

Ethnic Groups' Participation in Sustainable Tourism Development

กลุ่มชาติพันธุ์กับการมีส่วนร่วมในการพัฒนาการท่องเที่ยวอย่างยั่งยืน

Natthapas Yot-Arlai^{*}

Varaporn Duangseang^{**}

Abstract

The Angkhang Royal Project Agricultural Extension Areas, Fang District, Chiang Mai was considered to be the preferred tourism attraction. It was the highland area that hill-tribe people from many ethnic groups; namely BalckLahu, Tai Yai, Chinese Yunnan and Palaung densely resided. Therefore, this article intended to study the participation of the ethnic groups in sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area. This article was designed to use a quantitative research methodology. The target population consisted of 3,545 people from 5 villages; namely, Ban Khum, Ban Pang Ma, Ban Kob Dong, Ban Nor Lae and Ban Luang living surrounding the Angkhang Royal Project Agricultural Extension Area. The sample size was calculated based on Taro Yamane Formula (Tao Yamane, 1973: 112) with confidence coefficient of 95% and standard error of sampling estimation at the significance level of 0.05 which came up with 367 people. According to this research, important findings were the popular trend in visiting the Area induced the utility system development in order to facilitate the traveling and the better way of life of the hill-tribes in the Area. They not only acquired extra income from tourism activities, but also learned, realized, and comprehended the significance of maintaining, preserving and conserving the natural resources, culture and tradition of the ethnic groups. Additionally, participation in the implementation level by taking part in the Area development, cooperation with the Project's operation or evaluation of the tourism activities in the community were scanty. This was because the majority of them were hill-tribe people having low level of education. Some of them were not able to read, write or communicate in Thai language and held highland identity card or nationality unproved. Therefore, they had limitations in accessing data and information from public organizations.

Keywords: 1. Ethnic 2. Participation 3. Sustainable Tourism Development

^{*} Doctor of Philosophy Student, Doctor of Philosophy Program in Tourism Development Department, Office of Academic Administration and Development, Maejo University. natthapasy@gmail.com.

^{**} Lecturer of Tourism Development Faculty, Maejo University

Introduction

The Angkhang Royal Project Agricultural Extension Area was located in Mae Ngon and Mon Pin Sub-district, Fang District, Chiang Mai Province, covering 20,312 Rais 2 Ngans. Angkhang Royal Project was entitled to use the land for the benefit of agricultural promotion and development of hill-tribe people's quality of life. There were 5 villages in this project which were Ban Luang, Ban Khum, Ban NorLae, Ban Pang Ma and Ban Kob Dong (The Royal Agricultural Station Angkhang, 2014: 4-5). Those hill-tribe people consisted of several ethnic groups; namely, Lahu, Palaung, Chinese Yunnan and Tai Yai. Each ethnic group had different history, culture and way of life. The majority of Lahu in the Royal Agricultural Station Angkhang were Black Lahu who were the original group. They were currently residing in Kob Dong Village with agriculturists as the main occupation, strawberry planting as an example. They also raised boars and made handicraft for a living. In terms of belief and ritual, Lahu believed in ghost and New Year Celebration Tradition was the crucial religious ritual (The Royal Project Foundation, 2015: 20-22).

Secondly, Palaung (Dara-ung) mostly lived in Ban NorLae. Agriculture was the main affair. They grew vegetable, temperate winter fruit, strawberry, and tea. They also raised chicken and pig. Regarding belief and ritual, they strictly followed the Buddha's teaching and morale. Their tradition profoundly involved with Buddhism. They also believed in spirit as well as Buddhism. Besides making merit and conducting religious ritual in the significant days of Buddhism, the most crucial ritual that was carried out every year was guardian spirit and ghost worship.

Chinese Yunnan stayed in Ban Luang and their main occupation was agriculture as they planted plum, kiwi and avocado. Regarding religion, belief and ritual, they had different religions; namely, Buddhism, Christianity, and Islam. For culture and tradition, Chinese Yunnan had the New Year Celebration just like Chinese in general. There was a guardian spirit that they worshipped with food, fruit, and firecrackers. They took a day off, dressed nicely, treated with food and alcohol, gave presents to one another and paid respect to passed away father, mother, husband or wife during this Celebration.

Moreover, there were Tai Yai people living in many villages surrounding the Angkhang Royal Project Agricultural Extension Area such as Pang Ma Village and Ban Khum Village, as well as the villages inside the Station. Most of them were employed to plant crop in the Station. They planted winter temperate vegetable and fruit. The majority of them were Buddhists; some were Islams and Christians whereas they believed in God and Ghost, too. The significant cultural activities were Tai New Year, Tai dance, Bird dance, Toh dance, Jueng dance and sword dance performing with traditional musical instruments.

With reference to the variety of ethnic groups of hill-tribe people, it resulted to the uniqueness of the Angkhang Royal Project Agricultural Extension Area in terms of culture, tradition and way of life that attracted visitors to continually come to the Area. Moreover, it was the location of the Royal Agricultural Station Angkhang where it focused on highland agricultural occupation development. The important activities were water resource development; land usage planning; fruit tree, cut-flower, vegetable and tea planting; as well as ecosystem restoration in the watershed area by forest rehabilitating naturally and humanly. Activities introduced to farmers were growing tea, temperate vegetable, flower and fruit, such as plum, peach, pear and persimmon. Additionally, the mountainous range was fertile and had cool weather all through the year which supported the natural tourism activities such as bird watching, hiking, mule riding, tea-leave picking (The Royal Project Foundation, 2016: 1) which tourists were able to visit all year round. According to those attractions, Angkhang attracted a number of visitors which increased every year. There were 10,023 visitors visiting Angkhang in 1997; 261,367 in 2011; 289,412 in 2012; 362,581 in 2013; 368,465 in 2014 and 332,206 in 2015 (The Royal Agricultural Station Angkhang, 2014: 1).

The highland area of promoting agricultural projects Ang Khang, Chiang Fang. Therefore it is absolutely necessary to keep the public in the area affected directly took part in the management of tourism resources. It would make sense on its own, cherish and appreciate more. Tourism development and promotion of tourism in the and involvement of stakeholders in order to determine the direction. Methods and processes that will contribute to the achievement of the goal. future, it is important to be aware of. The understanding of the community involved. A clear plan and realize the quality rather than quantity. The focus of the cooperation

According to the popularity of visiting the Angkhang Royal Project Agricultural Extension Area, it resulted both negative and positive impacts. To clarify, the negative impacts were increasing of garbage, more water usage for tourism, modern clothes influencing new generation of hill-tribe people and they were undignified in their culture. Besides, the area management in responding to increasing tourists in visiting season. Those impacts needed collaboration from all sectors in participating sustainable tourism development. Tourism development in the Angkhang Royal Project Agricultural Extension Area had to open an opportunity for the local community to take part in solving problems, including creating sustainable tourism development concept that gave priority to tourism resources and people's participation which would be the power in driving toward sustainable tourism development in the Area (Therdchai Choibamroong, 2009; 133-134).

This article intended to study “Ethnic Group in the Angkhang Royal Project Agricultural Extension Area in participating in sustainable tourism development in what level and how. The research result would be beneficial in using as the approaches in developing framework and process of participation of ethnic group in the Angkhang Royal Project Agricultural Extension Area to participate in sustainable tourism development.

Concept and Theory

This article aimed to examine the ethnic groups’ participation in sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area, Fang District, Chiang Mai Province. Researcher had brought the sustainable tourism development concept and people’s participation as the guideline in analyzing as follows;

Sustainable Tourism Development Concept

The sustainable tourism development concept arose from sustainable development concept which was obvious and well-accepted in the late 1970s. The major principles of sustainable development were the 3 concurrent dimensions, namely, economic development, environment development in both physical and biological development and socio-cultural development which integrated as the holistic development (Sarit Sang-arun, 2007: 87). Since 1989, Brundtland and Commission had initiated a new concept of development, “Sustainable Development”. It was the changing process in both quantity and quality comprising many variables that induced persons and communities to originate their uniqueness, exclusive characteristic and competent to encounter the world with their goal and proudness. This process emphasized on the harmonious growing up of people and community with economic, social and political situation and the society’s spirit as a whole. This concept appeared in the 8th National Economic and Social Development Plan (1997-2001) concentrating in person and community. It also designated people development as a single objective that gave priority to people’s participation promotion in development by the people instead of concentrating at economy as the major issue as usual. Therefore, tourism management started to change and emphasize people’s participation in development and community problem solution process (Ranee Asichaikul, 2004:10).

Sustainable tourism was defined by Thai and international academics as well as organizations related to tourism in many perspectives. In an overseas view, Butler(1993:3) denoted that sustainable tourism development meant tourism that maintained the area’s long-lasting value and benefit. Moreover, World Trade Organization (WTO, 2004: 1) argued that sustainable tourism

was a tourism that led to resource management corresponding to economic, social and aesthetic demand while it also conserved culture, eco-system and other systems supporting sustainable tourism development. Therefore, crucial principle and concept of sustainable tourism development from WTO consisted of 1) tourism had to realize and use natural resources and biological diversity appropriately and beneficially; 2) respect to local people's society, culture and tradition, including adjusting and comprehending differences in each community's culture and tradition should be paid; and 3) promoting sustainable economic stability, sustainable tourism development should generate income equitably to all tourism stakeholders. Besides, it should bring about employment and generate income for local community as well as decrease poverty in the community.

In Thailand, the definition of sustainable tourism was in accordance with the concept of sustainable development. It (Paitoon Pongsabutr, 2003:4-5) noted that the principle of sustainable tourism was consistent with the principle of sustainable development which was the main conceptual trend in the world in the last 2 decades. It was also supported from the Commission on Sustainable Development of the United Nations. The general principles of sustainable development were the preservation and balanced usage of resources so that they could be consumed in the long term, and distributed to the majority of people, including stakeholders.

With reference to the elements of sustainable tourism, UNWTO(2008: 21-22) indicated that there were 3 dimensions of balanced sustainable tourism development which were making the most of natural resources and environment for tourism; paying respect to the real society and culture in the hosting community; and bringing the stability in economic development in the long term. Additionally, Edward Barbier (2014:27-29) argued that the essential feature of sustainable tourism development was the sustainable usage of resources emphasizing on the equivalence in economic, social and environmental sustainability. Moreover, Boonlert Jittang wattana(2005: 21-22) accordingly designated the sustainable tourism development in 6 components; namely, 1) tourism resource development, 2) environmental development in tourism spots, 3) tourism business development, 4) tourism market development, 5) local community's participation in tourism development and 6) tourism consciousness development in preserving tourism resources and environment of all tourism stakeholders.

Participation Concept

Participation concept influenced on activities in several actions, either in political, economic, or social sections. It could be seen from people's participation attempt in developmental work of government and private organizations in all parts and all intervals of changing society. This was because people's participation was the process of people's power collection combining with government and private organizations in order to develop and solve problems in the community, based on the principle that community's members were required to collaborate from planning to implement (Pairote Suksamrit, 1988:24-30). Therefore, development, regardless of any aspects, was necessary to have participation process so as to achieve acceptance and understanding from the community (PratyaVesarat,2005: 3). It was in accordance with Buaret Prachaiyo (1995: 42) that participation meant the process that community members were willing to implement activities in order to achieve the same goal. People participation started from the outside demand while people had adequate capability, readiness and willingness to participate and possessed decision-making power to achieve the community development as required by the community.

Participation process happened when those people were given an opportunity to take part in implementing community activities. Participation process comprised several procedures. Due to people's participation leading to certain community development, people were required to participate in all processes with the support from outside developers or academics. According to the literature review in people participation, it indicated that participation process mostly began from cause finding and planning, implementing activities, working, benefit sharing and evaluating (Jerm Sak Pinthong, 2003: 22).

With reference to the above participation dimensions, Cohen and Upphoff (1979: 212-214) divides participation into 4 stages; namely, decision-making stage, implementation stage, benefit stage, and evaluation stage. To clarify, decision-making stage consisted of 3 steps which were starting decision-making step, decision-making step, and decision-making to implementing step. Moreover, participation in implementation stage consisted of resource support, management, and cooperation collaboration. Participation in benefit stage, either in private benefit, social benefit, financial benefit or material benefit, as well as evaluation stage directly related to implementation stage and decision-making stage. People's participation process in decision-making affected the implementation. Accordingly, implementation resulted to benefit and evaluation while decision-making directly affected benefit and evaluation and evaluation directly correlated to

implementation and decision-making. Lastly, implementation also reversely affected to decision-making.

In accordance with concepts and theories, it could be stated that tourism development in all dimensions, people or community participation was the significant element or dimension explicitly leading to sustainable tourism development. Therefore, in the article entitled “Ethnic Groups with Participation in Sustainable Tourism Development”, researcher had brought about concepts and theories in sustainable tourism development of Boonlert Jittangwattana (1999: 21-22) setting the sustainable tourism development in 6 elements; namely, 1) tourism resource development; 2) tourism environment development in tourism attractions; 3) tourism business development; 4) tourism marketing development in searching for quality tourists; 5) tourism participation development in local community; and 6) tourism consciousness development. Moreover, participation concept of Cohen and Upphoff(1977: 212-214)asserted in educational dimension that participation divided into 4 levels which were Decision-making level, Implementation level, Benefit level and Evaluation level. Those were used as the major concepts in studying ethnic groups with participation in sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area, Fang District, Chiang Mai in 4 levels; namely, Decision-making level, Implementation level, Benefit level and Evaluation level.

Research Methodology

This article was designed to use a quantitative research methodology. The target population consisted of 3,545 people from 5 villages; namely, Ban Khum, Ban Pang Ma, Ban Kob Dong, Ban Nor Lae and Ban Luang living surrounding the Angkhang Royal Project Agricultural Extension Area. The sample size was calculated based on Taro Yamane Formula (Tao Yamane, 1973: 112) with confidence coefficient of 95% and standard error of sampling estimation at the significance level of 0.05 which came up with 367 people. Since there were 5 villages where each village contained different number of population, the Quota Sampling was used to gather representative data from each village in order to get an appropriate proportion of the sample size (Prapin Wattanakit, 2006:50). Researcher collected data with Purposive Sampling calculating 1 person from 1 household from the determined sample proportion. Consequently, there were 42 people from Ban Khum Village, 36 from Pang Ma Village, 39 from Khob Dong Village, 132 from Nor Lae Village and 118 from Ban Luang Village. The sample data collection used Purposive Sampling with 1 person from each household sample from the proportion of each village as designated.

Questionnaire was used to collect data from the sample to measure people's participation level in sustainable tourism development. Content validity of that instrument was inspected to analyze Item Objective Congruence Index (IOC) as suggested by experts. It came up with 0.97 IOC. Reliability was also examined with Cronbach's Alpha Coefficient with 30 samples. It appeared that Cronbach's Alpha was 0.944.

Then, data were statistically analyzed with Descriptive Statistics, including Frequency, Percentage, Arithmetic Mean and Standard Deviation in the respondent's general data explanation about community participation in sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area, Fang District, Chiang Mai.

Research Findings

According to the questionnaire as an instrument to collect data from 367 people from ethnic groups residing around the Angkhang Royal Project Agricultural Extension Area, it was found that the majority of them were female at 31-40 years of age. They finished elementary school and farmers were their occupation. They gained 5,001-10,000 Baht per month in an average. Living in this area for more than 21 years, they currently lived in Nor Lae Village.

In addition, regarding implementation participation, the ethnic groups participated in the medium level. They participated in landscape improving, garbage collecting, and tourism resources clean keeping for the first part. Besides, people and community collaborated in implementing projects and activities which were arranged by governmental organizations in order to develop or operate tourism work in the area as well as participated in campaigning people in the community and tourists to learn and understand in helping one another to conserve and maintain tourism resources in the area, respectively.

Moreover, with reference to benefit participation level, the sample generally participated in the high level. Tourism in the Area brought about public utility system development which facilitated tourism and improved people's way of life such as road, electricity, water supply, shops and souvenir shop. Those developments supported the better economy in the community and people's quality of life. It also effectuated people in the community to learn to bring agricultural crops or other resources in the community to do food processing and sell it for their income.

With reference to participation in evaluation level, the ethnic groups generally participated in the medium level. They participated in evaluating tourism resources management of the public and private sectors as well as associated networks for the first part. They also

evaluated impact affected by tourism activities in the Area and evaluated tourism development in the Area, respectively.

According to problems and obstacles of the ethnic groups' participation in sustainable tourism development and promotion in the Area, the research indicated that the majority of them argued that problems of community participation in sustainable tourism development and promotion in the Area arose from related public and private organizations rather than community or people. The first problem issue that the sample viewed was the lack of working integration in sustainable tourism development and promotion from public and private organizations. Moreover, information about sustainable tourism development and promotion in the Area was not comprehensively disseminated to people or community. They also lacked proactive work, including co-ordination between public and private sectors and people resulting to community leaders and people in the Area lacked opportunity to realize, implement and manage tourism in the Area profoundly.

However, problems and obstacles that the sample considered that they emerged from people/community were culture problem. Since most of them were highland people who were not be able talk, read, and communicate in Thai language fluently. Thus, they were not confident enough to express their opinion or approach to talk and implement activities with the public and private sectors. Some people did not realize or pay attention to participation in sustainable tourism development and promotion in the Area. They were not quite eager to take part in developing and promoting tourism. Furthermore, community leaders also lacked capability in performing their duty, for instance asking for co-ordination and support from the associated public and private sectors.

Additionally, the ethnic groups suggested to associate public and private organizations that people's participation in sustainable tourism development and promotion in the Area should be concerned profoundly and consistently. Integrative implementation in sustainable tourism development and promotion, including proactive work should be reinforced constantly. Moreover, activity/project regarding acknowledgement of sustainable tourism development and promotion in community/village as well as budget allocation should be arranged thoroughly. Furthermore, in terms of community aspect, community/village leaders should play a role as a major representative in coordinating with related public and private organizations to build consciousness and realization of people in the Area to participate in sustainable tourism development and promotion as well as to preserve and maintain the Area environment.

They should also dedicate their time to take part in sustainable tourism development and promotion activities.

Discussion

From research findings to discussion, this article has found important findings due to the study in ethnic participation in the Angkhang Royal Project Agricultural Extension Area, Fang District, Chiang Mai, that in general the ethnic groups' participation in sustainable tourism development in the Area was in the medium level. To illustrate, due to each aspect of participation, the study indicated that their participation in benefit participation level was in the high level. Tourism in the Area brought about public utility system development which facilitated tourism and improved people's way of life such as road, electricity, water supply, shops and souvenir shop. People also gained extra income from tourism activities. The tendency in tourism brought about community to learn, realize and pay attention in preserving and maintaining natural resources, culture, and tradition to a greater extent. However, although participation in implementation level and decision-making level in project/activity selection and evaluation level in following up development and evaluating tourism activities in the community, was in the medium level, people or community participation in sustainable tourism development as a whole was quite in a good direction. Despite the fact that people participation in some aspect was in the medium level, it was able to be improved to a better level. Therefore, promotion for community participation in all levels and all stages would be the participation promotion process that supported sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area.

In addition, the study implied problem issues in the ethnic groups' participation concerning sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area that people's realization and interest was quite low. This was because they were highland hill-tribe people who had limited right to access data or information from government organizations. Moreover, they were not well educated and were not be able to communicate, read or write Thai language. Consequently, promotion of people participation in all levels and all stages was a good approach for sustainable tourism development in the area which was asserted by Cohen and Uphoff(1977, cited in Parichat Walaisathien, 2006, 117-118). They argued that people participation in all levels and all stages brought about achievement in activities, projects and policy which was in line with community problems and demand. People participation in primary decision-making level affected implementation level while participation in implementation continually affected benefit and evaluation levels. Furthermore, decision-making level directly

affected benefit and evaluation levels and evaluation level precisely related to implementation and decision-making levels and the implementation reversed to decision-making stage. Besides, International Association for Public Participation (IAPP, 2003, cited in Parichat Walaisathien, 2006:114-116) indicated that information dissemination, people's perception in information and opinion, working with people, being partnership with people in every step of decision-making, and people's power to make a decision, were one of the processes to support people's participation and support development approaches to clearly and continually solve problems in the community. Additionally, Akin Rapeepat (2005: 42-44) suggested people participation process in 4 stages; namely, participation in decision-making level, planning level, implementing level, and evaluating level. Every stage supported the consciousness building for people to have sense of belongings, lesson learn from problems, learn from working together, and profoundly knew about the activity that they had just completed that it was good or not so as to use it for planning to solve problems later on. Therefore, the related public and private sectors in the area should integrate in implementing and promoting proactive people participation in every stage to understand one another in sustainable tourism development concretely and continually.

Conclusion and Suggestion

The tendency in tourism in the area brought about public utility system development which facilitated tourism and improved people's way of life. People also gained extra income from tourism activities, learned, realized and paid attention in preserving and maintaining natural resources, culture, and tradition to a greater extent. However, participation in implementation level, collaboration with implementing in related projects and activities, selection of associated projects and activities, and tourism activity evaluation in the community were not in a great extent. This was because the majority of them were highland hill-tribe people who had low education level. Some of them were not able to read, write or communicate in Thai language. Some of them held highland person identity card and some were not able to prove their nationality. Therefore, they had limited right in accessing information from the public sector.

According to this research findings, this article conveyed suggestion as follows: 1) participation was the crucial element of the country development in all dimensions, especially in sustainable tourism development dimension; therefore, organizations in the Area; namely, Mae Ngon Sub-district Organization, Mon Pin Sub-district Organization, District Office of Fang, the Royal Agricultural Station Angkhang, Additionally, Akin Rapeepat (2005: 42-44) suggested people participation process in 4 stages; namely, participation in decision-making level, planning level,

implementing level, and evaluating level. Every stage supported the consciousness building for people to have sense of belongings, lesson learn from problems, learn from working together, and profoundly knew about the activity that they had just completed that it was good or not so as to use it for planning to solve problems later on. Therefore, the related public and private sectors in the area should integrate in implementing and promoting proactive people participation in every stage to understand one another in sustainable tourism development concretely and continually. including Provincial organizations like Provincial Tourism Office should support in establishing sustainable tourism development network in the community/village level in order to promote the community love, and actively participated in sustainable tourism development; 2) People in the Area still lacked awareness and consistent participation in sustainable tourism development in the Area; therefore, the Local Sub-district Organizations; namely, Mae Ngon Sub-district Organization and Mon Pin Sub-district Organization that played an important role in closely working with people in the Area should be the primary organization that disseminated information to people in all aspects. They should also open for people's opinions and demand as well as open and seek an opportunity for people's collaboration, be a partner with people in every decision-making stage and let people have power to decide. These were a significant process promoting people's participation and people's love in their Area as well as inducing development approach for the community to solve their own problems continually; 3) The public and private organizations in the Area lacked integrative work in sustainable tourism development and promotion, the host agency and coherent coordination between the public and private organizations. Consequently, it should focus on integrative work, finding suitable approaches and options to plan and implement so as to have the ultimate efficiency in sustainable tourism development strategy; and 4) the repositioning of the public sector's leaders also resulted to people's participation in sustainable tourism development in the Angkhang Royal Project Agricultural Extension Area.

References

- JernsakPinthong. 2003. *Developer Manual*. Bangkok: Thammasat University.
- TherdchaiChoibamroong. 2009. **Agricultural Resources Research for Sustainable Agro-Tourism: A Case Study of Surat Thani, Thailand**. Bangkok:Thailand Research Fund (TRF).
- BoonlertJittangwattana. 1999. **Sustainable Tourism Development Planning**.Chiang Mai: Faculty of Humanities, Chiang Mai University.
- _____. 2005. **Sustainable Tourism Development**. Bangkok: Thammasat University.
- BuaetPrachaiyo. 1995. **People’s Original Management toward Remaining Trees in Rice Field, Phuwiang District, KhonKaen Province: Social Forestry Research**.KhonKaen: KhonKaen Forest Office.
- PrapinWattanakit. 2006. **Research Methodology in Social Sciences**. Bangkok: Thammasat University.
- ParichatWalaisathien. 2006. **Developer’s Working Process and Technique**. Bangkok: TRF
- PratyaVesarat. 2005. **People’s Participation in Rural Development Activities**. Bangkok: Thai Khadi Research Institute, Thammasat University.
- Paitoon Pongsabutr. 2003. **Guide Training Handbook**. Bangkok: The Continuing Education Center Chulalongkorn University.
- PairoteSuksamrit. 1988. **Result of Three-Year Manpower Planning Stage 1 (1987-1989) of Community Development Department, Ministry of Interior**. Research Report of Community Development Department, Ministry of Interior.
- The Royal Project Foundation. 2014. **The Royal Agricultural Station Angkhang Database Management**. Chiang Mai: The Royal Project Foundation.
- RaneeAsichaikul. 2004. **Human Resource Management for Tourism Industry**. Bangkok: Kasetsart University.
- SaritSang-arun. 2007. **Handbook for Tourism and Nature Learning in National Park**. Bangkok: Office of Recreation and Media, Marine National Park Management, The Royal Forestry Department.
- The Royal Agricultural Station Angkhang. 2014. **Tracing the Royal Duties at the Royal Agricultural Station Angkhang**. Chiang Mai: The Royal Agricultural Station Angkhang.
- _____. 2016. “The History of the Royal Project Foundation”. [Online System]. Source: <http://www.royalprojectthailand.com/about>. (Research on 2 November 2016).
- Akin Rapeepat. 2005. **Qualitative Research Manual in Sustainable Community Development**.KhonKaen: Research and Development, KhonKaen University.

- Butler, R.W. 1980. **The Concept of a Tourist Area Cycle of Evaluation: Implications for Management of Resources.** Canadian Geographer, 24, pp. 5-12.
- Cohen & Uphoff. 1977. **Effective Behavior in Organizations.** New York: Richard D. Irwin Inc.
- Edward Barbier. 2014. **Tourism the International Business.** New Jersey: Prentice Hall.
- World Tourism Organization. 2004. **World Tourism Trends and Forecasts.** Madrid, Spain: WTO.
- Yamane, Taro. 1973. **Statistics: An Introductory Analysis.** Third edition. New York: Harper and Row Publication.
- United Nations World Tourism Organization. 2008. **International Recommendations for Tourism Statistics 2008.** New York: United Nations.