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Ph.D. Dissertation of Forest Environmental Science

Measuring Community-based Tourism Governance

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January 2020

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Measuring Community-based Tourism Governance

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Submitting a Ph.D. Dissertation of Forest Environmental Science January 2020

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Abstract

Community-based tourism (CBT) has often been cited as an alternative to mass tourism that has caused negative economic (e.g., revenue leakage), social, cultural, and ecological impacts to tourism destinations. CBT can be used as a tool providing economic benefit to local communities while conserving natural and cultural resources of a destination. Evaluation of governance based on stakeholders' perspectives has been recognized as a key requirement for CBT sustainability. However, there is a lack of studies measuring CBT governance. As a response to this gap, this research developed a quantitative method to measure CBT governance based on stakeholders' perspectives. Using a set of 7 governance principles and 21 associated items that was developed based on a literature review, a survey was administered to 232 individuals composed of both CBT stakeholders and non-stakeholders in Korea. With the data collected from the survey, exploratory factor analysis was conducted. The analysis results suggested that 7 factors (principles) - 1) transparency, 2) inclusiveness, 3) fairness, 4) resilience, 5) legitimacy, 6) connectivity, and 7) accountability - and associated 11 items demonstrate high construct validity and reliability as measured by factor loadings, explained variance, and Cronbach's alpha. Using this tested set of CBT governance principles and items, this research measured CBT governance of two destinations in Korea from stakeholders' perspectives. Additionally, social network analysis was used to explain cooperative relationships among the stakeholders and to separate them into three distinct

groups from network perspectives (e.g., a group composed of centered stakeholders, non-isolated stakeholders, or isolated stakeholders). Subsequently, perceptions on CBT governance among different stakeholder groups were compared using analysis of variance (ANOVA), and relationships between stakeholders' characteristics within a network (e.g., degree centralities) and their perceptions on CBT governance were identified. Interestingly, the result showed that the centered and the non-isolated stakeholders with relatively higher degree centrality had higher opinions on most of principles compared to the isolated stakeholders with relatively lower degree centrality. According to the result of ANOVA, both the centered stakeholders and the non-isolated stakeholders showed statistically significant differences on some of the items with the isolated stakeholders. Specifically, compared to both the centered and the non-isolated stakeholder groups, the isolated stakeholder group showed relatively lower scores on transparency and inclusiveness. Based on the findings of the study, theoretical and practical implications and directions of future studies were discussed.

Keywords

community-based tourism (CBT), stakeholder, cooperation, good governance, factor analysis, social network analysis (SNA)

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Chapter 1. Introduction

1.1. Study background

Community-based tourism (CBT) has gained popularity throughout the world over the last three decades as it has been recognized as an effective tool to provide benefits to both conservation and socio-economic development (H. Goodwin & Santilli, 2009, p. 759). For instance, the Association of Southeast Asian Nations (ASEAN) has promoted CBT as means to alleviate poverty while conserving natural and cultural resources. For the purpose of CBT promotion, ASEAN has provided its member countries with CBT development guidelines (Association of Southeast Asian Nations, 2016). An umbrella organisation of Europe's Protected Areas (PA) named EUROPARC has also implemented programs encouraging its members to create sustainable tourism projects involving community participation in and around PA (EUROPARC, 2017, 2019).

Although there has been quantitative expansion of CBT projects in recent decades around the world, majority of CBT enjoyed very little success (H. Goodwin & Santilli, 2009). This phenomena has increased the body of research on success or failure factors of CBT projects (Zielinski, Kim, Botero, & Yanes, 2018). Governance has been recognized as one of the key success factors for the participatory destination management by scholars (Dearden,

Bennett, & Johnston, 2005; Eagles et al., 2013; H. Goodwin & Santilli, 2009; Kisingo, Rollins, Murray, Dearden, & Clarke, 2016; Presenza, Del Chiappa, & Sheehan, 2013). In fact, this is no surprise given the feature of CBT that involve participation of various stakeholders including local people, NGOs, government, and so on.

Many countries and organizations have also identified governance as important and have made an effort to improve CBT governance. However, despite this increased recognition and policy implementation, CBT governance has rarely been monitored or assessed. Studies dealing with evaluation of CBT governance are also generally lacking (Fernández-Tabales, Foronda-Robles, Galindo-Pérez-de-Azpíllaga, & García-López, 2017). While evaluating CBT governance remains a pressing need, there has been a growth in research of developing frameworks to evaluate ‘good’ governance in other fields such as conventional tourism (Fernández-Tabales et al., 2017; Valente, Dredge, & Lohmann, 2015), PA (Eagles et al., 2013; Graham, Amos, & Plumptre, 2003; Lockwood, 2010), reducing emissions from deforestation and forest degradation (REDD) (Pettenella & Brotto, 2012), and natural resource management (Agrawal, Chhatre, & Hardin, 2008; Hayes, 2006; Kisingo et al., 2016; Sokhem & Sunada, 2006; Turner et al., 2014). A common thread among these studies is that they developed a set of criteria associated with groups of indicators to evaluate the quality of governance.

The criteria that the researchers used in their studies were mostly

based on international organizations' good governance principles. The concept of 'good governance' was initially developed by the World Bank (WB) in 1997 as a necessary precondition for development. WB has advised the recipient countries to follow the principles consisted of eight criteria including voice, accountability, rule of law, government effectiveness, regulatory, control of corruption, political sustainability, and absence of violence (World Bank Group, 2019). Since then many other international organizations such as the United Nations Development Programme (UNDP), the World Resources Institute (WRI), and the International Union for Conservation of Nature (IUCN) have expanded or modified the criteria to use them as principles for participatory destination management such as sustainable tourism and participatory PA management (see Borrini-Feyerabend et al., 2014; Borrini-Feyerabend et al., 2013; United Nations Development Programme, 1997; World Resources Institute, 2009).

In the studies regarding participatory destination management, UNDP governance criteria have been used as theoretical basis for analysis of good governance (e.g., Agrawal et al., 2008; Eagles et al., 2013; Graham et al., 2003; Hayes, 2006; Lockwood, 2010). The UNDP's criteria consist of participation, accountability, rule of law, effectiveness, transparency, equity, efficiency, inclusiveness, responsiveness, and consensus (United Nations Development Programme, 1997). However, many studies have recombined or modified the criteria and suggested alternatives based on their research objectives. In the

field of PA studies, for instance, Graham et al. (2003) grouped the UNDP general criteria into five categories, specifically considering PA management system: (1) legitimacy and voice; (2) direction; (3) performance; (4) accountability; and (5) fairness. This five-category classification was accepted by the IUCN's World Parks Congress (World Parks Congress, 2003). More recently, Lockwood (2010) made a proposal for a new classification system based on seven criteria, some of which are derived from the UNDP criteria. Lockwood (2010) reviewed early studies' PA governance principles and, coupled with field tests with PA officials, suggested a list of seven principles, including legitimacy, transparency, accountability, inclusiveness, fairness, connectivity, and resilience. Each of these governance principles is associated with a set of performance outcomes and evaluation standards.

As explicitly shown in these previous studies, there is no universally applicable set of governance principles, criteria, and indicators. The scholars in the field of PA have constantly tried to develop diverse sets of good governance principles, criteria, and indicators in accordance with specific systems of protected area management (e.g., Eagles et al., 2013; Qian, Sasaki, Shivakoti, & Zhang, 2016). These studies have provided practical implications for the better management of protected areas at diverse levels ranging from a nation to a destination.

However, in sustainable tourism field dealing with CBT, ecotourism, and so on, only few studies have conducted to evaluate governance. For

instance, Pasape, Anderson, and Lindi (2015) developed a ecotourism governance evaluation framework. The framework consists of three principles denoted as transparency, accountability and integration, and five to seven associated indicators. Likewise, compared to many other studies on protected area governance evaluation, only limited aspects or dimensions of governance have been covered in the studies of sustainable tourism.

Types of stakeholders participating in CBT development and management are site-specific (Byrd, 2007), and their perceptions on tourism development have been shown to vary widely (e.g., Burgos & Mertens, 2017; Byrd, 2007; Nyaupane & Poudel, 2011; Poudel, Nyaupane, & Budruk, 2016; Timur & Getz, 2008). A common premise of the aforementioned studies is that the knowledge of different perceptions of the stakeholders is an important part for evaluating sustainability of tourism development. In the same vein, evaluation of governance based on the stakeholders' perspectives and opinions has been recognized as a key requirement for the participatory management of destination sustainability (e.g., Eagles et al., 2013; Fernández-Tabales et al., 2017; Kisingo et al., 2016).

However, the methods used to evaluate the quality of governance based on stakeholders' perspectives are somewhat controversial (Lockwood, 2010). Qualitative approach in data collection (e.g., interview) and analysis has been commonly used in evaluating governance (Kisingo et al., 2016). In contrast, quantitative technique has been relatively less adopted by scholars.

However, more recently, an increasing number of studies has used quantitative approach when evaluating governance. The advantage of the quantitative approach, emphasized by Kisingo et al. (2016), is that it enables effective comparisons of diverse stakeholders' perceptions on governance. Agyare, Murray, Dearden, and Rollins (2015) also noted that although qualitative approaches are certainly useful, they are limited in their capacity to compare perceptions of CBT governance across populations, which have been shown to vary across different destinations.

1.2. Study purposes and objectives

Measuring governance based on stakeholders' perspectives and opinions has been recognized as a key requirement for the participatory management of destination sustainability in recent studies (e.g., Eagles et al., 2013; Fernández-Tabales et al., 2017; Kisingo et al., 2016). However, there is a lack of studies measuring CBT governance based on stakeholders' perspectives. Accordingly, the main objectives of this research are to develop CBT governance principles and associated items, and to measure CBT governance based on stakeholders' perspectives.

In addition, as types of stakeholders are diverse, and their perceptions on tourism development (e.g., Burgos & Mertens, 2017; Byrd, 2007; Nyaupane & Poudel, 2011; Poudel et al., 2016; Timur & Getz, 2008) and governance (e.g., Eagles et al., 2013; Fernández-Tabales et al., 2017; Kisingo et al., 2016; Pasape et al., 2015) have been shown to vary, the research also focused on comparison of perceptions on CBT governance among different stakeholders using quantitative methods. Specifically, the objectives of this research were centered in figuring out stakeholders' characteristics from the network perspectives (e.g., centralities) and in identifying their relationships with perceptions on CBT governance.

A summary of research methodology designed to achieve the study objectives is shown in Figure 1. Details were described in chapter 3.

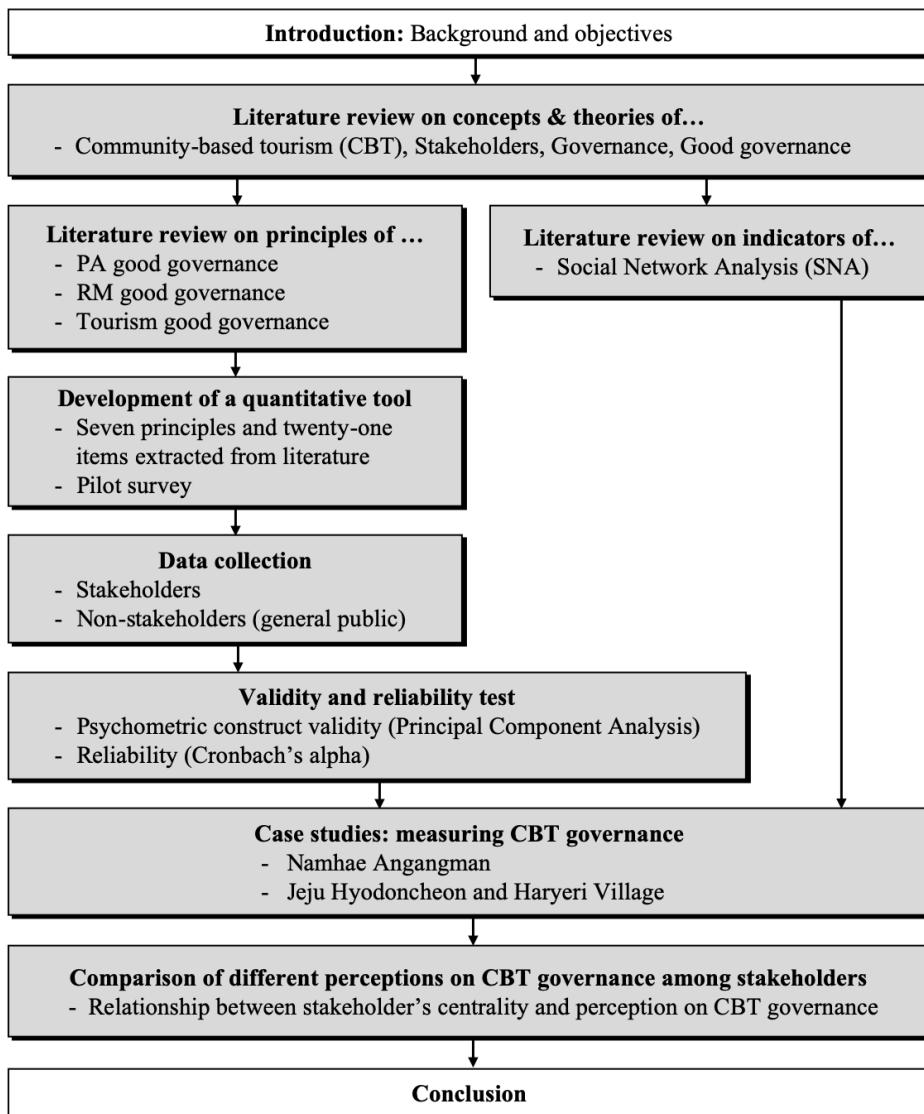


Figure 1. Outline of research methodology

Chapter 2. Literature Review

2.1. Community-based tourism (CBT)

CBT has often been cited as an alternative to mass tourism that has caused negative economic (e.g., revenue leakage), social, cultural, and ecological impacts to the destinations (Dodds, Ali, & Galaski, 2018; López-Guzmán, Borges, & Hernandez-Merino, 2013). Many scholars have emphasized CBT as an approach for tourism to become more sustainable. Most comprehensive feature of CBT is that it can be used as a tool providing economic benefit to local communities while conserving natural and cultural resources of a destination (H. Goodwin & Santilli, 2009). Numerous scholars have sought to highlight several other specific features as well. These are, for example, poverty alleviation (Goh, 2017; H. Goodwin, 2008; Malatji & Mtapuri, 2012; Scheyvens, 2011; Suriya & Gruen, 2012; Zapata, Hall, Lindo, & Vanderschaeghe, 2011), empowering local communities (Dunn, 2007; Knight & Cottrell, 2016; Zapata et al., 2011), and improving tourist experience and environmental awareness (Pakshir & Nair, 2011; Salazar, 2012).

The term CBT began to appear in literature of the 1990s but it has a background that dates back to 1970s (Dodds et al., 2018; Tosun, 1999) (Figure 2). In 1970s, participatory development was introduced by international bodies such as United Nations and WB in response to failures of traditional ‘top-down’ approaches to development (Bhatnagar & Williams, 1992; United Nations,

1971, 1975). This led general consensus among development agencies and scholars that direct involvement of local communities in decision making can contribute to better policies and projects (Bhatnagar & Williams, 1992; Loukissas, 1983). The rationale for community participation covered in most literature in 1970s is that participation helps to develop better plans which are more responsive to local needs and are more likely to be accepted by the community (Loukissas, 1983).

In 1980s, community participation began to be applied to tourism and became a popular theme in tourism literature (Murphy, 1985; Tosun, 1999). In that time, an increasing number of tourism studies have made arguments for participatory tourism development (Tosun, 1999). It has often been advocated by scholars that community participation in tourism development can make positive impacts on achieving sustainable tourism development (e.g., Cooke, 1982; Haywood, 1988; Murphy, 1983, 1985, 1988). Cooke (1982) reviewed several exploratory studies undertaken in Canada and suggested that involvement of a wide spectrum of community members in tourism development can protect interests of communities and make tourism sustainable. Based on the empirical case studies of community driven tourism planning in Canada, Murphy (1988) argued that participatory tourism development can be a means to achieve both conservation and community development while mutually benefiting communities and tourism industry.

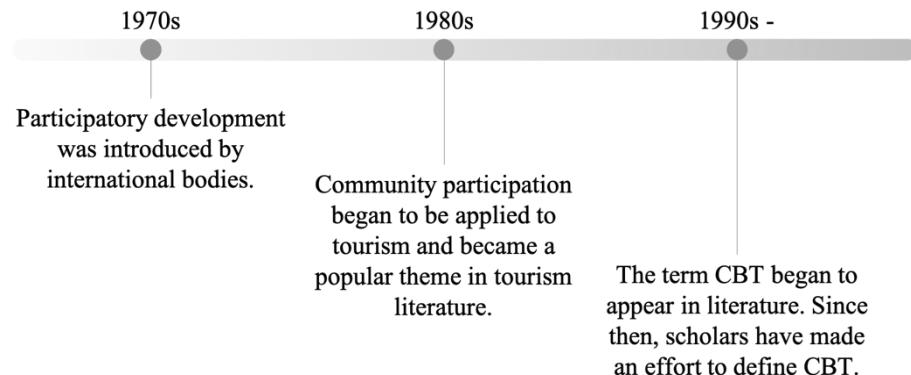


Figure 2. Appearance of the term CBT

The discussions on participatory tourism development had continued through 1990s in which the term CBT appeared in the literature. Since then, a number of scholars have made an effort to define the term CBT (e.g., Dodds et al., 2018; H. Goodwin & Santilli, 2009; Simmons, 1994; Tosun, 1999). Based on critical literature review, Tosun (1999) argued that the type of CBT could vary with site specific circumstances and suggested various definitions and forms of community participation in tourism development. More recently, H. Goodwin and Santilli (2009) recognized CBT projects as conservation and development schemes that are based on a participatory approach, and in conclusion of a literature review, they broadly defined CBT as a “tourism owned and/or managed by communities and intended to deliver wider community benefit” (H. Goodwin & Santilli, 2009, p. 12). Most recently, Dodds et al. (2018) conducted a literature review on definitions of CBT and drew a key common principle that is ‘community-owned/managed’. This is quite

similar with H. Goodwin and Santilli (2009) definition. However, Dodds et al. (2018) suggested more specific types of CBT (Figure 3). First type indicates a CBT project in which “community members are employed using a rotation system and profits are allocated for community projects or dividends to residents” (Dodds et al., 2018, p. 1549) (Type 1 in Figure 3). The second type of CBT project “involves family or group initiatives within the communities, based on community assets” (Dodds et al., 2018, p. 1549) (Type 2 in Figure 3). The third type of CBT project is operated by “a joint venture between a community or family and an outside business partner” (Dodds et al., 2018, p. 1549) (Type 3 in Figure 3).

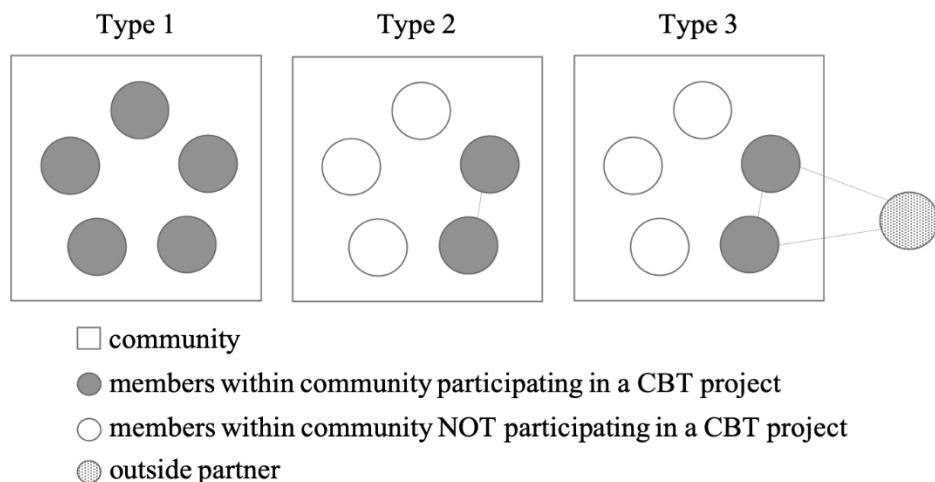


Figure 3. CBT types illustrated by the author based on Dodds et al. (2018)

2.2. CBT stakeholders

Although Dodds et al. (2018) suggested the three types of CBT (see Dodds et al., 2018) there are more various types in reality. One of the main reasons for this is that the ‘stakeholders’ participating in tourism projects are usually very diverse and site-specific (Burgos & Mertens, 2017; Byrd, 2007; Nyaupane & Poudel, 2011; Poudel et al., 2016; Timur & Getz, 2008). Stakeholders involving tourism development and management can vary according to the specific characteristics of the tourism destination (Choibamroong, 2002). For instance, Choibamroong (2011), based on a series of case studies of CBT projects in Thailand, have identified that there are diverse stakeholders who have different roles and employ different actions depending on the unique characteristics of CBT destinations.

The concept of a stakeholder was first proposed by Ansoff (1965), but in a limited sense referring to people whose conflicting demands are balanced by a firm. Its meaning has been extended as the concept itself has been used in many other fields. In case of tourism, a stakeholder generally means a person or an organization which has interest in a tourism development. According to United Nations World Tourism Organization (2013), there are various stakeholders affecting tourism development in a direct or indirect way. Although stakeholders are different according to destinations, United Nations World Tourism Organization (2013) identified key stakeholders of sustainable

participatory tourism development in general. These are international development assistance agencies, national government, local government and destination bodies, private sector businesses, employees and related bodies, NGOs, educational and training bodies, local communities, and tourists, and suggested that their roles (Table 1).

Table 1. Stakeholders and roles in sustainable tourism involving community participation (United Nations World Tourism Organization, 2013)

Stakeholder type	Role in delivering sustainable tourism
International agencies	<p>Integrating tourism in development policies and agreements</p> <p>Financial and technical assistance to sustainable tourism and individual programs and projects</p>
National government	<p>Tourism policy and strategy development and implementation</p> <p>Relating tourism to wider policies and strategies</p> <p>Legislation, standards and regulation relating to the sector</p> <p>Infrastructure planning and development</p> <p>Resource management</p> <p>Communication, information and marketing</p>
Local government	<p>Local strategic direction and planning</p> <p>Implementation of policy and regulations</p> <p>Local infrastructure development and management</p> <p>Stakeholder engagement, coordination and support</p>
Private sector businesses	<p>Representation of, and influence on, the tourism sector</p> <p>Operation of tourism services</p> <p>Link to domestic and international markets</p> <p>Product development, investment and improvement</p>

	Employment creation and generating local income Reflecting economic, social and environmental sustainability issues in development and operations
Employees and related bodies	Representing interests of employees Human resources planning and development Provision of a reliable service in return for income
NGOs	Representing different stakeholder interests Engaging in strategic planning and development Stakeholder coordination and supporting implementation Capacity building and provision of expertise
Education and training bodies	Knowledge gathering and dissemination Supporting policy and strategy development Capacity building and training Specific advice and expertise
Local community	Engaging in planning and decisions on tourism at a local level Representing and communicating local community interests Pursuing equitable benefit sharing within communities Interacting with tourists to mutual benefit Receiving income from tourist spending
Tourists	Providing the main source of income to the sector Behaving responsibly towards the environment and local communities in travel choice and actions Communicating information and opinions on destinations and sustainability issues accurately and fairly

Participation of various stakeholders (e.g., Table 1) in the decision-making process has been regarded as a prerequisite for achieving successful

development of sustainable tourism. March and Wilkinson (2009) argued that although the destinations' intrinsic characteristics are important, the performance of a tourism destination mainly depends on cooperation among the stakeholders. These can be supported by many of research on CBT planning (Jamal & Getz, 1995; Murphy, 1988; Wan, 2013), community participation (Simmons, 1994; Tosun, 1999; H. Wang, Long, & Zheng, 2015) and community attitude toward tourism management (Choi & Murray, 2010; Yu, Chancellor, & Cole, 2011) which found that active community participation and partnership with relevant stakeholders are important for the successful CBT development.

2.3. CBT governance

Although cooperation among stakeholders has been emphasized as one of the key success factors for CBT, it is not easy to build or maintain good cooperation. This is because most CBT projects involve participation of diverse stakeholders who have different interest, opinions, and perceptions on tourism development (Association of Southeast Asian Nations, 2016; Choibamroong, 2011; H. Goodwin, 2008; Korea National Park Services, 2016; Ministry of Environment, 2015; Pasape et al., 2015; Presenza et al., 2013). For this reason, recent studies have begun to pay attention to the establishment of governance to improve cooperation among the CBT stakeholders.

The concept of governance generally denotes new forms of coordination between the government and non-state actors such as actors in the business, community and voluntary sectors (Bramwell & Lane, 2011; Duran, 2013; M. Goodwin & Painter, 1996). It has been widely accepted that governance refers to a new process of governing or the new method by which society is governed (Rhodes, 2000). However, there has been confusion and disagreement regarding the interpretation of the governance concept (Bramwell & Lane, 2011; Ruhanen, Scott, Ritchie, & Tkaczynski, 2010). This is because the concept of governance has been used in various academic fields, and this diverse usage exceeds any attempt to provide a short yet comprehensive definition of governance (Ruhanen et al., 2010). Indeed, there are numerous

usages of governance that have constructed from different fields and context (Rhodes, 2000). For example, in the studies focusing on corporate management defined governance as “the system by which companies are directed or controlled” (Cadbury, 1992). In the fields of international relations and international political economy, governance is defined as “international interdependence” (Rhodes, 2000) or “activities backed by shared goals” (Rosenau, Czempiel, & Smith, 1992).

In the tourism fields, there is also no agreement on definition, scope, and dimensions of governance (Hall, 2011; Ruhanen et al., 2010) but an effort to define tourism governance has been made by Duran (2013) who proposed a basic concept of the term governance in the tourism context. In his conclusion of a literature review, Duran (2013, p. 11) defined tourism governance as “a process of conducting coordinated activities among public, private and social actors in the tourism system to create synergies”. Many scholars in sustainable tourism fields (e.g., Beaumont & Dredge, 2010; Bramwell & Lane, 2011; Pasape et al., 2015) have adopted similar concept of tourism governance and emphasized the importance of governance enhancing cooperation among relevant stakeholders for participatory tourism development. Many countries and organizations have also identified governance as an important factor for the success of CBT and have encouraged tourism destinations to improve governance (e.g., Association of Southeast Asian Nations, 2016; Duran, 2013; Korea National Park Services, 2016; Ministry of Environment, 2015).

2.4. CBT governance evaluation

2.4.1. Concept of good governance

Despite the recent increased recognition on importance of CBT governance, studies dealing with evaluation of CBT governance are generally lacking (Fernández-Tabales et al., 2017). Instead, there has been a growth in research about evaluation of governance in similar fields such as participatory protected area management (e.g., Eagles et al., 2013; Graham et al., 2003; Kisingo et al., 2016; Lockwood, 2010), REDD (e.g., Pettenella & Brotto, 2012), and resource management (e.g., Agrawal et al., 2008; Hayes, 2006; Sokhem & Sunada, 2006; Turner et al., 2014).

A common thread among these studies is that they developed a set of good governance principles and/or criteria associated with groups of indicators to evaluate governance¹. The criteria that the researchers used in their studies were mostly based on international organizations' good governance principles. The concept of "good governance" was initially developed by WB in 1997 as a necessary precondition for development. WB has advised the recipient countries to follow the principles consisted of eight criteria including voice, accountability, rule of law, government effectiveness, regulatory, control of

¹ Definitions of principle, criterion, and indicator are described in 2.4.2.

corruption, political sustainability, and absence of violence (World Bank Group, 2019). Since then many other international organizations such as UNDP, WRI, and the IUCN has expanded or modified the criteria to use them as principles for participatory destination management such as sustainable tourism and protected area management (see Borrini-Feyerabend et al., 2014; Borrini-Feyerabend et al., 2013; United Nations Development Programme, 1997; World Resources Institute, 2009) (Table 2).

Table 2. Good governance principles by international organizations

World Bank Group (2019)	United Nations Development Programme (1997)	World Resources Institute (2009)	IUCN (2013,2014) ²
Voice		Voice	
Accountability	Accountability	Accountability	Accountability
Rule of law	Rule of law		
Effectiveness	Effectiveness		
Regulatory			
Control of -			
corruption			
Political -			
sustainability			
Absence of -violence			
	Participation	Participation	
	Transparency	Transparency	
	Equity		
	Efficiency		
	Strategic vision		
	Responsiveness		
	Consensus		
		Coordination	
		Capacity	
			Legitimacy
			Fairness/Rights
			Direction
			Performance

² Borrini-Feyerabend et al. (2014); Borrini-Feyerabend et al. (2013)

In the studies regarding participatory destination management, UNDP governance criteria has been used as a theoretical basis for analysis of good governance (e.g., Agrawal et al., 2008; Buteau-Duitschaever, 2009; Eagles et al., 2013; Graham et al., 2003; Hayes, 2006; Lockwood, 2010). As shown in Table 2, the UNDP's good governance consists of ten principles including participation, accountability, rule of law, effectiveness, transparency, equity, efficiency, inclusiveness, responsiveness, and consensus (United Nations Development Programme, 1997).

However, many studies recombined or modified the criteria and suggested alternatives based on their research objectives. For instance, Graham et al. (2003) grouped the UNDP criteria into five in the context of PA management. These are legitimacy and voice, direction, performance, accountability, and fairness (Graham et al., 2003). Lockwood (2010) suggested a new classification with seven principles based on critique of the UNDP criteria and other sources including Graham et al. (2003)'s five criteria, which involved expert panel interviews and field tests. The seven principles for protected area good governance that Lockwood (2010) suggested include legitimacy, transparency, accountability, inclusiveness, fairness, connectivity, and resilience. Each of these principles were associated with a set of 'performance outcomes' that are designed to be used for evaluating the quality of protected area governance (Lockwood, 2010) (Table 3).

Table 3. Lockwood (2010)'s good governance principles and performance outcomes

Principle	Description
Legitimacy	<ul style="list-style-type: none"> - The governing body is conferred with a legal or democratically mandated authority - Stakeholders freely accept the governing body's authority - The governing body acts in accordance with its mandate and purpose of the protected area(s) - Governors act with integrity and commitment
Transparency	<ul style="list-style-type: none"> - Governance and decision making is open to scrutiny by stakeholders - The reasoning behind decisions is evident - Achievements and failures are evident - Information is presented in forms appropriate to stakeholders' needs
Accountability	<ul style="list-style-type: none"> - The governing body and personnel have clearly defined roles and responsibilities - The governing body has demonstrated acceptance of its responsibilities - The governing body is answerable to its constituency ('downward' accountability) - The governing body is subject to 'upward' accountability - The levels at which power is exercised (local, sub-national, national, international) match the scale of associated rights, needs, issues and values
Inclusiveness	<ul style="list-style-type: none"> - All stakeholders have appropriate opportunities to participate in the governing body's processes and actions - The governing body actively seeks to engage marginalized and disadvantaged
Fairness	<ul style="list-style-type: none"> - Stakeholders, office-bearers and staff are heard and treated

	<p>with respect</p> <ul style="list-style-type: none"> - There is reciprocal respect between governors from higher and lower level authorities - Decisions are made consistently and without bias - Indigenous peoples' and human rights are respected - The intrinsic value of nature is respected - The distribution (intra- and intergenerational) of the benefits and costs of decisions and actions are identified and taken into account
Connectivity	<ul style="list-style-type: none"> - The governing body is effectively connected with governing bodies at different levels of governance - The governing body is effectively connected with governing bodies operating at the same governance level - The governing body's direction and actions are consistent with directions set by higher-level governance authorities
Resilience	<ul style="list-style-type: none"> - The governing body has a culture of intentionally learning from experience and absorbing new knowledge - The governing body has the flexibility to rearrange its internal processes and procedures in response to changing internal or external conditions - Formal mechanisms provide long-term security tenure and purpose for the protected area(s) - The governing body utilizes adaptive planning and management processes - The governing body has procedures to identify, assess, and manage risk

More recently, Eagles et al. (2013) used the UNDP good governance criteria and 20 associated statements that were developed based on literature review (e.g., Charnley & Engelbert, 2005; DeHoog, Lowery, & Lyons, 1990; Glaser & Hildreth, 1999; Graham et al., 2003; Hornsby, Smith, & Gupta, 1994; International Union for Conservation of Nature, 2008; Jones, 1994; Parasuraman, Zeithaml, & Berry, 1988; Rowe, Marsh, & Frewer, 2004; X. Wang, 2001) to evaluate governance in two different provincial parks in Canada. Kisingo et al. (2016) suggested 10 good governance principles and 65 associated statements that were extracted from previous studies (e.g., Buteau-Duitschaever, 2009; Graham et al., 2003; Hannah, 2006; Hockings, 2006; Leverington, Hockings, & Costa, 2008; Lockwood, 2010) to measure effectiveness of protected area governance from perspectives of local residents in the Greater Serengeti Ecosystem in Tanzania.

As explicitly shown in these previous studies, there is no universally applicable set of governance principles, criteria, and indicators. The scholars in the field of PA have constantly tried to develop diverse sets of good governance principles, criteria, and indicators in accordance with specific systems of PA management (e.g., Eagles et al., 2013; Qian et al., 2016). These studies have provided practical implications for the better management of PA at diverse levels from national to destination.

In sustainable tourism field dealing with CBT, ecotourism, and so on, however, only few studies have been conducted to evaluate the governance. For

instance, Pasape et al. (2015) developed a framework for the ecotourism governance evaluation. In their study, three principles denoted as transparency, accountability and integration, and five to seven associated indicators were developed. Compared to other studies evaluating protected area governance, only limited aspects or dimensions of governance have been covered in the studies in sustainable tourism field.

2.4.2. Principles, criteria, and indicators

As described in the section 2.4.1. many scholars have developed a set of good governance principles and/or criteria associated with groups of indicators to evaluate quality of protected area governance. However, despite the abundant use of the terms ‘principles’, ‘criteria’, and ‘indicators,’ there is no agreement on definitions of these concepts. In order to avoid confusion and keep coherence throughout this study, here the author reviewed the definitions of each term and decided which definitions are used in this study.

Principles usually refer to desired elements in the determination of the extent of compliance (Maraseni & Cadman, 2015) or ‘a fundamental truth or law as the basis of reasoning or action (Namkoong et al., 2002)’. In the context of protected area governance, Lockwood (2010, p. 759) defined principles as “normative statements that make claims about how governing or steering should happen and in what direction— that is, how governance actors should exercise their authorities”.

Criteria were defined as sub-attributes to principles by Maraseni and Cadman (2015) who developed a hierarchical framework for the assessment of the REDD governance. Namkoong et al. (2002) also defined criteria as sub-attributes that add meanings to principles and constitute a hierarchical framework for sustainable forest governance assessment. However, in many studies, governance criteria have been used without distinction from

governance principles (Kisingo et al., 2016, p. 750). In these studies, the focus has been made on identifying key governance principles or dimensions rather than developing hierarchical framework for the assessment.

Indicators are defined as attributes that are associated with principles or criteria and designed to measure performance of governance. In many studies, indicators were regarded as a similar term to ‘item,’ ‘statement,’ and ‘performance outcomes’ (Eagles et al., 2013; Kisingo et al., 2016; Lockwood, 2010). While principles and criteria deliver multiple meanings, indicators convey only ‘single meaningful message (Namkoong et al., 2002)’. Indicators are designed to measure specific performance of governance and judged on the scale of acceptable standards of performance which may differ depending on geographical levels and time (Namkoong et al., 2002).

In this study, CBT governance principles were defined as normative statements asserting how CBT governing should happen and how stakeholders exercise their authorities. As this study focused on identifying key principles of CBT governance, criteria were not used. Instead, indicators were used to measure specific performance of CBT governance at a destination level. Other terms for indicators that were used in this research are measurement items or statements.

2.5. Social network analysis

2.5.1. Network approach in tourism research

The last two decades of tourism research have focused on the importance of establishing effective relationships among the destination stakeholders (e.g., Fyall, Garrod, & Wang, 2012; Holešinská, 2013; Pechlaner, Herntrei, Pichler, & Volgger, 2012; Presenza et al., 2013; Y. Wang & Fesenmaier, 2007), and there has been increasing number of studies on networks (e.g., Baggio & Cooper, 2010; Beritelli, 2011; Del Chiappa & Presenza, 2013; Gajdošík, 2015; Scott, Cooper, & Baggio, 2008). The large number of studies examining tourism destination actors and their relationship demonstrate how tourism researchers sought the potential benefits of network research (Scott, Baggio, & Cooper, 2008).

From a social sciences perspective, networks represent actors and their relationships: network theory is concerned with the links and relationships between actors. Over the last two decades, network theory has provided powerful approaches to analyzing tourism organizations as well as destination-based planning and management. Network theory was found to offer avenues for exploring collaboration, trust, interdependence, reciprocity, conflicts of interest, leadership and other issues in the interaction of stakeholders. As highlighted by the prior studies (e.g., Baggio & Cooper, 2010; Del Chiappa & Presenza, 2013; Gajdošík, 2015; Scott, Cooper, et al., 2008), a tourism

destination can be considered as a cluster of various stakeholders – government, local residents, local entrepreneur, NGOs, tourists, and so on – embedded in a social network, and the performance of a tourism destination depends on the interactions between them.

With the increasing focus on network research in tourism field, quantitative methodologies introduced in analyzing networks (e.g., Baggio & Cooper, 2010; Beritelli, 2011; Del Chiappa & Presenza, 2013; Gajdošík, 2015; Scott, Cooper, et al., 2008; Timur & Getz, 2008). Social network analysis (SNA) is a representative example of the numerous mathematically informed approaches to network analysis that have been introduced to tourism studies providing a map of stakeholder interaction (Baggio, Scott, & Cooper, 2010). SNA has been regarded as a useful tool as it analyzes, in a quantitative way, how interactions between stakeholders constitute a network structure. It provides statistical tools for exploring the relationships between the stakeholders and comparing them. For instance, Timur and Getz (2008) applied SNA to demonstrate destination stakeholder relationships, and found which stakeholders are crucial roles in achieving inter-stakeholder collaboration for sustainable destination development. Del Chiappa and Presenza (2013) also used SNA in their research to describe relationships between stakeholders and found how the characteristics of relationships relates to the performance of a tourism destination. Lee, Lee, Yi, Kim, and Kim (2006) used SNA in examining different communication network among PA stakeholders in Korea, and they

identified that there are more isolated stakeholders when a conflict occurs.

2.5.2. Key indicators of social network analysis

There are several indicators commonly used in SNA research to demonstrate characteristics of the network. These are mainly network density and average degree (Table 4). Network density is the ratio between number of relations (links) and the maximum possible number of relations that a network can have. Average degree is an average number of relations that a subject (node) has with neighbors.

Table 4. Main characteristics of a network

Indicator	Description
Network density	A ratio between number of links and the maximum possible number of links that a network can have
Average degree	An average number of links that a node has with neighbors

Centrality is also commonly used to describe network characteristics. More precisely, centrality is used to describe characteristics of the node within the network. Degree centrality is the total number of neighbors that the node has. If the network is directed, there are two versions of the measure: in-degree is the number of in-coming links; out-degree is the number of out-going links. Closeness centrality is the sum of the length of the shortest paths between the

node and all other nodes in the network. Betweenness centrality represents the degree to which nodes stand between each other. Betweenness centrality of a certain node can be calculated by dividing the total number of the shortest paths between two other nodes by the total number of those paths that pass through the certain node (Table 5).

Table 5. Centrality

Indicator	Description	Formula
Degree centrality	The total number of neighbors that the node has In-degree: the number of in-coming links Out-degree: the number of out-going links	$C_D^{in}(i) = \frac{k_i^{in}}{N - 1}$ $C_D^{out}(i) = \frac{k_i^{out}}{N - 1}$
Closeness centrality	The sum of the length of the shortest paths between the node and all other nodes in the network	$C_C(i) = \frac{N - 1}{\sum_j d_{ij}}$
Betweenness centrality	The total number of the shortest paths from node s to node t divided by the total number of those paths that passes through node v	$C_B(v) = \sum_{s \neq v \neq t} \frac{\sigma_{st}(v)}{\sigma_{st}}$

note: $k_i = \sum_j A_{ij}$ ($A_{ij} = \text{adjacency matrix where } i, j = \text{nodes and } i \neq j$),
 $N - 1 = \text{normalized factor (}N = \text{the number of nodes in the network)}$,
 $C_D^{in}(i) = \text{in-degree centrality measure of node } i$, $C_D^{out}(i) = \text{out-degree centrality measure of node } i$, $C_C(i) = \text{closeness centrality of node } i$, $d_{ij} = \text{the shortest path from node } i \text{ to node } j$, $C_B(v) = \text{betweenness centrality of node } v$, $\sigma_{st} = \text{the total number of the shortest paths from node } s \text{ to node } t$,
 $\sigma_{st}(v) = \sigma_{st} \text{ that pass through node } v$

2.6. CBT in Republic of Korea

The Korea Ecotourism Destination (KED) that were designated by the Ministry of Environment (MoE) and the Ministry of Culture, Sports and Tourism (MoCST) is an example of CBT in Korea. In 2008, MoE and MoCST jointly established 'Plan for Ecotourism in Korea' (Table 6).

They defined ecotourism as a form of tourism which provides visitors with opportunities to experience the importance of environment while improving local economy (Ministry of Environment, 2014, 2015; Ministry of Environment & Ministry of Culture Sports and Tourism, 2008; "Natural Environment Conservation Act," 2018). MoE, in cooperation with MoCST, has designated ecotourism destinations called KEDs since 2013 (Table 6).

According to the MoE's policy, KED must be developed and managed based on local community participation (Ministry of Environment, 2014, 2015, 2017). The brief history of KEDs is shown in Table 6. 'Plan for Ecotourism Korea' was established in 2010, two years after several pilot ecotourism projects were implemented by MoE. In 2013, the Natural Environment Conservation Act was revised and so the KED designation system was introduced. In the same year, 12 destinations were designated as KEDs – Busan Nakdong Estuary; Ulsan Teahwagang; Inje eco-village; Yanggu Demilitarized Zone (DMZ); Pyeongchang Eoreumchi Village (Bangyong Cave); Seosan Birdland; Seocheon Geumgang Estuary and Yubu island; Suncheon

Suncheonman Wetland; Uljin Wangpiecheon Valley; Changnyeong Upo Wetland; Namhae Angangman; Jeju Dongbaekdongsan Wetland. In 2014, four ecotourism destinations were selected as a successful model – Uljin Wangpiecheon Valley; Jeju Dongbaekdongsan Wetland; Gochang Ungok Wetland; Sinan Yeongsando Myeongpum Village. In the same year, five destinations were designated as KEDs – Ansan Dasebudo and Daesong Weltland; Geosan Sanmakigil and Geosanho; Gangneung Gasiyeon Wetland and Gueongpoho; Jeju Hyodoncheon and Haryeri Village; Gochang Ungok Wetland. In 2015, three destinations were designated as KEDs – Sinan Yeongsando Myeongpum Village; Gwangju Pyeongchon Village; Wando Sangseo Village. In 2018, six destinations were designated as KEDs – Cheolwon DMZ Peace Town for Migratory Birds; Jeongeup Waryeong Wetland and Solti Village; Yeongyang International Dark-Sky Park; Gimhae Hwapocheon Wetland; Miryang Sajapyeong Wetland and Jaeyak Mountain; Jeju Gotjawal and Jeoji Oreum.

Table 6. Timeline regarding KEDs

Date	Content
12.2008	MoE and MoCST established ‘Plan for Ecotourism Korea’
02.2010	Pilot ecotourism projects were implemented by MoE
03.2013	The Natural Environment Conservation Act was revised and so the KED designation system was introduced
12.2013	Twelve destinations were designated as KEDs – Busan Nakdong Estuary; Ulsan Teahwagang; Inje eco-village; Yanggu Demilitarized Zone (DMZ); Pyeongchang Eoreumchi Village (Bangyong Cave); Seosan Birdland; Seocheon Geumgang Estuary and Yubu island; Suncheon Suncheonman Wetland; Uljin Wangpiecheon Valley; Changnyeong Upo Wetland; Angangman; Jeju Dongbaeckdongsan Wetland
07.2014	Four ecotourism destinations were selected as a successful model – Uljin Wangpiecheon Valley; Jeju Dongbaeckdongsan Wetland; Gochang Ungok Wetland; Sinan Yeongsando Myeongpum Village
12.2014	Five destinations were designated as KEDs – Ansan Dasebudo and Daesong Weltland; Geosan Sanmakigil and Geosanho; Gangneung Gasiyeon Wetland and Gueongpoho; Jeju Hyodoncheon and Haryeri Village; Gochang Ungok Wetland
12.2015	Three destinations were designated as KEDs – Sinan Yeongsando Myeongpum Village; Gwangju Pyeongchon Village; Wando Sangseo Village
01.2018	Six destinations were designated as KEDs – Cheolwon DMZ Peace Town for Migratory Birds; Jeongeup Waryeong Wetland and Solti Village; Yeongyang International Dark-Sky Park; Gimhae Hwapocheon Wetland; Miryang Sajapyeong Wetland and Jaeyak Mountain; Jeju Gotjawal and Jeoji Oreum

The type of KEDs have similar characteristics with the Dodds et al. (2018)'s third type of CBT (see Figure 3) as KEDs are jointly operated by a community and outside partners. However, there are many differences by the destinations and generally more variety of stakeholders are involved in KEDs. Stakeholders who participate in KEDs are local residents, government organizations (e.g., MoE, Korea National Park Service, and other local government body), NGOs, research institutes, universities, and so on. The ministry has encouraged KEDs to build community-based associations (so called 'ecotourism association', EA) in which the aforementioned diverse stakeholders can cooperate for KED development and management. Figure 4 shows an example of the association suggested by Ministry of Environment (2015)³.

³ Figure 4 was illustrated by the author based on a structure of association suggested by Ministry of Environment (2015).

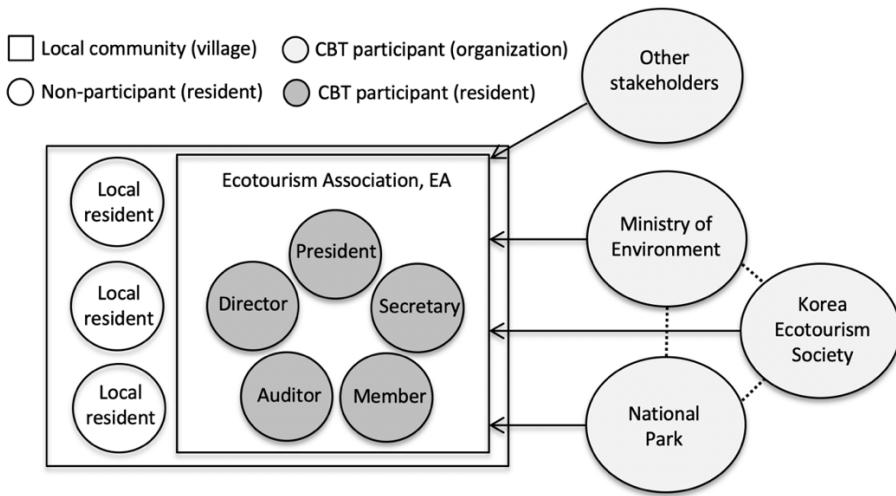


Figure 4. Structure of a community-based association (Ecotourism Association, EA) for KED management

MoE has emphasized governance as an important factor for the success of CBT and have made efforts to improve governance. For instance, it set the establishment of governance as one of the main strategies for the national ecotourism development plan in 2014 (see Ministry of Environment, 2014). The following year, it developed a guideline for ecotourism management which included instructions for establishing governance (see Ministry of Environment, 2015), and the ministry has provided it to stakeholders in the destinations from 2015 onwards. In the same vein, several governance issues have been regarded as important parts for the KED designation and for the destination performance evaluation (see Ministry of Environment, 2016; Ministry of Environment, 2017). The key governance issues that Ministry of Environment (2014, 2015,

2016, 2017) has considered are demonstrated below (Table 7).

Table 7. KED governance

MoE have developed instructions for establishing and improving KED governance as follows:

- EA consists of various stakeholders such as local residents, enterprises, NGOs, experts, and public officials
 - EA has an income structure for self-reliance
 - EA has procedures to identify, assess, and manage risk
 - EA is effectively connected with other EAs
 - EA has good relationship with local community
 - EA's roles, responsibilities, and performances are evident
-

Note: The above statements were extracted from Ministry of Environment (2014, 2015, 2016, 2017)

Chapter 3. Research Methodology

3.1. Outline of research methodology

A summary of research methodology designed to achieve the study objectives that were described in section 1.2 is shown in Figure 5. Firstly, key concepts and theories that were related to CBT governance – CBT, stakeholders, governance, good governance, social network analysis (SNA) – were reviewed. In order to develop a set of CBT good governance principles and associated items, PA, RM, and tourism good governance were also reviewed. Using a set of 7 governance principles and 21 associated items that was developed based on a literature review, a survey was administered to 232 individuals composed of both CBT stakeholders and non-stakeholders in Korea. With the data collected from the survey, exploratory factor analysis was conducted, and the construct validity and reliability of CBT governance items were tested based on factor loadings, explained variance, and Cronbach's alpha. Using this tested set of CBT governance items, this research measured CBT governance of two destinations in Korea from stakeholder's perspectives. Additionally, SNA was used to explain cooperation among the stakeholders and to separate stakeholders into distinct groups from network perspectives. Consequently, perceptions on CBT governance among different stakeholders were compared and relationships between stakeholder's centrality and perception on governance were identified.

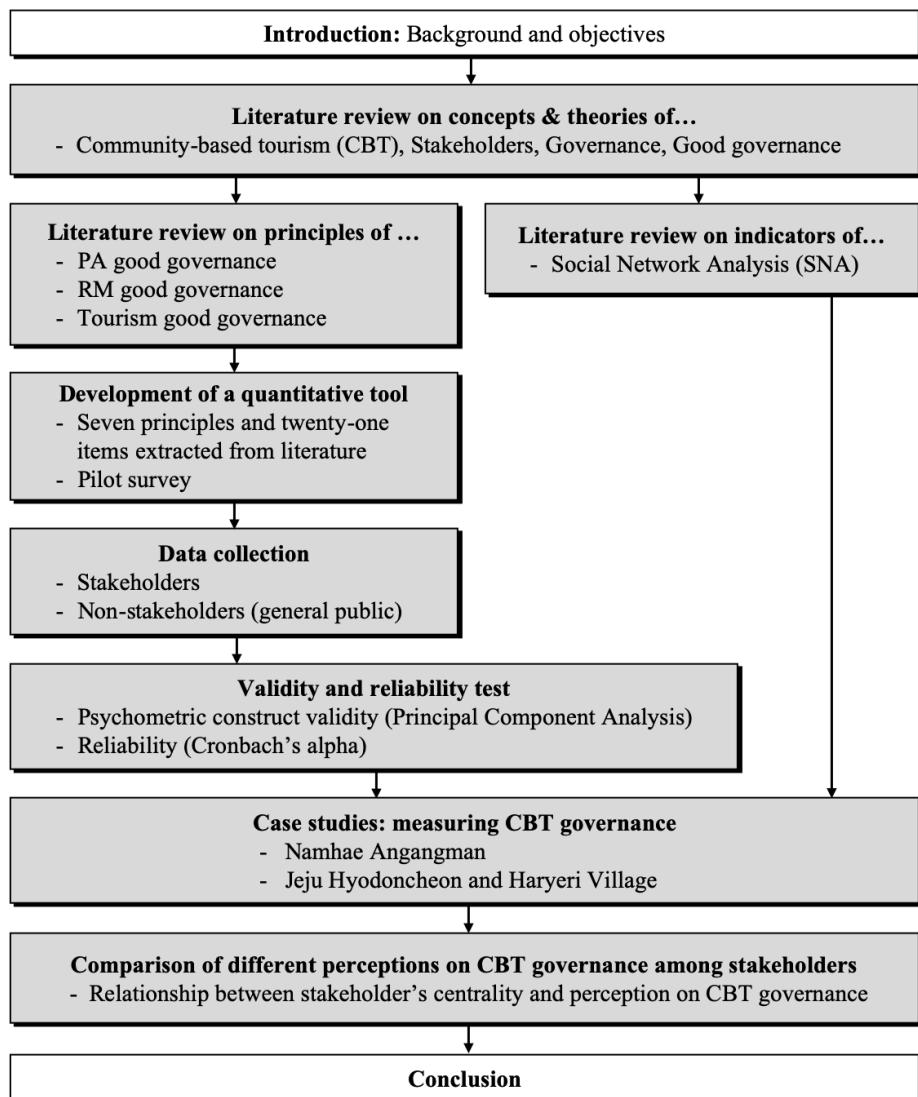


Figure 5. Outline of research methodology

3.2. Definitions of concepts

Definitions of concepts that were used in this research were reviewed in Chapter 2. As described in Chapter 2, there are various definitions on CBT, governance, good governance, principles, indicators, and so on. However, despite the abundant use of the concepts, there is no agreement on definitions. In order to avoid confusion and keep coherence throughout this study, here the author defined each concept that are used in this study.

CBT

This study adopted recent but widely accepted definitions: ‘tourism owned and/or managed by communities and intended to deliver wider community benefit (H. Goodwin & Santilli, 2009)‘.

CBT stakeholders

CBT stakeholders are people who involve in CBT development and management.

CBT governance

CBT governance is a process of conducting coordinated activities among CBT stakeholders to create community benefit.

CBT governance principles

In this study, CBT governance principles were defined as normative statements asserting how CBT governing should happen and how stakeholders exercise their authorities.

CBT governance indicators

Indicators are items (statements) that describe performance outcomes of CBT and they were used in this study to measure specific performance of CBT governance at a destination level.

3.3. Development of a quantitative tool for measuring CBT governance

3.3.1. Selection of CBT governance measurement items

Based on the literature review on good governance principles, Lockwood (2010)'s 7 governance principles were extracted for CBT governance evaluation. These are transparency, inclusiveness, fairness, resilience, legitimacy, connectivity, and accountability. As only few principles have been developed in the field of CBT, literature in similar fields such as tourism, PA, REDD, and sustainable resource management were reviewed. Among the various good governance principles, Lockwood (2010)'s PA good governance principles were chosen because they were the most widely cited in the literature. From the CBT point of view, good governance will be achieved when all the above principles are successfully implemented within the context of CBT governance, while concurrently carrying out the main goals that CBT pursue: the conservation of natural and cultural resources and the improvement of community wellbeing (H. Goodwin & Santilli, 2009).

CBT governance indicators associated with the principles were then developed. It is important to note that 'indicators', in this study, were used as 'items (statements)' that describe performance outcomes of CBT governance. They were designed to be used for CBT governance evaluation. Most measurement items were extracted from Lockwood (2010). As these items were

developed in the context of PA governance, some of the items were not applicable to the CBT context. For this reason, some statements were reworded in accordance with the situation of CBT in Korea and several items were additionally developed based on Ministry of Environment (2014, 2015, 2016, 2017).

To evaluate CBT governance based on stakeholders' perspectives, this paper adopted quantitative approach rather than qualitative methods. This is because quantitative evaluation enables effective comparisons of diverse stakeholders' perspectives (Agyare et al., 2015; Kisingo et al., 2016). Hence a five-point Likert scale was used: strongly disagree (1), somewhat disagree (2), neutral (3), some-what agree (4) and strongly agree (5), and every indicator was translated into Korean.

A group of experts composed of scholars who have studied ecotourism (6 people), practitioners working at KES (2 people), and general public (10 people) were chosen by using convenient sampling methods for pilot surveys to test content validity of the instrument. Based on the results of the pilot survey, some statements were reworded to improve readability. The final set of principles and the measurement items designed from the indicators are showed in Table 8.

Table 8. CBT governance principles and associated measurement items

Principle	Item
Transparency	<ul style="list-style-type: none"> • Governance and decision making is open to scrutiny by stakeholders • Achievements and failures are evident • Information is presented in forms appropriate to stakeholders' needs
Inclusiveness	<ul style="list-style-type: none"> • EA consists of various stakeholders such as local residents, enterprises, NGOs, experts, and public officials • All stakeholders have appropriate opportunities to participate in the governing body's processes and actions • The governing body actively seeks to engage marginalized and disadvantaged stakeholders
Fairness	<ul style="list-style-type: none"> • There is reciprocal respect among stakeholders • Decisions are made consistently and without bias • The distribution (intra- and intergenerational) of the benefits and costs of decisions and actions are identified and taken into account
Resilience	<ul style="list-style-type: none"> • EA has a culture of intentionally learning from experience and absorbing new knowledge • EA has an income structure for self-reliance • EA has procedures to identify, assess, and manage risk
Legitimacy	<ul style="list-style-type: none"> • EA is conferred with a democratically mandated authority • EA acts in accordance with its mandate • EA acts with integrity and commitment
Connectivity	<ul style="list-style-type: none"> • EA is effectively connected with other EAs • EA's direction and actions are consistent with directions set by higher-level governance authorities • EA has good relationship with local community
Accountability	<ul style="list-style-type: none"> • EA and personnel have clearly defined roles and responsibilities

-
- EA has demonstrated acceptance of its responsibilities
 - EA's roles, responsibilities, and performances are evident
-

EA: Ecotourism Association (name for community-based association for KED management)

3.3.2. Data collection

Data were collected from samples of four different groups. The groups consisted of board members and staffs of KES, experts, members of EA, and general public. The first three groups (board members and staffs of KES, experts, members of EA) were regarded as stakeholders to KEDs and the other group (general public) was regarded as non-stakeholders. The survey was conducted from July to October through email. Details of data collection are as follows.

The first group consisted of board members and staffs of KES. Data collection for this group was made through email. Emails containing short description about survey purposes and links to the survey were sent to all board members and the staff of KES on July 16th and October 1st, 2019. Twenty-two of twenty-nine responded to the email survey (response rate: 76%).

The second group comprised of experts. In this research, experts were limited to individuals on a list of KED experts developed by KES. Data collection for this group was also made through email. Emails containing short description about survey purposes and links to the survey were sent to all experts on the list on July 16th and October 1st, 2019. Twenty-nine of ninety-nine experts responded to the email survey (response rate: 29%).

The third group was made up of members of community-based association for KED management (Ecotourism Association, EA). Data

collection for this group was also made through email. Emails containing short description about survey purposes and links to the survey were sent to all KED association members on the list on July 16th, September 18th, and October 1st, 2019. One-hundred-two of one-hundred-twenty-eight members responded to the email survey (response rate: 80%).

The last group consisted of general public but limited to whom attended lectures about KED and governance that were held in Seoul National University on October 12th and 14th, 2019. The reason why the author set the boundary of general public to lecture attendees is that the majority of people have very limited knowledge of CBT and governance, therefore only people who have the required minimum knowledge of the subject were selected. All attendees were subjects to the email survey. Eighty of ninety-three attendees were responded (response rate: 86%).

Quantitative data derived from the surveys were coded into computer software for subsequent analysis using R version 3.1.

3.3.3. Validity and reliability test

In this research, exploratory factor analysis was conducted to verify the validity of the CBT good governance measurement items. Exploratory factor analysis is used when the objective is to find certain patterns within data that were not discovered yet, whereas “confirmatory factor analysis” is used when the objective is to test theory. Hence exploratory factor analysis is appropriate to this study in that principles and items have been selected from governance studies in other fields with the objective of finding principles and items that fits to CBT governance in Korea.

The decisions can be supported by Kisingo et al. (2016) who conducted exploratory factor analysis with PA good governance items that were selected from a variety of other studies with the objectives of searching for sets of governance principles that are appropriate to measure quality of governance in the Greater Serengeti Ecosystem in Tanzania from a community-level perspectives. Moreover, Buteau-Duitschaever (2009); Eagles et al. (2013) undertook principal components analysis to determine whether the different PA good governance items that were collected from literature can be divided into separate groups in line with the UNDP good governance principles.

Respondents' scores on items were subjected to a principal component analysis followed by a Promax rotation (Baek, 2015; Morrison, 2009), yielding seven major governance principles (factors), based on Lockwood (2010).

Variables that had an Eigenvalue under 0.8 and a factor loading under 0.4 were eliminated. Reliability analysis (Cronbach's alpha) was then computed to confirm the internal consistency of the items with each dimension.

3.4. Case studies: measuring CBT governance

The tested quantitative tool for measuring CBT governance (Table 10) was applied to two different CBT sites in Korea – Namhae Angangman and Jeju Hyodoncheon and Haryeri Village – to measure CBT governance. The basic information of the two destinations such as geographical locations, tourism resources, programs, and governance structures are described in the section 3.4.1 and 3.4.2.

Table 9. Governance principles and items used in the case studies

Principles	Items
Transparency	Governance and decision making is open to scrutiny by stakeholders Achievements and failures are evident Information is presented in forms appropriate to stakeholders' needs
Inclusiveness	The governing body actively seeks to engage marginalized and disadvantaged stakeholders All stakeholders have appropriate opportunities to participate in the governing body's processes and actions
Fairness	There is reciprocal respect among stakeholders Decisions are made consistently and without bias
Resilience	EA has an income structure for self-reliance
Legitimacy	EA acts in accordance with its mandate
Connectivity	EA has good relationship with local community
Accountability	EA and personnel have clearly defined roles and responsibilities

Main objective of the case studies is to measure CBT governance from EA members' perspectives. In the case studies, the EA members' perceptions on CBT governance were compared. Specifically, SNA was conducted to identify characteristics of the EA members and their cooperation from the network perspectives (e.g., network density, average degree, and degree centrality). The EA members were categorized based on their degree centralities, and these categorized EA members' perceptions on CBT governance were then compared using analysis of variance (ANOVA). The questions that were used for SNA are demonstrated in Table 11. The subjects of the SNA survey were identified, based on the EA member list in each destination.

Table 10. SNA questions

Question	Contents
Q_1	Regarding the tourism management, who do you usually communicate with? Please name them up to five.
Q_2	When conflict occurred regarding the tourism management, who do you usually communicate with? Please name them up to five.

3.4.1. Namhae Angangman

Geographical location, population, and tourism resources:

Angangman is a bay located in Nahae-gun, Gyeongsang province, Korea, and near the bay, there are several traditional villages such as Gacheon Darangyi Village, Angang Da-sup Village, and Dumo Village. There are around 1,500 residents living in the villages. Major industries of the village are cultivation of agricultural products and fishery. One of the remarkable tourism resources is the great scenery of the bay surrounded by mountains designated as national parks due to its ecologically outstanding values. Besides, the terraced paddy field called ‘Darangyi’, which is creating unique scenery, is also the representative tourism asset in the region. The visitors can enjoy trekking with the outstanding sceneries as there is a 14.6 km walk along the coast of Angangman named ‘Barea-gil’.

Tourism program: One of the most representative tourism programs in Angangman is the ‘Barea-gil’ program which allows visitors to walk a trail named ‘Barea-gil 2’ and to learn cultural history and ecosystem of the region with local curators.

Governance: With the purpose of improving economic benefit and conserving natural resources in Angangman, it was designated as a KED in 2013 by MOE. A community-based association called ‘Namhae Ecotourism Association’ was established in Januray 2013 (Figure 6). The association was

initially made up of 40 residents and it is currently composed of 51 residents (12 board members who are in charge of the management and 39 general members who are interested in Angangman and sometimes become assistants of the tourism programs). The association has cooperated with KES, local government (Namhae district office), relevant governmental organizations (Korea Tourism Organization, Korea National Park Services), NGO (Eco-center), and so on to promote ecotourism.

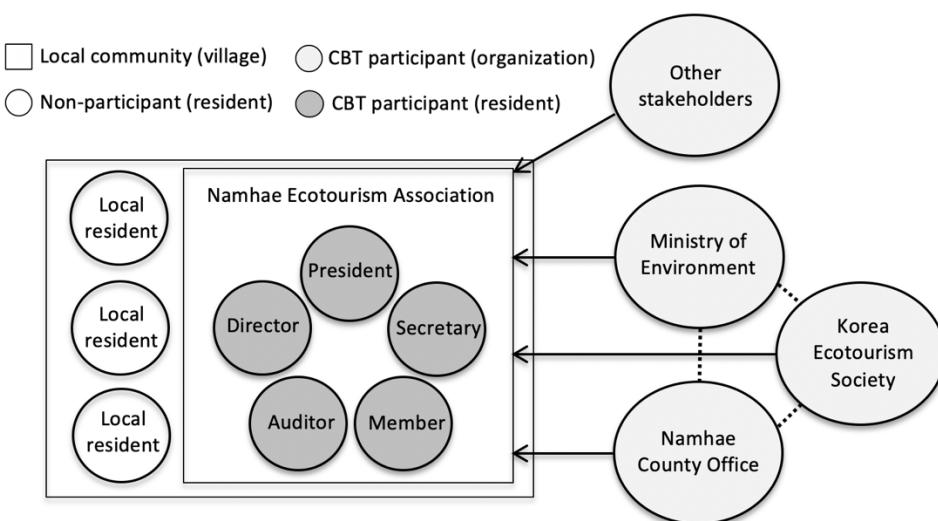


Figure 6. ‘Namhae Ecotourism Association’

Evaluation of destination management: Ministry of Environment (2016) conducted evaluation on overall ecotourism management issues in Namhae Angangman. Among the results, governance related results were presented in Table 11.

Table 11. Governance related evaluation results in Namhae Angangman extracted from Ministry of Environment (2016)

Indicator	Score
EA established a system for monitoring and managing risk	0.5
EA consisted of various stakeholders including local residents from different villages and they acted with commitment for tourism management	1.0
EA has been learning new knowledges for better management of tourism by cooperating with relevant local institutes and other EAs	1.0

Note: satisfied = 1.0; partially satisfied = 0.5

3.4.2. Jeju Hydoncheon and Haryeri Village

Geographical location, population, and tourism resources: Jeju Hydoncheon and Haryeri Village is located in Seogwipo city, Jeju province. Korea. Hydoncheon is a creek creating a part of boundaries of Haryeri Village. There are approximately 2,100 residents living in the village. Main industries of the village are tangerine cultivation and fishery. Hydoncheon was designated as a biosphere reserve by the United Nations Education, Scientific and Cultural Organization (UNESCO) in 2002 and now it is one of the most remarkable tourism resources in this village. In addition, there are trails, ‘Gosari sup-gil’, featuring unique scenery and ecosystem of the region.

Tourism program: The most representative tourism programs in Jeju Hydoncheon and Haryeri Village are ‘Hydoncheon tracking’ and ‘Gosari sup-gil tracking’ programs which allow visitors to walk a trail of Hydoncheon or a forest area near the village while they are learning cultural and natural history of the regions with local curators.

Governance: With the purpose of improving economic benefit and conserving natural resources in the region, Jeju Hydoncheon and Haryeri Village was designated as a KED in 2014 by MOE. A community-based association called ‘Haryeri Ecotourism Association’ was established in April 2014 (Figure 7). The association is currently composed of 21 board members (17 members who are in charge of the overall destination management and 4

advisors who are interested in Jeju Hydoncheon and Haryeri Village and sometimes give professional advices to the other board members). The association have cooperated with KES, local government (Seugwipo district office), UNESCO, and so on to promote ecotourism.

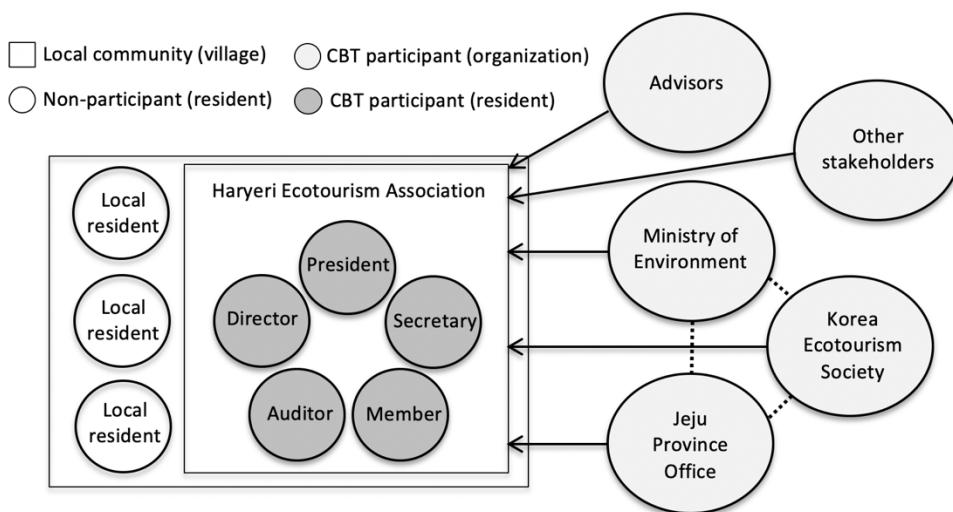


Figure 7. ‘Haryeri Ecotourism Association’

Evaluation of destination management: Ministry of Environment (2017) conducted evaluation on overall ecotourism management issues in Jeju Hydoncheon and Haryeri Village. Among the results, CBT governance related results were presented in Table 12.

Table 12. Governance related evaluation results in Jeju Hyodoncheon and Haryeri Village extracted from Ministry of Environment (2017)

Indicator	Score
EA established a system for monitoring and managing risk	1.0
EA consisted of various stakeholders including local residents from different villages and they acted with commitment for tourism management	1.0
EA has been learning new knowledges for better management of tourism by cooperating with relevant local institutes and other EAs	1.0

Note: satisfied = 1.0; partially satisfied = 0.5

Chapter 4. Results

4.1. A quantitative tool for measuring CBT governance

4.1.1. Respondents

There were 232 surveys collected. Members of ecotourism association (EA) were the largest group ($n = 102$) and general public the second largest ($n = 79$). The third and the fourth were experts ($n = 29$) and board members and staffs of KES ($n = 22$) respectively (Table 14).

Table 13. Compositions of respondents

Groups	Sub-groups	Frequency (%)
	Board members and staffs of KES	22 (9.5)
Stakeholders	Experts	29 (12.5)
	Members of EA	102 (44.0)
Non-stakeholders	General public	79 (34.0)
	Total	232 (100.0)

4.1.2. Validity of the measurement items

Exploratory factor analysis was conducted to verify the validity of the CBT good governance indicators (measurement items). Data of all respondents (232 in total) (see Table 13) were used for the analysis. Respondents' scores on items were subjected to a principal component analysis followed by a Promax rotation (Baek, 2015; Morrison, 2009), yielding 7 major governance principles (factors), based on Lockwood (2010). Variables that had an Eigenvalue under 0.9 and a factor loading under 0.5 were eliminated. Reliability analysis (Cronbach's alpha) was then computed to confirm the internal consistency of the items with each principle ($\alpha > .8$). Ten of the twenty-one items were eliminated through this process.

The results suggest that the 11 items in this study can be explained by 7 factors, which together explain 89% of the variance. The factors were presented in Table 14 in rank order according to the percent of variance explained - an indicator of the rank importance of each factor. Each factor contributed to this total explained variance and the contribution is similar between factors. Factor 1 (Transparency) contributed the highest amount (19%) followed by factor 2 (Inclusiveness) 17%. Other factors contributed between 8% and 15%. Factor 7 (Accountability) contributed a lesser amount (8%) to the explained variance. This may be caused in part by the small number of items (1) that loaded onto this factor.

Table 14. Result of factor analysis

Indicator	Factor and loading value						
	Transparency	Inclusiveness	Fairness	Resilience	Legitimacy	Connectivity	Accountability
• Governance and decision making open to scrutiny by stakeholders	1.09						
• Achievements and failures are evident	0.68						
• Information is presented in forms appropriate to stakeholders' needs	0.57						
• The governing body actively seeks to engage marginalized and disadvantaged stakeholders		1.06					
• All stakeholders have appropriate opportunities to participate in the governing body's processes and actions	0.69						
• There is reciprocal respect among stakeholders		0.93					
• Decisions are made consistently and without bias		0.84					
• EA has an income structure for self-reliance			1.05				
• EA acts in accordance with its mandate				1.02			
• EA has good relationship with local community					0.86		
• EA and personnel have clearly defined roles and responsibilities						0.86	
Eigenvalue	2.08	1.82	1.65	1.12	1.12	1.01	0.97
Proportion of variance	0.19	0.17	0.15	0.10	0.10	0.09	0.09
Cronbach's alpha	0.87	-	-	-	-	-	-

4.1.3. Principles and items

Factor names over each set of items presented in Table 14 followed Lockwood (2010); detailed description of each factor was discussed below.

Transparency refers to visibility of decision-making process and governance authorities' performance (Lockwood, 2010). All items initially developed for survey were grouped as factor 1 labeled as 'Transparency'. These are:

- Governance and decision making is open to scrutiny by stakeholders
- Achievements and failures are evident
- Information is presented in forms appropriate to stakeholders' needs

Inclusiveness means 'the opportunities available for all stakeholders to participate in and influence decision-making processes and actions (Lockwood, 2010, p. 760)'. Three items were initially extracted from the relevant literature and then were slightly modified in the context of CBT governance through the pilot survey. In the results of factor analysis, two items have been remained:

- The governing body actively seeks to engage marginalized and disadvantaged stakeholders
- All stakeholders have appropriate opportunities to participate in the governing body's processes and actions

Fairness means the state of being fair in a way that is reasonable. In the context of CBT, it can be interpreted as the quality of mutual respect of stakeholders participating in CBT development. Three items were developed based on Lockwood (2010), and two items have remained through the survey and factor analysis:

- There is reciprocal respect among stakeholders
- Decisions are made consistently and without bias

Resilience refers to the capacity to buffer against certain changes or perturbations (Lockwood, 2010). For the resilience improvement, MoE has encouraged KEDs to build the income structure for self-reliance and to manage risks based on regular monitoring. MoE has also encouraged KED members or local residents to actively participate in educational programs that were helpful in absorbing new knowledges that are relevant to CBT. Three items associated to the principle of resilience were extracted from Lockwood (2010) and Ministry of Environment (2015, 2017). Then though the factor analysis one item has remained:

- EA has an income structure for self-reliance

Legitimacy refers to the acceptance of shared rules and mandate. It has been regarded as a key factor in CBT development in which various

stakeholders participate with the different personal goals and objectives. Three items were initially developed based on Lockwood (2010). Through the survey and factor analysis, one item has remained:

- EA acts in accordance with its mandate

Connectivity is the state or extent of being (inter)connected. CBT cannot be successfully developed or managed without effective coordination with different levels of authorities and regions. Hence the CBT governing organization needs to develop CBT development plans and policies that are coherent in government policy while making effective coordination with different agencies, other CBT destinations, and local communities. Three items were initially extracted from Lockwood (2010), and through the survey and factor analysis one item has remained:

- EA has good relationship with local community

Accountability means the state of being responsible for defined and accepted roles and decisions. In the context of CBT governance, accountability can be described as CBT governing body and its members have clearly defined roles and responsibilities with evident. Three items relevant to this principle were initially extracted from Lockwood (2010), and through the survey and factor analysis one item has remained:

- EA and personnel have clearly defined roles and responsibilities

4.2. Case studies: measuring CBT governance in Namhae Angangman

4.2.1. Respondents

The subject of the survey was every member of EA in Namhae Angangman. Among a total of 52 members, 51 members (board member = 12, non-board member = 39) responded to the survey (Table 15).

Table 15. Frequency of respondents, Namhae Angangman

Cluster	Frequency (%)
Board member	12 (23.5)
Member	39 (76.5)
Total	51 (100)

The board members of EA in Namhae Angangman are the president (n=1), the former presidents (n=2), the secretary (n = 1), the directors (n = 6), and the auditor (n = 1) (Table 16).

Table 16. Frequency of respondents by positions of board members, Namhae Angangman

Board member	Frequency (%)
President	1 (10.0)
Former president	2 (20.0)
Secretary	1 (10.0)
Director	6 (50.0)
Auditor	1 (10.0)
Total	12 (100)

4.2.2. Quantitative characteristics of cooperative relationships

The cooperative relationships of the destination stakeholders in Namhae Angangman are presented in the graphs of the network analysis (Figure 8, Figure 9). As this research analyzed the two different communication networks in both normal and conflict situations, the two different graphs are presented as the result of the analysis. The network graphs showed that there were more isolated stakeholders when conflict occurred. This result is in line with Lee et al. (2006) who have identified that there were more isolated stakeholders when conflict occurred in the participatory destination management.

It is also interesting to note that both graphs that indicate the cooperation among stakeholders in different situations (normal and conflict) showed that the cooperation is concentrated in the secretary. More detailed information about this result is demonstrated below with quantitative characteristics of the important nodes (Table 18, Table 19, Table 20).

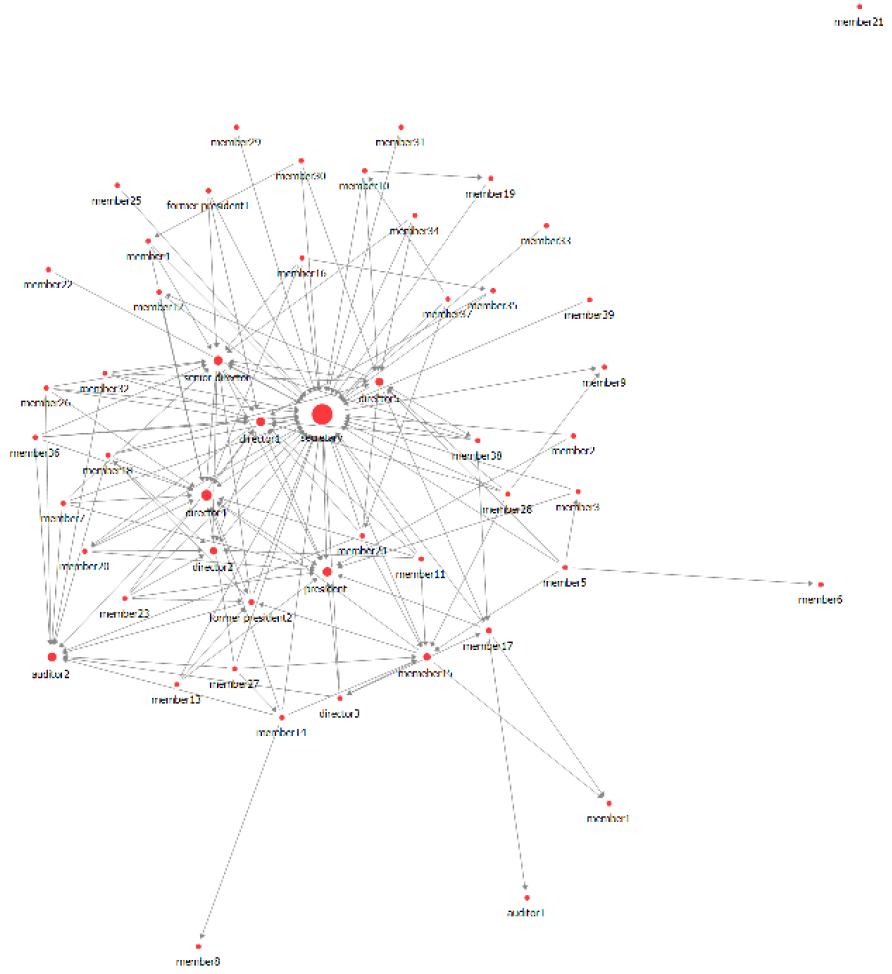


Figure 8. Communication network in normal situation

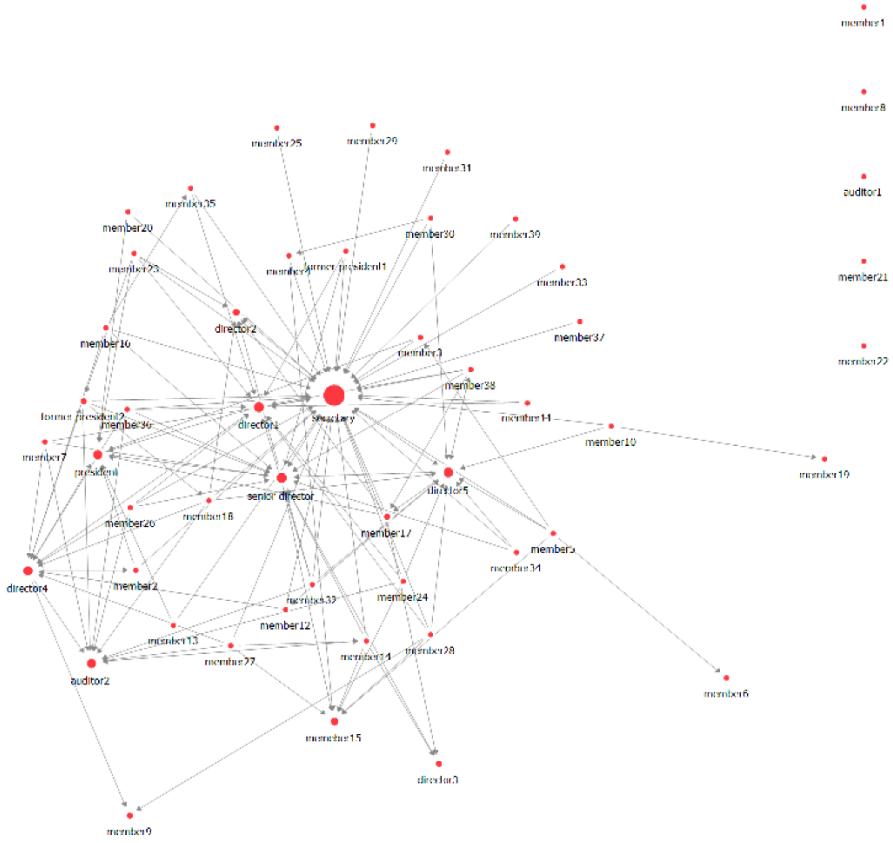


Figure 9. Communication network in conflict situation

The network analysis allows to examine the quantitative characteristics of the cooperation among the stakeholders of EA in Namhae Angangman. The two most commonly used network indicators are the network density and the average degree. The results this research shows that the network density in both situations are quite low (0.062 and 0.051 respectively), while the average degree, which is the average number of relations that the subject has with its neighbors, is 3.078 and 2.529 respectively.

Table 17. Network characteristics, Namhae Angangman

Category	Normal	Conflict
Network density	0.062	0.051
Average degree	3.078	2.529

In order to identify characteristics of each node, in this research, the author analyzed the most commonly used indicators – degree, closeness, and betweenness centrality. Among them, degree centrality is the total number of neighbors that the node has. As the network is directed, there were two versions of the measure: in-degree is the number of in-coming links; out-degree is the number of out-going links. This study focused on in-degree centrality to identify who has a central position in the communication network.

The result shows that the secretary has a central position in both normal and conflict situation. In the normal situation, the in-degree centrality

of the secretary is the highest with 0.86 followed by other board members including the director 4, the senior director, the president, and the director 1 whose degree centralities are 0.34 or less (Table 18). The gaps between the in-degree centralities of the secretary and the others were relatively smaller when conflict occurred. In the conflict situation, the in-degree centrality of the secretary is the highest with 0.72 followed by other board members including the senior director, the director 5, the director 1, and the auditor 2 whose degree centrality are 0.24 or less.

Table 18. In-degree centrality, Namhae Angangman

Normal		Conflict	
Stakeholder	In-degree centrality	Stakeholder	In-degree centrality
Secretary	0.86	Secretary	0.72
Director 4	0.34	Senior director	0.24
Senior director	0.24	Director 5	0.22
President	0.24	Director 1	0.22
Director 1	0.24	Auditor 2	0.20

Closeness centrality is the sum of the length of the shortest paths between the node and all other nodes in the network. If a node has a higher closeness centrality, it means that the node is closer to all other nodes.

When examining the closeness centrality of each stakeholder, it was identified that the secretary was in the central position in both normal and conflict situations (Table 19). In the normal situation, the closeness centrality of the secretary was the highest with 0.86 followed by other board members including the director 4, the senior director, the president, and the director 2 whose closeness centralities were between 0.54 and 0.47. In the conflict situation, the closeness centrality of the secretary was the highest with 0.72 followed by other board members including the senior director, the director 5, the director 1, and the director 2 whose closeness centralities were between 0.44 and 0.40.

Table 19. Closeness centrality, Namhae Angangman

Normal		Conflict	
Stakeholder	Closeness centrality	Stakeholder	Closeness centrality
Secretary	0.86	Secretary	0.72
Director 4	0.54	Senior director	0.44
Senior director	0.50	Director 5	0.43
President	0.50	Director 1	0.43
Director 2	0.47	Director 2	0.40

Betweenness centrality represents the degree to which nodes stand between each other. Betweenness centrality of a certain node can be calculated by dividing the total number of the shortest paths between two other nodes by the total number of those paths that pass through the certain node. A node in a network with a higher betweenness centrality does mean that the node has more control over the network. This is because the node serves as bridges between stakeholders and thus more information passes that node.

When examining the betweenness centrality of each stakeholder, it was identified that the director 4 was in central position in normal situation while the secretary showed the highest betweenness centrality in conflict situation (Table 20). In the normal situation, the betweenness centrality of the director 4 is the highest with 0.13 followed by other board members including the secretary, the former president 2, director 5, and member 18 whose betweenness centrality were between 0.11 and 0.09. In the conflict situation, the betweenness centrality of the secretary was the highest with 0.12 followed by other board members including the director 4, the director 1, the director 5, and the senior director whose betweenness centrality were between 0.07 and 0.03.

Table 20. Betweenness centrality, Namhae Angangman

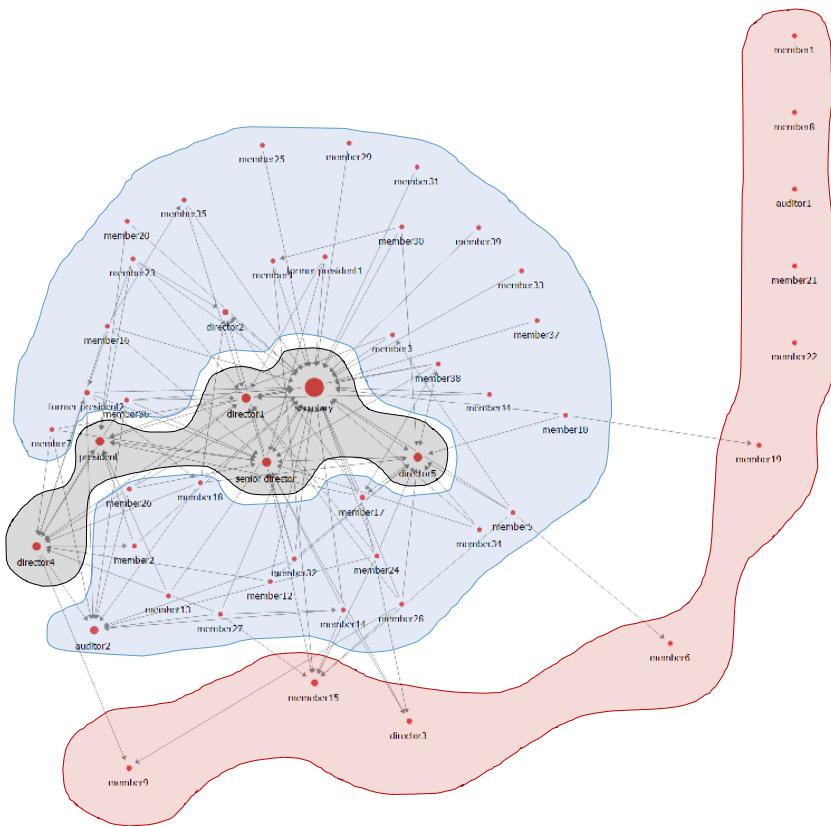
Normal		Conflict	
Stakeholder	Betweenness centrality	Stakeholder	Betweenness centrality
Director 4	0.13	Secretary	0.12
Secretary	0.11	Director 4	0.07
Former president 2	0.11	Director 1	0.06
Director 5	0.10	Director 5	0.05
Member 18	0.09	Senior director	0.03

4.2.3. Different perceptions on CBT governance

In this research, CBT governance scores of three different types of stakeholders in Namhae Angangman were compared. The stakeholders were categorized into three groups – ‘centered stakeholders,’ ‘non-isolated stakeholders,’ and ‘isolated stakeholders’ - based on their centralities in conflict situation (Figure 10).

- 1) Centered stakeholders (in/out-degree centrality ≥ 0.15)
- 2) Non-isolated stakeholders ($0.15 > \text{out-degree centrality} > 0$)
- 3) Isolated stakeholders (out-degree centrality = 0)

The centered stakeholders, in this research, stand for stakeholders with in/out-degree centralities of 0.15 or higher (n=6). These stakeholders were found to be positioned in the center of the network. In contrast, the isolated stakeholders stand for stakeholders who have zero out-degree centrality (n=11). In other words, these people do not contact other EA members to communicate about CBT management issues in a conflict situation. These stakeholders were found to be located on the edge of the network. Stakeholders who have out-degree centralities of more than zero and less than 0.15 were categorized and labeled as the non-isolated stakeholders (n=33).



- Centered stakeholders
- Non-isolated stakeholders
- Isolated stakeholders

Figure 10. Stakeholders grouped by centralities

Overall, the stakeholders in Namhae Angangman gave high scores on most of CBT good governance principles except for the principle of resilience (2.92) (Table 21). There were slight differences in the mean scores of each principle among the three types of stakeholders. The centered stakeholders and the non-isolated stakeholders scored higher on transparency, inclusiveness, fairness, legitimacy, connectivity, and accountability compared to the isolated stakeholders. In case of resilience, the isolated stakeholders (3.36) scored similar with the centered stakeholders (3.33) and higher than the non-isolated stakeholders (2.70).

Table 21. CBT good governance scores by stakeholder groups (Namhae)

Principle	Category			Mean
	Centered	Non-isolated	Isolated	
Transparency	4.56	4.48	3.91	4.73
Inclusiveness	4.33	4.42	3.91	4.30
Fairness	4.58	4.42	4.18	4.39
Resilience	3.33	2.70	3.36	2.92
Legitimacy	4.33	4.27	4.18	4.26
Connectivity	4.50	4.64	4.27	4.54
Accountability	4.17	4.27	3.64	4.12

4.3. Case studies: measuring CBT governance in Jeju Hyodoncheon and Haryeri Village

4.3.1. Respondents

The subjective of the survey was every member of EA in Jeju Hyodoncheon and Haryeri Village. Among a total of 22 members, 21 members responded to the survey (Table 22).

Table 22. Frequency of respondents, Jeju Hyodoncheon and Haryeri Village

Cluster	Frequency (%)
Board member	21 (100)
Total	21 (100)

The board members of EA in Jeju Hyodoncheon and Haryeri Village are the president (n=1), the vice president (n=1), the secretary (n=1), the vice-secretary (n=1), the directors (n=10), the auditors (n=2), the auditors (n=2), the program manager (n=2), and the advisors (n=4) (Table 23).

Table 23. Frequency of respondents by positions of board members, Jeju Hyodoncheon and Haryeri Village

Board member	Frequency (%)
President	1 (4.8)
Vice-president	1 (4.8)
Secretary	1 (4.8)
Vice-secretary	1 (4.8)
Director	10 (47.6)
Auditor	2 (9.5)
Program manager	2 (9.5)
Advisor	4 (14.2)
Total	21 (100.0)

4.3.2. Quantitative characteristics of cooperative relationships

The cooperative relationships of the destination stakeholders in Jeju Hyodoncheon and Haryeri Village are presented in the graphs of the network analysis (Figure 11, Figure 12). As this research analyzed the two different communication networks in both normal and conflict situations, the two different graphs are presented as the result of the analysis. The network graphs showed that there were more isolated stakeholders when conflict occurred. This result is in line with the result of the network analysis in Namhae Angangman as well as Lee et al. (2006) analysis who identified that there were more isolated stakeholders when conflict occurred in the participatory destination management.

It is also interesting to note that both graphs that indicate the cooperation among stakeholders in different situations (normal and conflict) showed that the cooperation is concentrated in the secretary. This result is same with the result of the network analysis in Namhae Angangman. More detailed information about this result is demonstrated below with quantitative characteristics of the important nodes (Table 25, Table 26, and Table 27).

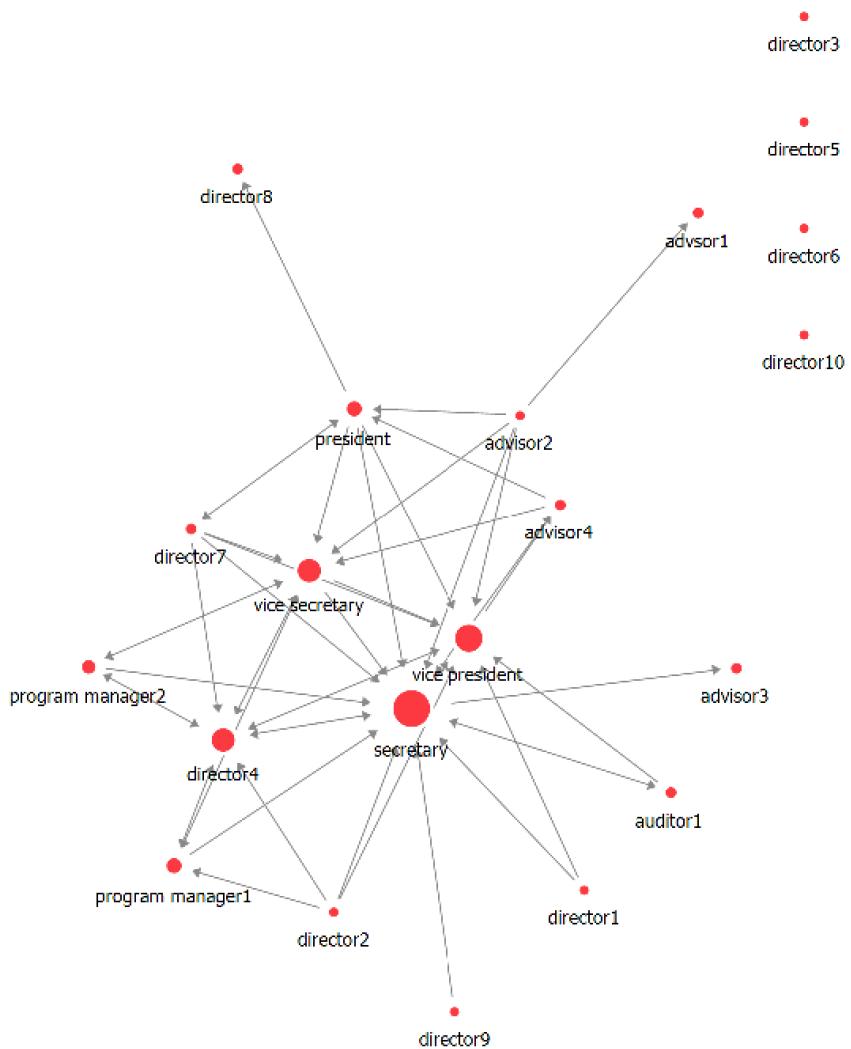


Figure 11. Communication network in normal situation

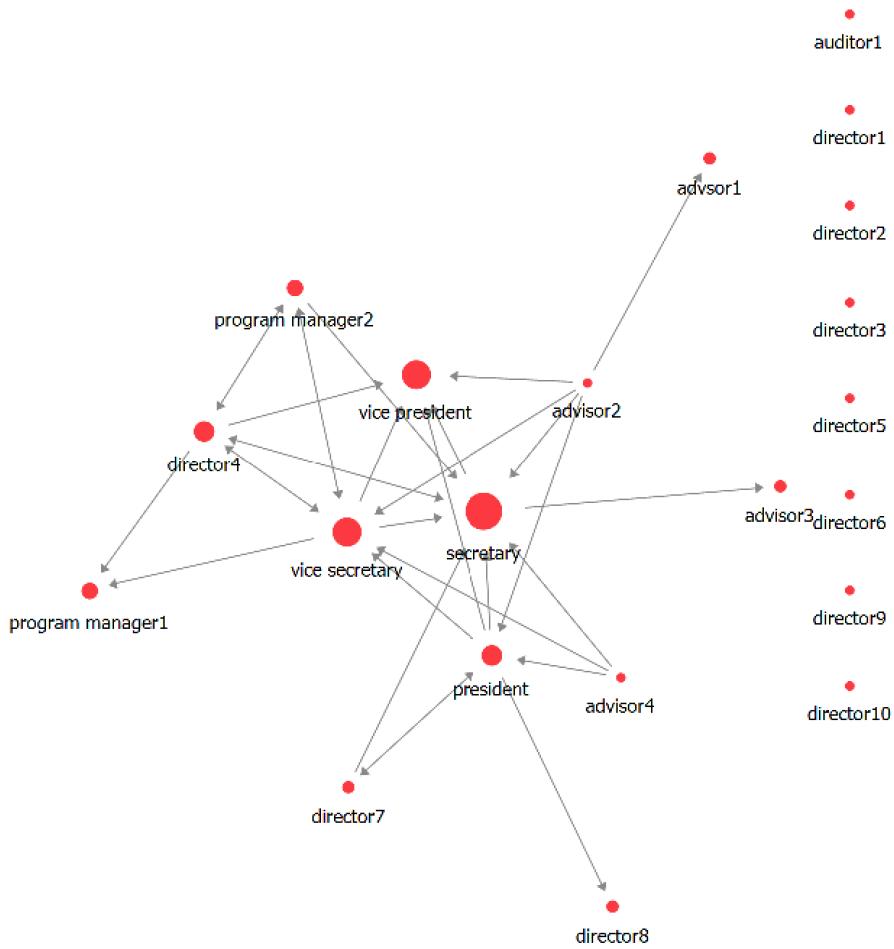


Figure 12. Communication network in conflict situation

The network analysis allows to examine the quantitative characteristics of the cooperation among the stakeholders of EA in Jeju Hyodoncheon and Haryeri Village. As aforementioned, the two most commonly used network indicators are the network density and the average degree. The results this research shows that the network density in both situations are quite low (0.119 and 0.074 respectively), while the average degree, which is the average number of relations that the subject has with its neighbors, is 2.381 and 1.476 respectively.

Table 24. Network characteristics, Jeju Hyodoncheon and Haryeri Village

Category	Normal	Conflict
Network density	0.119	0.074
Average degree	2.381	1.476

In order to identify characteristics of each node, in this research, the author analyzed the most commonly used indicators – degree, closeness, and betweenness centrality. Among them, degree centrality is the total number of neighbors that the node has. As the network is directed, there were two versions of the measure: in-degree is the number of in-coming links; out-degree is the number of out-going links. This study focused on in-degree centrality to identify who has a central position in the communication network.

The result shows that the secretary has a central position in both normal and conflict situation. In the normal situation, the in-degree centrality of the secretary was the highest with 0.65 followed by the vice president, the vice secretary the director 4, and the program manager whose degree centralities were between 0.45 and 0.15 (Table 25). The gaps between the in-degree centralities of the secretary and the others were relatively smaller when conflict occurred. In the conflict situation, the in-degree centrality of the secretary was the highest with 0.35 followed by the vice secretary, the vice president, the president, and the director 4 whose degree centralities were between 0.25 and 0.15

Table 25. In-degree centrality, Jeju Hyodoncheon and Haryeri Village

Normal		Conflict	
Stakeholder	In-degree centrality	Stakeholder	In-degree centrality
Secretary	0.65	Secretary	0.35
Vice president	0.45	Vice secretary	0.25
Vice secretary	0.35	Vice president	0.25
Director 4	0.35	President	0.15
Program manager	0.15	Director 4	0.15

Closeness centrality is the sum of the length of the shortest paths between the node and all other nodes in the network. If a node has higher closeness centrality, it means that the node is closer to all other nodes.

When examining the closeness centrality of each stakeholder, it was identified that the secretary was in the central position in both normal and conflict situation (Table 26). In the normal situation, the closeness centrality of the secretary was the highest with 0.65 followed by the vice president, the director 4, the vice secretary, and the advisor 3 whose closeness centralities were between 0.50 and 0.36. In the conflict situation, the closeness centrality of the secretary was the highest with 0.35 followed by the vice president, the vice secretary, the director 4, and the advisor 3 whose closeness centralities were between 0.29 and 0.21.

Table 26. Closeness centrality, Jeju Hyodoncheon and Haryeri Village

Normal		Conflict	
Stakeholder	Closeness centrality	Stakeholder	Closeness centrality
Secretary	0.65	Secretary	0.35
Vice president	0.50	Vice president	0.29
Director 4	0.44	Vice secretary	0.27
Vice secretary	0.38	Director 4	0.22
Advisor 3	0.36	Advisor 3	0.21

Betweenness centrality represents the degree to which nodes stand between each other. Betweenness centrality of a certain node can be calculated by dividing the total number of the shortest paths between two other nodes by the total number of those paths that pass through the certain node. A node in a network with a higher betweenness centrality does mean that the node has more control over the network. This is because the node serves as bridges between stakeholders and thus more information passes that node.

When examining the betweenness centrality of each stakeholder, it was identified that the vice president was in central position in normal situation while the secretary showed the highest betweenness centrality in conflict situation (Table 27). In the normal situation, the betweenness centrality of the vice president was the highest with 0.12 followed by other board members including the secretary, the advisor 4, the president, and the director 4 whose betweenness centrality were between 0.11 and 0.05. In the conflict situation, the betweenness centrality of the secretary was the highest with 0.03 followed by the vice secretary, the president, and the director 4 whose betweenness centrality were between 0.02 and 0.01.

Table 27. Betweenness centrality, Jeju Hyodoncheon and Haryeri Village

Normal		Conflict	
Stakeholder	Betweenness centrality	Stakeholder	Betweenness centrality
Vice president	0.12	Secretary	0.03
Secretary	0.11	Vice secretary	0.02
Advisor 4	0.08	President	0.02
President	0.07	Director 4	0.01
Director 4	0.05	-	-

4.3.3. Different perceptions on CBT governance

In this research, CBT governance scores of three different types of stakeholders in Jeju Hyodoncheon and Haryeri Village were also compared. Same with the Namhae Angangman case, the stakeholders were categorized into three groups – ‘centered stakeholders,’ ‘non-isolated stakeholders,’ and ‘isolated stakeholders’ - based on their centralities in conflict situation (Figure 13)

- 1) Centered stakeholders (in/out-degree centrality ≥ 0.15)
- 2) Non-isolated stakeholders ($0.15 > \text{out-degree centrality} > 0$)
- 3) Isolated stakeholders (out-degree centrality = 0)

The centered stakeholders, in this research, stand for stakeholders with in/out-degree centralities of 0.15 or higher (n=5). These stakeholders were found to be positioned in the center of the network. In contrast, the isolated stakeholders stand for stakeholders who have zero out-degree centrality (n=10). In other words, these people do not contact to other EA members to communicate about CBT management issues in conflict situation. These stakeholders were found to be located on the edge of the network. Stakeholders who have out-degree centralities of more than zero and less than 0.15 were categorized and labeled as the non-isolated stakeholders (n=4).

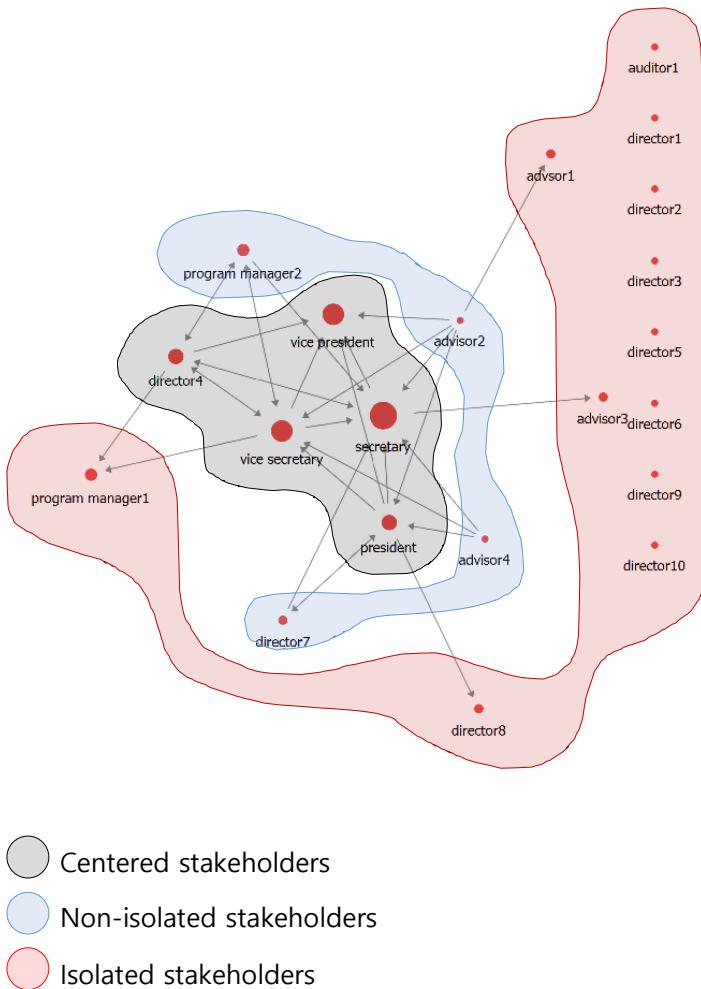


Figure 13. Stakeholders grouped by centralities

In general, the stakeholders in Jeju Hyodoncheon and Haryeri Village gave relatively lower scores on most of CBT good governance principles than Namhae Angangman (Table 29). In contrast, in case of the principle of resilience, stakeholders in Jeju Hyodoncheon and Haryeri Village showed higher scores (3.26) than Namhae Angangman (2.92). There were slight differences in the mean scores of each principle among the three types of stakeholders in Jeju Hyodoncheon and Haryeri Village. The centered stakeholders and the non-isolated stakeholders scored higher on every aspects of governance compared to the isolated stakeholders.

Table 28. CBT governance scores by stakeholder groups (Jeju)

Principle	Category			Mean
	Centered	Non-isolated	Isolated	
Transparency	3.87	4.33	3.50	3.77
Inclusiveness	3.70	4.25	3.30	3.61
Fairness	4.00	4.50	3.60	3.89
Resilience	3.60	3.50	3.00	3.26
Legitimacy	3.60	4.50	3.00	3.47
Connectivity	4.40	4.50	3.90	4.16
Accountability	3.80	4.50	3.70	3.89

4.4. Relationship between centrality and perception on CBT governance

In this section, different stakeholder groups' CBT governance scores in both Namhae Angangman and Jeju Hyodoncheon and Haryeri Village were compared. The stakeholders were divided into three groups – ‘centered stakeholders (n=11),’ ‘non-isolated stakeholders (n=37),’ and ‘isolated stakeholders (n=21)’ – based on their centralities in conflict situation. The result showed that the centered stakeholders and the non-isolated stakeholders have relatively high scores on most of governance aspects. However, in case of resilience, the isolated stakeholders showed higher scores (3.19) than non-isolated stakeholders (2.78).

Table 29. CBT governance scores by stakeholder groups

Principle	Category			Mean
	Centered	Non-isolated	Isolated	
Transparency	4.24	4.48	3.71	4.21
Inclusiveness	4.05	4.41	3.62	4.12
Fairness	4.32	4.43	3.90	4.25
Resilience	3.45	2.78	3.19	3.01
Legitimacy	4.00	4.30	3.62	4.04
Connectivity	4.45	4.62	4.10	4.43
Accountability	4.00	4.30	3.67	4.06

In addition, ANOVA was conducted to identify whether there are statistically significant differences in CBT governance scores among the three different stakeholder groups. The result of ANOVA (Table 31) showed that there are statistically significant differences in scores of transparency and inclusiveness. Specifically, compared to both the centered and the non-isolated stakeholder groups, the isolated stakeholder group showed relatively lower scores on the two items that are associated to transparency principle. The isolated stakeholders relatively less agreed to the items of ‘achievements and failures are evident’ and ‘information is presented in forms appropriate to stakeholders’ need.’ They also showed lower scores on an item associated to inclusiveness principle which is ‘the governing body actively seeks to engage marginalized and disadvantaged stakeholders.’

Table 30. ANOVA for comparing CBT governance scores by stakeholder group

Principle	Items	Category			Mean	F	Post-Hoc
		Centered (C)	Non- isolated (N)	Isolated (I)			
Transparency	• Governance and decision making is open to scrutiny by stakeholders	4.36	4.46	3.80	4.25	6.65	
	• Achievements and failures are evident	4.36	4.57	3.76	4.29	8.16*	C,N>I
	• Information is presented in forms appropriate to stakeholders' needs	4.00	4.41	3.57	4.09	8.16*	C,N>I
Inclusiveness	• The governing body actively seeks to engage marginalized and disadvantaged stakeholders	4.09	4.43	3.52	4.10	11.69*	C,N>I
	• All stakeholders have appropriate opportunities to participate in the governing body's processes and actions	4.00	4.38	3.71	4.12	4.67	
Fairness	• There is reciprocal respect among stakeholders	4.45	4.46	4.05	4.33	2.21	
	• Decisions are made consistently and without bias	4.18	4.41	3.76	4.17	5.33	

Resilience	• EA has an income structure for self-reliance	3.45	2.78	3.19	3.01	3.12
Legitimacy	• EA acts in accordance with its mandate	4.00	4.30	3.62	4.04	4.37
Connectivity	• EA is effectively connected with other EAs	4.45	4.62	4.10	4.43	3.69
Accountability	• EA and personnel have clearly defined roles and responsibilities	4.00	4.30	3.67	4.06	5.15

* p < 0.001

Chapter 5. Discussion and Conclusion

5.1. A quantitative tool for measuring CBT governance

As there is a lack of studies on governance in the field of CBT, literature in similar fields such as tourism, PA, REDD, and sustainable resource management were reviewed to develop a quantitative tool for measuring CBT governance. Among the various good governance principles, Lockwood (2010)'s 7 good governance principles were chosen due to their widely accepted use. These are transparency, inclusiveness, fairness, resilience, legitimacy, connectivity, and accountability.

CBT governance indicators associated with these 7 principles were then developed. It is important to note that 'indicators,' in this study, were defined as 'items' or 'statements' that describe performance outcomes of CBT governance and were designed to be used as items for measuring CBT governance (see 2.4.2 and Kisingo et al., 2016). Most of these items were extracted from Lockwood (2010) in accordance with the 7 principles. However, as these measurement items were developed in the context of PA governance, some of them were not applicable to the CBT context. For this reason, some items were reworded in accordance with the situation of CBT in Korea and several items were additionally developed based on Ministry of Environment (2014, 2015, 2016, 2017).

To measure CBT governance based on stakeholders' perspectives, quantitative approach was adopted in this research. This is because quantitative evaluation enables effective comparisons of diverse stakeholders' perspectives (Agyare et al., 2015; Buteau-Duitschaever, 2009; Eagles et al., 2013; Kisingo et al., 2016; Pasape et al., 2015). A five-point Likert scale was used: strongly disagree (1), somewhat disagree (2), neutral (3), some-what agree (4) and strongly agree (5), and based on the results of the pilot survey, some statements were reworded to improve readability.

Exploratory factor analysis was conducted to verify the validity of the CBT good governance items. The decision can be supported by recent studies who conducted exploratory factor analysis with governance items that were selected from a variety of other studies with the objectives of searching for sets of governance principles that are appropriate to evaluate governance of the destinations (e.g., Buteau-Duitschaever, 2009; Eagles et al., 2013; Kisingo et al., 2016; Pasape et al., 2015).

In this research, scores of respondents who were composed of the board members and staffs of KES, experts, members of EA, and general public, on governance items were subjected to a principal component analysis followed by a Promax rotation (Baek, 2015; Morrison, 2009), yielding 7 major governance factors (principles) based on Lockwood (2010). Variables that had an Eigenvalue under 0.8 and a factor loading under 0.5 were eliminated. Reliability analysis (Cronbach's alpha) was then computed to confirm the

internal consistency of the item with each dimension.

The factor analysis result in the current study showed that some of the items were consistent with groupings suggested by Lockwood (2010) and Ministry of Environment (2014, 2015, 2016, 2017) while the others were not. One or two items that were initially associated to specific principles under Lockwood (2010) and Ministry of Environment (2014, 2015, 2016, 2017) were eliminated through the factor analysis. In case of principle of transparency, as an exception, all initially developed items were grouped together. The eliminated items are as follows:

- EA consists of various stakeholders such as local residents, enterprises, NGOs, experts, and public officials (Inclusiveness)
- The distribution (intra- and intergenerational) of the benefits and costs of decisions and actions are identified and taken into account (Fairness)
- EA has a culture of intentionally learning from experience and absorbing new knowledge (Resilience)
- EA has procedures to identify, assess, and manage risk (Resilience)
- EA is conferred with a democratically mandated authority (Legitimacy)
- EA acts with integrity and commitment (Legitimacy)
- EA is effectively connected with other EAs (Connectivity)
- EA's direction and actions are consistent with directions set by higher-

level governance authorities (Connectivity)

- EA has demonstrated acceptance of its responsibilities (Accountability)
- EA's roles, responsibilities, and performances are evident (Accountability)

The result of factor analysis suggesting new set of governance principles and items is somewhat in line with previous studies. Buteau-Duitschaever (2009) and Eagles et al. (2013) conducted factor analyses using PA governance items that were extracted from other PA good governance literature and were associated to UNDP's 10 governance principles (Public participation, Consensus orientation, Strategic vision, Responsiveness, Effectiveness, Efficiency, Accountability, Transparency, Equity, Rule of law). The results of their analysis suggested a new set of PA governance principles and items. In their research, three new factors (Equity-Fairness, Equity-Finance, Efficiency-Financial value) were additionally created. In the same vein, Kisingo et al. (2016), the most recent study, conducted exploratory factor analysis using PA governance items that were extracted from the various PA good governance literature including Lockwood (2010), and they identified that the items were grouped differently from the original groupings suggested by the literature.

Kisingo et al. (2016) argued that the differences might be related to the stakeholders' different response patterns to the various PA governance items

that were suggested by the literature. According to Kisingo et al. (2016), the stakeholders (community members of the Greater Serengeti Ecosystem) showed intrinsic psychometric construct validity to the PA governance indicators which were different from the literature. Kisingo et al. (2016) consequently concluded that development of PA governance criteria and items based on stakeholders' perspectives can be useful for understanding and evaluating PA governance performance from the point of view of community members whose engagement is a key for successful PA management. Furthermore, Kisingo et al. (2016) argument is in close agreement with the results of numerous investigators (e.g., Buteau-Duitschaever, 2009; Eagles et al., 2013; Pasape et al., 2015) who have also conducted factor analysis using various governance items and emphasized the importance of the engagement of stakeholders in conducting performance evaluation of governance.

For these reasons, the case studies in this research have been focused on identifying different stakeholders' perceptions on CBT governance using the quantitative tool for measuring CBT governance developed in this section. It is important to note that SNA was used in the case studies as a tool identifying characteristics of stakeholders from the network perspectives and categorizing them into three groups. The three groups' perceptions on governance were then compared. Specific results and implications were discussed in the following sections.

5.2. Case studies

Although the stakeholders in both destinations generally showed high scores on most of CBT governance aspects, the stakeholders in Jeju Hyodoncheon and Haryeri Village assigned relatively lower scores on most of CBT governance principles than Namhae Angangman. In case of the principle of resilience, as an exception, stakeholders in Jeju Hyodoncheon and Haryeri Village showed higher scores (3.26) than Namhae Angangman (2.92).

This is somewhat in line with Ministry of Environment (2016, 2017)'s evaluation results. Compared to Namhae Angangman, the ministry assigned high scores regarding how well EA of Jeju Hyodoncheon and Haryeri Village established a system for monitoring and managing risk (Ministry of Environment, 2016, 2017). In case of the both destinations, the ministry assigned high scores on inclusiveness/legitimacy/connectivity as they identified that the EAs consisted of various stakeholders including local residents from different villages, acted with commitment for CBT development, and have been learning new knowledge for better management of tourism by cooperating with relevant local institutes and other EAs.

Although the stakeholders of the both destinations had generally high opinions on most of principles as described above, there were noticeable differences among the three different stakeholder groups – centered, non-isolated, isolated. Especially, centered stakeholders and non-isolated

stakeholders had more positive perceptions of transparency, inclusiveness, fairness, legitimacy, connectivity, and accountability compared to isolated stakeholders. This is in a close agreement with previous studies arguing that stakeholders' perceptions on governance are diverse, and thus it is important to compare and understand their different perceptions (Buteau-Duitschaever, 2009; Eagles et al., 2013; Kisingo et al., 2016). In the next section (5.3), different stakeholders' perceptions on CBT governance were more discussed.

5.3. Stakeholder's centrality and perception on CBT governance

Interestingly, as described above, the two case studies commonly showed that the centered and the non-isolated stakeholders had higher opinions on most of principles compared to the isolated stakeholders. In order to find out specific relationship between stakeholder's centrality and perception on CBT governance, this research conducted ANOVA. According to the result of ANOVA, the centered stakeholders does not show statistically significant differences on governance scores with the non-isolated stakeholders. However, both the centered stakeholders and the non-isolated stakeholders showed statistically significant differences on some of the items with the isolated stakeholders. Specifically, compared to both the centered and the non-isolated stakeholder groups, the isolated stakeholder group showed significantly lower scores on the two items that are associated to transparency principle. The isolated stakeholders relatively less agreed to the items of 'achievements and failures are evident' and 'information is presented in forms appropriate to stakeholders' need.'

This result can be supported from some of previous studies arguing that the more communication among members increase transparency and accountability (e.g., Buteau-Duitschaever, 2009; Eagles et al., 2013; Pasape et al., 2015; Wagner, 1994). For instance, Eagles et al. (2013) conducted a case study and identified relationships between types of stakeholders and their

perceptions on good governance. They recognized that park staffs and managers who played a central role in managing the park, had more positive perceptions on some aspects of good governance such as transparency and accountability than the other stakeholders who played a secondary role (NGOs, residents, visitors, etc.). Eagles et al. (2013) argued that this was due to the role differences between the two stakeholder groups. Stakeholder groups who played a secondary role had less opportunities to communicate with other stakeholders especially those who were in charge of park management, which decreased their perception on some of the aspects of good governance such as transparency and accountability.

Moreover, the isolated stakeholders in the present study also showed lower scores on an item associated to inclusiveness principle which is ‘the governing body actively seeks to engage marginalized and disadvantaged stakeholders.’ This means that the isolated stakeholders have relatively negative perceptions on inclusiveness as they perceived that the governing body does not actively seek to engage marginalized stakeholders. This is apparent that the isolated stakeholders themselves are marginalized and disadvantaged because they have much more difficult position in participating in decision making and accessing information about tourism related issues due to their limited connections to others. In contrast, the centered stakeholders have numerous connections to others, hence they can easily obtain resources they

need and play central roles in decision making. Consequently, they scored relatively higher on inclusiveness than the isolated stakeholders.

According to previous studies (e.g., Bodin, Crona, & Ernstson, 2006; Buteau-Duitschaever, 2009; Eagles et al., 2013; Larson, Hamilton, Mitchell, & Eisenberg, 1998; Lee et al., 2006; Pasape et al., 2015; Wagner, 1994), it is important to involve the isolated stakeholders in the communication process in order to improve some good governance aspects such as inclusiveness, accountability, and transparency in participatory management. They argued that continuous communication makes each member's responsibility and decision-making processes be clarified.

The centrality is believed to be one of the key determinants of cooperation because well-connected networks facilitate communication, foster mutual trust, and help to prevent or manage conflicts (Bodin et al., 2006). Specifically, when network members exchange advice with other members, the entire network benefit from greater cooperation, greater information sharing, a stronger sense of accountability, greater agreement on expectations, and less tendency to engage in social loafing (Sparrowe, Liden, Wayne, & Kraimer, 2001). Hence, centrality indicates mutual interdependence between members, cooperation and performance (Molm, 1994).

Amount of communication and information sharing is related to the quality of group decisions (Larson et al., 1998), and the exchange of information and advice among a large proportion of a network's members

should also make each member more aware of other members' roles in the network. That, in turn, makes task behavior and decision making more visible and at the same time clarifies expectations and responsibilities.

Centrality, therefore, is closely related to social capital. This is because the cooperative relationship that can be described using network terminology (network density, average degree, centrality) is closely related with social capital within the network itself. Generally, social capital refers to social relations and networks characterized by relationships built on trust and reciprocity used to create collaboration to achieve the common goals of a group (McGehee & Andereck, 2004). From the network perspectives, according to Koliba, Meek, Zia, and Mills (2017), social capital is formed in the bonds (connections) between actors (nodes). In similar point of view, Mandarano (2009) defined that network density is an indicator of the community's social capital and centrality is an indicator of each actor's social capital.

The more social ties, the more possibilities for joint action and other kind of collaborations that would help actors avoid fierce conflicts and instead facilitate the common resource management (Axelrod, 1997; Eagles et al., 2013; Janssen & Ostrom, 2006; Pretty & Ward, 2001; Putnam, 1993). Using network and good governance terminology, we can express this as the higher the network density and centrality, the more potential for ensuring inclusiveness, transparency, and accountability. In this research, Namhae Angangman of which network density and average degree are higher than Jeju Hyodoncheon

and Haryeri Village, showed relatively higher perceptions on CBT governance aspects.

Furthermore, according to Jung, Sim, and Choi (2006), social capital has a specific mechanism for social exchange (compensation and cooperation). The authors suggested that higher levels of compensation with high degrees of exchange cause higher levels of cooperation. On the other hand, lower social capital was identified in groups that experienced problems associated with conflicts, profit sharing, or operational leadership (Park, Lee, Choi, & Yoon, 2012). Hence this research can suggest compensations for stakeholders participating in communication as not being marginalized; increased visibility of decision-making process of EA; and clarified roles and responsibilities of EA members.

5.4. Theoretical implication

The contribution of the research to theory on CBT governance is centered in identifying a set of CBT governance principles and associated items and developing a quantitative methodology to measure CBT governance from the stakeholders' perspectives, which have rarely been investigated. The significance of the quantitative tool developed in this research for evaluating CBT governance is that it enables comparison of different stakeholders' perceptions on governance as well as comparative studies among different CBT initiatives.

It has been recognized as important to identify different stakeholder groups and to compare their perceptions on governance, and there are some empirical studies investigating this topic. The differences in perception among a variety of stakeholders on destination management issues has been widely reported in the literature. Differences in the perception of tourism governance, however, has been rarely investigated. In the tourism context, the existing body of research focuses on separating stakeholders according to their pre-identified role (e.g., government, business entrepreneur, etc.). This research proposes a different approach based on a social network analysis focusing on demonstrating relationships between stakeholder's degree centrality and perception on CBT governance. Studies using network approach as a tool for categorizing stakeholders and finding linkages between stakeholder's network

characteristic and perception on CBT governance are sparse. It is argued in this study that the perception on different governance issues is not necessarily only a matter of the stakeholder type (government, non-government, private, etc.) but also a matter of their position in the stakeholder network (personal connection, social capital, relative power). In this way, a governance evaluation study based solely on perception scores averaged out for each of the aforementioned stakeholder type might produce distorted results as it does not acknowledge their position in the network (personal connections, social capital, relative power).

Adoption of network approach in this study allowed effective comparisons of perceptions on CBT governance among stakeholders. In this research, stakeholder's perception on some of CBT governance aspects such as transparency and inclusiveness were closely related to his/her position in a communication network (centrality). However, because in both destinations analyzed in this study, the stakeholder's perception of governance was positive across different principles and the sample size was relatively small, the statistically significant differences were found for only some of the items. However, noticeable differences in scores were reported for almost all of the items, which supports the prospect of adopting network perspectives as a useful tool for analyzing perceptions of different stakeholders for governance of a destination and/or better management of an organization such as a destination management organizations.

5.5. Practical and policy implication

The practical implications are evident as the findings of the research can help CBT destination managers in monitoring CBT initiatives from the good governance perspectives which has rarely been monitored in the past. Furthermore, the result of case study stressed the importance of identifying isolated stakeholders and their perceptions on CBT governance for developing strategies increasing their participation and consequently increasing social capital of the destination. Both cases (Namhae Angangman and Jeju Hyodoncheon and Haryeri Village) demonstrated that degree centralities of each network stakeholder affect its perception of the network's performance. That can be interpreted in two ways. It demonstrates that the isolated stakeholders do not have accurate information about governance aspects of the operation of the organization or that the self-evaluation of the central stakeholders was overly positive. In any of these cases, it gives implications about the importance of communication and mechanisms for effective involvement of different stakeholders.

Although the perceptions of isolated stakeholders on CBT governance were not much negative in either destinations, the result of case study apparently showed that centered and non-isolated stakeholder groups' perceptions on CBT governance are more in line with the Ministry of Environment (2016, 2017)'s evaluation result compared to isolated stakeholder

group. This result can raise very important issues about Ministry of Environment (2016, 2017)'s evaluation process. In most cases, only limited stakeholders such as presidents, vice presidents, secretaries, vice secretaries, and some board members have participated in the evaluation process conducted by MoE. In the present study, it was identified that those stakeholders were mostly positioned in the center of the network, and they have more positive opinions on governance issues compared to marginalized stakeholders who were positioned in the peripheries of the network. The limited stakeholder participation could have produced somewhat distorted evaluation results.

This argument can be supported by previous studies who have emphasized the importance of various stakeholders' participation in the process of evaluation (e.g., Burgos & Mertens, 2017; Buteau-Duitschaever, 2009; Byrd, 2007; Eagles et al., 2013; Herrera, Sasidharan, Hernández, & Herrera, 2018; Kisingo et al., 2016; Nyaupane & Poudel, 2011; Poudel et al., 2016; Timur & Getz, 2008). This is because the types of stakeholders participating in tourism development and management are site-specific (Byrd, 2007), and their perceptions on tourism development (Burgos & Mertens, 2017; Byrd, 2007; Herrera et al., 2018; Nyaupane & Poudel, 2011; Poudel et al., 2016; Timur & Getz, 2008) or governance (Buteau-Duitschaever, 2009; Eagles et al., 2013; Kisingo et al., 2016) have been shown to vary widely. Therefore, it is needed to identify various stakeholders' perceptions on CBT governance and the range of stakeholders' participating in MoE's evaluation process needs to be expanded.

Furthermore, especially examining the perception of isolated stakeholders can provide more opportunity to solve conflicts among stakeholders in the network. MoE have encouraged KEDs to establish EAs and to manage conflicts among community members (Ministry of Environment, 2016, 2017; Ministry of Environment & Ministry of Culture Sports and Tourism, 2008). However, the importance of identifying and solving the conflicts has been less emphasized. Moreover, there has been a lack of studies on these issues as well. Hence this research presents a methodology for CBT good governance evaluation that employs the use of quantitative data gathering and social network analysis techniques, which enables to investigate isolated stakeholders in conflict situation and their perceptions on governance. Continuous identification of isolated stakeholders and their perceptions can be useful in establishing strategies for involving the marginalized stakeholders in communication and decision-making process as a primary attempt to solve the conflicts (Lee et al., 2006).

5.6. Directions of future studies

As the numerous authors (e.g., Burgos & Mertens, 2017; Buteau-Duitschaever, 2009; Byrd, 2007; Eagles et al., 2013; Herrera et al., 2018; Kisingo et al., 2016; Nyaupane & Poudel, 2011; Poudel et al., 2016; Timur & Getz, 2008) have emphasized, knowing different stakeholders' perceptions on governance is a basic step to improve the governance which is the key for the successful participatory management. Although this research identified statistical differences of perceptions on CBT governance among different stakeholder groups, the different perceptions on governance might become more apparent when considering aspects of the specific context that are not captured by this quantitative research. This highlights the utility of qualitative and mixed methods approaches (Eagles et al., 2013; Kisingo et al., 2016; Lee et al., 2006).

For instance, the further study should focus on identifying specific underlying reasons of the different perceptions on governance between isolated and centered/non-isolated stakeholders. The case studies using this mixed methods approaches will provide a base for more comprehensive analysis of the cases and will allow the authors to put forward evidence to support the hypothesis about the relationships between stakeholder's centrality and their perception on CBT governance. In addition, figuring out types of conflicts among stakeholders, their specific complaints (Lee et al., 2006), individuals'

specific objectives of being member of EA, and compensations they want (Eagles et al., 2013) will be also needed to give more specific policy implications.

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Appendix

생태관광 설문조사

안녕하세요. 한국생태관광협회 전 회장 서울대학교 김성일 교수입니다. 생태관광 발전을 위해 설문조사를 시행하고 있습니다. 이 조사의 내용은 통계법 제33조에 의거 비밀이 보장되며, 설문에 대한 모든 응답은 통계분석과 연구목적 이외에는 절대 사용되지 않습니다. 응답해주신 내용이 소중한 연구자료로 반영될 수 있도록 바쁘시더라도 잠시만 시간을 내주실 것을 부탁드립니다.

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2019년 9월

응답자 성함	
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남해군생태관광협의회에 대한 다음의 질문에 응답해주세요. (해당되는 칸에 √ 해주세요)

	질문	전혀 그렇지 않다	그렇지 않다	보통	그렇다	매우 그렇다
1	남해군생태관광협의회는 지역주민, 지역기반 사업체, 시민단체, 전문가, 지자체, 정부 기관 등 다양한 이해관계자들로 구성되어 있는가?					
2	남해군생태관광협의회는 생태관광지역에 애착이 있는 이해관계자들로 구성되어 있는가?					
3	남해 옹강만 생태관광지역의 운영관련 의사 결정 내용이 이해관계자들에게 공개되는가?					
4	남해군생태관광협의회를 구성하는 이해관계자들의 역할이 명확하게 분담되어 있는가?					

질문		전혀 그렇지 않다	그렇지 않다	보통	그렇다	매우 그렇다
5	남해군생태관광협의회를 구성하는 이해관계자들은 서로 존중하는가?					
6	남해군생태관광협의회는 국가의 생태관광 정책과 조화를 이루는 운영계획을 세우는가?					
7	남해군생태관광협의회는 정기적으로(혹은 비정기적으로) 운영 성과를 평가하고 개선 방안을 도출하는가?					
8	남해군생태관광협의회 내 모든 이해관계자들에게 운영 과정에 참여할 수 있는 기회가 주어지는가?					
9	남해군생태관광협의회는 이해관계자들의 협신적인 참여로 운영되는가?					
10	남해 옹강만 생태관광지역의 운영 성과가 이해관계자들에게 공개되는가?					
11	남해군생태관광협의회를 구성하는 이해관계자들의 책임이 명확하게 설정되어 있는가?					
12	남해 옹강만 생태관광지역의 운영관련 의사 결정은 일관성있고 편향없이 이루어지는가?					
13	남해군생태관광협의회는 지역사회와 좋은 관계를 맺고 있는가?					
14	남해군생태관광협의회는 장기적으로 자립할 수 있는 소득구조를 마련할 방안을 갖고 있는가?					
15	남해군생태관광협의회는 소외되는 이해관계자가 없도록 모든 이해관계자들의 참여를 이끌어내기위해 노력하는가?					

질문		전혀 그렇지 않다	그렇지 않다	보통	그렇다	매우 그렇다
16	남해군생태관광협의회는 이해관계자들에 의해 합의된 권한과 목적에 따라 운영되는가?					
17	남해 앵강만 생태관광지역의 운영관련 정보가 이해관계자들이 알기쉬운 방식으로 제공되는가?					
18	남해군생태관광협의회의 역할과 책임 이행에 대한 내용을 이해관계자들이 확인할 수 있는가?					
19	남해군생태관광협의회 내 특정 이해관계자 일부만 지나친 권력을 행사하지 않고 모든 이해관계자들이 적절하게 권력을 행사하는가?					
20	남해군생태관광협의회는 다른 생태관광지역들과 서로 협력하는가?					
21	남해군생태관광협의회는 더 나은 생태관광 지역 운영을 위해 새로운 지식을 습득하는가?					

마지막 질문입니다. 끝까지 응답해주세요.

1. 귀하께서는 최근 12개월간 남해 앵강만 생태관광 운영을 위하여 남해군생태관광협의회 구성원 중 누구와 가장 많이 논의하셨습니까? 순서대로 최대 5명까지만 성함을 기재해주세요. 없으면 기재하지 않으셔도 됩니다.

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2. 귀하께서는 최근 12개월간 남해 앵강만 생태관광 운영과 관련된 갈등이 발생할 경우 갈등을 해결하기 위하여 남해군생태관광협의회 구성원 중 누구와 가장 많이 논의하셨습니까? 순서대로 최대 5명까지만 성함을 기재해주세요. 없으면 기재하지 않으셔도 됩니다.

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끝. 응답해주셔서 감사합니다.

초록

지역기반관광은 관광지의 자연 및 문화 자원을 보전하면서 지역사회에 경제적 이익을 제공하는 도구로 사용될 수 있다. 성공적인 지역기반관광을 위한 필수 요건으로 이해관계자의 관점에 기초한 거버넌스 평가가 강조되어 왔으나 지역기반관광 거버넌스의 평가와 관련된 연구는 부족한 실정이다. 따라서 이 연구는 문헌 검토를 통해 도출된 7가지 거버넌스 원칙과 21개의 평가 문구를 활용하여 지역기반관광 거버넌스를 측정하는 정량적 방법을 개발하였다. 구체적으로 국내 지역기반관광 거버넌스 이해관계자와 비이해관계자 232명을 대상으로 설문조사를 실시하고, 탐색적 요인분석을 통해 7가지의 지역기반관광 거버넌스 원칙 – 1) 투명성, 2) 포괄성, 3) 공정성, 4) 회복력 5) 합법성, 6) 연결성, 7) 책임성 – 및 11개의 평가 문구의 타당성과 신뢰성을 통계적으로 입증하였다. 이 11개의 평가 문구를 활용하여 국내 지역기반관광지 두 곳을 대상으로 사례조사를 실시하였다. 구체적으로 각 관광지의 지역협의체 구성원 세부 집단 간의 지역기반관광 거버넌스에 대한 인식을 비교하였다. 이 때, 사회연결망분석을 활용하여 연결망 관점에서 협의체 구성원들 간의 협력관계를 파악하고 이해관계자 세부 집단을 구분하였다. 사례조사 결과 연결정도 중심성이 비교적 높은 이해관계자 집단이 연결정도 중심성이 낮은 이해관계자 집단보다 투명성과 포괄성에 대해 긍정적으로 평가하는 것으로 확인되었다. 이 연구는 지역기반관광 거버넌스의 양적 측정을 위한 거버넌스 원칙과 평가 문구를 개발하고 이를 활용하여 서로 다른 이해관계자 집단 간 거버넌스에 대한 인식 차이를 밝힘으로써 지역기반관광 거버넌스 평가와 관련된 이론적 실증적 근거를 제시하였다. 연구 결과는 지역기반관광 거

버넌스와 이해관계자간 협력 증진을 위한 정책 마련에 활용될 수 있다.

주요어: 지역기반관광, 이해당사자, 협력, 굿거버넌스, 요인분석, 사회연결망분석

학번: 2016-30381