widely used in academic papers to gather in-depth insights and understanding of complex phenomena, subjective experiences, and social processes. Unlike quantitative research, which focuses on numerical data and statistical analysis, qualitative research emphasizes exploring meanings, interpretations, and contextual understanding. A qualitative approach is used because there are similarities between this paper with the four qualitative research orientations put forward by W. Lawrence Neuman in his book entitled *Social Research Methods: Qualitative and Quantitative Approaches*, namely understanding data as something that is not perfect, there is an interpretive approach and critical on social issues, non-linear research stages, and research logic which is logic in practice (Neuman, 1997). With that being said, this paper expected to be able to describe, explore, and explain problems with deeper understanding. Study of academic literature as a qualitative data collection technique as well as secondary data obtained through sources, such as through books, journals, websites, and other supporting documents. Qualitative research methods with secondary data involve analysing and interpreting existing data sources that were collected for purposes other than the researcher's specific study. Instead

of gathering new data through interviews or observations, researchers use pre-existing data sets, documents, or archival records to conduct their qualitative analysis. Then the writer analyses the secondary data based on the author's interpretation and reflection.

## 4. RESULTS AND DISCUSSION

### 4.1. Tourism Sector: ASEAN Economic Blueprint 2025

The foundation of the Association of Southeast Asian Nations (ASEAN) is built upon three core components that define the ASEAN Community: economic integration, political-security cooperation, and socio-cultural collaboration (Najmasani, 2023). To guide progress and pinpoint potential obstacles to achieving these goals, ASEAN introduced the Master Plan on Connectivity. This strategic document presents various initiatives to deepen regional ties. These include enhancing transportation links, building robust infrastructure, improving institutional coordination, and fostering interpersonal exchanges. Among these, the tourism sector plays a vital role in strengthening bonds between citizens across member states (Darman, *et al.*, 2020).

Tourism serves as a pivotal industry that can substantially increase foreign revenue and boost national economies. Recognizing this potential, ASEAN actively works to facilitate easier travel among countries in the region to maximize mutual gains. This emphasis on seamless travel is evident in ASEAN's ongoing dialogue and policy discussions. High-level meetings, such as the ASEAN Transport Ministers Meeting and the ASEAN Tourism Forum (ATF), have addressed transportation-related challenges. Additionally, ASEAN developed a strategic tourism framework known as the ASEAN Tourism Strategic Plan (ATSP), which outlines efforts to resolve logistical barriers and accelerate tourism development (Darman, *et al.*, 2020). This plan, established by the tourism authorities of each country, aims to sustain strong growth by advancing marketing, human capital, investment, and regional coordination (ASEAN, 2016).

The AEC Blueprint functions as a guiding framework to bring ASEAN's vision to life, facilitating deeper integration with the goal of inclusive regional prosperity (ASEAN Study Center, 2023). Tourism is identified as a central component in advancing this integration, as it supports economic expansion, intercultural engagement, and environmentally conscious development. It is acknowledged as a key sector for generating employment and driving economic performance across ASEAN. With a wealth of cultural assets and natural beauty, the region holds immense appeal for international travelers. The blueprint emphasizes enhancing infrastructure, streamlining mobility, and strengthening promotional strategies to unlock this potential. Investment in tourism-related facilities and policies that ease movement across borders can significantly boost the number of visitors, increase income, and open up job opportunities.

Another focus of the blueprint is to more tightly link tourism to the broader regional economy while encouraging collaborative efforts in various fields (ASEAN, 2025). Member nations are encouraged to partner on initiatives such as joint tourism campaigns, the creation of regional travel experiences, and professional training (ASEAN Tourism Strategic Plan, 2025). These joint efforts create opportunities to learn from one another and produce high-quality travel offerings. Cooperation enhances the competitiveness of the region as a single destination, giving it greater visibility and appeal globally.

Additionally, ASEAN aspires to establish itself as a top-tier travel destination, distinguished by its rich variety of experiences and a commitment to sustainable and responsible tourism. This vision is grounded in efforts to make tourism both inclusive and sustainable, with a strong focus on community involvement and private sector participation (ASEAN Framework, 2023). The approach reflects worldwide trends that increasingly favor environmentally and socially

responsible travel. Prioritizing these values boosts ASEAN's standing among global travelers who are drawn to ethical tourism.

The ASEAN Economic Blueprint 2025 also underlines the transformative role of innovation and digital tools in managing tourism growth responsibly. Technology-driven destinations, referred to as "smart destinations," are seen as catalysts for sustainable development. These places rely on advanced digital infrastructure to monitor impacts and support long-term planning. ASEAN's Smart Cities Network and its digital economy initiatives are central to this strategy (ASEAN Framework, 2023). The embrace of digital transformation positions the region to compete effectively on the global tourism stage.

According to the AEC 2025 vision, ASEAN aims to emerge as a leading travel destination, offering varied and memorable regional experiences. This vision is grounded in the principles of inclusivity, sustainability, and shared prosperity (ASEAN Tourism, 2012). Nonetheless, significant challenges remain. Inadequate transportation links across air, land, and sea routes, along with the absence of essential travel information services, continue to hinder tourism development (Melisa & Halim, 2024). The outlined goals and action steps seek to overcome these barriers by improving safety standards, addressing infrastructure gaps, and promoting a fairer distribution of tourism's benefits. Realizing this vision involves a twofold strategy: first, increasing the region's overall competitiveness by upgrading human resource capabilities and expanding travel infrastructure; second, cultivating a more inclusive and environmentally friendly model of tourism for the future (Direktur Jenderal Kerja Sama ASEAN, 2015).

#### **4.2. Tourism Sectors in ASEAN, Before and After COVID-19**

ASEAN has long been recognized as a popular and dynamic tourism destination, drawing millions of visitors annually. Prior to the Covid-19 pandemic, the region successfully leveraged tourism as a key driver of regional integration, spurring economic growth, cultural exchange, and sustainable development. Tourism acted as a powerful engine driving ASEAN's economic progress across its member countries (Musthofa et al., 2023). From its pristine beaches and tropical islands to ancient temples and vibrant cities, the region offered a diverse array of experiences to suit a variety of interests. Thailand, renowned for its lively street markets and beautiful beaches, attracted tourists seeking both adventure and relaxation. Malaysia drew visitors with its rich cultural heritage, modern cities, and lush rainforests. Vietnam captivated travelers with its stunning landscapes and lively street scenes. Each ASEAN country presented its own unique appeal, contributing to a rich tapestry of experiences for global tourists.

Connectivity was a vital factor in the growth of tourism within ASEAN. The region boasted an extensive network of air, sea, and land transportation, making it highly accessible to travelers from around the world. Modern and well-connected airports served as regional hubs for international flights, facilitating easier access to various destinations (Chheang, 2013). ASEAN nations also made significant investments in enhancing their transportation infrastructure, improving connectivity between key cities and popular tourist spots. This level of accessibility played a crucial role in attracting tourists and ensuring smooth travel across the region.

Asia, with its rich history and diverse cultures, has cultivated a hospitality ethos that is warm, service-oriented, and deeply rooted in family values and a commitment to harmony. At the same time, Asian hospitality has the remarkable ability to integrate longstanding traditions with modern global hospitality standards, striking a balance between cultural warmth and professional efficiency (Swiss Education, 2025). This unique approach to hospitality created positive and memorable experiences for tourists, encouraging repeat visits and recommendations, positioning ASEAN as a preferred destination. Additionally, the

promotion of cultural heritage and ecotourism was a significant aspect of the region's tourism strategy. ASEAN member countries prioritized the preservation and celebration of their unique traditions, customs, and historical sites, attracting tourists with a deeper appreciation for the region's cultural richness and environmental sustainability. Visitors had the opportunity to immerse themselves in local cultures, witness traditional ceremonies, and explore ancient ruins. Ecotourism was also encouraged, with efforts to protect natural landscapes and promote sustainable practices. This focus on cultural preservation and sustainable tourism attracted responsible travellers who sought authentic experiences and wanted to contribute positively to the local communities and environments they visited.

Before Covid-19 hit the world and later affected the tourism sectors around worldwide, including in ASEAN, this region has had immense potential in this sector. According to World Travel & Tourism Council (WTTC) report in 2018, the tourism sector contributes 12.8% to ASEAN's GDP. The significance of the economic contribution generated from this sector even places tourism professionals under the ASEAN Mutual Recognition Arrangements (MRAs). MRAs aims to promote the cross-border mobility of foreign professional workers by recognizing, licensing, or certifying professional service suppliers of countries participating in this arrangement (The ASEAN Secretariat, 2019: 35).

Furthermore, according to the data from 2018, one of the ASEAN member states, Thailand, became the second most visited country in Asia and placed ninth in the world. The number of international visitors to Thailand reached 38 million, with an 8% annual growth number. Behind Thailand, other Southeast Asian nations, such as Malaysia, Vietnam, Singapore, and Indonesia, attracted more than 10 million visitors in 2018 alone. Besides, other countries in this region, Vietnam, Laos, and Cambodia, posted remarkable growth throughout the year by having a minimum of 10% growth in each country. Overall, this region saw many tourist arrivals numbers and revenue improvement at 7% and 5% for each segment (World Travel Organization, 2019: 9,19).

The growth continued in 2019. Thailand successfully defended its position with 39,7 million visitors, followed by Malaysia, Vietnam, Indonesia, and Singapore (UN World Travel Organization, 2020: 19). However, as the Covid-19 cases surged, the tourism industry in the region is under threat. The number of international visitors plummeted severely, especially among these most visited ASEAN nations. We can take a look by looking through the chart below.

The figure presents the number of international tourist arrivals (in million) to the five most visited ASEAN countries-Thailand, Malaysia, Vietnam, Singapore, and Indonesia-from 2018 to 2020. The figure represents ASEAN international tourist arrivals by showing the number of international tourist arrivals (in millions) in the five most visited ASEAN countries Thailand, Malaysia, Vietnam, Singapore, and Indonesia between 2018 and 2020. The data is presented in three colors: blue for 2018, red for 2019, and green for 2020. Thailand recorded the highest arrivals, exceeding 39 million in 2018 and 2019, followed by Malaysia with over 25 million. Vietnam, Singapore, and Indonesia had between 15-20 million visitors in the same period. A significant drop in arrivals was evident in 2020 across all countries, likely due to the COVID-19 pandemic. The numbers in the figure are measured in millions, which emphasizes the severe impact the pandemic has had on tourism.

Apart from the complete loss in international arrivals number, these ASEAN member nations experienced devastating economical loss throughout the year. For instance, Singapore lost over S\$4.2 billion or equal to US\$3 billion in year-on-year tourism receipts (Singapore Tourism Board, 2020: 2). While its neighbor, Malaysia, faces an estimated loss of

RM23 million or equal to US\$5 million from 170,000 hotel rooms cancellation from 11 January 2020 until 16 March 2020 (Foo, et al., 2020).

Meanwhile, as the most visited country in ASEAN, Thailand is estimated to lose almost one trillion baht or equal to US\$38 billion of tourism recipients. Furthermore, the strong relations between the tourism and business sectors account for an estimated economic loss from \$5 to \$6 billion. Other than that, Vietnam and Indonesia, as the other ASEAN nations on the top five most visited nations in the regions list, respectively lost US\$23 billion and US\$696 billion (Huynh, et al., 2022). Generally, by examining those examples, crucial changes experienced by ASEAN members, specifically in tourism sectors, before and after Covid-19, could be seen clearly.

One of the key strategies adopted by ASEAN member countries is the promotion of domestic tourism. With international travel restrictions and uncertainties, domestic tourism has become the lifeline for the industry. Governments have launched campaigns to encourage locals to explore their own countries, showcasing hidden gems and promoting local experiences. This focus on domestic tourism not only helps to stimulate economic activity but also strengthens the sense of national identity and pride.

Health and safety measures have taken centre stage in the post Covid tourism landscape. ASEAN countries have implemented stringent health protocols and hygiene standards to ensure the safety of tourists and industry stakeholders. Temperature screenings, mask mandates, social distancing, and increased sanitization practices have become the new norm in tourist destinations. This emphasis on health and safety instils confidence in travellers and demonstrates the commitment of ASEAN member countries to providing a secure environment for tourism activities (Arnakim, et al., 2023).

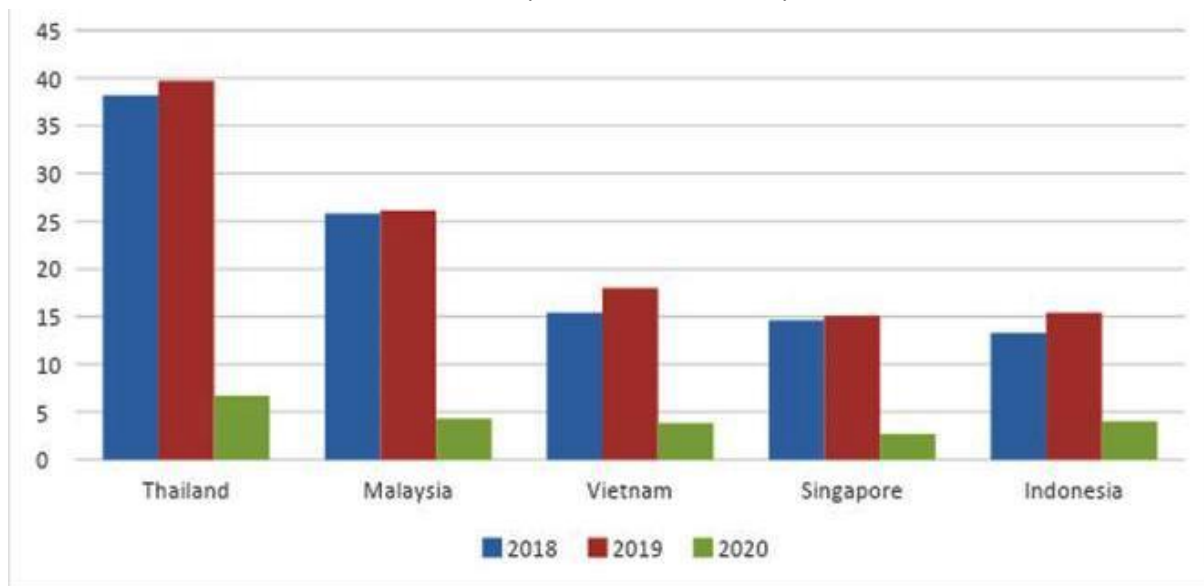
Digitalization has played a crucial role in the recovery of the tourism sectors in ASEAN. Contactless transactions, online bookings, and virtual experiences have gained prominence. Travelers can now access information, make reservations, and even take virtual tours from the comfort of their homes. ASEAN countries have also leveraged digital platforms and social media to market their destinations and engage with potential visitors. This digital transformation has not only enhanced the visitor experience but also improved operational efficiency for tourism businesses (Zakiyy, et al., 2021).

Sustainability has emerged as a key focus in the post-pandemic tourism sectors of ASEAN. The crisis has highlighted the importance of responsible tourism and the need to protect the environment and local communities. Member countries have intensified efforts to promote sustainable practices such as eco-tourism, community-based tourism, and conservation initiatives. By integrating sustainability into tourism development, ASEAN aims to create a resilient and inclusive industry that preserves natural resources and supports the well-being of local communities.

Regional collaboration remains vital in the recovery phase. ASEAN member countries continue to work together to promote the region as a safe and attractive destination. Joint marketing campaigns, such as "Visit ASEAN" initiatives, aim to attract international tourists once travel restrictions are lifted. Cross-border initiatives and partnerships facilitate the sharing of best practices, knowledge, and resources among member countries. This collaborative approach strengthens ASEAN's position as a cohesive and competitive tourism destination on the global stage.

### Figure 1.

Numbers of International Arrivals  
among Top Five Most Visited ASEAN Nations from 2018-2020  
(Numbers in Million)



#### 4.3. Covid-19 On Tourism Sector Towards Economic Cooperation In ASEAN

The Covid-19 pandemic has highlighted that no country can effectively combat a pandemic in isolation. International cooperation is essential for any nation to tackle such a deadly virus. As a regional organization in Southeast Asia, ASEAN has collaborated in efforts to address the ongoing Covid-19 crisis. In response, ASEAN has proposed regional cooperation initiatives to mitigate the effects of the pandemic. ASEAN leaders have developed plans and discussed various policies, all aimed at strengthening regional cooperation in combating the Covid-19 outbreak (Kunaviktitul, 2022).

The strict lockdown measures implemented by Singapore at the onset of the Covid-19 outbreak were soon adopted by several other ASEAN member countries, including the Philippines, Malaysia, and Vietnam. This policy led to significant disruptions across various sectors, particularly in the industrial domain. For decades, tourism development in ASEAN cannot be separated from the potential possessed by ASEAN member countries to support tourism. A fascinating cultural diversity is influenced by the existence of very diverse religions, customs, and arts. Not only is that, but the geographical location of ASEAN also an interesting reason for this region to be visited. Geographical location dramatically influences the creation of natural beauty owned by almost all countries that are members of ASEAN. The number of tourists' visits to ASEAN countries has continued to increase every year. Thus, the high growth rate of tourists coming to Southeast Asia is in line with the increasing GDP of countries in Southeast Asia. But as we know, this condition must change with the impact of the pandemic. Therefore, a question about steps taken by ASEAN countries considering that countries cannot stand alone during the pandemic arises. Countries need to collaborate and be committed to facing the threat of a pandemic, especially in the economic sector that goes hand in hand with the tourism sector (Putra and Law, 2022)

The most concrete example of a country's commitment to cooperation in ASEAN is Singapore. As a member country of ASEAN, Singapore participates in all forms of meetings between member countries held by institutions in response to Covid-19 (Ministry of Foreign Affairs Singapore, 2020). ASEAN itself has initiated various appointments as a medium in the

policy-making process at the regional level, and various initiatives have emerged through a joint statement scheme by Ministers in related sectors. Cooperation is not limited to member countries; ASEAN also holds meetings with Dialogue Partner countries such as the ASEAN plus Three frameworks to produce mitigation and handling of the outbreak (ASEAN Plus Three, 2020).

One of the key outcomes from the meeting among the ten ASEAN member states was the creation of the ASEAN Covid-19 Response Fund. This initiative, proposed by Thailand, was designed to address the shortage of medical supplies resulting from the pandemic (The Jakarta Post, 2020). The establishment of the ASEAN Covid-19 Response Fund, under the leadership of Vietnam, aligns with the mandate set forth in the ASEAN Charter (2007), specifically in Article 32, Section C, which states that "Member States holding ASEAN chairmanship must ensure an effective and timely response to urgent issues or crisis situations affecting ASEAN, including providing its good offices and such other arrangements to address these concerns immediately." (international Crisis Group, 2011). Furthermore, Singapore's efforts to demonstrate its commitment to handling Covid-19 in the region are carried out through state participation in meetings and commitment and approval of policy outputs at the regional level, and proposals for establishing general procedures for international travel can be reopened.

Other than that, cooperation has also been implemented by Indonesia. The ASEAN Tourism Forum (ATF) has played a significant role in the development of tourism in Indonesia. Some of the key roles performed by ATF include: (1) acting as a tourism promoter through the Tourism Marketing Strategic (ATMS) to promote the "Wonderful Indonesia" brand; (2) serving as an investment cooperation forum to promote tourism investment in Indonesia; (3) functioning as a tourism standardization platform, establishing standards for green hotels, food and beverage services, public restrooms, homestays, ecotourism, and tourism heritage; (4) increasing tourist visits to Indonesia by awarding the best destinations, thereby boosting the prestige of Indonesian tourism; and (5) organizing TRAVEX (Travel Exchange) to foster economically profitable transactions within the tourism sector (Lasally., et al).

The spirit of cooperation shown by Singapore and Indonesia with the solidarity behavior and collective attitude of member countries can be dissected through the complex interdependence theory. The central premise of this theory shows that cooperation tends to be carried out by governments because of the dependence on deciding efficient policies to obtain absolute gain. Assistance provided to ASEAN member countries contributes to forming a good cooperative culture climate in the institution.

The collaborative approach taken by ASEAN member countries during the COVID-19 pandemic is in line with the principles of complex interdependence theory, which underscores the importance of mutual dependence and the advantages of cooperation rather than isolation. This theory highlights how states, through shared interests and interconnections, can achieve greater outcomes by working together to address common challenges, such as a global health crisis. This theoretical framework suggests that in a world with multiple channels of interaction and interdependence, states are motivated to collaborate to achieve absolute gains and address common challenges (Kliem, 2021)

#### **4.4. Complex Interdependence: Looking Upon Post Covid-19 Economic Cooperation**

The pandemic has exposed the limitations of unilateral approaches in addressing global challenges. No nation can tackle the complex economic repercussions of the crisis in isolation. The concept of complex interdependence calls for strengthening multilateral institutions and global governance mechanisms to facilitate cooperation among nations. Collaborative efforts,

such as the World Health Organization's COVAX initiative for equitable vaccine distribution, demonstrate the importance of collective action and coordinated decision-making.

Complex interdependence, a term coined by scholars Robert Keohane and Joseph Nye, refers to a state of mutual dependence among nations in various spheres, including economics, politics, security, and culture. It posits that in today's interconnected world, nations are linked through a web of economic ties, making them more vulnerable to the effects of global events, such as pandemics, financial crises, and climate change. The Covid-19 pandemic has highlighted the intricacies of this interdependence and its impact on economic cooperation (Sthapit, 2021 ; Yan et al., 2021).

The post Covid-19 era presents an opportunity to reassess the dynamics of economic cooperation and forge stronger partnerships based on complex interdependence. Firstly, the pandemic has emphasized the need for collaboration in addressing global challenges. No country can effectively combat the economic consequences of the pandemic in isolation. The interconnectedness of economies necessitates cooperative efforts to ensure the recovery is inclusive, sustainable, and resilient. This calls for enhanced cooperation in areas such as trade, investment, technology transfer, and debt management (Robina et al., 2021).

Secondly, complex interdependence requires a shift in mindset from traditional power-centric approaches to inclusive and multilateral cooperation. Post-pandemic economic cooperation should focus on shared benefits, equal participation, and joint decision-making. It entails recognizing the interdependence of nations and acknowledging the importance of inclusive and equitable growth for long-term stability. Collaborative platforms, such as regional economic organizations and multilateral institutions, play a crucial role in facilitating dialogue, fostering trust, and promoting mutual understanding among nations (Afwat et al., 2021 ; Afifi, 2021).

Furthermore, post-pandemic economic cooperation should embrace the principles of sustainability and resilience. The Covid-19 crisis has revealed weaknesses in global supply chains, emphasizing the need for diversification and self-sufficiency in critical sectors. Future cooperation should focus on building more resilient and sustainable economies by implementing strategies like investing in renewable energy, promoting circular economies, and reinforcing social safety nets. These measures will help ensure that economies are better prepared for future disruptions and more capable of withstanding global challenges. By prioritizing sustainability, nations can mitigate future risks, ensure resource efficiency, and safeguard the well-being of their populations.

The digital transformation accelerated by the pandemic offers new avenues for economic cooperation. Technology has become a vital enabler for cross-border transactions, remote work, and digital services. Collaborative efforts in areas such as e-commerce, digital infrastructure development, and cybersecurity are essential for fostering trust, ensuring data protection, and enabling equitable access to digital technologies. Harnessing the potential of the digital economy can contribute to inclusive growth, facilitate innovation, and bridge the digital divide among nations.

The pandemic highlighted vulnerabilities in global supply chains, as disruptions in one part of the world reverberated throughout the system. Post Covid-19 economic cooperation necessitates efforts to enhance supply chain resilience and diversification. Countries can work together to identify critical sectors and promote regional production networks that reduce dependence on a single source. By sharing expertise and resources, nations can build a more robust and adaptable global supply chain architecture.

The economic fallout of the pandemic has been severe, with businesses shutting down, unemployment rising, and inequalities widening. To ensure a sustainable recovery, countries

must cooperate to stimulate economic growth while addressing social and environmental challenges. By aligning their recovery plans, nations can pool resources to invest in infrastructure, innovation, and green technologies. Additionally, cooperation in areas such as debt relief and financial assistance can provide much-needed support to developing countries grappling with the aftermath of the crisis.

To look upon the post Covid-19 tourism sectors in ASEAN and the economic cooperation inside it, we need to understand this bitter possibility. Tourism sectors might not be able to recover for several years ahead. This is not a kind of figment; some ASEAN countries have expressed their concerns and predictions regarding when this sector will fully recover. There are some samples to strengthen this argument, for example, recent news from Tourism Authority of Thailand (TAT) which made a statement that they are not expecting the situation to return to normal until at least 2026 (Thanthong-Knight, 2021). A similar statement issued by Singapore's tourism chief stated that the tourism sectors' recovery might take three to five years (Ong, 2020).

Furthermore, some countries close to the region, such as Australia and New Zealand still implement strict border policies. Australia might not open its border until as late as 2022 and New Zealand even does not have any plan to open its border until the 'normality' achieves globally (Ben, 2021; The Guardian, 2021). Besides, highly transmitted cases from India, another country geographically close to ASEAN, brought rising cases in some ASEAN countries. World Health Organization (WHO) reports an overall 19% and 48% increase in terms of the number of new cases and deaths among Southeast Asian nations (Gan, 2021). These whole situations create a longer path towards complete recovery.

Therefore, as a regional organization, ASEAN must continue to forge stronger economic cooperation among its member countries during and after Covid-19. Previously, tourism ministers across ASEAN had their seventh joint meeting on 4 February 2021 in response to the Covid-19 pandemic. However, the process of ratification of previous agreements is often done at a slow pace. For instance, the joint media statement from the ministers' meeting, used the term looked forward regarding the full ratification of MRA for the tourism professionals (MRA-TP). This history of MRA-TP can be traced back as far as 2019, thus demonstrating a lack of seriousness among the member states to cooperate that should have improved after the situation gets better (ASEAN, 2021: 3).

However, as the situation will not be back to normal soon, asean member states should look upon economic cooperation in tourism sectors among them in the world post covid-19. As the ongoing situation is still full of uncertainty, followed by many obstacles faced by asean to cooperate, we will approach this matter once again with complex interdependence theory. Post covid-19 economic cooperation opens a possibility to make the asean member states believe that cooperation among them will help them to achieve an absolute gain. This economic cooperation could happen in every sector and besides, asean economic blueprint 2025 has mentioned the tourism sector as part of asean people-to-people connectivity (direktur jenderal kerja sama ASEAN, 2015).

Moreover, in terms of border closure policy, government-to-government talk in either bilateral or multilateral level should be conducted. ASEAN member nations should realize that ASEAN citizens often visit each other. According to the data from 2019, the number of Chinese tourists visiting Thailand was roughly the same as the number of tourists from ASEAN nations, combined (Ministry of Tourism and Sports, 2020). Even in Malaysia and Indonesia, international visitors from Singapore and Malaysia alone have outnumbered visitors from other nations (Badan Pusat Statistik, 2019; Lembaga Penggalakkan Pelancong Malaysia, 2020). We believe that after the Covid-19 we could see a cooperation based on complex

interdependence among ASEAN nations, as they must have seen the importance of international visitors from other ASEAN nations to their nations.

#### 4.5. Transforming Economic Inclusivity in the Digital Era

At the World Summit for Social Development held in Copenhagen in 1995, social integration was identified as a fundamental objective of broader social progress. The participants emphasized the vision of building inclusive societies that accommodate everyone. The discussions at the summit highlighted how deeply social integration is linked to key challenges such as poverty and joblessness, both of which significantly influence and are influenced by the level of inclusion within a society (World Summit, 2005).

Given the relatively recent emergence of the digital economy in Southeast Asia, ASEAN faces considerable difficulty in thoroughly assessing digital inequality across its member states due to limited available data. Moreover, there is currently no unified standard or benchmark to evaluate what constitutes an inclusive digital economy in the region. For ASEAN to truly build a digital economy that includes all segments of society, it is essential to establish clear regulatory policies and to gain deeper insight into which population groups need to be brought into the fold. Although discussions and analyses around digital inclusion in ASEAN exist, only a few studies have focused on evaluating how inclusive the digital economy actually is using tangible, measurable indicators. In this context, the creation of specific indicators for various demographic groups becomes essential. Identifying the main factors that hinder certain communities from participating in the digital economy is key to ensuring broader and more equitable digital inclusion across the region.

Another critical obstacle lies in the absence of widely agreed-upon indicators to evaluate inclusiveness. This lack of standardized tools makes it difficult to track progress toward a digitally inclusive ASEAN region. As a result, decision-makers, scholars, and relevant actors face difficulties in gauging the real impact of existing strategies, and the absence of reliable reference points weakens the development of sound, targeted policies. In addition, without precise measurements, the scope of digital exclusion may remain hidden, complicating efforts to allocate resources effectively and to monitor meaningful advancements (Sefrina, 2024).

There is substantial evidence showing that fundamental terms, such as the definition of data and the application of data localisation policies—which require information to be stored and processed domestically—are interpreted differently across nations. These varying regulatory approaches to data governance have created obstacles for businesses, particularly when the cross-border movement of essential data is restricted. As a result, navigating diverse national regulations imposes high compliance costs, posing significant barriers to international business expansion, particularly for small and medium-sized enterprises. Scholars have examined potential pathways to overcome these issues, including the use of trade frameworks and mutual certification mechanisms, which aim to facilitate system interoperability without infringing on each country's regulatory authority. This section examines recent data governance measures in ASEAN Member States (AMS) and evaluates their impact on enterprises operating across multiple jurisdictions. Tackling the root causes of digital exclusion requires inclusive participation—not only from regional and national bodies but also from foundational social units like families. This grassroots engagement becomes particularly vital in addressing gender disparities in access to and use of digital technologies (Watanabe, *et al.*, 2025).

At the same time, it is essential for countries to develop robust legal frameworks that protect the rights of women and girls, ensuring they are shielded from discrimination, harassment, exploitation, and violence in physical environments such as schools, public areas,

and workplaces, as well as in digital spaces. While formal mechanisms are critical in tackling exclusion, equal attention must be given to informal approaches, particularly at the individual level. In this regard, fostering a sense of personal accountability plays a vital role in building a truly inclusive digital environment.

The transition to digital tourism is seen as a pivotal element in efforts to revitalize the economy following the disruptions caused by the COVID-19 pandemic, as outlined in ASEAN's recovery strategy. According to the Chair of the ASEAN Marketing and Communications Working Groups, the integration of digital tools and online promotion is expected to boost both intra-regional and international tourism, helping Southeast Asia gain a competitive edge over other global destinations (Stephenson and Dobson, 2020). It is essential for ASEAN to realign its tourism development strategy toward digital platforms, especially given the vast volume of content shared on social media every minute. This digital presence should be harnessed to enhance global visibility of destinations within the region. The urgency of adopting digital tourism becomes even more evident as countries beyond ASEAN are already leveraging similar strategies to draw tourists, particularly as travel restrictions are gradually lifted (Salam, 2023).

The ongoing wave of digital transformation across various sectors of the economy has also significantly influenced the tourism landscape. This shift is further accelerated by the broader push for businesses to embrace technological advancements to stay competitive in a rapidly evolving market. In response, the tourism sector has increasingly turned to digital or electronic tourism strategies to align with the growing demand for digital integration. The emergence of tech-based tourism platforms—such as Airbnb, TripAdvisor, and SkyScanner—illustrates how the digital evolution within the industry extends well beyond simple trip planning or reservations (Stati Generali, 2025). Nowadays, promoting travel destinations has moved away from traditional methods like travel exhibitions and instead relies heavily on digital outreach, including the use of social media and influencer partnerships to attract larger and more diverse audiences.

In response to the adverse effects of the COVID-19 pandemic on ASEAN's creative economy, particularly the tourism sector, ASEAN Leaders introduced the ASEAN Declaration on Digital Tourism during the 37th ASEAN Summit in 2020. This declaration became the cornerstone of ASEAN's collective efforts to establish and implement digital tourism strategies, which, at the time, many member states had yet to integrate into their tourism policies. Acknowledging the significance of the tourism sector in achieving the goals of the ASEAN Economic Community (AEC), the Leaders recognized that incorporating digital transformation into tourism would be a key step towards meeting those objectives (ASEAN, 2020).

## 5. CONCLUSION

The Covid-19 pandemic has led to significant shifts in the mobility patterns of people globally, including in ASEAN member states. The uncertainty about when this pandemic will end has also raised new concerns about the new normal. Even though the situation returns to normal after this pandemic, the new normal condition is no longer the same as the normal condition it was before the pandemic occurred.

Reflecting on the phenomenon of the decline in the tourism sector in Southeast Asia, it is clear that it is time for ASEAN countries to work together to create a new normal for tourism. A pandemic that happened in the modern era requires a solution agreed upon by all parties because all parties depend on each other. From this case, we can see that the post-pandemic has brought the international world to a point where every actor is interconnected and

encourages a new pattern of cooperation. We can see the importance of countries in ASEAN to unite to achieve absolute gain.

ASEAN has demonstrated serious commitment in issuing a collective response from member countries in the midst of the high-risk countries to protectionism. The conditions of the global crisis caused by the outbreak did not make member countries decide to close them off and ignore collaboration at the regional level. Various initiatives were carried out as a form of the cooperative culture of ASEAN which continued to roll in the midst of times of crisis. ASEAN has carried out various initiatives for handling outbreaks at the regional level. ASEAN's behaviour in the midst of the Covid-19 outbreak shows that in the midst of a crisis, ASEAN remains committed to collaborating. ASEAN is the first regional institution to maintain a climate of collaboration amidst the tendency of countries to prioritize self-help mechanisms. This outbreak also again shows the representation of ASEAN as one of the pillars of regional architecture because it is able to bring together competing countries to talk and issue constructive statements for the region related to Covid-19.

These will become new challenges for the people of Southeast Asia, including the sustainability of the ASEAN economic community and handling post-pandemic tourism sector problems. Post-pandemic ASEAN connectivity must be strengthened again, and economic recovery and the making of tourism-related policies must be renewed. Therefore, it requires more concrete efforts and cooperation from ASEAN countries, especially to anticipate the new normal that will be faced by the ASEAN community later.

An inclusive digital economy in ASEAN still faces major challenges, particularly related to the lack of commonly agreed indicators to measure inclusivity and differences in data policies between countries. Digital transformation needs to be tailored to local needs and involve all segments of society, including women and vulnerable groups, to address inequality. In the tourism sector, digitalization is key to the post-COVID-19 pandemic recovery, with a focus on digital marketing and social media integration to promote ASEAN destinations. ASEAN has also taken important steps through the Digital Tourism Declaration to drive digital transformation in the sector.

## **6. RECOMMENDATION**

ASEAN must create a tourism sector health protocol that is recognized and applied across member countries to gain the trust of tourists. This will give tourists confidence and make it easier to travel between countries. ASEAN can promote safe and healthy tourism destinations, focusing on the implementation of health protocols and sustainable tourism practices. This will attract tourists who are more concerned about health and the environment. By implementing good protocols, ASEAN can accelerate the recovery of the post-pandemic tourism sector and build a more resilient and sustainable tourism industry.

ASEAN member countries need to increase cooperation in the tourism sector for post-pandemic recovery. This cooperation should cover various aspects such as joint promotion, tourism product development, service quality improvement, and implementation of standardized health protocols. In this case, ASEAN can prioritize regional tourism by facilitating travel between member states, offering attractive tour packages for tourists who want to visit ASEAN countries, and increasing tourism promotion in the region. However, it is important that each member state feels that they are benefiting from the cooperation. Cooperation in the tourism sector should be based on the principle of mutual gain. This is accomplished by ensuring that programs and policies are designed inclusively and take into account the interests of all parties.

While formulating policies and implementing tourism recovery programs, ASEAN needs to involve non-state actors such as private companies, civil society organizations, and influencers. These actors have important roles in providing input, implementing programs, tourism promotion processes and mobilizing resources. When associated with the utilization of digital technology in the tourism promotion sector, influencers can collaborate with institutions to promote tourism, making the tourism promotion network wider with the ease of internet speed and access to social media today. Another thing in terms of digital technology, tourism regulation needs to be improved. This includes the development of online booking platforms, mobile applications for tourist information, and regulations for purchasing tourist tickets.

## 7. REFERENCES

- Afifi, G. (2021). The Post-COVID-19 new normal tourism: Concerns and criteria. *Journal of Association of Arab Universities for Tourism and Hospitality*, 20(2), 108-131.
- Afwa, A., Djajasinga, N. D., Sudirman, A., Sari, A. L., & Adnan, A. N. M. (2021, June). Raising the Tourism Industry as an Economic Driver Post COVID-19. In 2nd Annual Conference on blended learning, educational technology and Innovation (ACBLETI 2020) (pp. 118-123). Atlantis Press.
- Arnakim, L. Y., Karim, M. F., Mursitama, T. N., & Tahalele, M. P. (2023). Tourism in ASEAN: A Catalyst for Regional Integration. *JAS (Journal of ASEAN Studies)*, 11(1), 2-6.
- Arrasyid, R., Ruhimat, M., Setiawan, I., Ihsan, H. M., Darmawan, W., Mulyana, A., & Darmawanto, R. A. (2024). Design, development, and evaluation of a mobile learning application for geography education. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 38(1), 109-134.
- Arrasyid, R., Setiawan, I., & Sugandi, D. (2019). Developing learning media based on Geographic Information System for geography subject in senior high schools. *Jurnal Pendidikan Ilmu Sosial*, 28(1), 1-7.
- Cai, F. (2011). Absolute and Relative Gains in the Real World. *Institut Barcelona d'Estudis Internacionals*, 85(4), 2.
- Darman Moenir, H., & Halim, A. (2020). Implementasi Asean Tourism Strategic Plan Dalam Kebijakan Pariwisata Bahari Indonesia. *Jurnal Power in International Relations*, 4(2), 166–189.
- Darmawan, R. A., & Parhan, M. (2023). Development Of Social Studies Learning Media Based On Augmented Reality (AR) As A Historical Literacy Medium. *Journal on Education*, 6(01), 5544-5553.
- Darmawan, R. A., Salira, A. B., Kurniawati, Y., Logayah, D. S., & Arrasyid, R. (2023). Enhancing Digital Literacy in Social Studies through Augmented Reality Media. *Jurnal Pendidikan Ilmu Sosial*, 33(1), 69-76.
- Foo, L. P., Chin, M. Y., Tan, K. L., & Phuah, K. T. (2020). The impact of COVID-19 on tourism industry in Malaysia. *Journal Current Issues in Tourism*, 0(0), 1–5.

- Huynh, D. V., Duong, L. H., Nguyen, N. T., & Truong, T. T. K. (2022). Tourism vulnerability amid the pandemic crisis: Impacts and implications for rebuilding resilience of a local tourism system in Vietnam. *Social Sciences*, 11(10), 441.
- Issundari, S., & Yani, Y. M. (2019). MEMAHAMI KERJASAMA DAERAH DENGAN LUAR NEGERI MELALUI NEOLIBERALISME. *Jurnal Studi Diplomasi Dan Keamanan*, 11(2), 89–103.
- Isya, H. R. M., Wibowo, W. A., & Arrasyid, R. (2021). Analysis of the sunami Disaster risk study in the Pelabuhanratu bay tourism area. *Jurnal Pendidikan Ilmu Sosial*, 30(2), 135-144.
- Kunaviktikul, W. (2022). Wellness tourism in ASEAN countries among aging travelers before and during the COVID-19 era: A case study of Thailand. *Journal of ASEAN PLUS Studies*, 3(1), 69-82.
- Lestari, E. A. P. (2021). Complex Interdependence Between Indonesia-Australia Through Cybersecurity Cooperation Post-Indonesia-Australia Cyberwar in 2013. *Jurnal Hubungan Internasional*, 9(2), 178–188.
- Powell, R. (1994). Anarchy in International Relations Theory: the neorealist-neoliberal debate Review of “Neorealism and its Critics.” *International Organization*, 48(2), 313–344.
- Putra, F. K. K., & Law, R. (2022). Visual destination images: the case of the ASEAN tourism organization official instagram account. *Tourism marketing in East and Southeast Asia, CABI regional tourism series. Wallingford: CABI International*, 39-53.
- Rana, W. (2015). Theory of Complex Interdependence: A Comparative Analysis of Realist and Neoliberal Thoughts. *International Journal of Business and Social Science*, 6(2), 290–297.
- Robina-Ramírez, R., Sánchez, M. S. O., Jiménez-Naranjo, H. V., & Castro-Serrano, J. (2021). Tourism governance during the COVID-19 pandemic crisis: A proposal for a sustainable model to restore the tourism industry. *Environment, Development and Sustainability*, 1-22.
- Ruhimat, M. A. M. A. T., Logayah, D. S., & Darmawan, R. A. (2023). Mobile augmented reality application through metaverse approach as social studies learning media in junior high school. *Journal of Engineering, Science and Technology*, 18, 176-185.
- Salam, U. (2023). Digital Tourism In ASEAN During Covid-19 Pandemic. *SOSIO DIALEKTIKA*, 8(2), 153-171.
- Sefrina, M. (2024). An Inclusive Digital Economy in the ASEAN Region. *Eria Discussion Paper* 505,1-33.
- Stephenson, M. L., & Dobson, G. J. (2020). Deciphering the development of smart and sustainable tourism cities in Southeast Asia: A call for research. *ASEAS-Austrian Journal of South-East Asian Studies*, 13(1), 143-153.
- Sthapit, A. (2021). Cooperation and collaboration for sustainable tourism: Key to recovery and growth in post-pandemic era. *Nepalese Journal of Hospitality and Tourism Management*, 2(1).
- Watanabe, S., Ogura, E., & Oikawa, K. (2025). *Current Status of ASEAN Data Governance and Its Implications for the Digital Economy Framework Agreement* (No. DP-2024-32).539,1-32

Yan, H., Wei, H., & Wei, M. (2021). Exploring tourism recovery in the post-COVID-19 period: An evolutionary game theory approach. *Sustainability*, 13(16), 9162.

Zakiyy, M. N., Santoso, R. A., & Alviano, Y. P. (2021). ASEAN Response to the COVID-19 in the Economic, Health, and Tourism Sector. *Journal of ASEAN Dynamics and Beyond*, 1(2), 137-149.