Papers

Analytical model for regional tourism governance – MAGRET

Modelo analítico de governança regional de turismo – MAGRET

Modelo analítico para la gobernanza turística regional - MAGRET

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Abstract

In Brazil, the institutional structure of contemporary organizations related to tourism public policy deliberately acts on the format of regional tourism governance bodies from 2004 with the advent of the Tourism Regionalization Program (PRT) until the present day. Thus, this study aims to present the Analytical Model of Regional Governance of Tourism – MAGRET, which allows to understand the interrelationships of its stakeholders at the various levels of public, private, and third sector. The model was applied in three Brazilian tourist regions, Costa Verde e Mar, SC, Hortênsias, RS, and Polo Costa das Dunas, RN. The methodology went through qualitative and quantitative stages, with exploratory and explanatory qualifications, involving bibliographic, documentary, and internet research (database). The analysis used 14 categories and 4 analytical dimensions. The information was obtained from the effective members of the regional governments, as well as from their official documents (law/decree, bylaw, and statute). The analysis used the analytical model built with the aid of the analytical categories and dimensions. The model was applied using the analysis spiral constructed to understand the management of regional governance. The results were rated as effective or non-effective. The effective results are considered consolidated, being important to keep them balanced. The non-effective ones should be improved, always using the basis of the dimensions that indicated which categories need the most attention.

Resumo

No Brasil a estrutura institucional relacionada as organizações contemporâneas que envolvem o cenário das políticas públicas de turismo, atua deliberadamente sobre o formato de Instâncias de Governanças Regionais de turismo (IGR) a partir de 2004 com o advento do Programa de Regionalização do Turismo (PRT) até os dias atuais. Neste sentido, o presente estudo tem como objetivo apresentar o Modelo Analítico de Governanças Regionais de Turismo - MAGRET que permite compreender as inter-relações dos seus atores nas múltiplas escalas dos poderes público, privado e do terceiro setor. O modelo foi aplicado em três regiões turísticas Brasileiras, a Costa Verde e Mar – SC, Região das Hortênsias – RS, e Costa das Dunas – RN. A finalidade deste artigo não está em mostrar a realidade das três regiões turísticas investigadas, mas apenas demonstrar que elas foram os objetos de pesquisa que serviram como processo de criação do MAGRET que assumiu um caráter universal possibilitando sua aplicação em outras regiões turísticas brasileiras. Esses procedimentos perpassaram por etapas de natureza qualitativa e quantitativa, com qualificações exploratórias e explicativas. Envolveram a pesquisa bibliográfica, documental e internet (base de dados). As análises utilizaram 14 categorias e 4 dimensões analíticas. As informações foram obtidas junto aos membros efetivos das governanças regionais, assim como dos documentos oficiais tais como (lei/decreto, regimento e estatuto). As análises ocorreram com aplicação do modelo analítico construído com auxílio das categorias e dimensões analíticas. O modelo foi aplicado através do uso da espiral de análise construída para compreender a gestão das governanças regionais. Os resultados foram classificados

como efetivas e não efetivas. As efetivas são consideradas consolidadas, tendo o cuidado de mantê-las de forma equilibrada. As não efetivas, devendo ser aprimoradas, utilizando sempre as bases das dimensões que apontaram quais as categorias necessitavam de maior atenção.

Resumen

En Brasil, la estructura institucional relacionada con las organizaciones contemporáneas que involucran el escenario de la política pública de turismo actúa deliberadamente sobre el formato de los organismos regionales de gobernanza del turismo desde 2004 en adelante con el advenimiento del Programa de Regionalización del Turismo (PRT) hasta la actualidad. actual. En este sentido, este estudio tiene como objetivo presentar el Modelo Analítico de Gobiernos Regionales de Turismo - MAGRET, que permite comprender las interrelaciones de sus actores en las múltiples escalas del sector público, privado y del tercer sector. El modelo se aplicó en tres regiones turísticas brasileñas, Costa Verde y Mar - SC, Hortênsias - RS y Polo Costa das Dunas - RN. Estos procedimientos pasaron por etapas cualitativas y cuantitativas, con calificaciones exploratorias y explicativas, que involucraron investigación bibliográfica, documental e internet (base de datos). Los análisis utilizaron 14 categorías y 4 dimensiones analíticas. La información se obtuvo de los miembros efectivos de los gobiernos regionales, así como de sus documentos oficiales como (ley / decreto, estatutos y estatutos). Los análisis se realizaron con la aplicación del modelo analítico construido con la ayuda de las categorías y dimensiones analíticas. El modelo se aplicó mediante el uso de la espiral de análisis construida para comprender la gestión de la gobernanza regional. Los resultados se clasificaron como efectivos y no efectivos. Los efectivos se consideran consolidados, teniendo cuidado de mantenerlos de manera equilibrada. Las que no son efectivas deben mejorarse, siempre utilizando la base de las dimensiones que indican qué categorías necesitan más atención.

1 INTRODUCTION

When thinking about governance as a management principle, Lastres and Cassiolato (2005) consider it as a way in which individuals and organizations – public or private – manage their common problems, whose interests are not individual, rather, become cooperative, into formal institutional regimes, but can also be carried out in non-formal institutions. In an attempt to use governance in Brazil as an appropriate management practice – whether in the public, private, or third sector – Slomski et al. (2008) argue that it would be appropriate to adopt councils –at the municipal, state, regional or federal level. In this way, a model capable of measuring compliance with constitutional principles could take place effectively, as these would be possible ways for good public governance in Brazil. The present study seeks to demonstrate the possibilities of analysis of regional tourism governance, with the application of the Analytical Model of Regional Tourism Governance – MAGRET, which uses 14 categories of analysis and 4 analytical dimensions which are Organization, Power Relation, Information and actions, and Results. The analysis can focus on one dimension individually or jointly.

The governance study carried out focused on regional tourism governance in Brazil, mainly from 2004 onwards with the release of the Tourism Regionalization Plan (PRT) "Itineraries in Brazil', more precisely in its third operational module about formalization and institutionalization of the Regional Governance Bodies of tourism (IGR in the Portuguese acronym).

That operational module deals with the governance body that has the prerogative of "establishing an organization to decide and conduct the tourism development of a region" (BRASIL, 2007, p. 14). Therefore, the aim was to understand how the management of tourist regions works, by examining their institutionalization, deliberations, plans, actions, and results, related to the development process of regional tourism governance.

Governance is understood to be a form of policy that joins stakeholders from the public, private, and third sectors who work together to maximize cooperative resolutions for the development of the region, and to minimize actions that do not meet the needs and wishes of stakeholders and civil society, so as to harm the activities carried out by governance (Conceição, Anjos & Anjos, 2019).

Ahrens (2006), ensures that governance organizations are institutional arrangements, carry out political implementation processes, and set political goals coordinated by its various stakeholders. According to Stocker (1998), stakeholders seek to develop a series of theoretical possibilities on governance, stating that they must be part of the administrative process, since it refers both to governments and members of civil society.

The concept of governance has been discussed in several fields; tourism is a field of study that has been using this term commonly. The study of governance in tourism has been used in research since 1993 (Wang & Li, 2003). As Hall (2011) notes, public policy governance has been frequently used in the field of tourism.

Vázquez Barquero (2000) defines governance as an agreement between public and private stakeholders, which allows identifying if the actions are of a diverse nature, facilitating the development and promotion in an integrated manner. Governance according to Bramwell and Lane (2011), cannot be seen in isolation, as it manages relationships in society, including social groups seeking to influence the governance process.

One can say that governance has been an object of study in the most diverse areas, being a term widely used in academic and professional circles (Ruschmann, Anjos & Arnhold, 2017). Governance has become an important topic within the organization, but it is a term that can cause a dubious understanding of public policies, whose perspectives ought to bring about cooperation, participation, and collective construction (Seixas & Mas, 2010).

When dealing with the theme and concepts of governance, as well as the advent of its use in public, private, and third sector institutions, it is necessary to understand that its aspects are directly related to the involvement of its stakeholders, as these allow directing their actions in a cohesive manner. These stakeholders play a role in planning and managing actions that assist in the development of regions, and this is why understanding the importance and the concept of governance focused on tourism should be pursued, particularly in tourist regions of Brazil

Thus, this study examines the concepts of regional governance of tourism, highlighting the analysis and model built, to make it possible to understand regional governance from different perspectives, as well as pointing out its methodological process, data treatment, analysis, and results.

2 REGIONAL TOURISM GOVERNANCE

Governance has peculiar aspects that are intertwined, since the understanding is to assist in the management and coordination of stakeholders linked by a common subject, enabling this mechanism to contribute to its development, attempting to assure the decisions taken within governance are in favor of improvements for all those directly and indirectly involved in it.

The regional tourism governance has as its primary function acting in favor of its region in a cohesive way, in which stakeholders cooperate and carry out joint and transparent actions for the improvement and development of their regions. However, the diversity of stakeholders' interests demands understanding that governance seeks to demonstrate that tourism is a collective business, showing stakeholders that solutions and information are only possible through joint action, thus bringing important benefits to their businesses and own interests.

Olsson (2007) states that governance is a set of activities which, regardless of who exercises it, whether formal authorities or not, must be shared and accepted by its stakeholders, since it is a system that allows "interdependence between organizations; continuing interaction between network participants; game-like interactions, rooted in trust and regulated by rules of the game negotiated; a significant degree of independence from the state" (Rhodes, 1997, p. 51). So that the formal aspects of governance can achieve political objectives, which are surrounded by a referential base that are known to all its stakeholders.

Tourism governance is a management model interwoven in social relations, in which its stakeholders always participate in joint decision-making, with the aim of providing the development of tourist activities in the regions. Thus, by accepting the agreements pre-established in the statutes, bylaws, laws or decrees of the Regional Governance Bodies (IGRs), stakeholders are more involved in the partnerships, allowing for the integration and cooperation of all its participants, committing themselves to discuss and accomplish what may be proposed by the governances through their management models (Conceição, 2018).

The regional tourism governance takes place within a space in which cities (municipalities and districts) recognize each other through complementary or correlated tourism activities, using public and private administration, which can allow governance to act in the interest of social and economic development of cities.

Hall (2011) reflects about the nature of governance and its users, which is substantiated in the following models: hierarchical, which starts from the ideal of democratic governance and administrative governance, being possible to differentiate public and private powers; community governance: it can be seen that this type of governance takes place through self-government, without the need for federal, state, or municipal government to intervene, as they have the ability to self-manage; network governance: for this type of model it is necessary that permanent interaction takes place between the public, private, and third sectors, so that their public policies can be efficiently implemented; and, market governance: based on the principle that it is the most efficient mechanism for the distribution of resources required in governance.

In this way, Velasco González (2016, p. 508), conceptualizes tourism governance as a set of networks of "cooperacion y de colaboracion entre los actores publicos y privados que forman parte de la actividad, destacando que su accionar conjunto debe constituir y contribuir a la adecuada gestion turistica en terminos de competitividad y de sustentabilidade". Velasco González (2016) goes on to state that tourism governance has become a new management that can drive the processes of innovation, change, and strengthening of tourism dynamics that occur in a given space, involving public and private stakeholders in collective decisions.

Zhang, Pine and Lan (2003) make a comment on tourism governance, assuring that there have been changes, that for some time governance was of exclusive concern to the government, in which it should coordinate public policies directed to tourism management.

Dialogue must be permanent amongst stakeholders, since for the region's economic growth and cultural and socio-environmental development to take place, tourism governance must understand that the initiative can arise from various sectors, including social, economic, environmental. and politics, of which the different initiatives are attributed to the private initiative, organizations, and public power, allowing a process that involves stakeholders and actions to go beyond individual performance, compelling them to move toward groups and the collectivity (Fernandes & Coriolano, 2016).

The most legitimate governance is the one which is born within a collective and not an imposed process, thus, the goal is to seek answers to the collective questions and challenges, not subjugating the values that are understood and shared (Vielajus & Sauquet, 2007).

3 METHODOLOGICAL PROCEDURES

The operationalization of the research consisted of determining the population and sample, collection, treatment, and analysis of data. Data collection included questionnaires to effective members of the regional tourism governance bodies and records of respondents' verbal information.

The methodology used for the development of this research was both qualitative and quantitative, exploratory and explanatory. We collected data from documents, laws, reports and information registered on the IGRs and from 47 questionnaires – 27 public sector representatives, 14 from the private sector, and 6 from the third sector, representing a population of 89 stakeholders, thus representing 51.83% of effective members of the Regional Governance Bodies: Costa Verde e Mar, SC (15 respondents), Hortênsias, RS (19 respondents), and Costa das Dunas, RN (13 respondents). Crespo (2009), argues that to obtain a representative sample of the total population, a minimum of 30% of the total population is required. In this case the sample was valid because of the percentage reached.

Data collection took place in three different moments, the first one was onsite in Hortênsias, RS, in November 2016, and online until July 2017. The second moment took place in Costa Verde e Mar, SC from June to November 2017, and online until December 2017. The third moment was in Costa das Dunas through online and video conference tools from July 2017 until February 2018. There were difficulties in arranging interviews

with more managers due to various reasons, such as their tight schedules, fear of sharing information because they are generally public temporary employees and would not appreciate exposing themselves, and also due to the lack of commitment and knowledge of their own responsibilities as tourism officials.

Data collection occurred in three stages. The first stage was a questionnaire based on the 14 categories of analysis with 44 variables built according to the theoretical framework, subsequently generating four analytical dimensions, arising from a theoretical proximity on relevant topics about the tourist regions studied.

The second stage consisted of collecting additional information from respondents during the application of questionnaires; even though these were structured, respondents freely provided other information – which was noted with their consent – about the topics addressed in the survey.

In the third stage, data were collected from documents of the regional tourism governances, such as laws/decrees, statutes, and bylaws – when available - being subject to documentary analysis.

Interviews were made with members of the IGRs in addition to the structured questionnaires, in a total of 47 interviews. Mixed sampling design was used, combined with documentary research (criteria), qualitative (mixed sample) and quantitative (purposive probability sample). The research was validated using triangulation, which is considered the mutual validation of the data (Brewer & Hunter, 1989). According to Flick (2009), this type of validation discusses multi-method research applied in the different phases of the research process.

The validation of this study involved qualitative and quantitative data, which were treated and analyzed separately and only grouped afterwards to explain the results obtained, after triangulation. Thus, it should be noted that validation is the social construction of knowledge (Mishler, 1990).

The quantitative approach followed Fonseca (2002), Richardson (1999), and Diehl (2004). Descriptive statistics was used to analyze data collected from questionnaires' items, measured on a seven-point Likert scale (Martins & Theóphilo, 2009; Hair et al., 2005; Reis, 1988). The score (frequency/variable) showed the degree of agreement, in which 1 - Strongly disagree (DT), 2 - Disagree (D), 3 - Partially disagree (DP), 4 - Neutral (N), 5 -Partially agree (CP), 6 - Agree (C), and 7 - Strongly agree (CT).

The collected data was tested for normality and homogeneity of variance. Crespo (2009) indicates that for this type of modeling, both the normality test and/or homogeneity test can be chosen to validate the model. Kolmogorov-Smirnov test of normality and Levene's test of homogeneity of variance were used. The normality test showed significant differences in practically all categories (appendix E), pointing out alternative hypotheses (Ha: $P < 0.05$), common fact in exploratory research, which does not allow pointing out the reliability of the categories and dimensions proposed by the normality test, but in the homogeneity test, all variables that make up the categories presented null hypotheses (Ho: $P > 0.05$), guaranteeing effectiveness of the categories and dimensions that make up the matrix.

After the test, modeling continued with Levene's test of homogeneity of error variance. For this test, the IBM SPSS Statistics Version 21 software was used, with application of the categories grouped in dimensions, with the calculations of median, mode, absolute and relative frequencies, multiple responses being also performed in all dimensions, and the scatter plots were generated, whose significant factors were: tourist regions (Costa Verde e Mar, Hortênsias, and Costa das Dunas) and types of entities (public, private, and third sectors).

Respondents consisted of 26 men and 21 women, whose level of education represented 24 people with undergraduate degree, 21 postgraduate students, and only 2 with complete high school education. The level of education observed in the study tourist regions, based on the information provided in the questionnaires, presented data that demonstrated the largest number of stakeholders has an undergraduate degree.

Qualitative research considered documents and verbal information that were analyzed based on Bardin's (1977) content analysis. The information contained in the public documents of the tourist regions analyzed made it possible to understand the objectives and guidelines proposed by each regional governance. The procedure caused them to be exposed together with their management characteristics, demonstrating the functions performed by their boards, in addition to their responsibilities (Michel, 2009).

The documents provided information about the IGRs formation as institutions, reveling how the management was organized. This made it possible to have a basis of understanding about the governance process employed on each IGR, as they are different in their management mode, but with the same purpose that translates into what it should be like the commitment to act together with its members in favor of the development and growth of tourist regions. The governance characteristics were analyzed based on laws/decrees, statutes, and bylaws.

These analyses were performed using the analytical categories already listed. Content analysis was the basis

for both document analysis and for the interviews, since verbal information was collected for qualitative analysis from the respondents at the time of application of questionnaires (Bardin, 1977).

Content analysis involves the search for the meaning of messages sent and received through languages, messages, and verbal expressions, and the indicators must have essential meanings so that there is an understanding of the problems corresponding to human practices and their psychosocial components, therefore, messages can be gestural, oral, written, documentary, and figurative (Severino, 2007).

By using content analysis in this investigation, it was understood that it started from the assumption that the lexicon, a unit considered discrete in the text, as well as a word constitutes a synthesis of reality in a condensed way, with its frequency having the power to reveal the conception of the issuer, options, values, and preferences (Chizzotti, 2013).

During the analysis process, three phases presented by Bardin (1977) were considered: pre-analysis; exploration of the material; and, treatment of results.

The qualitative analysis of the present study was based on the references already mentioned, using the verbal information obtained from the respondents, who, after answering the questionnaires made spontaneous or induced comments about the topics addressed in the questionnaires, and this information was registered during the application of the questionnaires in the presence of the respondents.

The different interrelated methods helped in the analysis of data – arising from the questionnaires (quantitative), the official documents (law/decree, statute, and bylaw), and interviews with the stakeholders of the regional governances (qualitative) – allowed to assess the effectiveness (or non-effectiveness) of the IGRs management process in relation to the organization dimension.

To achieve plausible, measurable, and feasible results regarding the studied regional tourism governances, 14 categories of analysis and 4 analytical dimensions were used, as described in the following subsection.

4 CATEGORIES OF ANALYSIS AND ANALYTICAL DIMENSIONS OF THE RESEARCH

The construction of the categories of analysis, used several references that helped in the investigation and analysis process, seeking to obtain measurable and plausible results about the constitution of the Analytical Model of Regional Tourism Governance – MAGRET. The categories are the following: 1) Constitution of regional tourism governance (legislation); 2) Selection process for members of the regional tourism governance; 3) Representativeness of public and private powers in tourism governance; 4) Harmonious and effective relationship between the private and public stakeholders of tourism governance; 5) Trust between members of the regional tourism governance; 6) Information sharing between members of the governance; 7) Stakeholder involvement in the context of socio-environmental development; 8) Decision-making power in the proposals and validation of tourism governance actions; 9) Endogenous (governance) and exogenous (trade and civil society) qualification mediated by regional tourism governance; 10) Promotion and marketing of the tourist region's brand; 11) Monitoring and evaluation of tourism governance actions; 12) Governance benefits for regional tourism; 13) Transparency in public disclosure of actions and accountability of regional governance; 14) Prospecting for projects and actions to be carried out by public and private stakeholders in the regional tourism governance equitably.

In the following we present a summary of the referential framework and what we intended to investigate after the interviews, this being the instrument of qualitative and quantitative analysis for the construction of MAGRET:

a) *Constitution of regional tourism governance (legislation):* to understand this type of constitution we draw on the works by Fratucci (2009); Aleixo, Holanda & Cândido (2012); Yeh (2013); Trentin (2016), who were able to contribute to the research, demonstrating that the constitution of a governance depends on the relationships of its stakeholders, with the environment in which they live, always considering the context and, also, assuming that their constitution contributes to its formalization .

b) *Selection process for members of the regional tourism governance:* to understand the process of choosing governance members, it was necessary to understand their roles as members of this tourism governance. For this reason, we used the studies of Nóbrega (2012); Meneghel & Tomazzoni (2012); Grun (2014); and, Coutinho (2016), who deal with the selection of members, highlighting the relevance of involving people who have not only collective commitments, but who attend essential tourism issues, so that the development of the region, as a whole, occurs.

c) *Representativeness of public, private, and third sectors in tourism governance:* for this category we draw on Dreher & Salini (2010); Nóbrega (2012), Lefebvre (2013), Tomio & Schimidt (2014), whose works show that the public and private spheres must work together, so that the practice of cooperation between the entities involved is evidenced, in order to benefit every member of society.

d) *Harmonious and effective relationship between private and public stakeholders of tourism governance:* Luz et al. (2009); Zahra (2010); Cunha & Mazaro (2011); Vahl (2011); Meneghel & Tomazzoni (2012); Rodrigues & Souza (2015); the authors emphasize the existence of a healthy interaction among stakeholders of the same group, seeking the existence of the best possible harmony among those involved.

e) *Trust relationship between members of regional tourism governance:* Rovere (1999), Nóbrega (2015) Scharpf (1992); Rovere (1999); Pechlaner, Volgger & Herntrei (2011); Vahl (2011); Tomio & Schimidt (2014); they say that the capacity for trust that occurs within organizations should involve its members in the most diverse ways, whose aim is to make the entity increasingly collaborative through the actions developed by its stakeholders, making them capable of formulating and implementing collective and cooperative policies .

f) *Information shared between governance members:* for this category we used what was presented by Bordenave (1994); Canclini (1997); Caccia Bava (2001); Ronconi (2011) and; Nóbrega (2013); who write about the information, noting that for its existence to be effective, it must be democratized, and shared equally among its members, strengthening trust between everyone in the group.

g) *Stakeholders involvement in the context of socio-environmental development*: the authors Galvani (2004); Cavalcanti (2004); Zhouri (2008), Bodin & Crona (2009), Jacobi & Sinisgalli (2012); Araújo (2009), believe that sustainable development and the protection of the environment is everyone's responsibility, including government, private initiative, and organized civil society.

h) *Decision-making power in the proposals and validations of regional tourism governance activities:* Regarding decision-making about the proposals or validation of activities, researchers Rover (2007); Virginio, Delgado & Fortes (2011); Gorni & Dreher (2011); state that there is a need for decisions in common agreement between stakeholders, so that the gears of governance management can work, whose aspirations must be to obtain better joint results, both in the proposals to be made, as in their validation of actions.

i) *Endogenous (governance) and exogenous (trade and civil society) qualification mediated by regional tourism governance:* qualification must be understood as a primary action by governance, being considered one of the relevant elements for the development of tourism, in which its qualification must take place endogenously (within regional governance) and exogenous (outside regional governance), because, in addition to qualifying regional labor, it is necessary for members of governance to be qualified, so that decision-making is carried out by stakeholders who hold knowledge on the subjects that are presented for regional governance as assured by Catramby & Costa (2004); Fonseca Filho (2007); Silva & Maia (2010); Emmendoerfer & Soares (2014) .

j) *Promotion and marketing of the tourist region's brand:* according to Wielewicki (2011); Pimentel, Pinho & Vieira (2006); Martins (2006); Tamagni & Zanfardini (2009); Kladou & Kehagias (2014); Cox, Gyrd-Jones & Gardiner (2014), the promotion and marketing of a brand must be essential for the destination/region to be known and mainly marketed, as the brand gives tourism destinations a unique identity, making the visitor, upon knowing the brand, to consider the destination as something interesting, attractive, safe and that he would possibly return to the destination.

k) *Monitoring and evaluation of tourism governance actions:* in this category, Brasil (2007; 2014); Guimarães (2013); Nóbrega (2012; 2015); Farias & Figueiredo (2014), point out that the existence of planning and execution of actions is not enough, and highlight that one of the most difficult tasks, possibly are the evaluations of these plans and performance, however, assessment allows to deal with the errors found, providing better results and optimizing actions with best practices and results.

l) *Governance benefits for regional tourism:* Dreher, Oliveira & Schimidt (2006); Silva & Maia (2010); Tomio & Schimidt (2014); Sette, Valle & Coutinho (2014); Rodrigues & Souza (2015); Tretim (2016), state the benefits arising from governance, whether due to economic, social, or environmental aspects, arise through the search for consensus in decision making in actions that can guide greater benefits that reflect positively on society through the creation of new jobs, providing higher revenue, as well as how to enable the public power to implement public policies to meet the needs of the community, favoring both the resident and the tourist.

m) *Transparency in the disclosure of actions and accountability of regional governance in a public way:* Menezes (2002); Brasil (2003); Ribeiro (2012); Soares, Emmendoerfer & Monteiro (2012); Ribeiro et al. (2012) and; Santos, Carniello & Oliveira (2013), point out that decision-making in common agreement between public and private authorities must above all be clear, making it necessary that their decisions and actions are known to the main stakeholders, who are the community in general.

n) *Prospecting for projects and actions to be carried out by public, private, and third sector stakeholders in regional tourism governance equitably:* the researchers Beaumont & Dredge (2010); Hall (2011); Raye et al. (2013), make references about the importance of prospecting objectives and paths not only through planning, but with feasible actions, whose aspects are relevant for the occurrence of actions relevant to the development of the tourist region.

Based on the references and categories of analysis, it was necessary to correlate them, so that they could be grouped into four dimensions that contributed to the analysis: 1) Organization; 2) Power relation; 3) Information and actions and; 4) Results, as shown in Table 1, with its respective analysis categories.

Table 1 - Analytical dimensions of MAGRET

ANALYTICAL DIMENSIONS			
Organization	Power Relation	Information and actions	Results
1 Constitution of the Regional Tourism Governance (legislation); 3 Selection process for members of the regional tourism governance; 7 Stakeholders involvement in the context of socio-environmental development.	3 Representativeness of public, private, and third sectors in the regional tourism governance; 4 Harmonious and effective relationship among the private and public stakeholders of the regional tourism governance; 5 Reliability relationship among members of regional tourism governance; 8 Decision-making power in the proposals and validations of regional tourism governance actions;	8 Information shared effectively among members of the regional tourism governance; 11 Monitoring and evaluation of actions performed by regional tourism governances; 13 Transparency in the disclosure of actions; 10 Promotion and marketing of the brand of the tourist region.	9 Endogenous (governance) and exogenous (civil society) qualification mediated by the regional tourism governance; 12 Governance benefits for regional tourism; 14 Equitable prospecting for projects and actions to be carried out by public, private, and third sector stakeholders in regional tourism governance.

Source: The author (2019).

The grouping was based on the references and proximity between the categories in a theoretical way, with the aim to interrelate them so that their engendering occurred according to their organization proximity. The

categories helped the analysis, and were essential for the elaboration of MAGRET.

The dimensions of analysis served to analyze the data from all the different perspectives proposed in this study, i.e., documentary, qualitative, and qualitative analytical process. They contributed to understand how the management of regional tourism governance in Costa Verde e Mar, SC, Hortênsia, RS, and Polo Costa das Dunas, RN took place.

4.1 Testing the Analytical Modeling Structure

The categories were initially related in a theoretical way, leading to the grouping into the dimensions of analysis, the basis for continuing the modeling. In order to ascertain whether the grouping in categories and dimensions were confirmed, statistical tests were carried out to assess the consistency, relevance, and fitness of the theory to the Regional Tourism Governance Analysis process.

The matrix developed based on the theory is represented in Figure 1. The Figure shows the four dimensions that grouped the 14 categories that emerged from the theoretical contributions on Analysis of Regional Tourism Governance. The present model was applied to the three regional tourism governances, Costa Verde e Mar, SC, Hortênsias, RS, and Costa das Dunas, RN in a joint manner, using data collected from the effective members of the respective governances.

The generated model brings, in its centrality, the Regional Governance Bodies of tourism that were the objects of this study. The results obtained from the analysis and extraction of data, allowed to understand its management, and the composition of the organization whose purpose was to improve or consolidate the organizational process, the power relations, information and actions, and finally, the results.
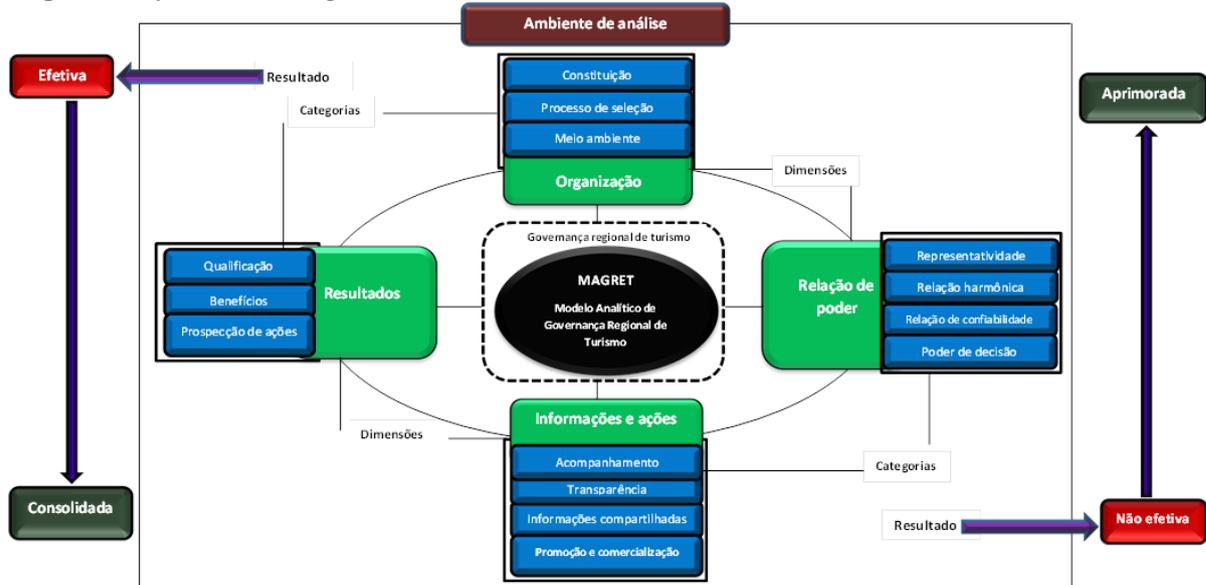
Figure 1 presents the categories and their analytical dimensions within an environment of analysis composed of tourist regions. After the analyses, the results obtained were classified as effective and non-effective. The dimensions considered effective are said to be "consolidadas" [consolidated], and the non-effective ones were named "aprimoradas" [improved], as shown in Figure 1.

The criteria for regional governance to be considered either effective or non-effective are presented in the analyses applied by MAGRET using quantitative and qualitative approaches (and there must be one more specific analysis which is in the official governance documents). In this way, a better understanding of the regions can be obtained by applying the model at each stage of the analysis.

During the application of the model in the regional tourism governance, target of the research, the analyses were made in three moments which made it possible to investigate the management of the governances from different perspectives. The first moment occurred from the application of questionnaires to the effective members of the governance. The second moment of analysis consisted of the analysis of the official documents of the regional governances (law/decree, statute, and bylaw). The third moment examined the verbal information obtained from respondents while filling the questionnaires. The application of the model was necessary for its validation, since Figure 1 presents the model and Figure 2 its applicability.

The model shows in the center the regional tourism governances, objects to be analyzed and from which we obtained information about their organization, power relation, information and actions, and results, making it possible to understand its composition, in order to improve or consolidate according to the result of the dimension.

The application of the model was based on the data collected from the questionnaires, official documents (law/decree, statute, and bylaw), and the verbal information from the effective members of the regional tourism governances. These analyses aimed to contribute to the understanding of the regional governance of Costa Verde e Mar, Hortênsias, and Costa das Dunas from the use of MAGRET.

Figure 1 - Analytical Model for Regional Tourism Governance – MAGRET

Source: Conceição (2018)

4.2 Application of the Analytical Model For Regional Tourism Governance in Costa Verde e Mar, SC, Hortênsias, RS and Costa das Dunas, RN governances
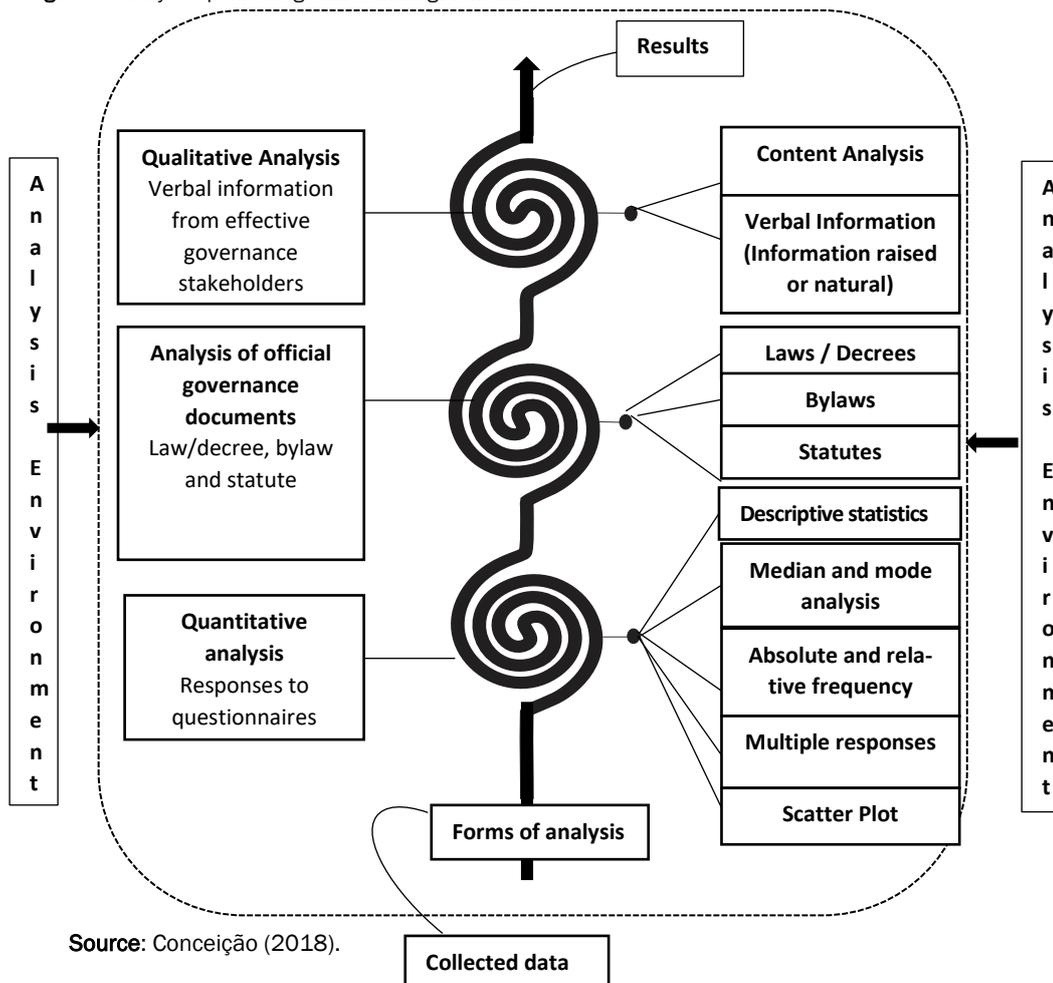
The application of the Analytical Model for Regional Tourism Governance (MAGRET) used different, complementary methods to obtain information to understand the regions using the proposed model. Thus, Figure 2 shows the analysis process that occurred with the analysis spiral of regional tourism governance, and the components that were used to achieve the results proposed in this study.

The collected data were subjected to normality and homogeneity tests. Crespo (2009) indicates that for this type of modeling, both the normality test and/or homogeneity test can be chosen so that the model can be characterized as valid. The Kolmogorov-Smirnov normality test and the Levene's test of homogeneity of variance were used. The normality test showed significant differences in almost all categories, pointing out alternative hypotheses (Ha: $P < 0.05$), a common fact in exploratory research, which does not allow pointing out the reliability of the proposed categories and dimensions. In the homogeneity test, all variables that make up the categories presented null hypotheses (Ho: $P > 0.05$), ensuring the effectiveness of the categories and dimensions that make up the matrix. With that, the modeling confirmation proceeded with Levene's test of equality of error variance. For this test, the IBM SPSS Statistics Version 21 software was used, with application of categories grouped in dimensions, whose significant factors were: tourist regions (Costa Verde e Mar, Hortênsias. and Costa das Dunas) and typology of entities (public, private, and third sectors).

The statistical tests made it possible to obtain answers from the groupings of the categories of analysis in analytical dimensions that were initially carried out based on the theory and confirmed statistically. Levene's test of equality of error variance demonstrated its homogeneity.

The application of (MAGRET) provided the use of different methods, but in a grouped way, complementing each other in order to obtain content that would support the understanding of the regions using the proposed model. Therefore, Figure 2 demonstrates the analysis process that occurred with the analysis spiral of regional tourism governance, and the components that were used to achieve the results proposed in this study.

Figure 2 - Analysis spiral of regional tourism governance

Source: Conceição (2018).

5 ANALYSIS AND RESULTS FROM THE QUESTIONNAIRES, VERBAL INFORMATION, AND OFFICIAL DOCUMENTS OF THE REGIONAL TOURISM GOVERNANCE IN COSTA VERDE E MAR, SC, HORTÊNSIAS, RS, AND COSTA DAS DUNAS, RN.

Data analysis took place based on some relevant aspects, which initially indicates the methods used in this study, as long as they were as reliable as possible about the information presented by the respondents. According to Creswell (2014), data analysis consists in the preparation and organization of data, whether texts, audios or images that allow data reduction on different themes through a process of condensation and creation of codes, as well as that of representation of these data in tables, figures or in a discussion.

The application of the model occurred based on the information contained in the data collected from the questionnaires, official documents (law/decree, statute, and bylaw), and the verbal information of the effective members of the regional tourism governance at the time of application of the questionnaires. These analyses fundamentally had the search for results that would contribute to understand the regional governance of Costa Verde e Mar, Hortênsias, and Costa das Dunas based on the use of MAGRET.

In the process of understanding how the management of regional tourism governance of CVM, RH, and PTCD occurs, and after the results from the application of MAGRET, it was possible to understand the functioning of governance management, to determine which elements were considered effective and non-effective according to stakeholder perception.

5.1 Analytical Dimension 1 – Organization

For dimension 1 - organization, three categories of analysis were grouped as follows: 1 - Constitution of the Regional Tourism Governance (legislation), 2 - Selection process for members of the regional tourism governance and, 7 - Stakeholders involvement in the context of socio-environmental development. These categories had results based on the questionnaires (quantitative), and was rated as non-effective. aw/decree, statute, and bylaw (qualitative/documentary), were rated as non-effective. Verbal information (qualitative), was also considered as non-effective.

5.2 Analytical Dimension 2 – Power Relation

The analytical dimension 2 - Power relation, grouped the following categories to carry out the analysis, namely: 3 - Representativeness of public, private, and third sectors in the regional tourism governance; 4 - Harmonious and effective relationship between the private and public stakeholders of the regional tourism governance; 5 - Reliability relationship between members of regional tourism governance; 8 - Decision-making power in the proposals and validations of regional tourism governance activities.

The results exposed the answers obtained with the analysis of data from the questionnaires (quantitative), and the verbal information from the members of the governance bodies (qualitative) in a similar way in which they treated this issue as being a theme that was equitably recognized by its members, a context in which all stakeholders are aware of its importance, not only in carrying out actions, but also in proposing and accompanying them. The results of document analysis (qualitative) was rated as effective, even though not all the researched governances had in their documents the information that dealt with the responsibilities of each sector, both the public, the private sector, and the third sector.

5.3 Analytical Dimension 3 – Information and actions

The analytical dimension 3 - Information and actions, grouped the categories 11 - Monitoring and evaluation of actions performed by regional tourism governances; 13 - Transparency in the disclosure of actions and public accountability of regional governance; 6 – Information sharing between members of the regional tourism governance; 10 - Promotion and marketing of the brand of the tourist region. The categories and its variables contributed to the analysis of this dimension.

Regarding the presence of this dimension in relation to the analysis based on the responses obtained with the questionnaires (quantitative), dimension 3 was considered effective, mainly due to the joint performance of its stakeholders about transparency of information.

Document analysis (laws/decrees, regulations, and statutes) was considered effective, even with the absence of some documents, but those used were clear, bringing essential aspects for the healthy progress of regional governance.

The verbal information brought elements that favored the governance in terms of transparency, promotion, and marketing activities carried out, which go through the validation of its members before disclosure. This dimension, based on these aspects, was rated effective.

5.4 Analytical Dimension 4 – Results

The analytical dimension 4 - Results, used categories 9 - Endogenous (governance) and exogenous (civil society) qualification mediated by regional tourism governance; 12 - Governance benefits for regional tourism; 14 - Prospecting for projects and actions to be carried out by public, private, and third sector stakeholders in regional tourism governance equitably.

This analytical dimension aggregated the categories and their variables through the questionnaires (quantitative) an analysis considered effective, demonstrating that governances carry out projects and actions to improve the region in the economic, environmental, and socio-cultural dimensions aiming to contribute positively to all tourism stakeholders.

Document analysis uncovered a considerable deficiency of documents (law/decree, statute, and bylaw), being rated as non-effective, because they fail did not describe how the results would be achieved or measured,

and there was no information about the roles of stakeholders in relation to the results obtained with the implementation of the actions of regional governances.

The verbal information (qualitative) was consistent with the quantitative analysis, showing that the stakeholders act to benefit all those involved, and understand the need to have monitoring processes, capable of assessing the actions taken. This dimension in relation to verbal information, was rated effective.

6 RESULTS IMPLICATIONS

The dimension of governance rated as effective is considered consolidated, as it already has a positive result and has potential to contribute to the development of the region, enabling the governance to continue to obtain favorable results in what concerns its management, going through planning, actions, and evaluations.

A dimension rated as non-effective should be improved, as this dimension based on its categories can affect the management of regional governance as a whole, as some stages, actions, and activities are linked to each other in terms of management and organization of tourism in the regional tourism governance.

In this study, organization was rated as a non-effective dimension. Its categories and variables referred to the constitution of governance, the selection process, and stakeholder involvement in the environmental context. This opens possibilities for stakeholders to make efforts to create conditions for improving these variables through actions and projects so that governance will obtain better results in the aspects already identified and analyzed, which can be improved and later consolidated.

The other three dimensions were considered effective – power relations, information and actions, and results. These dimensions should be continuously monitored to avoid potential problems and to propose new institutional processes and arrangements that add increasingly measurable values, remaining effective and consolidated.

The form of analysis presented in MAGRET demonstrates that it can be carried out in regional governances without the ordinary sequence of analytical dimensions, regardless of the order, because they are always linked. What must be considered at the time of analysis is the rating (effective and non-effective), in order to understand how it is interrelated and accordingly to results actions could be carried out consistent with the needs and aims of regional tourism governances.

7 CONCLUDING REMARKS

The present research addressed a theme that permeates paths that translate the meaning of a construction and collective participation, with networking, focusing on partnerships, joint performances of activities inherent to the tourism scenario that lead to the search for improvements by entities, companies, cities, and regions in their various social, economic, environmental, and cultural aspects, which have the direct and indirect influence of public tourism policies in their federal, state, and municipal spheres, which are treated, planned, and executed by Regional Tourism Governances.

Initially, to implement MAGRET, it was necessary to develop a questionnaire to understand the aspects that could be significant in order to obtain measurable and feasible results. The questionnaire was composed of 44 variables that dealt with various topics about regional tourism governance which were included in the 14 categories of analysis, and later grouped into 4 analytical dimensions that represented the topics considered relevant for the analysis of the regional tourism governance.

The reason for developing an analytical model arose from the fact that there was not a tourist region in Brazil that could serve as a reference for the others, and there would probably not be this possibility of a model governance for a country of continental dimensions such as Brazil, with peculiarities and diversity of governments and state and municipal administrations. In this sense, an attempt was made to develop a model that would make it possible to understand the management of regional governance, from different perspectives, from its constitution to its results, and the governance could be analyzed by the model jointly or individually. Even if governances are different, it is possible to obtain an understanding using its analytical categories and dimensions.

With MAGRET the analysis can be made using the four analytical dimensions, or using them individually, this will depend on what you want to understand in relation to governance management. And it should be noted that this model is an initial milestone, requiring further research that can be applied in other tourist regions, allowing to understand if other categories and analytical dimensions are needed.

The results allowed an analytical understanding the management of regional tourism. MAGRET sought to demonstrate that it can be applied to understand the management of regional tourism governance in Brazil jointly or individually.

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