THE RESILIENCE OF COMMUNITY-BASED TOURISM
MANAGEMENT DURING THE COVID-19 PANDEMIC:
A CASE STUDY OF DOI MAE SALONG
IN CHIANG RAI PROVINCE

PLOYPIM MAMUEN

MASTER OF ARTS
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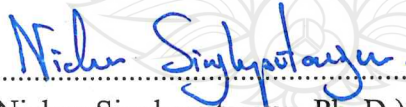**SCHOOL OF SOCIAL INNOVATION
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EXAMINATION COMMITTEE

....CHAIRPERSON

(Nichan Singhaputargun, Ph. D.)

....ADVISOR

(Thanikun Chantra, Ph. D.)

....EXTERNAL EXAMINER

(Assoc. Prof. Thongchai Phuwanatwichit, Ph. D.)

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Author	Ploypim Mamuen
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Advisor	Thanikul Chantra, Ph. D.

ABSTRACT

This study focuses on the case of Doi Mae Salong, to analyze the situation and community-based tourism management during the COVID-19 pandemic. Identifying the impact of the COVID-19 pandemic and adaptability to propose problems, threats, and recommendations for the resilience of community-based tourism management for the new normal in Chiang Rai.

This research employs a qualitative approach, utilizing document analysis and in-depth interviews with stakeholders to assess the impact of COVID-19 and explore adaptation strategies employed by the community. Findings reveal a stark decline in tourist arrivals, resulting in income reductions and operational constraints for local enterprises, particularly in the hospitality and agricultural sectors. To mitigate these challenges, the community has diversified its agricultural activities and implemented strict health protocols, and the hotel industry has also explored alternative income streams, such as online sales of local products.

This study recommends adopting the Federal Energy Management Program's institutional change process model to address these issues and enhance community

resilience. This framework emphasizes a continuous change approach, encompassing situational analysis, stakeholder engagement, strategic planning, implementation, and monitoring. By integrating proactive measures and fostering collaboration among stakeholders, Doi Mae Salong can fortify its resilience against future disruptions, ensuring the sustainability of its community-based tourism industry.

Keywords: COVID-19 Pandemic, Community-based Tourism, Resilience, Chiang Rai, Doi Mae Salong, Institutional Change
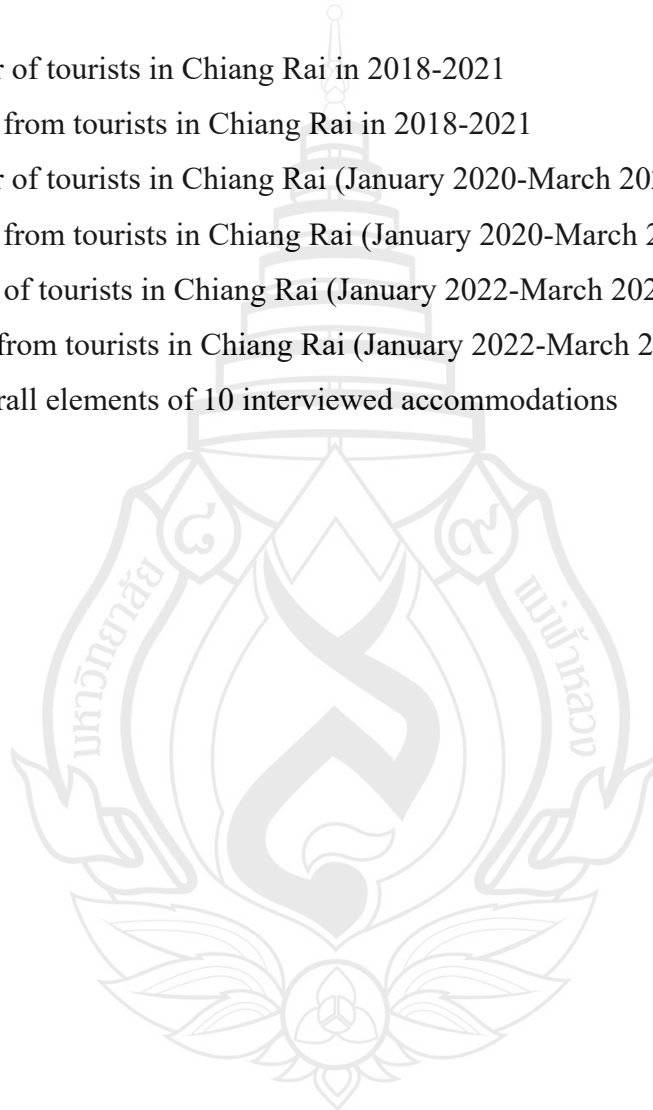
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CHAPTER 1

INTRODUCTION

1.1 Statement of Problem

The situation of coronavirus outbreak, or COVID-19, began in December 2019, with the first occurrence in Wuhan, the capital city of Hubei Province, China (World Health Organization [WHO], 2020a). Since then, it has spread to many countries around the world, including Thailand, where people have been infected and died. As a result, the World Health Organization (WHO) declared the outbreak an international public health emergency on January 30, 2020, and reported the epidemic on March 11, 2020 (Gardner, 2020). In addition, for Thailand, there was an announcement stipulating that areas outside the Kingdom where the COVID-19 pandemic has occurred are dangerous communicable disease areas in accordance with the Communicable Diseases Act 2015 (Government Gazette, 2020).

The COVID-19 pandemic in Thailand has been ongoing since January 12, 2020, with the first confirmed cases outside China. The immigration screening detected sporadic cases throughout January, many of whom arrived from or resided in China. The first reported local transmission of infection was confirmed on January 31, 2020 (Department of Disease Control, 2020). The proportion of COVID-19 cases found in the provinces of Thailand is on the rise. The regional health system, which includes an extensive network of fast-moving units and village health volunteers, is responsible for identifying suspected patients, rapidly separating them from others, providing treatment, monitoring, and detaining close contacts. The rapid isolation of infected people from other people reduces the likelihood of spreading the virus and effectively prevents epidemics in populations. The goal is to stop and control the spread of COVID-19 in all affected provinces, and everyone has a role to play in helping the country achieve its goals (WHO, 2020b).

The COVID-19 pandemic has also affected people's livelihoods and dramatically affected the economy, especially in the tourism business in Thailand. In the case of COVID-19, where the epidemic spreads from China and Asia and is severe in the US and Europe, its impact on the tourism industry is much worse than the SARS (severe acute respiratory syndrome) case, resulting in a significant reduction in foreign tourists entering Thailand (Silpachai, 2020). Initially, an average of 3 million foreign tourists will enter the country per month (Ministry of Tourism and Sports, 2020). However, after the outbreak and the Thai government announced control of all channels of entry, the number of foreign tourists immediately disappeared, leaving only a small number of domestic tourists.

From the early epidemic that has spread in Thailand, Kasikorn Research Center (2020) estimated that if the epidemic situation lasts 1-3 months, the number of Chinese tourists traveling to Thailand in 2020 might decrease to approximately 10.94-10.77 million people, which will affect businesses related to tourism in Thailand, such as hotels, restaurants, tour companies, and souvenir shops. The impact on the domestic economy of China would affect Chinese tourists' access to tourism and spending in Thailand, which would have an overall effect on the business related to tourism in the entire supply chain (Kasikorn Research Center, 2020). In addition, data from the Ministry of Tourism and Sports predicted that the number of foreign tourists, approximately 5 million people entering Thailand, would disappear, resulting in a loss of roughly 2.5 billion baht in Thailand or about 1.5 percent of the GDP (from the former of the Bank of Thailand predicted that 2020 GDP would expand 2.8 percent), resulting in a decrease in GDP in 2020 and growing at just 1.3 percent (Prachachat Online, 2020). KKP Research by Kiatnakin Phatra Bank has revised its economic growth forecast from 2.2% to 1.5% in 2021 following a new, longer-than-expected wave of the COVID-19 pandemic (Lapudomkan, 2021). The delayed vaccine procurement and distribution situation within the country caused the country's opening to be delayed. As a result, only about 160,000 foreign tourists will return in 2021, making the Thai economy challenging to recover fully. Moreover, economic growth in 2022 will depend on the success of vaccine policies and foreign tourists' returns. However, only 5.8 million tourists are expected to return in 2022 (Lapudomkan, 2021).

The situation of outbreak of the new virus affects the entire global economy and the Thai economy. The GDP of Thailand would decrease from the original forecast to severe consequences in the tourism sector, entertainment, leisure, and textile businesses (Chaichansukkit, 2020). The pandemic also caused the global economy to slow down much more than expected. The tourism sector and Thai exports were inevitably affected. Thailand, severely affected by the widespread COVID-19 pandemic, has yet to predict when it will end (Krungthai Bank, 2020). The spread of the pandemic had broad economic and social impacts at the national, regional, and provincial levels in almost every province of Thailand. With the financial impact on the macro level, the economic growth rate in Thailand became negative, especially for the tourism industry, which lost more than 1.89 trillion baht in income in 2020, as well as the impact on crucial supply chains of Thailand, such as the electronics and automotive industry, to name a few. These industries are important industries for the Thai export sector as well. Such impacts are a systematic chain, such as the large number of unemployed workers affecting the purchasing power of the people (Krungsri Research, 2021), causing decreasing income in the domestic tourism sector.

Tourism is one of the major industries affected by the COVID-19 situation as it is directly related to the travel of tourists worldwide who cannot travel due to lockdown measures. It also affects related businesses such as hotels, restaurants, etc. In addition to being affected by the decrease in the number of tourists, these businesses are also affected by strict prevention measures to prevent infection, causing inconvenience for tourists in using services. Although tourism is a small sector in the economy compared to the export sector, over the past several years, tourism has played a vital role in helping sustain the Thai economy during times of disruption, among other sectors (Krung Thai Bank, 2020). But this time, the tourism sector had to face more severe problems from the unexpected coronavirus outbreak. As a result, the number of tourists has decreased considerably, severely affecting tourism-related businesses. Some tourism businesses can support themselves to survive, but many cannot and require liquidity assistance from the government and financial institutions (BOT Magazine, 2020).

The Ministry of Tourism and Sports has provided two development plans: the 1st National Tourism Development Plan (2012-2016) and the 2nd National Tourism Development Plan (2017 - 2021). The 2nd National Tourism Development Plan (2017–

２０２１）focuses on laying the foundation and solving problems that hinder the tourism development of the country. The focus is placed on creating quality tourist attractions, conserving, and preserving fragile tourist attractions, including quality tourist attractions, tourism personnel, income-generating infrastructure, and income distribution to the community, as well as creating a balance of development in terms of space, time, activity, form and group of tourists. The involvement of people and communities in tourism and safety is a solid foundation for the growth of the tourism industry (Ministry of Tourism and Sports, 2017). Despite the success in increasing the number and revenue from tourism, but also encountered problems and obstacles; Many essential factors affecting the tourism industry, such as the country's political situation, government policies, cooperation, and international relations, including the COVID-19 pandemic, which has spread all over the world from 2020 to the present (Ministry of Tourism and Sports, 2021).

Therefore, the National Tourism Development Plan (2021-2022) has been formulated according to the situation, which has been specifically prepared to support the epidemic situation of COVID-19 to keep up with the changes that occur for Thai tourism to continue its role as a significant branch in stabilization and economical to drive the country. This conceptual framework focuses on developing the potential of Thailand to be able to "Resilience," focusing on three dimensions, which are readiness to cope (Cope), adaptation (Adapt), and change for sustainable growth (Transform). By taking advantage of the COVID-19 epidemic crisis as an opportunity to invite and motivate all sectors to come together to upgrade Thai tourism operators to be quality tourism operators through improvements and raise the standards of Thai tourism (Ministry of Tourism and Sports, 2021). However, on August 30, 2021, the National Tourism Policy Committee resolved to approve the (draft) 3rd National Tourism Development Plan (2023-2027), as proposed by the Office of the Permanent Secretary, Ministry of Tourism and Sports, to be a direction framework for the development of Thailand's tourism industry in the next five years, from 2023-2027, to achieve holistic development with the primary goal is "Transforming Thai tourism for a better future for all (Building Forward a Better Tourism for All)" under the vision "Rebuilding High-Value Tourism Industry with Resilience, Sustainability, and Inclusive Growth" (Thai Post, 2021). The essence of the (draft) 3rd National Tourism Development Plan

emphasizes preparation for all forms of changes and risks and being ready to grow sustainably; promote domestic tourism, modernize tourism through technology and innovation, and encourage personnel and entrepreneurs in the tourism industry to understand and be able to adapt to the context of the new way of tourism (New Normal), cooperation of all sectors, including the public, private, local, and public sectors. Unlike other National Tourism Development Plans, this (draft) plan covers sustainability principles consistent with the Sustainable Development Goals. This plan will lead to the achievement of the SDGs, in particular, '#SDG12-(12. b) Develop and implement tools to monitor the impact of sustainable development for sustainable tourism that creates jobs and promotes culture and local products' (The Division for Sustainable Development Goals (DSDG)). It will also contribute to driving the framework of the 13th National Economic and Social Development Plan towards creating an environmentally friendly value economy, creating a society of opportunity and equality, having a way of Sustainable life, and developing factors supporting Thailand's transformation to transform Thailand into Hi-Value and Sustainable Thailand, which are the keys of Thailand's future tourism development (Siamrath, 2021).

Community-based tourism (CBT) is considered a form of tourism that supports sustainability (Association Of Domestic Travel (ADT)) because 'sustainable tourism' is a part of sustainable development based on the principles of Economic Sustainability, which considers the management career building and tourist support Infrastructure development, etc., Social Sustainability, which considers the preservation of the local cultural identity, and Environmental sustainability that considers the impact of the action of tourists who may bring the amount of waste that pollutes the environment (Singlor, 2022). Although Thailand, led by the Ministry of Tourism and Sports together with other agencies, has always been active in sustainable tourism action. However, according to the National Institute of Development Administration (NIDA), Survey on the status of the Sustainable Development Goals in the Thailand context and alternative measures for economic, social, and legal-Goal 12 (2017), Thailand needs to improve its assessment of the carrying capacity of nature. Moreover, Thailand should also assess sustainable tourism development in the context of the resilience from the COVID-19 pandemic.

For Chiang Rai, tourism is an industry that plays an essential role in local economic development. It is also a mechanism to drive the economy within the province. Chiang Rai Province is a culturally diverse Lanna tourism development area (Ministry of Tourism and Sports, 2008) which is an important selling point that can attract tourists to travel. However, the sluggish tourism situation caused by the spread of COVID-1 9 led to the unexpected downturn of the province's overall tourism landscape in 2018-2021, as shown in Table 1.1 and Table 1.2.

Table 1.1 Number of tourists in Chiang Rai in 2018-2021

Tourists	Number of tourists in 2021 (person)	Number of tourists in 2020 (person)	Number of tourists in 2019 (person)	Number of tourists in 2018 (person)
Thai	1,382,407	2,059,088	3,091,201	3,057,968
Foreigners	7,011	114,595	637,947	618,529
Total	1,389,418	2,173,683	3,729,148	3,676,497

Source Ministry of Tourism and Sports (2020b, 2020c)
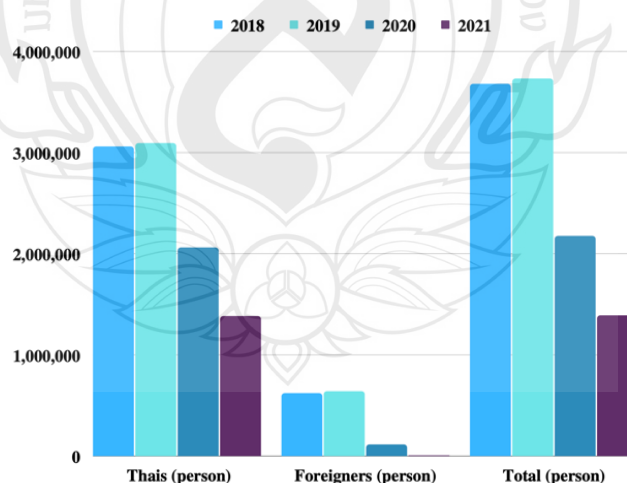
Source Ministry of Tourism and Sports (2020b, 2020c)

Figure 1.1 Number of tourists in 2018-2021 (person)

Table 1.2 Income from tourists in Chiang Rai in 2018-2021

Tourists	Income from tourists in 2021 (million baht)	Income from tourists in 2020 (million baht)	Income from tourists in 2019 (million baht)	Income from tourists in 2018 (million baht)
Thai	7,898.12	13,968.15	22,474.22	21,995.16
Foreigners	50.05	981.40	6,817.49	6,622.55
Total	7,948.17	14,949.55	29,291.71	28,617.71

Source Ministry of Tourism and Sports (2020b, 2020c)
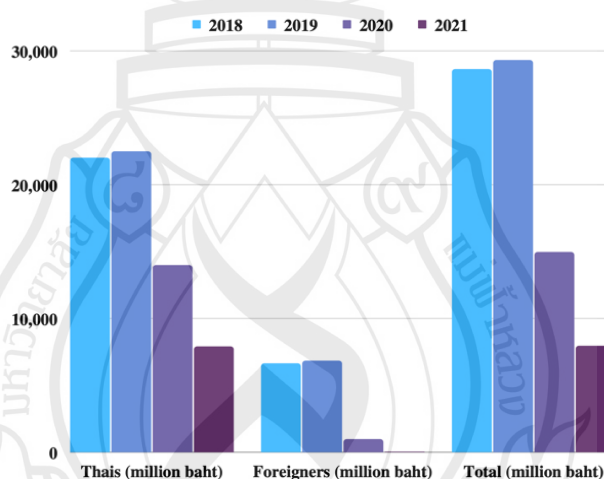
Source Ministry of Tourism and Sports (2020b, 2020c)

Figure 1.2 Income from tourists in 2018-2021 (million baht)

Figure 1.1 illustrates the number of tourists in Chiang Rai in 2019 and 2020. The number of tourists in 2020 dropped by almost half of the number of tourists in 2019. In particular, the number of foreign tourists has fallen by nearly ninety percent. As a result, the revenue received from Thai and foreign tourists has decreased by almost fifty percent.

Table 1.3 Number of tourists in Chiang Rai (January 2020-March 2022)

Month	Number of tourists in 2020 (person)	Number of tourists in 2021 (person)	Number of tourists in 2022 (person)
January	436,005	108,859	399,487
February	262,505	111,446	420,865
March	175,695	125,841	369,703
April	2,113	132,092	-
May	10,929	33,777	-
June	69,652	26,342	-
July	147,357	25,803	-
August	143,607	28,142	-
September	151,398	52,280	-
October	219,254	116,319	-
November	287,466	266,159	-
December	267,702	362,358	-

Source Ministry of Tourism and Sports (2022)
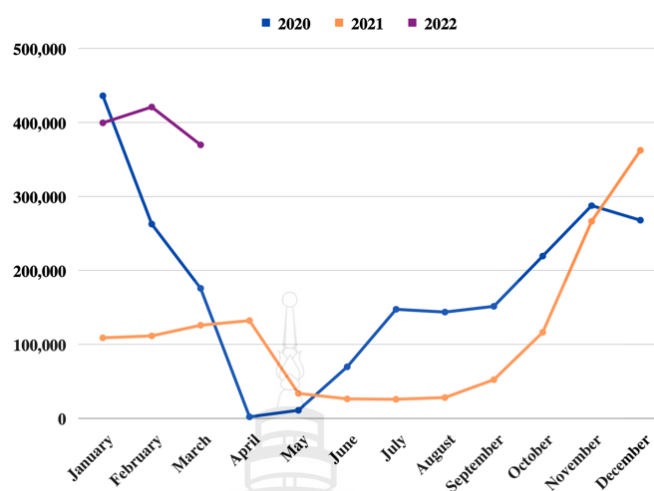
Source Ministry of Tourism and Sports (2022)

Figure 1.3 Number of tourists in 2020-2022 (person)

Table 1.4 Income from tourists in Chiang Rai (January 2020-March 2022)

Month	Income from tourists in 2020 (million baht)	Income from tourists in 2020 (million baht)	Income from tourists in 2020 (million baht)
January	3,077.95	754.52	2,678.10
February	1,873.00	762.07	2,844.44
March	1,097.22	868.04	2,461.91
April	28.46	973.66	-
May	63.68	148.47	-
June	367.56	112.04	-
July	870.57	105.06	-
August	766.35	114.15	-
September	977.72	213.82	-
October	1,571.66	794	-

Table 1.4 (continued)

Month	Income from tourists in 2020 (million baht)	Income from tourists in 2020 (million baht)	Income from tourists in 2020 (million baht)
November	2,178.53	1,180.08	-
December	2,062.98	2,226.83	-

Source Ministry of Tourism and Sports (2022)
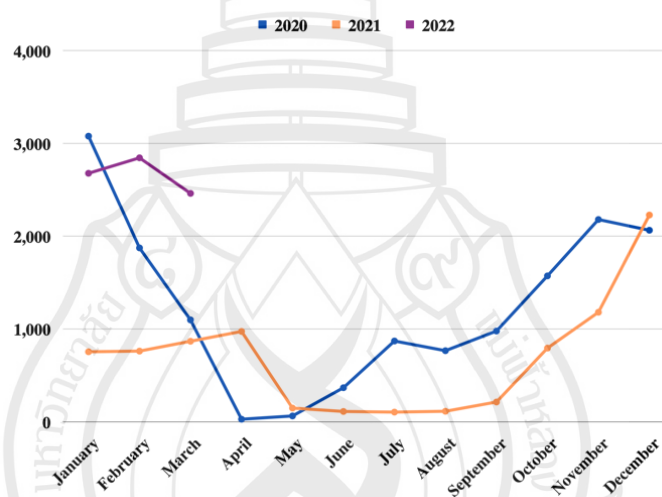
Source Ministry of Tourism and Sports (2022)

Figure 1.4 Income from tourists in 2020-2022 (million baht)

Table 1.5 Number of tourists in Chiang Rai (January 2022-March 2022)

Month	Number of tourists (person)	Number of Thai tourists (person)	Number of foreign tourists (person)
January	399,487	396,239	3,248
February	420,865	417,125	3,740

Table 1.5 (continued)

Month	Number of tourists (person)	Number of Thai tourists (person)	Number of foreign tourists (person)
March	369,703	365,029	4,674

Source Ministry of Tourism and Sports (2022)

Table 1.6 Income from tourists in Chiang Rai (January 2022-March 2022)

Month	Income from tourists (million baht)	Income from Thai tourists (million baht)	Income from foreign tourists (million baht)
January	2,678.10	2,650.11	27.99
February	2,844.44	2,8110.56	33.88
March	2,4611.91	2,415.90	46.01

Source Ministry of Tourism and Sports (2022)

From Figure 1.3, the number of tourists in Chiang Rai in the second quarter of 2020 has gradually decreased significantly, with April being the lowest due to the lockdown policy. Previously, scholars of various fields predicted that the tourism and service businesses would recover at the fastest time in the last quarter of 2020. However, due to the ongoing epidemic, tourism operators are burdened by cancellations, leading to the need for employees to take unpaid breaks and lay off their work. Some businesses eventually broke down as tourists worldwide slowed down and stopped their travels. Figure 1.3 also shows the lowest number of tourists in the second and third quarters of 2021, especially in June since the order of closing someplace temporarily. Then, from the fourth quarter, the number of tourists slightly increased.

Similarly, villagers in Doi Mae Salong, whose incomes rely mainly on the tourism and agricultural industries. When the COVID-19 pandemic occurred, it caused the revenue from the tourism sector in Doi Mae Salong to stagnate. Although there is still income from the agricultural industry to support the villagers, it still cannot alleviate the situation of the economic slowdown. Doi Mae Salong is one of the most well-known tourist attractions of Chiang Rai, located in Tambon Mae Salong Nok, Mae Fah Luang District, Chiang Rai. It is a community where former Chinese soldiers of the 93rd Division belonging to General Chiang Kai-shek's Kuomintang party migrated in 1961 (Khambunruang, 2019). Doi Mae Salong is full of atmosphere, lifestyles, and diverse cultures. It is one of the most popular tourist attractions that many tourists visit when traveling to Chiang Rai Province. Doi Mae Salong is full of various resources, both culturally and agriculturally. There is also a beautiful environment and scenery. Therefore, it can be considered one of the tourist attractions that are ready in many aspects, such as nature, scenery, food, etc., to meet the needs of tourists. The diversity of ethnic cultures and nature is a community capital that will be the foundation of development in the economy within Doi Mae Salong, especially in the tourism sector.

Doi Mae Salong is highly qualified to be in Community-based tourism. Community-Based Tourism (CBT) considers environmental, social, and cultural sustainability and is guided by the community. The community manages it for the community and has an ownership role and the right to manage to provide learning to visitors/tourists (Sutresna et al., 2019). However, Doi Mae Salong still cannot reach the qualification of Community-based tourism since it has inefficient and non-systematic management. Lacking cooperation in community management and separate community administration causes income not to spread to the villagers or the community (Chumpa et al., 2020). Moreover, when the situation of COVID-19 appears, the community cannot adapt and develop toward resilience, which negatively affects practical Community-based tourism.

This research proposes that to solve these problems in Community-based tourism to be more efficient and more potent, bringing long-term benefits and increasing the efficiency of resilience. The Institutionalism concept is used as a framework to support management to be more systematic. This strategy will benefit relevant agencies in understanding various methods, whether to build the ability to

develop tourism innovations or promote and develop an efficient tourism business. Furthermore, encourages tourism marketing and public relations in Doi Mae Salong to gain a competitive advantage and create a sustainable tourism business under various crises that may arise in the future.

1.2 Research Questions

1.2.1   How has the COVID-19 pandemic been affected community-based tourism in Doi Mae Salong?

1.2.2   How has the tourism sector in Doi Mae Salong responded to the challenges of the COVID-19 pandemic?

1.2.3   How can institutional change strengthen the resilience of community-based tourism in Doi Mae Salong during the COVID-19 pandemic?

1.3 Research Objectives

1.3.1   To analyze the situation and community-based tourism management during the COVID-19 pandemic: a case study of Doi Mae Salong.

1.3.2   To study the impact of the COVID-19 pandemic and adaptability with the resilience in community-based tourism management in Doi Mae Salong.

1.3.3   To propose problems, threats, and recommendations for the resilience of community-based tourism management for the new normal in Chiang Rai.

1.4 Scope of Study

This research is a qualitative study on the impact of community-based tourism, response to the COVID-19 pandemic, and challenges of resilience in the Doi Mae Salong community as well as guidelines for resolving and mitigating tourism impacts from the COVID-19 pandemic. This research will focus mainly on January 2020-March 2022. The COVID-19 pandemic in Thailand began to impact in January 2020 severely. Chiang Rai, which relies primarily on tourism revenue, is directly affected.

1.5 Expected Outcomes

1.5.1 Understanding the situation and community-based tourism management during the COVID-19 pandemic: a case study of Doi Mae Salong.

1.5.2 Identifying the impact of the COVID-19 pandemic and adaptability with the resilience in community-based tourism management in Doi Mae Salong.

1.5.3 Proposing problems, threats, and developing strategies for the resilience of community-based tourism management for the new normal in Chiang Rai.

CHAPTER 2

LITERATURE REVIEW

2.1 Community-based Tourism

Community-Based Tourism (CBT) is one of the forms of tourism that has evolved into sustainable tourism. Sustainable tourism is tourism management to meet the necessities and accommodate future situations. Economic, social, cultural, environmental, health, safety, quality, and aesthetic, considering the wise, reasonable use of valuable resources, and being able to maintain natural identity, local identity, community way of life, and aesthetics for sustainable benefits (Designated Areas for Sustainable Tourism Administration, Public Organization, 2018). Therefore, all forms of tourism can lead to sustainable tourism development. CBT integrates the principles of sustainable tourism with community participation and development (Ellis & Sheridan, 2014) and guides the community in planning and developing tourism. However, CBT is niche tourism and emphasizes participation in sharing experiences between hosts and visitors (Hall, 1991). CBT means tourism that focuses on the community as a base for tourism development. CBT is often considered a perfect example of sustainable tourism development. The reason is mainly due to the involvement of local communities in the development and implementation of these programs and the benefit of the whole community (Brohman, 1996).

Community-based tourism (CBT) emerged and gained popularity in the mid-1990s (Asker et al., 2010) as a niche tourism model and emphasized the interactions between tourists and people in the community (Reggers et al., 2016). CBT has been used as a practical approach to community development, such as tourism management which seeks to maximize the positive impact, minimize the negative effects of tourism, and conserve the environment (Haywood, 1988; Lepper & Goebel, 2010). Many tourism projects based on CBT have the concept of increasing opportunities for tourism

development, especially in rural areas; for example, Pro-Poor Tourism (PPT) helps, especially in remote areas. It reduces poverty by generating net benefits (Simpson, 2008). There is also a project, Donor-Assisted Community-Based Tourism (DACBT), that alleviates community poverty by promoting subsistence economies, making the most of natural resources for profit, and creating community enterprises for steady income (Harrison & Schipani, 2007). Therefore, community development is a crucial aspect of CBT. Most CBT projects are small-scale, including community-owned and operated homes and other facilities that will generate positive economic benefits such as income for most of the community.

In addition, Community-Based Tourism (CBT) is considered less harmful to the social and cultural environment. This is because the local population controls tourism within the community. Therefore, they have the power to decide how cultural traits are shared with tourists, thereby reducing the negative impact of CBT on the natural environment. Community members are often the best at determining what is best for their natural environment. Since most CBT characteristics are small-scale, few tourists visit, so it does not cause overcrowding of the social, cultural, and natural environment. The tourism model that presents and builds the artistic value of the local community from the cultural capital tourism resources that the community has, fosters awareness and participation in the conservation, rehabilitation, and development of tourism resources. It is an opportunity for tourists to exchange and learn various experiences with community members to gain a deeper understanding of society, culture, traditions, beliefs, and way of life, and participate in tourism activities organized by the community. It creates jobs and distributes income to local communities as a basis for sustainable economic, social, cultural, and community development (Phuwanatwichit, 2015).

2.1.1 Preliminary Review on Community-based Tourism

Harris (2009) conducted research on Tourism in Bario, Sarawak, Malaysia: A Case Study of Pro-poor Community-based tourism Integrated into Community Development. This research shows that developing the effectiveness of community-based tourism by supporting the poor is a tool for community development. Such tourism can lead to desirable developments that enhance the desired community

development outcomes if these theories are better understood. Bario is a community in the state of East Malaysia on Borneo Island. Tourism in Bario has grown from ecotourism, adventure tourism, cultural tourism, research tourism, and development conferences. The growth of tourism in Bario is closely related to the social and cultural development of the community, which grows together with industrial growth. Tourism in Bario shows that poor community-based tourism practices can blend with local development in a mutually supportive process that offers more than just income-generating opportunities and promotes broad local recovery socioeconomic life of the community.

Höckert (2009) studied Sociocultural sustainability of rural Community-based tourism: case study of local participation in fair trade coffee trail, Nicaragua. This research shows that rural community-based tourism is small-scale tourism in poor rural areas where local people play a role in tourism development. It is often viewed as a model of sustainable tourism. However, tourism development planning and evaluation often focus only on immediate economic and environmental impacts, neglecting socio-cultural importance. This research aims to fill the gaps by bringing together tourism culture and development studies. The research was conducted in three Fair Trade Coffee Trail communities in San Ramon in northern Nicaragua. The framework for developing tourism came into existence after the 2001 coffee price crisis, as the primary objective of tourism was to provide additional income for poor coffee farmers and promote equal participation within the community. The results of this study support the hypothesis that natural rural community-based tourism has the potential to encourage people's control over the factors that affect their lives. The development of San Ramon tourism has brought new opportunities to the community working as guides and the women responsible specifically for tourism accommodations. Women and young guides can increase self-esteem and freedom of choice through connections, knowledge, new skills, and cultural pride. However, the coordination of local realtors has threatened tourism development altogether. The socio-cultural benefits of tourism have not reached the community level. Therefore, it does not promote the social empowerment of the community. This study can encourage and assist development agencies in supporting CBT initiatives as a tool for sustainable development.

Sustainable tourism development cannot be achieved without social justice and active local participation.

Slocum (2010) conducted a study on Sustainable Community Tourism development: The case of Tanzania. The result showed that the increase in tourism has helped to reduce poverty. However, local communities do not have the opportunity to enter the tourism market which will increase the income of the people in the community. Moreover, the physical, financial, and local constraints at the center of tourism are also important factors in implementing community tourism management. Nevertheless, social and natural disparities rarely occur because Tanzanians believe that community decisions on participation and conservation efforts will help the country improve and improve the quality of life of its people.

Based on the above literature review, it was found that Community-based tourism contributes to community tourism development by reducing economic problems and focusing on solving sustainability and poverty. Furthermore, the cooperation of everyone within the community is encouraged to participate in developing tourism within the community. However, the literature above still mentions quite a bit of community management and is not systematically managed. Therefore, this research that focuses on community management will be able to fill in the missing parts.

2.1.2 Community-based Tourism in Thailand

When the world was awakening about sustainable tourism and finding new alternatives to tourism in 1992, after that, ecotourism became a new and big trend in the Thai tourism industry through the push of the Tourism Authority of Thailand (TAT). At the same time, Community-based tourism (CBT) began to grow in parallel with ecotourism through the local-level project of the Responsible Ecological Social Tour Project (REST). Later, REST cooperated with the Research Fund Office to establish the Community-based tourism Institute. During the period, the names of new forms of tourism were known as ecotourism, agrotourism, cultural tourism, and green tourism. After the 1997 economic crisis, the Thai government used tourism as a stimulus for the economy by declaring 1998-1999 the year to promote Thai tourism known as 'Amazing Thailand' (Sammukkeetham, 2007). Since 2002, tourism has

helped increase income opportunities in rural areas in various ways, for example, the 'Unseen Thailand' project (2003-2006). Nowadays, community-based tourism has begun to be recognized as a form of tourism in which the community self-manages tourism.

Thailand has developed CBT in various forms, such as folk fishing villages, canal communities, farmer communities, ethnic communities, hillside villages, ancient markets, etc. As of 2010, there were 299 CBT villages in the country, 143 in the North, 79 in the South, 48 in the Central Region, and 29 in the Northeast (Satarat, 2010). Ban Mae Kampong, located in Mae On District, Chiang Mai Province, is one of the community-based tourism models that has achieved both rewards and income, has beautiful nature, and has a strong community to conserve natural resources (Kenan Foundation Asia, 2017). Ban Tha Khanthong homestay community is located in Chiang Saen District, Chiang Rai Province. The area of the village stretches along the Mekong River. It is a cultural model village that still maintains the traditional folk culture for studying. It is a village that won the sufficiency economy village contest with a variety of occupation groups and interesting ways of life. Tourists can experience the rural lifestyle here (CBT Thailand). With the government's policy to promote CBT, the number of CBTs has continued to increase. Until it can be predicted that there are currently 500-600 CBTs across the country, it is likely to increase in the future.

2.1.3 Preliminary Review on Community-based Tourism in Thailand

Shawna and colleagues (2008) conducted research on Sustainable Community-Based Tourism Management Model Ban Pha Taek Community, Village No. 10, Sop Poeng Subdistrict, Mae Taeng District, Chiang Mai Province, to study the tourism situation of Pha Taek Village and the situation of community-based tourism in Chiang Mai to gather knowledge, local wisdom, and community potential in determining the tourism model that is suitable for the community and to study the process of tourism management by the Ban Pha Taek community. The results showed that (1) Villagers have tourism-related experiences before development. The past tourism situation has caused problems for management due to a lack of knowledge and proper understanding of tourism, as well as a lack of management skills and a negative attitude towards tourism that results in a lack of participation in the management of the impacts that

occur. The community is impacted by tourists who see the community as something strange, garbage brought in by tourists, or some agencies. (2) To be sustainable, community-based tourism must allow communities to collaborate in managing their limited resources for maximum benefit by considering the impact that will occur on the ecosystem and social relations, the way of life of the people in the community, the benefits, conservation, and restoration, which should allow the community to participate in the management at every step. The benefits are shared equally and fairly. Guidelines for organizing tourism activities must be consistent with the community's potential locally and socially. (3) Tourism can be used to develop the potential of communities and people in the community through learning and skill development processes.

Junlawong (2010) studied The management of community-based tourism of the inspection farmland along Mahasawas Canal by Boat's Agro Tourism Community Enterprise, Amphoe Phutthamonthon, Changwat Nakhon Pathom to study the problems and obstacles in the management of community-based tourism using qualitative research methods. The results showed the Agro-tourism community enterprise cruising along with the Maha Sawat canal garden. There are four processes of community-based tourism management: planning, routing, operation, and operation control. In addition, there are five elements contributing to community tourism: human capital, social capital, natural resource capital, cultural capital, and external capital. The research concludes that this community-based tourism management is based on community involvement, solid and visionary leadership, a sense of belonging among the community, and fair sharing of benefits to lead to sustainable tourism management.

Phongsakornrangsilp (2014) studied The Management of Sustainable Community-Based Tourism: The Case of Ban Kokekrai, Phang Nga Province. The research results revealed that Ban Kokekrai CBT Group operates as a community enterprise providing excursion services to Thai and foreign tourists. In addition, there are special tourist activities such as hot mud and hot sand spa, red land crab (Phricotelphusa limula) viewing, hard clam (Mercanaria mercanaria) collecting, and kayaking. In this regard, Ban Kokekrai CBT Group has joined a CBT network in Phang Nga Province, which focuses on promoting and driving sustainable growth of communities operating tourism activities by Ban Kokekrai CBT Group. As a result, it

has management potential in four areas: tourism resource potential, service and quality experience potential for tourists, tourism management potential, and community participation potential.

Kaewmanee (2014) studied Community-Based Tourism Management in accordance with the Philosophy of Sufficiency Economy of Baan Hua Khao Jean community, Paktho district, Ratchaburi province. There was a high level of community-based tourism management, with the highest average scores on natural resources and culture, followed by learning and the lowest on management. There was a high level of good practice in CBT management. The aspect with a high level of good practice was that tourism was based on the original Thai Song Dam community, followed by tourism, located on the social landscape. The lowest side is the aspect of tourism that is good according to the principle of value rather than cost-effectiveness. Guidelines for community-based tourism management according to the philosophy of Sufficiency Economy in Ban Hua Khao Chin Community found that (1) Ban Hua Khao Chin community has unique cultural capital and folk wisdom capital, Thai Song Dam. If cooperation from both the public and private sectors is involved in planning the operation with community leaders, it will make Community-based tourism make significant progress. (2) The community has a voluntary and diverse career group that has received many awards. If relevant agencies support the budget for integrating community occupations, it will develop skilled labor and products for exporting in large numbers. (3) Relevant agencies help make road signs and publicize them more to outsiders.

Phokaew and Phokaew (2017) studied Participation in tourism management in Ban Bangrong community, Paklok Sub-district, Thalang District, Phuket Province. The results showed that Participation in community tourism management of Ban Bangrong is still a member of the same group. Tourism is organized systematically. Therefore, there is still a share of the benefits gained in the savings group. However, the group was more affected by the transition from rural to urban society. The community is in a period of adaptation to both social and political changes within the community. Therefore, community tourism is in a very deteriorating period. However, the strength of the group is a solid mind to fight for the community, management under the concept of "reduce differences, create common ground" for the sustainability of the community, and

members are ready to learn from failure to progress to success. Community tourism management still focuses on ecotourism based on nature, way of life, and culture as the highlight in promoting tourism. Development guidelines for community tourism and tourists need to develop basic infrastructure, waste management in the area, and management of monkeys in the area. The most important thing is to build mutual understanding, strengthen people in the community, organize learning together to understand community tourism better and raise awareness of the consciousness of loving the hometown community by encouraging the new generation to participate in tourism management.

In Thailand, the development of CBT has taken place by many agencies that encourage villagers to create CBT until many communities have more tourists, causing some CBT to build more buildings. There are also external funds to participate, which is a good result in promoting that community. But at the same time, the consequence is that taking care of nature and the environment in the community may be difficult. Moreover, community members have little understanding and adaptation to development in some areas. As a result, there is a risk of inequality in the allocation of benefits within the community, or it may cause the community members to use the resources they have inefficiently. Therefore, this research focuses on the most effective management within the community to solve the problem of inequality that may arise within the community, as well as to create knowledge and understanding of internal community development for members of the community in a systematic and easy-to-understand manner so that members of the community can effectively participate in all activities that will occur within the community.

2.2 Resilience

The term "Resilience" from materials science refers to the ability of an individual material to absorb impact energy without deformation. Later, psychologists adapted the term to describe the human mental capacity to adapt and regain happiness after a critical situation. When considering the community level, natural disasters such as floods, earthquakes, or economic crises occur, including the epidemic and

communities affected. Thus, it is the source of the resilience of CBT in dealing with and supporting each other in times of crisis (Branzaglia, 2020). Resilience is the ability to accept the turmoil and learn to adapt to that moment to move on more dynamically and systematically. Thus, community resilience refers to the adaptive ability of a community to respond effectively to changes in unexpected situations (Lew, 2012). The theory of resilience was developed in the early 1970s to model fluctuations in ecosystems by Holling, an ecologist, in 1973 and later applied to socio-ecological systems that are interconnected and have been applied to the system connected society and ecology (Social-Ecological systems: SES) in various forms. It explores the contexts of interdependent human beings with a strong theoretical foundation for social, anthropological, economic, and environmental systems, including tourism, focusing on sustainable development (Cochrane, 2010). The concept of resilience offers a consistent interpretation of interconnected human and ecological processes and is increasingly recognized as a framework for understanding global systems. Resilience theory fundamentally concerns how communities or individuals can deal with turmoil, crises, and changes to create a sustainable future in an increased risk and uncertain environment. Therefore, resilience is defined as the ability of a system and its elements to foresee, accept, sustain, or recover in a timely and efficient manner from the effects of a crisis or stress (Field et al., 2012, Folke, 2016).

2.2.1 Resilience Tourism

The tourism industry, the driver of the global economy, is facing high disaster risks and is exacerbating either climate change or depletion of natural resources. These impacts threaten the tourism industry's potential to grow, create jobs, and generate income. Moreover, as disasters happen more often, the risk of tourism disruptions and the loss of the tourism industry highly occurs. Most recently, this issue has been highlighted by the global COVID-19 pandemic, where disruptions to travel and tourism have affected government revenues and company survival and have led to losses—important economic factors throughout the tourism value chain.

The United Nations World Tourism Organization (UNWTO) forecasts a 60 to 80 percent drop in international tourism in 2020. In addition, the global domestic tourism market is also heavily impacted by travel restrictions (United Nations World

Tourism Organization [UNWTO], 2020). Many countries are not prepared for the catastrophic impacts of the tourism sector. In 2020, the world recorded approximately 396 natural disasters, which caused approximately $151.6 billion in global economic losses. Asia was hit the hardest, up to 41 percent (Center for Research on the Epidemiology of Disasters [CRED], 2021). The expansion of these disasters results from increasing climate-related disasters, including floods, storms, and droughts (United Nations Office for Disaster Risk Reduction [UNDRR], 2020); also, population growth and tourism development continue to exist along the coast, floodplains, and other high-risk areas, the chance of disasters occurring are increases as well. Members of the United Nations recognize the need to incorporate the tourism sector into disaster prevention and mitigation by encouraging national and local authorities to integrate disaster risk management practices across the tourism industry with reliance on tourism as a key economic driver (UNDRR, 2015). Tourism is a highly climate-sensitive sector. They also face significant risks from climate change, which is affected by climate variability and patterns, and global warming (World Bank, 2020). A significant obstacle to understanding climate risks is the lack of a sectoral assessment that analyzes the interactions of the impact of tourism drivers on the climate that may occur from the community to the global level (Intergovernmental Panel on Climate Change [IPCC], 2018).

The World Bank sees resilience playing a role in suppressing the tourism sector from negative impacts, gaining more attention, but knowledge remains limited on how it can be built. A resilient industrial framework has therefore been developed to enhance the ability of key sectors to better prepare for and withstand disasters and climate change (The World Bank, 2020). The framework defines industrial resilience as the ability to increase competitiveness in the face of disasters by (1) Minimize losses and disruptions - of physical and human assets (taking action before, during, and immediately after a disaster), (2) Continuing or quickly resuming operations - a disaster preparedness plan can be launched as a guideline for post-disaster action (immediately after a disaster), (3) Sustain and increasing competitiveness - use innovation to recover quickly under changing economic conditions and has developed better than ever (after disasters through countermeasures and recovery operations). To minimize losses and

disruptions and enable more substantial recovery, a resilient tourism industry invests in the following categories of measures:

1. Understanding disaster and climate risks: identify disaster and climate risks threatening the tourism sector and analyze their potential impacts.

2. Planning and prioritizing strategies that enhance resilience: plan and prioritize tourism and investment development to build resilience and avoid negative impacts.

3. Preparing for shocks and mitigating impacts: implement resilience measures in advance to reduce impact and help recovery.

4. Response and recovery actions: make decisions and implement good responses during and after a disaster to minimize disruption and losses and maintain and increase competitiveness.

5. Addressing long-term climate impacts: plan for long-term sustainability through climate change mitigation action.
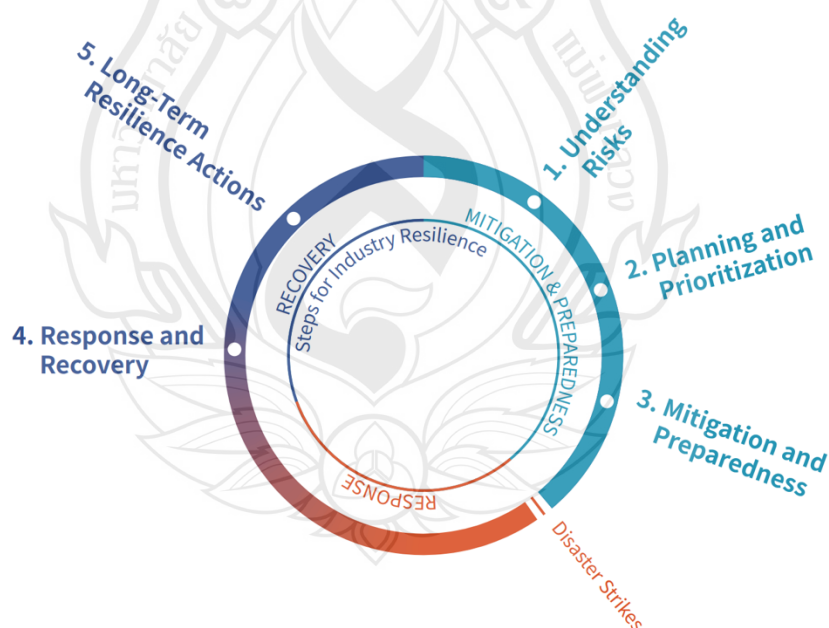
Source The World Bank (2020)

Figure 2.1 Tourism resilience building cycle

2.2.2 Resilience of Community-based Tourism

Resilience is related to the approach to vulnerability. It is popular among development practitioners and is rooted in complex science. Tourism is an excellent example of a complex adaptation system and provides an integrated, interdisciplinary, and non-linear approach to interpreting the world as the basis of resilience (Cochrane, 2010). Resilience has begun as a working principle for communities in the face of increasing environmental crises and socioeconomic and technological changes in the modern era.

Resilient communities, therefore, mean continually connecting resilience with positive ways of operating in communities affected by crises, including creating innovations for facing disturbances (Baho et al., 2017). Thus, community resilience could be said to be a form of management (Norris et al., 2008). In addition, resilience and more extraordinary critical conditions will result in dramatic changes in community adaptation responses. These include Absorptive coping capacity, Adaptive capacity, and the ability to change (Transformative capacity) (Béné et al., 2012). The National Economic and Social Development Council of Thailand (NESDC) (2020) has summarized the components of resilience as follows:

1. Cope (absorb): to deal with various conditions or situations effectively and promptly.

2. Adapt: adapting and adjusting things around to adapt to the changing situation, including building immunity and infrastructure to prevent the impact of the crisis.

3. Transform: the change in structure and fundamental factors such as laws, regulations, policies, etc., to be ready to grow and develop towards sustainability, for example, Tourism development focusing on sustainable tourism, the well-being of Society, Mitigating Climate Change, and participation of the community (Engaging Local Communities).

Tourism resilience, community resilience, and adaptability to change were analyzed together. It can be summarized in the diagram as follows:

Intensity of change

Stability | Flexibility | Change

| Absorptive coping capacity | Adaptive capacity | Transformative capacity |

| Cope (Absorb) persistence | Adapt incremental adjustment | Transform transformation response |

| Mitigation & Preparedness | Response | Recovery |

Understanding risks

Planning & prioritization

Mitigation & preparedness

response & recovery

Long-term Resilience actions

Figure 2.2 Elements of community resilience

It should be recognized, therefore, that the ability of communities to cope with crises is key to the rapid recovery of communities, cities, and countries through a Resilience approach from Stockholm Resilience Centre (SRC) (2015), which can be applied to community-based tourism management as follows:

1. Principle 1: Maintain Diversity and Redundancy

Conserving and valuing the diversity of tourism resources and reusing local natural resources. The diversity of ecosystems in the community tourism sites is maintained to be balanced and plentiful, as well as a system to protect and conserve resources to be diversified and to regulate and control the use of resources for the highest benefit to the community regularly.

2. Principle 2: Manage connectivity

Connecting tourism routes in tourist attractions appropriately. The community must benefit the most and not affect the natural ecosystem or have the most negligible impact on nature.

3. Principle 3: Manage slow variables and feedback

Develop a quality system of sanitation services and local facilities and create a channel for community marketing to promote tourism which is a channel for receiving comments or suggestions from tourists.

4. Principle 4: Foster complex adaptive systems thinking

Encourage people in the community to jointly design creative tourism activities by focusing on activities that emphasize the shared experience between tourists and the community

5. Principle 5: Encourage learning

Local stakeholders participate in promoting learning to develop the potential of people in the community, including organizing training to improve the capacity of health management for people in the community.

6. Principle 6: Broaden participation

Encourage more people in the community to participate in various tourism activities within the community.

7. Principle 7: Promote polycentric governance

Promote decentralization of management in each locality that can help coordinate and control policies to achieve coverage in response to change. If the coordination is effective, it will improve the ability to deal with crises.

The concept of resilience theory is a form of management under a crisis that emphasizes that the community can be ready to accept what is happening (cope) and leads to adaptation (adapt) in response to the changes (transform) that will occur efficiently. The concept of resilience and the proposed seven principles of resilience are key guidelines. It is beneficial to apply this concept to building resilience in social systems (Biggs et al., 2015). In addition, such principles can create an understanding of how, where, and when they should be applied. In summary, the advantages of using this principle as a guideline for assessing resilience in the local tourism community under different community contexts. This creates a significant opportunity to participate in the joint action of those involved in tourism. This ensures that these

systems remain flexible and capable of providing services that lead to sustainability and promote well-being in rapidly changing circumstances (SRC, 2015).

2.3 Institutionalism

The Institutional Approach, or Institutionalism, was one of the methods of analyzing social phenomena used by various social sciences and political scientists as a tool that became very popular during the 19th century. In political science, this genre has become the mainstream in the study of politics and comparative politics of the past (Rhodes et al., 2006). However, the popularity of the institutionalist framework for describing society in various fields was challenged in an era when the behavioral sciences boomed, causing its popularity to decline. Later, the conceptual framework for analysis was modified and revised.

Since the 1950s, during that time, the analytical approach at the institution has had a significant influence on the field of political science education. Its main assumptions and focus are on the study of political institutions, the constitution, the legal system, and the structure of government. Such interest has led some to say that the study of political science was once the study of institutional political analysis (Lowndes, 2002). However, until the late 1980s, the traditional approach of institutional political analysis evolved into a new institutional political analysis that added space to the importance of individualism, patterns, and behaviors, including informal relationships in society, rather than focusing solely on institutional education as in the early days. In other words, the dimensional analysis of political institutions is not limited to political organizations. Instead, it has expanded to include the study of institutional, and behavioral patterns, informal institutional structure, values, power relations in the organization, and the organizational context. Most importantly, the new approach to institutional political analysis, which focuses on the potential impact of individuals on institutions (Lowndes, 2002), is an issue where traditional institutional political analysis did not pay any importance.

Based on these developments, traditional institutional political analysis tends to explain social phenomena holistically (Collectivism) or a "top-down analysis"

approach when considering a level of analysis. Meanwhile, the new institutional political analysis adds an individual dimension to the analysis, opening the space for a "bottom-up analysis" approach. With these dynamics, further institutional political analysis has created a growing controversy over the inclusion of individual consensus. At the same time, it does not reject the existing top-down explanation. The resulting controversy has challenged traditional institutional political analysis that only describes top-down social phenomena.

2.3.1 Traditional Institutional Approach

The traditional institutional approach was a key aspect of political science education in one era (Lowndes, 2002), which used a Formal-Legal approach to study political institutions by considering the official structures, mechanisms, and processes of political institutions such as parliament, government, courts, constitution, etc. This type of political analysis gained widespread attention during the democratic development of European countries in the 19th century. Institutional studies primarily aim to develop political institutions per the principles of politics and governance in a democracy. It is a political analysis approach covering rules, procedures, and formal institutions, such as the Westminster Model of representative democracy. In this traditional way of institutional analysis, the institution itself focuses on the formal study of government organizations rather than the study of contexts other than the institution itself. In this respect, the old institutional education emphasized good governance, a focus on the institutional structure that determines political behavior, a focus on law as the primary tool of governance, and an emphasis on a holistic institution without influence from the context surrounding the institution. From the above characteristics, when considering the analytical level, the traditional institutional analysis approach has the characteristics of Collectivism. This means that the structure predominates the sub-elements within the institution in terms of epistemic strategies. The traditional institutional political analysis approach describes its analysis as The Strategy of Systemic Transcendence (Holism). It is an explanation from top to bottom at the enormous structure (The Macrosystem) dominates the minor components (The Microparts) completely (Kontopoulos, 1993). In this sense, the traditional institutional analysis approach explains that the "institution" plays a primary role in defining

everything under the institution as it wants and is self-contained to such an extent that its sub-components cannot fundamentally influence the structure at the superior level.

However, institutionalism declined in popularity with the age of behavioral sciences, which provided a framework for analyzing social and political explanations through the individual level (Methodological Individualism) because it is influenced by educational methodology from the field of science that adheres to the method of acquiring knowledge (positivism). The advancement in the study of natural phenomena has resulted in the efforts of all branches of the social sciences to make their fields more scientific. In the 1980s, the institutional approach resumed a resurgence by James G. March and Johan P. Olsen after revising a different approach and renamed New Institutionalism (Blondel, 2008). This revival of institutional politics is an attempt to counter the influence of behavioral science on political science because the patterns in the way people live in society are not the result of individual behavior, which is explained at the individual level, but as a result of institutional influence on behavior (Clemen & Cook, 1999).

From the foregoing, it can be seen that Traditional institutionalism considers political institutions as a tangible or formal structure, the study of the institution's operational mechanisms or key processes as required by law. Neo-institutionalism looks not only at the standard structure but also at the norms, beliefs, values, and traditions that exist in political institutions, which are invisible and intangible. It is an informal structure or an invisible structure; thus, it can be considered that neo-institutionalism studies political institutions more comprehensively than traditional institutions.

2.3.2 Neo-institutional Approach

The limitations of traditional institutional analysis, which adheres primarily to the institutional framework, overlooking the importance of context from the lower part of society, led to the emergence of Neo-Institutionalism. It provides opportunities for social sub-components to influence political behavior in society. For example, the influence of Behavioralism and Rational Choice profoundly affected the rejection of institutions that were the core of political science education during that period. In Behavioral sciences, institutions result from individual groups' roles, statuses, and

reactions coming together. Likewise, Rationalism sees institutions as individual decisions based on the desire to seek the best for themselves (Lowndes, 2002).

The main theoretical proposition of neo-institutionalism is that the institution itself influences individual behavior. There is no independent behavior or action from the institution. Institutions and their outcomes are not the results of fighting social forces. For example, political outcomes result from negotiations among different interest groups (Evans et al., 1985). Therefore, institutions are not instruments directed by individuals but independent and politically powerful. It can consider the actions and the consequences that follow. That is, neo-institutionalism believes that institutions are independent. It is a variable influencing political behavior, political process, as well as political outcomes (Lecours, 2005). Institutions consist of subsystems known as institutional orders, which perform the same functions as the institutional logic. The relationship between these various logic affects individuals and organizations, focusing on their actions and shaping their perceptions and behaviors (Friedland & Alford, 1991). Most institutional logic focuses on a macro level—influence on institutions, strategies, and organizational practices. However, in the view of neo-institutionalism, the actors act upon the influence of these various logics and their interpretations and methods of achieving their objectives (Delbridge & Edwards, 2013).

Neo-institutionalism can be subdivided into several approaches (Lowndes & Roberts, 2013): Historical Institutionalism, Rational-Choice Institutionalism, Sociological Institutionalism, Normative institutionalism, Empirical institutionalism, Discursive institutionalism, International institutionalism, Network institutionalism, etc. Popular studies include Historical Institutionalism, Rational-Choice Institutionalism, and Sociological Institutionalism (Hall & Taylor, 1996).

The Rational-Choice institutional approach was influenced by the rational-choice approach in economics based on the assumption that "The individual is a rational individualist and the utility-maximizing decisions of individualism" by calculating the costs and benefits of the choices facing. In this view, Rational-Choice institutions are limited to formal institutions. This is not limited to political structures and legal mechanisms. Instead, it defines Rational-Choice institutions as the rules of the political game as they appear in the form of rules, regulations, and norms of action in various matters, which benefit or punish people in society. Therefore, the Rational-Choice

institution is viewed as an equilibrium between political actors. Consequently, it is important as a framework for the individual's strategic behavior. It is also believed that the reason why humans obey the rules is that humans are the actors who want to get the most benefit. Cooperating is more profitable than not cooperating (Peters, 2005).

The sociological institutional approach is influenced by organization theory, which views human beings as a fundamental part of society. Humans are neither self-interested nor rational. Humans in this view follow a logic of appropriateness; that is, they will question what should be done or what is appropriate instead of asking themselves, "How do we get out of things?" The main thing is the social norms that govern daily life and social interactions. An institution is both a concrete institution and an abstract institution. The institute is not only just the rules or norms of action in various matters that people in society have set up to enforce concretely but also includes a pattern of practice in various matters that determines how behaviors are expected in society. These institutions are correlated with individual actions based on a cultural approach; in other words, institutions shape human behavior.

The Historical institutional approach is an approach that is influenced in part by neo-statism, or the study of politics with an emphasis on state-centered analysis, including some from group theory and Structural-Functional theory. It is an approach between rational-choice institutionalism and sociological institutionalism (Steinmo, 2008) that covers the entire state, society, and the individual by enhancing the understanding of historical processes at a structural level and considering the role of actors in that process (Thelen & Steinmo, 1992). It is the study of human political interactions in two ways: the study of interactions in the context of man-made rules and as human beings, rather than superficially looking at these interactions at any given moment and considering them as independent from the institutions in which they exist (Sanders, 2009).

2.3.3 Institutional Change

Institutional change is one of the main emerging issues in institutional theory that strongly correlates with the field of tourism. Institutional change occurs through the creation or evolution of generic categories and agents and agreements on common needs (Ansari et al., 2013).

The Office of Energy Efficiency and Renewable Energy (EERE) is working to create a clean energy economy. Accordingly, it created The Federal Energy Management Program (FEMP), which established an institutional change framework to work with stakeholders to enable federal agencies to achieve energy-related goals, identify appropriate solutions, facilitate public-private partnerships, and provide energy leadership to the nation by identifying and leveraging government best practices. FEMP's institutional change process is comprised of five steps under the Continuous Change Principle; they are:

1. Step 1: Determine Goals

decide what outcomes are required over what period.

2. Step 2: Assess Rules, Roles, and Tools

analyze the context in which these goals will be achieved.

    1) Rules: Formal and informal rules that affect behavior

    2) Role: People in the organization

    3) Tools: Technologies, systems

3. Step 3: Develop an Action Plan

select the strategies that will be implemented over time to achieve goals, and review and revise procedures in the long term.

4. Step 4: Implement an Action Plan

field operations must be carried out in a manner appropriate to the context of the organization and individual.

5. Step 5: Measure and Evaluate

to ensure successful results in meeting goals, an evaluation is needed to identify outputs and outcomes, baseline measurements, and control groups. These processes lead to modifying the establishment of new goals.

Source Energy Efficiency and Renewable Energy (EERE) (2011)

Figure 2.3 Institutional change process

2.4 Conceptual Framework

From the researcher's foresight, the Doi Mae Salong tourism industry has the quality of being community-based tourism, but the management within the community is not very effective. Moreover, the problem of lack of income due to the COVID-19 pandemic directly impacts the Doi Mae Salong tourism sector. This resulted in a lack of balance in the management of the community. Therefore, in order to solve management problems within the community to be more efficient and stronger, the concept of institutionalism is used as a framework to support more systematic management and resilience in the community, bring long-term benefits, and increase the efficiency of preparation, change, and recovery, as well as improve the ability to cope with unforeseen situations that may arise in the future.
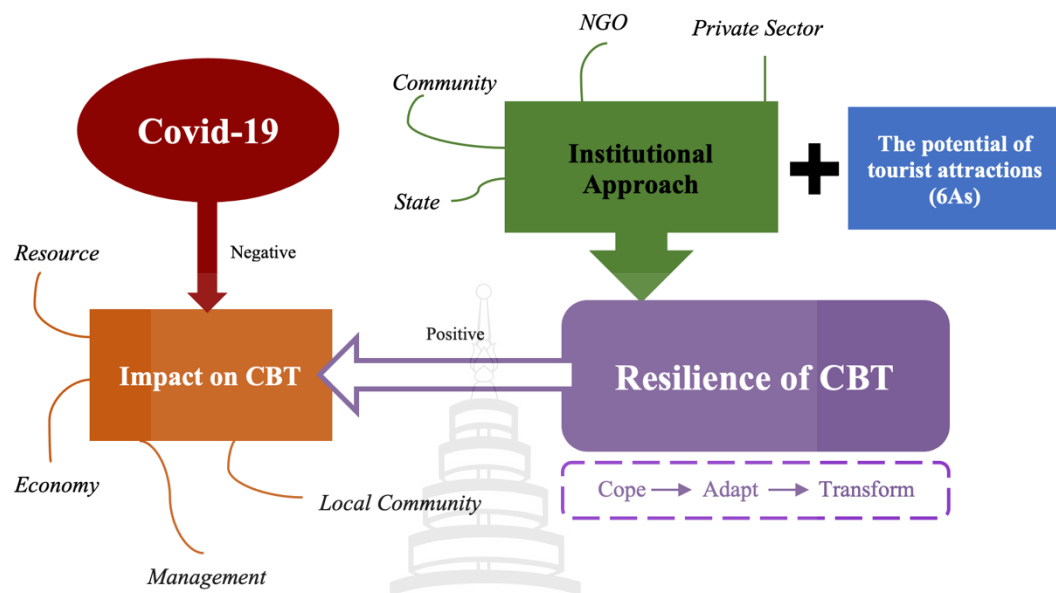
Figure 2.4 Conceptual framework

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

To answer research questions, a qualitative research method was selected as a guideline for conducting research through documentary research and interviews.

This research uses the document research method as the primary method of accessing information and conditional knowledge of questions and information requested, textbooks, books, articles, journals, online articles, etc., as well as other media such as documentaries, videos, etc. In addition, there are also in-depth interviews with local stakeholders, including local authorities, community leaders, and tour operators such as restaurants and souvenir shops. However, this research will mainly focus on hotels in Doi Mae Salong area as the hotel industry is the primary industry that was directly affected by the COVID-19 pandemic; moreover, most hotels in Doi Mae Salong also include restaurants and souvenir shops inside their area.

3.2 Research Site

This research was conducted in Chiang Rai Province. Chiang Rai is one of the Lanna civilization tourism development zones, consisting of 5 provinces: Chiang Mai, Chiang Rai, Lampang, Lamphun, and Phayao Province. It is a potential attraction, outstanding and unique. It has many tourists, tourism income, and good tourist attractions. It can also extend tourists to nearby areas or link between them (Ministry of Tourism and Sports, 2015).

Doi Mae Salong is located in Mae Salong Nok, Mae Fah Luang, Chiang Rai. It is a community where former Chinese soldiers of the 93rd Division under General Chiang Kai-shek's Kuomintang party migrated to live in 1961. It is full of atmosphere,

lifestyles, and diverse cultures. It is an important tourist attraction where tourists can travel to the top spot of Chiang Rai Province. The distance from Chiang Rai city is 64 kilometers. Doi Mae Salong or Doi Santikhiri is an ecotourism site with a cold climate and beautiful views. It is the location of the Yunnan Chinese community. Tourists will experience various ethnic lifestyles and cultures. Mae Salong Nok sub-district has eight ethnic groups, thirteen main villages, and three satellite villages. Tourists can taste delicious tea, taste Chinese food, and watch cherry blossoms or wild Himalayan cherries blooming all over Doi Mae Salong. In addition, there are historical attractions such as The Mausoleum of General Duan Xi Wen, the leader of the Chinese Army of the 5th Battalion, 93rd Brigade, which is another popular place for tourists to visit, especially Thai-Chinese tourists, who are more popular to pay their respects to General Duan's funeral. In addition, there is a memorial to the former Chinese soldiers of the National Corps (Kuomintang), Brigade 93, who helped the Thai government fight and suppress communism in Doi Luang, Doi Khao, and Doi Pha Mon, Chiang Rai province. Most people in the community are engaged in agriculture (growing tea, coffee, and winter vegetables and fruits) and animal husbandry and earn their income from accommodation, restaurants, selling agricultural products and handicrafts to tourists, as well as general contracting and employment in the service sector (Mae Salong Nok Subdistrict Administrative Organization, 2022).

This research will cover the area of three villages: Village No. 1 Ban Santikhiri, Village No. 6 Ban Klang, and Village No. 12 Ban Mai Santi. These areas are famous tourist areas of Tambon Mae Salong Nok. There are important historical attractions. (Phra Borommathat Chedi Srinakarin, General Duan Xiwen's Tomb, Chinese Heroes' Memorial) and it is a famous tea plantation area (101 Tea Plantation, Wang Phut Tan Tea Plantation) and has up to thirty hotels in the area (such as Twin Farm Resort, Maesalong Flower Hills, Wang Puttan Boutique Hotel, etc.).

3.3 Data Collection

3.3.1 Documentary Research

The researcher studied the basic information of the Doi Mae Salong area and studied concepts and theories related to community-based tourism, resilience, and institutionalism from books, tables, documents, electronic data, and related research to use as a guideline for the study.

3.3.2 Field Research

3.3.2.1 Observation: to answer research questions 1 and 2, using participant observation to participate in activities for observation and data collection and using non-participant observation to survey the general condition of the tourism area and the way of life of the villagers' community, also observe how COVID-19 pandemic affect the tourism sector and how they respond in Doi Mae Salong.

3.3.2.2 Interview: Using a Semi-Structured Interview and in-depth interview, comprehensive questions about the impact of COVID-19 and how to deal with and cope with the situation by interviewing community leaders, entrepreneurs, and stakeholders in government organizations. By interviewing on:

    1. Sub-district Administrative Organization members: 10 persons

        1) Community Leader: 3 people

        2) Government Organization Members: 7 persons

    2. Hotel operators: 10 places

3.4 Data Analysis

Qualitative data obtained from primary data (government reports, research, etc.), secondary data (online articles, news, videos, etc.) surveys, observations, and interviews are used to verify the completeness and correctness of the data. With the data obtained from the interviews, the researcher will transcribe the audio recordings of each conversation verbatim to get complete and detailed information. Then, the data obtained from the events were analyzed to come to a common conclusion through the

Analytic Induction Analysis to link the conceptual framework and concepts according to the study objectives and create a conclusion to present the descriptive study results. Analytic Induction Analysis is an interpretation of data from concrete or visual phenomena such as lifestyles, livelihoods, work, etc., by looking for encounters with a wide variety of information. to force a revision that would allow the analysis to take effect when applied to a wider variety of cases (Katz, 2001).

CHAPTER 4

RESEARCH RESULTS

4.1 General Information on the Research Area (in 2024)

4.1.1 Terrain

The area is on 5 high peaks, with steep mountain ranges interspersed with rivers. It has an average height of $1,200$ meters above mean sea level. It has a total area of 115.26 square kilometers or approximately 72,045 rai.

4.1.2 Climate

The weather has 3 seasons (summer, rainy season, winter). Summer starts from mid-February to mid-May. The weather is hot and dry, but sometimes there are thunderstorms and strong winds, known as "Summer Storm". The temperature is between $25 - 38$ degrees Celsius. The rainy season starts from mid-May. It rains a lot during June-October. Winter starts from mid-October to mid-February. In mid-October the season changes from rainy season to winter, and the weather is unpredictable. It may start to get cold or there may be thunderstorms. The lowest temperature is about 3 degrees Celsius.

4.1.3 Politics/Government

Mae Salong Nok Subdistrict Administrative Organization has established villages in the Subdistrict Administrative Organization area, totaling 13 main villages and 7 satellite villages. Each village has a Subdistrict Administrative Organization Council representing 2 people from each village. People participate in the procurement of the Subdistrict Administrative Organization. People cooperate well with the Subdistrict Service Organization, such as holding meetings of all local communities in the subdistrict to prepare a subdistrict development plan. From the results of every meeting held, there were citizens interested in attending the meeting and expressing

various opinions. As a result, the Subdistrict Administrative Organization operates according to the needs of the people and the people can participate in the development of the subdistrict. In addition, the Mae Salong Nok Subdistrict Administrative Organization has organized a training program for administrators, Subdistrict Administrative Organization Council members, subdistrict employees, village health volunteers, and community committee members, and other projects for Many other public projects to use the knowledge and experience gained to develop the subdistrict to be as prosperous as other subdistricts or municipalities. There is a project to purchase tools and equipment for operations to be modern and efficient. However, some projects are somewhat delayed due to limitations in sub-district staffing, which is insufficient to meet the needs of the people.

4.1.3.1 Administrative area

Mae Salong Nok Subdistrict is located in Mae Fah Luang District, Chiang Rai Province, 65 kilometers from Mae Fah Luang District Office and 75 kilometers from Chiang Rai City Hall. Its borders are adjacent to the surrounding areas as follows:

North: next to Mae Salong Nai Subdistrict, Mae Fah Luang District, Chiang Rai Province

South: next to Pa Tung Subdistrict, Mae Chan District, Chiang Rai Province

East: next to Pa Sang Subdistrict, Mae Chan District, Chiang Rai Province

West: next to the Union of Myanmar

4.1.3.2 Villages in the area of Mae Salong Nok Subdistrict Administrative Organization as follows:

1. Village No. 1 Ban Santikhiri

2. Village No. 2, Ban Ah Lae

3. Village No. 3, Ban Lao Sip

Baan Pa Mai Uthit (Satellite village)

4. Village No. 4 Ban That

5. Village No. 5, Ban Pa Kha Sukjai

Baan Cha Bu Si (subsidiary village)

6. Village No. 6, Baan Klang

7. Village No. 7, Ban A Bae

8. Village No. 8, Ban Pa Kha Samakkhi

9. Village No. 9, Ban Phana Sawan

10. Village No. 10, Ban Mae Chan Luang

Baan Mae Ter (satellite village)

11. Village No. 11, Ban Chiang Jasai

12. Village No. 12, Ban Mai Santi

13. Village No. 13, Ban Tong Jasai

Source Mae Salong Nok Subdistrict Administrative Organization (2022)

Figure 4.1 Mae Salong Nok subdistrict map

This research focuses on 3 villages as these areas are tourist attraction spots and have many hotels which are the main industry that is impacted by the COVID-19 situation, they are

1. Village No. 1 Ban Santikhiri - Santikhiri Village has 3,327 households and a population of 5,768 people, 2,735 males and 3,033 females (Department of

Provincial Administration Registration Office, July 2021). The languages used are Yunnan Chinese, Shan, and Akha. The main occupations of the village people are agriculture and general service work. There are important tourist attractions in the village, including Phra Borommathat Chedi Srinagarindra, General Tuan Xiwen's Tomb, Chinese Heroes Memorial, Ban Kriangsak Chomanan, and Mae Salong Resort. Including Wat Santikhiri Yansangwararam, and Sri Maha Pho Mongkol Bunchum Monastery.

2. Village No. 6, Baan Klang - Klang Village has 232 households with a total population of 1,015 people, 486 males and 529 females (Department of Provincial Administration Registration Office, July 2021). Languages used include Chinese, Shan, Thai, Akha, and Lahu. The main occupation of the village people is farming and fruit orchards. Cold country, tea plantation, and raising animals as well as general labor and trading, Important tourist attractions within the village such as Tea Plantation 101, Baan Klang Homestay viewpoint.

3. Village No. 12, Ban Mai Santi - Formerly, Mai Santhi Village was a subsidiary of Village No. 1, Ban Santikhiri. It was separated into Village No. 12 in 2004. There are 249 households with a total population of 1,127 people, 564 males and 563 females (Department of Provincial Administration Registration Office, July 2021). Languages used include Chinese, Akha, Shan, and Lahu. The main occupation of the people in the village is agriculture, such as tea, coffee, rice, and corn. The main tourist attraction is Wang Put Tan Tea Plantation.

4.1.4 Economic System

4.1.4.1 Agriculture Industry

The population in the Mae Salong Nok Subdistrict Administrative Organization area is engaged in agriculture. Important agricultural products include tea, coffee, cherry plums, rice, and corn. Chickens and pigs are also raised for consumption and sold in almost every village.

20%

5%

75%

■ Agriculture/Livestock ■ Trade ■ Employment and others
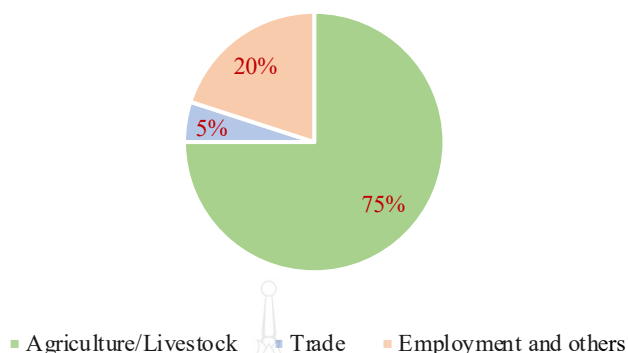
Source Mae Salong Nok Subdistrict Administrative Organization (2022)

Figure 4.2 Occupation within Doi Mae Salong community

4.1.4.2 Tourism Industry

The area in the Mae Salong Nok Subdistrict Administrative Organization is an important tourist attraction, therefore, attracting a large number of both Thai and foreign tourists to visit the area. Especially the festival "Tea Tasting, Beautiful Sakura, Tribal Culture, and Doi Mae Salong Coffee" on the 28th of December to the 2nd of January of every year in order to promote tourism, making the people in the subdistrict have Work, trade, and earn more income. Where tourists can experience cool weather, see beautiful scenery and flowering plants, and tourists can also purchase winter produce from community members. There are also small industrial factories such as tea factories and fruit factories, that produce and sell OTOP products, that are famous in the district for tourists to visit the production process and buy products as well.

4.1.4.3 Hotel Industry

The hotel industry in Doi Mae Salong, a picturesque area in Chiang Rai province, offers a unique blend of cultural richness and natural beauty. This area is famous for its tea plantations, hill tribe communities, and stunning mountain landscapes, making it an attractive destination for tourists. Here are some key aspects of the hotel industry in Doi Mae Salong:

1. Types of Accommodations

1) Boutique Hotels

A. Provide a unique and personalized experience.

B. Often themed around local culture, tea production, or the natural environment.

2) Guesthouses and Homestays

A. Offer affordable accommodation with a more personal touch.

B. Great for tourists wanting to experience local culture and hospitality.

3) Eco-friendly Resorts

A. Focus on sustainability and environmental conservation.

B. Appeal to eco-conscious travelers.

2. Key Features and Services

1) Location and View

A. Many hotels are situated on hillsides with breathtaking views of tea plantations and mountains.

B. Proximity to local attractions like tea factories, hill tribe villages, and scenic viewpoints.

2) Local Cuisine

A. Restaurants often serve locally sourced ingredients, including Doi Mae Salong's famous Oolong tea.

B. Opportunities for guests to participate in cooking classes or tea-tasting sessions.

3) Cultural Experiences

A. Many hotels organize tours and activities that allow guests to experience the local culture.

B. Examples include visits to hill tribe villages, traditional dance performances, and workshops on local crafts.

4) Outdoor Activities

A. Trekking, cycling, and guided nature walks are popular among tourists.

B. Some hotels provide equipment and guides for these activities.

3. Marketing and Promotion

1) Online Presence

A. Strong online presence through websites, booking platforms, and social media.

B. Positive reviews and high ratings on travel websites are crucial.

2) Partnerships with Tour Operators

A. Collaborations with travel agencies to attract both domestic and international tourists.

B. Package deals that include accommodation, meals, and tours.

3) Sustainability Initiatives

A. Promoting eco-friendly practices to attract environmentally conscious travelers.

B. Highlighting efforts to reduce plastic use, waste management, and support for local communities.

This study interviewed 10 accommodations within Baan Santikhiri, Baan Klang, and Baan Mai Santhi. The overall elements of the accommodation can be summarized in a table as follows:

Table 4.1 The overall elements of 10 interviewed accommodations

	Restaurant	Souvenir Shop	Activities	plantation	Tent camping area	Partnership with tour operator	Type of Accomadation
Village No.1 Baan Santikhiri							
Hotel 1	✓	✓	✓	✓	✓	✓	Resort
Hotel 2	✓						Guesthouse
Hotel 3		✓	✓	✓			Hotel
Hotel 4		✓				✓	Resort

Table 4.1 (continued)

	Restaurant	Souvenir Shop	Activities	plantation	Tent camping area	Partnership with tour operator	Type of Accomadation
Village No. 6 Baan Klang							
Hotel 5	✓	✓				✓	Resort
Hotel 6	✓	✓	✓	✓		✓	Resort
Hotel 7		✓	✓		✓		Resort
Village No. 12 Baan Mai Santi							
Hotel 8	✓	✓		✓		✓	Hotel
Hotel 9	✓	✓					Resort
Hotel 10	✓					✓	Resort

From the table, 7 out of 10 accommodations have their own restaurants. In addition to being open for guests to eat from the restaurant, it is also open for tourists from outside to come and eat inside the restaurant. Most of the food is local cuisine, both Yunnan Chinese food and special food from each tribe. There is also a cafe serving drinks. 8 out of 10 accommodations have souvenir shops selling goods and processed products both produced internally and obtained from villagers within the village. 4 out of 10 accommodations organize activities for guests to learn about local culture, such as walking around plantations, picking tea, coffee, cherry plums, tasting tea, dressing in tribal costumes, etc. 4 of the 10 accommodations have their own tea, coffee and cherry plum orchards where produce is harvested and processed into products to increase income. 2 of the 10 accommodations have tent sites and outdoor activities. The property has prepared equipment for guests or guests can bring their equipment. 6 out of 10 accommodations are partnered with tour operators. This part includes both accommodation and food fees.

In addition, from the researcher's observation, what these 10 accommodations have in common is the decoration of the accommodations by combining local culture, including beautiful views of the mountains or tea and coffee plantation areas that can be seen from every accommodation. It is evident that the hotel industry in these 10 Doi Mae Salong areas thrives on their unique cultural and natural offerings.

4.2 Components of Tourism Management by Doi Mae Salong

From in-depth interviews with government officials involved in tourism management within the community, community leaders, and the researcher's observation, the components of tourism management within the Mae Salong community can be summarized as follows:

4.2.1 Natural and Cultural

Natural resources such as water resources, forests, tea and coffee plantations, and cherry blossoms on Doi Mae Salong are outstanding natural resources and are important supports for community tourism. Tourist attractions such as the tea plantations are the most popular places to invite tourists to visit Doi Mae Salong, for example, 101 Tea Plantation is the largest and was the first tea plantation to begin planting tea in the area. There are also Wang Phut Tan Tea Plantation, Hong Fu Tea Plantation, Doi Mok Dok Mai Tea Plantation, and other tea plantations in the community. In addition, in the community, cherry blossoms are blooming all the way up Doi Mae Salong, which attracts tourists to visit, as well as winter vegetables and fruits that are unique to the community.

Figure 4.3 Sakura in Doi Mae Salong

Figure 4.4 Tea plantation in Doi Mae Salong

Doi Mae Salong has suitable topography and good climate characteristics that allow it to be a unique tourist destination for ecotourism and cultural tourism. There are souvenir products for sale from the agricultural products of the people in the sub-district, including organic fruits such as cherries plums, plums, etc., which are sent to the community market and exported outside the community. Moreover, there are also processed products from agricultural products, including:

4.2.1.1 Doi Mae Salong's famous tea is Young Oolong Tea No. 17, Hoarfrost Oolong Tea, and Osmanthus Oolong Tea because it smells good and tastes good. There is also tea-making equipment that can be purchased at shops in the community, such as tea pot, pitchers, and tea glasses.

Figure 4.5 Various tea from Doi Mae Salong

Figure 4.6 Tea-making equipment

4.2.1.2 Arabica and Cartimar coffee are very popularly grown in Mae Salong Nok Subdistrict due to the Royal Project has encouraged people in the community to plant and focus on producing high-quality coffee to replace opium cultivation and shifting cultivation to create income for farmers. Coffee products are considered important souvenirs of the community. There are coffee roasters and coffee shops that are operated by people in the community.

4.2.1.3 Fruit processing, including dried fruits, mostly economic crops grown in the community, such as cherries, peaches, grapes, plums, etc. There is a

factory for processing dried fruits for sale within the country and export abroad in Village No. 1, Ban Santikhiri. There is fruit processing to make wine such as wine from mulberries, wine from coffee, etc., as well.

Figure 4.7 Processed fruits

Figure 4.8 Dried products

4.2.1.4 Handicrafts and souvenirs from ethnic groups, such as embroidery of the Akha people, which are transformed into products for sale to tourists, such as various ethnic costumes, wallets, bags, bracelets, keychains, etc.

4.2.2 Community and Social

The diversity of ethnic cultures is a charm that attracts tourists to travel to the community in terms of lifestyle, traditions, culture, local handicrafts, and souvenir products. Beautiful arts and culture are transferred into the products, including tourism activities that include community culture as a component. The mechanism for supporting and driving the tourism development of Mae Salong Nok Subdistrict is a collaboration between the Mae Salong Nok Subdistrict Administrative Organization, community leaders, and the private sector, consisting of

4.2.2.1 Mae Salong Nok Subdistrict Administrative Organization plays a role in supporting the organization of tourism promotion activities, both budget and personnel, coordinating with other agencies and communities to take care of natural resources. Including resources for consumption within the community, including organizing projects to develop the knowledge and abilities of community members.

4.2.2.2 Community leaders play an important role in preserving community culture. They are the first to spark ideas and create various activities for the community to prosper and have a distinctive identity as a selling point that still preserves the local culture. Encourage people in the community to be proud of their own culture and create value from the community funds they have, such as The Akha Swing Festival, which was originally considered a culture-specific to the people in the community, with no outsiders able to come and see it. Nowadays, there is an opportunity for tourists to come visit and take part in the games and activities at the fair and there is a grand event every year. By working together with the Mae Salong Nok Subdistrict Administrative Organization to publicize the event for more tourists to attend the event. There will also be food and cultural products from various ethnic groups for sale at the event. This gives people in the community income and gives the culture economic value.

4.2.2.3 The private sector includes Thai Chinese groups that play a role in helping support the budget for building a Chinese language school, giving people in the community opportunities for education and knowledge of the Chinese language. There are also business groups within the community, including the tea and dried fruit growing and exporting business group, the Yunnan Chinese restaurant business group, the hotel business group, and the souvenir shop business group. These business groups are grouped with business goals and do not play a role in directly managing the tourism

management of the community. However, it can be considered that these various business groups play an important role in supporting community tourism activities by providing convenient services to tourists.

4.2.3 Management

Village Subdistrict Administrative Organization members, village committees, and community members hold village community meetings every month and community members can initially propose problems and find solutions together. If any problems cannot be solved, village Subdistrict Administrative Organization members will coordinate with the Mae Salong Nok Subdistrict Administrative Organization to contact various agencies to help solve the problem and periodic follow-up by community leaders.

4.3 Doi Mae Salong Community-based Tourism During the COVID-19 Pandemic

4.3.1 Impact of the COVID-19 Pandemic in Doi Mae Salong

Due to the policy to prevent and deal with the COVID-19 outbreak, refrain from closing the city (lockdown) or the region that is a gathering place for many people and from transporting individuals within and between nations. This involves restricting foreign visitors from visiting Thailand, etc. Furthermore, COVID-19 has impacted many areas, such as health habit changes, people limiting their outings, economic slowdown, rising unemployment rate, and youth education must adjust to social distancing. Doi Mae Salong is one of the places directly affected by the COVID-19 outbreak because its primary sources of revenue are agriculture and tourism. The massive decrease in tourist numbers has resulted in a significant loss of money from tourists. In addition, although the agricultural industry generates some money, the drought has impacted agricultural production and income.

In-depth interviews with stakeholders in Doi Mae Salong's tourism sector elucidate a sluggish tourism landscape, particularly with the decline in foreign visitors, directly impacting local businesses. This downturn has compelled some enterprises, particularly smaller ones with limited financial resources, to either shut down or scale

back operations to ensure survival, often compromising service quality. Prolonged closures have also led to the deterioration of attractions and businesses, with some struggling to meet payroll obligations. To persevere, many operators have had to pivot their business models, such as transitioning to online agricultural product sales during shutdown periods. Analysis of data from interviews and researcher observations categorized the impact of COVID-19 on Doi Mae Salong into three categories: environmental impact, economic impact, and managerial impact.

4.3.1.1 Environmental Impact

Doi Mae Salong area is divided into community forests, which are forests that people in the community can use without destroying nature and reserve. forests are forests that do not encroach on them for farming, otherwise, it will be considered illegal. In the past, the Doi Mae Salong community had a lot of problems with burning forests. Because it's easy to manage the farmer's area. This causes serious consequences, namely soil deterioration, fire spread, and air pollution. As a result, the heat spread widely. When the COVID situation spreads, reducing both domestic and international travel reduces emissions. This makes the air cleaner and the environment better in the short term. During the lockdown period, activities that affect nature are reduced, such as tourism in forest areas, allowing nature to recover itself. It also helps wild animals to live in safety and be able to find more food.

"I have noticed that the air quality has improved. The weather has improved during the lockdown. The dust and smoke that should have been a lot every year has thinned out. Another advantage is that around my garden I can see marmot and wild rabbits coming out to find food more often than before."

Interviewee 1, Community Leader (Personal Communication, 2024, 7 March)

Forest encroachment or natural destruction processes for agriculture are reduced. The main income from the lockdown comes mainly from agriculture because the villagers do not need to accelerate production. As a result, agricultural sites have a period of rehabilitation from the effects of agricultural chemicals. One local authority mentioned that during the epidemic, imported fertilizers and pesticides have become more difficult because transportation problems have led villagers to increasingly rely on organic farming. As a result, the soil and plants can regenerate themselves better.

"Many farmers are increasingly turning to organic and sustainable farming to reduce costs and risks from relying on chemicals and chemical fertilizers. And we tend to develop environmentally friendly farming methods and use technology to increase production efficiency."

Interviewee 6, local authority (Personal Communication, 2024, 6 March)

There are some positives from the COVID-19 outbreak, though. However, the negative impacts that may be faced by the various challenges that come with the outbreak must also be taken into account. Therefore, resilience and sustainable development are important things to consider in order to be able to cope with future situations.

Doi Mae Salong has distinctive natural features uncommon at lower elevations, with extensive forested areas managed by the community alongside reserves, and abundant water sources meeting domestic and agricultural needs. The community predominantly relies on agriculture, with approximately 75 percent of the population engaged in farming, often without formal land ownership documentation (Interviewee 4, local authority, 5 March 2024), with traditional farming practices emphasizing communal cooperation.

"Most community members focus on production by utilizing family work and assisting one another in the form of labor exchange between neighbors by applying the knowledge and skills gained from their ancestors to produce for sustenance and small-scale selling. As a result, there is no need to rely on complicated machinery in the production process."

Interviewee 3, Community Leader (Personal Communication, 2024, 6 March)

Staple crops include rice, maize, and indigenous vegetables, especially maize, which is a key element in the development of animals for ritual and food purposes. As a result, land and labor are the costs that will aid in cutting existing expenses, as well as local vegetable agriculture which is one approach to lower household expenses. Tea is the most widely grown commercial crop (Ban Santikhiri has the most tea cultivation, followed by Ban Klang and Ban Mai Santi.), followed by

coffee and cold-weather fruits such as cherries, avocados, persimmons, plums, and macadamias. Furthermore, Mae Salong communities began to adapt to new ways of risk diversification in the manufacturing process, if a crop's production or price is low, there are alternative crops to replace it. It allows the community to produce revenue while improving the economy by utilizing new cash crops such as cocoa, rubber, lychee, mango, durian, pineapple, banana, bamboo, etc. Local marketplaces, royal projects, middlemen, and transportation to markets in the city and other provinces are the four ways the community's produce is distributed. The cost of transporting agricultural products is relatively high due to unfavorable farmland for transportation. In addition, the terrain around Doi Mae Salong is hilly, making large agricultural trucks difficult to access.

"So, they must rely on small trucks to transport products to the receiving point, which is considered a costly expense for duplicate shipping. However, the cost of long-distance transportation is determined by the pricing arrangement with the farmers. Therefore, after deducting costs, farmers have very little income left. Farmers without capital for transportation will sell their produce to middlemen who come to buy it since they do not have to pay the cost of transporting it elsewhere"

Interviewee 3, Community Leader (Personal Communication, 2024, 6 March)

From issues related to agriculture in the Doi Mae Salong area that already exist and how those involved in the community try to find solutions to the difficulties that arise. However, when the COVID-19 situation occurred, the pandemic exacerbated existing agricultural challenges, while many community members turned to agriculture as an alternative source of income. The sudden increase in agricultural activity led to issues, namely (1) fluctuating prices, insufficient income to meet expenses - there is unstable income (2) having current liabilities from investment in production, a lack of adequate infrastructure and support for new farmers, including unstable incomes, unemployment (3) agricultural processed products are less and not stable, making them insufficient for consumption and insufficient production (4) high production costs - wages, fertilizers, pesticides, and transportation costs (5) oversupply, market saturation, resulting in lower prices further straining the local economy.

"Some villagers who had no income turned to grow more vegetables because they saw that those who were already farming still had enough income to support their families. But when there are too many people growing vegetables, they cannot be consumed in the village in time. The more we export to sell in other provinces, the more we sell at low prices. If not processed in time, the vegetables will rot, resulting in insufficient income to support the family."

Interviewee 1, Community Leader (Personal Communication, 2024, 7 March)

4.3.1.2 Economic Impact

Doi Mae Salong is a renowned tourist destination, particularly during festivals promoting tourism and providing employment opportunities for locals. Initiatives like the "Tea Tasting, Beautiful Sakura, Tribal Culture, and Doi Mae Salong Coffee" festival held every year from the 28th of December to the 2nd of January to encourage tourism and help residents in the sub-district find work and earn more money. Within the event, there will be a gathering of all tribes, and there will be tribal performances. There are tribal products for sale, including agricultural products such as tea, coffee, vegetables, various fruits, wine, and various tribal handicrafts.

"During International New Year, we will also have a tea-tasting event which the Subdistrict Administrative Organization will organize to promote agricultural products. It is a display of the arts and culture of each tribe. There will be some like the original tribe. It is set up for tourists to see and study the culture. There are also tribal cultural performances for tourists to see and participate in as well."

Interviewee 4, local authority (Personal Communication, 2024, 5 March)

Baan Santikhiri is famous for its oolong tea. The amount produced is more than 80% of the total tea production in Chiang Rai. and was selected as an OTOP tourist village by the Ministry of Tourism and Sports in 2005. Baan Klang and Baan Mai Santi, like Baan Santikhiri, are cultural communities with natural capital that facilitate tourism and homestays, both tent camping and hotels with beautiful viewpoints. Although the three villages have both cultural and natural resources that attract tourists and generate revenue for the community, one local authority (interviewee 8, 11 March 2024) stated the main issues encountered are (1) tourism operators' lack of preparation for

supporting tourists, such as hotel facilities, communication with tourists, and services. (2) The community lacks an accommodation database system - a lack of visibility in online media, which serves as a medium of communication between visitors and establishments, such as accommodation information, and reservations. (3) Cultural capital is still infrequently used to create value and generate income for the community economy. However, these problems have not had an obvious negative impact on the economy within the Mae Salong community since the beginning. As the spread of COVID-19 causes these invisible problems to have a more serious impact on the economic sector within the community, it is challenging the Subdistrict Administrative Organization and community members to find solutions to these problems.

When travel restrictions were put in place during COVID-19, the annual tea-tasting event that used to be held every year had to be canceled. It has affected the economic sector within the Doi Mae Salong community to a large halt due to the sudden lack of income from tourists attending the event.

"Local people's products were not sold despite the huge cost of preparing enough products for the tourists who came to the event. Especially fresh fruits and vegetables must be thrown away when they are spoiled. Because there are a lot of fruits and vegetables, not all can be consumed within the household."

Interviewee 2, Community Leader (Personal Communication, 2024, 7 March)

"COVID-19 has had a severe impact on hotel revenue. Revenue dropped approximately 70% due to booking cancellations and a decrease in both domestic and international tourists. But we have to deal with fixed expenses like rent and maintenance costs. This made the financial situation very tense."

Interviewee 16, hotel manager (Personal Communication, 2024, 11 Marc)

Especially in the hotel industry, the analysis of monthly incomes before and after the COVID-19 outbreak highlights a significant decline, averaging around 30 percent per month, with some businesses experiencing reductions as high as 80 percent. This downturn has depleted the working capital of many enterprises, rendering them unable to sustain regular operations and, in severe cases, leading to closures.

Consequently, families have experienced a reduction in savings and an escalation in household debt as they struggle to manage financial obligations.

"It affects my hotel because there are no tourists coming. Foreigners cannot stay and Thais rarely stay overnight. Income has come in less, but expenses are the same. Therefore, it is necessary to reduce the number of employees. I don't want to lay them off, but I also need to cut costs."

Interviewee 14, hotel owner (Personal Communication, 2024, 6 March)

"We had to reduce costs in every aspect, such as reducing the number of employees. Reducing energy use and suspending investment in non-essential renovation and development projects. We also negotiate with service providers and suppliers to reduce prices or extend payment terms."

Interviewee 11, hotel manager (Personal Communication, 2024, 8 March)

"We have had to lay off some employees and reduce the working hours of some employees. This decision is very difficult. But it is necessary to maintain the survival of the hotel."

Interviewee 18, hotel manager (Personal Communication, 2024, 8 March)

Therefore, the hotel industry has been severely impacted since January 2020, primarily due to a decline in tourists from China. The situation was exacerbated following the spread of COVID-19 in Thailand in March 2020, leading to a notable slowdown in business activities. Therefore, a substantial portion of hotels have temporarily ceased operations, depriving hotel staff of income opportunities.

4.3.1.3 Managerial Impact

Doi Mae Salong is also faced with managerial challenges encompassing personnel, budgeting, public relations, and resource allocation, all crucial for effective disease control operations. Shortcomings in these areas, such as inadequate staffing, budget constraints, and limited media resources, hinder disease prevention efforts and community compliance with preventive measures.

1. Personnel: There are fewer personnel than the amount of work they are responsible for in some departments, causing disease control and prevention

operations to be ineffective as they should be. In addition, additional personnel from other relevant agencies are also hired to provide assistance and coordination in various fields.

2. Budgeting: Budget for the purchase of tools and equipment for disease prevention while visiting the disease investigation and control area, such as alcohol, rubber gloves, anti-virus protective gear (PPE), and face masks. Including the insufficient remuneration for operational personnel who work outside office hours, causing the staff to lack morale and morale in performing their duties and may affect the quality of work.

3. Public relations media: The media used for campaigning and public relations are insufficient, and lacking interest. In addition, some villagers at the beginning did not see the importance of prevention and did not understand the danger of COVID-19.

4. Materials and equipment: The number of tools and equipment for staff to visit the area is insufficient. This causes the risk of getting infected and being a carrier of the disease to infect other people.

Addressing these shortcomings requires concerted efforts in resource mobilization, strategic planning, and stakeholder collaboration to fortify disease control initiatives and safeguard public health comprehensively.

4.4 The Resilience during the COVID-19 Pandemic in Doi Mae Salong

From the COVID-19 situation, the community can face problems and adjust materials for sustainable community-based tourism management as follows:

4.4.1 The Community's Coping Ability (Cope) was found to reduce the risk of losing income during COVID-19, the community has diversified its crop cultivation by combining cash crops such as cocoa, rubber, and various fruits within the community. The produce is sold through local markets, royal projects, middlemen, and transport networks for exports outside the community, although high transport costs and challenging terrain affect profitability. Mae Salong Nok Subdistrict Administrative Organization helps villagers and coordinates from above with the village headman and

community development committee. The aim is to create income for villagers who lack employment and income by focusing on agricultural careers because most villagers already have land. By offering agricultural-related agencies to help in the community, such as the Royal Project and the Land Development Department. (Interviewee 7, local authority, 2024, 6 March)

"I recommend that villagers try to adapt to organic farming and reduce their reliance on chemicals. They are starting to turn to more organic farming methods, using natural fertilizers and rotating crops to maintain soil fertility."

Interviewee 6, local authority (Personal Communication, 2024, 6 March)

When the pandemic first hit, hotels faced a sudden drop in occupancy and revenue. Immediate response is critical to survival. Health and safety are of utmost importance, making hotels Strict cleaning measures must be used. This includes social distancing measures and contactless services. A flexible cancellation policy has been implemented to accommodate uncertain travel itineraries. Meanwhile, many hotels are temporarily closing non-essential amenities to reduce costs. Communication with stakeholders such as employees, guests, and suppliers has been maintained to manage expectations and ensure transparency during uncertain times.

"We offer flexible cancellation policies to accommodate changing guest travel plans and work closely with our suppliers to negotiate new contracts and manage our costs. Communication is important during this time. Therefore, we are keeping our employees, guests, and stakeholders informed about the measures we are taking and what they can expect."

Interviewee 15, hotel manager (Personal Communication, 2024, 12 March)

"I have my employees work two days per week because I don't want to lay them off."

Interviewee 13, hotel manager (Personal Communication, 2024, 5 March)

Because of travel restrictions, there's been a decline in tourists visiting the Doi Mae Salong community. This directly impacts hotel businesses, compelling them to seek alternative income streams. Based on a hotel owner said

"The hotel takes villagers' produce and processes it to produce products for sale. As you can see, all our products are coffee from Doi Mae Salong, cherry plums, plums, and rice that the villagers grow themselves. We have our employees process the produce and sell it online as an alternative source of income."

Interviewee 12, hotel owner (Personal Communication, 2024, 5 March)

and observation, many hotels already have restaurants and sell local produce and souvenirs. To cut costs and mitigate layoffs, these products are now being sold online. Additionally, hotels with limited occupancy due to the pandemic are implementing daily cleaning and disinfection routines, including screening guests staying overnight.

4.4.2 Adaptation (Adapt)

For the adjustment of people in the community to prevent the spread of COVID-19, Local authorities are keeping up with rapidly evolving health and safety regulations during the pandemic transition and are rigorously monitoring compliance within their communities. In addition, the guidelines of local, national, and international health authorities are continuously monitored. Strict health protocols are being enforced in accordance with local health guidelines including mandatory mask-wearing, hand hygiene stations, temperature checks, and social distancing measures, along with creating knowledge and understanding of regulations for people in the community Additionally, existing emergency response plans have been created to adapt to the specific COVID-19 situation within the community to ensure readiness to implement quarantine measures, facilitate testing, and coordinate with Public Health agencies. The Subdistrict Administrative Organization has asked for budgetary support and the provision of adequate PPE for those operating in high-risk areas first, and get support from those with financial resources within the community to provide budgetary support as well (Interviewee 5, local authority, 2024, 5 March)

As the pandemic persisted, hotels pivoted towards adapting their operations for the new normal. Hotels accelerating the adoption of digital tools such as online check-ins to minimize physical contact. Marketing strategies shifted to target local and regional travelers, promoting safe staycation experiences and emphasizing health and wellness offerings. Staff were retrained to adhere to stringent health protocols and to

deliver enhanced guest experiences in a safe environment. This phase marked a shift towards flexibility and resilience in hotel operations.

"I implement online check-in to reduce physical contact. Guests are also allowed to adjust their time of stay flexibly in case of restriction."

(Interviewee 17, hotel owner, 7 March 2024)

According to an interview with one community leader, he mentions that Tourists who come to visit during COVID are well taken care of. They have screening points and provide hand-washing alcohol at many points. They will always remind people who have close contact with tourists to wear masks and regularly check for infection. There are police, soldiers, village security units, and civil defense volunteers who take care of safety and provide convenience for tourists. (Interviewee 2, community leader, 2024, 5 March) In conclusion, the Doi Mae Salong community has adapted to take care of the safety of tourists as well as people in the community very well from the cooperation of villagers in the community who set up volunteer groups to take care of and lighten the burden of the officials.

4.4.3 Change after the COVID-19 Pandemic in 2022 (Transform)

There will be a change in the form of Distributing agricultural products by adding more online distribution channels. From the beginning, agricultural products were farmed and sold at the market. There is also a new type of agricultural processing product besides dried fruit being sold, namely homemade wine such as mulberry wine and coffee wine.

"Because we harvest large quantities of coffee, if we cannot send it out in time, it will spoil or if stored for a long time, it will have poor quality. We already knew how to make wine, so we tried fermenting coffee to create coffee wine."

Interviewee 18, hotel manager (Personal Communication, 2024, 8 March)

The hotel industry targets more local tourists through special offers and staycation packages, collaborating with domestic travel agencies, and promoting short-term getaways. They also Enhanced cleaning protocols, frequent disinfection of high-touch areas, provided hand sanitizers, and implemented social distancing measures,

contactless check-in/check-out, and digital payment systems, offering flexible cancellation and rebooking options to reassure potential guests.

"We shifted our marketing focus to target local and regional travelers, offering staycation packages and promoting our hotel as a safe, relaxing escape close to home. Additionally, we invested in training our staff to handle the new safety protocols and adapt to their evolving roles."

Interviewee 11, hotel manager (Personal Communication, 2024, 8 March)

Knowledge and understanding regarding safety, health, and hygiene are provided to people in the community in the same direction. In order to prepare for accommodating tourists who will travel in the community after the COVID-19 pandemic. In addition, the Doi Mae Salong community has the idea of changing the style of tourism that emphasizes learning about agriculture and culture. So that tourists can experience learning more about the ways of life of local people, such as picking tea, visiting product processing, and participating in various local traditions.

4.5 Resilience of Community-based Tourism Management for New Normal in Chiang Rai: A Case Study of Doi Mae Salong

This research examines the strategies needed to ensure the sustainability of community-based tourism (CBT) in Doi Mae Salong, Chiang Rai after the COVID-19 pandemic. It identifies significant challenges, including health and safety issues, economic impacts, environmental degradation, cultural erosion, inadequate infrastructure, and the digital divide. To enhance CBT resilience, the study proposes strategic interventions such as implementing health protocols, diversifying the economy, adopting sustainable practices, preserving culture, developing infrastructure, embracing digital transformation, engaging the community, targeting marketing efforts, fostering collaborative partnerships, and maintaining continuous monitoring and evaluation. Given the importance of CBT to Chiang Rai's economy, cultural exchange, and socio-economic development, the pandemic's unprecedented challenges necessitate a comprehensive reassessment of tourism management strategies. This

study underscores CBT's multifaceted problems in the post-pandemic era and offers strategic solutions to strengthen its resilience.

4.5.1 Problems and Threats

Tourism management by the Doi Mae Salong community in the New Normal era faces many problems and threats. This includes economic, social, and environmental issues as follows:

4.5.1.1 Economic problems

1. Income decreased

The spread of COVID-19 has resulted in lockdowns and travel restrictions. This makes tourists unable to travel to Doi Mae Salong as usual. Hotels and other tourism businesses are experiencing a sharp decline in income. Due to a lack of customers, many operators have had to reduce staff or temporarily close their businesses.

1) Decrease in income from tourism

Tourism is the main source of income for the Doi Mae Salong community. Due to the COVID-19 pandemic, lockdown and travel control measures have resulted. Both Thai and foreign tourists cannot travel to Doi Mae Salong as usual. As a result, the income of hotels, restaurants, souvenir shops, and other travel services has dropped significantly, with many operators reporting revenue drops of 70-80% during the height of the pandemic.

2) Cancellation of reservation

Cancellation of accommodation and tour bookings is another factor that reduces revenue. As many tourists cancel their trips due to safety and health concerns, including measures to suspend inter-area travel in some provinces with severe outbreaks, hotels and tourism businesses are losing expected revenue.

3) Reducing tourist spending

Although travel has begun to return after the relaxation of disease control measures, tourists are likely to reduce spending due to economic uncertainty. Reducing spending on accommodations, food, and souvenirs causes the tourism business to be unable to fully recover.

2. Cost of adaptation

Adapting to the new normal, such as deep cleaning of accommodations, providing disease prevention equipment, installing air filtration, and managing social distancing, has increased business costs. As a result, some operators are unable to bear the costs.

1) Investing in Disease Prevention Measures

Tourism businesses must invest in preparing disease prevention measures, such as purchasing disease prevention equipment (masks, hand sanitizers), cleaning and disinfecting accommodations and tourist attractions regularly, and preparing the necessary equipment for Health examination and screening of tourists

"We have installed automatic temperature screens at entrances and used an online booking system to reduce contact. We also use app-based payment and contactless payments to increase convenience and safety for tourists."

Interviewee 18, hotel manager (Personal Communication, 2024, 8 Marc)

2) Improving infrastructure

Some businesses need to improve their infrastructure to support tourism in the new normal, such as providing space for social distancing, improving ventilation systems, and installing necessary technology equipment. In particular, most hotel businesses have adjusted the space within restaurants and hotels to provide sufficient distance between users, such as rearranging tables and chairs further apart and setting up dividing lines or distance symbols in public areas.

"We have socially distanced areas in our restaurants and hotel commons to ensure the safety of all tourists. We have arranged the tables and chairs in the restaurant further apart. Air filters are installed for good ventilation and air circulation. We minimize the risk of spreading germs and have social distancing markers in common areas. We are also limiting the number of guests in the hotel to allow for a safe distance."

(Interviewee 15, hotel manager (Personal Communication, 2024, 12 March)

3) Employee training

Training employees on disease prevention measures and how to behave in the new normal is necessary but is an additional cost that businesses must bear. Training includes teaching effective cleaning methods, caring for the health of employees and customers, and using technology to provide services.

"We teach our employees how to clean effectively, use tools to reduce exposure and follow safety measures. We also check how employees perform in real situations to see if the knowledge and skills they have learned are being applied."

Interviewee 19, hotel owner (Personal Communication, 2024, 6 March)

3. Access to funding sources

1) Difficulty in applying for a loan

Many entrepreneurs report having difficulty obtaining loans or financial support from banks and financial institutions. This is due to the lack of stable income and the uncertain economic situation. This makes business expansion or improvement of establishments difficult.

"Getting loan approval from the bank is very difficult because of the lack of stable income during this period and the lack of collateral for the bank. During this uncertain economic period, there are many people who need credit. The bank therefore has a much stricter consideration than before."

Interviewee 12, hotel owner (Personal Communication, 2024, 5 March)

2) Investment Losses

Some businesses that invested more in expanding or improving their establishments before the pandemic faced losses due to tourism disruptions. These businesses are unable to return their capital as expected, causing severe financial problems.

"We have tried to reduce unnecessary costs and produce new products to generate additional income but have not been able to return the investment we had hoped for."

Interviewee 20, hotel owner (Personal Communication, 2024, 12 March)

4. Job losses and staff reduction

1) Employee termination

Declining incomes have forced many operators to reduce the number of employees or lay off some employees to save costs. Employees who lose their jobs are at risk of losing income and benefits. It affects the quality of life and economic stability of the family.

2) Salary reduction

Some businesses choose to reduce employees' salaries or hours instead of layoffs. Affected employees have reduced income, reducing their ability to spend and save, affecting the overall economy of the community.

5. Impact on related businesses

1) Agriculture and handicraft business

Agricultural and handicraft businesses related to tourism, such as selling local products or souvenirs also affected by the decrease in tourists. Declining incomes have forced some villagers to find new ways to earn a living or adjust in other ways.

2) Local service businesses and shops

Restaurants, cafes, and shops that had previously relied on tourists for revenue have faced a decline in customers. As a result, some stores must temporarily or permanently close. This hardship has severely affected the local economy.

4.5.1.2 Social problems

1. Health risks

1) COVID-19 pandemic

Tourism, which involves the movement of tourists from various areas around the country and from abroad, puts the Doi Mae Salong community at risk of the COVID-19 pandemic. Even though there are preventive measures such as pre-travel health checks, quarantine, and the use of face masks, there is still a risk of germs entering the community. It affects the health of villagers, especially the elderly and those with chronic diseases.

2) Health care for employees and villagers

Taking care of the health of employees in the tourism business and people in the community is important. Working in an environment with a high risk of

infection causes employees to face anxiety and stress. Health care therefore requires appropriate measures such as regular health examinations, disease prevention education, and mental health support.

2. Cultural changes

Opening to tourists has caused the Doi Mae Salong community to adapt and change some aspects of their lifestyle, such as using technology in their lives, communicating with outside tourists, and changing their occupations. The traditional culture and simple way of life may be replaced by cultures from outside. The traditional culture of the hill tribes on Doi Mae Salong, such as dress, cooking, and festivals, is unique and is a point of attraction for tourists. Changes caused by this new form of tourism (New Normal) may cause these cultures to deteriorate or disappear. This is because people in the community turn to living a modern lifestyle and following the trends of tourists.

3. Social inequality

1) Inequality distribution of income

Although tourism generates income for the community, the distribution of income may not be equal. Large, well-capitalized tourism businesses often benefit more than small businesses, and locals who are not involved in tourism may not benefit as much. This inequality can create conflict and resentment in communities.

2) Access to resources and opportunities

The development of infrastructure and services for tourism may not cover all areas in the community. Some villagers may not have access to resources and opportunities for self-development, such as education, training, and access to health services. This inequality can have long-term effects on quality of life and social development.

4.5.1.3 Environmental problems

1. Expansion of tourism

The rapid and uncontrolled expansion of tourism has led to the destruction of forests and the natural environment. Including the construction of unsustainable facilities causing garbage and pollution problems in previously quiet areas.

1) Increase in plastic waste

In the new normal era, tourists and entrepreneurs must take measures to prevent the spread of disease, resulting in increased use of single-use plastics such as gloves, face masks, water bottles, and single-use food containers. This plastic waste is increasing rapidly and is being improperly managed. T he waste management system in many tourist areas is insufficient to deal with the increase in plastic waste, it has led to disorderly disposal of waste and accumulation of waste in tourist attractions.

"Such as face masks, alcohol bottles, and infectious waste, we still have improper management. Most villagers throw it together with other garbage, causing our officials to separate this hazardous waste by themselves. This part is a risk to our staff."

Interviewee 4, local authority (Personal Communication, 2024, 5 Marc)

"In most restaurants, cutlery and plates are wrapped in plastic and sterilized to ensure cleanliness. These plastics become an increasing amount of waste in the community."

Interviewee 5, local authority (Personal Communication, 2024, 5 March)

2) Tourist concentration

Restrictions on travel and the selection of safe tourist destinations have led to tourists being concentrated in certain areas. This concentration causes the intensive use of natural resources beyond the capacity of the area. Increasing tourist density has led to rapid deterioration of tourist attractions, such as erosion of hiking trails and destruction of flora and fauna.

3) Increased water and energy use

Disease prevention measures in hotels and tourist attractions include frequent cleaning and frequent hand washing. Resulting in a significant increase in water use. Unsustainable water use affects local water resources. In addition, cleaning and disinfection require more energy, such as using vacuum cleaners, air purifiers, and other electrical appliances. This increase in energy use affects greenhouse gas emissions and climate change.

2. Use of natural resources

Excessive use of unsustainable natural resources such as water and electricity. Over-harvesting of wild plants and animals affects the balance of the ecosystem and the livelihood of living things in the area.

1) Unsustainable use of natural resources

Tourism in the new normal puts natural resources under increased pressure, such as the use of water in natural water sources. The use of wood and other natural materials in building facilities and the deterioration of hiking trails and other natural attractions from increased use.

2) Decreasing biodiversity

Uncontrolled tourism may cause destruction or disturbance of wildlife and plants, such as collecting natural souvenirs and encroaching on wildlife habitats. Including the use of chemicals for cleaning that affect the ecosystem.

3. Climate change

Climate change has a significant impact on Doi Mae Salong. Rising temperatures and unstable weather conditions have affected villagers' farming practices and altered rainfall levels have resulted in floods and landslides. This poses a significant threat to communities and tourists.

1) Air and noise pollution

Traveling in the new normal era has led to increased use of vehicles, whether it be personal cars or buses. The use of these vehicles increases greenhouse gas emissions and air pollution. At the same time, increased tourism may cause noise pollution in tourist areas, such as noise from vehicles, noise from tourist activities, and noise from tourists. This increase in noise pollution can disturb wildlife and disrupt the tranquility of nature. In the Doi Mae Salong community where traveling by car is the main cause of air pollution such as dust and smoke, especially the problem of dust and smoke that occurs every year and cannot yet be solved.

2) Loss of Natural Tourist Attractions

Climate change causes some natural tourist attractions to lose their beauty, such as ecosystem changes, dry water, flowers blooming out of season, and less flowering.

"This year the cherry blossoms on the mountain bloomed less and bloomed late because the weather got hotter. The trees and water sources looked unusually dry. Our community tries to replant forests and trees, but it is slow to grow."

Interviewee 2, community leader (Personal Communication, 2024, 7 March)

4.5.2 Recommendations for the Resilience of Community-based Tourism Management for the New Normal

From in-depth interviews about ways to face various challenges of tourism management in the Doi Mae Salong community in the future. Creating resilience in community tourism management in Doi Mae Salong requires cooperation from all sectors and continuous adaptation in response to rapid changes. To increase the resilience of community tourism management for the new normal in Doi Mae Salong, local authorities, community leaders, and hotel business operators have proposed guidelines for economic management, social management, and environmental management as follows:

4.5.2.1 Economic Management

1. Income distribution and promotion of alternative careers

1) Develop community products (OTOP)

A. Promotion of local products: Communities should focus on producing and developing unique local products such as oolong tea, coffee, and local handicrafts to attract tourists and increase income from selling local products.

"We have OTOP that are famous throughout the country such as Oolong tea and Osmanthus Oolong Tea. We try to push OTOP products to be famous in countries other than China as well."

Interviewee 8, local authority (Personal Communication, 2024, 11 March)

"Another product that is popular among tourists is products made from embroidery. The Subdistrict Administrative Organization has a project to promote more embroidery for people who are unemployed or want to earn additional income and can also spread local culture."

(Interviewee 8, local authority, 11 March 2024)

B. Online Marketing: Creating online sales channels such as websites and e-commerce platforms to reach a wider market and increase sales of community products.

"Our hotels were able to survive the COVID crisis by selling products online. I think that this is another way that the community should encourage shops in the community to sell products online as well. We are happy to teach people in the community who want to discuss how to trade online."

Interviewee 11, hotel manager (Personal Communication, 2024, 8 March)

2) Organic farming and agricultural tourism (Agro-tourism)

A. Development of organic agriculture: Encourage communities to turn to organic farming methods to reduce the use of chemicals and increase the quality of agricultural products, allowing products to be sold at higher prices.

B. Agricultural tourism: Organize tourism activities related to agriculture such as visiting tea plantations, learning about the coffee growing process, and participating in harvesting activities to allow tourists to experience agriculture.

2. Training and Skills Development

1) Organizing training in tourism and service management

A. Development of service skills: Organize training for the community on good service standards, including cleanliness and safety services, so that tourists will have a good and impressive experience.

"In addition to government officials and community volunteers who help and provide convenience to tourists, we also have a project to encourage people in the community to monitor safety within the community because when the situation improves, there will be more tourists coming into the community. It may cause the officials' care for tourists to be insufficient."

Interviewee 7, local authority (Personal Communication, 2024, 6 March)

B. Tourism Management: Train communities in tourism planning and management, such as resource management and risk management, to increase operational efficiency.

2) Promoting the use of technology and digital media

A. Online Marketing: Training the community to use technology and digital media in public relations and marketing, such as creating websites, using social media, and marketing through various digital channels.

B. Lifelong learning: Promote learning and develop new skills through training programs such as product processing, arts, and handicrafts.

3. Network creation and marketing

1) Create cooperation with local agencies, the private sector, and international organizations.

A. Building partnerships: Build partnerships with local agencies such as Subdistrict Administrative Organizations. and non-governmental organizations (NGOs) to develop sustainable tourism and strengthen communities.

B. Support from the private sector: Build partnerships with the private sector such as tour operators, hotels, and restaurants to increase opportunities for tourism promotion and development.

"Our hotel works with tour operators who use our services, both accommodation and food, to promote our hotel. It also increases income indirectly if tourists are impressed and spread the word. Including coming back to stay at us again."

Interviewee 20, hotel owner (Personal Communication, 2024, 12 March)

2) Using social media and websites to promote tourist attractions and community activities: create engaging, quality content such as videos, photos, and articles to promote attractions and community events on online platforms. Use social media to communicate and interact with travelers, such as answering questions and providing information through social media.

4.5.2.2 Social management

1. Community participation

1) Creating a participation mechanism:

A. Establishment of a community committee: Establish a committee consisting of representatives from various groups in the community to be responsible for decision-making and management of tourism.

B. Regular Community Meetings: Organize meetings to provide opportunities for the community to participate in planning and decision-making regarding tourism development. Including listening to opinions and suggestions from all sectors.

"Although our community holds regular meetings, most of them are between villages only. We feel that it would be good to have a meeting with representatives from every village and the private sector to directly discuss tourism management. In order to exchange opinions with each other and help find solutions together from different perspectives."

Interviewee 4, local authority (Personal Communication, 2024, 5 March)

2) Knowledge creation and collaborative learning:

Training to enhance knowledge and skills in areas such as tourism management, services, cultural and environmental conservation, and promote the exchange of experiences between different communities to learn from the successes and mistakes of others.

2. Promoting culture and traditions

1) Supporting cultural tourism activities:

Organize special festivals and activities that emphasize the presentation of local culture and traditions, such as hill-tribe festivals, folk art performances, and local music and dance performances, as well as develop cultural tours that emphasize learning and experiencing the culture and way of life of the community, such as visiting hill tribe villages, learning to make local food

2) Preserving and promoting local traditions:

A. Collecting and recording local culture: Collect and record information about a community's culture, traditions, and history to preserve and pass on to future generations.

B. Promoting the participation of the new generation: Supporting youth participation in activities to preserve and promote local culture so that youth feel proud of their cultural heritage.

"Our village has a museum that tells the history of former Chinese soldiers who helped Thailand fight against the Communist Party, and we hold a ceremony to pay homage every year. The village elders will have the new generation come help and teach them about ceremonies so that their children and grandchildren will not forget their ancestors and continue the tradition."

Interviewee 1, community leader (Personal Communication, 2024, 7 March)

3. Building trust and safety

1) Organizing training and providing knowledge about health and safety measures

A. Health and Safety Training: Provide training to communities and tour operators on health and safety measures such as cleaning, use of personal protective equipment, and handling emergencies.

B. Dissemination of information and guidelines: Create teaching materials and disseminate information about health and safety measures through various channels such as posters, videos, and social media, within the classroom to children.

2) Monitoring and evaluating performance

A. Creating a monitoring and evaluation plan: creating a monitoring and evaluation plan for tourism operations so that the community can improve and develop according to the changing situation.

B. Creation of a reporting and listening system: Create a system for reporting problems and listening to opinions from tourists and communities so that responsible agencies can respond quickly and efficiently to problems and needs.

4.5.2.3 Environmental management

1. Conservation of natural resources

1) Creating a conservation plan for natural areas and wildlife

A. Assessment and planning: Conduct an assessment of natural resources in the area such as forests, water sources, and wildlife to plan appropriate conservation and restoration plans.

B. Designation of conservation zones: Designation of conservation zones and protected areas to prevent destruction of natural resources and land encroachment.

2) Controlling the amount and management of waste in tourist attractions

A. Installation of garbage disposal points: Establish adequate and appropriate garbage disposal points in tourist attractions, including proper waste management such as separating recyclables and biodegradable waste.

B. Promoting the reduction of plastic use: Campaigns for tourists and communities to reduce their use of plastic, such as using cloth bags, refillable water bottles, and straws made from natural materials.

2. Sustainable use of resources

1) Efficient use of water and energy

Promote economic use of water, such as installing water-saving equipment, using rainwater harvesting techniques, and campaigning for tourists to conserve water. At the same time, the community also promotes and pushes the use of renewable energy such as solar energy, wind energy, and biomass energy to help reduce greenhouse gas emissions.

2) Promoting the use of environmentally friendly materials

A. Use of natural materials: Promote the use of natural and biodegradable materials such as banana leaves, paper, and plant materials.

B. Sustainable product design: Promotes the design and manufacture of long-lasting products that can be reused or recycled.

3. Promotion of ecotourism

1) Developing tourism activities that have little impact on the environment

A. Hiking and Climbing: Promote activities connected to nature such as hiking, mountaineering, and caving that do not harm the environment.

B. Cycling and sustainable travel: Promote the use of bicycles and walking to visit tourist attractions to reduce the use of energy-consuming vehicles.

2) Providing knowledge and enhancing awareness about environmental protection: organize training and provide knowledge about

environmental protection for tourists, community members, and those interested in matters such as forest conservation, prevention of littering in nature, and sustainable use of resources. Create teaching materials and disseminate information about environmental protection through various channels such as posters, and social media to make tourists aware and act accordingly.

CHAPTER 5

CONCLUSION AND DISCUSSION

5.1 Conclusion

Based on the comprehensive analysis of the research results of the impact and adaptation of COVID-19 on Doi Mae Salong, several key conclusions and discussion points as:

5.1.1 Impact on the Tourism Sector

The decline in tourist arrivals due to COVID-19 has significantly affected local businesses, particularly in the hospitality industry. Reductions in income have led to closures and operational challenges for many enterprises. This downturn has also resulted in diminished revenue streams, making it difficult for households to manage financial obligations.

5.1.2 Economic Challenges

The pandemic has exacerbated existing agricultural challenges in the community, with the sudden increase in agricultural activity leading to issues such as market saturation, fluctuating prices, and a lack of infrastructure and support for new farmers. This has further strained the local economy, resulting in unstable incomes, unemployment, insufficient production, and high costs.

5.1.3 Adaptation Strategies

To mitigate the impact of COVID-19, the community has implemented various adaptation strategies. These include diversifying crop cultivation, selling produce online, and implementing strict health protocols to ensure the safety of tourists and residents. Additionally, hotels have sought alternative income streams by selling local products and implementing enhanced cleaning and disinfection routines.

5.1.4 Managerial Challenges and Solutions

The community faces managerial challenges in disease control operations, including inadequate staffing, budget constraints, and limited media resources. Addressing these challenges requires concerted efforts in resource mobilization, strategic planning, and stakeholder collaboration to fortify disease control initiatives and safeguard public health comprehensively.

5.1.5 Community Resilience

Despite the challenges posed by COVID-19, the Doi Mae Salong community has demonstrated resilience and adaptability. Through cooperation among villagers, local authorities, and community leaders, the community has been able to implement effective safety measures, support each other, and ensure the well-being of residents and tourists alike.

In conclusion, the impact of COVID-19 on Doi Mae Salong has been profound, affecting various aspects of the community, particularly the tourism and agricultural sectors. However, through adaptation strategies and community resilience, Doi Mae Salong has shown its ability to weather the challenges posed by the pandemic and work towards recovery and sustainability. Efforts to address economic, managerial, and safety challenges will be crucial in ensuring the long-term well-being and prosperity of the community.

5.2 Discussion

5.2.1 The Potential of Doi Mae Salong Community Tourist Attractions (6As)

Thummabhud (2006) divided the components of tourism into five, there are:

1. Accessibility - appropriate infrastructure systems such as airports and public transportation systems, including transportation industry services on air, land, and water transportation provide in each area to facilitate tourists to travel to their destinations or tourist attractions.

2. Accommodation - to accommodate tourists who want to stay overnight include various types of accommodations such as hotels, resorts, guesthouses, and

homestays. These various types of overnight accommodations have different levels of facilities, which will have different prices and service levels, including restaurants, bars, swimming pools, fitness centers, saunas, business centers, and other amenities.

3. Attraction - the most important component of the itinerary as it is the point of attraction for tourists to travel. Tourist attractions may be outstanding natural sites such as Doi Inthanon, which has the biodiversity of the Himalayas, or historical cultural tourist attractions such as Phanom Rung Temple, which represents the prosperity of the Khmer Empire, or rural tourism to experience the way of life of the villagers, learn about local wisdom as well as ancient prehistoric sites such as Ban Chiang culture, etc.

4. Activities (Tourist Activities and Recreational Activities) - an important element in the modern era because tourism does not just mean traveling to see ancient sites or the beauty of nature. Still, it is also allowing tourists to do various activities, for example, hiking to study the ecosystem in the rainforest, rafting in the local river, rock climbing, scuba diving or snorkeling, canoeing in the mangrove forest, and squid fishing in the deep sea. Including participating in activities with the local community such as planting rice fields, harvesting rice, participating in the Bai Sri Su Kwan ceremony, etc. All activities will be experiences that remain in the memories of tourists and such activities will create income distribution.

5. Ancillary - all varied services available to tourists such as restaurants, hospitals, post offices, gas stations, shops, souvenir shops, restrooms, etc.

Destinations are amalgams of tourism amenities, services, and public goods (Buhalis & Leung, 2000). Likewise, Leiper (1995) and Cooper et al (1998) describe destinations as places where people travel to and choose to stay for some time to experience some characteristic attraction. It emphasizes facilities and services designed to meet the needs of tourists. It mainly consists of six main elements, or 6As, which comprise a core of the following components and can be analyzed along with Doi Mae Salong Community as follows:

5.2.1.1 Attractions

Attractions are an important component of developing and improving tourism because interested-tourist attractions will attract tourists to visit there such as natural attractions, manmade attractions, architecture, etc. Doi Mae Salong is primarily

known for its stunning natural landscapes, including tea plantations, mist-covered mountains, and picturesque valleys. The natural beauty of the area draws visitors seeking tranquility and scenic vistas.

5.2.1.2 Accessibility

Accessibility is one of the important factors in developing tourism as routes and transportation systems will allow tourists to access their destination, also connected routes facilitate tourists to travel from one tourist attraction to another in the vicinity. However, there must be adequate parking, terminals, or vehicles so that the transportation system can transport continuously and be able to bring tourists to their destination quickly, conveniently, and safely. The journey to Doi Mae Salong involves a scenic drive through winding mountain roads, which adds to the allure of the destination. In terms of road transportation, under the responsibility of the Department of Highways, there are 2 paved roads, a distance of 13 km. There are local roads under the responsibility of the Mae Salong Nok Subdistrict Administrative Organization. There are 129 reinforced concrete roads, a total distance of 55.27 km., and dirt roads connecting villages within the subdistrict, totaling 11.55 km. While the roads can be challenging, they provide breathtaking views along the way.

5.2.1.3 Amenities

Amenities are important elements within tourist attractions that must have facilities to serve tourists to provide comfort and impressions, along with creating a feeling of safety to make tourists want to stay longer such as accommodation, consumables, tourist services, etc. While Doi Mae Salong is not as developed as some other tourist destinations, it offers essential amenities such as restaurants, cafes, and shops selling local products. These amenities cater to the needs of tourists and enhance their overall experience.

5.2.1.4 Available packages

Available Packages are prepared tourism programs for tourists for their convenience. These may be arranged by intermediaries, the hotel or resort owner, or by a government agency that may organize a promotion to make tourism more attractive. Doi Mae Salong offers beautiful mountain scenery, so trekking or guided treks through the mountains and tea plantations are organized for tourists, increasing bird watching and nature photography opportunities. This includes visiting local hill tribe villages to

learn about their traditions and customs and participating in cultural activities such as dance performances. There are guided tours of the tea plantations to learn about tea cultivation, harvesting, and tea processing. A tea-tasting activity where tourists can sample various types of local tea.

5.2.1.5 Activities

Activities are activities that occur while tourists are in the area, or during their visit, which come in many different forms. Tourists can choose activities according to their preferences or interests, whether it be land activities, water activities, or air activities. For example, adventure activities that are very popular among tourists, require someone with basic skills and knowledge to supervise and guide them, such as skydiving, scuba diving, etc. There are also eco-tourism activities to see the beauty of nature such as animal watching, hiking, etc., including traditional or cultural tourism activities as well. Activities on Doi Mae Salong can be tailored to individual needs such as specific interests in nature, culture, or adventure. The area offers a range of activities for tourists. Tourists can explore tea plantations, visit local hill tribe villages, hike through the mountains, and sample local cuisine. The cultural diversity of the region enriches the tourist experience.

5.2.1.6 Ancillary service

Ancillary Services are services besides basic services for tourists such as banks, hospitals, internet cafes, telecommunication, etc. Normally, these services are provided and developed by the government sector for their citizens within the community, which can provide services to tourists as well. Doi Mae Salong has tourist services such as guided tours, and transportation rentals, and local guides are available to assist visitors in exploring the area. These services contribute to the convenience and enjoyment of tourists during their stay. There are 5 private telephone receiving and transmitting stations and 2 telecommunication stations (Ban Santikhiri telephone exchange).

5.2.2 The Resilience of Doi Mae Salong Community

Consistent with the concept of Resilient communities, therefore, means continually connecting resilience with positive ways of operating in communities affected by crises, including creating innovations for facing disturbances (Baho et al.,

2017). Thus, community resilience could be said to be a form of management (Norris et al., 2008). In addition, resilience and more extraordinary critical conditions will result in dramatic changes in community adaptation responses. These include Absorptive coping capacity, Adaptive capacity, and the ability to change (Transformative capacity) (Béné et al., 2012). The National Economic and Social Development Council of Thailand (NESDC) (2020) has summarized the components of resilience as (1) *Cope* by dealing with various conditions or situations effectively and promptly. (2) *Adapt* and adjust things around to adapt to the changing situation, including building immunity and infrastructure to prevent the impact of the crisis. (3) *Transform* - the change in structure and fundamental factors such as laws, regulations, policies, etc., to be ready to grow and develop towards sustainability, for example, Tourism development focusing on sustainable tourism, the well-being of Society, Mitigating Climate Change, and participation of the community (Engaging Local Communities).

Ability to face the problems of tourism management under the COVID-19 pandemic of the Doi Mae Salong community found that they were able to deal with the COVID-19 pandemic effectively and promptly. People in the community abide by the rules and confine themselves to their area but continue to pursue their careers in the industrial, agricultural, and hotel sectors. For the adaptation of people in the community to prevent the spread of COVID-19, screening points, registration points, and temperature measurement points have been installed. Measures have been issued to wear masks at all times. There has been a change in the format of product distribution by adding more online distribution channels. The hotel industry has changed guest accommodations and improved guest safety by deep cleaning and limiting occupancy to maintain social distancing. Mae Salong Nok Subdistrict Administrative Organization has come to provide knowledge and understanding of safety bring hygiene to people in the community in preparation for receiving tourists.

In conclusion, the impact of COVID-19 on Doi Mae Salong has been profound, affecting various aspects of the community, particularly the tourism and agricultural sectors. However, through adaptation strategies and community resilience, Doi Mae Salong has shown its ability to weather the challenges posed by the pandemic and work towards recovery and sustainability. Efforts to address economic, managerial, and

safety challenges will be crucial in ensuring the long-term well-being and prosperity of the community.

5.2.3 Resilience of Community-based Tourism Management for New Normal in Doi Mae Salang

5.2.3.1 New Normal Tourism

Tourism, a critical sector of the global economy, faced unprecedented challenges with the onset of the COVID-19 pandemic. The pandemic prompted profound transformations, highlighting vulnerabilities in tourism's reliance on international travel and accelerating adaptive strategies. Shifts in traveler behavior included heightened safety concerns, leading to preferences for destinations with stringent health measures and a rise in outdoor and nature-based experiences (Fan et al., 2022). The "new normal" in tourism reflects a shift towards resilience and sustainability following global disruptions. This transformation includes stricter health protocols, such as enhanced sanitation measures, designed to ensure traveler safety (UNWTO, 2021). Digital transformation became pivotal, with innovations like virtual reality for virtual tours, AI-driven chatbots for customer service, and contactless technologies for payments reshaping tourism operations (Buhalis & Leung, 2020). Sustainability emerged as a guiding principle, emphasizing eco-tourism and community-based initiatives to minimize environmental impact and enhance resilience (Higham & Miller, 2021). Policy responses focused on financial support, health protocols, and promoting domestic tourism, aiming to rebuild trust and restore traveler confidence (UNWTO, 2021). Looking forward, collaboration between the public and private sectors will be crucial in fostering a sustainable and resilient tourism sector post-pandemic, leveraging lessons learned to navigate future challenges effectively. Additionally, there's been a noticeable move towards domestic and community-based tourism, emphasizing closer engagement with local cultures and environments while reducing reliance on international travel (World Travel and Tourism Council [WTTC], 2022). These changes aim to rebuild traveler confidence and foster a more inclusive, environmentally friendly tourism industry capable of adapting to future challenges.

5.2.3.2 Problems and Threats

Economic problems from community tourism in Doi Mae Salong in the new normal era consist of many interconnected issues. The decline in tourism revenue means businesses face difficulties in operating and adapting to the new situation. Investing in disease prevention measures and employee training increases the cost of doing business. Difficult access to capital Job losses and staff reductions Including the impact on related businesses, the local economy faces uncertainty and difficulties in recovery. To solve these problems, support from the government and various organizations is needed. to provide financial assistance, training, and technological support. In addition, developing skills and training in management and services is necessary to create resilience and adaptability in the new normal era.

There are many social problems from community tourism in Doi Mae Salong in the new normal era. The COVID-19 outbreak has put communities at risk for their health. Cultural and lifestyle changes cause the traditional culture to deteriorate. Social inequality and unequal income distribution as well as unequal access to resources and opportunities can cause dissatisfaction and conflict in communities. And there are also security risks that need to be addressed. Community adaptation is important in dealing with these problems. Developing skills and training, community participation in planning and decision-making, and having preventive and control measures in place to maintain the safety and health of villagers and tourists. It will help strengthen resilience and sustainability in community tourism in the new normal era.

Tourism in the new normal era also creates various environmental problems. The increase in plastic waste, and increased water and energy use contributes to the degradation of natural resources. Air and noise pollution, climate change, and increasing tourist density are issues that urgently need solutions. Sustainable tourism development and efficient use of natural resources are important things to consider in tourism management in the new normal era.

5.2.3.3 Recommendations for the resilience of community-based tourism management for the New Normal

Developing strategies to revive tourism in the Doi Mae Salong community should consider the context and available resources. Promoting domestic tourism, developing infrastructure, and enhancing the knowledge and skills of people in the

community are appropriate strategies to build resilience and sustainability in Chiang Rai's tourism sector.

1. Adaptation to the New Normal

1) Health and safety measures are important to build confidence among tourists in the new normal. Local communities should establish strict hygiene measures and train personnel on how to adhere to hygiene standards, such as cleaning tourist attractions, social distancing, and temperature checks.

2) Developing infrastructure suitable for the new normal is necessary to support future tourism, such as improving hotels and accommodations to have strict hygiene measures. Developing outdoor tourist attractions that can maintain social distancing and improve public transportation safety.

3) Promoting domestic tourism is an important strategy for reviving tourism after the COVID-19 pandemic, and developing tourism activities related to nature and local culture. Organizing marketing campaigns to attract domestic tourists and developing public-private partnerships are ways to help increase the number of domestic tourists.

2. Developing skills and knowledge

1) Training and skills development for people in communities are essential to building resilience and sustainability in the tourism sector. Communities should organize training to develop skills in areas such as tourism management, customer service, and online marketing.

2) Increasing capacity for tourism management will help communities adapt and recover from the impacts of COVID-19. Effective tourism management means having a good management system, careful planning, and regular evaluation.

3) Creating cooperation between the community and external agencies such as government, private, and non-profit organizations. It will help strengthen resilience and sustainability in the tourism sector. Working together will provide communities with access to the resources and knowledge needed to develop tourism.

3. Use of technology and innovation

1) Using technology in online marketing and data management is important in attracting tourists in the new normal era. Using social media platforms, websites, and applications to promote tourism. Collecting and analyzing tourist data will help communities improve and develop tourism activities more efficiently.

2) Using an online booking platform will help make travel management easier and faster. Tourists can easily book accommodations, transportation, and tour activities.

4. Promoting sustainable tourism

1) Sustainable tourism refers to tourism development that does not harm the environment and has a positive impact on local society and culture. Sustainable tourism emphasizes the preservation of natural resources and local culture, community participation, and economic sustainability.

2) Community-based tourism should emphasize protecting the environment and local culture, such as promoting the sustainable use of resources, reducing the use of plastic and waste, preserving local culture and traditions, and promoting community participation in managing natural and cultural resources

3) Developing sustainable tourism activities will help build resilience and long-term sustainability. Sustainable tourism activities may include ecotourism, cultural tourism, health tourism, and educational tourism. Developing tourism activities that are consistent with local lifestyles and cultures will help create valuable experiences for tourists and promote sustainable development.

However, monitoring and evaluation are important to monitor progress and improve tourism development strategies. Having a good monitoring and evaluation system will help communities adapt and develop tourism activities efficiently.

5.3 Recommendation

Based on the research findings, the Doi Mae Salong community possesses the potential to develop into a thriving community-based tourism destination, given its abundant resources across different sectors. However, when confronted with

unforeseen challenges like the emergence of COVID-19, various issues arise that hinder the smooth operation of activities within the village. These issues include a lack of financial resources to stimulate income circulation within the community, insufficient tools for health protection, and a shortage of skilled individuals with the knowledge and capability to manage operations effectively. In essence, the community still lacks adequate preparedness to address such unexpected situations.

This research suggests applying the Federal Energy Management Program's (FEMP) institutional change process model, particularly the Continuous Change Principle, presents a promising avenue for fortifying the resilience of community-based tourism in Doi Mae Salong amidst the challenges posed by the COVID-19 pandemic or even an unforeseen incident in the future. By elucidating the application of this model as:

1. Understanding the Current State: Initiate by conducting a thorough situational analysis of community-based tourism in Doi Mae Salong, encompassing a broad spectrum of potential risks and vulnerabilities beyond the scope of the COVID-19 pandemic. This inclusive assessment should entail identifying various types of potential disruptions, ranging from natural disasters to economic downturns, and their potential impacts on the tourism sector.

2. Identifying the Vision and Goals: Engage stakeholders in envisioning a resilient future for community-based tourism in Doi Mae Salong, one that incorporates adaptive strategies capable of withstanding diverse unforeseen incidents. Emphasize the importance of fostering a tourism ecosystem resilient to a range of disruptions while concurrently upholding principles of sustainability and cultural preservation.

3. Developing a Strategic Plan: Formulate a dynamic strategic plan that outlines proactive measures to mitigate the impacts of unforeseen incidents on community-based tourism. This plan should encompass a repertoire of strategies aimed at enhancing the sector's resilience, including contingency planning, diversified revenue streams, crisis communication protocols, and the establishment of robust support networks.

4. Implementing the Plan: Execute the formulated strategic agenda in close collaboration with local stakeholders, fostering their active engagement and participation throughout the implementation process. This operational phase entails a

myriad of activities, ranging from the launch of targeted promotional campaigns to attract visitors, to the augmentation of tourism infrastructure in alignment with prevailing health and safety imperatives, alongside the provision of requisite training and support mechanisms for local enterprises. Ensure active involvement and collaboration among stakeholders in implementing proactive measures, such as investing in infrastructure resilience, enhancing community preparedness and response capabilities, and fostering cross-sectoral partnerships.

5. Monitoring and Adaptation: Institute a continuous monitoring and evaluation framework to assess the efficacy of resilience-building measures in mitigating the impacts of unforeseen incidents on community-based tourism. Remain vigilant to emerging threats and changing circumstances and be prepared to recalibrate strategies dynamically to enhance adaptive capacity and resilience over time.

By integrating these adaptations into the Continuous Change Principal framework, Doi Mae Salong can proactively bolster its resilience against a spectrum of unforeseen incidents, thereby safeguarding the sustainability and vitality of its community-based tourism industry in the face of future challenges.
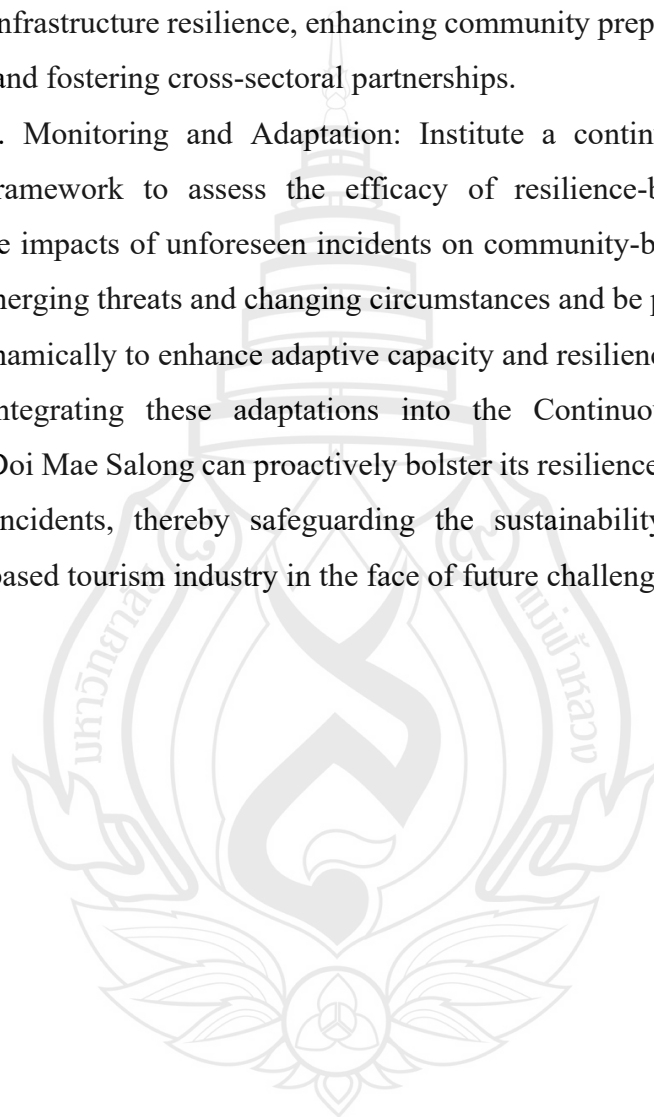
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APPENDICES

APPENDIX A

DOCUMENT CERTIFYING HUMAN ETHICS

The Mae Fah Luang University Ethics Committee on Human Research
333 Moo 1, Thasud, Muang, ChiangRai 57100
Tel: (053) 917-170 to 71, (053) 916-551   Fax: (053) 917-170   E-mail: rec.human@mfu.ac.th

CERTIFICATE OF APPROVAL

COA: 26/2024   Protocol No: EC 23197-23

Title: The resilience of community-based tourism management during the Covid-19
                pandemic: A case study of Doi Mae Salong in Chiang Rai province

Principal investigator: Miss Ploypim Mamuen

School: Social Innovation

Funding support: Personal Budget

Approval:

1) Research protocol   Version 2 Date February 14, 2024
2) Information sheet and informed consent documents   Version 2 Date February 14, 2024
3) Interview Questions   Version 1 Date October 19, 2023
4) Principal investigator and Co-investigators
    - Miss Ploypim Mamuen   - Lecturer Dr. Thanikun Chantra

The aforementioned documents have been reviewed and approved by the Mae Fah Luang University Ethics Committee on Human Research in compliance with international guidelines such as Declaration of Helsinki, the Belmont Report, CIOMS Guidelines and the International Conference on Harmonization of Technical Requirements for Registration of Pharmaceuticals for Human Use - Good Clinical Practice (ICH GCP)

Date of Approval: March 1, 2024
Date of Expiration: February 28, 2025
Frequency of Continuing Review: 1 year

(Assoc. Prof., Maj. Gen. Sangkae Chamnanvanakij, M.D.)
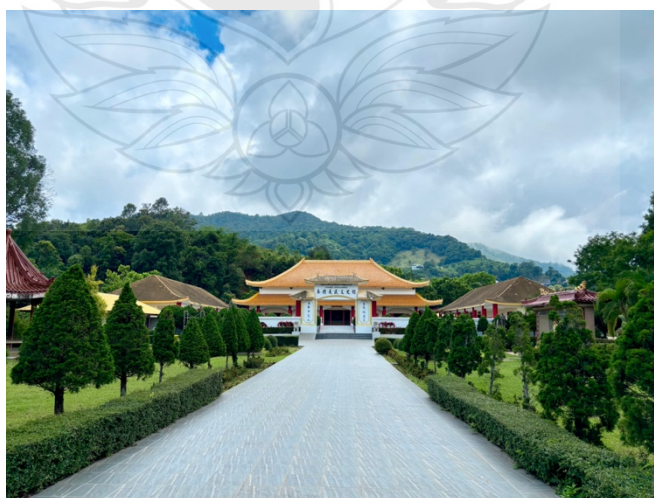Chairperson of the Mae Fah Luang Ethics Committee on Human Research

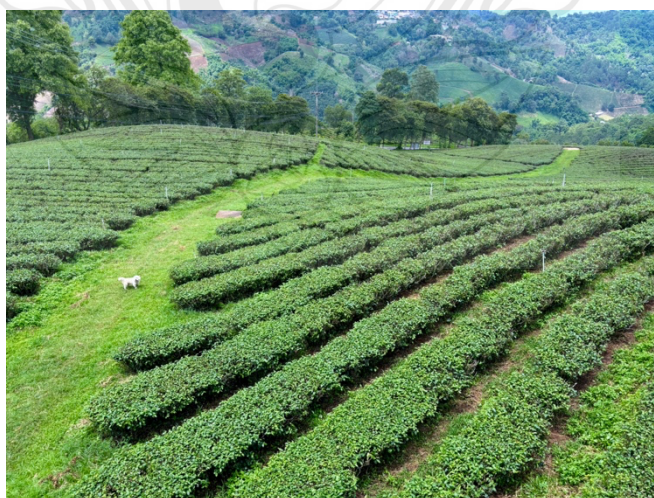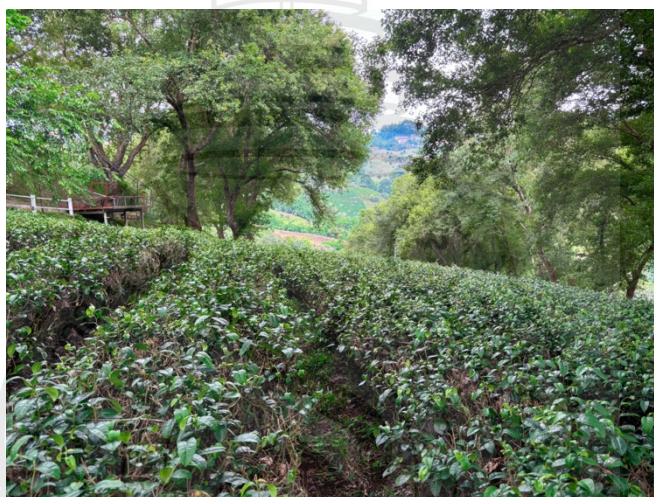AL 02_1/2022 Certificate of Approval   หน้า 3 จาก 4

APPENDIX B

ADDITIONAL ILLUSTRATIONS DURING DATA COLLECTION

CURRICULUM VITAE

CURRICULUM VITAE

NAME   Ploypim Mamuen

EDUCATIONAL BACKGROUND

2021   Bachelor of Arts

                                             Mass Communication

                                             Ramkhamhaeng University

2017   Bachelor of Arts

                                             English for International Communication

                                             (International Program)

                                             International College, CMRU