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Applying Sustainable Tourism Indicators to Community-Based Ecotourism Tourist village Eco-katun Štavna

Jelisavka Bulatović [a, *], Goran Rajović [b]

[a] College of Textile Design, Technology and Management, Belgrade, Serbia
[b] International Network Center for Fundamental and Applied Research, Russian Federation

Abstract

The indicators, precisely describing the linkages between tourism and the environment, social and cultural base, are not easily available. However, some relevant organizations (WTO, EU, OECD...), institutions and experts, have been hardly working to create the indicators of sustainable tourism. Whereas the economic objectives are easily defined by the use of the traditional indicators used in national and business economics, it is very difficult to identify widely applicable environmental, social and cultural indicators (Jovičić and Ilić, 2010). Community-based ecotourism (CBET) has become a popular tool for biodiversity conservation; based on the principle that biodiversity must pay for itself by generating economic benefits, particularly for local people. There are many examples of projects that produce revenues for local communities and improve local attitudes towards conservation, but the contribution of CBET to conservation and local economic development is limited by factors such as the small areas and few people involved, limited earnings, weak linkages between biodiversity gains and commercial success, and the competitive and specialized nature of the tourism industry (Kiss, 2004). This paper is focused on applying the research and related indicators of eco -tourism the case of Eco -katun Štavna.

Keywords: Sustainable tourism indicators, based ecotourism, eco - katun Štavna.

1. Introduction considerations

Therefore, the aim of Sustainable Tourism could be seen to be threefold: to make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity; to respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance, and to ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation. There are a number of terms in wider circulation which are often confused with or conflated with sustainable tourism. These terms include: responsible tourism, green tourism, ethical tourism and ecotourism (White, 2011).

* Corresponding author
E-mail addresses: jelisavka.bulatovic@gmail.com (J. Bulatović), dkgoran.rajovic@gmail.com (G. Rajović)

In summation we can view sustainable tourism as tourism that is economically, socio-culturally and environmentally sustainable. Additionally sustainable tourism implies that any negative socio-cultural and environmental impacts are neither permanent nor irreversible. This implies a long term perspective is a necessity but also that an effective measurement framework is in place to monitor the impact of tourism from a sustainable development perspective. It is clear that this is going to involve a complex set of variables or indicators to capture the various facets of sustainable tourism (White, 2011).

The United Nations World Tourism Organization (WTO) developed the use of sustainability indicators to help tourism managers obtain and use information to better support decision making towards increased sustainability in tourism. Rajaonson and Tanguay (2012) by using research Bell and Morse (2008), Rametsteiner et al (2011), Shield et al (2002), Rajaonson and Tanguay (2010) report that several authors have proposed approaches and conceptual frameworks to structure the indicator formulation process. These initiatives fall into two categories: some researchers see sustainability as a complex concept necessitating the development of sophisticated measurement tools, while others view sustainability as an objective or political consensus resulting from discussion among the stakeholders. In the first case, the result is a grid of indicators that, although pertinent, may be perceived as overly complex by decision makers. In the second case, the indicator grid risks evaluating dimensions considered important largely by the stakeholders, and thus becoming a territorial marketing tool.

Durović and Lovrejntev (2014) using research Guan (1994), Sharareh and Badaruddin (2013) and Blažević (2013) indicate that choosing the right set of indicators is the most important step in planning and managing sustainable development. Unsuitable set of indicators or too many indicators either will show inaccurate state or will provide the unreliable data. Either way, sustainability will not be measured and necessary actions will not be taken. In literature can be find 768 different indicators of sustainable tourism. Gunn suggests the guidelines for a planning approach to sustainable tourism and points out the importance of indicators in the process of planning sustainable tourism. Diverse and specific indicators which are based on interdisciplinary approach for tourism and are unified worldwide, make a base for analysis, research and management of sustainable development in tourism.

Mearns (2015) using research WTO (2004) and WTO (2007) indicate that indicators can measure: a) changes in tourism's own structures and internal factors, b) changes in external factors which affect tourism and c) the impacts caused by tourism. If indicators are used properly they can become important management tools or performance measures which can supply essential information to managers and other stakeholders in tourism. Good indicators can provide in-time information to deal with pressing issues and help guide the sustainable development of a destination. Table 1 presents the evaluation framework listing the selected Issues and Indicators.

In general, Community Based Ecotourism (CBET) is tourism that is managed by the community for the tourist destinations. With general tourism, tourist visits are often marketed and organized by private travel companies and government protected areas and the bulk of the profits go to the private companies and government enterprises. In contrast, CBET is managed and run by the community itself, management decisions are made by local people and profits directly go to the community. According to the Quebec Declaration on Ecotourism, ecotourism embraces the principles of sustainable tourism. The following principles distinguish it from the wider concept of sustainable tourism: contributes actively to the conservation of natural and cultural heritage; includes local and indigenous communities in its planning, development and operation contributing to their well-being; interprets the natural and cultural heritage of the destination to the visitor and lends itself better to independent travelers, as well as organizes tours for small sized groups (Khanal and Babar, 2007).

Development (UNCSD), a group of indigenous peoples' organizations, non-governmental organizations (NGOs) and other members of the civil society defined ecotourism as sustainable tourism, which follows clear processes, such as: ensuring informed equal, effective and active participation of all stakeholders; acknowledging indigenous peoples' communities rights to say "no" to tourism development-and to be fully informed for effective and active participation in the development of tourism activities within the communities, lands, and territories and promoting processes for indigenous peoples and local communities to control and maintain their resources (Khanal and Babar, 2007).

Eco - Katun Štavna was built in with the help of municipality Andrijevica and CHF /USAID funds in 2004 - 2006 year. Traffic is associated with quality asphalt road from the mountain saddle Trešnjevik which is distant 4 km. Of Eco - katun Štavna it is necessary to pass the road from 22 km from Andrijevice, 20 km from Mateševa, 30 km from Kolašina and 100 km from Podgorice. Eco Katun is the first project in the field of sustainable tourism and the environment and represents the initial phase of the development of eco-tourism in the municipality of Andrijevica. The significance of this project is not only the achievement of economic effects and market evaluation of tourism potential, but that it is an initial step in the development of healthy food, local handicrafts and other activities that make up the basic precondition for stable development of tourism (see www.andrijevica.me; Rajović and Bulatović, 2015; Rajović and Bulatović, 2015; Rajović and Bulatović, 2015; Rajović and Bulatović, 2015; Rajović and Bulatović, 2016; Rajović and Bulatović, 2016; Rajović and Bulatović, 2016).

2. Research methodology

The eco - village concept and design principles provide an excellent example to the overall spatial development aspects of human societies as formulated by geographical sciences. Any social organization has its own physical, regional or local components. Consequently, a social development model will necessarily have organic connections with all the three major areas of the geographical sciences (physical geography, social geography and regional geography) being an interdisciplinary approach just like geography itself. Many dealt with the issues of defining the eco-village concept and itself has been formulated several times and in many different ways Gilman and Gilman (1991), O'Sullivan (2000), Kennedy (2002). Implemented examples on the ground can be found in many places and in a great diversity worldwide. Their international cooperation network is GEN (Global Eco-village Network). The forerunners of eco-village include mainly two projects, Village Homes, Davis, California, and Crystal Waters, Maleny, Australia (Borsos, 2013).

The methodological approach includes is conducting research using the procedure which is implemented a Mearns (2015), adapted for the purposes of this research. "The reason for this being that the results are too detailed to include in this paper. The randomly selected issues and indicators for a more detailed discussion are Issue 4: Community decision-making; Indicator 4.1: Community decision-making structures (Table 6), Issue 7: Sustaining tourism satisfaction; Indicator 7.1: level of tourist satisfaction (Table 7). Abbreviations are used to indicate the source of the data from interviews and questionnaires (SI - Staff interviews, CI - Community interviews, VQ - Visitor questionnaires). Before the cross-case analysis was conducted, the resultant responses (where appropriate) were colour coded in order to aid the discussion of the results as indicated in Table 5 (Mearns, 2015).

According to Ramos and Goihman (1989), Collier (2002), Duque et al (2007), Lidstone (2003), Schee (2006), the proper order of questions u SI, CI and WQ decisively impacts on the quality of answers. The difficult question on beginning of the study can discourage respondents while giving the answer. Therefore, it is necessary to potentiate two possible schedules in response to questions: psychological sequence, in which we try to liberate surveyed at the beginning and to provide cooperation and sensitive issues left for the end, logical order respects the logic of content, so we ask that you first general and then specific questions. To ensure a the quality of research, it is important: the language during the performance (SI, C and WQ) research is to understand, in order to avoid lack of transparency, which may affect the irregular decision of the respondents, in question does not we use emotionally colored words that could affect the direction of the answer, and that the research does not contain suggestive questions that can direct the respondents to a particular answer.

3. Analysis and discussion

Mearns (2010) relying on research Bell and Morse (1999), WTO (2004), Keyser (2009) that emphasizes the evaluation framework has to provide a time- and cost-effective means for monitoring the social, economic and environmental sustainability of CBE ventures. Indicators are seen as the core element in operationalzing sustainability. The use of sustainability indicators provides an objective way of measuring and monitoring sustainability. The identified issues and associated indicators were rearranged into social, economic, environmental and crosscutting types in order to create better structure and order.

Table 1. Evaluation Framework Listing the Selected Issues and Indicators

Issue	Indicator
Social issues	Local satisfaction level with tourism
Local satisfaction with tourism	Local community complaints
Effects of tourism on communities	Percentage who believe that tourism has helped bring new services or infrastructure Other effects of tourism on the community
Education	Education of tourists Education of community Training and skills development of staff members
Community decision making	Community decision-making structures
Community benefits	Community benefits from tourism
Culture	Cultural appreciation and conservation
Economic issues	**Economic indicators**
Sustaining tourist satisfaction	Level of tourist satisfaction Perception of value for money Percentage of return visitors Perception of sustainability Tourist complaints
Tourism seasonality	Tourist arrivals by month Occupancy rates for accommodation by month Percentage of tourist industry jobs which are permanent or full time (compared to temporary/seasonal jobs)
Economic benefits of tourism	Number of local people (and ratio of men to women) employed in tourism Revenue generated Revenue spent in area
Environmental issues	**Environmental indicators**
Energy management	Per capita energy consumption (per person day) Energy-saving measures Percentage of energy consumption from renewable resources
Water availability and conservation	Water conservation measures Water use (total water volume consumed and litres per tourist per day)
Drinking water quality	Water treated to international potable standards
Sewage treatment	Sewage treatment systems
Solid waste management	Waste volume produced Waste disposal (landfill, recycling, etc.)
Controlling use intensity	Number of tourists per square metre of the site
Biodiversity and conservation	Local community involvement in conservation projects in area

Crosscutting issues	Crosscutting indicators
Development controls	Existence of a development planning process including tourism
Networking and collaboration	Partnerships and collaborations

Source: Mearns (2010).

The sustainability of community-based ecotourism ventures can be monitored effectively through the use of an evaluation framework incorporating specific sustainable tourism performance indicators. The results from the field testing of the evaluation framework also provide information relating to a number of performance indicators that need to be acted upon in order to achieve effective management (Mearns, 2012).

Table 2. Researchers' and scholars' perspectives towards community-based tourism (CBT) goals and objectives

Author (Year)	CBT goals and objectives
Murphy (1985)	Construct community participation and benefits
Simmons (1994)	Enlarge community participation
Swarbrooke (1999)	Increase stakeholder participation
Mitchell and Reid (2001)	Enhance decision-making power structures and processes, local control or ownership, distribution of employment, and local people employed in tourism
Rozemeijer (2001)	Generate income and employment, obtain benefits from a naturally sustainable way, and add value to product
Halstead (2003)	Manage profitability, play a role in environmental sustainability, and evidence in social development
Häusler and Strasdas (2003)	Educate and interpret tourism service, increase local and visitor awareness of conservation, minimize negative impacts on the natural and socio-cultural environment, and support the protection of natural areas by generating *economic* benefits
Tosun (2005)	Build community participation
Choi and Sirakaya (2006)	Focus on sustainability
Lianbin and Kaibang (2008)	Benefit local community
Simpson (2008)	Transfer collective benefits; economic, environmental, and socio-cultural

Goodwin and Santilli (2009)	Distribute empowerment to stakeholders and deliver community profits
Aref Redzuan and Gill (2010)	Generate economic profits equation
Sebele (2010)	Involve esteem, and conserve natural heritage and Environment
The Thai Ecotourism and Adventure Travel Association (TEATA) and the CSR-MAP Project (2010)	Support sustainable tourism development, support suppliers such as community, hotel, restaurant, service sectors, and tourist guide be sustain in tourism
Byrd and Gustke (2011)	Create association membership and participation in social activities
Frauman and Banks (2011)	Accept change planning in socio-economic, socio-cultural and environmental areas
Hatton (2012)	Engage in socially sustainable activity
The Thailand Community-based Tourism Institute (2012)	Train and encourage local people to manage tourism
Tasci Semrad, and Yilmaz (2013)	Promote community participation, protection, and improvement of the quality of life for all
Lucchetti and Font (2013)	Involve community participation, generate benefits for local communities, learn about their culture, and local environment

Source: Nunthasiriphon (2015) according to (Aref, Redzuan and Gill, 2010; Byrd and Gustke, 2011; Choi and Sirakaya, 2006; Frauman and Banks, 2011, Goodwin and Santilli, 2009; Halstead, 2003; Hatton, 2012; Häusler and Strasdas, 2003; Lianbin and Kaibang, 2008; Lucchetti and Font, 2013; Mitchell and Reid, 2001; Murphy, 1985; Rozemeijer, 2001; Sebele, 2010; Simmons, 1994; Simpson, 2008; Swarbrooke, 1999; Tasci Semrad and Yilmaz, 2013; The Thai Ecotourism and Adventure Travel Association (TEATA) and the CSR-MAP Project, 2010; The Thailand Community - based Tourism Institute, 2012; Tosun, 2005).

The studies from the social sciences and the humanities realms can be divided into three categories: examinations of the perspectives of individuals, sociological investigations and ethnological and cultural investigations. Most of the studies consider a number of common themes. First and foremost is the construction of the vision and mission -that is, the goals, intentions, and ideals being of each community (Bengis, 2008; DePasqualin et al, 2008; Ergas, 2010; Holmes, 2006; Jones, 2011; Mulder et al, 2006; Tolle, 2011; Van Schyndel Kaspar, 2008; Communities Directory, 2005; Jackson, 2004; Wight, 2008; Wagner, 2012).

Other recurring themes included the evaluation of how well these communities have accomplished their goals and the potential for transferability to other social contexts. Research about eco - villages is a growing field of interest. Various topics have already been raised and relevant findings documented, but there is still a need to connect these results and design further steps for structuring the research field. This is seen as a step to overcome the clear deficit in the

evaluation of eco villages' performance and their relevance to other social contexts (Wagner, 2012). According to Wagner (2012) research on eco villages is still a relatively young phenomenon. This is not particularly surprising, given the fact that the term "eco - village" first came into use during the 1990s. Defining eco village research as a specific field that is distinct from research into other forms of intentional communities is also a delicate task. These two factors have probably contributed to the absence thus far of a comprehensive review of the state of research on the subject. Eco villages are intended to be linked in networks of social, economic, and political ties, and the eco village movement has been steadily working toward that goal. Kasper (2008) with reference to (www.gen.ecovillage.org) indicates yes the concept found its formal organizational home with the formation of the Global Eco - village Network (GEN) in 1995 by 25 community representatives from around the world. GEN has since divided itself into three regional representations: GEN Oceania and Asia (including Asia, Australia, and the Pacific Islands), ENA (Eco village Network of the Americas, including North, Central, and South America), and GEN Europe (including Europe, Africa, and the Middle East) and is partnered with a number of international organizations, including the United Nations (Best Practices and Economic and Social Council), EU Pologne, Hongrie Assistance à la Reconstruction Eco nomique, and European Youth for Action.

Table 2 according to Nunthasiriphon (2015) referring to research Murphy (1985), Swarbrooke (1999), Mitchell and Reid (2001), Häusler and Strasdas (2003), Simpson (2008), demonstrates CBT's goals and objectives from the points of view of 20 researchers in terms of community participation and benefits. The keywords were extended by researchers in several viewpoints; for example, the participation of stakeholders, the enhancement of decision-making control and procedures, the raising of awareness regarding tourism impacts, the conservation of natural areas, and the generation of financial advantages, as well as the relocation of economic, environmental, social, and cultural benefits.

Table 3. Community-based ecotourism specific issues and indicators

Issue	Indicator
Education [social]	Education of tourists Education of community Training and skills development of staff members
Community decision making [social]	Community decision-making structures
Community benefits [social]	Community benefits from tourism
Culture [social]	Cultural appreciation and conservation
Biodiversity and conservation [environmental	Local community involvement in conservation projects in area
Networking and collaboration [crosscutting]	Partnerships and collaborations

Source: Mearns (2012).

A variety of data collection instruments were brought together for the collection of the data needed to investigate the sustainability. As a result of the wide variety of issues and indicators that were investigated, a variety of data collection instruments were designed. These ranged from questionnaires and interviews, direct observations and photographic records, secondary data. The results obtained from different methods were often utilized in combination to arrive at results (Mearns, 2012). Therefore, based on the study Johanson (2001) and Mearns (2015) our research is included 82 respondents*.

Given the heterogeneity of eco -villages and the diversity within and among eco - villages, no one model can cover all cases as well as generalizations are difficult to make but only broad themes

*The research was conducted in three occasions by its author and that: late July 2013, at the beginning of August 2014 and end August 2015 for the needs of the monograph "The state of environmental awareness in northeastern Montenegro". In this text due to lack the material are presented the data, which are related for„Eco katun - Štavna".

can be identified (Dawson, 2006). Kirby (2003) concludes yes involvement in eco - village life tends to bring together family, social ties, interests and activities, and in some cases work, in a way that brings a sense of personal psychological satisfaction to residents that is often lacking in the wider society. Whether on religious, political or social grounds, all community builders believed that social change could best be achieved through the construction and demonstration of a single ideal model that could be duplicated throughout the country (Hayden, 1976).

Our research records on similar research Gesto (2007/08) indicates on consequently, at the heart of this work are eco - katun perceptions (physical persons), motivations and interactions through informal conversations using a community in owned municipality Andrijevica. This allowed for room to include new questions as they came up during the conversations. However, there are disparities between what people say and what they do (Atkins et al, 2003). In some cases this could be because the respondents tend to say what they think the researcher would like to hear (Bauer and Gaskell, 2000). "In classic ethnographic field research, real participant observation can only be conducted after staying in the field for quite some time, usually about one year or more and the researcher becomes an "insider" for the limited period (Bernard, 2002). This method is well-suited to gain an intimate understanding of a community's self-perception. Participation should ideally be real (Bruyn, 1966), however, I definitely remained an outsider, due to lack of time, to form deeper connections. This leads to the limitation of conducting real participant observation. Since I was interested in individual experiences of the people who are/were residing in eco katun or as Buroway says (1991) "we seek" explanation in the way in which participants define, interpret, and meet the situations at their respective points", I looked for participants who were willing to share their motivation and experience of living in an eco - katun" (Gesto, 2007/08). Since the experience of residents of the eco - katun could differ from those who play a bigger role in the organizational structure, I also interviewed in owned municipality Andrijevica. Who are key co-coordinators within the eco - katun and who are actively involved, in order to get a picture of the movement in the wider sense. An initial contact with such key participants was already made prior to reaching the field and led to further contacts with potential participants according to what Bernard (2002) calls the "snowball sampling" method (Gesto, 2007/08).

For an ultimate case of was chosen Tourist village Eco - katun Štavna.
Individually in owned: physical persons
And community in owned: municipality Andrijevica.

Fig. 1. Eco - katun Štavna – escape from the stress and monotonous urban of life (www.booking.com).

Local community participation at certain levels empowers the community to determine the direction of their development. Empowerment may thus be regarded as a developmental concept. Individual, family and community growth and potential are enhanced by empowerment and it may be viewed as either a process or an outcome (Sofield, 2003). Although empowerment is a concept which is implicit in most versions of "sustainability", it is always assumed that a distributive form of empowerment to local communities is from the top, rather than generative empowerment from

within. The ecotourism concept states that local community participation is deemed a critical component in ecotourism operation. This view is supported by Epler Wood (2002), who suggested that the success of local community participation contributes to the success of ecotourism as a whole. A set of indicators for local community participation success based on this issue is valuable to the industry in reviewing their current plans and policies, and is useful in monitoring and evaluating current local community participation activities.

Table 4. A Typology of Participation: How People Participate in Development Programs and Projects

TYPOLOGY	CHARACTERISTICS OF EACH TYPE
Self-mobilization	People participate by taking initiatives independently of external institutions for resources and technical advice they need, but retain control over how resources are used. Self- mobilization can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilization may or may not challenge existing distributions of wealth and power.
Interactive participation	People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take over local decisions and determine how available resources are used, so they have a stake in maintaining structures or practices.
Functional participation	Participation seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined objectives related to the project. Such involvement may be interactive and involve shared decision making, but tends to arise only after external agents have already made major decisions. At worst, local people may still be only co-opted to serve external goals.
Participation for material incentives	People participate by contributing resources, for example, labour in return for food, cash or other material incentives. Farmers may provide the fields and labour, but are involved in neither experimentation nor the process of learning. It is very common to see this called participation, yet people have no stake in prolonging technologies or practices when incentives end.
Participation by consultation	People participate by being consulted and by answering questions. External agents define problems and information gathering processes, and so control analysis. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views.
Passive participation	People participate by being told by what has been decided or has already happened. It involves unilateral announcements by an administration or project management without any listening to people's responses. The information being shared belongs only to external professionals.
Manipulative participation	Participation is simply pretence, with "people's" representatives on official boards but who are unelected and have no power

Source: Awangku Hassanal Bahar Pengiran Bagul (2009) according to Pretty (1995)

According to Awangku Hassanal Bahar Pengiran Bagul (2009), participation is seldom straightforward and somewhat complicated in real life. When there is some degree of participation occurring, it is very useful to determine the type of participation involved. Pretty's typology of participation is indispensable in explaining the different levels of participation (Table 4). He identifies seven levels of participation, with manipulative participation at one end of the spectrum and self-mobilisation at the other. A simplified dichotomy arising from Pretty's typology is passive versus active participation. When communities are passive participants in tourism, they may merely receive a few menial jobs at a tourist resort or have a percentage of gate takings from a national park disbursed to them, while exerting no control over the nature of tourism development or their involvement in it. Active participation, alternatively, means that communities have access to information on the pros and cons of tourism development, and are directly involved in planning for and managing tourism in line with their own interests and resources.

Figure 2. Winter Idyll - Going to Kom Vasojevički from Katun Štavna (www.summitpost.org).

Tourist village Eco - katun Štavna which the located in foot of Komovi at an altitude of 1.800m. The village has 11 facilities with five bedded accommodation facilities. Within the framework the village is a restaurant with national cuisine, mini amphitheater, parking and reception and auxiliary facilities. The houses are located near the beech forests, with beautiful views of the Komove, which are located just 2 km. In the construction the new complex, there was a special attention not to disturb the visual ambience of the mountain, and are generally used noble wood and stone. The surrounding katun is a small botanical garden with more than three hundred different plant species. There are numerous hiking and biking trails and a spacious pasture. Refuge the break in our Katun can I find recreationists, mountaineers, scouts, cyclists ... (www.**ekokatunstavna**.com *)*.

Figure 3. Holiday in Eco - katun Štavna - homely atmosphere which the rarely experiencing (www. ekokatunstavna.com).

Table 5. Color Coding Categories of Selected Responses to Aid Analysis

Colour coding	% responses (positive statements)	% responses (negative statements)	Cumulative Likert scale results (positively stated)	Cumulative Likert scale results (negatively stated)
Excellent	91-100	0-10	4.21-5.0	1.0-1.79
Good	71-90	11-30	3.41-4.2	1.81-2.59
Average	41-70	31-60	2.21-3.4	2.61-3.79
Below average	21-40	61-80	1.41 - 2.2	3.81-4.59
Cause for concern	0-20	81-100	1.0-1.4	4.61-5.0

Source: Authors calculation.

Regardless of the type of interview being coded or how the information is to be used, certain basic steps are essential in any reliable coding process. Difficulties in each of these steps arise depending on the type of information and the purpose for which it is to be used. The first step is to define the coding categories. The concrete operational steps for coding relevant information depend on the nature of the information, the interviewing method used, the proportion of irrelevant information, the size of the verbal units (individual words, phrases, thoughts, feelings, themes, problems, and so on) being classified, and the level of abstraction of the coding categories (Raymond, 1992). In this paper, we have applied the procedure Mearns (2015). So that Table 1 demonstrates coding - response with excellent, good, average, below average and cause for concern in % responses (positive statements), % responses (negative statements), Cumulative Likert scale results (positively stated) and Cumulative Likert scale results (negatively stated).

Table 6. Summary of Cross-Case Responses Relating to Issue 4: Community Decision Issue; 4.1: Community Decision Making Structures (SI=Staff Interviews, CI=Community Interviews

Issue 4: Community decision making		Individually operated Eco - katun Štavna		Community-operated Municipality Andrijevica	
4.1 Community decision-making structures					
Staff and community responses		SI	CI	SI	CI
Does the community have control over tourism?	% yes	65	12.7	100	100
Does tourism create jobs for local people?	% yes	92	100	100	100
Does the money spent by tourists remain in the community?	% yes	27	**32.3**	100	100

Source: Authors calculation.

In this case the staff Eco - katun Štavna and community members' perceptions of the level of community control over tourism were tested (Table 6). By individually operated the answer to the question were moving in the range" Does the community have control over tourism?" 65-100. "This points to a lack of access to information. Perhaps the problem here is that, information about different models for tourism development in conservation areas is found on the Internet, in university libraries, in development agencies but not in rural towns" (Khathi,2001). "Does tourism create jobs for local people?" 92 - 100. Besides creating jobs, tourism has a positive impact on the livelihood of the poor by changing the economic conditions of the environment in which they live. This happens when tourism changes the possibilities for access to the assets and the related livelihood options. According to Mathieson (1995), social tourism "refers to the changes in the quality of life of residents of the tourists destinations". In this way, tourism can uplift households from being insecure to secure even though this may only be available to the minority of the poor. Participation in cultural tourism can also boost cultural pride, sense of control and reduce vulnerability. Residents of the cultural tourism attraction can sometimes view cultural exchange as having a positive impact on their lives. "Does the money spent by tourists remain in the community?" 27 - 100. Our research records based on similar studies Khathi (2001) indicates that that tourism is capable of creating a substantial number of jobs. This is because, most of the activities in tourism industry are labor intensive and this industry is also capable of stimulating other sectors of the economy. The major problems are that, the main players in this industry are not willing to promote black entrepreneurs; private businesses are not interested in funding small projects, if they are, then detailed plans and capacity are required to win the tenders for these projects. Unless these matters are attended to, (redirection of funding and intervention of the government) the problem of participation of the disadvantaged communities in the tourism industry will persist. This may results in the reduction in the rate at which tourism contributes to total employment in Montenegro.

By the community - management, to the same questions, we received following responses which the occurring in the range 100 - 100. As might expect responses from individual management and the community - management emphasizes that the community has a crucial role to play in decision-making (municipality Andrijevica), so we get the most response from both of staff and community members with which we spoke. Exceptionally concludes Khathi (2001) for this industry to be a major player in employment creation, it is essential that investment in infrastructure, training and skills development, particularly in projects which empower disadvantaged community's needs to be actively implemented. The removal of administrative

obstacles to tourists is also crucial in order to make touring more convenient and lest costly. It remains to be seen how the Montenegro coordinate two conflicting commitments; one of promoting private sector led tourism while on the other hand committing to fostering community participation and creating the avenues for meaningful engagement of the previously disadvantaged with the industry.

Table 7. Summary of Cross-Case Responses Relating to Issue 7: Sustaining Tourist Satisfaction; Issue 7.1: Level of Tourist Satisfaction (VQ=Visitor Questionnaires)

Issue 7: Sustaining tourist satisfaction	**Individually operated**	**Community-operated**
	Eco - katun Štavna	**Municipality Andrijevica**
7.1 Level of tourist satisfaction		
Visitor responses	**VQ**	**VQ**
Enjoyment sub-indicators		
I enjoyed my experience	Ave. Likert score	4.3	4.68
[Destination] provided a good variety of experiences	Ave. Likert score	3.0	3.31
I would recom-mend [destina-tion] to my friends	Ave. Likert score	4.6	4.84
Access sub-indicators		
The state of the roads made travel easy	Ave. Likert score	2.8	3.05
The state of the signage made travel easy	Ave. Likert score	2.7	3.02
It was easy to get to [destination] for my visit	Ave. Likert score	3.7	4.15
Environment sub-indicators		
I found [destina-tion] to be clean	Ave. Likert score	4.7	4.85
I was bothered by noise	Ave. Likert score (-ve)	1.1	3.12
I was bothered by solid waste	Ave. Likert score (-ve)	1.3	1.95

The state of the natural environ-ment was good	Ave. Likert score	4.8	4.95
[Destination] has an interesting and varied landscape	Ave. Likert score	4.8	4.75
Service sub-indicators			
The quality of the local cuisine was good	Ave. Likert score	4.2	4.52
The quality of accommodat ion was good	Ave. Likert score	3.18	3.95
The level of service provided was high	Ave. Likert score	4.2	3.7
Service staff was competent and helpful	Ave. Likert score	3.9	3.75
Safety sub-indicators			
I felt safe and secure during my visit	Ave. Likert score	4.5	4.64

Source: Authors calculation.

This indicator measures the level of tourism satisfaction in terms of five sub-fields or sub-areas: enjoyment, access, environment, service and safety. The results of each of these five sub-fields will be discussed separately.

1. Past research has looked at tourism sustainability from the perspective of local residents but studies on visitors' perceptions of sustainable tourism development are relatively scarce. According to Cottrell et al (2004), less attention has been paid to visitors' views in part because "tourism producers... (claim) that tourists 'do not care' (about sustainability) and if they do care, this concern for the environment is not shown in practice". However, outsiders may be able to see things that insiders cannot, and may have different perceptions of and opinions about tourism development for an area than local residents and politicians. Our research records based on similar studies Jain (2006) by using research Hunt (1975) and Gallarza et al (2002), indicates that There are many approaches to the study of destination image. In fact, it's nature is interdisciplinary mostly led by theories in marketing that focus on the needs of positioning the destinations . Destination image has been defined in different ways. One set of definitions is based on the overall impressions people have about a destination and the other set focuses on the selected benefits or attributes sought by different tourist segments. The definitions such as "impressions a person hold about a state in which they do not reside" and "the sum of beliefs, ideas and impressions that a person has of a destination" are based on the overall images held by the tourist, which is a rounded view of a few preferred or selected image components. The attribute-centred definitions differ in that they elucidate the process of image formation by incorporating behavioural aspects relating to

image selection. The visitors' perceptions of enjoyment rated all six CBE ventures as ranging from good to excellent. This indicates that the visitors enjoyed the experiences they had at the two cases,

2. In short distances automobile transportation comes forward in regard to other modes of transportation. The automobile transportation makes it easy to see local culture and nations. It presents great flexibility in contrast to other modes of transportation (Oter, 2007). Referring to the studies Mammadov (2012) conclude that the importance of this mode in tourism is also very important. When compared with the prices in air transportation, this mode of transportation is frequently used by tourists because of low prices. But the main factor affecting this choice is time and distance from Podgorica airport. But in contrast, in short distances tourists always choose automobile transportation. The reason for this is time loss in airports for short distances. It takes a lot of time to come to the airport, to check in and wait for the departure. Due to this reason, tourists choose automobile transportation rather than air mode in short distances. In order to develop the automobile transportation, it is vital to develop the infrastructure. Infrastructure means to rebuild the existing roads, to build new ones, to establish motel and restaurants on the way for tourists to take advantage of the opportunity to rest during the travel. In this meaning, if we pay attention to Molntenegro, the government rebuilds the existing roads, the plan is to build highway in "Transport Development Strategy" framework, builds new highways, tunnels, bridges. However, the current state of the roads in the municipality of Andrijevica does not meet the standards of modern transportation. But tourists can move in the country in secure and comfortably. The visitors' perception regarding access was generally very good, with the exception of the question relating to the state of the roads. The state of the roads is presently not perceived as a major obstacle for the tourism ventures as the state of the roads is often also part of the adventure and exploration element of the CBE ventures, drawing tourists who prefer the rugged, untamed environment and the particular offerings of these ventures.

3. There is general optimism about the ability to devise environmental indicators founded on two compelling views. On the one hand, the literature of tourism management marshals social exhortations about "responsible" development under the theme of "sustainable tourism". On the other, the application of science to the task of environmental management offers the promise of explanation and hence the ability to regulate and control impacts. These views are complementary, since a belief in the efficacy of the rational method of science underwrites management aspirations to regulate tourism in a sustainable way, and there is apparent certainty that scientific research into environmental indicators will furnish management with the necessary monitoring data (Huges, 2002). With regard to the environmental indicators, all the stated questions received good to excellent responses,

4. Our research records based on similar studies Eraqi (2006) indicates that the main conclusions can be summarized as follows: (1) for improving tourism service quality it is necessary to achieve three requirements: (a) internal customer satisfaction (employee satisfaction), (b) external customer satisfaction (tourists satisfaction) and (c) the efficiency of processes; (2) for quality improvements it is necessary to be a creative and innovative business environment which support the employee new ideas and their participating in making decision processes; (3) It is important to be a wide range of empowerment to give the employee the opportunities to behave positively according to the condition he/she faces in tourism competitive markets; (4) business environment in the tourism sector manicipalty Andrijevica still has a number of weaknesses that do not support the internal customer satisfaction for the following reasons: (a) there is no suitable system for encouraging people to be creative (or to be innovative) and participate in decision making processes, (b) the weakness of empowerment levels within tourism business enterprises and (c) the style of family business management overwhelmed tourism business sector in manicipalty Andrijevica and this put obstacles in the way of creativity and innovation, (5) tourism services levels are quite suitable, in general, from the viewpoints of tourists (external customers), (6) there is a lot of efforts need to be done for TServQual improvement in Eco - katun Štavna in areas of infrastructure services, the environmental conditions, the safety and security conditions, increasing people awareness, and the internal transport quality and (7) It is necessary to be an effective system for designing and implementing more efficient quality control measures in the areas of food safety, security and the environmental tourism activities. The level of service received a high score from the visitors.

5. The quality of security can be defined as perceptions of tourists about the degree of readiness and preparations of destinations to cater tourists safely. Tourists' perception about destination's safety environment and preparation to protect tourists is one of the critical factors to persuade tourists to visit a destination. Positive tourist perceptions regarding destination safety cannot be built without destinations' sound safety planning, plan implementation, security management, monitoring, and measurement. Destinations should be prepared so that destinations do not pose any harm, either physically or mentally, to tourists and tourists can enjoy the destination offerings and return home safely. To warrant a destination safe, planning should be an on-going process, the plans should be implemented accordingly, and the destination should be managed safely (Pyo, 2003). As far as safety and security was concerned, the visitors in "Eco - katun Štavna" all perceived the ventures as safe and secure.

Conclusion

Our research evidence points to following conclusions:

1. Acoring to Zamfir and Andrei Corbos (2015) by using research Lazar and Lazar (2008), Marinescu and Burcea (2012), Pozeb and Krope (2007) that sustainable development is a multidimensional concept, which is related to the environment and resources as well as to the population and industrial and agricultural production. A sustainable behavior of consumption is the key element of long-term development. Therefore, achieving sustainable development implies solutions aiming at the same time at the social, political, economic, demographic, and technical fields (see Rajović and Bulatović, 2015, Rajović and Bulatović, 2016; Rajović and Bulatović, 2016). Sustainable development may be achieved if it relies on the harmony between economic progress and the boundaries of nature, particularly between the quantity and the regeneration time of natural sources, human-made emissions, and the neutralization capabilities of nature,
2. Indicators are measures of the existence or severity of current issues, signals of upcoming situations or problems, measures of risk and potential need for action, and means to identify and measure the results of our actions. Indicators are information sets which are formally selected to be used on a regular basis to measure changes that are of importance for tourism development and management. They can measure: a) changes in tourism's own structures and internal factors, b) changes in external factors which affect tourism and c) the impacts caused by tourism. Both quantitative and qualitative information can be used for sustainability indicators. An indicator is normally chosen from a range of possible data sets or information sources because it is meaningful with regard to the key issues to which tourism managers must respond. Use of that indicator can lead to actions to anticipate and prevent undesirable (or unsustainable) situations at destinations (Guidebook, 2004),
3. In connection with community based tourism concept (see Gorden et al, 1998; Miler, 2001; Molshanova, 2014), WWF developed the concept of community-based ecotourism describing it as a form of tourism 'where the local community has substantial control over, and involvement in its development and management, and a major proportion of the benefits remain within the community. This organization further explains that the concept of community depends on local 'social and institutional structures', as well as on embracing individual initiatives within the community. Having this in mind, WWF outlines some guidelines for community-based ecotourism projects regarding their quality. Those guidelines encompass the attention to detail at every level of tourist service; quality and accuracy of promotion and information since all visitors in this market are increasingly looking for a high level of information provision; authenticity and ambience since eco-tourists respond to genuine and traditional values and experiences (Đukić et al, 2014),
4. Implementing ecotourism initiatives in areas where sustainable development is required as an Eco - katun Štavna could help to protect natural landscapes while also contributing to the wealth of local residents. Areas that are suitable for ecotourism tend to have high-quality primitive ecological environments and abundant tourism resources. Few external human activities impact such areas and the population tends to be small and the economy undeveloped (see Rajović and Bulatović, 2016; Rajović and Bulatović, 2016; Rajović and Bulatović, 2016; Rajović and Bulatović, 2016; Rajović and Bulatović, 2016). These areas have fragile and sensitive ecological systems, and too much external interference would lead to ecological imbalances or to environmental destruction that would be costly and take a long time to restore. Nature reserves, with unique ecological environments and natural landscapes, are now

ecotourism hotspots. Tourism development has brought benefits to the reserves but also posed significant ecological protection challenges (Wenjie, et al, 2015).

Using the interesting study Wenjie et al (2015) this paper takes naturalness to evaluate the suitability for ecotourism development, it determines the criteria weights through an interviews and questionnaires and it obtains reasonable conclusions. However, the criteria and their respective evaluations will possibly change as human activities increasingly exert influences in the area Eco - katun Štavna or as the tourists accumulated personal experiences change their perspectives on ecotourism. The present research will assist ecotourism development according to the local reserve conditions by identifying the pertinent tourism products, protecting the regional ecological environment, and bringing the future tourism functions into full play. The development of ecotourism will benefit from the improvement of the geographical space method. A comprehensive research method is adopted in this paper, and different key criteria can be considered for different reserves in the process of developing their ecotourism. In the future, it will be possible to adapt other methods or further comprehensive website platforms as they emerge to evaluate ecotourism suitability on the precondition of guaranteeing credible results.

Finally, how extraordinarily Kasper (2008) concludes "the eco village model suggests that the possibility of a sustainable society depends not only on what we do, but on how we think, and the understanding that these mutually influence one another. Concepts without practical applications are impotent, and actions not grounded in systems of belief are vulnerable to competing influences. The eco village paradigm is not only different from the dominant western worldview, it is an understanding of the world that is consciously articulated and embodied in eco village practices, relations, and the physical setting itself. The land ethic is an essential mechanism through which all this takes place, beyond technology, laws, and economics. In regard to the question with which we began - what does a sustainable society look and think like? - Eco villages suggest the necessity of a paradigm that facilitates a sense of community wider than the traditionally human one. It means that not only do people have a more accurate understanding of the complex interrelations between themselves and the land, but also that they feel obligated to steward the land that gives them so much. And this obligation is largely motivated by a conviction that it is the right thing to do".

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