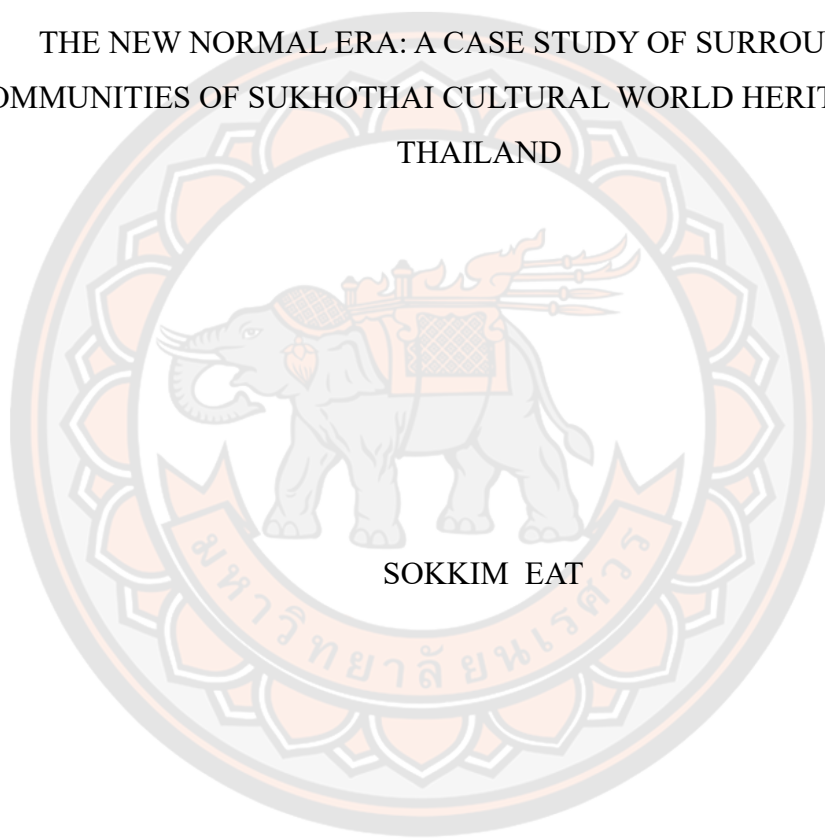THE STRATEGIC MANAGEMENT FOR COMMUNITY-BASED TOURISM IN
THE NEW NORMAL ERA: A CASE STUDY OF SURROUNDING
COMMUNITIES OF SUKHOTHAI CULTURAL WORLD HERITAGE SITES,
THAILAND

SOKKIM EAT

A Thesis Submitted to the Graduate School of Naresuan University
in Partial Fulfillment of the Requirements
for the Master of Arts in Social Development
2023
Copyright by Naresuan University

THE STRATEGIC MANAGEMENT FOR COMMUNITY-BASED TOURISM IN
THE NEW NORMAL ERA: A CASE STUDY OF SURROUNDING
COMMUNITIES OF SUKHOTHAI CULTURAL WORLD HERITAGE SITES,
THAILAND

SOKKIM EAT

A Thesis Submitted to the Graduate School of Naresuan University
in Partial Fulfillment of the Requirements
for the Master of Arts in Social Development
2023

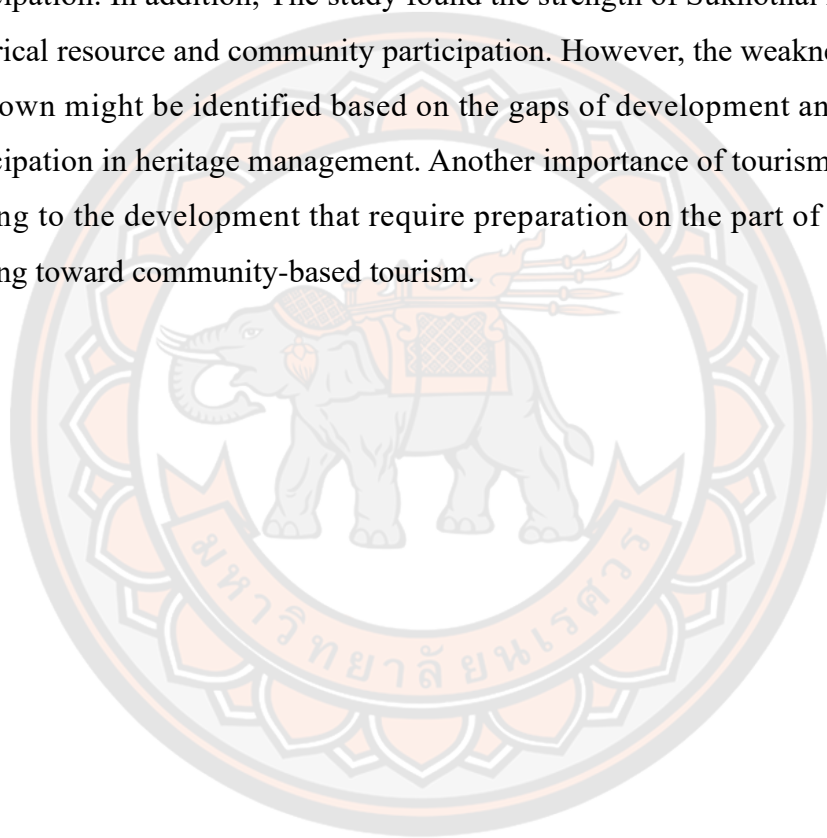Thesis entitled "The Strategic Management for Community-based Tourism in the New Normal Era: A Case Study of Surrounding Communities of Sukhothai Cultural World Heritage Sites, Thailand "

By Sokkim Eat

has been approved by the Graduate School as partial fulfillment of the requirements

for the Master of Arts in Social Development of Naresuan University

Oral Defense Committee

.... Chair
( )

.... Advisor
(Patcharin Sirasoonthorn)

.... Internal Examiner
(Jirawat Phirasant)

.... Internal Examiner
(Gwyntorn Satean)

.... Internal Examiner
(Farung Mee udon)

.... External Examiner
(Somsak Srisontisuk)

.... External Examiner
(Nisaporn Wattanasupt)

Approved

....
( )
Dean of the Graduate School

ABSTRACT

Community-based tourism (CBT) is tourism in which local people enhance their involvement and participation capacity in term of tourism planning and developing in their areas, which highly represented the difference value of social, economic and environmental aspect. with this connection, the strategic role of local participation in regarding to strategic management of the community based tourism during the period of covid-19 pandemic has been provided in difference character of tourism reflection that could determine the role of local government at Muangkao-sub district area in developing the strategic guideline initiative aim to support more rebust resilience and recovery tourism policy surrounded the sukhothai cultural world heritage sites. That means the resource gaining from cultural tourism products has been deeply engaged with sustainable development initiative program in which other stakeholders such as DASTA, TATs, Sukhothai Provincial Board of Governor as well as Local Enterpreneur has been committed to work as a co-partnership aim to strengthen the local empowerment tourism project initiative with regard to cultural preservation practices, developing more public health responsiveness policy, increasing more community access to local investment fund, as well as improvement more necessary social infrastructure development. this research study will be applied

the qualitative method aim to deeply understand more related to the policy guideline initative on How CBT program might be able to drive the sector of cultural tourism and bring the differences on the whole process of local administrative government strategy based on the main-key stakeholders Under the collaboration policy approach.To practice CBT, the findings indicated that several challenges had been experienced in the implementation of CBT, including conflict over resource ownership and benefit leaking, financial issues, and problems of community participation. In addition, The study found the strength of Sukhothai Muangkao were historical resource and community participation. However, the weakness of Sukhothai Old town might be identified based on the gaps of development and low intention participation in heritage management. Another importance of tourism is management leading to the development that require preparation on the part of the community moving toward community-based tourism.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

Page

List of tables

List of figures

Chapter 1

The Strategic Management for Community-based Tourism in the New Normal Era: A Case Study of Surrounding Communities of Sukhothai Cultural World Heritage Sites, Thailand

1.1 Statement and Significance of the Problem

Globally, Tourism has been recognized as one of the main source driving sectors that help to transform and contribute to the national development agenda such as poverty reduction, and improvement of livelihood conditions(Holden, 2013; Scheyvens & Hughes, 2021). Among different types of tourism activities, Cultural tourism is considered the main source driven by the world's biggest economic contribution. Additionally, it provides job benefits for residents within the travel industry as well as creates several tourism advantages to boost the level of economic prosperous development and become more diversified into the country's development program.

However, the transformation of cultural products may cause a lack of local identity that tries to satisfy the different expectations regarding to tourists' concerns. Additionally, the greatest socio-cultural brings some forms of transition to the cycle of local communities which originally represented the community's cultural identity status in Muangkao (Eat & Sirasoonthon, 2024; Smith, 2015). Other external negative impacts that mostly influence the changes of local cultural traditions also force the area to become more unfamiliar due to the cause of modernization has changed the current needs amongst travelers as well (DAENGPRATHET & Ampavat, 2019).

The Cultural heritage tourism market has the potential and diverse capital resources for tourism products aiming to encourage the regional development agenda, community empowerment as well as improving the community living standard as well (Li & Hunter, 2015). Additionally, the development of cultural tourism is substantially very close to community involvement as well as to the regard of the presenting value of local governmental community efforts aiming to prevent, protect, and reengage with the availability of community resources. Due to the high tourist demand increasing within the cultural heritage tourism market, there are different

views related to the strengths and weaknesses point of the tourism destination development readiness which is associated directly with transportation, accommodation, human resources and also environmental conservation which means to support the success factor of cultural destination areas as well (Artal-Tur, Villena-Navarro, & Alamá-Sabater, 2020).

Promoting tourism destinations be able to overcome the competitiveness, and would boost the community engagement value become more actively resiliency. Studies found that the potential criteria of tourism product have to align with the whole satisfactory amongst key-stakeholders who was actively involved with the community tourism at Muangkao (Khlaikaew, 2015). With this regard, Management of Cultural Tourism activities could highly engage with local economic activities following by the strength of cultural tourism sites character as well (Escudero Gómez, 2018).

Thailand is one of the most popular cultural tourist destinations in the world and one of the most attractive tourists market in Southeast Asian (Liu, Li, & Parkpian, 2018). Through the right decision and proper Thai Tourism planning strategies, Thailand has seen a positive growth in numbers amongst tourists who travelling across the country ranging from 32,6 million visitors in 2016 to more than 40 million visitors in 2020(Srithong, Suthitakon, & Karnjanakit, 2019). Among several cultural tourists attraction in Thailand, The Sukhothai Cultural World Heritage Sites is one of the most attractive destination that ready to welcome travelers both national and international(Tatnormjit, 2015). The special character of the Sukhothai Cultural world heritage sites is not only its cultural tourism products which mostly linking to the sense of local identity but also the establishment perspective character of tourism strategies as well(Gozzoli, 2018).

Regarding to the necessities of tourism development, resident's achievement is part of the cultural tourism success that help to represent the human pride and the value sharing of local identity. Since then, Thailand's cultural tourism sites were preserved and transferred from one generation to another generation through word of mouth, storytelling, legends, beliefs with some form of local historical teaching at the community.

Sukhothai Cultural World Heritage Site is situated in the central Muang Kao Sub-district of Sukhothai Province. Additionally, Sukhothai is recognized as UNESCO World Heritage Park that mainly bring several attractive points among many visitors as well as creates the possible integration challenges in urbanization changing to the community village living nearby. Moreover, Sukhothai is a cultural tourism city that connected with sustainable management of natural resources and environment that the local have to be paying attention seriously(Wisudthiluck, Saiphan, Teparakul, & Sindecharak, 2016).

Partially, crisis management in tourism is still relatively new area that have to be adopted. In meantime, many destinations have well-established crisis management procedures during new normal era. Consequently, crisis management is developed as a set of activities that help the system overcome the crisis as quickly as possible. During the new-normal period in tourism industry, the availability of crisis management measure will assist in rebuilding visitor's confidence to revisit the destination following by the crisis period(Butler, 2022; Yang, Zhang, & Rickly, 2021).

Fundamentally, There are some reflection point of cultural tourism management in local administrative structure that might highly response the situation which be able to identify the risks and uncertainty status for planning recovery as well as proactive communication measurement(Morakabati, Page, & Fletcher, 2017). As can be shown, the main role player of local administrative tend to help boost the area of Muangkao become more resiliency, such as urgently responsiveness in public health and other external support policy that open more possible ways for local authority to handle the problem.

Apart from the impacts from the pandemic, the tourism strategies for local sustainable development in Thailand is based on three elements: 1). A national plan to develop safe and secure tourism, 2).Increasing reliable package travel holidays with different customer demand strategies and 3). Promote tourism products that are still available(Polukhina et al., 2021)

As can be seen, some form of communication among local administrative structure be able to create the local impact properly by building up the confidence of local mechanism in alignment with the local process character that highly motivated by the community-based tourism and rural development initiatives. Some form of

negative side effect, is coming from the lack of involvement in managerial criteria under the process of stakeholder empowerment.

For some reason, local member is the owner as well as the decision-makers in tourism management as well as the implementation in safety and health protocol measurement. Normally, they tend support cultural and natural heritage which is main source of tourism income as well. However, the slow response of the central governmental as well as their poor vaccine management which caused the massive infectious among Local community in Muangkao community would create a lack of planning support strategies among local authority who response directly upon the crisis period(Greer et al., 2022; Nawaz et al., 2020).

The Covid pandemic tend to create a side-impact on the whole process of tourism country development particularly at the area of Sukhothai Cultural sites. As a result, the consideration of managerial process of local administrative government is the key success factor that would enhanced the difference managerial roles in Muangkao such as producing a more realistic heritage management model, improving tangible and intangible cultural heritage, establishing more value added in cultural village activities projects that highly linked with Local Thai rural development strategies under the royal project initiatives(Ando & Hayakawa, 2022).

The concept of state healthcare preventive policy is very crucial upon new-normal era as it is shown the reflection point of responsive manner among local residence as well as authority who handle the public health care service at the local level. By this, the agreement of health guideline and sanitary protocol measurement have a huge impact on the local governmental decision-making aim at achieving the pandemic management strategies(Andriani, 2020).

The strategic management of local community empowerment is the process of transformation that requires a series of steps that have been conducted in each village community empowerment project initiatives based on the belonging of the local resource management ranging from cultural interests, partnership, mutual trusts, as well as responsive manner of good governance that must link with structure of community development project. To build up a strong decentralization at the local community level, the introducing model of community based tourism have to be part

of project that could define the common interests of the destination readiness development goal(Giampiccoli & Hayward Kalis, 2012)

       The management principles of local administration in Thailand is based on the concept of decentralization, which local people to participate in local affairs under concerned laws and regulation. In general, development policy and planning in Thailand is combination between top-down and bottom-up approach, while the public administration system of the country remains highly centralized. DASTA Board office is playing a crucial role in Muangkao area as it would provide community participation mechanism as well as determining the management style in designated area, implementing the criteria of community based tourism program, forming tourism development action plans for the designated area through collaboration, promoting, support and evaluation of operation with various stakeholder(Kelly, Yutthaphonphinit, Seubsman, & Sleigh, 2012).

       With this study, the researcher would explore more on the role of community-based tourism development model in Muangkao with a process of local administrative strategic management that could identify the gaps of community development program in Muangkao destination during the announcement of the new-normal strategy.

1.2 Research Questions:

1. How the role of community-based tourism in Muangkao could drive the better destination readiness during the covid-pandemic?
2. How the process the local administrative government strategies management could specifically identify the gaps in community-based tourism development programs in Muangkao during the state's healthcare preventive policy?

1.3 Research Objectives:

This significant study aims to seek more supporting-evidence as follow:

- To identify the role of community-based tourism in Muangkao through a process of tourism new-normal management strategies
- To find out the gaps the community-based tourism development in Muangkao which specifically identifies the potential role management among local administrative government during new-normal management strategies

1.4 Definition

Cultural Tourism: A type of tourism activities in which tourists be able to experience and learn from the cultural events based on the existing tourism product awareness in term of tangible and intangible cultural attraction sites(Du Cros & McKercher, 2020).

World Heritage Sites, Sukhothai areas: Situated in the lower northern region of present-day Thailand, the Historic Town of Sukhothai and Associated Historic Towns is a serial property consisting of three physically closely related ancient towns. The total property area is 11,852 ha., comprising Sukhothai 7,000 ha., Si Satchanalai 4,514 ha., and Kamphaeng Phet 338 ha. Sukhothai was the political and administrative capital of the first Kingdom of Siam in the 13th and 15th centuries(Arkarapotiwong & Chindapol, 2023).

1.5. Scope of the Study

　1.5.1 Scope of the area

　The research area was conducted within the area of Muangkao Sukhothai Sub-district that mainly in Sukhothai Province.

　1.5.2 Scope of the population

　The population of this study consists of two groups as follow:

- Stakeholder of sites consisting of household leaders, the head of village, local public health volunteer, and local business owner such as OTOP Local President

- Local government officer that working at the area of tourism planning and local development agenda during covid-19 pandemic

Work Plan Timetable (Month Period)	Early 2022-2023							2023-Early 2024
Program Curriculums	1-2	3-4	4-5	6-7	8-9	10-11	Dec-January (2022-2023)	January-May (2024)
Topic Selection	🟩	🟩	🟩	🟩	🟩	🟩		
Thesis allocation	🟩	🟩	🟩	🟩	🟩	🟩		
Initiate meeting with supervisor	🟩	🟩	🟩	🟩	🟩	🟩		
Research	🟩	🟩	🟩	🟩	🟩	🟩		
Problem Statement	🟩	🟩	🟩	🟩	🟩	🟩		
Establish aim and Objective	🟩	🟩	🟩	🟩	🟩	🟩		
Schedule with an advisor for proposal defense initiated	🟩	🟩	🟩	🟩	🟩	🟩		
Project-Planning Document	🟩	🟩	🟩	🟩	🟩	🟩		
Literature Review	🟩	🟩	🟩	🟩	🟩	🟩		
Social Lab Experimental	🟩	🟩	🟩	🟩	🟩	🟩		
Submit for human ethics approval	🟩	🟩	🟩	🟩	🟩	🟩		
Data collection in the field	🟩	🟩	🟩	🟩	🟩	🟩		

Perform and Coding data								
Perform test data								
Write the pre-report discussion								
Submit and discuss with the supervisor								
Result analysis								
Thesis								
Thesis write up								
Proofreading								
Submission								
Oral Examination								
Request for Publication								

1.5   Limitations of the study

For the limitation of study, the researcher found the key barriers factors which include cultural barriers, communication barriers, and time constraint due to pandemic. With this reason, the main problem that the researcher is facing is the connection ties between local residence who was living with different cultures and ethnics that couldn't communicate more conveniently in Thai language appropriately.

1.7 Research contribution

For the benefit of this study, the researcher has a high level of expectation for the study result. The researcher hopes that this finding will appear or contribute to society such as to reflect some necessary argument that would enhance the capacity level of community-based tourism management. This would mainly provide lessons learned to those communities that share the similarities and differences characters within Sukhothai Province toward the readiness character as well as to gain more collaboration approach among the main actors of the community. By this, the result of this research could help bring changes upon and after pandemic exposure. Findings also represent valuable insights for any improvement part that the community needs to have in community booklet meetings as well as proposing the preparedness policy model to accommodate all range of actors such as tourists, local government, as well as other stakeholders that working closely with Muang Kao Sukhothai Cultural area, to have more ideas-discussion which mainly create the positive manners in align with community responsible mechanism during the future crises.

Chapter 2

This Chapter will provide a theoretical study framework that includes the concept as follows:

2.1. The State's New-Normal Strategies Concept

2.2. Community-based tourism concept

2.3. Strategic Management Concept

2.4 Local government Management approach

2.5. Cultural World Heritage Sites approach

2.6. Sustainable Tourism Administrative

2.7. Related Research

2.8. Theoretical Framework

2.1. The State's New-Normal Strategies Concept

Several studies related to tourism have been conducted aim to illustrate the strategic development agenda program that highly builds the critical knowledge understanding in various fields of characteristics ranging from tourism response crisis, rebranding tourist destinations, tourists demand and supply, limited access to tourist attraction, interaction activities with the local community(Pongsakornrungsilp, Pongsakornrungsilp, Kumar, & Maswongssa, 2021; Skinner, 2021). As the tourism platform changed during and after the COVID-19 pandemic, the tourism activities program's main supply change was unprecedented. Several destinations would probably expect to develop a tourism marketing strategy that highly interacts with local people's well-being. At the same time, in a highly competitive environment, the balanced development capacity plays a crucial role in shaping the model development areas that become part of tourism health and safety zoning(Afifi, 2021; Mensah & Boakye, 2023).

The art of survival in crisis management in the tourism service context could be explored and integrated within three elements the pre-crisis, crisis, and post-crisis phases. Whereas, the flexible implementation of the tourism safety measure

connectivity program has been developed based on the character of the New normal tourism strategy(Faulkner, 2013; Obrenovic et al., 2020).

Although the COVID-19 Pandemic is ongoing around the world, the guidelines for managing this crisis have been developed by many scholars. COVID-19 recovery strategies for the tourism industry as well as new-normal tourism initiative projects play a crucial role in limiting the spread of covid-19 pandemic in the destination(Zhang, Sun, & Lu, 2023).

Meanwhile, Several governmental organizations have announced the new-normal healthcare preventive preparation guidelines such as Quarantine of epidemic areas, travel restrictions, Mask wearing and social distancing, COVID-19 vaccine campaigns, Mass PCR Screening Testing, Suspension of Social events, sports and domestic flights(Nur, Koliopoulos, Guntur, & Wahyuni, 2022).

At the level of responsive measure, the survival of local tourism business activities might be strengthened under the form of disease control measures and enforce health standards among different designated area that receive equal treatment activities across district local public health center, provincial health care center, city health care center. Therefore, the requirement of the state's new normal strategies concept brings critical issues awareness in terms of pandemic preparedness and management control(Kavlak & Erkekli, 2024; Orîndaru et al., 2021).

2.2. Community-based tourism concept

Community-based tourism is one option of community response that brings rural tourism community resiliency in a post-COVID pandemic. It also draws the connection with other tourism beneficiaries such as private tour operators, policymaker, and local government officers, to have more equal power in deciding on development projects for the rural community development agenda(M. Mayaka, Croy, & Cox, 2018).

Community-based tourism programs refer to the tourism activities that are initiated, owned, managed, and controlled by the community in the designated destination. In CBT, the community sets the standards and regulations that are heavily

involved in designing and planning tourism activities. Many government development policies around the world have promoted the tourism industry as part of local income generation which is linked with the conservation of cultural identity. It is also possible when community-based tourism funds have been supported by local cooperation activities mainly ranging from local tourism authority, local sub-administrative tourism authority, as well as people who are considered local entrepreneurs, SME business operators, and tour operators(Giampiccoli & Saayman, 2018).

However, CBT is economically, environmentally, socially, and culturally responsible regarding visitation to local, and enhances the community identity, with the image reflection on the availability of resource management, both tangible and intangible services that the local offers(Saayman & Giampiccoli, 2016). In this connection, less developed countries promote similar characteristics of tourism products that tend to face a type of management problem, especially in terms of tackling the issues related to lack of market accessibility and funding(Giampiccoli & Hayward Kalis, 2012). Murphy(2014) states that the planning strategies of the community might be able to contribute to satisfactory status unless there is an adequate response to local needs(Lee & Jan, 2019).As a process of development, community empowerment theory advocates community-based initiative as a tool for sustainable development, and it is used in several disciplines to fill the gaps of development areas responsible including political science, women's study, psychologies, education, health studies, community development, as well as tourism study. Therefore, CBT is closely linked with a people-centered, community commitment. Another benefit of the CBT model is to increase the power of community, and human rights dignity which physically fosters respect for local knowledge and skills(Nugroho & Numata, 2022).

However, CBT practices are developed in several criteria, ranging from different structures, goals, and contexts in each community strength representative. This kind of CBT practice depends on the effectiveness of local tools under the process of stakeholder empowerment. In terms of Managerial Criteria, CBT is part of the collaborative approach to the local destination. As a result, community members might be able to make their decision level in empowering the community interests in

alignment with socio-economic benefit based on local enterprise value added(Polnyotee & Thadaniti, 2015).

In some cases, the local member is the owner as well as the decision-makers in tourism management. Normally, they tend to support cultural and natural heritage which is the main source of tourism income that is created under the local control. As part of the social development factor, the achievement of the community-based tourism model is based on various ways which include enhancing human resource and skill development, improving quality of life, and fostering a self-reliance community(Dangi & Jamal, 2016). By this, the vital role of local cultural and historical helps reflects the community improvement through community strength. In some cases, sustainable eco-tourism is another alternative tourism choice that could form local integration and become more inclusively protection that builds up solid ideas under the principle of interpretation in environmental conservation, addressing social equity, raising the awareness of public participation issue(Ottaviani, Demiröz, Szemző, & De Luca, 2023).In tourism destinations, the effective use of the natural resource as the main attraction point under the model of community-based tourism might likely occur when local elites and stakeholders limit the threatened community project which results from the needs of urban development. In addition, the CBT Committee has the power to decide part of decentralization in the community to take the lead over external institutions that aim to tackle the sense of ownership, as well as promote public-private partnership(Dolezal & Novelli, 2022).

Thereby, the sustainable manner of management criteria is critically fostering community cultural exchange through stimulating and improving market scale for local product development identity. Blackman (2004), states that the success factor in community-based tourism must be followed by the well-trained leadership skill from a local leader in addition to a cooperative process between local leadership position, local volunteers, business people, government representatives(M. A. Mayaka, 2015; Zielinski, 2018).

2.3. Strategic Management Concept

The strategic management model has been developed with the aim of strengthening organizational structural changes. With this regard, the motivation of management structure is relatively linked with both the public and private sectors. As the public sectors tend to have difference functions of strategic management, they tend to have huge responsibility and involvement as well. The implication to public sector management can bring a huge strategic improvement such as: developing the decision-making process in financial initiative, building the networks of employee organization relationship, involved strategic planning in collaboration with non-governmental organizations, building private-public partnership value(Zhuravlyov, Khudyakova, Varkova, Aliukov, & Shmidt, 2019).

Commonly, to succeed in the role of strategic management planning, the demand for organization reform has to be identified based on need assessment, employee protection, as well as engagement role in decentralized leadership. For part of decentralized leadership, the role of strategic management has been reconsidered and reflected on the potential adjustment of the leader's role toward a more decentralized functional decision-making approach(Amoli & Aghashahi, 2016). By introducing a result-based management approach, appropriately informed guidelines have to be provided aimed at eliminating the difficulty of accessing information needs and ensuring other necessary administrative system needs that be able to run as expected(Pournasir, 2013). Mostly, employee protection is one of the strategic management in one organization that brings positive change and team motivation. It is also maintaining a high level of transparency that actively involves your employees in the development of measures to respond to the organization's crisis. Some form of team motivation has to be aligned with the use of incentives as well as a flexible working schedule, and recognition among the teams.

As shown within the responsibility, governance responsibility is part of the importance of re-engagement that the public sector should be done with the participation of stakeholder-engagement. It creates a shared value of information and communication management at the strategic role in which it can monitor another

service that needs to be improved with appropriate rules and regulations such as the standard protocol guidelines in building resilience community health awareness program(Young & Thyil, 2014).

2.4 Local government Management approach

Most of democratic states around the world tend to be concerned more about the governance study program mainly linking with the interests of the local area. Additionally, it empowers more citizen engagement activities toward the change of local development capacity as well as another main-initiative approach that highly promotes national integration, creates a sense of belonging, and helps solve various issues at the grassroots level such as poverty situation, underdevelopment conditions at the community level, as well as other exploitation activities(Kjaer, 2023; Klijn & Skelcher, 2007).

In terms of political perspectives, the role of local government can be defined as a legal mechanism that promotes and strengthens democracy at the sub-national level. It also provided additional opportunities for promoting the spirit of democratic norms and community values at the local level(Friend & Jessop, 2013).

Commonly, the local government holds the main-functional power based on the local expectations and priorities of local planning strategies. Whereas, the role of local government consists of council administration which supports the local government to push the community to develop a sense of empowerment by applying effective engagement strategies to understand the needs of the community regarding revenue-raising decisions, managing finance and service-delivery as well as building a long-term infrastructure needs, develop the strategic land use planner aim to promote diversity effectively in align with local strategic planning(Faguet, 2014; Ojha et al., 2016).

The important aspect of local government is administered by the representative's authority by providing the evidence-needs as well as engaging with other governments to gather information, provide reform programs by mean respect to the primary goal of local development project, promoting the sense of local

democracy, perform the role of the central government, building up the public process functional issue management(Dingwerth & Pattberg, 2006; Radin, 2006).

2.5. Cultural World Heritage Sites approach

Cultural tourism activities become part of an interesting topic that provides a good example of the outstanding value of community lifestyle transfer from one generation to another. Likewise many destination countries around the world, the demands of developing tourism activities have brought a huge benefit to local societies and economies. In terms of destination competitiveness, the concerns related to the role of cultural and world heritage sites have become part of local identity in which could be introduced by the different characteristics of tourism resource activities. In many aspects, the historical preservation model of cultural heritage development touches more directly on the issue of identity and community pride. This means several cultural tourism products that remain in the destination be able to enhance a sense of trust, respect, and dignity in one nation(Petroman et al., 2013).

Some cultural heritage initiative sites involve a greater aspect of community participation that might likely link with people living surrounding the sites. Similarly, some forms of cultural tourism activities represent the main criteria of the historical legacy of people and place attachment among cultural assets. Sustainable heritage development and a collaborative approach are very important for tourism planning initiatives and project aimed at increasing capacity development in terms of site protection from any form of crisis. This means that the management of cultural tourism has to go through many stakeholders which involved directly with the local benefit. In terms of heritage management, the value of the collaboration approach has become part of the driving factor that could change the image of destination communities with many cases of tourism planning activities ranging from the power of a top-down approach. Additionally, the complexity of the tourism system has to be associated with the inclusive participation of the communities by creating cooperation activities among different local institutions as well as local capacity building(Du Cros & McKercher, 2020).

2.6. Sustainable Tourism Administrative

In promoting sustainable tourism development in Thailand, DASTA has been proposing several effective methods that apply directly to major fields relevant to tourism capacity handling, promoting the village cultural heritage preservation across the main part of the provinces in Thailand that perceived more benefit from each sector of tourism prosperity such as community-based tourism development program, cultural heritage management projects, supporting as well as enhancing more tourism management system in the designated area(Nitivattananon & Srinonil, 2019)

DASTA has extended its capacity development in various backgrounds of tourism product establishment such as DASTA's tourism development for the local community, proposed community action for tourism development, establishing public-private collaboration and sustainable community tourism management, developing sufficiency economy philosophy village(Samal & Dash, 2023).

Within the criteria, the DASTA CBT development model has been initiated under the different stakeholder participation which could divided into two main elements: A governmental working group, and a sub-national community-level working group. Mostly, DASTA's CBT Working group involvement has a cross-boundary working condition ranging from the academic area, community work organization, and Tourism governmental bodies(Ditta-Apichai, Sroypetch, & Caldicott, 2024).

Each of the criteria of the DASTA CBT Development model is reflected within five main aspects of development integration such as sustainable management, economic social and quality of life, cultural management, environmental management, service quality, and safety management. More importantly, the designated area for sustainable tourism and destination area has been divided into six main destination areas such as the Historical park of Sukhothai-Si-Satcha-Na-Lai-Kamphaeng Phet, Nan old City, Loei, U-thong Ancient City, Pattaya City and vicinity, Chang Island and Vincinity(Phanumat, Sangsnit, Mitrchob, Keasang, & Noithammaraj, 2015).

Related research

There are many studies which conducted related to The Strategic Management for Community-based Tourism in the New Normal Era, some of them are:

Mingjing and Wong Ming (2023) were conducted a research related to Post-COVID-19 Community-Based Tourism Sustainable Development in China, Case-study: Hebian Village, shown that China's tourism sector has seen the effects of the worldwide COVID-19 outbreak. Community-based tourism has arisen as a sustainable alternative to mass tourism, benefiting local communities economically while preserving the environment and cultural heritage. Using Hebian Village as a case study, this study investigates the post-COVID-19 sustainable development of CBT in China. The study employs a qualitative methodology, including field observation and semi-structured interviews with community members, tourists, and tourism experts. The findings of this study indicate that Hebian Village has the potential for the sustainable development of CBT, as it possesses unique natural and cultural resources, and its residents are about promoting tourism while maintaining their traditional way of life. Inadequate crisis management, a lack of marketing and managerial skills, and restricted access to funds are all preventing the expansion of CBT in Hebian Village. The study proposes some suggestions for the development of CBT that include the crisis of COVID-19, community participation, market orientation, and government support. CBT has the potential to contribute to the sustainable development of rural regions in China, but it requires a concerted effort on the part of all stakeholders, including the government, local communities, and tourism industry actors.

Yu-Chih Lo and Pidpong Janta **(2020)** were conducted a research related to Resident's Perspective on Developing Community-Based Tourism – A Qualitative Study of Muen Ngoen Kong Community, Chiang Mai, Thailand, shown thatCommunity-Based Tourism (CBT) has been presented as an alternative to sustaining tourism development in developing countries. This tourism model offers local residents an opportunity to manage natural and cultural resources in order to promote the local economy and generate greater benefits. The objective of the study is to investigate the benefits and challenges of CBT as well as solutions to address identified shortcomings by studying Muen Ngoen Kong community in Chiang Mai, Thailand. In order to achieve these objectives, qualitative methods, field observations, and interviews were employed, and qualitative data were analyzed using thematic analysis. The results of the field observation and interview data from local residents were reported, analyzed, and discussed. To practice CBT, the findings indicated that several challenges had been experienced in the implementation of CBT, including conflict over resource ownership and benefit leaking, financial issues, and problems of community participation. However, an abundance of tourism resources and security related concerns were identified as benefits of CBT in the area. In close collaboration

with government agencies, product development was recommended to create a unique condition for CBT and address the shortcomings. It is crucial to involve local residents, empower the local community, conserve and cultivate cultural resources, and, finally, to maintain the overall sustainability of tourism resources.

Bernard Hasibuan and Ninin Gusdini (2021) were conducted a research related to COMMUNITY-BASED TOURISM DESTINATIONS IN IMPROVING TOURISM SUSTAINABILITY, shown that Management of tourist destinations following regional characteristics and community conditions is important to improve the sustainability of a tourist area. This study aims to improve the sustainability of tourism using community-based tourism destinations. This research uses a descriptive method. The research involved Tanjung Kelayang tourism managers of the government, the private sector, and the community. The data in the study are based on stakeholder views. Data was obtained using interviews and documentation. Data analysis used Exponential Comparison Method (ECM). The results show that local community-based tourism destination governance can improve its sustainability. Tanjung Kelayang tourism management pattern is a local community-based management pattern. Therefore, local communities can participate in the management of tourist areas so that environmental sustainability is maintained. The study results are expected to provide urgency for community based-governance in the management of relevant tourist destinations to improve the sustainability of Indonesian tourist areas.

Tuyen Dai Quang and Quynh Xuan (2023) were conducted a research related to Toward sustainable community-based tourism development: Perspectives from local people in Nhon Ly coastal community, Binh Dinh province, Vietnam, shown that Community-based tourism (CBT) is no longer a new form in many countries, including Vietnam. However, the approach of CBT in a sustainable manner, especially in coastal villages, where tourism has recently emerged as an alternative livelihood, has received little attention. This study explores the impact of tourism on the lives of the local community, the level of people's participation in tourism, and the challenges of tourism development in the coastal commune of Nhon Ly, Binh Dinh province. By utilizing a qualitative method such as observation and semi-structured interviews with 19 villagers engaged in tourism, the results show that tourism contributes significantly to the lives of the residents in Nhon Ly (e.g., improving income, changing livelihoods from fishing to tourism, improving environmental awareness). However, tourism development has obstacles related to local people's skills and knowledge working in tourism and their limited participation in tourism policy and planning. Other issues were related to the negative impacts of tourism on cultural-social and environmental aspects in Nhon Ly. Therefore, there is a need for comprehensive coordination among all tourism stakeholders, building long-term strategies to overcome barriers toward sustainable CBT development in the future

Eylla Laire M. Gutierrez (2019) were conducted a research related to Participation in tourism: Cases on Community-Based Tourism (CBT) in the Philippines, shown that Tourism continues to grow as a significant industry generating economic growth and development in the Philippines. Associated with its success is the participation of communities surrounding tourist destinations. As a result, community-based tourism (CBT) initiatives have emerged to account for community's increasing participation in tourism development. While gaining increased popularity, understanding how local community participation is promoted in such initiatives has become an imperative. It has become necessary to investigate whether CBT has achieved its objective of addressing the inequitable distribution of benefits and negative impacts of tourism development in the country. This study will specifically explore the cases of community participation in El Nido Resorts, Bojo Aloguinsan Ecotourism Association, and Kawit Community-Based Heritage Tourism to understand how local community participation is incorporated in tourism destination development in the Philippines. The findings of this study will pose implications in the development of community-based tourism initiatives and programs in the Philippines and other developing economies.

Pornpimon Kampetch and Parichart Sriharan (2021), were conducted a research related to Personal Factors in Entrepreneurs Towards Natural Resource Conservation Management: A Case Study of Community-Based Tourism, shown that This study is a quantitative research, and the objective is to compare personal factors affecting the conservation of natural resources. The population and sampling is members of the community-based tourism group in Thailand. Because the exact number of population is unknown, researchers determined the size according to the formula developed by Cochran (1953). The level of confidence is 95% and the error level is 5%. The researcher then determined the number of suitable samples for the research which is 385 people. The results of the research showed that the different levels of members' education and income, and their membership duration differently affect the level of conservation in operating the community-based tourism namely in terms of; i) the beneficial utilization of the resources, ii) the activities which promote and raise awareness in resource conservation, iii) penalties for those who's destroying resources in the community, iv) the restoration, rehabilitation and improvement of resources to maintain their original condition, and v) the pursuit of additional resources, all of these at the statistical significance level of .05.

Annarviya Phutcharinya and Soonthorn Panyapong (2021), were conducted a research related to The Development of Marketing Strategy for Promoting the Creative Community-Based Tourism with Southern Isan Cultural Identity, shown that The purpose of this research was to develop the marketing strategy for promoting the creative community-based tourism with the Southern Isan cultural identity. The

communities with identity in 6 provinces in the Southern Isan group were selected as the areas of the study. This was qualitative research. In-depth interviews were employed for data collection. The interviews and focus group discussion were administered to create a participatory process. Data were analyzed by content analysis. When considering each aspect according to the marketing mix theory, the study results can be presented as follows. 1. Products: The products have the identity of each area. 2. Price: The price of tourism products and services is reasonable and good value for money. 3. Place or distribution: There are 2 distribution channels in the tourism service market: 1) distributing directly to customers and 2) distributing through intermediaries. For souvenirs, there are online marketing which is communicating directly to customers and offline marketing. 4. Promotion: The tourism is promoted mostly through the public relations brochures and price reduction campaigns. 5. Process: The communities have the process of welcoming tourists. 6. Physical evidence: The communities have tourist attractions with unique local identity. 7. People: In each community, there is a tourism enterprise group. The organizational structure consists of a chairman and members of various departments with clear duties. The development of the creative tourism marketing strategy is recommended in 2 areas, namely the tourism service market and the souvenir market in order to be successful in the sustainable community tourism business.

Sakpan Booneiam and Parameth Voraseyanont (2017), were conducted a research related to Participation in Community-based Tourism Development of the Ban Pong Manao Community, Lopburi Province, shown that Community-based tourism (CBT) involves a wide range of stakeholders, such as management, community development, tourism businesses, and some forms of cultural places, where tourists meet with the local community to discover different sides of their lifestyle. CBT comes with an inclusive approach. It contains anything that promotes actual community participation and stimulates resulting benefits. Moreover, CBT as a visitor-host relation generates additional economic growth and aims towards conservation and preservation of local communities and their surrounding environments. CBT focuses mainly, but not solely, on community participation. However, this research studies underlying factors that, 1) generally affect participation in the development of sustainable tourism, and 2) the level of villagers' participation of community-based tourism development in Ban Pong Manao, Huai Khunram, Pattananikom, Lopburi. Questionnaires were collected from 200 people from the local community in Ban Pong Manao Tumbol Huai Khunram, Phattananikom, Lopburi. The findings indicate that locals participate in their community on a fairly high level but they lack further support from other organizations to achieve and maintain sustainable tourism. The results of hypotheses testing reveal that on one hand, environmental factors such as the socio-economic environment certainly influence local

community participation in sustainable tourism development. On the other hand, local wisdom does not. That goes along with the fact that emotional safety and the necessity of becoming an active community member are also considered important sources of influence, but that the feeling of belonging to such a sustainable environment is not considered of great importance to the local community.

Metthawin PhonYuthi and Suthathini NouNeam (2022), were conducted a research related to SUSTAINABLE COMMUNITY-BASED TOURISM DEVELOPMENT GUIDELINE: A CASE STUDY OFTAI DAM COMMUNITY ATBAN NA PA NARD, CHIANG KHAN DISTRICT, LOEI PROVINCE, shown that This research study has the purposes were to 1) examine the current community-based tourism condition of Community. 2) study the potential of tourism management by Community and 3)present guidelines for development community-based tourism in Community, Ban Na Pa Nat, Chiang Khan, Loei, Thailand. The estimated sample size of the population in Community consists of 171people, and the quality sample size of the key person or wisdom successor of the Tai Dam Community. The results have shown the current condition of the community has full facilities for tourists. The attractions are unique and distinctive. a source of cultural learning and a rich environment the prominent potentials of the community including. The potential of the location as the community contains the tourist attraction with a renowned localtradition plus abundant natural resources and environment as it was the only ethnic group attraction in the North-eastern region. However, The development approach that communities should develop has several components that can be developed, such as the tourism management area like the distribution of income of people in the community, the information area for travel public relations, the information technology database area for tourists to access the information conveniently, and the convenience area in which the community including the tourist services such as restaurants, stores, and souvenir stores, as well as the tourism service center. The community should create a varied and interesting tourism activity that fits with the context of the location and reflects the identity of the community. In addition, the community should promote the involvement of community members, allowing people to participate in tourism management planning for their own benefit, and the community and related agencies should provide assistance in terms of tourism management and tourism activity operations, empowering communities to have the potential to work to increase their capacity to accommodate tourists.

Varapop Wongrod (2023), was conducted a research related to Potential Development for Sustainable Community-Based Tourism Management of Thammamoon Sub-district, Mung District, Chinat Province, shown that The objectives of this research were: 1) to study the need for potential development

for sustainable community-based tourism management and 2) to develop the guidelines promote for sustainable community-based tourism management. This studyis a mixed method research. Population and sampling in this area and key informant use questionnaires, interview forms and focus group. Data were analyzed with descriptive and content statistics. The findings of this study are as follows:1) The community wants to develop the high potential for sustainable community-based tourism management, including landscape improvement, realization of cultural values and traditions, building a reputation for the district, income distribution to people, conservation of natural resources and environment, and the development of a floating market for community tourism.As for participation in sustainable community-based tourism development was at amoderate level, particularly in terms of organizing community-based and cultural tourism activities, improving public and local utilities, develop tourist attractions for safe, groups and organizations joint to conserve resources for tourism, knowledge training, development, rehabilitation and resource conservation, respectively. 2) Theguidelines for promoting and developing sustainable community-based tourism management are as follows:(1) tourism potential history, community culture located near the province and supporting facilities (2) sources and tourism activities, places, learning resources, the way of life of communities along the river, temples, Buddha statues, floating market and fruit orchards (3) Problems and impacts of tourism management by the community were insufficient in terms of readiness, benefits and management. It is necessary to create an understanding of the purpose, community preparation and manage resources for mutual benefits (4) participation in promoting and developing, relying on government, local and community co-ordination and (5) guidelines for promotion and development focusing on creating value, realizing, learning, and building strong communities.

Chotirot Suwannarat and Worarat Pathumcharoenwattana (2019), were conducted research related to The Guideline of Organizing Learning to Enhance Lifelong Learning Skills Through Community Based Tourism, shown that This research is a survey research aimed to study (1) the context of the old town community that related to educational management, (2) to study the lifelong learning skills through community based tourism, and (3) to present educational guidelines to promote lifelong learning skills through community based tourism. The research methodology consisted of 3 steps. Step 1: study the context of the old town community, Songkhla province that associated with the educational management by 17 stakeholders who are involved in the community, the interview questionnaire were used, Step 2 : study the lifelong learning skills through community. There's a sample group of 400 people were use for life-long learning skills interview questionnaires. Step 3: Study the guideline of educational management to promote lifelong learning skills through community based-tourism. The results found the guideline of lifelong learning educational

management through community based tourism. There are learning resources in the community, and there are still places and persons that can develop to be learning resources. From the interview questionnaires, the community learning skill found that the travelers gained the most average of searching skill significantly and creative skill is the lowest average ($\bar{x}$= 2.54) Then the researcher gathered all the results to developed to be the approach in order to promote lifelong learning skills through community based tourism which consists of 6 areas: 1. Educational management goals 2. Curriculum 3. Learning process 4. Media 5. Learning resources 6. Measurement and evaluation of learners.

Preeda Nakaray and Chanida Rodyoo (2020), were conducted research related to Assessment of the Tourism Potential of Nopphitam District Based on Community-Based Tourism Standard, shown that This mixed research aimed 1) to identify and assess the tourism potential of Nopphitam District in Nakhon Si Thammarat Province, and 2) to examine the upgradability of community-based tourism in the case study of Baan Na-ngae, Nopphitam District. The data collection was carried out through an in-depth interview, a group discussion and a participant observation by relevant stakeholders such as, heads of community, tourism and community's entrepreneurs. In the time, quantitative method, mean statistics applied with the five aspects in potential of community-based tourism standard. The results showed that the overall tourism potential was outstanding in its sustainable and systematic management of natural resources and environment, with the highest rated score of 3.09, followed by the quality of community-based tourism service (2.49), and the management of socio-economic development and quality of life (2.30), the community cultural conservation and support (2.07), whereas the management of community-based tourism gained the lowest score (1.90). In addition, current tourism potential has not yet to have formalized community-based management. However, the community is considered potential in moving forward better tourism through key community capitals at hand including social and culture capital, wisdom capital, natural resource capital and economic capital.

2.8. Theoretical Framework

State New-normal strategies Concept

➢ Increasing the dependency of implementing physical distance and hygiene protocol
➢ Quarantine Measures depend on ability of the local government units
➢ Risk communication management
➢ Strategic planning for the post-pandemic

Community-based tourism concept

➢ Strategic planning in national conservation problem
➢ Knowledge Perceived related to local empowerment project
➢ Social and economic wellbeing development
➢ Fostering quality service in CBT tourism Management Program

Local government Management approach

➢ Citizen engagement activities
➢ promote national integration
➢ local planning strategies
➢ promoting the sense of local democracy
➢ stakeholder engagement in decision-making
➢ Quality-service delivery of local administrative during new-normal

Cultural World Heritage Sites approach

➢ Sustainable heritage development and collaboration approach
➢ Initiate the management guidelines for world heritage property management
➢ Addressing any form of world heritage property protection management guidelines

Chapter 4

RESEARCH RESULT

Research finding of the research titled *"The Strategic Management for Community-based Tourism during the pandemic of COVID 19: A Case Study of Surrounding Communities of Sukhothai Cultural World Heritage Site, Thailand"*, are described in the following three main sections:

4.1. Demographic Profile and General Information

4.2. CBT Model for Muangkao Cultural Community Network

4.2.1 The marketing potential of the World Heritage and Historical city of Sukhothai Muang Kao

4.2.2 The potential stakeholders and engagement

4.2.3 Analysis description

4.3. Specific Strategic Management of Local Administrative Government

4.1. Demographic Profile and General Information

Sukhothai old town community is located in Muang Kao Sub-District, Mueang District Sukhothai Province. Most of the area is plain and suitable for agriculture. The area has high and low mountains in line with Khao Luang in the west. The community is located around Sukhothai Historical Park area consists of 12 sub-communities with a total population of 7,439 people. Divided into 3,536 males, representing 47.53%, and 3,903 females, representing 52.47%. There are 2,454 households, most of whom are engaged in agriculture, farming, rice planting, trading, government service and employed, respectively. Most of the communities have skills and expertise in arts and culture, handicrafts, and painting(Mishra, 2010).

4.2. CBT Model for Muangkao Cultural community network

4.2.1 The Marketing Potential of the World Heritage and Historical city of Sukhothai Muang Kao

The historical city of Sukhothai Muang Kao is an old community that situated in the Sukhothai Province. There is a cultural heritage and civilized identity left to be seen today. The study found the strength of Sukhothai Muang Kao were historical resource and community participation. However, the weakness of Sukhothai Old town might be identified based on the gaps of development and low intention participation in heritage management. Another importance of tourism is management leading to the development that require preparation on the part of the community moving toward community-based tourism. The success factor of being a good marketing potential criteria shall require a deep community analysis to see its strength, weakness opportunities and threats over market potential status in Muang Kao area.

There are several market potential product developments in which the role of community-based tourism model initiative project that has been highly concentrated over the local cultural development criteria in Muang Kao Sub-district. The main adaptable strategy tools that commonly engage with difference manner of the responsible in each functional issue that might cause the main obstacle for the whole image of market potential development.

Threat of covid-19 pandemic under the context of strategic management during covid-19 pandemic offer overall both strength and weakness condition on the marketing potential development impact among Sukhothai community especially tourism sector due to the nature of social gathering, social-contact and leisure activities.

4.2.2 The Potential Stakeholders and Engagement

The potential of stakeholders' engagement does require a full participation of key stakeholder groups and community from the project planning activities. The early identification of stakeholder with primary target group help to identify various stakeholder representative for the community committee in the future.

There is six difference potential stakeholder that help to engage in developing an appropriate planning implementation strategy in various local tourism activities project in Thailand.

The main activity's role that the main six-stakeholders in engaging the local tourism activities projects have been jointly participate in strategic planning implementation at Muang Kao area is divided separately which will describe as follow:

-DASTA officers are responsible for various activities related to the affair related developing and training activities at the area regarding to community-based tourism stakeholder empowerment as well as other training project aim to strengthening the local capacity communication in area of conservation sites.

-Tourism Authority in Thailand is responsible for various activities related to marketing strategies study for tourism in Thailand. In addition, tourism authority in Thailand has more power to facilitate any local activities regarding to community-based tourism by encourage more people to get engage with other potential partnership project that take place in the area of responsible, create and manage strategic concept in tourism industry by planning, organizing, assisting, developing and implementation with the technical support team at the local. Most of the times, TATs tend to play a big role in strengthening the community-based tourism in specific ways by suggest the idea collecting from field-survey result which was conducted within the main-visited area across Thailand by addressing the gaps of combination factor with a local concept pushing more national tourism campaign at the less-visited area, finding tourism new channel to gain a new capacity market strengthening as well.

-Head of villages is responsible for various activities related to local village tourism activities and other functional tackling issue based on character of Thai rural management system. Mostly, Head of village be able to play a big role in representing every functional decision at their own duty for the benefit of villager by increasing the affair of consultation among the village committee to reconsider and initiate the project activities in the village such as the receiving the necessary recommendation from the villager and collaborated with head of village committee aim to establish the needs of progressive report regarding to the recent update of village demand and other necessary needs, building up more readiness capacity handling related to management criteria over village resource, participate every district meeting level if requested.

-Head of sub-district is responsible for various activities related to general overview in recent development progress that has been assigned from sub-district committee. Commonly, the head of sub-district shall conducting a research study aim to report back to the sub-district committee regarding to review all functions, task and resource which has handed over or transferred to the district councils as well as assisting the committee to develop the working framework condition and procedure working guideline in performing the necessary duty, development of information dissemination in strategic ways to the public, cooperation and support the general task activities that has been assigned from head of committee in sub-district, has a duty to signed on every administrative letters for daily-work to aim implement and respond the early decision of the head of committee. The head of sub-district has to the right to revoke the rights to sign from any deputy head of sub-district who use their power illegally and in accordance to the procedure. The head of sub-district shall report to the committee about every decision that has been made.

-Local residence is responsible for various activities related to the engagement in every local activity that they are living surrounded. Commonly, each of residences have to follow all rules and regulations that has been implemented in the district level aim to ensure the local safety condition and human rights respect as well. To this mean, the empowerment among local residence is very significant to help shape the condition of local perspective become more diverse and resilient over their community development. Additionally, local residence role is very importance for

every part of empowerment project as it is shown the positive sign in community development purpose which fairly represent the whole interests of all community groups by seeking out for further opportunities in community development profits.

-Local Entrepreneurs is responsible for various activities related to work of coordination activities between DASTA Thailand and TATs at aim to develop the model of community business matching network at the local. Within a certain new business in local, the local entrepreneurs who has their own capital assets might likely sustain the healthy economy in tourism destination. By this, the Empowering Community-Based Tourism Entrepreneurship is seen as the effectiveness ways to strengthen and build up the value of Local SMEs in the community.

ฉ

4.2.3 Analysis Description

4.2.3.1 Demographic Profile Participation

Table 1: General information of local residence

Local People (LP)	Age Group	Gender	Area of living	Social Status
LP 01	60 years old	Male	Group 3 Ban Muang Kao	Local residence
LP 02	40 years old	Male	Ban Na	Local residence
LP 03	62 years old	Male	Ban Je Ta Pun	Local Residence
LP 04	60 years old	Male	Ban Muang Kao	Local Residence
LP 05	56 years old	Male	Ban Muang Kao	Local Residence
LP 06	44 years old	Female	Muang Kao Nakhon 3	Local residence
LP 07	66 years old	Female	Ban Na	Local residence
LP 08	50 years old	Male	Sukhothai Nakhon 3	Local Residences
LP 09	70 years	Female	Sukhothai	Local Residences

	old		Nakhon 3	
LP 10	24 years old	Male	Sukhothai Nakhon 3	Local Residences
LP 11	55 years old	Female	Ban Muang Kao	Local Residences
LP 12	50 years old	Male	Sukhothai Nakhon 3	Local Residences
LP 13	49 years old	Female	Ban Phet Fai Wang Won	Local Residences
LP 14	40 years old	Male	Sukhothai Nakhon 3	Local Residences
LP 15	43 years old	Female	Ban Mun Kiri	Local Residences
LP 16	63-year-old	Male	Ban Sri Chum10	Local Residences
LP 17	62 years old	Female	Sukhothai Nakhon 3	Local Residences
LP 19	40 years old	Male	Ban Par Mar Muang	Local Residences
LP 20	50 years old	Female	Sukhothai Nakhon 3	Local Residences

Source: Field data (13-30/July/2022)

4.2.3.2 General Information and Characteristics

The interview results from the 20 local residence that living in the difference group of community tend to have similar ideas. Regarding to issue concern toward the whole characteristic of correspondence, the similarity found in term of occupation status, management role in the community during covid 19, education status, and other relevant role related to local tourism coordination activities as has been mentioned surrounded the Sukhothai Muang Kao Old town and Historical city. This can be classified into 10 criteria's :1). The value of destination, 2). The value of local participation in regarding to the role engagement of local administrative management structure, 3). local preservation practices in according to traditional activities, 4). Reputation and overall quality management acceptance from the residence 5). Capacity management in coping the situation during new normal period through civic engagement activities 6). destination infrastructure improvement, 7). language and communication, 8). advertising and tourism promotion, 9). professional skills improvement project 10) OTOP and other community cooperative development project which base on CBT Model Initiative of Thailand.

1) The value of destination

From the study found that Muang Kao Cultural Community consist of its own valued of destination within uniqueness and identity, especially representing the local culture, wisdom and knowledge. In this connection, according to the speech of LP 1, LP 11 and LP 20 has seen the similar potential of Muang Kao destination as part of community driven factor to enhance the better community engagement by addressing the difference level of social capital factor from gaining more local capacity development. Additionally, it is found that the better planning or establishing group or network might create the better level of foundation in destination readiness.

According to correspondence of LP 1 (Group 3 Ban Muang Kao):

> *I think that the value of destination is relies on a sense of destination readiness which include provide a clear directions and tourists attraction sign, public transportation access to tourist attraction, increase activities for tourists to participate, provide enough parking space, provide clean and adequate restroom, promote tourists' attraction in various channel.*

According to correspondence of LP 11 (Ban Muang Kao):

> *I think that it is necessary to gain more tourists trust during post pandemic period is the ways that the local government treat the tourists concerns within their own service provider. In this sense, Muangkao area shall provide any helpful guidelines upon new normal for tourists during their whole trips by facilitate the demand sides of tourist concerns within a well-cooperate with government agency.*

According to correspondence of LP 20 (Sukhothai Nakhon 3):

> *I think that the value of destination is about the local government has been made efficiency strategy to deal with the covid 19 as well as provided sound safety management. It is necessary that the local residence could be able to participate to share their concerns upon the crisis aim to establish the community resiliency strategies.*

2) The Expectation of Local Participation

The study found that Muang Kao cultural community consist of its own valued of destination by which the local participation has been valued under the role model of local administrative management structure engagement. In this connection, according to the speech of LP 12, LP 14 and LP 17 has seen the similar potential of Muang Kao destination as part of community engagement to enhance the better performance of local administrative management structure by which the core value of local sacrifices might come up with the initiative idea of development ranging from civic engagement to make plan, negotiate, and find way to empower both physically

and financially. Additionally, it is found that the necessary of decentralization bring the people-to-people engagement become closer to the state initiative as the demand of public service has been given directly by the local mechanism development as well.

According to correspondence of LP 12 (Sukhothai Nakhon 3):

I think that the main expectation of local participation is about building a strong social connection ties by fostering a sense of belongings among the community. Additionally, active engagement in community activities provided a support network and a feeling of being valued and accepted.

According to correspondence of LP 14 (Sukhothai Nakhon 3):

I think that the value of local participation is about enhancing personal well-being When individuals contribute their time and effort to causes they care about. Participation in community initiatives and events often encourages people to appreciate and respect these differences, ultimately creating more harmonious and tolerant societies where everyone feels valued and heard

According to correspondence of LP 17 (Sukhothai Nakhon 3):

I think that the value of participation is about finding the right opportunities as well as balancing participation with other commitments. It is mean that community participation increase transparency and empower decision-making.

1) **Local Preservative Practices According to Traditional Activities**

Through the result analysis, local preservation practice in according to traditional activities is very significant factor that drive the difference mode of sustain product in traditional activities, these include create the valuable of tourism sites attachment model, bring the village development project become closely engage with tradition activities, create and localized the character of tourism product before and after the period of post-pandemic tourism, as well as bring the status of representing in term of national pride and identity value of Thailand.

According to correspondence of LP 13 (Ban Phet Fai Wang won):

I think that many local traditional activities have been preserved by the local. Similarly, at the area of my living, I think Loy Krathong is part of Sukhothai tradition activities that closely stay with the local condition for more than a decade.

According to correspondence of LP 19 (Ban Par Ma Muang):

I think that to preserve the traditional activities, the community shall learn to accept the cultural traditions and attend or organize traditional cultural events. Additionally, gathering as a cultural group community might help to understand the difference perspective of cultural preservation activity in muangkao as well.

Reputation and Overall Quality Management

Through the result analysis, reputation, and overall quality management acceptance from the residence is very significant that create a big impact on several functional image development. These are administrative functional management issue, infrastructure development, public health handling capacity. To this mean, the acceptance from the residence regarding to quality management amongst cultural destination is the way to promote the development character that be able to recognize based on given factor such as increasing destination quality, price level of goods and service, uniqueness of the destination, perceived safety condition, roads to the destination, transportation accessibility, cultural and social attraction, experiential activities, nature of attraction, quality and availability of information.

Some reputation reflection image in promoting the site readiness acceptance must be specified on the character needs in providing a public service initiative as regard to the real context demand of sub-district capacity level.

According to correspondence of LP 09 (Sukhothai Nakhon 3):

> *as Sukhothai Nakhon 3 is part of central sub-district area in which covered a big amount of site management both population status and other administrative function, I think that overall quality management in term of hospitality and tourism facility treatment remain crucial. Thereby, the it is necessary to well-managed the Muangkao Nakon 3 become part of central hub in cultural events as well.*

According to correspondence of LP 05 (Ban Muang Kao):

> *I think that many functional issues have been resolved under the model of local Thai Democratization system. However, some functional issue still remains in moderate level in the manner of public responsiveness ranging from local public health capacity handling that might need to be address urgently in a form of power of decentralization both human and financially support component.*

5) Capacity Management in Coping the Situation during New Normal Period

Through the result analysis, Capacity management in coping the situation during new normal period through civic engagement activities, it is therefore providing the overview of the new normal situation activities that every destination places have been fully re-engage with. In addition, Civic engagement activities is very diverse in the period of new normal situation. It will help to interpret the functional issues with difference stakeholder engagement activities by improving civic education, promote civic literacy, establishing the social-responsibility mechanism, initiated the perspective of information criteria regarding to social issues, actively involve with local politics affairs at the village level. Adversely, covid pandemic is a sign of challenging that transform the social-issue management in term of public health measurement issue model as well.

According to correspondence of LP 20 (Sukhothai Nakhon 3):

I think that Muang Kao Sub-district administrative and Local sub-district healthcare, has been playing a big role to cope the situation of covid pandemic. It become part of new normal model through declaring the Covid-free setting measure based on the decision of Health Department within three difference criteria such as clean and safety awareness, distancing, and ventilation. Mostly, the common declaration is well-developed based on the character of local situation. Fortunately, there is many local authority functions come up with difference approach to tackle the concern issue of covid pandemic exposure surrounded the village of world heritage area ranging from the flows of state decision level from provincial administrative level, local public health department level, to TAT and DASTA 4.

According to correspondence of LP 15 (Ban Mun Kiri):

At my area of living, the role of village health volunteer is playing a big role to shape the area which become part of safety zone during new normal period. By directly instructing local residence over clean and safety awareness. Local people are requested to stay inside their home residence. Mask wearing is part of an effectiveness protecting method that help to address local problem situation regarding to virus exposure. Thereby, without village health volunteers, local residence might not get access appropriate information during and after covid pandemic.

6) Destination Infrastructure Improvement

Through the result analysis, destination infrastructure improvement is very significant to reflect the capacity management as well as the readiness component of tourism destination arrangement. By this, every development about a place must depend on the needs of tourists. Thereby, visitors might use a variety of facilities development depending on the first priorities needs.

According to correspondence of LP 10 (Sukhothai Nakhon 3):

As the area Sukhothai Nakhon 3 is part of world heritage area conservation, the readiness level of destination development shall be prioritized. Since now, there is many roads connectivity has been highly improved with a good level of accessibility. many travelers have come to visit directly to the area through self-backpacker group, or domestic family vacation travel mode. As the result, the area become more inclusiveness in cultural tourism destination area with a various travel purpose program.

According to correspondence of LP 02 (Ban Na):

I think that destination infrastructure development is part of quality-of-life enhancement among local residence who benefit from the certain change of tourism destination character. If there is a good level of connectivity, people would easily travel and might likely improve the capacity goods delivery by reducing the amount of deliver from central Muang to the sub-area region within acceptable and safety awareness.

7) Language and Communication

Through the result analysis, language and communication is part of selling points criteria that could establish a specific character between local residence and travelers' expectation who consider themselves as the foreigner.

In this connection, in managing tourism destination become more diverse, language communication with difference mode of foreign language could be mean the addition supporting factors that highly benefit the whole community strength awareness by considering the training project activities in foreign language become part of the community empowerment project. Therefore, local residence as well as Muang Kao Business people could likely gain more benefit from Language empowerment program respectably.

English language is part of the official language that provide additional opportunities for local residence communication activities at the area.

According to correspondence of LP 10 (Sukhothai Nakhon 3):

I think that in Muang Kao area, local entrepreneur who has a small boutique business as part of income families supporting source, there concern might be related to the language communication barrier with tourists as foreigner. These following barriers level seemed a bit higher, while local entrepreneur couldn't communicate well by using English as the way to communicate on site between traveler as a guest come and stay at the area. So, their benefit income level might be lost in accordingly.

According to correspondence of LP 12 (Sukhothai Nakhon 3):

I think that English is the working language at aim to keep your business sustaining. Some people lost their opportunities incomes while they are lack of well-preparedness in improving English communication skills level. For me, I expect that local authority should conduct a specific English class with free of charge for local residence to participate and learn English for communication purpose with a simple way. So, that local residence who has learned a basic English under the training project might be gaining alternative choice to gain a new customer class that has a higher income who often come and visiting to Muang Kao consequently.

8) Advertising and Tourism promotion

Through the result analysis, advertising and tourism promotion means creating the marketing platform image for one destination development. Developing advertising tourism promotion program associated the inclusive idea of local creativity in community empowerment project that could influence from the establishment of local product initiative. OTOP Program is part of tourism marketing promotion program that very significant for the whole economic benefit. It is therefore, highlight the main character of the marketing communication in *Muang Kao* sub-district area by proposing the community value with a professional skill improvement that *Muang Kao* residence has been archived as well.

According to correspondence of LP 03 (Ban Je Ta Pon):

I think that with appropriate advertising channel, there might be appropriate source in gaining more local space from doing collaboration business with a good demand result of local community tourism market promotional program. So that, people at the local may having more financial power that influence from local product that has been made by the local community at the area.

In another way, I think that through appropriate marketing communication people who is living in the community might likely receive the information regarding to hygiene and safety upon the period of new-normal within

acceptable manner as well. To this mean, it is necessary to strengthen the stakeholder within a network that need to have a common vision and share the same value.

According to correspondence of LP 08 (Sukhothai Nakhon 3):

I think that the role of local state shall be responsible with campaigning capacity in promoting more local cooperation awareness on the local activities such as promoting more local OTOP Program that really significant which highly representing to the value of local community. Part of this concern criteria, you might gain more heritage product selling point at the area surrounded through enhancing the marketing platform organizing by the local people to presenting their own product following by the process of commercial purpose under one certain market channel

9) Professional Skills Improvement

According to the result of the analysis, the development of professional skills improvement project does initiatively succeed in any role players at the area of Muang Kao area in specific ways. Thereby, the professional skills improvement project in Muang Kao area has to be aligned with local leadership skills, teamwork skills, organization skills, communication skills, problem-solving skills, emotional intelligence, adaptability, negotiation and persuasion, ability to work under pressure, and confidence. The local leadership skills in Ban Muang Kao are very diverse for developing professional skills improvement. The reflection points of Sangkhalok Learning Center are considered the first-ranking local product establishment that could highly contribute to the Sukhothai province's development uniqueness as well. It is the community outcome in establishing the community efforts empowerment project that highly and raised up the community value in such a local learning platform activity sharing between the guest and local residence.

According to correspondence of LP 06 (Muang Kao Nakhon 3):

I think that Sangkhalok Learning center is part of professional skills improvement project that very significant for building up the potential value of marketing product for the Muang Kao Old City area. It is also ranked as the world class production rate that could contribute the marvelous amount of selling point for

the Sukhothai Province Cultural activities group that share similar characteristic of local community product development.

According to correspondence of LP 11 (Ban Muang Kao):

I think that there are many professional skill improvement projects that Maung Kao has been developed so far. However, one of significant top ranking skill professional improvement that Muang Kao people is often engage with are Sangkhalok handicraft business activity as it was commonly known as business model transformation from one person to another person in which it has long historical background behind Since the period of Sukhothai Era as well.

10) The Challenging of CBT Development

Through the result of the analysis, the challenging of CBT development, has create a rapid growth of social structure change. With this connection, local community livelihood management has been influenced over the whole quality of life of the community by reflecting the capacity development of Central Muang administrative regulation control. The partnership level with CBT networking association currently take place in ban Muangkao. Following by the sustainable development initiative program, CBT is effective tools that create a number of distribution channel within different models of CBT Program initiatives at the area as well.

Considering with difference project implementation, Muang Kao area is considered as the strategic CBT Networking Area that can be synergies with difference stakeholder by forming CBT tourism-based empowerment group ranging from district, sub-district and village initiative to respond the good cooperation in align with the standard potential community development.

According to correspondence of LP 08 (Sukhothai Nakhon 3):

I think that the high challenging of CBT development in my area, is the rapid growth of social changes structure that result from destruction of local natural

resource. This negative aspect has influence on the local community livelihood, mainly forcing the local administrative system to become increasingly depend on the central Muang administrative regulation control and direct the situation.

According to correspondence of LP 10 (Sukhothai Nakhon 3):

I think that the trend of support from the development partner who understand the root cause of sustainable development initiative to CBT Model does essentially improve a lot over the perspective development on rural community development which might strengthen the alliance of CBT Networking in Thailand. This emerging trend, therefore characterized the impact level by using CBT as a tool to reorganized the management model among the tourism resource within participants who was living nearby.

For this reason, I think that CBT should grow beyond the developing management capacity which must be chosen carefully about the operation project based on availability principle of Community-based tourism.

4.3.1 General information of the Participants

The researcher interviewed the key informants that are considered as local authority that responsible within 5 difference functional issues as mentioned at the above criteria. Additionally, Most of Participants are Male, age between 40-60 years old, having work and experience with CBT project development during new normal period.

Table 4.4. Demographic Profile of Participants

Key Informant (KI)	Age Group	Gender	Area of living	Status	*Working with CBT Project during new normal period*
KI 01	42 years old	Male	Group 3 Ban Muang Kao	Local sub-district health director	Yes

KI 02	40 years old	Male	Group 10 Ban Pa Mar Muang	Village committee	Yes
KI 03	62 years old	Male	Sukhothai Nakhon 3	Homestay group President	Yes
KI 04	60 years old	Male	Ban Mai Trepang Thong Group 3	Deputy Mayor of Muang Kao sub-district administrative	Yes
KI 05	56 years old	Male	Samaki community Ban Par Kum Kok, Sawankalok Sub-district	Provincial President of OTOP group in Sukhothai	Yes

Source: Field data (13-30/July/2022)

The interview results from the five key stakeholders that living among the group of community tend to have similar character regarding to issue concern toward the whole potential affect that influence over the whole image of development in promoting the local village valued as has been mentioned surrounded the Sukhothai Muang Kao Old town and Historical city, which can be classified into 4 dimensions: 1). The expectation of New Normal Health Protocol Management, 2). Tourism Market in Muang Kao, 3). The role of Community based tourism development Program, 4). Local Homestay Program Initiative.

4.3.2) The Expectation of New Normal Health Protocol Management

Through the result of the analysis in term the development of the expectation model of new normal health protocol management, it is necessary to draw the local roadmap condition aim to take control and manage to the community value. Commonly, New Normal is a new-trends of survival method in the society in which community tend to adopted as the basic family's healthcare protection. These kinds of method, has been initiated by central-head of national public health care department aim to limit the covid-pandemic wide spreading. At the response, many directions have been written for the public such as mask wearing at the public, social-distancing measure, hand-washing, keep self-distancing at the crowded area.

According to correspondence of KI 01 (Group 3 Ban Muang Kao):

On behalf of the authority, I think that the value of new normal health protocol management is very essential during the period of new-normal. As the exposure size, is still unprecedented, many case found in the local need to be urgently address with local public health mechanism. This requires all stakeholder to participate during new normal campaign situation, such as wearing mask while staying outside, often keep your hand clean before and after touching any dirty material, avoid staying close with other group of people that you didn't exactly know.

Since I was assigned to work as local sub-district health director, many work related to disease control in the area of Village Muang Kao group 3, was highly observed. Additionally, I have to initiative the screening point at every area that located in Sukhothai Old Town. During the campaign, I have been recruiting all the village member to be involve in this program. As my main duty, is to manage all the village quarantines, thereby every decision that has been made has to be in align with the objective of the program measurement.

In case of the local residence found with covid sign, the local sub-district healthcare center will be organized the appropriate place accommodation for patients to self-quarantine within appropriate days aim to prevent from any wide spreading

virus to the local at the field hospital. During the state quarantine, food and medicine will be provided without any extra charging amount.

4.3.3) Tourism Market Model in Muang Kao during the new normal period

Through the outcomes study shown that, the development of tourism market in aspect of Muang Kao area, might likely linking with a model of local homestay business creation. It is the growth of additional earning income salaries amongst Muang Kao residence, which highly promoted the sustainable source of holiday vacation as well. By this, key concepts of tourism markets have been fully characterized by the various stakeholders in tourism market through providing competitiveness advantage as well as identify the strength of tourism growth in economic activity that link with other crucial part of tourism service such as attraction, activity, amenities, transportation, food and beverage and accommodation.

In this connection, Tourism Situation in Muang Kao area particularly during post-covid pandemic, has been dramatically changing over times. Some economic activities at the area of Muang Kao district, having temporaries switch their normal business into the new normal condition by following the sustainably business model such as cultural heritage tourism activities, eco-tourism activities in align with establishing the local tourism safety measure in Muang Kao.

According to correspondence of KI 04 (Ban Mai Trepang Thong Moo 3):

I think that tourism market in Muang Kao is very diverse and creativity that bring a big number of changes in local tourism community image within Sukhothai province. Additionally, residence who was permanently living at the area, tend to receive from external influence which result from the favor condition of tourism resource within the area surrounded that could offered only various holiday vacation, through a program initiated that has been developed by local residence with co-financing support from local cooperative group association. Thereby, we can see those who has their own homestay be able operate their business to earn an extra income which might likely create the huge amount of sustainable source to support their daily living as well.

Additionally, I think that Muang Kao is part of favor area development condition that be able to promote many key points initiative projects at the local such as cultural tourism, village cultural festival event, the community-village product initiative. This following operation of community program might benefit a way to sustain the use of natural resource that local people can utilize for any base-line supporting mechanism in tourism activities.

4.3.4) The role of Community based tourism development

Through the study outcome, shown that the main-development role of rural-community-based tourism development program in Muang Kao, tend to link with a shared value-of economic added that highly promoted the variety of social aspect benefits structure such as community empowerment project, preservation of culture, environmental conservation, economic diversification, guidance more local activities festival that involved with community benefit from the agree used of the community fund.

The role of community-based tourism development upon covid-pandemic, has shown some transition changes with many evidence-based over the strategic management among other key-stakeholders that can bring the reflection criteria to the cultural resource at the community level. as the result, many empowerments project that was led by community member has been adjust their planning strategy in align with social actor such as adaptive capacity, adjust new challenge and risk in daily life, define the adaptive ability in social resilience.

According to correspondence of KI 05 (Samaki community Ban Par Kum Kok, Sawankhalok Sub-district):

I think that the role of community-based tourism development program is very significant that might change the whole image of community development reflection awareness, through turning local resource into local commercial support purpose criteria. This also bring a better valued enhancement, by addressing the potential resource allocation become part of community tourism program such as Sanghalok learning center, local professional community development program.

Most of local residence living in Munagkao sub-district area mostly are local farmers, however, a few people are working at the area of local entrepreneur mostly engage directly with local community tourism benefit. These major concerns, thereby create a variety source of management valued in cultural resource by adding more economic value through cooperation approach with the role of government and private agency engagement.

Every district capacity has their own way of working style which to handle the local problem that remain unsolved. However, the main role player of chief of district having more tradition power to decide in prior to maturity of understanding within the local context, rather than using the knowledge they earned from the school of administrative as the basic to make a logic judgement for solution criteria in area of concerning.

4.3.5) Local Homestay Program Initiative

Through the result of the analysis in term the development role among local homestay program initiative in Muangkao Area, it has been shown a shared value of the whole homestay image development character which cover the source of guest experience with a village lifestyle, the demand side of living rooms, as well as the establishment of the holiday period that linking with additional value of the local economic development. To this mean, the market trends of homestay business is really attractive in Muangkao Sukhothai Nakhon 3.

Empowerment the local homestay movement in Muangkao could mean a lot to the people livelihood. It is also reflecting the strong understanding of the basic requirement of the quality visitor experience from a homestay perspective.

According to correspondence of KI 03 (Sukhothai Nakhon 3):

I think that the local homestay program in Muangkao is very diverse as many local residents tend to use their own house with available living rooms to accommodate the tourist demand with a small group member during the post-pandemic period. This also helps to relieve the household expenses in the families by

allowing the tourists to spend their holiday period at local homestay with affordable payment rate.

Homestay is part of community tourism market that benefited directly to local quality of life by balancing the local purchasing power at the area. By this, residence who own their local homestay area tends to receive more additional value from the growth of the tourism industry in Muangkao, as it is part of the community development initiative program. Thereby, the local economy has been prosperous through part of the local homestay initiative that has been promoted from the local community village.
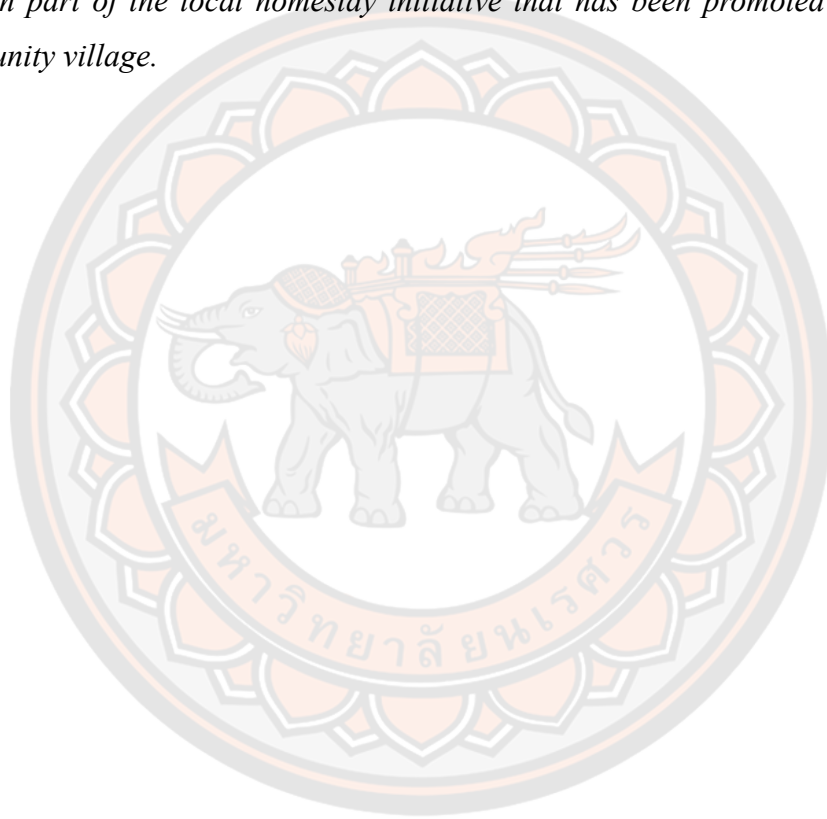
CHAPTER 5

Conclusion and Discussion

The objective of this qualitative study is to identify the role of community-based tourism in Muangkao through a process of tourism new-normal management strategies as well as to find out the gaps of the community-based tourism development in Muangkao which specifically identifies the potential role management among local administrative government during new-normal management strategies. In this connection, the conclusion and discussion outcomes of this study would be included ranging from the role of community-based tourism model during new normal, the value of new-normal health protocol management in ban muangkao, as well as Local Participation in Regard to the Engagement Role of Local Administrative Management Structure.

The Role of Commuity-based Tourism model during new normal

The research found that, various factor were perceived as necessary for the role of community-based tourism management model during new-normal. Active community participation is one of the major factor leading to the success of CBT management model. Participation in tourism planning and management means that local people feels a sense of ownership and responsibility for CBT in Muangkao.

This sense of ownership motivates local people to make special efforts to control any negative impacts of tourism. To ensure that CBT gives real support on community and environment, Local residence should engage in decision-making as well as village headman and other community leaders. the researcher found that local villagers who are the major recipients of tourism benefits are more willing to participate in tourism activities than those who are minor recipients who receive fewer benefits. Community leadership is also important for collaborative CBT development. A community without leadership may not be able to mobilize resources and influence local members to engage in tourism. The results of this study indicate that CBT model empower both village leaders and local residence. A Strong community organization is another vital component of successful CBT. It involves establishing a management

committee run by community members and facilitating group processes to build the cooperation and commitment of members.

One of the CBT success factors is fair benefit sharing. Transparency at all stages of CBT, not only in financial but also a profit distribution. However, the lack of systematic financial records is a major problem of CBT management in Ban Muangkao.

The value of New-normal Health Protocol Management in Ban Muangkao

There are various factors were perceived as necessary for the value implementation in new-normal health protocol management in ban Muangkao. Active implementation in new-normal health protocol could mean that local people living in ban muangkao feels safety and willing to follow a new rules. In the new normal period, the government give direction for people to wear mask when leaving their home residence, wash hand with soap, maintain a safe distance and avoid crowded.

New normal was established by the government so that the spread of the covid-19 virus can be overcome. Nonetheless,

This sense of participation during new-normal period, has made a special effort to make control the spread of virus in the community and to ensure that New-normal health protocol management has been satisfied across the local in muangkao. However, some form of new normal health protocol has been established. These include public consciousness, community engagement, self-care, public awareness, and coordinative works. Additionally, The work of village health volunteers has been central to combating COVID-19. To help avoid such a situation in the future, the "new normal" medical services model raise understanding and awareness of risk and strengthen healthcare facilities' capacity to manage it - so that the system can be better prepared.

Local Participation in Regarding to the Engagement Role of Local Administrative Management Structure

The government sees volunteer work as a core mechanism with great potential for all sectors in driving sustainable and local development because **volunteerism provides space for the general public to participate in the development process**. Community health Volunteers have played a crucial role in monitoring government policies at the community level. **They are rasing their voices of the people to be heard during the policy implementation**. Community participation has increased people enagement in public planning and decision-making. Local governments are seen as institutions in which emerging in tangible form of decentralization because they represent the closest institutional level to the daily lives of citizens.

However, Restoring the confidence of the citizens in local government and the decentralized process in Muangkao requires major attempts of more engagement to form an active working committee. Local participants which related to people activitiy at the structural level. These could be starting from the local residence who respect a good governance of local administrative government.

Participatory Budgeting is a public decision making device that allows citizens to discuss and negotiate the allocation of public resources (Wampler 2007). It is defined broadly as "a form of participatory democracy in which citizens and civil society organizations have the right to participate directly in determining fiscal policy

Youth engagement and participation is very crucial in local community development. They provide new ideas and voices that will stimulate enthusiasm and promote effective participation in local government process and structures. The interest of the youth in the development of the district is high but have low influence in decision making. However, the youth feel under represented with low voice and mistrust.

Policy Suggestion

After concluding the result from data collection at the field, the researcher would suggest the policy recommendation based on three main issues. The first issue is related CBT Development Model, the second component related to the value of new normal health protocol management, the last component is about local participation.

CBT Development Model

Component 1: strengthening more on local residence knowledge awareness on protecting the local resource that availability by addressing the value of local governance model.

Component 2: Local governance agency and Focal entrepreneur should work as the co-partnership criteria aim to co-facilitate the value of local community development, by which every resource allocation shall be prioritized to the household family's group that having a poor level of accessibility rate by measured over their daily earning income per days, size of the living arrangement by the member of the household that living with.

Component 3: CBTs Knowledge still remain limited among Muangkao residence, as it is main core value of community networking in addition to the sense of ownership in heritage management. Thereby, it is necessary to address the level of community development gaps by enhancing the prioritized problem of residence expectation over the negative impact that occur from state development initiative.

Component 4: Heritage management shall be protected under the model of DASTA Guidelines. However, Local residence engagement in Heritage Management activities must be prioritized the value of Heritage Conservation by addressing the difference level of people perception and expectation criteria under the model of social accountability.

Component 5: The DASTA shall provide a co-financing project with local administrative management in Muangkao area to enhance the level of Local Public

advertisement in tourism industry at Muangkao in which empowerment to make plan, negotiate, have to align with the model of Local Expectation of Muangkao Residence.

Component 6: Case study in Muang Kao, has shownthat heritage site represented human value, in which every conservative program has to be recognized by local, national and international laws.

Component 7: Social Capital is part of strengthening factor to drive the better level of conservation efforts, by adopting the sustainability strategies, that must be include the key measurement for conservation and protection at aim to developed the appropriate working mechanism level by delivered personalized service inside the cultural city through control measurement of the cultural market perspectives.

Component 8: Ensuring a safe experience by preparing a post-Covid Health Prevention guidelines for tourists and local residence to follow with a recommended through alignment of local health protocol practice policy during new normal by identify the realistic capacity as well as setting up a medical service point, if possible, depend on location criteria to make sure every local public health capcity team can handle with Covid-Case directly.

Component 9: the knowledge gap of residence's expectation toward the local state development must be highly promoted based on the size of responsible, correspondence character, management perception, expected service, external communication.

Component 10: Prior to tourism sector, the sub-district capacity level shall be essentially provided the close observation practice with other stakeholder regarding to promoting community tourism and health standard, through district-based tourism system by eliminating the strong of conflict of interests by addressing the gaps of higher quality education in enhancing more localization awareness of cultural surrounded the Muangkao village community.

The value of new normal health protocol management

Component 1: organization structure play a crucial roles to regrain self-reliance and strengthening local unity. In this connection, the value of new normal health protocol management shall be essentially provided based on Implementing risk management principles can help minimize the impacts of the COVID-19 pandemic and navigate the risks (and opportunities) associated with socio-enviro-economical change during the pandemic.

Component 2: leadership and commitment integrate some form of communication and consultation process in health-preventive protocol as it would addressing the gaps of healthcare-treatment policy guideline at the muangkao within effectiveness ways.

Component 3: the needs of initiative response of covid-crisis be able to overcome the main-barriers of new-normal implementation process as part of driven factor for facilitating the realistic capacity in multiple healthcare intervention under the training course of healthcare workforce projects.

Component 4: the needs for collaboration between medical doctors and local residence is very crucial to building up the local public healthcare confidence as it would shown the aspect of local governmental responsibility in healthcare treatment policy.

Component 5: Transparency build trusts and ensure compliance with social intervention. The government should enforce the closure of public avenues and banned social gathering, whereas security officers were responsible for monitoring and supporting adherence to these regulations.

Component 6: The qualified agenda in New-normal policy model have difference approaches and strategies to survive during the pandemic. By this, the mobilization process in healthcare workers have to be managed by the process of community-health responsiveness.

Component 7: The Muangkao area new normal model illustrate how local public heath care facility in Thailand is adapting and innovation. By this, the uncertainty and changing situation in healthcare delivery, has to be supported by effective governance and coordination mechanism. Thereby, the local leader could be able to reach healthcare service information in the period of new-normal in the right ways.

Component 8: all public and private health facilities were actively mobilized their own physical and financial resource to help support the new-normal campaign at the area. By this, maintaining essential health services during covid pandemic, has to developed policie and operational guidelines for health facilities by given more space in gaining more vaccination programs if in need.
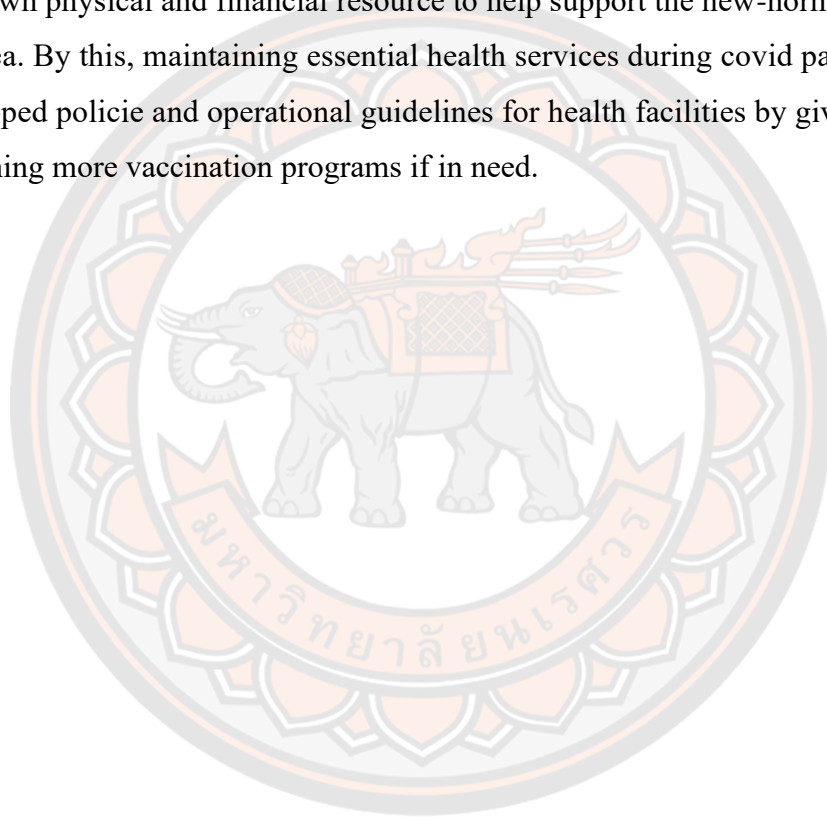
Local participation

Component 1: Muangkao administration shall proposed the citizen empowerment project aim at enhancing the value of community operational new-normal participation among the local entrepreneurs and Small SMEs community networking.

Component 2: Muangkao residence shall participate more on every local community development initiative project aim at gaining more community awareness project that having impact on their quality of life

Component 3: designing the process of building up people participation in community management protocol by addressing the difference perspective in focus group discussion with village committee

Component 4: there shall be group of village discussion in every one month that be able to share the local concerns to ensure local leadership quality at the community become more integrated.

Component 5: strengthening people voice is part of unity and cooperation. Thereby, it is necessary to build up a network with concern agency which mainly establishes the local wisdom character among the group of villager who work closely with cultural conservative works.

Component 6: The administrative boards and village committees need to have good administrative systems aiming to gather the necessary informations upon new-normal period. As a result, Muangkao residence be able to receive an additional information needs with community cooperative agenda.

Limitation and Future Research Suggestion

Although this study illustrated a general reflection point regarding to **The Strategic Management for Community-based Tourism in the New Normal Era: A Case Study of Surrounding Communities of Sukhothai Cultural World Heritage Sites, Thailand,** there are limitations and still many rooms at the other point of views for future researchers.

1. Theses research findings do not represent the whole area but they do reflect the real situations of community-based tourism during new normal era at the surrounding communities of Sukhothai Cultural World Heritage sites. additionally, the criteria of study scope has to be initiated from local-governmental structure management who has deeply engaged with development value of rural community in Sukhothai Muangkao.

2. The data of this study was only collected at one time during the interview periods due to limitation time and financial constraints. If there had available more times and resources, the findings of this study could have been advantages for specific conclusion among the community surrounded the Sukhothai Cultural World Heritage sites.

3. further studies be able to explore more how readiness destination preparedness in Sukhothai cultural world heritage sites should be adequately developed their values of development area among the management committee who satisfied to make a decision.

4. The results of the study can be compared to other developing countries regarding to The role of Community based tourism model during new normal that are still influenced within the Local Administrative Management Structure that involved directly.

COA No. 217/2022

AF 08-09/5.0

IRB No. P2-0232/2565

คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยนเรศวร

99 หมู่ 9 ตำบลท่าโพธิ์ อำเภอเมือง จังหวัดพิษณุโลก 65000 เบอร์โทรศัพท์ 05596 8721

เอกสารรับรองโครงการวิจัย

คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยนเรศวร ดำเนินการให้การรับรองโครงการวิจัยตามแนวทางหลัก
จริยธรรมการวิจัยในคนที่เป็นมาตรฐานสากล ได้แก่ Declaration of Helsinki, The Belmont Report, CIOMS Guideline และ
International Conference on Harmonization in Good Clinical Practice หรือ ICH-GCP

ชื่อโครงการ : The Strategic Management for Community-based Tourism during the pandemic of
COVID 19: A Case Study of Surrounding Communities of Sukhothai Cultural World
Heritage Site, Thailand

ผู้วิจัยหลัก : Mr.Sokkim Eal

สังกัดหน่วยงาน : คณะสังคมศาสตร์

วิธีทบทวน : แบบเร่งรัด

รายงานความก้าวหน้า : ส่งรายงานความก้าวหน้าอย่างน้อย 1 ครั้ง/ปี

เอกสารรับรอง

1. IF 01 Research Ethical Application for Non-Intervention Study เวอร์ชั่น 2.0 วันที่ 7 มิถุนายน 2565
2. IF 02 Conflict of Interest and Funding Form เวอร์ชั่น 1.0 วันที่ 26 พฤษภาคม 2565
3. IF 03 (สำหรับอาสาสมัครที่มีอายุ 20 ปีขึ้นไป) เวอร์ชั่น 2.0 วันที่ 7 มิถุนายน 2565
4. IF 04 (สำหรับอาสาสมัครที่มีอายุ 20 ปีขึ้นไป) เวอร์ชั่น 2.0 วันที่ 7 มิถุนายน 2565
5. IF 05 CV Principal Investigator เวอร์ชั่น 1.0 วันที่ 26 พฤษภาคม 2565
6. IF 06 Budget เวอร์ชั่น 1.0 วันที่ 26 พฤษภาคม 2565
7. Full Research Protocol เวอร์ชั่น 1.0 วันที่ 26 พฤษภาคม 2565
8. Research Tool (Observation Interview Guideline) เวอร์ชั่น 1.0 วันที่ 26 พฤษภาคม 2565

ลงนาม

(ผู้ช่วยศาสตราจารย์ ดร.วนาวัลย์ ดาตี้)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์

มหาวิทยาลัยนเรศวร

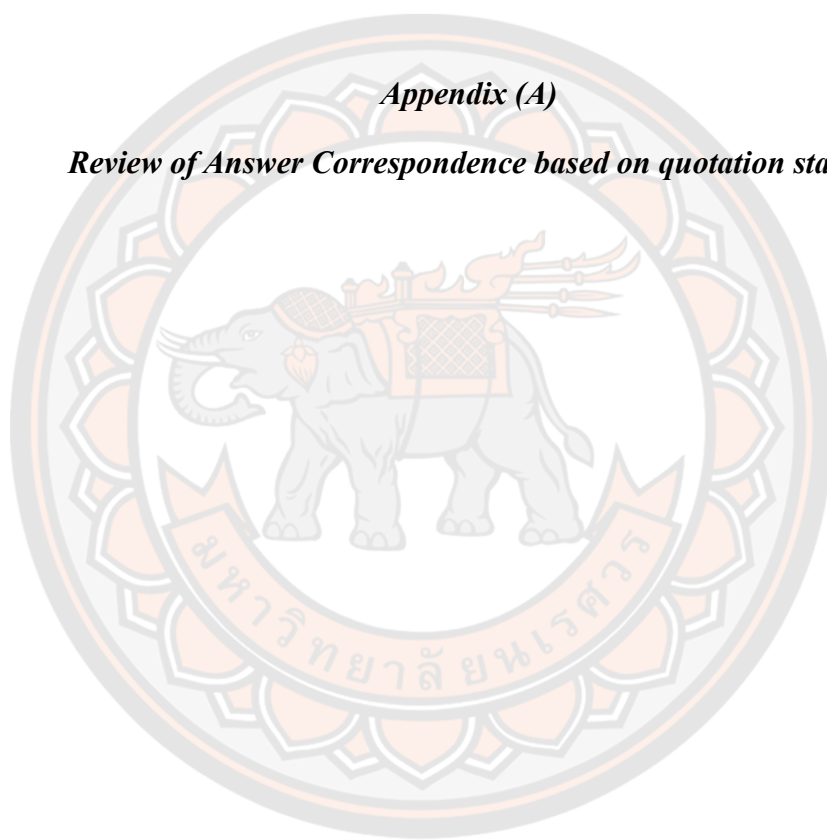**วันที่รับรอง** : 13 มิถุนายน 2565

วันหมดอายุ : 13 มิถุนายน 2566

ทั้งนี้ การรับรองนี้มีเงื่อนไขดังที่ระบุไว้ด้านหลังทุกข้อ (ดูด้านหลังของเอกสารรับรองโครงการวิจัย)

Appendix (A)

Review of Answer Correspondence based on quotation status

Date Of Interview 13/July/2022

Group 3 Ban Muang Kao

Local sub-district health director

Age of correspondent: 42 years old

Answer of correspondence:

New normal management health protocol does available in every management process initiative at the Sukhothai Muangkao Sub-district area. The process is followed by two difference management criteria: one is managed by community committee member and second is managed by government agency. At the local level, village health volunteer is only key role player that bring new normal management become part of effectiveness local management agenda in every health protocol initiative program aim to restore the local situation become less risk engagement exposure that tend to affect the people quality of life at the tourism village.

Commonly, Every Local market that situated in Muangkao sub-district has been well-managed with the control measurement from village health volunteer committee, authorized by Local Sub-district Health Capacity management criteria. This standard criteria development has been designed based on Local Budget capacity development program that District Municipality has been declared. Whereas, sub-district health area is responsible only the Personnel staff and assisting in technical policy guideline.

Based on initiative observation, new normal model has been used to identify evidence-based activities that closely link with the current status of demand factor in which the main influence criteria bring a positive image toward people daily quality of life, following by the effectiveness and emergency management tool that help to support the effectiveness mechanism at the satisfactory level. the addition response has been highly confirmed that, the good qualified local health care facility and center area, be able to generate the healthcare advantage distribution among local residence and tourists while found infectious from local pandemic under the criteria of health protocol management. This requires appropriate manner among Every stakeholder commitment role should require more higher level of collaboration approach to fight against every local crisis.

However, at my area of responsible, some local public health treatment facility does only handle with some case of small treatment that might not guarantee the whole effectiveness treatment management which it is necessary to require more quality assurance management from provincial Healthcare Center level to consider in providing more financial resource to expand the valued added in treatment healthcare

at sub-district level both human resource capacity development need and people spiritual to engage with this significant program.

Date Of Interview 12/July/2022

Group 10 Ban Pa Mar Muang

Village committee

Age of correspondent: 40 years old

Answer of correspondence:

I think there is significant change of community-based tourism model in my area of living be able to divided with two difference views point: one is the rate of tourism activities are declined, second is some of local tourism activities or project development within the area become temporarily suspended.

On behalf of local authorities who have the legal power to make plan within a long-term period at aim to accommodate the situation in the community become part of new normal program in my area of responsible, it is necessary to have an appropriate level of local public health volunteerism capacity handling method in control, assess, and provide more urgent need based on health screening capacity criteria. This similar situation, also reflect the value of emerging trends in tourism program during new normal period, by which local administrative role have to represent as the empowerment leader among beneficiary member in their own area to tackle the situation become less infectious from covid exposure. If it happened with responsible manner, local people would be gaining more advantages from every local activity under the new normal mode.

However, the barrier still remains as the big concern to make OTOP Become actively promoted within sustainable manner due to some form of public health regulation are strictly implemented under the positive expectation side from local public health decision making to ensure that each of local member feel more confidence on state policy action process.

Before Covid exposure, there is a walking market project do exist under collaboration support from Municipality and tourism authority in Thailand.

One of signature production that highly recommended is the art of handicraft made from Sangkhalok.

Date Of Interview 12/July/2022

Sukhothai Nakhon 3

Homestay group President, Local Businessmen, agriculture men

Age of correspondent: 62 years old

Answer of correspondence:

There is some changing point of community tourism program during covid pandemic, switching from the previous model of study tour program to the small group of private tour program in which every homestay owner prefers only certain group of tourists that share small amount of demand number of visitor only without having to hire additional cost of private tour guide agency in prior. This significant belief, could also help to reduce the problem causing from covid exposure to the community level as well and ultimately bring more safety zone to every household member living surrounded the village of Sukhothai Nakhon 3. However, during the first exposure of covid pandemic, every local tourism activity tends to consider to suspended their operation as well as majority of homestay service might also decide to close the business for certain a period. After government consider to announce the new normal policy, the market of homestay service in Muangkao Nakhon 3 is highly promote in resilience ways, in which we have seen the positive sign of tourism activities in the area, in the period between May-June.

I believe if the Local authority help to promote the local homestay program through increasing more public relation channel with a difference form of Public online advertisement, the local community will receive more benefit from outside guests during new normal period. For example, the tourism holiday program might need to adjust their own panel program from long-week staying in the area to only two days trips, that might create a favor condition for local tourists to visit during public holiday as well.

The main role player that brings the new normal campaign become part of local community policy framework, is based on the co-facilitator consideration from DASTA area 4 in assisting the policy perspective such as proposing the local community project in regarding to Local Professional support project which allowed the local residence having equal rights to engage with the process of economic diversify development framework.

Date Of Interview 25/July/2022

Samaki community Ban Par Kum Kok, sawankhalok sub-district

Provincial President of OTOP group in Sukhothai, local entrepreneur

Age of correspondent: 56 years old

Answer of correspondence:

From my own belief, I think that community-based tourism market in Sukhothai province, tend to highly changing due to some specific condition: one is the whole household spending condition might increase, two is most of private funded would also circulate at the community level. from this positive changing perspective, the type of advantage that mostly emerged is reflect with two difference point as well: one is many trading communities tend to closely engage with local way of life, by addressing the social gap level within satisfactory level. additionally, it is also mean another solution that indicate the opportunities extending for all kind of business activities that might likely showcase the evidenced of each local rights and expectation to engage from the beginning way to the finalized project initiative aim to receive the better level of profit sharing based on leading activities that community leader has been proposed. By this, there is certain changing of market structure in community-based tourism activities of Rural Thailand as well. This also crucially address the understanding gap among majority number of local people to be aware on the difference level of opportunities and challenges that local is facing upon doing business. As the result, switching to online marketing platform does solve the gaps of problem in connection to the real demand and supply side in doing business during crisis period.

From my own expectation, I think that Life Prioritization is the main indicator that might reflect one person readiness and potential to accommodate the uncertainty situation. To this point, the belief of state management criteria is 60 percent readiness to control and assess the better performance of risk management. Moreover, the requirement of state control mechanism that help drive the continuity of public relations shall respect with the difference level of residence expectation to adjust better platform of safety condition. on behalf of provincial president of OTOP Group, I think that every sub-district level shall have their own annual budget project initiate that have a capacity to support the greatest demand of arrangement in each of all tourism events become part of attractive product development for tourist to visit in every year. However, the facing problem is that every community project lack of continuity that need to be highly consider from the provincial level to adjust the favor condition in supporting more local festival become more dynamism. in every year,

there is approval budget initiative program in helping local professionalism development in creating a new product. This also create more local branding activities for village community to showcase their own capacity potential according to the rating criteria for the availability of best rating goods that local has been made from their own family ancestor. Moreover, in the area of Muang Kao Community, Cultural tourism activities that closely engage with Local Living condition are namely as Buddhist lent day, Thai Songkran Festival Day, Children Day, in which commonly people often buying some

Souvenir gifts given to elderly people group. In name of OTOP President, I would like to see the progressive proposal policy in the future such as: one is every local tourism event arrangement must include the local resident component to participate, two is OTOP activities arrangement program shall take place in every sub-district level, third is every Loy Krathong Activities that take place in provincial area must be in the same place that no additional need for relocate or changing the status of area of celebration. There are more than 3 of local product that really reflect the local uniqueness identity namely as: Product that made for Local Household Consumable, Household food product development, and Product that made for Jewelry and Self-decorative. Sangkha-loke is considered as the 5-star rating local community product that build up the brand valued awareness representing the Sukhothai Area in part of value gaining from Cultural and commercial context. The special feature of Sangkha-loke Model development is part of significant product that tend to engage closely with Sukhothai people since ancient times.

Date Of Interview 13/July/2022

Group 3 Ban Muang Kao

Local residence and businessmen

Age of correspondent: 60 years old

Answer of correspondence:

I think that the form of community-based tourism model has been influenced over my living area such as creating more local revenue as well as allowing local to be aware with a certain condition change regarding to power to make a precise decision under the participatory process program in which people to people communication has been exchanged.

I think that the most advantage that I have received due to development of community based tourism program, is the opportunities gaining from market diversification in which number of local trade activities does also contribute in positive ways and has been growing with a number alternative source in which generating from difference source of external development image agenda ranging the flow of international tourists to creating more local revenue under the certain program that local has been initiated. This also create a difference gaps of spending power.

My belief is tremendously changing due to covid exposure, as a result this problem concern has been fully affected with two difference views ranging from the daily household spending no longer sustain as well as the emotional support tend become weakened.

My main expectation, is believing that every adjustment proposal policy shall reflect the difference views of cultural tourism impact that result from effectiveness management and other support from local administrative management. Thereby, the well-managed shall be fully bring some change in the existing financial support criteria guideline in which some of local barrier development shall be address urgently that result from covid pandemic.

My main perspectives that I want to see some change from sustainable tourism development in my area is the confidence awareness that local People especially local entrepreneur shall be perceived. Thereby, there is a few criteria development in which IT Modernization process bring a huge amount of challenging for a small business owner if in case you can use E-Mobile phone to help promote your business with effective ways. This creates the barrier-free of trade advertisement opportunities

accessible among small size boutique business that receive less amount of awareness over the digital platform advertisement consumption strength during the period of post-covid 19 travels in which benefit distribution does really essential to help promote the idea of sustainable conservation homestay program become part of e-commerce platform. As my suggestion, I need to see more state program initiative support awareness do provide more supplement project in every local initiative program by bringing a basic support both financially and physically process for small business to adjust their ability during crisis with resilience way. In this connection, the opportunity engagement market and other useful tourism source demand is very crucial to adapt along with the real expectation from target customer group intention during covid pandemic.

Date Of Interview 13/July/2022

Sukhothai Nakhon 3

Tour guide agency, Owner of private Boutique

Age of correspondent: 46 years old

Answer of correspondence:

Standards for making the surrounded areas become more attractive for a tourist destination shall represent the value of destiny identity which require more adjustment capacity in term of place and activities to be part of driven source among existing requirement of local tourism. When there is a tourism program available there might exactly have certain criteria of tourists' demand, in which the community shall be receive a fair-fair amount of income contribution in name of local traders, finally the areas surrounded has been developed. As a result, it will push the surrounded community become more inclusively diversify with some form of harmonized value development in regarding to Cultural and World Heritage initiative program.

The number of tourists might be declined at the certain period of time due to covid 19 pandemic. However, this declined number might be renounce back after central government announce the addition policy to bring the supplement criteria policy become part of supporting behavior in sustainable ways. This also, reflect the condition of demand and supply side that tourist's group might prefer to stay in the area of world heritage site under slow life condition during their period of retirement age with the sense of responsible in area of cultural village. Within crisis facing, market of tourist demand in this following area, might affordable for the group of tourists that prefer the condition of working holiday schedule.

The expectation might differ from area of residing as majority of local activities are closely engage with local cultural demand, which has been initiated through the process of the local authorities or state role empowerment. Additionally, some form of centralized power model brings the whole image of negative impact development which result from strictly implementation of state policy control measurement initiative program. This shall be eliminated by relieving more local public health mechanism in according to the real demand of local situation. In this regard, people

tend to view that lack of participatory approach does offer a low level of local solution that result from higher level rate in conflict of interest between local ownership and state power decision making.

However, state policy form criteria have been identified as the social process decision making in which local have to become part of adaptable method to support the government policy such as legalization the policy context in the community criteria, follow by difference perspective development in each of community standard responsible. Thereby, the following method that has been mentioned earlier have to pass every local government process to ensure the efficiency result expectation.

Long week destiny program, is one the significant local cultural market program that drive the better living quality of life among local entrepreneur in which previously pushed by the state government policy, aim to transfer the existing local resource become part of community-based tourism product development that look similarly to OTOP Program, which allow tourists to have more engagement activities with local through various background of existing program in Local Thai Business Culture.

In part of participatory approach and suggestion, in allocating the state budget, some of local people didn't receive a fair distribution or less benefit sharing in the significant process. This create a challenge factor for local administrative capacity responsible level shall be presented the overall result of expectation in regarding public expenditure or other investment project with good level achievement. At the same time, the management criteria of rubbish program development, is still the big concern for local. While, the number of rubbish rates keep increasing from day to day, as the result most of the Sukhothai area tend to receive a difference amount of tourist on arrival. In this regard, there is still limited knowledge perceived related to idea of tourism for all policy in Thailand at the Sukhothai World Heritage sites, that might create such huge amount of improper facility accessible needs. Thereby, the high demand factor, is to propose more participatory guideline become part of inclusively practical program that allow all range of people living with vulnerable such as aging, disability tourists, and pregnancy group could take part in cultural areas with the equal rights treatment, same as the common tourists.

Appendix A

The in-depth interview guideline

The Strategic Management for Community-based Tourism during the pandemic of COVID 19: A Case Study of Surrounding Communities of Sukhothai Cultural World Heritage Site, Thailand

Notice:

The aim of this following interview is, to find out the importance of community-based tourism program that have been influence on the whole process of local development condition at the Sukhothai cultural Muang Kao community village at aim to gain more collaboration policy approach amongst the main-key stakeholders.

Thereby, the interview guideline will be divided into four main part of criteria which namely as follow:

Part 1: General Information

Part 2: Local Expectation toward the change of community development

Part 3: LAG management based on the community-based tourism model

Part 4: New Normal Management criteria

Interview guideline

This interview guideline is designed for the purpose of gaining in-depth information's amongst related stakeholder that benefited with the management rows of local administrative in Muang Kao Sub-district surrounded the village toward the essential development of community-based tourism model. Apart from that, it prioritized based on the needs and expectation from the selected participation of related social actors such as local resident, village leaders of surrounding communities of the Cultural World Heritage Sites, local public health officer. Thereby, the detail guideline will be asked based on three difference parts of interview panel which include: Part 1: General Information, Part 2: Local Expectation toward the change of community development, Part 3: LAG management based on the community-based tourism model.

Part 1: General Information

Name of community…………………………………

Position in the community………………………………

Age…………………………………………………

Type of income sources…………………………………

Time of living in the community…………………………/year

Date/month of interview…………………………………...

Part 2: Local Expectation toward the change of community development

This part is designed for interview local actors such as local resident, village leader, local public health officer

1. To what extended, do think the community-based tourism model would likely affect on your area?
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………….

2. What type of benefit have you received from the tourism in the community?
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………………………
    ………………………………………………………………….

3. What are type of changes of tourism events/activities in the community?
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………..

4. From your own sense of your belief, what are the attractive activities for tourists during the period of covid 19?
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………….

5. How changing would it be on your belief due to covid 19 pandemic has been influenced over your quality of life?

    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………………………
    …………………………………………………………………….

6. What are the tourist activities that make you feel secure in term of socio-economic sustainability during the covid 19 period? How?

…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………
………………………………………………………………………….

7. What is your main expectation for cultural tourism improvement from the local administrative support management?

…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………
………………………………………………………………………….

8. What is the appropriate cultural tourism development project and activities in your own community during the pandemic of COVID19? (If no, please suggest the appropriate activities or project based on community expectation)

…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………
………………………………………………………………………….

9. How sustainable tourism development do you need to see from your own expectation?

…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………
………………………………………………………………………….

10. Please provide livable and diversify of the village culture that should bring into community-based tourism in the area of Sukhothai Muangkao?

…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………
………………………………………………………………………….

11. How many types of cultural tourism activities in your own village community that closely link with the local condition activities? Listed within your own common understanding?

………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………
…………………………………………………………….

12. What are some suggestion arguments do you think are necessary and importance needs to make the community tourism turn into the positive manner?

………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………
…………………………………………………………….

13. What are the examples of local administrative government's policies do you acknowledge in line with the current cultural tourism development in your own community?

………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………
…………………………………………………………….

14. Does your village provide enough engagement on the strategic planning of local administrative government? Please identify name, type, and activities of the engagement.

………………………………………………………………………………
………………………………………………………………………………

……………………………………………………………………………………
………………………………………………………………………….
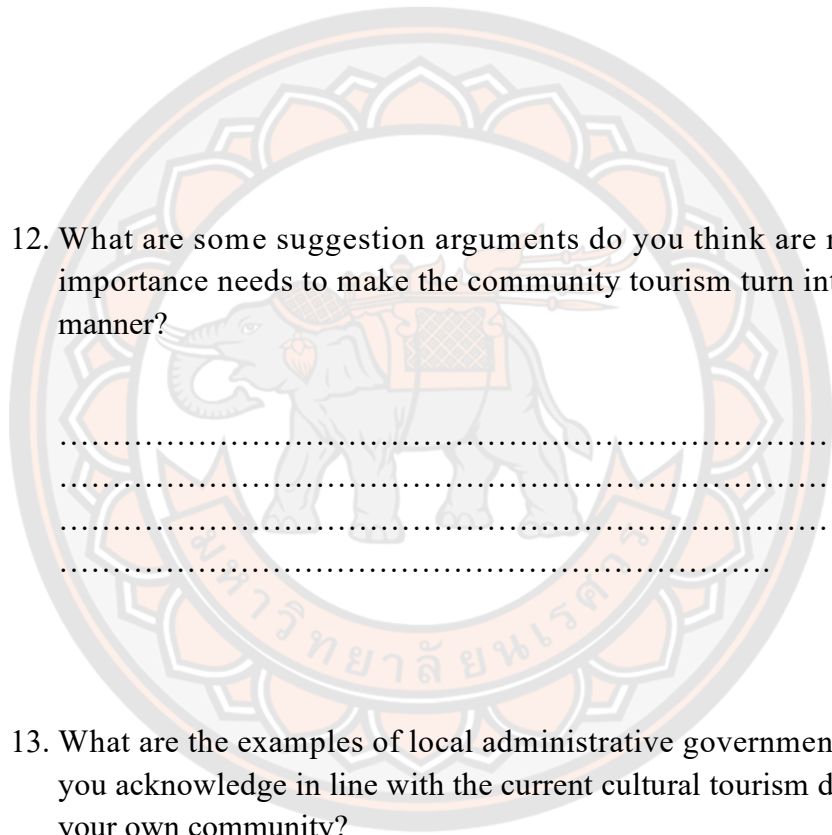
Part 3: LAG management based on the community-based tourism model:

This part is designed for interview related local government officers and others authority who have experienced or working in the field of cultural-tourism management.

1. Is there any form of changing in term of community-based tourism during the period of covid pandemic?

   ……………………………………………………………………………
   ……………………………………………………………………………
   ……………………………………………………………………………
   ……………………………………………………………………………
   ……………………………………………………………………………
   ………………………………………………………………

2. On behalf of local authority, what should be an appropriate long-term tourism planning to accommodate the other new normal community situation in your own responsibility area? Why?

   ……………………………………………………………………………
   ……………………………………………………………………………
   ……………………………………………………………………………
   ………………………………………………………………………….

3. Please provide example of the promotion project or activity concerning the value of community-based tourism program that was initiated by your organizations? (If none, how do you cooperate with the central government? Please kindly list the existing one that create the impact on your policy planning?

   ……………………………………………………………………………
   ……………………………………………………………………………
   ……………………………………………………………………………
   ………………………………………………………………………….

4. By your own belief, how the local government administrative will help to promote of community-based tourism program become success and create the positive change of local condition? Please

provide example of strategic management your organization adopting during the pandemic of COVID19.

…………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………
……………………………………………………………………….

5. What is the main-local signature product that your organization has been initiate as part of promotion for cultural tourism? Please provide example of the product and the standard set of local principle that has been implemented so far.

…………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………

`
Part 4: New Normal Management criteria

This part is designed for interview related local government officers and others authority, stakeholders who have experienced or working in the field of cultural-tourism management.

1. Please identify procedures, regulations, forms of committee, or campaign activities concerning of the New Normal Management criteria operated within cultural tourism during the pandemic of COVID19.

…………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………
………………………………………………………

2. Who are the key actors that promote this new normal management campaign in your own community? Please identify social capital that was used based on local expectations.

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
………………………………………………………

3. Please identify procedure, regulations, forms of committee, or campaign activities concerning of the network cooperation or strategy among related cultural tourism actors during the pandemic of COVID19. Which organization or person who initiate that management changes?
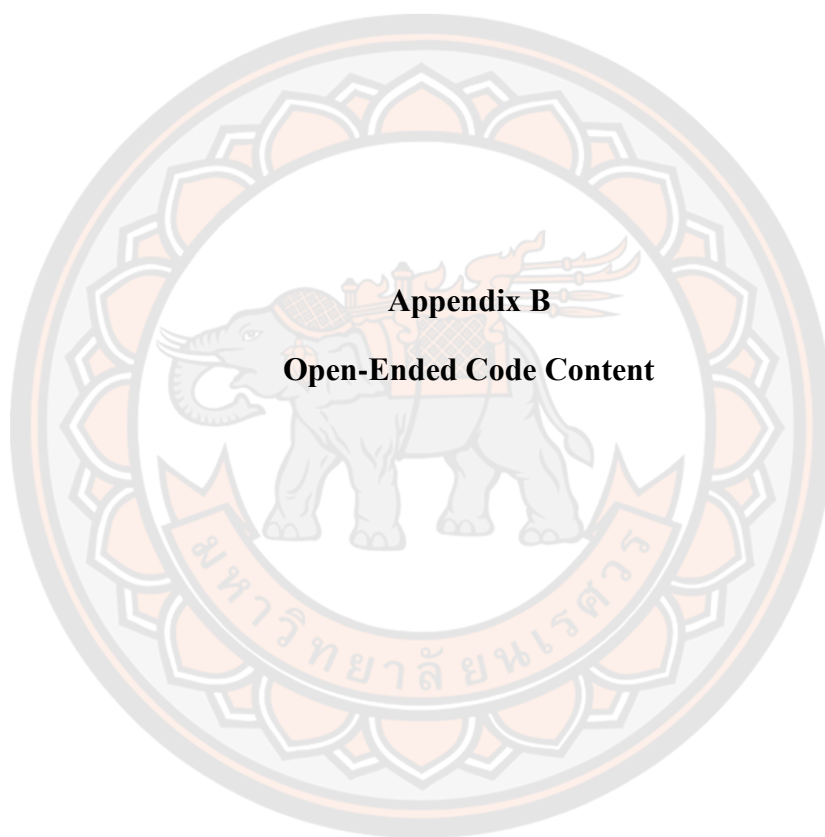
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………

4. What kind of lesson learned from those strategic management or activities that the community-based tourism of New Normal Model has been implemented? List a few evidences of activities that closely link with your daily living status?

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
………………………………………………………

Thank you for your Time and valuable information

Appendix B

Open-Ended Code Content

Open-Ended Code Content

        Notice: This open-ended code intends to provide the form of tri-angulation checklist for the overall information gathered from the target area. Three main code argument, local expectation, strategic management, and new normal community-based tourism will be emphasized. These codes will help researcher clarifying the deep information from the other two research tools. All codes come from the data saturation and field note.

Statement example	Code Argument 1 Local Expectation	Code Argument 2 Strategic Management	Code Argument 3 New Normal Community-based tourism	Yes	No
What is the related idea, procedure, process, stages, and approach?	Policy Framework	Implementation	Project activities		
Does the process allow community to be part of it?	Community learning platform/ Discussion Topic	Relation of discussion topic and implementation	Activities related with the implementation		
Are there any the new normal program applied in tourism management?	Community meeting/ meeting document and meeting report	Sufficient medical supply/ hospital bed/ special funding/ Budgeting/ information/ training for the new normal program	implementation of the new normal program in community tourism		
Do you think local expectation should be included into	Content of Debate	Issues of the community debate appeared in the meeting panel or group	implementation of the new normal program in community tourism based on		

the community-based tourism?		discussion of local administrative government	the content of debate		
Why is it necessary to have a good lesson learned from observing the local idea in term of strategic management that community has been implemented?	Community learning platform	Strategic management based on synthesizing local expectation and local administrative government strategy	The new normal program has been included in the strategic management for community-based tourism		

Ando, M., & Hayakawa, K. (2022). Does the import diversity of inputs mitigate the negative impact of COVID-19 on global value chains? *The Journal of International Trade & Economic Development, 31*(2), 299-320.

Andriani, H. (2020). Effectiveness of large-scale social restrictions (PSBB) toward the new normal era during COVID-19 outbreak: a mini policy review. *journal of indonesian health policy and administration, 5*(2).

Arkarapotiwong, P., & Chindapol, S. (2023). Creative community-based tourism management model in Thai villages around Sukhothai world heritage and associated historic towns. *Kasetsart Journal of Social Sciences, 44*(1), 83–94-83–94.

Artal-Tur, A., Villena-Navarro, M., & Alamá-Sabater, L. (2020). The relationship between cultural tourist behaviour and destination sustainability. In *Culture and Cultures in Tourism* (pp. 71-85): Routledge.

Butler, R. (2022). COVID-19 and its potential impact on stages of tourist Destination Development. *Current Issues in Tourism, 25*(10), 1682-1695.

DAENGPRATHET, W., & Ampavat, K. (2019). *THE COMMUNITY'S ECONOMY MANAGEMENT FOR THA THONG MUANG KAO MARKET, KANCHANADIT DISTRICT, SURAT THANI PROVINCE.* Silpakorn University,

Du Cros, H., & McKercher, B. (2020). *Cultural tourism*: Routledge.

Escudero Gómez, L. A. (2018). Realities and problems of a major cultural tourist destination in Spain, Toledo.

Giampiccoli, A., & Hayward Kalis, J. (2012). Community-based tourism and local culture: the case of the amaMpondo.

Gozzoli, R. B. (2018). Sustainable tourism development and Thai cultural heritage. In *Contemporary Challenges of Climate Change, Sustainable Tourism Consumption, and Destination Competitiveness* (Vol. 15, pp. 139-157): Emerald Publishing Limited.

Greer, S. L., Rozenblum, S., Falkenbach, M., Löblová, O., Jarman, H., Williams, N., & Wismar, M. (2022). Centralizing and decentralizing governance in the COVID-19 pandemic: The politics of credit and blame. *Health Policy, 126*(5), 408-417.

Holden, A. (2013). *Tourism, poverty and development*: Routledge.

Kelly, M., Yutthaphonphinit, P., Seubsman, S.-a., & Sleigh, A. (2012). Development policy in Thailand: From top-down to grass roots. *Asian Social Science, 8*(13), 29.

Khlaikaew, K. (2015). The cultural tourism management under context of world heritage sites: Stakeholders' opinions between Luang Prabang communities, Laos and Muang-kao Communities, Sukhothai, Thailand. *Procedia Economics and Finance, 23*, 1286-1295.

Li, Y., & Hunter, C. (2015). Community involvement for sustainable heritage tourism: a conceptual model. *Journal of Cultural Heritage Management and Sustainable Development, 5*(3), 248-262.

Liu, Y., Li, Y., & Parkpian, P. (2018). Inbound tourism in Thailand: Market form and scale differentiation in ASEAN source countries. *Tourism Management, 64*, 22-36.

Morakabati, Y., Page, S. J., & Fletcher, J. (2017). Emergency management and tourism stakeholder responses to crises: A global survey. *Journal of Travel Research, 56*(3), 299-316.

Nawaz, A., Su, X., Barkat, M. Q., Asghar, S., Asad, A., Basit, F., . . . Raheel Shah, S. A. (2020). Epidemic spread and its management through governance and leadership response influencing the arising challenges around COVID-19 in Pakistan—a lesson learnt for low income countries with limited resource. *Frontiers in public health, 8*, 573431.

Polukhina, A., Sheresheva, M., Efremova, M., Suranova, O., Agalakova, O., & Antonov-Ovseenko, A. (2021). The concept of sustainable rural tourism development in the face of COVID-19 crisis: Evidence from Russia. *Journal of Risk and Financial Management, 14*(1), 38.

Scheyvens, R., & Hughes, E. (2021). Can tourism help to "end poverty in all its forms everywhere"? The challenge of tourism addressing SDG1. In *Activating critical thinking to advance the sustainable development goals in tourism systems* (pp. 215-233): Routledge.

Sirasoonthon, P. (2024). The Strategic Management for Community-based Tourism during the Pandemic of COVID 19: A Case Study of Surrounding

Communities of Sukhothai Muangkao Cultural World Heritage Site, Thailand. *International Journal of Glocal Tourism, 5*(1), 38-50.

Smith, M. K. (2015). *Issues in cultural tourism studies*: Routledge.

Srithong, S., Suthitakon, N., & Karnjanakit, S. (2019). Participatory community-based agrotourism: A case study of Bangplakod Community, Nakhonnayok Province, Thailand. *PSAKU International Journal of Interdisciplinary Research, 8*(1).

Tatnormjit, T. (2015). The development of procedure to reinforce youth tourism world heritage in historic town of Sukhothai and associated historic towns.

Wisudthiluck, S., Saiphan, P., Teparakul, O., & Sindecharak, T. (2016). Creative Tourism Achievement in Thailand: Evaluated by Experts and Tourists. *Thammasat Review, 19*(1), 75-87.

Yang, Y., Zhang, C. X., & Rickly, J. M. (2021). A review of early COVID-19 research in tourism: Launching the Annals of Tourism Research's Curated Collection on coronavirus and tourism. *Annals of Tourism Research, 91*, 103313.

Afifi, G. (2021). The Post-COVID-19 new normal tourism: Concerns and criteria. *Journal of Association of Arab Universities for Tourism and Hospitality, 20*(2), 108-131.

Amoli, S. J., & Aghashahi, F. (2016). An investigation on strategic management success factors in an educational complex. *Procedia-Social and Behavioral Sciences, 230*, 447-454.

Dangi, T. B., & Jamal, T. (2016). An integrated approach to "sustainable community-based tourism". *Sustainability, 8*(5), 475.

Dingwerth, K., & Pattberg, P. (2006). Global governance as a perspective on world politics. *Global governance: a review of multilateralism and international organizations, 12*(2), 185-204.

Ditta-Apichai, M., Sroypetch, S., & Caldicott, R. W. (2024). A critique of community-based tourism development: The comparative case of Betong and Pho Tak Districts, Thailand. *Community Development, 55*(1), 67-84.

Dolezal, C., & Novelli, M. (2022). Power in community-based tourism: empowerment and partnership in Bali. *Journal of sustainable tourism, 30*(10), 2352-2370.

Du Cros, H., & McKercher, B. (2020). *Cultural tourism*: Routledge.

Faguet, J.-P. (2014). Decentralization and governance. *World Development, 53*, 2-13.

Faulkner, B. (2013). Towards a framework for tourism disaster management. In *Managing tourist health and safety in the new millennium* (pp. 155-176): Routledge.

Friend, J., & Jessop, N. (2013). *Local Government and Strategic Choice (Routledge Revivals): An Operational Research Approach to the Processes of Public Planning*: Routledge.

Giampiccoli, A., & Hayward Kalis, J. (2012). Community-based tourism and local culture: the case of the amaMpondo.

Giampiccoli, A., & Saayman, M. (2018). Community-based tourism development model and community participation. *African Journal of Hospitality, Tourism and Leisure, 7*(4), 1-27.

Kavlak, H. T., & Erkekli, S. (2024). New Normal Policies, Regulations, and Strategies Related to the Tourism Industry. In *Dynamics of the Tourism Industry* (pp. 111-123): Apple Academic Press.

Kjaer, A. M. (2023). *Governance*: John Wiley & Sons.

Klijn, E. H., & Skelcher, C. (2007). Democracy and governance networks: Compatible or not? *Public administration, 85*(3), 587-608.

Lee, T. H., & Jan, F.-H. (2019). Can community-based tourism contribute to sustainable development? Evidence from residents' perceptions of the sustainability. *Tourism Management, 70*, 368-380.

Mayaka, M., Croy, W. G., & Cox, J. W. (2018). Participation as motif in community-based tourism: a practice perspective. *Journal of sustainable tourism, 26*(3), 416-432.

Mayaka, M. A. (2015). The role of entrepreneurship in community-based tourism. *Unpublished PhD dissertation, Australia: Monash University*.

Mensah, E. A., & Boakye, K. A. (2023). Conceptualizing post-COVID 19 tourism recovery: A three-step framework. *Tourism Planning & Development, 20*(1), 37-61.

Nitivattananon, V., & Srinonil, S. (2019). Enhancing coastal areas governance for sustainable tourism in the context of urbanization and climate change in eastern Thailand. *Advances in Climate Change Research, 10*(1), 47-58.

Nugroho, P., & Numata, S. (2022). Resident support of community-based tourism development: Evidence from Gunung Ciremai National Park, Indonesia. *Journal of sustainable tourism, 30*(11), 2510-2525.

Nur, A. C., Koliopoulos, T., Guntur, M., & Wahyuni, S. (2022). Tourism sustainability through the new normal era tourism area development strategy. *Journal Emerging Environmental Technologies and Health Protection (JEETHP), 5*(2), 26-38.

Obrenovic, B., Du, J., Godinic, D., Tsoy, D., Khan, M. A. S., & Jakhongirov, I. (2020). Sustaining enterprise operations and productivity during the COVID-19 pandemic:"Enterprise Effectiveness and Sustainability Model". *Sustainability, 12*(15), 5981.

Ojha, H. R., Ford, R., Keenan, R. J., Race, D., Vega, D. C., Baral, H., & Sapkota, P. (2016). Delocalizing communities: Changing forms of community engagement in natural resources governance. *World Development, 87*, 274-290.

Orîndaru, A., Popescu, M.-F., Alexoaei, A. P., Căescu, Ș.-C., Florescu, M. S., & Orzan, A.-O. (2021). Tourism in a post-COVID-19 era: Sustainable strategies for industry's recovery. *Sustainability, 13*(12), 6781.

Ottaviani, D., Demiröz, M., Szemző, H., & De Luca, C. (2023). Adapting methods and tools for participatory heritage-based tourism planning to embrace the four pillars of sustainability. *Sustainability, 15*(6), 4741.

Petroman, I., Petroman, C., Marin, D., Ciolac, R., Văduva, L., & Pandur, I. (2013). Types of cultural tourism.

Phanumat, W., Sangsnit, N., Mitrchob, C., Keasang, S., & Noithammaraj, P. (2015). A multi-stakeholder participatory approach in community-based tourism

development: a case study from Thailand. *WIT Transactions on Ecology and the Environment, 193*, 915-928.

Polnyotee, M., & Thadaniti, S. (2015). Community-based tourism: A strategy for sustainable tourism development of Patong Beach, Phuket Island, Thailand. *Asian Social Science, 11*(27), 90.

Pongsakornrungsilp, S., Pongsakornrungsilp, P., Kumar, V., & Maswongssa, B. (2021). The art of survival: Tourism businesses in Thailand recovering from COVID-19 through brand management. *Sustainability, 13*(12), 6690.

Pournasir, S. (2013). Key success factors of strategic management implementation in SMEs in Iran. *Journal of International Studies, 6*(2), 65-78.

Radin, B. A. (2006). *Challenging the performance movement: Accountability, complexity, and democratic values*: Georgetown University Press.

Saayman, M., & Giampiccoli, A. (2016). Community-based and pro-poor tourism: Initial assessment of their relation to community development. *European Journal of Tourism Research, 12*, 145-190.

Samal, R., & Dash, M. (2023). Ecotourism, biodiversity conservation and livelihoods: Understanding the convergence and divergence. *International Journal of Geoheritage and Parks, 11*(1), 1-20.

Skinner, H. (2021). Place branding—The challenges of getting it right: Coping with success and rebuilding from crises. *Tourism and Hospitality, 2*(1), 173-189.

Young, S., & Thyil, V. (2014). Corporate social responsibility and corporate governance: Role of context in international settings. *Journal of Business Ethics, 122*, 1-24.

Zhang, S., Sun, T., & Lu, Y. (2023). The COVID-19 pandemic and tourists' risk perceptions: Tourism policies' mediating role in sustainable and resilient recovery in the New Normal. *Sustainability, 15*(2), 1323.

Zhuravlyov, V., Khudyakova, T., Varkova, N., Aliukov, S., & Shmidt, S. (2019). Improving the strategic management of investment activities of industrial enterprises as a factor for sustainable development in a crisis. *Sustainability, 11*(23), 6667.

Zielinski, S. (2018). *Factors that facilitate and inhibit community-based tourism in natural areas of developing countries.* 서울대학교 대학원