Governance Networks in Urban Tourism Policy

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ABSTRAK

Jejaring tata kelola (Governance Networks) Kampung Wisata merupakan hal yang masih relatif baru dikembangkan dalam pariwisata perkotaan. Penelitian ini bertujuan untuk menganalisis Model jejaring tata kelola (Governance Networks) Kampung Wisata Kota Bandung (Studi Kampung Wisata Kreatif Braga), penelitian dilakukan dengan menggunakan metode kualitatif. Data diperoleh melalui observasi, wawancara, dan studi dokumen kepada para pemangku kepentingan yang terlibat. Hasil penelitian menunjukkan bahwa model Governance Networks yang diperlukan dalam keberhasilan Kampung Wisata Kreatif Braga dibandingkan aktor yang lainnya karena kapasitas masyarakat yang masih kecil dalam aspek ekonomi dan terdapat keterkaitan antara keberhasilan jejaring tata kelola (Governance Networks) dengan kematangan demokrasi disuatu negara, sehingga semakin matang suatu tingkat demokrasi semakin besar tingkat keberhasilan jejaring tata kelola (Governance Networks) yang diperoleh.

ABSTRACT

Tourism Village governance networks are something that is still relatively unfamiliar to be developed in urban tourism. This research aims to analyze the principles of governance networks in the Bandung City Tourism Village (Braga Creative Tourism Village). The research was conducted using qualitative descriptive methods. Data was obtained through observation, interviews, and document studies with the stakeholders involved. The results of the research show that of the four dimensions of governance networks, there is one dimension that is working well, namely formation, while the three dimensions, namely operations, performance accountability, and desire, are not yet working well. The findings in this research are that the state needs to have a greater role than other actors because society's capacity is still small in the economic aspect and there is a link between the success of governance networks and the maturity of democracy in a country, so that the more mature a level of democracy, the greater the level of governance networks success obtained.

INTRODUCTION

Tourism is one of the sectors in the urban economy a key resource for cities and residents because it may contribute to local income as well as to the maintenance of urban infrastructures and the provision of public services (Perdomo et al., 2012). However, urban tourism has not developed well when compared to other forms of tourism such as rural or coastal tourism. Not all cities in the world fall into the tourism city category, this is because a tourism city is a city that has the following characteristics (Morrison & Andres Coca-Stefaniak, 2020):

1. Have a significant level of tourism capacity in terms of, for example, the number of hotel rooms, the number of convention/conference facilities, the number of tourist attractions, and supporting transportation systems.

2. Make joint efforts in marketing, branding, and tourism promotion to attract visitors.

Based on these criteria, the city of Bandung is included in the tourism city category, so it is important to look in more detail at how Tourism management in the city of Bandung is carried out by the Bandung City Culture and Tourism Service (*DISBUDPAR*) as one of the Regional

Apparatuses responsible for this field. The Bandung City Tourism Policy is outlined in the Bandung City Regional Regulation (regional regulation) Number 3 of 2019 concerning the Regional Medium Term Development Plan (RPJMD) for 2018 – 2023 which contains targets for tourism affairs, particularly the realization of Bandung as a competitive tourist destination city.

Table 1.
Gross Regional Domestic Income (GRDP) Tourism Sector Bandung City 2012-2023 (Billion Rupiah) Year Total Percentage GRDP

Year	Total	Percentage GRDP
2012	5823.78	4.41
2013	6785.26	4.47
2014	7986.46	4.62
2015	8925.15	4.56
2016	10282.63	4.74
2017	11761.83	4.9
2018	13181.71	4.99
2019	14253.88	4.94
2020	12466.04	4.4
2021	13021.74	4.38
2022	15487.99	4.72
2023	16593.61	4.72

Source: (Bandung City Central Statistics Agency 2023)

Based on data in table 1.1.it can be seen that Bandung City's Original Regional Income (PAD) from the tourism sector is around 4.41% or the lowest in 2012 and the highest was 4.99% in 2018. After that, after the pandemic from 2020 until now it has not been able to match the percentage in 2018, it even fell to 4.72% in 2022-2023. This data shows the importance of the tourism sector which is included in the top 10 sectors in the Gross Regional Domestic Income (GRDP) of Bandung City.

Table 2.
Number of Foreign and Indonesian Tourists to Bandung during 2012-2023

Year	Tourist		Total
	Foreign	Indonesian	
2012	176,855	5,080,584	5,257,439
2013	176,432	5,388,292	5,564,724
2014	180,143	5,627,421	5,807,564
2015	183,932	5,877,162	6,061,094
2016	173,036	4,827,589	5,000,625
2017	176,855	5,080,584	5,257,439
2018	227.500	7.357.705	7.585.205
2019	252.842	8.175.221	7.357.705
2020	32.809	3.211.791	3.244.600
2021	37.417	3.704.263	3.741.680
2022	198.647	6.422.915	6.621.562
2023	231.017	7.469.556	7.700.573

Source: (Bandung City Culture and Tourism Department, Bandung City Central Statistics Agency 2023)

The data in Table 1.2 shows that for domestic tourists the trend is to increase from year to year from 2012-2019 except for a slight decrease in 2016. The remaining numbers always increase over 7 years. After the pandemic, the number of tourist visits, although it had decreased sharply to 3,211,791 in 2020, was able to increase significantly again to 6,422,915 tourists in 2022 and 7,469,556 tourists in 2023. The number in 2023 is close to the number of tourists in 2018, however, still has not exceeded the number in 2019.

One of the policies prioritized as a government strategy in advancing the tourism sector in the city of Bandung to increase tourist visits is developing tourist villages. The development of the tourist village is based on Bandung City Regulation No. 1454 of 2018 concerning Guidelines for the Development of Tourist Villages, namely an area in an urban area with a certain area and has the potential for unique tourist attractions that are unique to its community which can create a combination of various tourist attractions and supporting facilities to attract tourist visits.

The development of new tourist destinations includes the Braga Creative Tourism Village, which is a form of urban tourism based on community empowerment that was launched in October 2019 and is located at Gang Apandi RW 08 Jl. Braga. The Braga Creative Tourism Village is currently a pilot project for other city villages in carrying out Bandung City Government programs in the tourism sector, for example *Cigadung, Rajut Binong Jati, Blekek Gede, Pasir Kunci, Cinambo, Andir Chinatown, Cibaduyut, Kordon, Dago Corner* and *Cibunut.*

The aim of the Bandung City Government in launching the Braga Creative Tourism Village is to return the Braga area to a world-class leading tourist destination as it was in the 1920-1930 period while at the same time empowering the people living in the Braga tourist destination area through a Community-Based Tourism approach so that people can benefit from tourism, increase income and realize economic independence.

Based on the data presented above, it is confirmed that the formation of Tourism Villages from the perspective of network governance (Governance Networks) has a significant positive impact on increasing the number of tourist visits to the city of Bandung. Therefore, this research aims to further explore and analyze the Governance Networks of the Bandung City Tourism Village (Braga Creative Tourism Village study) by utilizing the Governance Networks perspective (J. Koliba et al., 2019).

It is hoped that the use of the Governance Networks Model theory in research can provide a significant contribution to the understanding and development of network governance (Governance Networks) that is more modern, effective, and responsive to the dynamics of community needs in the city of Bandung. Therefore, the title of this research is "Governance Networks In Urban Tourism Policy".

Literature Review

Tourist cities are characterized by reducing or simplifying urban functions (this is the case of the tourism urbanization mentioned above). Urban tourism development must therefore deal with imperative restraints about the realms of cultural heritage preservation and, on the other hand, residential needs, which are usually more significant than in other tourist contexts. Another aspect relates to the fact that, in urban contexts, tourism tends to be only one among economic activities (or one among many economic and social forces), with consequent dynamics of competition for resources between tourism and coexisting urban realities. Tourism cities are places where tourism is important and in which city governments put a high priority on this economic sector

(Alaistair Morrison, 2022), (Bellini & Pasquinelli, 2017).

It can be argued that either all or none of the world's cities are tourism cities. Indeed, as will be argued later, the cities with the most value to tourism and attracting the largest number of tourists are generally those in which tourism has the least relative significance. That said, it is possible to identify many different types of tourism cities determined not only by the motives and expectations of the majority of visitors but also by the way the city, or at least its policymakers, sees itself (Maciocco & Serreli, 2009).

The 1990s were a period of public sector reform, driven by market ideas, aimed at opening government to greater participation from the public. These reforms do not necessarily mean that society is tasked with governing. However, it does mean that there is a societal demand for a more visible influence on public policy. The understanding of Governance Networks includes (Morçöl, 2023),(J. Koliba et al., 2019) namely how the actions and goals of individuals produce individual behavior, the actions and goals of actors combine to produce system-level behavior, and how actions These goals are in turn shaped by constraints resulting from system behavior, highlighting the importance of situational awareness for understanding complex systems.

Governance Networks were put forward by (Jessop, 2016), (Isakhan, Benjamin. Slaughter, 2014), namely that governance refers to coordination mechanisms and strategies in dealing with complex mutual interdependence between actors, organizations, and operationally autonomous functional systems. Both international and supranational are measured through regional and national public-private partnerships into more local networks of power and decision-making.

Another definition of Governance Networks put forward by (Klijn & Koppenjan, 2016) is that it describes public policy making, implementation, and service delivery through a network of relationships between government, business, and civil society actors that are autonomous but interdependent. Governance network processes (governance networks) are all interaction processes in network governance that address certain issues, policies, programs, or public services so that Governance Networks can take many forms.

The definition of Governance Networks was also put forward by can be defined as the horizontal articulation of interdependent but operationally autonomous actors that interact through negotiations that occur within a relatively institutionalized framework and facilitate self-organized policymaking within a hierarchical framework (Torfing, Jacob, B. Guy Peters, Pierre, Jon, Sorensen, 2012).

Based on a typical definition of ideal Governance Networks, the following definitions and characterizations are as follows: (Agranoff, 2007; Goldsmith, Stephen. Eggers, 2004); (Isakhan, Benjamin. Slaughter, 2014); (Jessop, 2016); (Kettl, 2002); (Klijn & Koppenjan, 2016); (J. KOLIBA et al., 2019); (Meier, Kenneth J. O'Toole Jr, 2006); (Rhodes, 2007) and (Torfing, Jacob, B. Guy Peters, Pierre, Jon, Sorensen, 2012) where they are considered the most relevant in the definition of Governance Networks according to (Morçöl, 2023) :

(1) Governance Networks is a broad process that involves both public policy-making and implementation (public administration).

(2) Several actors play a role in creating and managing public policies. They may be government organizations, non-profits, private organizations, and individuals in various roles (political leaders, community leaders, business leaders, etc.) (Torfing, Jacob, B. Guy Peters, Pierre, Jon, Sorensen, 2012); (Klijn & Koppenjan,

(3) 2016);(Jessop, 2016). (Goldsmith, Stephen. Eggers, 2004) characterizes network governance as relying heavily on partnerships, the philosophy of utilizing non-governmental organizations to increase public value, and varied and innovative business relationships.

(3) These actors are both autonomous from each other and interdependent (Meier, Kenneth J. O'Toole Jr, 2006); (Torfing, Jacob, B. Guy Peters, Pierre, Jon, Sorensen, 2012); (Klijn & Koppenjan, 2016); (Jessop, 2016).

(4) They are not under the hierarchical and bureaucratic control of the state (Meier, Kenneth J. O'Toole Jr, 2006). In this network, there is no hierarchical center. In that sense, as noted by (Weller, Patrick et al., 1997) the idea of network governance is close to Luhmann's theory, namely centerless society (a society without rulers). This centerless network is self-organizing (self-organizing) (Agranoff, 2007); (J. Koliba et al., 2019).

(5) Governance Networks blur conceptual boundaries and territorial boundaries. The interdependent involvement of public and private actors in Governance Networks has led to the blurring of the lines between the public and private spheres, between the state and civil society, in the late 20th and early 21st centuries (Kettl, 2002);(Isakhan, Benjamin. Slaughter, 2014).

(J. Koliba et al., 2019) specifically look at the systems side of a network, explaining the Governance Networks analysis model, which is:

1. The formation of the governance network, the actors included and excluded from this governance network, and the objectives of the governance network.

2. Operation of the governance network, Types of activities carried out by the governance network, Procedures of the governance network actors in decision-making and different institutional arrangements as well as the influence of socio-economic structures on the operation of the governance network.

3. Performance and accountability: Meta-governance management in governance network performance, democratic accountability in governance networks.

4. Sustainability: Maintaining governance networks across spatial and temporal scales. This type of institutional arrangement can be facilitated by meta-governance to enable the sustainability of effective and democratic governance networks.

Urban tourism is defined by these authors according to (a) the multi-purpose nature of city visits in a multifunctional context; (b) visitors' use of urban facilities that are not necessarily built for visitors (c) the diversity of the urban economy in which tourism takes part. The co-presence of multiple economies in the urban context is fundamental for city tourism so that cities with the largest and most varied economies will gain the highest benefits from tourism. A travel activity carried out by a person or group of people for recreation, holiday, or business, carried out in urban areas. Urban tourism has various potentials and challenges that need to be considered in its development. Urban tourism is a type of tourism that has developed rapidly in recent years urban tourism can provide various benefits to society, such as increasing income, creating jobs, and promoting culture and tourism. However, urban tourism also has various challenges, such as environmental impacts, social impacts, and economic impacts (Ashworth & Page, 2011);

(Morrison & Andres Coca-Stefaniak, 2020); (Alaistair Morrison, 2022).

In this research, urban tourism is seen as developing community empowerment, by involving local communities in tourism development which is seen as a form of implementing tourism policy using Governance Networks. Tourism is one of the important economic sectors in the world, as is the economic sector in Indonesia. Tourism can provide various benefits to society, such as increasing income, creating jobs, and promoting culture and tourism. In its development, tourism development is currently not only carried out in natural tourist areas but is also starting to be developed in urban areas.

One form of tourism development in urban areas is the development of creative tourist villages. A creative tourism village is a residential area that utilizes local potential, such as culture, arts, crafts, or culinary delights, to attract tourists. Creative tourist villages can be an alternative to sustainable tourism development. From these various definitions, it can be concluded that a creative tourist village is a residential area that has local potential, such as culture, arts, crafts, or culinary delights, which is managed and developed by the local community professionally and sustainably to attract tourists. Therefore, the development of creative tourism villages needs to be carried out sustainably, to increase existing potential and reduce various challenges, by paying attention to various aspects, such as environmental, social, cultural, and economic aspects.

Governance Networks are dominantly used in policy formulation, while some use them in policy implementation. The many applications of Governance Networks in all stages of public policy prove the broad relevance of this concept to describe contemporary forms of community governance, although there is still little research on Governance Networks in the implementation of existing policies.

The development of theoretical classifications and definitions of Governance Networks is not only for theoretical purposes but also aims to provide a new perspective on how society is governed. The actors involved, including state, community, and market actors, influence each other as a system so that it can no longer be seen as a simple relationship but has turned into a more complex, complicated, and multi-actor relationship.

Governance Networks research on urban issues generally discusses policy formulation issues in the economic, education, and health sectors. Researchers try to provide a new perspective that is still rarely discussed in Governance Networks both in locus and focus, namely Governance Networks in policy implementation and the tourism sector of Tourism Villages in the City of Bandung (Braga Creative Tourism Village study).

RESEARCH METHODS

This research will use an exploratory qualitative approach with the consideration of knowing the governance network (Governance Networks) of the Braga Creative Tourism Village in Bandung City which requires input from all related parties, including government, society, and the business world, all of whom play a role and have an interest in the sector of tourism. These stakeholders include the Bandung City Disbudpar, Bandung City Transportation Agency, Public Works Department, Bandung City HIPMI (Indonesian Young Entrepreneurs Association), Bandung Architect Community, MSME Service, Bandung City DPRD and the Galur Braga 08 Bandung City Mass Organization.

RESULTS AND DISCUSSIONS

The Braga area has long been a tourist area, even if we trace historical records starting from 1900 until now or almost 123 years, the Braga area has existed as one of the leading tourist areas in the city of Bandung. In this way, researchers can see how the governance networks analysis of the Braga Creative Tourism Village is more freely related to the long history of the Braga area as one of the leading tourist destinations in the city of Bandung from the Dutch East Indies era to the present.

The Braga Creative Tourism Village is one of the creative tourism villages in the city of Bandung which was inaugurated on November 10, 2019, the Bandung City Government designated RW 08 Braga as the Braga Creative Tourism Village through the then Mayor of Bandung, Oded M. Danial, to coincide with the Braga event festival. The inauguration was marked by the signing of an inscription and a monument in front of The Braga Art Hotel by the Mayor of Bandung (WIKA Building Report, 2023).

The choice of Braga as a tourist village by the Bandung City government was based on the city government's planning to make the Braga Tourism Village a creative, historical, and cultural heritage tourism village where there are many interesting places divided into several areas. The establishment of the Braga Creative Tourism Village initiated by the Bandung City Government aims to empower the community through a community or community-based tourism approach so that the community can benefit and improve the economy.

The legal basis used in establishing the Braga Creative Tourism Village is as follows:

1. Regulation no.26 of 2007 Law No.26 of 2007 contains Spatial Planning

2. Bandung City Regional Regulation No.18 of 2011 concerning Bandung City Regional Spatial Planning for 2022-2031. Braga Tourism Village itself is an area included in the *Cibeunying SWK*

3. Bandung City Regional Regulation no.10 of 2015 concerning Detailed Spatial Planning Plans and Zoning Regulations for the City of Bandung for 2015-2035.

4. Bandung Mayor Regulation No. 1454 of 2018 concerning Guidelines for the Development of Tourist Villages, which also explains the meaning of tourist villages.

During the Dutch colonial era, Jalan Braga was a landmark of Bandung City, where Jalan Braga was a favorite area for immigrants and became a place for social gatherings, making Braga the pride of Bandung residents. Most people think that the name Braga comes from a theater club founded by Europeans who lived around the Braga area, in the end, the name *Karrenweg* was changed to Braga.

The word Braga itself comes from the ancient German God of Poet: Bragi, a city in Portugal or the name of the playwright: *Tehofilo Brag*. However, some think that the name Braga comes from the Sundanese word '*NgaBaraga*' (walking around the river). There is another word, namely B*ragaden*, which comes from the Dutch word parade (parading along Braga Street), where this term was popular until the 1970s.

Figure 1.
Map of Braga during the Colonial Period

Source: https://sudiana1526.wordpress.com/2016/03/05/
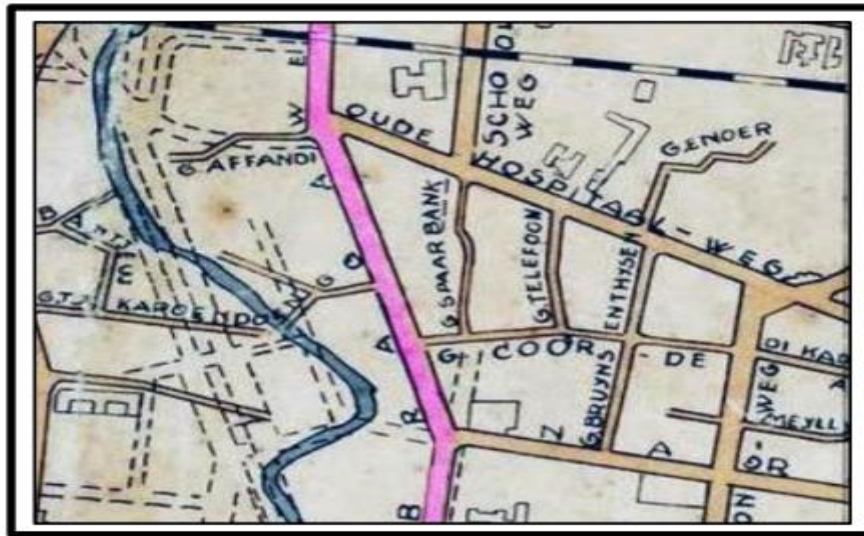
The development of Jalan Braga naturally starts from South to North, in line with the policy to move the capital from Batavia to Bandung aimed at supporting the development of Jalan Braga to become a business area and shopping center. The pressure generated by business activities has also made Jalan Braga a European business center in Southeast Asia (*de meest europeesche winkelstraat van Indie*/The most business street in the world East Indie) which is also the desire of Bandung City residents to encourage the creation of a new master plan for the entire street (Afriza, 2023).

At the end 19th to 20th century buildings in Bandung were grouped into 3 groups of building types based on ethnicity, namely:

1. Indigenous settlements (*Kampong-bouw*)

2. Western settlement (*Open Westerse bouw*)

3. Closed Chinese building (*Gestloten Chinese bouw*)

These 3 categories are building regulations that must be adjusted during construction. To modernize Jalan Braga, engineers and architects experienced difficulties where in making it a business street, major changes were needed to change Western residential buildings (*Open Westerse bouw*) into closed Chinese buildings (*Gestloten Chinese bouw*) under Dutch rule, while another obstacle was the difficulty of building European buildings. In areas that have a hot and humid tropical climate.

Figure 2.
Braga Street during the Colonial period

Source: https://sudiana1526.wordpress.com/2016/03/05/

With strong encouragement and support from the government and residents, Braga Street succeeded in becoming a European business center in Southeast Asia (*de meest europeesche winkelstraat van Indie*). Many investors participated in carrying out business activities on Jalan Braga so that in a relatively short time there were exclusive shops intended for the upper class throughout Indonesia and neighboring countries. At that time Jalan Braga was known as a European area where there were shops, boutiques, restaurants, cafés, cinemas, and banks which contributed to life in Jalan Braga.

At the beginning of Braga's development, in that area there was already a village known as Babakan Soeniaradja, in 1862 there were several houses between the Cikapundung and Braga Rivers (at that time *Karrenweg*). It was stated that in 1925 there were several horse guards on Jalan Raya Pos which occupied 3 villages, namely Banceuy Village, Cibantar Village and one of them was Braga Village, where this village was dominated by traditional Sundanese-style houses.

According to historical records, Braga Village already exists in an area of 55 ha. It is located on village land at the back of Jalan Braga, bordered by Jalan Braga, where on each side there are areas, namely Alley Apandi at RW 08 and Jalan Attorney at RW 06, but most of the land is owned by H. Affandi, who was a figure in his time.

During the period of Indonesian independence around 1940-1980, land ownership status in this area was divided among the descendants of H. Affandi, some of whom were already owned by other people. After the independence period in 1980 until now, the residential areas in Braga have become increasingly dense, the land has also been used for various public facilities as a result of the revitalization of the Braga area.

Table 3.
**The population is based on the number of RT, RW, and KK**

No	RW	RRT	KKK	Total Resident
1	01	6	135	362
2	02	8	192	427
3	03	3	164	512
4	04	6	225	750
5	05	6	262	868
6	06	4	175	537
7	07	6	274	1001
8	08	6	261	1088
Total	8	45	1688	5545

Source: Bandung City Central Statistics Agency 2022

In the Braga Creative Tourism Village, there are two Community Units (RW) that are affiliated, namely RW 08 and RW 06. The community in the Braga Tourism Village is not only dominated by native residents but is also dominated by immigrants who carry out activities in the surrounding area, generally working or carrying out economic activities, trade, and services so that the people there have various activity characteristics.

Jalan Braga is a road that borders two neighborhood units, namely RW 08 and RW 06, RW 08 is to the west of Jalan Braga while RW 06 is to the east of Jalan Braga. There are also public spaces in RW 08 and RW 06, for more details; see figure 3 and the explanation is as follows:

Figure 3.
Area Panel Map (Public Space) Potential of Braga Tourism Village
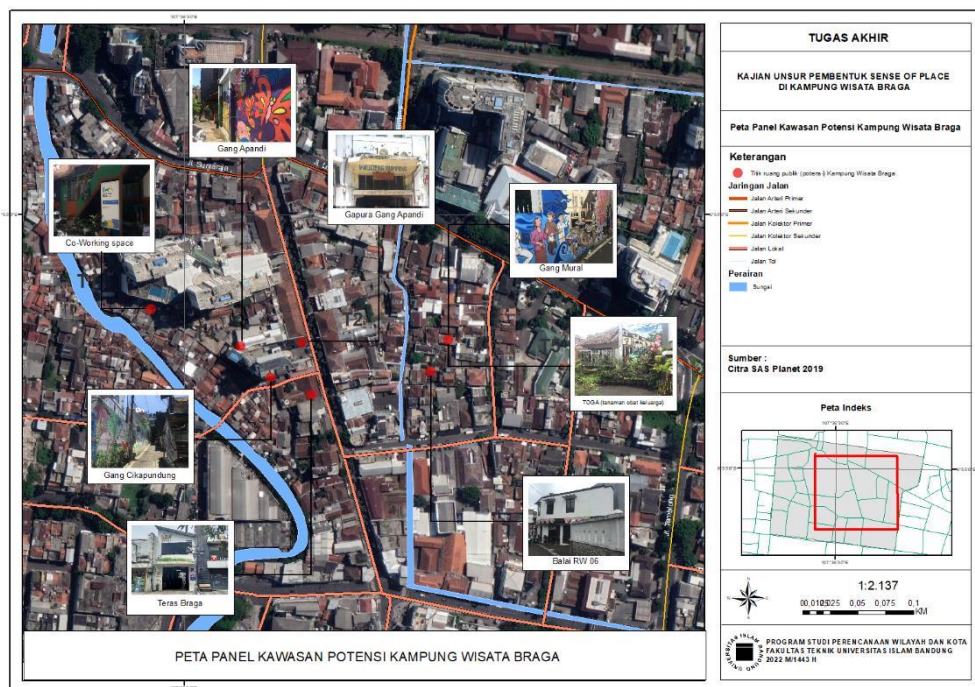
Source: Profil Wilayah Kampung Wisata Braga

The Technical Regulation for Designating Braga Village as a Creative Tourism Village is Bandung Mayor's Decree No. 148/Kep 148-Disbudpar/2018. This regional regulation is one of the Bandung City Government's efforts to develop tourism in the City of Bandung. With this regional regulation, it is hoped that the Braga Tourism Village can become a more attractive and competitive tourist destination. The inauguration of the Braga Tourism Village by the Mayor of Bandung, Oded M. Danial, was held on November 10, 2019, to coincide with the Braga Festival. The inauguration was marked by the signing of an inscription and a monument in front of The Braga Art Hotel by the Mayor of Bandung.

The Braga area has long been a tourist area, even if we trace it from 1800 to now or almost 223 years, the Braga area has existed as one of the leading tourist areas in the city of Bandung. Governance networks analysis of the Braga Tourism Village involves various stakeholders/actors from government institutions, the business sector, and the community, including:

1. Bandung City Culture and Tourism Service (Disbudpar)

2. Bandung City Transportation Department (Dishub)

3. Bandung City Public Works (PU) Department

4. HIPMI Bandung City (Indonesian Young Entrepreneurs Association)

5. Bandung Architect Community

6. Bandung City Small Medium and Micro Enterprise Cooperatives (KUMKM) Service

7. Community Organization (NGO) *GALUR* 08 Braga Watch

The stakeholders/actors involved were mentioned above because, from the results of observations by researchers in the field, their roles were directly involved in the governance networks of the Braga Tourism Village. In other words, they are seen to be actively involved in managing existing and visible governance networks. However, there are also many various stakeholders/actors from government institutions, the business sector, and society who are not mentioned, this happens because from the results of observations by researchers in the field, their role, on the other hand, is not directly involved in the governance networks of Braga Tourism Village.

In other words, they are not seen actively managing existing governance networks and are not directly visible. However, their role does not mean that it is unnecessary or does not exist at all, but rather that their role is plug-in or disposable so that they do not continuously manage the governance networks of Braga Tourism Village. Stakeholders/actors involved indirectly include:

1. Police starting from Sector Police, District Police, and West Java Regional Police

2. Koter starting from Koramil and Kodam III/Siliwangi

3. Police of Civil Service (Satpol PP)

4. Other mass organizations other than the Galur 08 Braga Mass Organization

The parties mentioned above are not actively involved because their role is behind the scenes, for example, the police and Koter for licensing activities at the start, so that when they are finished their role is only to become observers. However, if until the last moment the activity permit has not been issued and/or it is proven that there is misuse of the activity permit, the police and Territorial Command have the authority to detain, stop, or even forcibly disperse activities that are not by the written agreement at the beginning. Likewise, the function of the

Police of Civil Service (Satpol PP) is to monitor or take action if a special situation occurs, whereas if the situation is normal.

Their role is a monitoring role only. The same thing also happens to organizations other than *GALUR 08* Braga, where these mass organizations are only involved if they feel it is required; if they can still be handled by NGOs, activities can simply be carried out by them without the need to involve other parties. Braga Tourism Village, in this case, is a form of CBT (Community-Based Tourism) or community-based tourism. The context is within the tourism sector, (Nelson, 2004) refers to community-based tourism as tourism activities or enterprises in which local communities participate, occurring on their lands, and scaffolding their cultural heritage and natural attractions and assets.

People formed into societies can organize cooperatively within them because of their shared historical/geographical evolution. Generally, the problem is unequal power relations in society. Internal relations become limited, mediated, or absorbed by the characteristics of society, which provide the necessary checks and balances at that level). We can see this in the management of the Braga Tourism Village, in this case as a form of CBT (Community-Based Tourism), before going to this stage, the people in Braga first organized themselves cooperatively because of the similarities in their historical/geographical evolution, namely maintaining security and order in the Braga area, as well as to advance the economy of the Braga community. The formation of the *Galur Braga* Bandung Mass Organization was motivated by the increase in crime in the Braga area at the end of the 1990s. The Braga area is one of the tourist areas in Bandung City which is famous for its historical buildings. However, this area is also a target for criminals, such as pickpockets, snatchers, and robbers. A group of young people from the Braga area who were concerned about this condition then took the initiative to form a community organization that could maintain security and order in the area.

This mass organization (NGO) is named GALUR Bandung, because this mass organization consists of young people from villages along Jalan Braga, especially led by residents from RW 08. This is a characteristic of the Braga area community, providing checks and balances at that level, namely anticipating the crime rate thereby providing and maintaining security and order in the Braga area, as well as ultimately advancing the economy of the Braga community. Advancing the economy of the Braga community was one of the initial goals of the formation of the Braga community to organize itself, namely in 2008, long before the formation of the Braga Tourism Village based on regional regulation 1454 of 2018. If we look there is a gap of around 11 years between when they first organized themselves and the formation of the Braga Tourism Village in in 2019.

This is evidence that strengthens the view of Giampiccoli & Hayward (2012) that a community is formed from a society that can organize cooperatively within it because of the similarities in its historical/geographical evolution, in this case namely maintaining security and order in the Braga area, as well as to advance the community's economy. Braga. In other words, the aim of governance networks or the Braga Tourism Village governance network is the same and congruent with the internal desires of the community itself, namely to advance the economy of the Braga community.

The first problem faced in the Braga Tourism Village governance networks is the lack of clarity in the development roadmap to ensure sustainable development and sustainable tourism as well as the tendency for programs to be unsustainable. This problem, according to the opinion of (Ramsa & Mohamad Abdullah, 2004) the main issue in developing community-based tourism villages or Community Tourism in a sustainable or long-term manner is appropriate support because the characteristic of community-based tourism is that it requires many institutional

supporting structures to succeed and maintain it. The practical way is by facilitating their communities to own and run ecotourism (Salazar, 2012) activities in their own homes through community-based initiatives [which] have obstacles arising from social dissatisfaction, unsustainable resource utilization, and leakage; economic and other related problems can be reduced.

The second problem is that participation is high, but the community is still waiting for government program initiatives, not being able to be independent especially funding. Even though community participation is high in the management of the Braga Tourism Village, it is worth highlighting what participation is already high, considering that there is something that is also an obstacle, namely that the community is still waiting for government program initiatives, and is not yet able to be independent especially funding. This also happened in the management of the Braga Tourism Village after receiving guidance, training, and assistance in the creative economy, especially sewing, which was accompanied by training and the provision of sewing machines, which then stopped. The reason stated by the resource person was the absence of further funding from the government through and/or coordinated by Bandung City.

The third problem in the Braga Tourism Village governance networks is that destination development programs, human resources and institutions, amenities and attractions as well as basic services such as sanitation and health and public facilities have not been well coordinated between regional apparatus. This is also compounded by the lack of human resources, accommodation, and cleanliness in the management of community-based tourist villages. In this case, the lack of human resources, accommodation, and cleanliness in the management of community-based tourism villages or CBT (community-based tourism) is in line with the opinion of (Salazar, 2012) explaining that the shortcomings of community-based tourism, in particular, are related to the limited quality of human resources in receiving guests, including cleanliness, accommodation that is not of a good standard, and accompanying tourists.

This case shows that there is no effectiveness of the governance network in promoting sustainable and inclusive tourism in the implementation of Tourism Villages in Bandung City. By fostering community-driven decision-making, collaboration, and capacity building, these networks can empower local communities to take charge of their tourism development and reap the benefits.

In the context of implementing governance networks in the implementation of Tourism Villages in Bandung City, the role of Community Associations is increasingly strengthening. Community associations were formed to represent the interests of local communities in the development of Tourism Villages. This association can help community members to be involved in decision-making and to access resources and support, in this case GALUR.

(Pforr, 2006) shows the usefulness of a network approach in describing, analyzing, and explaining the dynamics of the tourism policy realm. Furthermore, measuring link characteristics leads to effectively examining the role of different actors in the network. By governance, Rhodes refers to a change in the meaning of government, referring to a new process of governing (Weller, Patrick et al., 1997). The point is endangering to government. In tourism terms, it has to recognize the constraints on central action imposed by the shift to self-organizing networks, and the search for new tools for managing such networks. He also points out the dangers in that game playing; joint action; mutual adjustment; and networking are the new management skills. They treat networks as a tool of government. This, he claims, becomes a challenge for democratic accountability. In conclusion, the analysis of networks has great importance for the study of urban tourism, not only as a fascinating intellectual problem but also as a means to

improve abilities and capabilities in understanding the functioning mechanisms of urban tourism to manage it effectively and efficiently (Scott, Noel. Baggio, Rodolfo. Cooper, 2008).

Therefore, democratic accountability is an important component in governance networks. Democratic accountability flows can help ensure that governance networks operate in a transparent, accountable, and responsive manner so that they can achieve their objectives. The following are several recommendations to improve the flow of accountability in the Braga Tourism Village governance networks:

a) Increasing transparency: Governance networks can increase transparency by making information more easily accessible to the public. This information may include financial reports, activity reports, and other important documents.

b) Increasing participation: Governance networks can increase participation by involving local communities in decision-making and resource management. This can be done by holding discussion forums and working groups that are open to local communities.

c) Increasing accountability: Governance networks can increase accountability by establishing independent accountability committees. This committee can be tasked with monitoring the performance of governance networks and reporting it to the public. Democratic institutional arrangements can help ensure that governance networks operate effectively and sustainably. Effective and sustainable governance networks can provide benefits to local communities and the region concerned.

CONCLUSIONS

Governance Networks were important in policy implementation and the tourism sector of Tourism Villages in the City of Bandung (Braga Creative Tourism Village study). First, become an important tool for managing the public sector that the future will continue to depend on networks and networked governance that occurs in response to this complexity at multiple levels, especially new insights, mechanisms, and tools help those charged with designing, organizing, managing and implementing urban tourism policy. Second, now are more important for government action, that policy actors in contemporary governance are increasingly networked, horizontal, and connected. Recognition of the existence of shared problems and interdependence has given rise to a networked mode of governance, in which a diverse range of state and non-state actors from businesses, NGOs, interest groups, and local institutions come together to develop and implement urban tourism policy solutions.

Third, it can be applied in all areas of the public sector, and governance networks are now abundant in all types of fields. This includes mass media, health services, water governance, electronic waste, health policy, tourism policy, public transportation policy, environmental governance, urban governance, internet governance, and others. Indeed, there appear to be few limits to the types of policy areas in which governance networks can be found. Thus research on governance networks is about urban tourism policy, in particular, an application of the importance of governance networks which can be applied in all areas of the public sector.

Figure 4.
Governance Networks, Urban Issues, and democracy roots
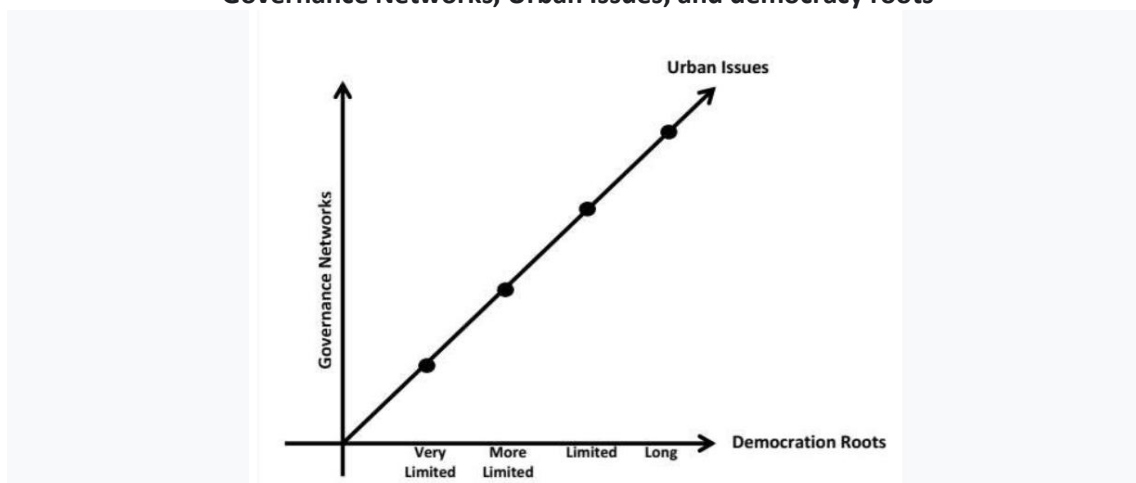
Source: (Research, (Abdul Halim et al., 2023)

The novelty of this research is that researchers observe high connectivity between the roots of democracy and the widespread use of governance networks for urban issues in countries around the world, as the researchers describe in the quadrant above. Governance networks are usually used as a massive interaction process to overcome various problems in the urban public sector. Governance networks arise from the long historical roots of democracy such as in the United States and this concept has been gradually adopted by other countries based on these historical roots. Although this is a useful finding in this research, this research has several limitations by conducting a field study with one sample of governance networks, namely only in the Braga Creative Tourism Village. To make more in-depth analyses of governance networks for urban issues, broader samples can answer and are useful for helping us understand and define complex systems.

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