

Co-Management: The Empowerment of Community Strength for Tourism Management in Satun UNESCO Global Geopark

การจัดการร่วม: การเสริมสร้างความเข้มแข็งของชุมชนสำหรับการจัดการท่องเที่ยวในอุทยานธรณ์โลกสตูล

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Abstract

As the quantitative and qualitative researches, the main purposes of this study aimed to scrutinize the empowerment of community strength supported for Satun UNESCO Global Geopark's effective tourism management, and to develop the effective co-tourism management of Satun UNESCO Global Geopark's community strength. For research methodology, a quantitative questionnaire was conducted with 115 community leaders, and a qualitative focus group was conducted with community leaders, leading groups, as well as involved community and governmental representatives. The data were statistically analyzed using percentage, mean, and standard deviation.

The findings of the study revealed that all the aspects of their community strength ($\bar{x} = 3.14$) were rated at a moderate level in terms of economic contexts ($\bar{x} = 2.94$), followed by socio-cultural contexts ($\bar{x} = 3.42$), tourism resources contexts ($\bar{x} = 3.43$), and organizational management ($\bar{x} = 2.79$). In addition, the development of effective tourism co-management in Satun UNESCO Global Geopark showed that the co-management process for

community strength was divided into three major stages: 1) Preparatory stage : In order to shape up the local tour guides' knowledge transferring skills related to the ways of life, tradition, culture, and geographical information, the selected numbers of community residents holding with their specialized capabilities in well-performing, and having public minds and service minds should be well-prepared for tourists' visit; 2) Co-management planning stage : Selecting tourism activities, idea-sharing, final decision-making, as well as networking collaborations should be set up for the communities' working co-operation with governmental organizations, and 3) Implementation stage : Both the governmental organizations' and communities' working co-operation in effectively managing their resources beneficiaries, according to the co-management regulations and the memorandum of understanding (MOU) on the co-management and utilization of resources beneficiaries should be all implemented for the sustainable utilization of resources.

Keywords : Co-management, Empowering, Community Strength , Tourism Management, Satun UNESCO Global Geopark

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาความเข้มแข็งของชุมชนสำหรับการจัดการท่องเที่ยวอุทยานธรณีโลกสตูล และเพื่อพัฒนาการจัดการร่วมในการเสริมสร้างความเข้มแข็งของชุมชนสำหรับการจัดการท่องเที่ยวอุทยานธรณีโลกสตูล การวิจัยนี้เป็นการวิจัยทั้งเชิงปริมาณและเชิงคุณภาพ โดยการวิจัยเชิงปริมาณ ผู้วิจัยเก็บข้อมูลโดยใช้แบบสอบถามกับกลุ่มตัวอย่าง คือ ผู้นำชุมชน จำนวน 115 คน วิเคราะห์ข้อมูลโดยค่าสถิติค่าร้อยละ ค่าเฉลี่ย และค่าเบี่ยงเบนมาตรฐาน สำหรับการวิจัยเชิงคุณภาพ โดยการ Focus Group จากผู้นำชุมชน ผู้นำกลุ่ม หรือตัวแทนจากชุมชน รวมถึงตัวแทนจากหน่วยงานภาครัฐที่เกี่ยวข้อง

ผลการวิจัย พบร่วมกับ โดยภาพรวมระดับความเข้มแข็งของชุมชนอยู่ในระดับปานกลาง ($\bar{X} = 3.14$) ด้านเศรษฐกิจ อยู่ในระดับปานกลาง ($\bar{X} = 2.94$) ด้านสังคมและวัฒนธรรม อยู่ในระดับมาก ($\bar{X} = 3.42$) ด้านทรัพยากรทางการท่องเที่ยว อยู่ในระดับมาก ($\bar{X} = 3.43$) และด้านการบริหารจัดการ อยู่ในระดับปานกลาง ($\bar{X} = 2.79$) การพัฒนาการจัดการร่วมในการเสริมสร้างความเข้มแข็งของชุมชนสำหรับการจัดการท่องเที่ยวอุทยานธรณีโลกสตูล ผลการวิจัยพบว่า กระบวนการจัดการร่วมในการเสริมสร้างความเข้มแข็ง ประกอบด้วย 1) ขั้นเตรียม เป็นการเตรียมความพร้อมสำหรับการรองรับนักท่องเที่ยว โดยการคัดเลือกคนในชุมชนที่มีความสามารถ กล้าแสดงออก มีจิตอาสา และให้บริการ เพื่อพัฒนาองค์ความรู้ บทบรรยาย ที่เป็นเรื่องราวเกี่ยวกับชุมชน วิถีชีวิต ประเพณี ความรู้ด้านธรณีวิทยา โดยการถ่ายทอดให้กับนักท่องเที่ยวในลักษณะเป็นผู้นำเที่ยว มัคคุเทศก์ท่องถิ่น 2) ขั้นการวางแผนการจัดการร่วม เป็นการทำงาน

ระหว่างชุมชนกับภาครัฐ ในการกำหนดและเลือกกิจกรรมทางการท่องเที่ยว ร่วมคิด ร่วมตัดสินใจ การมีเครือข่ายเพื่อแลกเปลี่ยนเรียนรู้ 3) ขั้นนำแผนสู่ปฏิบัติ จากการกำหนดกฎกติกา ภาครัฐและชุมชนต้องทำงานร่วมกันเพื่อประโยชน์จากทรัพยากร่วมกัน ภาครัฐเป็นผู้จัดสรุทรัพยากร ชุมชนเป็นผู้ใช้ประโยชน์โดยปฏิบัติตามกฎ กติกา ข้อตกลงร่วมกัน รับผิดชอบร่วมกัน และร่วมกับผลประโยชน์อย่างเท่าเทียม การนำไปสู่การใช้ทรัพยากรอย่างยั่งยืนสืบไป

คำสำคัญ : การจัดการร่วม การเสริมสร้าง ความเข้มแข็งของชุมชน การจัดการการท่องเที่ยว อุทยานธรณ์โลกลสตูล

Introduction

Tourism industry's growth has influenced on economic, socio-cultural, and environmental changes occurred in such a community. Community-based tourism is likely to be guided for a social space for local communities' participation in establishing the direction of community development and taking tourism benefits supported for the development of human resources and community, as well as the new quality of tourism with emphasis on idea-sharing and respecting local people. In fact, tourism is one of optimistic and pessimistic natural resources management influencing on global changes (Supavinee Chongpornwanith, 2015) so that different tourist attractions are encouraged for the development of tourism quality in order to provide the involved parties' benefits.

Satun was one of the southern provinces in Thailand where natural attractions, particularly in seas were all attracted by both Thai and international tourists. Thus, the Satun Provincial Sports and Tourism Office's policies on the development of tourism potentialities in Satun province should be set up for the certified and environmentally-friendly eco-tourism management, according to all the involved parties' participatory process (Satun Province official, 2019:162-163) Moreover, the national strategic development of geological resources in Satun province mainly focused on geological learning sites and eco-tourism learning sites (Department of Mineral Resources, 2014: 114) to promote tourism activities in Satun province, as well as to push the local communities' benefits resulted from the involved parties' mutual collaborative learning process in line with the local communities' effective participatory management. Also, maintaining ecological systems, conserving sustainable natural resources, as well as proving provincial and national incomes were all supported for local communities' awareness.

However, Satun Geopark covered with the areas of Manang, Thung Wa, La-ngu, and Mueang districts (marine islands only) has been inaugurated officially in Satun province. In April 17th, 2018, the Satun Geopark was subsequently registered as a global UNESCO geological park, and the Satun Geopark's organizational management together with its indigenous learning, conservation, tourism, networking collaboration, participation, promotion for different activities, as well as sustainable community development were also evaluated every four year by UNESCO committee. Also, the numbers of tourist attractions with various tourism activities in Satun province were all facilitated for tourists' tourist destinations.

According to the feasibility study of tourist sites in Satun province, different tourism activities were mostly found, meanwhile the local communities' empowerment of community strength on effective tourism co-management and their better understandings of effective tourism management were not both supported (Satun UNESCO Geopark's Blueprint, 2015). In order to be served for Satun UNESCO Geopark's shifts leading to the sustainable community development, however, strengthening the effective tourism co-management in Satun UNESCO Global Geopark was investigated.

Research Objectives

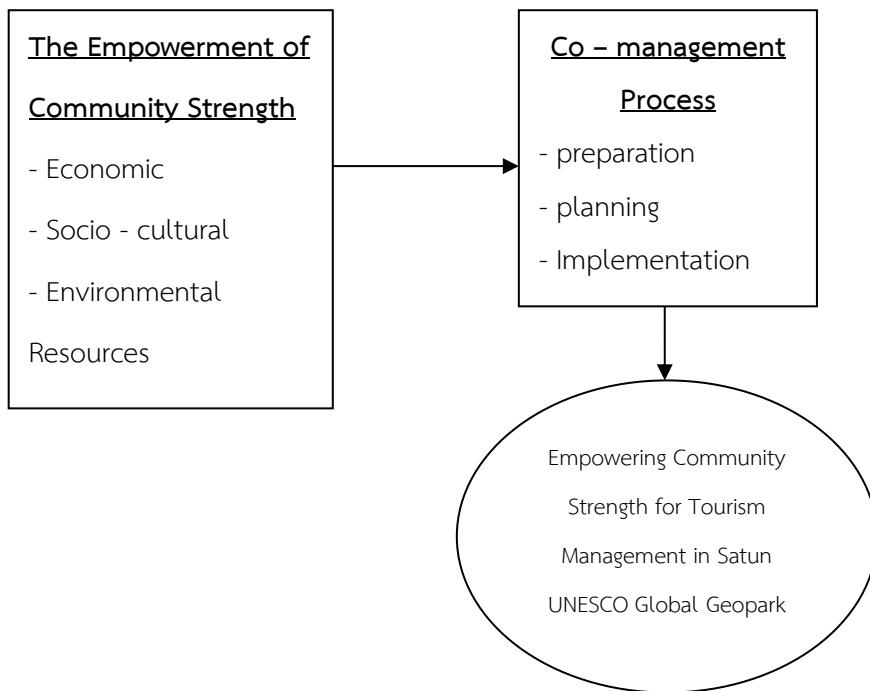
The specific objectives of the study are:

1. To scrutinize the empowerment of community strength for the effective co-tourism management in Satun UNESCO Global Geopark.
2. To develop the effective co-tourism management of Satun UNESCO Global Geopark's community strength.

Scope of Research

This study focused on the exploration of Satun Geopark situated on Manang, Tungwa, La-ngoo, and some islands; moreover, community leaders and involved organizations were all conducted in this study.

Conceptual Framework



Terms of Definition

“Co-management” refers to the government’s community rights and the local people’s opportunities are provided for different local communities’ participation in effectively managing tourism resources. In other words, different memoranda of understanding such as the memorandum of agreement, the memorandum of understanding, the partner’s agreement management contract, local agreement’s agreements, local regulations and rules of effective organizational management between local communities and different governmental organizations are all set up for well-organized co-managements.

“Community strength” refers to the capacity of local community’s tourism management directly leading to the local community’s cooperation in setting up rules and regulations. Moreover, the governmental organizations’ authorities in effective area management related to tourist attractions management, the enhancement for tourists’ academic services, the local communities’ co-beneficiaries, as well as economic, socio-cultural, environmental managements occurred in Satun Geopark.

“Strengthening” refers to a process or an approach that strengthens the local community’s capability of community development, and it also drives various community activities together in order to build a strong and effective community.

Literature Review

Related studies and literature reviews were as follows.

Concepts on Community Strength

(Carley, 1981) Community strength is that the community is able to direct one's autonomously-organizational administration. Besides, paradigm shifts on leadership together with the community's life-long learning, self-confrontation on global changes, networking collaborations must be all supported for local communities' driven mechanism. According to the study of community strength conducted by Naphaporn Havanon (2007: 35-39), she noted that in terms of economic dimensions, the increasing numbers of incomes taken from local communities' different sources such as tourists' tourism activities, etc. should be provided. In terms of socio-cultural dimensions, not only the local communities' socialization, but also their local wisdoms must be maintained for the local communities' academic purposes, meanwhile the local communities' self-natural resources management together with natural resources allocation, in terms of natural resources and environmental dimensions, must be all resulted in the local community members' co-beneficiaries. Also, the study of Peerathorn Boonyaratphan et al., (2009: 25) was stated that important elements and indexes on community strength and self-responsibilities, organizational regulations, coordination, as well as organizational supervision with its evaluation should be set up for effective organizational management,

In addition, Kowit Puang-ngam, (2010: 225); Sanya Sanyawiwat, (1998: 14-17) stated that the characteristics of community strength mainly focused on mental leadership, self-awareness and self-responsibility, and self-reliance in terms of economic, social, and cultural organizational managements. However, this directly led to the local communities' community strength and sustainable development. In this regard, Prawet Wasi (1999: 27) also stated that the local communities' correlations and sympathy were involved with their local organizational management and local resources utilization. At the same time, Pricha Phongthip (2012: 82) provided the concept of learning was resulted from the local communities' resources utilization. Also, Seri Phongphit (2008: 136) cited the important characteristics of community strength that the local communities' learning readiness along with its autonomous final decision-making, and the local communities' effective cost management with good governance were all signified so that all the four major dimensions of tourism management in Satun

Geopark, with references to all the previous researches on community strength, were mostly needed for their local community strength.

Concepts on Community Strengthening

Community-strengthening focused on the local communities' group processes, self-local awareness, participation in managing other local community activities, the local community leaders' potentialities of their leadership, as well as learning networking collaborations based on its participatory process and implementation. According to the study of Kowit Puang-ngam, (2010: 224-227); Peerathorn Boonyaratphan et al., (2009: 41-48), it was cited that this community-strengthening process was conceptualized to well-plan the communities' local wisdoms, ways of local life, paradigm shifts, as well as community wisdom. In addition, the methods of transferring knowledge was facilitated for the local communities' life-long learning with their way of local life, the development of alternative community activities, the promotion for participatory planning management based on the local communities' horizontal relationships, reflections on community strengthening, as well as their evaluation of local community activities, and networking expansion.

From various concepts and researches related to community-strengthening, the analysis of local communities' potentialities directly affected their local communities' driven mechanism developments served for effective tourism management in Satun Geopark.

Concepts on Co – management

Victor Cowling (2005) noted that the successful co-management processes divided into three major steps were detailed as follows. **Preparatory Stage** :1) Preparation for teamwork: In the first stage, the numbers of staff and experts specializing in co-management techniques were recruited for their well-training; 2) Examining the internal organization's situations: Issues on laws and regulations with decision-making steps in relations to the length of co-management with different participatory activities were all set up for the involved participants' information services so that these issues should be designed for the model of co-management techniques, and 3) Evaluating communities' impacts : It was designed and set up for establishing the proper model of co-management with communities. **Co-management Stage** : According to the preparatory stage, the staff's panel discussions on their co-management plans in relations to the identification of problems, communities' requirements, alternative evaluation, as well as implementation into practices should be all informed for the

communities' public information about alternative activities. Also, idea-sharing on alternative activities and evaluation criteria were eventually implemented for the communities' final decisions on their participatory co-management activities. **Implementation Stage** : After co-management plans were set up, action plans used for such a co-management activity should be all provided for the communities' panel discussions, and their awareness of flexible co-management plans together with their evaluation and better improvement for co-management plans should be supported. However, both the involved participants' and communities' shifted co-management plans should be informed.

Furthermore, the previous study of co-management conducted by Udomsak Sinthipong (2004 : 52) viewed that the governmental organizations' responsibilities with involved stake holders together with the local organizations' participation in their community development should be all supported, meanwhile the communities' partnership in relations to idea-sharing, planning, implementing, and final decision-making should be set up; moreover, detailed job descriptions, as well as participation in evaluating and taking community beneficiaries should be also supported for their sustainable community development. In addition, issues on community-strengthening conducted by Chotika Cheunaka (2003) stated that the important process for building community strength resulted from panel discussions on community contexts, the community members' requirements, community activities, community regulations showed that the community residents' participation in establishing regulations on community development, as well as their community relations, and beneficiary allocation should be all supported. Sawinee Rodsin (2011 : 130 – 134) cited that other different community activities such as forest and water resources conservation, effective loan management, effective community management, indigenous learning activities, etc. were happened in such a community. Also, issues on community strength underpinned by Uthaiwan Suphee (2009 : 83-85) showed that the involved community staff's union on their community development-oriented activities should be established for seeking external financial supports.

Methodology

In terms of the quantitative research, a questionnaire was conducted with 115 tourism-shifted community leaders out of the 61 major villages dwelling in the Satun Geopark, selected by the purposive sampling technique. The targeted areas included 19 villages of Manang district, 35 villages of Tongwa district, and 61 villages of La Ngoo district. In terms of the qualitative

research, a focus group was conducted with at least 8 – 12 informants (community leaders, leading groups, or community representatives), as well as representatives working for governmental organizations (Petra Island National Park, Tarutao Island National Park, Khao Bantad Wildlife Conservation Division, Satun Geopark, Satun Provincial Tourism Office, and 3 Local Administrative Organizations.

Research Instruments:

The research instruments used for the mixed method included a five-rating scale-based open-ended questionnaire used for the quantitative study, which was categorized into five rates : very mostly required, mostly required, moderately required, less required, and very least required; otherwise, a focus group related to the empowerment of community strength was used for the qualitative study.

Data Collection

Procedures for data collection were detailed as follows.

Firstly, related literatures on community strength and strengthening communities' co-management of communities and governmental organizations were all reviewed. Then, a constructed questionnaire (Test validity : 0.97 , Reliability : 0.891) related to the communities' community strength on co-tourism management in Satun UNESCO Global Geopark was conducted with the communities' and governmental organizations' levels of opinions on their community strength on co-tourism management. Next, data collection taken from the questionnaires related to the communities' community strength on co-tourism management in Satun UNESCO Global Geopark was performed. After that, the selected data were all approved for its accuracy, and were encoded for data analysis. Finally, a focus group was also implemented.

Data Analysis

In analyzing the communities' strength on co-tourism management in Satun UNESCO Global Geopark taken from the approved questionnaires, the data were statistically analyzed using percentage, mean, and standard deviation, and were also presented with content analysis, as well as inductive method and descriptive analysis.

Results

1. The empowerment of community strength for the effective co- tourism management in Satun UNESCO Global Geopark

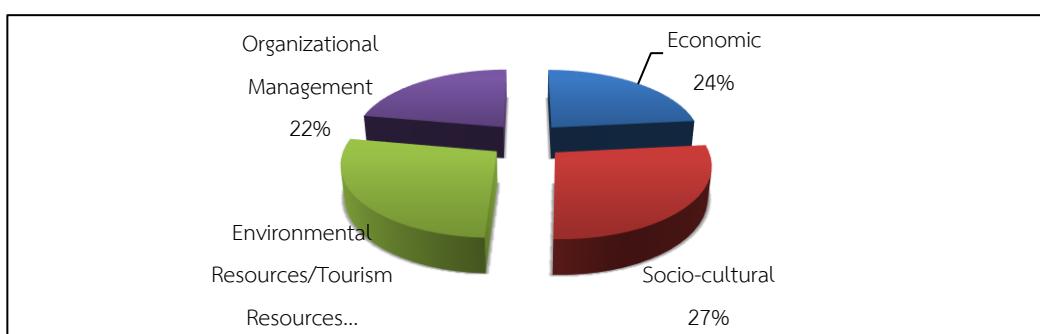
From the findings of study conducted with 115 communities out of the three major district in Satun UNESCO Global Geopark were detailed as shown in table 1 below.

Table 1 : Overall Levels of Community Strength

N=115

Community Strength Aspect (s)	\bar{x}	S.D.	Levels of Community Strength
Economic Impacts	2.94	1.113	Moderate
Socio-cultural Impacts	3.42	1.175	Higher
Environmental Resources/Tourism Resources	3.42	1.200	Higher
Organizational Management	2.79	1.196	Moderate
Total	3.14	1.067	Moderate

Table 1 showed that the communities' community strength on tourism management in general compared with their economic impacts, socio-cultural impacts, environmental resources and tourism resources, and organizational management were all rated at a moderate level ($\bar{x} = 3.14$, S.D. = 1.067) in terms of their environmental resources and tourism resources ($\bar{x} = 3.42$, S.D. = 1.200), followed by their socio-cultural impacts ($\bar{x} = 3.42$, S.D. = 1.175), their economic impacts ($\bar{x} = 2.94$, S.D. = 1.113), and their organizational management ($\bar{x} = 2.79$, S.D. = 1.196).



Flowchart 1 : Community Strength at Glance

From the flowchart 1 related to community strength, it was stated that the communities' strength on socio-cultural impacts together with environmental resources or tourism resources, with 27 percent, was rated at a higher level so that the tourists' visit on Satun UNESCO Global Geopark was mostly attracted. On the contrary, their economic impacts with 24 percent resulted from monthly and annual reports on the incoming numbers of tourists' visit as well as the communities' sales distribution of local products and different local souvenirs such as Punya Batik-painted textiles, Klom tree-made basketry (scientific name called "Donax grandis Ridl."), Xylocarpus granatum-dyed textiles (Luk Ta Boon), etc. were served for tourists' travelling purposes. Also, the communities' strength on organizational management, with 22 percent, was rated at a lower level because Satun UNESCO Global Geopark was officially promulgated in April, 2018.

Therefore, the communities' inter-organizational management organized by governmental organizations and communities, according to the UNESCO's agreements should be set up for their sustainable community development whereas the local government organizations' roles in shifting their community strength and development were rarely found due to the Satun UNESCO Global Geopark's ineffective organizational management and well-preparation for specialized staff recruitment, involved updated knowledge, as well as the communities' local and global networking collaborations with other different governmental and private organizations.

2. The Development of Co-Management Supported for Empowering Community Strength for Co-Tourism Management in Satun UNESCO Global Geopark Taken from a Focus Group Based on the Qualitative Study

Concepts on co-management, according to the point of view related to the privilege of natural resources, were integrated with the governmental organizations' effective resources management and the communities' co-resources management. The development of community strength for co-tourism management in Satun UNESCO Global Geopark was divided into three major stages: **1) Preparatory Stage** : The community members' capabilities of in transferring local wisdoms, ways of life, and public minds should be prepared for tourists' information services; moreover, different transferring methods through using ritual ceremonies and plays should be served for the communities' life-long learning and awareness of local resources conservation **2) Co-management Stage** :The communities' development of

tourists' alternative activities was required based on their contexts, community resources, and different activities; moreover, supportive factors found in this implementation stage directly led to the selection of tourists' alternative activities. As a result, the communities' unions should be established for the community members' participation in setting up its goals, and giving their panel discussions on co-management, as well as the governmental organizations' participation in setting up their co-management regulations, and utilization of community resources supported for tourists' proper activities. However, the communities' establishment of union should be set up for their participation in stipulating goals, and offering the communities' opportunities in panel discussions; otherwise, the governmental organizations' participation in establishing regulations on the utilization of resources, making final decision on tourists' appropriate alternative activities, as well as planning the communities' tourism resources conservation, and the tour guides' awareness of service minds should be all required.

3) Implementation Stage : In this implementation stage, the establishment of community union should be set up for the communities' well-organized co-management, and detailed job descriptions. As a result, guidelines for the community union's evaluation, and networking collaborations with other involved parties should be also served for the sustainable development of co-tourism resources management.

Discussion

1) According to the study of empowering the community's strength on co-tourism management in Satun UNESCO Global Geopark, it showed that all the four aspects of empowering the community's strength on co-tourism management in Satun UNESCO Global Geopark empowering the community's strength on co-tourism management in Satun UNESCO Global Geopark were all rated at moderate level. With references to Napaporn Hawan (2007 : 25); Peerathorn Boonyaratpan (2009 : 35-39), it was stated that empowering community strength was divided into four major dimensions : economic dimensions, socio-cultural dimensions, natural resources and environmental managements, as well as organizational management. In addition to this study, it also showed that the communities' natural resources and environmental managements with 27 percent were all rated at a higher level in terms of the communities' multicultural diversities and self-reliance in accordance with the study of Prawet Wasee (1999 : 27), he insisted that such a community's society and culture were blended with emphasis on the communities' relations and generosity. Like the concept of

resources utilization cited in Preech Wongtip (2012 : 82), he stated that the communities' co-management should be signified. In the other words, the communities' awareness and conservation of their geological park should be supported in accordance with the previous studies of Kowit Poung-ngam (2010 : 225), and Sanya Sanyawiwat (1998 : 14-17), it was stated that the communities' self-responsibilities together with their acceptance of such a community's potentialities should be identified for empowering the communities' awareness. In terms of economic dimensions, it was stated that the communities' economic dimensions with 24 percent in relations to their additional profits taken from tour services, homestay services, and souvenir distribution were all rated at a moderate level with references to Seree Pongpit (2008 : 136), he insisted that the communities' well-preparation in learning, independent final decision-making, effective self-capital management, as well as good governance were signified for the vital characteristics of community strength. Also, the communities' organizational community with 22 percent was rated at a moderate level in terms of the establishment of community union, self-academic development, effective organizational management with its organizational structures and job descriptions. With references to the study of Sawinee Rodsin 2011 : 130 – 134), she also insisted that other different community activities including forest and water resources conservation, financial management, organizational management, as well as internal organizational management were all provided. Like the study of Uthaiwan Supee (2009 : 83-85), she also noted that the establishment of union together with the specialized staff's assigned job descriptions were carried out for evaluating their community strength.

2) The development of co-management for empowering their community strength of tourism management in Satun UNESCO Global Geopark revealed that the processes and steps in the empowerment of community strength should be supported in accordance with the study of Victor Cowling (2005), he stated that preparatory and planning steps as well as implementation steps were all set up for the development of community strength. In addition, the communities' better understandings of local contexts and SWOT analysis should be guided in consistence with Kowit Poung-ngam (2010 : 224-227), he insisted that databases on community contexts, as well as the promotion for local identities and culture, and different knowledge-transferring approaches should be all facilitated. With references to the study of Peerathorn Boonyaratpan and team (2009 : 41-42), it was stated that the parties' characteristics

played a very important role in planning the communities' appropriate alternative activities. Furthermore, Chotika Cheurnaka (2013) cited that the process for empowering community strength, as well as regulations and resources allocation with governmental organizations were all supported for the communities' requirements. In terms of the implementation stage, it was stated that the communities' co-management regulations in networking collaborations with governmental organizations should be agreed in accordance with the study of Moussa Djire (2003: 112), she insisted that the memoranda of agreements and understandings, as well as the memorandum of parties agreements were resulted in such a community's well-organized co-management. Also, Udomsak Sinthipong (2014 : 52) viewed that the inter-organizations' co-responsibilities together with the local organizations' participation in their effective co-management, and partnership-oriented cooperation were all supported for communities' sustainable community development.

Recommendations

Recommendations for Application

1. According to the research, it is found that the strength of the community is at a medium level so that the local communities' establishment of community enterprise union should be supported for their well-planned organizational management with its shifted community activities. That is to say, tourism activity shifts have been organized by Song Khla Rajabhat University, and the development of community enterprise staff has been supported by Satun Community College.
2. The government sectors should cooperate with different educational institutions to develop short-term curricula promoted for the local communities' academic knowledge on related community development, and this can be developed and implicated for local community members' community strengthening.
3. In terms of the government sectors' participation in managing Satun Geopark's co-management with local communities, the memoranda of agreement on co-resources beneficiaries should be set up for sustainable developments.

Recommendations for Further Study

1. Factors affecting community the strength should be more implicated for the local communities' development; moreover, factors affecting the community strength with its lower level should be required for higher improvements.

2. According to the findings of the research related to strengthening tourism management in Satun Geopark d Park, the strength of community-based co-management found in a lower level should be implemented for different local communities.

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