Recovery and resilience strategies through strengthening post-pandemic coordination in Palembang City

Martina*, Alfitri, Slamet Widodo, Andy Alfatih

Doctoral Program in Public Administration, Sriwijaya University, Indonesia
Jl. Masjid Al Gazali, Bukit Lama, Kec. Ilir Bar. I, Kota Palembang, Sumatera Selatan 30128
*Email Corresponding: martina@fisip.unsri.ac.id

Abstract: The lack of studies on post-pandemic in Indonesia, especially at the local level, has prompted this study to fill the gap. The purpose of this study is to analyze the recovery and resilience strategies implemented by the Palembang City government in facing post-pandemic challenges, with a focus on strengthening cross-sector coordination to increase the effectiveness of public policies. This research method uses a descriptive approach, with data collection through interviews, field notes, and official documents. NVivo 12 was chosen as the analysis tool to assist data mapping. The main findings of this study indicate that the Palembang City government has implemented various post-pandemic recovery and resilience strategies, including improving health services, economic support for SMEs, and implementing health protocols. In addition, strengthening cross-sector coordination is key to supporting the implementation of these policies. However, challenges such as the lack of data integration and coordination between sectors still need to be addressed to increase the effectiveness of public policies in the post-pandemic era. This could help the government to be better prepared for future crises.

1. Introduction

The COVID-19 pandemic has had a significant impact on various aspects of life, from health, economy, and education to public policy as a whole (Brewer & Tasseva, 2021; Khongsai et al., 2021; Toshkov et al., 2022). Policies implemented during the pandemic focused on efforts to mitigate the spread of the virus and maintain economic stability amid the global crisis. However, as the critical phase of the pandemic ends, there is an urgent need to formulate adaptive and sustainable post-pandemic policies. Post-pandemic policies not only serve as an effort to recover from the impact of the crisis but also as a means to build resilience in the future (Basher & Haque, 2021; Cheng et al., 2021).

The selection of Palembang City as a case study is based on its role as one of the major cities in Indonesia that has complex social, economic, and government dynamics. As the center of economy and government in South Sumatra, Palembang faced challenges during the pandemic, especially in terms of coordination between the city government, the province, and related institutions (Anhar et al., 2023).

The city also experienced various impacts from the pandemic, both in terms of health and economy, thus providing a relevant picture of the need for post-pandemic policy transformation in supporting effective recovery strategies and increasing city resilience in the future.

One of the standard policies implemented during the pandemic is the Implementation of Community Activity Restrictions (PPKM) or lockdown, which aims to reduce population mobility and break the chain of virus transmission (Ardiyansyah et al., 2024; Supriadi et al., 2022). This policy limits social, economic, and educational activities by closing public places, imposing curfews, and requiring work and study from home (Baharuddin et al., 2021; Pabbajah et al., 2022; Suratnoaji et al., 2020; Toshkov et al., 2022). . Although effective in suppressing transmission rates, this policy also hurts the economy, especially for the informal sector and small and medium enterprises (SMEs) (Putra & Sajida, 2023). Therefore, the government must ensure that there are mentoring programs, social assistance, and economic support to mitigate the negative impacts of these restrictions (Assefa, 2023; Le et al., 2024).

One of the main challenges faced by many governments during the pandemic is poor coordination between institutions, both at the national and regional levels. In Indonesia, for example, the implementation of the Community Activity Restrictions (PPKM) often experienced obstacles due to the lack of synchronization between the central and regional governments (Lele, 2023). Several regions imposed restrictions that were not uniform, causing confusion among the community and business actors (Ghazali et al., 2021). In addition, the uneven and slow distribution of social assistance exacerbated the economic impact of the pandemic because coordination between related institutions, such as the Ministry of Social Affairs and local governments, was not running well (Baskoro et al., 2024; Fatmah, 2024; Utami et al., 2022).

A similar case also occurred in the United States, where the ambiguity between federal and state government policies confused the handling of the pandemic. For example, some states imposed strict lockdowns while others relaxed the rules, leading to inconsistencies in controlling the spread of the virus. As a result, infection rates in some areas increased despite efforts by the central government to suppress the rate of transmission (Huang et al., 2021; Ren, 2020). This lack of coordination shows how important it is to have clear and organized communication in handling a crisis involving multiple levels of government. Suboptimal coordination between multiple levels of government during the pandemic has had a direct impact on decreasing public trust in the government and its policies (Luthfi et al., 2023; Ndung & Loli, 2023). The uncertainty resulting from inconsistent policies, as well as the seemingly disorganized handling of the crisis, makes the public doubt the effectiveness of the steps taken by the government (Purnama et al., 2023). For example, delays in distributing social assistance or the implementation of inconsistent restrictions give rise to the perception that the government is incapable of handling the crisis correctly. This worsens public compliance with the policies imposed and hinders efforts to control the pandemic comprehensively, so that the crisis is prolonged and its socio-economic impacts deepen (Balog-Way & McComas, 2020; Goldfinch et al., 2021; Schraff, 2020).

Strengthening coordination between institutions and levels of government is a crucial step to ensure the effective implementation of mitigation policies. The central and regional governments need to work synergistically with precise and targeted communication to avoid confusion in the field. In addition, the involvement of the private sector, civil society organizations, and health institutions is also needed to support the implementation of mitigation policies, such as vaccine distribution, social assistance distribution, and monitoring of health protocols. With solid coordination, policies can be implemented more

efficiently, resources can be managed optimally, and responses to changing situations can be carried out quickly, thereby reducing the negative impact of the crisis that occurs (Bruinen de Bruin et al., 2020; Kapucu & Hu, 2022).

This research gap lies in the lack of in-depth studies on the role of strengthening cross-sector coordination in supporting recovery and resilience strategies. Many previous studies have focused on the effectiveness of health and economic policies during the pandemic. However, few have explored how better coordination between the government, private sector, and communities can improve the success of post-pandemic policy implementation. The novelty of this study is that it provides a new perspective on the importance of strengthening coordination in all aspects of policy, not only as a crisis response but also as a foundation for creating a more resilient and adaptive system to future challenges. This study fills a gap in the literature by highlighting coordination as a key element in the policy transformation process that has not been discussed comprehensively.

The purpose of this study is to analyze the transformation of public policy in the post-pandemic era with a focus on recovery and resilience strategies through strengthening coordination between government institutions in the city of Palembang. This study aims to explore how better coordination between the central government, regional governments, and related sectors can improve the effectiveness of post-pandemic policy implementation, including in the health, economic, and social sectors. In addition, this study also aims to identify challenges faced in cross-sector coordination and offer policy recommendations that can strengthen city resilience in facing future crises.

2. Literature Review

Public policy in a crisis plays a vital role in maintaining social, economic, and public health stability. In an emergency, the government is required to respond quickly and appropriately to overcome the negative impacts of the crisis. The COVID-19 pandemic, for example, has forced governments around the world to implement extraordinary policies such as regional quarantines, restrictions on economic activities, and the distribution of social assistance. These policies are designed to protect the public, control the spread of the virus, and minimize the economic impact that threatens the lives of millions of people (Greer et al., 2024; Gunduz et al., 2024; Kim et al., 2024). However, the success of these policies depends significantly on the speed, accuracy of targeting, and suitability to local conditions, as well as how the policies are accepted and complied with by the public.

On the other hand, public policies in crises often face various challenges, including resource constraints, weak coordination, and information uncertainty (Adam & Rena, 2023; Sønstevold et al., 2023). Complex crises require strong coordination between various actors, including central and local governments, the private sector, and civil society, to ensure that policies can be implemented effectively. In addition, in formulating policies during a crisis, the government must also consider the long-term impacts, such as economic resilience and social welfare, after the crisis. Thus, public policies in crises not only aim to respond quickly but also to build a foundation for long-term recovery and resilience.

Recovery and resilience are two key concepts in dealing with and recovering from a crisis. Recovery refers to efforts to return social, economic, and public health conditions to pre-crisis levels, such as through economic recovery, reopening of public services, and rehabilitation of infrastructure (Iskandar et al., 2024). However, resilience is more than just returning to the starting point; it is the ability of a system or society not only to recover but also to strengthen its capacity to face similar crises in the future. Re-

silence involves learning from crisis experiences and implementing more resilient and adaptive policies to mitigate future impacts (Li & Fang, 2024; Sadler et al., 2024). In the post-pandemic context, recovery must be accompanied by strengthening resilience so that society is better prepared to face potential future crises, whether in terms of health, economy, or environment (Sahu & Panda, 2024; Xu et al., 2024).

Strengthening coordination is key to ensuring that public policies can be implemented effectively, especially in crises and post-pandemic recovery. With strong coordination, various government institutions, the private sector, and civil society can work synergistically to achieve common goals. Good coordination reduces the risk of overlapping policies, accelerates responses to changing situations, and ensures efficient distribution of resources and information. In addition, strengthening coordination is also important to build public trust in the government because transparency and clear communication can increase public participation in supporting the policies implemented. In the post-pandemic context, strong Post-pandemic policies commonly implemented by many countries cover various important sectors to support recovery and build resilience in the future (Hariani & Ramadhan, 2024; Ma et al., 2024; Phan et al., 2024). In the health sector, the government focuses on strengthening the health system, including increasing the capacity of medical facilities and access to vaccines. In the economy, policies are directed at supporting the recovery of small and medium enterprises (SMEs), creating jobs, and stimulating investment. In the education sector, there are efforts to expand access to technology to support online learning. In addition, many governments have also introduced policies related to social protection and assistance for the most affected communities. These policies are designed to ensure that communities not only recover from the impact of the pandemic but also have better resilience in facing future challenges.

3. Research Methods

This study uses a descriptive approach that aims to describe the phenomenon in depth based on qualitative data. This approach was chosen because it allows researchers to explore and understand in detail the dynamics of public policy in the post-pandemic era, especially in terms of strengthening coordination between government institutions and related sectors (Sadhana et al., 2023). The data collected is not in the form of statistical figures but in the form of qualitative data from interviews, field notes, policy documents, and other official documents relevant to the research topic. This descriptive approach is suitable for providing a comprehensive picture of the problem being studied without being tied to numerical or statistical analysis.

Data collection was conducted through in-depth interview techniques with parties directly involved in the policy process in Palembang City, such as government officials, stakeholders from the private sector, and public policy experts. In addition to interviews, researchers also utilized official government documents, activity reports, and policy notes related to post-pandemic recovery efforts and resilience strategies. The data were then analyzed qualitatively to identify key themes that emerged, as well as to understand how effective coordination can strengthen the implementation of public policies in the post-pandemic era.

In analyzing the data, researchers used thematic analysis techniques with the help of NVivo 12 Plus to organize information based on key topics relevant to the research objectives. This process involves coding data from interviews and documents that have been collected and then grouping the data into appropriate categories. The results of this analysis are expected to provide a clear picture of the challenges and opportunities in strengthening cross-sector coordination to support the recovery and re-

silience of public policies in Palembang City, as well as offering policy recommendations that can be implemented to face future crises.

4.   Results and Discussion

The development of COVID-19 in Palembang City in January 2024 is important because it provides an overview of the current conditions that affect health policies and mitigation measures. In addition, this information is also relevant to understanding the readiness of local governments to handle potential spikes in cases and maintain public health.

Figure 1. COVID-19 Cases in Palembang City 2024
Source: kemkes.go.id, 2024

In Figure 1, COVID-19 cases in Palembang City in 2024 show that of the total cases recorded, 1,382 people died, 6 people are still being treated, and 45,977 patients have been declared cured (Andrafarm, 2024). This data reflects a very high recovery rate compared to the number of patients still being treated, indicating the effectiveness of handling COVID-19 cases in this city. However, the death rate remains significant and is an important concern in efforts to control the pandemic and improve the health system in the future. The following are five main points of the recovery and resilience strategy that have been carried out by the Palembang City government:
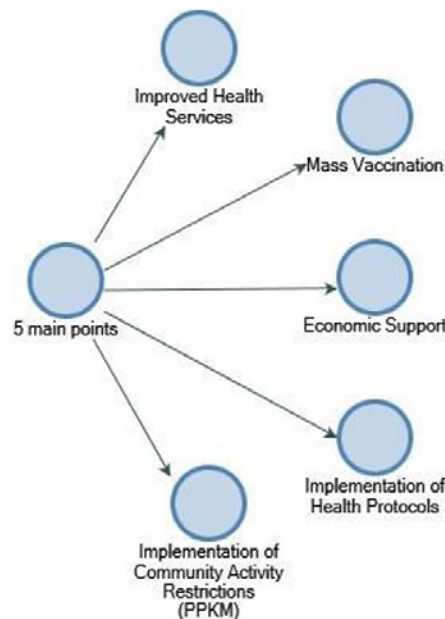

Figure 2. Recovery and resilience strategies by the Palembang City Government

In Figure 2, the recovery and resilience strategy implemented by the Palembang City government, especially improving health services, is focused on strengthening the capacity of health facilities such as hospitals and health centers. This step includes increasing the number of beds, medical personnel, and providing medical equipment to deal with the surge in COVID-19 patients. This approach aims to ensure that the health system can accommodate and treat patients properly, reduce mortality rates, and accelerate recovery (Doubova et al., 2024).

The mass vaccination strategy implemented by the Palembang City government aims to increase herd immunity in the community and reduce the risk of spreading the COVID-19 virus. This program involves providing wider access to vaccination, educating the community about the importance of vaccines, and organizing strategic vaccination locations. By participating in the vaccination program, it is hoped that a high vaccination rate can be achieved, which will contribute to a decrease in positive cases and help restore normal conditions in the community (Karimian et al., 2024).

Economic support by the Palembang City government also focuses on assisting small and medium enterprises (SMEs) affected by the pandemic. This form of assistance includes capital assistance, tax relief, and assistance to help them recover from the economic impact. This step is important to maintain local economic stability, increase the resilience of SMEs, and encourage economic recovery at the regional level (Belghitar et al., 2022).

The implementation of health protocols by the Palembang City government emphasizes the importance of public compliance with health regulations such as wearing masks, maintaining distance, and washing hands. This step is taken to control the spread of the COVID-19 virus, especially in public places and offices. Routine campaigns and supervision are also carried out so that the public remains vigilant and complies with applicable regulations, to suppress the rate of transmission and maintain overall public health.
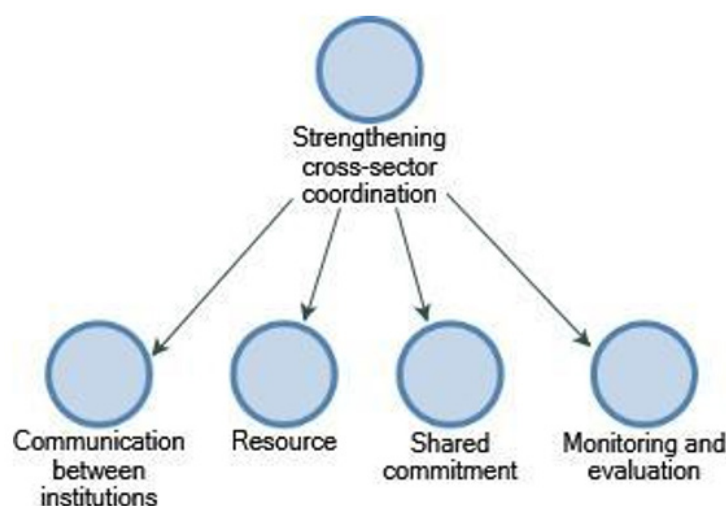

Figure 3. Strengthening cross-sector coordination in supporting
recovery and resilience strategies in Palembang City

The implementation of Community Activity Restrictions (PPKM) by the Palembang City government is also one of the recovery and resilience strategies to control the spread of COVID-19. PPKM limits community activities in various sectors such as offices, education, and economic activities, with strict implementation of health protocols. This step is also accompanied by law enforcement and monitoring

to ensure community compliance, while providing space for health facilities to better manage patient capacity, thereby helping to reduce the spread of the virus effectively.

The recovery and resilience strategies implemented by the Palembang City government include improving health services, mass vaccination, economic support for SMEs, implementing health protocols, and implementing Community Activity Restrictions (PPKM). These steps aim to strengthen the capacity of the health system, increase community immunity, and maintain economic stability. With this comprehensive approach, the government seeks to control the spread of COVID-19 and facilitate a faster recovery, creating a safer environment for the community.

In the implementation of the recovery and resilience strategy, good coordination is needed. Strengthening cross-sector coordination in supporting the recovery and resilience strategy in Palembang City involves four important aspects:

Strengthening cross-sector coordination in Palembang City to support recovery and resilience strategies begins with good communication between institutions. The main factors are clarity and speed of information delivery between the health, economic, and government sectors. With effective communication, each party can quickly respond to the situation and carry out their duties without overlapping or information barriers.

In addition, resource allocation also plays an important role. In a post-pandemic recovery situation, workforce, equipment, and funds must be distributed proportionally and appropriately among related sectors. This step helps ensure that each sector can work synergistically, utilizing existing resources to support their respective operations. Furthermore, a joint policy commitment between the government, health, and economic sectors is needed to maintain the alignment of recovery goals. All parties must have the same view in formulating policies so that the steps taken support each other and have a broader positive impact on recovery.

Finally, monitoring and evaluation are an integral part of the coordination process. Continuous monitoring allows for the identification of obstacles that arise in the field, while periodic evaluations allow for adjustments to strategies and policy improvements as needed. This ensures that the recovery and resilience process is effective and responsive to existing dynamics. In the context of public policy in the post-pandemic era, the recovery and resilience strategy implemented by the Palembang City government emphasizes the importance of strengthening cross-sector coordination. Effective collaboration between the health, economic, and government sectors is key to maintaining policy alignment and ensuring a quick and appropriate response to various recovery challenges. Smooth communication and proportional allocation of resources also accelerate the achievement of recovery goals.

Continuous monitoring and evaluation are also important elements in maintaining policy sustainability. This allows for adjustments to existing dynamics, both in terms of health capacity and economic impact. Thus, public policy in the post-pandemic era in Palembang City has succeeded in emphasizing the importance of cross-sector collaboration, which strengthens the city's resilience in facing future crises. In the context of strengthening cross-sector coordination, two main challenges are often faced. First, differences in priorities and interests between sectors can hinder the alignment of policies and actions in the field, thus slowing down the implementation of recovery programs. Second, the lack of efficient communication mechanisms between related institutions can lead to overlapping tasks and information gaps, making it difficult to respond quickly and appropriately in dealing with crises.

The challenges in coordination are further exacerbated by the lack of integration of national and regional data until 2024. This hampers the effectiveness of public policy implementation in the post-pandemic era, including in Palembang City, where recovery and resilience strategies are highly dependent

on accurate and coordinated data. The lack of data unity slows down the decision-making process and effective policy responses, emphasizing the importance of strengthening cross-sectoral coordination to achieve optimal results in post-pandemic recovery.

The implications of post-pandemic policies in Palembang City include increasing the resilience of the health and economic systems. By strengthening cross-sectoral coordination, it is hoped that the response to emergencies will be faster and more effective, as well as that the community will have better access to health services. In addition, support for small business actors will accelerate local economic recovery, create new jobs, and improve the quality of life in the community. This has the potential to create a more resilient community that is ready to face future challenges.

5. Conclusion

The post-pandemic recovery and resilience strategy implemented by the Palembang City government requires strengthening cross-sector coordination, including in terms of communication, resource management, and policy commitment. Improving health services, mass vaccination, economic support, and implementing health protocols are the main steps in dealing with the COVID-19 pandemic. However, the success of this strategy is highly dependent on how coordination between sectors can be carried out effectively, especially in handling the challenge of the lack of integration of national and regional data.

Although efforts have been made to recover post-pandemic conditions, obstacles in cross-sector coordination and data integration issues have slowed the effectiveness of public policies. These findings emphasize the need for stronger coordination and integrated data at the national and regional levels so that post-pandemic recovery strategies can run optimally. Strengthening monitoring and evaluation is also needed to adjust policies according to needs in the field. This could help the government to be better prepared for future crises. The main limitation of this study lies in the qualitative approach used, which, although it provides an in-depth understanding of the dynamics of cross-sectoral coordination in Palembang City, cannot generalize the findings to a broader context. In addition, limited access to internal government data and potential bias in interviews may also affect the validity of the results. For further research, it is recommended to use quantitative or mixed methods to measure policy effectiveness more objectively and broadly, including statistical analysis of cross-sectoral data integration or public perception of the performance of post-pandemic government coordination.

6. References

Adam, H., & Rena, R. (2023). Political Economy of Development in the Global South Post-COVID-19 Pandemic. *Political Economy of Development in the Global South Post-COVID-19 Pandemic*, 1–237. https://doi.org/10.1007/978-981-99-4074-5

Anhar, R., Kariem, M. Q., & Febriyanti, D. (2023). Implementasi Kebijakan Bantuan Sosial Tunai Pada Masa Pandemi Covid-19 Di Dinas Sosial Kota Palembang. *JISIP UNJA (Jurnal Ilmu Sosial Ilmu Politik Universitas Jambi)*, *7*(1), 38–48. https://doi.org/10.22437/jisipunja.v7i1.24246

Ardiyansyah, Ngarawula, B., & Sukardi. (2024). The Political Behavior of the Batulanteh Highlands Community in the Regional Head Election of Sumbawa Regency in 2020. *International Journal of Research in Social Science and Humanities*, *5*(3), 09–33. https://doi.org/10.47505/ijrss.2024.3.2

Assefa, M. (2023). COVID-19 Lockdown Restrictions and Small Business Survival Strategy: Government Supporting Schemes. *Business Perspectives and Research*, *11*(2), 227–245. https://doi.org/10.1177/22785337211045182

Baharuddin, T., Sairin, S., Jubba, H., Qodir, Z., Nurmandi, A., & Hidayati, M. (2021). Social Capital and Social Trust/ : The State's Response to Facing the Spread of COVID-19 in Indonesia. *Sociology and Technoscience*, *11*(2), 23–47. https://doi.org/10.24197/st.2.2021.23-47

Balog-Way, D. H. P., & McComas, K. A. (2020). COVID-19: Reflections on trust, tradeoffs, and preparedness. *Journal of Risk Research*, *23*(7–8), 838–848. https://doi.org/10.1080/13669 877.2020.1758192

Basher, S. A., & Haque, A. K. E. (2021). Public policy lessons from the Covid-19 outbreak: How to deal with it in the post-pandemic world? *Journal of Social and Economic Development*, *23*(s2), 234–247. https://doi.org/10.1007/s40847-020-00118-w

Baskoro, A. A., Prasetyoputra, P., Katherina, L. K., Prasojo, A. P. S., & Pitaloka, A. A. (2024). Understanding the Resilience of Garment Workers' Families Through a Mixed-Method Approach: Surviving the Economic Hardship During the COVID-19 Pandemic in Indonesia. *Social Indicators Research*, 11205. https://doi.org/10.1007/s11205-023-03277-5

Brewer, M., & Tasseva, I. V. (2021). Did the UK policy response to COVID-19 protect household incomes? *Journal of Economic Inequality*, *19*(3), 433–458. https://doi.org/10.1007/s10888-021-09491-w

Bruinen de Bruin, Y., Lequarre, A. S., McCourt, J., Clevestig, P., Pigazzani, F., Zare Jeddi, M., Colosio, C., & Goulart, M. (2020). Initial impacts of global risk mitigation measures taken during the combating of the COVID-19 pandemic. *Safety Science*, *128*(April), 104773. https://doi.org/10.1016/j.ssci.2020.104773

Cheng, Y., Liu, H., Wang, S., Cui, X., & Li, Q. (2021). Global action on SDGs: Policy review and outlook in a post-pandemic era. *Sustainability (Switzerland)*, *13*(11). https://doi.org/10.3390/su13116461

Fatmah, F. (2024). Factors associated with food security in Depok City, Indonesia, during the COVID-19 pandemic: a cross-sectional study. *Frontiers in Sustainable Food Systems*, *8*, 1327887. https://doi.org/10.3389/fsufs.2024.1327887

Ghazali, R., Djafar, T. M., & Daud, S. (2021). Policies and social advantages toward a new normal: A case study of handling the COVID-19 Pandemic in Indonesia. *International Journal of Organizational Diversity*, *21*(1), 71–87. https://doi.org/10.18848/2328-6261/CGP/V21I01/71-87

Goldfinch, S., Taplin, R., & Gauld, R. (2021). Trust in government increased during the COVID-19 pandemic in Australia and New Zealand. *Australian Journal of Public Administration*, *80*(1), 3–11. https://doi.org/10.1111/1467-8500.12459

Greer, S. L., Fonseca, E. M., Raj, M., & Willison, C. E. (2024). Institutions and the politics of agency in COVID-19 response: Federalism, executive power, and public health policy in Brazil, India, and the U.S. *Journal of Social Policy*, *53*(3), 792–810. https://doi.org/10.1017/S0047279422000642

Gunduz, L., Aysan, A. F., Bagci, R. B., & Karahan, H. (2024). Explosive Behavior in COVID-19 and Policy Responses: Lessons Learned for Public Health Management. *SAGE Open*, *14*(1), 2024. https://doi.org/10.1177/21582440231224772

Hariani, M. L., & Ramadhan, F. (2024). Analysis of public transit system fare policy in Indonesia using big data on post-COVID-19 pandemic: A case study of MRT Jakarta, Indonesia. *AIP Conference Proceedings*, *3077*(1), 201147. https://doi.org/10.1063/5.0201147

Huang, X., Shao, X., Xing, L., Hu, Y., Sin, D. D., & Zhang, X. (2021). The impact of lockdown timing on COVID-19 transmission across US counties. *EClinicalMedicine*, *38*, 101035. https://doi.org/10.1016/j.eclinm.2021.101035

Iskandar, I., Anas, A., Bahri, S., Menne, F., & Baharuddin, T. (2024). Social vulnerability and climate change: a bibliometric analysis. *Cogent Social Sciences*, *10*(1), 2402849. https://doi.org/10.1080/23311886.2024.2402849

Kapucu, N., & Hu, Q. (2022). An Old Puzzle and Unprecedented Challenges: Coordination in Response to the COVID-19 Pandemic in the US. *Public Performance and Management Review*, *45*(4), 773–798. https://doi.org/10.1080/15309576.2022.2040039

Khongsai, L., Anal, T. S. S. C., A.S, R., Kh, T. S., Shah, M. K., & Pandey, D. (2021). Combating the Spread of COVID-19 Through Community Participation. *Global Social Welfare*, *8*(2), 127–132. https://doi.org/10.1007/s40609-020-00174-4

Kim, J., Zhang, Y., & Borah, P. (2024). Second-level agenda-setting effects of news media and public policy on social media discourse across platforms: immigration during the COVID-19 pandemic in the U.S. *Information Communication and Society*, 2380759. https://doi.org/10.1080/1369118X.2024.2380759

Le, M. P., Chauvet, L., & Marouani, M. A. (2024). The Great Lockdown and the Small Business: Impact, Channels and Adaptation to the Covid Pandemic. *World Development*, *182*(1681). https://doi.org/10.1016/j.worlddev.2024.106673

Lele, G. (2023). Concurrency as crisis decision-making governance: Lessons from Indonesia's response to the COVID-19 pandemic. *Regional and Federal Studies*, *33*(3), 307–332. https://doi.org/10.1080/13597566.2021.1960513

Li, J., & Fang, Z. (2024). Navigating COVID-19 disruptions for resilience and green growth in mineral resource trade. *Resources Policy*, *90*, 104720. https://doi.org/10.1016/j.resourpol.2024.104720

Luthfi, A., Putra, I. M. A. W. W., Roziqin, A., Naufal, M. F., Hidayat, A. R., & Widjaja, Y. A. (2023). Government's Role in Managing Marine Tourism in Tanjung Bira, Bulukumba Regency: Collaborative Governance Perspective. *Journal Public Policy*, *9*(3), 183. https://doi.org/10.35308/jpp.v9i3.7543

Ma, H., Zhang, Y., Li, H., & Jiang, T. (2024). The Relationship Between Perceived Social Support and Post-Traumatic Growth Among Medical Staff Three Weeks After the Policy Opening of the COVID-19 Pandemic in China: Deliberate Rumination as Mediator. *SAGE Open*, *14*(3), 2024. https://doi.org/10.1177/21582440241255778

Ndung, Y., & Loli, M. A. R. (2023). Public Service Innovation through ARSI (Study in Rampal Celaket Village). *Journal of Transformative Governance and Social Justice*, *1*(2), 114–123. https://doi.org/10.26905/j-tragos.v1i2.10362

Pabbajah, M., Darwis, M., Diab, A., Widyanti, R., Jubba, H., Juhansar, J., Pabbajah, M. T., Widyatmoko, W., & Laila, N. (2022). Why Closing the Mosque: Resistance of Indonesia's Muslim Community to the Government PPKM Policy During the Covid-19 Pandemic. *Proceedings of the First International Conference on Democracy and Social Transformation, ICON-DEMOST 2021*. https://doi.org/10.4108/eai.15-9-2021.2315548

Phan, N. H., Bui, V. Do, & Nguyen, L. T. Q. (2024). How economic policy uncertainty affects foreign direct investment inflows: implications for the post-COVID-19 pandemic period. *International Journal of Social Economics*, *51*(2), 282–296. https://doi.org/10.1108/IJSE-02-2023-0114

Purnama, S. A., Hariyanto, T., & Wahyudi, C. (2023). Neighborhood Program in Community Empowerment and Infrastructure Development. *International Journal of Research in Social Science and Humanities*, *04*(02), 18–25. https://doi.org/10.47505/ijrss.2023.v4.2.3

Putra, I. M. A. W. W., & Sajida. (2023). Preparing for the Future Crisis/ : Lessons from Creative Economic Policies on Micro, Small, and Medium Enterprises. *Nuansa Akademik*, *8*(2), 255–276. https://doi.org///doi.org/10.47200/jnajpm.v8i2.1688

Ren, X. (2020). Pandemic and lockdown: a territorial approach to COVID-19 in China, Italy, and the United States. *Eurasian Geography and Economics*, *61*(4–5), 423–434. https://doi.org/10.1080/15387216.2020.1762103

Sadhana, K., Kirana, R. N., & Wibowo, A. P. (2023). The Impact of Work from Home Policy for the State Civil Apparatus. *Journal of Transformative Governance and Social Justice*, *1*(2), 103–113. https://doi.org/10.26905/J-TRAGOS.V1I2.10363

Sadler, A., Ranger, N., Fankhauser, S., Marotta, F., & O'Callaghan, B. (2024). The impact of COVID-19 fiscal spending on climate change adaptation and resilience. *Nature Sustainability*, *7*(3), 270–281. https://doi.org/10.1038/s41893-024-01269-y

Sahu, C. K., & Panda, R. K. (2024). Evaluating the relationship between entrepreneurial ecosystem, resilience, and SME performance in the post-pandemic period. *Journal of Entrepreneurship and Public Policy*, *13*(3), 491–506. https://doi.org/10.1108/JEPP-12-2023-0136

Schraff, D. (2020). Political trust during the Covid-19 pandemic: Rally around the flag or lockdown effects? *European Journal of Political Research*, *March*, 1–11. https://doi.org/10.1111/1475-6765.12425

Sønstevold, A., Riddervold, M., & Gunnarsdottir, E. L. (2023). Public Policy Europeanisation in Response to the Covid-19 Crisis: The Case of Job Retention Schemes. *Politics and Governance*, *11*(4), 378–388. https://doi.org/10.17645/pag.v11i4.7390

Supriadi, B., S, M. F., & Chandra, C. (2022). Economic Recovery through Social Dialogue Policy to Reduce the Impact of COVID-19. *East African Scholars Journal of Economics, Business and Management*, *5*(7), 162–169. https://doi.org/10.36349/easjebm.2022.v05i07.002

Suratnoaji, C., Nurhadi, & Arianto, I. D. (2020). Public opinion on lockdown (PSBB) policy in overcoming covid-19 pandemic in Indonesia: Analysis based on big data Twitter. *Asian Journal for Public Opinion Research*, *8*(3), 393–406. https://doi.org/10.15206/ajpor.2020.8.3.393

Toshkov, D., Carroll, B., & Yesilkagit, K. (2022). Government capacity, societal trust, or party preferences: what accounts for the variety of national policy responses to the COVID-19 pandemic in Europe? *Journal of European Public Policy*, *29*(7), 1009–1028. https://doi.org/10.1080/13501763.2021.1928270

Utami, A. N. F., Baharuddin, T., Khaerah, N., & Fariaty, C. N. (2022). Public Health Services: Makassar Government's response in the Early Phase of COVID-19. *KEMUDI: Jurnal Ilmu Pemerintahan*, *7*(1), 66–76. https://doi.org/10.31629/kemudi.v7i1.4884

Xu, Y., Ni, Y., Yang, J., Wu, J., Lin, Y., Li, J., Zeng, W., Zeng, Y., Huang, D., Wu, X., Shao, J., Li, Q., & Zhu, Z. (2024). The relationship between the psychological resilience and post-traumatic growth of college students during the COVID-19 pandemic: a model of conditioned processes mediated by negative emotions and moderated by deliberate rumination. *BMC Psychology*, *12*(1), 40359. https://doi.org/10.1186/s40359-024-01853-z