



Governança Regional de Turismo da Costa Verde & Mar, Santa Catarina, Brasil: compreendendo sua gestão

Regional Tourism Governance of Costa Verde & Mar, Santa Catarina, Brazil: understanding its management

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RESUMO: A pesquisa em questão tem como escopo compreender a gestão da governança regional de turismo da Costa Verde & Mar (CVM), Santa Catarina, Brasil. Esta região é representativa pela significativa importância no que concerne a geração de renda e emprego, pela sua capacidade de recebimento de visitantes, e infraestrutura relacionada aos seus destinos e atrativos. A região analisada nesta pesquisa é compreendida a partir de quatro dimensões analíticas: organização, relação de poder, informações e ações e resultados. A metodologia utilizada foi de natureza qualitativa de modo exploratório e explicativo, com levantamento dos dados por meio de quinze entrevistas estruturadas junto a representantes dos setores público,

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privado e terceiro setor, e dos documentos oficiais como leis, decretos, regimentos, estatutos e relatórios. As análises dos documentos foram descritivas, e as entrevistas ocorreram pela análise de conteúdo de Bardin (1977). Os resultados, a partir dos documentos, evidenciaram que a região não possui decreto ou lei específica que possa dar maior sustentação jurídica, mas que possui regimento e estatuto respaldados pelos seus membros. Os resultados apontados pelas entrevistas demonstraram a preocupação com o processo de gestão, afirmando a dificuldade na sua profissionalização, almejando uma gestão com membros que tenham experiência e expertise aliados a conhecimento sobre o turismo.)

Palavras-chave: Turismo; Governança regional; Costa Verde & Mar; Região turística; Dimensões analíticas.)

ABSTRACT: This research aimed to understand the management of the regional tourism governance of Costa Verde and Mar, Santa Catarina, Brazil. This region is representative by its significant importance in terms of income and employment generation, its capacity to receive visitors, and infrastructure related to its destinations and attractions. The region analyzed in this research is comprised by four analytical dimensions: organization, power relationship, information and actions and results. The methodology used was qualitative in an exploratory and explanatory way, with data collected through fifteen structured interviews with representatives of the public, private and third sectors and official documents such as laws, decrees, statutes and reports. The analyzes of the documents were descriptive, and it was used the content analysis of Bardin (1977), to analyze the interviews. The results from the documents showed that the region does not have a decree or specific law that can provide greater legal support, but has regiment and status supported by its members. The results indicated by the interviews showed the concern with the management process, affirming the difficulty in its professionalization, aiming at management with members who have experience and expertise combined with knowledge about tourism.

Keywords: Tourism; Regional governance; Costa Verde and Sea; Touristic region; Analytical dimensions.

1. INTRODUCTION

Regional public policies for tourism in Brazil use as one of their bases, in addition to their national plans, the “Program for Regionalization of Tourism (PRT): itineraries of Brazil (2004)”, since in its third operational module since 2007, it made references about the formalization and institutionalization of Regional Governance Instances (IGR).

The referred operational module deals with the (IGR) which has the prerogative of “establishing an organization to decide and lead the tourist development of a region” (BRASIL, 2007, p. 14). In this sense, we sought to understand how the management of tourist regions works, through their institutionalization, deliberations, planning, actions and results related to the development process of regional tourism governance.

Observing this scenario, the study presented here aims to understand the governance of the IGR of Costa Verde & Mar – SC. In an attempt to achieve what was proposed in this research, content related to regional tourism governance, CVM tourist region, the politics and governance of the region, the historical synthesis of the formalization of the IGR, as well as its methodological process, analysis of the results and final considerations.

2. REGIONAL TOURISM GOVERNANCE

The theme of governance in recent years has received greater attention in tourism literature, bringing different contexts, whose intention is to know and indicate the possible characteristics of the so-called “good governance” (BEAUMONT; DREDGE, 2010; LOCKWOOD, 2010). The process of getting to know new forms of regional tourism governance allows for greater uniqueness in relation to public-private partnerships.

Tourism is an area of study that has been using the term governance more lately, and the study of governance in tourism has been used in research since 1993 (WANG and LI, 2003). As Hall (2011) assures, the governance related to politics and public has been used frequently in the tourism area. The use of tourism-related governance as the main theme of this study focuses on the Organizational Structure of Regional Tourism Governance Instances in Brazil, with a view on understanding the management process and the interrelationships of its actors in the multiple scales of the public, private and third sectors.

This study basically refers to the management and functionality of regional tourism governance, the understanding of which also permeates some elements that are essential for its implementation, since this type of governance is considered formal, as “governance is understood as a set of activities aimed at achieving political objectives, which may or may not derive from formal authorities” (DREHER; FUINI, 2010. p.1). Thus, this study takes the concept of tourism governance by Vera Rebollo (2011, p. 346) as being part of the “public-private decision-making processes, whose

objective is to improve the management of conflicts that are inevitably caused by activity at the destination”.

There are types of governance that seek to understand its management process, as its resources that are aimed at tourism can be managed between the public and private sectors, as long as everyone can act together, as governance can be seen as a form of regional institutionalization, but, at certain times, it establishes barriers for parties who have interests in integrating destination management processes (STOFFELEN; VANNESTE, 2016; VALENTE; DREDGE; LOHMANN, 2015).

Regional tourism governance takes place within a space in which cities (municipalities and districts) recognize each other through tourist activities that complement each other, in the sense of acting cooperatively, so that they move towards the region’s social and economic development.

Velasco-González (2013, p. 508), conceptualizes tourism governance as a set of networks of “cooperation and collaboration between public and private actors are part of the activity, highlighting that their joint actions should contribute to a competitive and sustainable tourism management”.

Tourism governance has become a new management that can drive the processes of innovation, change and strengthening of the dynamics of tourism that occur in a given space, making its public and private actors intend to take collective decisions (VELASCO-GONZÁLEZ, 2013).

Madrid-Flores (2014) presents tourism governance with the process of conducting tourist destinations through synergistic and coordinated efforts by governments at different levels and attributions. However, when it comes to regional tourism, it is understood that governance becomes public for its organizations and regional society.

Fayos-Solá, Alvarez and Cooper (2014) say that governance has become essentially important for tourism, due to its complexity, as it is a transversal activity that involves the institutionalization of destinations. Therefore, it is practically impossible to succeed in the tourist markets without the involvement of the entire community in which governance is inserted, aiming at the development of the territory as a whole.

Tourism governance produces substantial elements for the development of regions considered tourist or still developing, by the way in which tourism is used in relation to its activities, and through the capture of resources, income generation and employment produced by tourism, providing that there is prospection economic growth and social development for tourist regions.

3 TOURIST REGION OF COSTA VERDE & MAR, SC

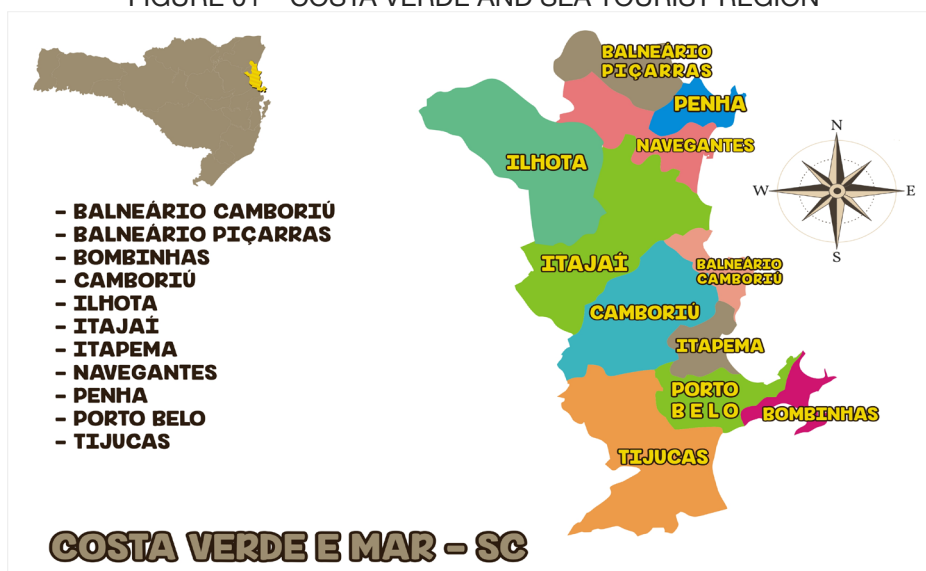
3.1 CHARACTERIZATION

The state of Santa Catarina is a destination that seeks to consolidate its tourist activity. The state has 12 tourist regions according to the 2017-2019 Brazilian tourist

map. SANTUR (Santa Catarina Turismo S/A) and Sol (Secretary of State for Tourism, Culture, Tourism and Sport) seek to work together to support the development of tourism in the State in all tourist regions of Santa Catarina, which are: Caminho dos Canyons, Caminho dos Príncipes, Caminhos da Fronteira, Costa Verde & Mar, Encantos do Sul, Grande Florianópolis, Grande Oeste, Serra Catarinense, Vale do Contestado, Vale Europeu, Caminhos do Alto Vale and Vale das Águas.

The region selected for this research was Costa Verde & Mar, which is located in the center north of the state. The region is made up of the municipalities of Balneário Camboriú, Balneário Piçarras, Bombinhas, Camboriú, Ilhota, Itajaí, Itapema Navegantes, Penha, Porto Belo and Tijucas according to the latest map of Brazilian tourism. The main activities of CVM, besides tourism, are port activities, civil construction, industry, fishing, retail trade, agriculture and wholesale fuel commerce (SANTA CATARINA, 2010). The governance municipalities of Costa Verde & Mar can be seen in Figure 1, which shows the representation of the municipalities.

FIGURE 01 – COSTA VERDE AND SEA TOURIST REGION



SOURCE: Conceição (2018)

The region from Costa Verde to Mar is accessed through land, air and sea modes. The main accesses are the BR 101, the international airports of Navegantes and Florianópolis and the maritime terminal for mooring transatlantic ships and the construction of one of the largest marinas in Brazil.

The region has a total GDP of 31,941,295.17 and GDP Per capita 413,527.92, with Itajaí having the second highest GDP in the State of Santa Catarina, figures arising from its port economic activity, trade and services. In addition to these activities, tourism is an activity considered relevant to the regional economy (SANTA CATARINA, 2017). Among the destinations, Balneário Camboriú, Bombinhas, Itajaí, Itapema, Penha (located in the Beto Carrero World Theme Park) and Porto Belo stand out, these

being the municipalities with the highest rankings indicated in the Brazilian Tourism Map 2017-2019.

3.2 THE REGIONAL GOVERNANCE INSTANCE COSTA VERDE & MAR, SC

When it comes to regional tourism governance, the CVM region has an initial memory from the creation of the Costa Verde & Mar Intermunicipal Tourism Consortium - CITMAR in 2005, which originated after the formation of a collegiate of Tourism Secretaries of the Association of Municipalities in the Foz do Rio Itajaí Region – AMFRI. The planning of its actions prioritized the elaboration of a marketing, routing, tourist signaling and transport integration plan (COVERMAR, 2017).

CITMAR officially appeared on August 17, 2007, when the municipalities through their mayors of Balneário Camboriú, Balneário Piçarras, Bombinhas, Camboriú, Ilhota, Itajaí, Itapema, Luiz Alves, Navegantes, Penha and Porto Belo signed a protocol of intent, which objective was to organize the use of available resources and reinforce the role of the municipality in the development of regional tourism.

CITMAR seeks to organize the use of available resources and strengthen the role of the municipality in the development of regional tourism. It has the following objectives: to provide specialized services in planning, development and promotion of tourism; promote the execution of strategic actions of integrated tourism marketing and implement actions to improve the regional tourism infrastructure.

The Consortium's mission is to develop and promote tourism activity in an integrated and sustainable manner, aiming to benefit the environmental, socioeconomic and cultural aspects of the AMFRI region, providing well-being and satisfaction to tourists and visitors. CITMAR is the one who has attributions to act more directly with the regions regarding tourist activities and has a specific department within AMFRI. After the creation of the Consortium, there was a need to formalize a Governance Instance. Thus, in 2008 the Tourism Council of the Costa Verde & Mar Region - CONVEMAR was established, and IGR is used in this investigation as a research object of the CVM Region (COVEMAR, 2017).

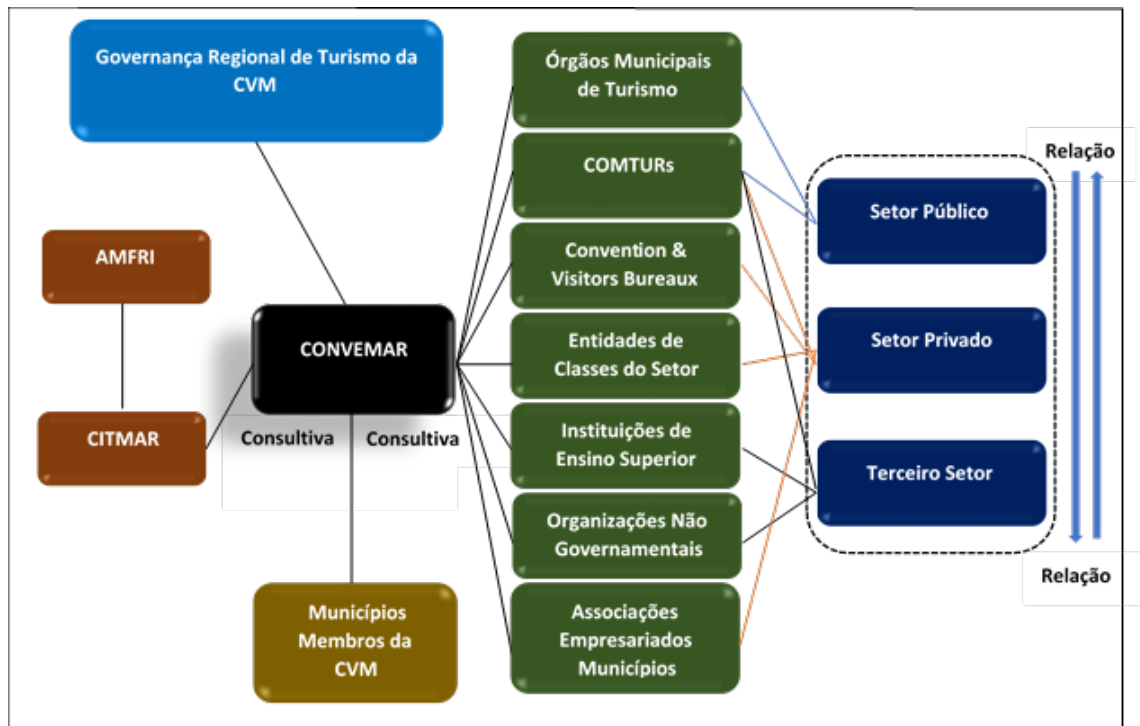
CONVEMAR's main objective is to articulate its proposals, planning, management, actions and dissemination of the activities carried out by its actors, enabling the development of the region and participating in actions that give visibility through educational and awareness campaigns to involve the population in the sense of enable the strengthening of the tourist region (COVEMAR, 2017).

The tourist region of Costa Verde & Mar is composed of actors from different sectors of tourism and from the public, private and third sector, where they sought to effectively contribute to the organization and management of tourism in the region, in order to make the destination more competitive and professional, meeting the expectations of tourists and its residents.

The regional governance management of Costa Verde & Mar is carried out by CONVEMAR, which according to its statute in its Article 1 in the sole paragraph

says that it is the Regional Governance Instance of the Costa Verde & Mar Region, following the regulations of the Regionalization Program of the Ministry of Tourism (SANTA CATARINA, 2017). The governance of Costa Verde & Mar is represented by Figure 2 based on its statute, charter and information of its actors.

FIGURE 2 – REGIONAL TOURISM GOVERNANCE INSTANCE OF COSTA VERDE & MAR - SC



SOURCE: The authors (2021).

Figure 2 represents the CVM organization in accordance with its structure and its members, demonstrates that regional governance is conducted by CONVEMAR, being a formal tourism council, having a direct relationship with CITMAR, in addition to the CVM councils of municipalities. Its members are from the state and municipal public sectors, as well as private, public and third sector entities.

The members of the governance are composed of public, private and third sector entities, which must have a parity relationship, as they are responsible for proposing, convening and voting like the other members. In this way, as much as the entities have their own characteristics, desires and different needs, they must act interconnected, as they have the same common interest, which is the development of tourism in the CVM region.

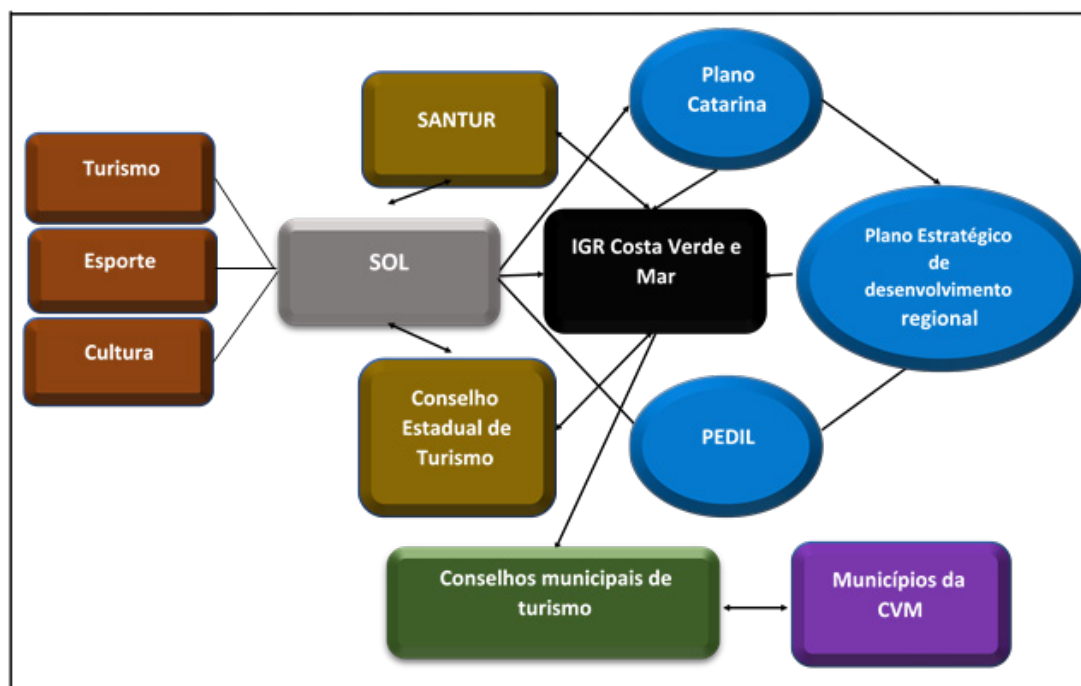
CONVEMAR is an advisory and decision-making board, in which CVM's demands are brought to it by any of its members, and based on its decisions, the

activities that will be developed are listed, whether for hiring research, training and actions, as well as the entry of new members.

The IGR of Costa Verde & Mar, as shown in Figure 2, has a direct relationship with the municipal tourism councils, as they are basically organized by the main managers and bodies from the public, private and third sector interested in improving tourism in the municipalities.

The CVM's governance is ruled by state and regional tourism plans and the bodies to which it is linked in order to follow the guidelines for its management, as shown in Figure 3.

FIGURE 3 – POLITICAL REPRESENTATION OF THE COSTA VERDE & MAR TOURIST REGION



SOURCE: The authors (2021).

Figure 3 brings the representation of CVM's tourism policy and its correlations, which has as its central focus the IGR that is directly related to SOL, the Catarina Plan (Tourist Marketing Plan), SANTUR, State Tourism Council, Municipal Councils Tourism, and the CVM's Regional Development Plan. The relationship with SOL is due to the link that the IGR has with the established state policies that serve as a basis for building its own.

The State, municipalities and regions with regard to tourist activity should use it to prepare and manage their public tourism policies, as it establishes programs

and subprograms for actions to be carried out through projects sent to the State Incentive System to Culture, Tourism and Sport – SEITEC, as well as its amendments and regulations (SANTA CATARINA, 2009). The State System of Incentive to Tourism, Sport and Culture was created by Law 13.336, of March 8, 2008, which implemented the General Tourism Fund of SC – FUNGENTUR (SANTA CATARINA, 2010)

Thus, the governance of Costa Verde & Mar must act in accordance with that which governs both its statute and its regiment, following the premises established therein. This governance has the formalities required for the existence of a governance instance instituted by the Ministry of Tourism. Thus, CONVERMAR has the premise of acting directly in the tourist activity as its regional tourism governance.

4 METHODOLOGICAL RESEARCH PROCESS

The methodological process proposed in this study occurred through a qualitative research in an exploratory and explanatory way, which operationalization permeated the knowledge of its population and sample, seeking to point out the process of data collection, treatment and analysis from Costa Verde and Mar, SC.

The operationalization of the research took place with a survey of documentary data (regiment, statute, laws and reports) and interviews applied with 15 representatives of the public, private and third sector of the CVM's IGR, from a total population of 22 permanent members, representing 68.81%. Crespo (2009) comments that to obtain a representative sample of the total population, a minimum of 30% of the total population is needed. In this case, the sample was valid for the percentage reached.

The collections took place in the Costa Verde & Mar Region – SC between June and November 2017, in person, and *online* until December of the same year. In this investigation, data collection was carried out in two stages, the 1st was the realization of interviews with closed questions that were based on the 14 (fourteen) analysis categories with 44 variables built from the theoretical framework. In the 2nd stage, data collection took place through the documents of regional tourism governances, which were the laws/decrees, regulations and statutes, as these documents contributed to the document analysis.

The analyzes were carried out from the analytical categories, using the content analysis Bardin (1977) as support to obtain concrete results. 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, documental and figurative (SEVERINO, 2007).

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

The two forms of analysis of this research, which involved both official documents (law/decreet, regiment and statute), and interviews with regional governance actors, allowed for an understanding of how CVM's regional governance is seen.

In order to achieve plausible, measurable and feasible results regarding the research's regional tourism governance, the following 14 categories of analysis were used and discussed in Conceição (2020):

1. Constitution of regional tourism governance (legislation);
2. Selection process of members of the regional tourism governance;
3. Representation between public and private authorities in tourism governance;
4. Harmonic and effective relationship between private and public actors in tourism governance;
5. Relation of trust between members of regional tourism governance;
6. Information shared among governance members;
7. Involvement of actors in the context of socio-environmental development;
8. Decision-making power in the proposals and validations 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 brand;
11. Monitoring and evaluation of tourism governance actions;
12. Benefits of governance for regional tourism;
13. Transparency in publicly disclosing regional governance actions and accountability;
14. Prospection of projects and actions to be carried out by public and private actors of regional tourism governance in a homogeneous way.

Based on the references and analysis categories, it was necessary to correlate them, so that they could be grouped into four dimensions that would contribute to the analyses, namely: 1) Organization; 2) Power Relation; 3) Information and actions and; 4) Results (CONCEIÇÃO, 2020). As shown in table 1, with their respective categories of analysis in order to understand CVM's regional tourism governance.

TABLE 1 - ANALYTICAL DIMENSIONS

ANALYSIS DIMENSIONS			
Organization	Power Relation	Information and actions	Results
1 Constitution of Regional Tourism Governance (legislation);	3 Representation between public and private authorities in tourism governance;	8 Information effectively shared among members of regional tourism governances;	9 Internal (governance) and external (civil society) qualification mediated by regional tourism governance;
2 Selection process of members of the regional tourism governance;	4 Harmonic and effective relationship between private and public actors in regional tourism governance;	11 Monitoring the evaluation of the actions of regional tourism governances;	12 Benefits of governance for regional tourism;
7 Involvement of actors in the context of socio-environmental development.	5 Relation of trust between members of regional tourism governance;	13 Transparency in the disclosure of shares;	14 Prospection of projects and actions to be carried out by public and private actors of regional tourism governance in a homogeneous way.
	8 Decision-making power in proposals and validations of regional tourism governance actions.	10 Promotion and commercialization of the identity of the tourist region.	

SOURCE: Conceição (2020).

According to Conceição (2020), the grouping occurred based on references and proximity between the categories in a theoretical way, whose intention was to interrelate them so that their engendering occurred according to their proximity to management.

5 RESEARCH ANALYSIS AND RESULTS

The following analysis will be presented from the interviews carried out and from the documents endorsed in this study, its subsequent collection and treatment, using Bardin's (1977) content analysis.

5.1 ANALYSIS OF THE INTERVIEWS OF THE EFFECTIVE MEMBERS OF COSTA VERDE & MAR, SC

The interviews were analyzed observing the categories that make up the analytical dimensions, having their first composition from the organization, as it follows one of the requirements of the Ministry of Tourism (MTur) through the implementation of national public tourism policies since 2004 through the Tourism Regionalization Program.

According to a representative of the CVM's third sector, the IGR does not have a law or decree as a form of constitution, but the governance members follow what was proposed in the bylaws, which is the document used as a tool for integration among its members.

As informed by a representative of the municipal government, the constitution of regional governance was generated by the need to establish a regional instance to serve the MTur. According to the interviewee, her performance is discreet, without impacting actions or actions that actually involve the municipalities in the region, making a limited representation, only recognized by its members.

The tourist regions must have a joint work when the intention is to make the region competitive for tourist activity. In addition to the need for its actors to act in partnership, there must be a process of formal constitution and institutionalization of regional tourism governance.

As for the power relationship dimension, the CVM has equal representation between public and private power, but it needs a greater number of effective members in the third sector, assured the public sector representative, stating that for this to happen, there must be a change in its bylaws. and greater effectiveness of these actors. Such recognition is essential because the members of tourism governances must have their actions focused on the representation of their actors, allowing their interdependence, as well as reciprocity, mutual interest, leadership and trust (DREDGE, 2006).

An interviewee from the CVM's private sector commented that the region is very careful in transmitting information and actions in a systematic way, providing its members with opportunities to receive information about what is happening in the region. The representative of the third sector ensures that the information needs greater transparency, especially in relation to the actions and results carried out by a small governance group.

A representative from the public sector and another from the private sector commented that the actions taken by the governance did not achieve the desired results, as they believed that the proposals formulated by their actors would achieve more positive results for the entire region.

Governance seeks to act on an equal footing, and its members understand that decisions are joint and all its actors have the same value. According to the interviewees of the CVM, the members who stand out the most are the ones with the greatest performance, thus determining a favorable situation in relation to their opinions with the governance.

The Costa Verde & Mar region has joint activities for its tourism activities whose concern involves environmental issues. This approach allows the region to act with tourist activities in nature as a source of sustainable business for the development of tourism in the region, as assured by the representative of the local government. The integration with the association of municipalities, the conurbation of the city's

disposition and the small territorial dimension tend to strengthen the regional perspective.

5.2 DOCUMENT ANALYSIS

The analyzes were presented and explained according to the observation of their documents, making it possible to understand the CVM's governance as explained in this study. The governance of Costa Verde & Mar reached factors that reflected how it behaves in relation to its documents and the dimensions of analysis.

The *organization dimension* pointed out that even though governance is recognized and considered consolidated in the State of Santa Catarina and by the Ministry of Tourism, it did not have a law or decree of institutionalization, which would provide a more effective legal security.

In the *dimension of power relation*, it can be explained that even without a decree or law, it had an internal regulation that pointed out the relationship in an equal way between its members, providing that the relations between the powers could be dialogued and that their activities were carried out and performed by its members.

Regarding the *information and actions dimension*, its regiment and statute pointed out how its actions should be informed, in which transparency was the preponderant factor so that its members knew about the activities carried out by the governance, allowing its actors to monitor the actions in a transparent manner.

The *results dimension* explains that the governance of Costa Verde & Mar, both in its statute and bylaws, did not make clear or specific how the results of its actions based on the plans would be achieved, not informing which paths to follow to achieve results that provided support to contribute to the development of the region.

The documents collected in the Costa Verde & Mar Tourist Region (CVM) demonstrated that the regulations and statutes indicate the organization's way of operating and especially its organization, determining the specific function for each actor involved. The management of the governance instance is linked to the direct involvement of its board and actors that make up the governance. This reflects a need to try to act together for the development of the region.

5.3 DISCUSSION OF RESULTS

The answers and analyzes obtained from the forms clearly pointed out the difficulty of governance in relation to its management, also considering the relative insufficiency in the sense of not having adequate processes for its constitution and acceptance by its members. In addition to these factors, another factor considered relevant presented in the interviews is the inexistence of activities and actions that promote social and environmental development.

In the answers obtained through the verbal information of the governance members, when referring to these issues, they demonstrated the concern and the

non-existence of some necessary processes for the governance management to be more professionalized. And that they aimed for a management with members who had not only a personal history with the tourist activity, but also experience, expertise and knowledge about the sector.

In the analysis based on the documents, it was evident that governance must legally have instruments of constitution, which enable the existence of the legality of its acts, with its existence in fact and in law.

The documents pointed out different forms of contribution of its actors to the region's development through governance, but without evidencing the actions that can actually contribute to its development. The representativeness of documents for the transparency of activities is defined in a forceful way and presented to the entire society.

The information on governance activities does not allow a clear and precise understanding of those responsible for disclosing these activities within the region, but they are present as significant elements exposed by their documents.

The documents pointed out different ways in which its actors could contribute to the region's development through governance, but without evidencing the actions that could actually contribute to its development. The representativeness of documents for the transparency of activities is defined in a forceful way and presented to all its actors.

The legal document as a decree or law does not exist in the CVM for the constitution of the region, it only has a regiment and statute, even so, there is recognition of this important tourism governance by the Government of the State of Santa Catarina, and recognized in the mappings and guidelines of Brazil's Ministry of Tourism (MTur) as an Instance of Regional Governance.

The present research, when relating its analyzes from the proposed analytical dimensions to the use of interviews and official documents of CVM regional governance, points out the need for attention in all its dimensions. These dimensions need more attention in the management process so that all processes can be resolute and clear, aiming at a healthy and professional journey of the regional governance of tourism in Costa Verde & Mar - SC

6. FINAL CONSIDERATIONS

In an attempt to understand the management of Costa Verde & Mar - SC, content related to regional tourism governance was used, which allowed for assertive results about its formation and institutionalization, in order to observe the actions, through interviews with its actors and analysis of their documents.

The present study conducted interviews with effective CVM representatives and collected official documents (laws/decrees, statutes, regulations), using Bardin's (1977) content analysis. These analyzes permeated the 14 categories and 4 analytical

dimensions that were the organization, power relationship, information and actions and result.

The analysis based on documents and interviews with members of regional tourism governances showed that the analyzed tourist region did not have decrees or laws that allowed it to act in a consistently legal way, but that its regulations and statutes were followed and accepted by its members effective.

Given the postulates presented by the scientific literature on Tourism, the research recognized that the analyzed region, taking into account the variables that make up the analytical dimensions, need greater care, especially in their organization and results, so that they become more effective and functional.

Based on the information obtained in this study, other researches can use the same analytical categories and dimensions, in an attempt to understand other tourism governance in Brazil, in order to consolidate the processes of understanding regional tourism management.

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