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RESOLVING CONFLICTS IN THAILAND'S NATIONAL PARKS: LESSONS IN COLLABORATIVE GOVERNANCE FOR ECOTOURISM

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Abstract

The research aimed to study the lessons learned from operations for resolving conflicts in using national park areas in Thailand with the concept of collaborative governance to promote decentralization in community-based ecotourism management from the case study of Ban Luang, Chom Thong, Chiang Mai. The research findings indicate that the lessons learned from the case study have established collaboration among various stakeholders in the area, including Doi Inthanon National Park, Ban Luang Sub-District Municipality, Royal Agricultural Station Inthanon, Sustainable Development Foundation (Northern Region), Thai Forest Conservation Foundation, and community-based tourism entrepreneurs. This collaboration has continuously addressed conflicts related to managing community land use within the area designated as Doi Inthanon National Park since 2013 under the initiative "Inthanon Family". Then, in part of the analysis of potential conditions leading to the establishment of collaborative governance for promoting decentralization in land management within the conservation areas where community-based ecotourism found four suitable conditions: 1) shaping collaboration among relevant stakeholders; 2) establishing mutual trust-building processes; 3) implementing collaborative decision-making processes; and 4) setting common goals to achieve expected outcomes together, which has led to the creation of suggestions for ways to resolve conflicts in the use of national park areas in Thailand with the concept of collaborative governance to promote decentralization in community-based ecotourism management.

Keywords: National Park Areas, Collaborative Governance, Community-Based Ecotourism Management

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Introduction

National park areas in Thailand serve as conservation zones to protect forest ecosystems, water sources, and wildlife, ensuring ecological balance. Some portions of these areas are designated for tourists interested in nature-based travel, allowing visitors to enjoy the natural beauty shaped by nature itself, untouched by human intervention. Thailand has established 133 national parks covering a total area of 63,532.49 square kilometers, or 39,707,805 rai, representing 12.38% of the country's total land area. Many of these parks feature tourist sites managed by local communities residing within the park areas. For example, in Doi Inthanon National Park, Chiang Mai Province, community-based tourism is practiced in villages like Ban Khun Klang, Ban Pha Mon, and Ban Mae Klang Luang, all located in Ban Luang Subdistrict, Chom Thong District, Chiang Mai Province. According to Section 64 of the National Park Act, 2019, the Department of National Parks, Wildlife, and Plant Conservation was tasked with completing a land ownership survey within national park areas by July 23, 2020. This survey aimed to evaluate and assist residents in legalizing their residency and use of land in conservation zones through a 20-year scheme defined by the Royal Decree. This decree would map out boundaries and terms of land use within protected areas. However, the Royal Decree has yet to be issued today, leaving unresolved land management and usage conflicts within conservation zones (Prime Minister Delivery Unit, 2020).

Community-based ecotourism management is significant as it provides an alternative approach to managing tourist sites by involving local communities in shaping tourism activities. This approach is based on the idea that residents own natural resources and have a vested interest in tourism. They utilize local resources as capital or assets in managing tourism appropriately (Sarobon, 2008). It represents a new approach to Thailand's tourism management, focusing on residents' quality of life, sustainable natural resource management, and maintaining a balance with the needs and capacities of local communities. Integrating cultural and traditional practices into natural tourism is also emphasized (Emphandhu & Klabsuk, 2012). This approach is highly suitable for managing tourism in national parks, in line with the conservation strategies outlined in Section 64 of the National Park Act 2019.

The implementation of ecotourism management in national park areas also ties closely with the role and responsibility of local administrative organizations, particularly in areas where decentralization is a crucial policy. The Decentralization Plan and Procedures Act of 1999 designates the promotion of tourism (Sections 16 (8) and 17 (14)) and the management, conservation, and use of forests, land, and natural resources (Sections 16 (24) and 17 (5)) as responsibilities of local administrative organizations. These responsibilities are crucial in ensuring public services for local populations. The decentralization process aligns with local governance principles, enabling communities to manage their resources effectively, resolve conflicts, and meet local needs while cooperating on land use management within conservation areas with community-managed ecotourism.

Ban Luang Subdistrict Municipality, a local administrative organization, oversees an area of 365 square kilometers, covering 19 villages in Ban Luang, Chom Thong, Chiang Mai. The municipality's jurisdiction overlaps with over 310 square kilometers of Doi Inthanon National Park, accounting for approximately 200,000 rai. Nine villages are located within the national park, with a population of over 7,500 out of 13,293 residents (Ban Luang Subdistrict Municipality, 2023). This overlap creates challenges for the municipality in delivering public services, as specific responsibilities of local government conflict with national park regulations, including promoting ecotourism. Despite these challenges, Ban Luang Subdistrict Municipality has leveraged its unique position to build partnerships with government agencies, non-governmental organizations, civil society, and local communities. Together, they plan and manage local development, setting collaborative guidelines for managing areas that overlap with Doi Inthanon National Park. These efforts have yielded

several concrete outcomes, including the municipality becoming a model for participatory natural resource and environmental management. In 2015, it enacted a local ordinance on participatory natural resource management. In 2016, Thailand became the first local administrative body to survey and record land use within conservation zones, providing legal land-use documentation to residents (Ban Luang Subdistrict Municipality, 2016). This case study illustrates the potential of local administrative organizations to foster collaborative governance and promote decentralization in resolving conflicts and managing land use within national parks where community-based ecotourism is practiced. Ban Luang's approach serves as a model for other municipalities facing similar challenges, demonstrating how collaborative governance can align conservation objectives with community development and sustainable tourism management.

This study uses the case study of Ban Luang Subdistrict Municipality, Chiang Mai, this study explores the lessons learned from resolving conflicts in using Thailand's national park areas through collaborative governance to promote decentralization in community-based ecotourism management.

Research Methodology

This study employs a qualitative research approach using a case study method to select the most relevant area to the research issue. The chosen site is within the public service area of Ban Luang Subdistrict Municipality, Chom Thong, Chiang Mai, particularly within the boundaries of Doi Inthanon National Park. In-depth interviews were conducted with 39 key informants related to the research topic, selected through purposive sampling, including 21 officials from government agencies and public servants and 18 representatives from the private sector, civil society, and community-based organizations. All critical informants involved with resolving conflicts in the Doi Inthanon National Park, Chiang Mai, to promote decentralization in community-based ecotourism management. One focus group discussion was conducted between the two representative groups to review research recommendations. The study also involved periodic participant observation in the area from February 2023 to August 2024, along with the review of relevant documents. The data was analyzed using content analysis, where specific themes were derived from the research findings. The data was presented to address the research objectives, and the reliability was verified through triangulation and cross-checking data from multiple sources to ensure accuracy. The findings are presented based on the study's results.

Research Findings

Current Practices in Conflict Resolution within Doi Inthanon National Park, Chiang Mai, under the Collaborative Governance Framework

The study found that various Doi Inthanon National Park actors have engaged in collaborative efforts to resolve conflicts related to land use within the park boundaries. These actors include: 1) Doi Inthanon National Park under the Department of National Parks, Wildlife and Plant Conservation, 2) Ban Luang Subdistrict Municipality, a local administrative organization, 3) The Royal Agricultural Station Inthanon, under the Royal Project Foundation, 4) The Sustainable Development Foundation (Northern Region), A non-governmental organization (NGO), 5) The Thai Conservation of Forest Foundation, another NGO, 6) The Mae Klang Watershed and Mae Ya-Mae Pon Watershed Networks, both representing local communities, and 7) Local community-based tourism operators. These various actors have continuously implemented measures to address the conflicts related to land use management by local communities in the area designated as Doi Inthanon National Park since 2013 under the name "Inthanon Family." This operational framework has arisen from efforts to resolve conflicts arising from land and natural resource utilization in Doi

Inthanon National Park, recognized as an essential conservation area in the country. It is a vital watershed and a large forest that maintains the richness of diverse ecosystems. It is also home to Doi Inthanon, the highest peak in Thailand. It features numerous beautiful and famous natural tourist attractions, making Doi Inthanon National Park a significant destination for many tourists yearly. In addition, in the area of Doi Inthanon National Park, there are ethnic communities that have resided and engaged in agriculture in the highlands long before it was declared a national park. There are 40 communities/villages with a population of approximately 20,000 people. Most are members of the Karen ethnic group, followed by the Hmong ethnic group. According to a survey conducted by the Department of National Parks, Wildlife, and Plant Conservation in 2021, this national park has the highest number of residents and people engaged in agriculture within its boundaries. Most of these communities are located in Ban Luang, Chom Thong, Chiang Mai, which has the Ban Luang Municipality as the local government organization responsible for providing public services according to its duties and authorities in the areas where people reside and engage in agriculture within Doi Inthanon National Park.

The conflict regarding land use between the Doi Inthanon National Park authorities and the communities that have resided and engaged in agriculture within the national park arises from the unclear government policies that relax and allow citizens to reside and engage in agricultural activities in conservation areas. Additionally, the laws governing land and natural resource management in protected forest areas have led to ongoing enforcement of the National Parks Act of 1961 against the people living and working in Doi Inthanon National Park. Furthermore, there is conflict among the citizens over resource competition in the area, along with a lack of concrete mechanisms for spatial resource management, which has contributed to the escalation of conflicts among them.

As a result, discussions and negotiations were held to find a solution among the relevant stakeholders within and outside the area, leading to the establishment of mechanisms for integrating collaborative work. This aims to create guidelines for managing conflicts concerning the use of spatial resources among the parties involved, as follows:

Table 1 Roles of Various Actors Involved in Managing Conflict Issues

Actors	Roles
1) Doi Inthanon National Park	1) It coordinates cooperation with various agencies and communities within and outside the area to protect and preserve natural resources and the environment in conservation areas, ensuring ecological richness and balanced, sustainable utilization. 2) It enforces laws and establishes guidelines for the appropriate land use management in national parks according to national park legislation and the principles of natural resource and environmental conservation.

2) Ban Luang Subdistrict Municipality	<p>1) It facilitates cooperation in the exchange and utilization of municipal resources with various agencies to address the spatial issues of communities located in conservation areas, ensuring comprehensive care for their living conditions and quality of life.</p> <p>2) It acts as an intermediary to coordinate between the residents and relevant agencies.</p> <p>3) It engages in proactive efforts to manage natural resources and environmental issues within the community.</p> <p>4) It provides local public services according to the authority and capacity of the residents living in various communities.</p>
3) The Royal Agricultural Station Inthanon	<p>It plays a role in the development of organizations to promote and enhance the livelihoods of hill tribe farmers, both in the agricultural and non-agricultural sectors, alongside efforts to strengthen community resilience and restore and conserve natural resources in the project areas, specifically within the communities located in the Doi Inthanon National Park.</p>
4) The Sustainable Development Foundation	<p>1) It strengthens community resilience to create tangible outcomes in natural resource management alongside the development of a disaster management system by the community.</p> <p>2) It supports establishing community-based organizations to promote participation in natural resource and environmental management.</p> <p>3) It coordinates and assists in the work of community-based organizations in the area to enhance their capacity.</p>
5) The Thai Conservation of Forest Foundation	<p>1) It develops watershed conservation projects at Doi Inthanon National Park in collaboration with the Department of National Parks, Wildlife, and Plant Conservation, Ministry of Natural Resources and Environment.</p> <p>2) It coordinates and supports the assistance for the work of community-based organizations and local communities in conserving and maintaining the watershed area to ensure its richness and balanced, sustainable use.</p> <p>3) It enhances the capacity of communities in the watershed area and relevant agencies and fosters awareness among youth and the general public.</p>

6) Watershed Networks Committee	It is a community-based organization managing areas for conservation, maintenance, and balanced, sustainable utilization of natural resources, with the following objectives: 1) To ensure that the conservation, utilization, and restoration of natural resources and the environment are conducted effectively, balanced, and sustainably; 2) To enhance cooperation and reduce conflicts in the management of natural resources and the environment; 3) To elevate community rights, allowing them to respond to the management of natural resources and the environment sustainably alongside relevant laws; 4) To strengthen community organizations and network partners as a crucial mechanism for the continuous management of natural resources; and 5) To create a land registry by working collaboratively with other agencies and the public to facilitate participatory processes in managing natural resources and the environment.
7) Local community-based tourism operators	They are community-level organizations that manage and develop guidelines for eco-tourism within communities located in conservation areas.

As a result of the operations of the “Inthanon Family,” there is an effort to elevate the lessons and experiences gained in the area to develop a cooperative governance process that decentralizes the management of land use in conservation areas where eco-tourism communities are located within national parks. This aims to prepare for the enforcement of Section 64 of the National Parks Act 2019 regarding the area of Doi Inthanon National Park, as detailed in the following sections.

Conditions Leading to the Establishment of Cooperative Governance to Promote Decentralization in Land Management within Conservation Areas with Eco-Tourism Communities Located in the Case Study Area

They were found to stem from the social capital in Doi Inthanon National Park, which has a network mechanism under the name “Inthanon Family.” This is based on the spatial relationships among local leaders, community leaders, and community representatives in Doi Inthanon National Park, who have strengthened their group to collaborate with Doi Inthanon National Park in establishing guidelines and measures to prevent and resolve issues that could lead to conflicts over land use by residents living and working in the national park. Various mechanisms for reconciliation, mediation, and cooperation have been established as follows:

1) The Formation of Collaborative Mechanisms among Stakeholders: According to the data, spatial cooperation mechanisms have been established to address conflicts related to the use of community resources in the Doi Inthanon area. This occurred before the government’s policy to verify land use rights in conservation areas under the National Council for Peace and Order (NCPO) Order No.66/2014 on suppressing and preventing forest encroachment. The effort to drive such initiatives was called the “Watershed Network,” which involved creating a local community network. This network brought together local leaders, community leaders, and local administrative organizations, serving as mechanisms to support the following five objectives: (1) To ensure that the conservation, utilization, and restoration of natural resources and the environment are effective, balanced, and sustainable; (2) To promote cooperation and reduce conflicts in managing natural resources and the

environment; (3) To enhance community rights, enabling sustainable management of natural resources and the environment in conjunction with relevant laws; (4) To strengthen community organizations and network partners, making them critical mechanisms in the continuous management of natural resources; (5) To develop a land parcel registration system in collaboration with other agencies and the public, fostering a participatory process in the management of natural resources and the environment. This initiative also gained support from external non-governmental development organizations to drive conflict resolution and reduce resource-related disputes in the area.

2) The Process of Building Mutual Trust: Communication has fostered mutual understanding among the various stakeholders involved. The goal is to promote spatial governance collaboration and align the working methods of the involved actors in a unified direction. This has resulted in forming a model and process for building trust and making joint decisions under the "Inthanon Family," which addresses the complexity of the challenges they face. The resolution process cannot be carried out by any single actor alone, as the capacity to address problems and mitigate risks arising from the policies and management framework designed under the Royal Decree to be enforced in the area, according to Section 64 of the National Park Act 2019, does not rest with one agency or actor. Instead, it is distributed across multiple stakeholders. Therefore, it is necessary to establish a mechanism for communication, exchange of information, opinions, and reasonable suggestions. This will allow all relevant stakeholders to collectively identify the root causes of the problems and jointly play a role in managing these issues or reducing the risks posed by the policies and management framework under the Royal Decree to be enforced in the area, as per Section 64 of the National Park Act 2019.

The formats for meetings among stakeholders involved in promoting collaborative governance to facilitate decentralized conflict resolution and land use in Doi Inthanon National Park, Chiang Mai, consist of formal and informal meetings. 1) Formal meetings involve organizing stakeholder discussions to provide feedback and suggestions and establish appropriate management strategies. This occurs in the format of National Park Advisory Committee meetings and Watershed Network Committee meetings. 2) Informal meetings rely on familiarity or close relationships among neighbors and residents who live in the same area and share a common cultural or ethnic heritage. These gatherings often include activities designed to create a space for exchanging ideas and reaching collective decisions among stakeholders. Examples of such activities include organizing events like the "Doi Luang Inthanon Continuity Ceremony" and rituals to bless or curse those who engage in forest burning.

3) The Joint Decision-Making Process: Following the survey and demarcation of community areas where residents live and engage in livelihoods within Doi Inthanon National Park, preparations were made to announce the Royal Decree under Section 64 of the National Park Act 2019. Subsequently, a consensus was reached on the collaborative decision-making process to promote community-based ecotourism in Doi Inthanon National Park, Chiang Mai, under the spatial collaborative governance mechanism of the "Inthanon Family." This step is crucial and should be undertaken before any initiatives begin. It is essential for stakeholders, particularly government agencies, to align their perspectives and work collaboratively with other sectors at a high level. Additionally, they must play a role in encouraging all parties to cooperate willingly in joint efforts.

4) Setting Goals to Achieve Shared Expected Outcomes: The study of approaches to implementing various activities collaboratively under the "Inthanon Family" network highlights that all stakeholders involved must collectively create visible outcomes from their cooperation in each undertaken activity. This cooperation aims to achieve the expected result,

the "Master Plan for Community-Based Conservation Tourism Management in Doi Inthanon." This plan serves as the target for actions to achieve the shared expected outcomes. Based on the analysis of establishing spatial collaborative governance by the "Inthanon Family" to address conflicts and optimize land use for community-based ecotourism in Doi Inthanon National Park, Chiang Mai, the factors and conditions that contribute to strengthening and sustaining this governance model can be summarized as follows:

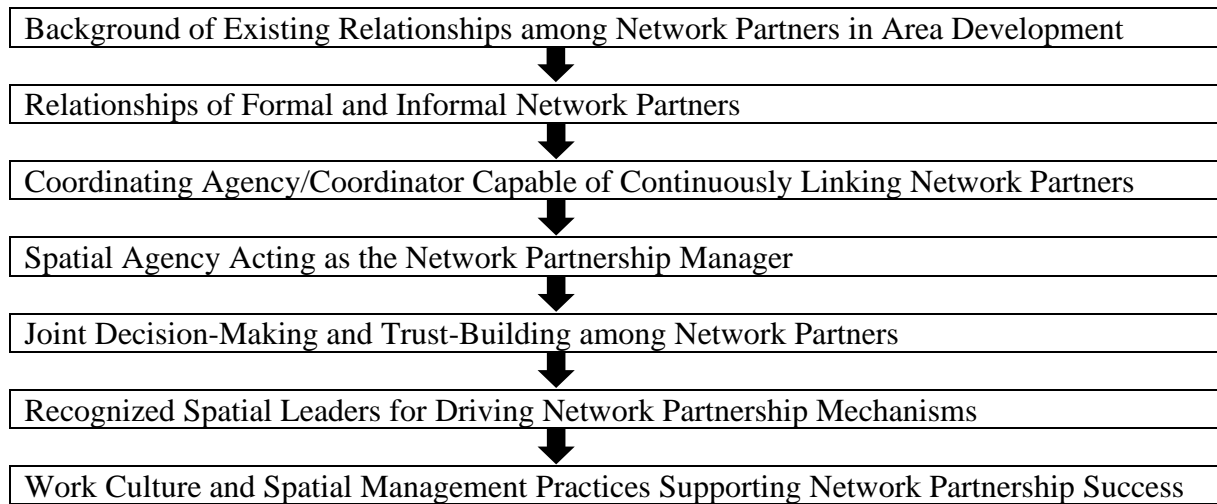


Figure 2 Conditions of Establishing Collaborative Spatial Governance of the "Inthanon Family."

Lessons Learned from Conflict Resolution in the Utilization of National Park Areas Through Collaborative Governance Concepts to Promote Decentralization in Community-Based Ecotourism Management: A Case Study of Ban Luang Subdistrict Municipality, Chiang Mai

Based on the analysis of the operational lessons learned from "Inthanon Family" in resolving conflicts and utilizing areas within the national park for community-based ecotourism management, the following key lessons can be summarized:

- 1) Background of Existing Relationships among Network Partners in Area Development: One apparent characteristic is the strong and enduring background of relationships among network partners in the development of Doi Inthanon National Park. This relationship is characterized by a horizontal dynamic among government entities, civil society, local communities, and the public, driving activities and operations in the area toward integration. Although each sector has distinct roles and responsibilities, there is a consistent exchange of resources and collaborative learning, resulting in a tight-knit spatial bond that resembles a single family.
- 2) Relationships of Formal and Informal Network Partners: It was found that there are formal and informal relationships among network partners to create spaces for interaction among relevant stakeholders. (1) Formal relationships rely on policy tools or legal regulations to foster trust and joint decision-making, as seen in advisory board meetings for national parks and watershed network committee meetings. (2) Informal relationships are based on familiarity or close connections as neighbors—individuals living in the same area who know each other well or share a common cultural or ethnic background—to build trust and facilitate collaborative decision-making.
- 3) Coordinating Agency/Coordinator Capable of Continuously Linking Network Partners: Considering the outcomes of promoting collaborative spatial governance under the "Inthanon Family," it is evident that the role of the coordinator in linking network partners and building the network is a crucial factor in the success of area development initiatives. Specifically, the

area has two key coordinating agencies: Doi Inthanon National Park and Ban Luang Subdistrict Municipality. (1) Doi Inthanon National Park collaborates with various organizations and the public, both locally and externally, to protect and manage natural resources and the environment in conservation areas, ensuring the richness of ecosystems and sustainable resource utilization. (2) Ban Luang Subdistrict Municipality is a local administrative organization that oversees the community and its residents and facilitates cooperation in exchanging and utilizing municipal resources with other agencies. This collaboration addresses community issues in conservation zones, ensuring comprehensive support for residents' livelihoods and quality of life while also acting as an intermediary to connect residents with relevant agencies.

4) Spatial Agency Acting as the Network Partnership Manager: It was found that this network emerged from the collaboration of a group of spatially influential individuals structured to connect the roles and responsibilities among its members. The individual actors play a significant role in the network's success, whether in terms of the skills and knowledge necessary for driving the network's mission or their status as network members, either as individuals or as representatives of partner organizations. A key individual in driving the "Inthanon Family" network is Kosi Phetphraipanawan, the mayor of Ban Luang Subdistrict Municipality. With over 20 years of experience in local governance, he was born and raised in the community, understands local issues, and serves as a vital intermediary among various sectors to address problems in the area. His role as a local administrator enables him to act as a "network partnership manager," overseeing the collaborative mechanisms within the "Inthanon Family" framework to foster continuous cooperation in their work.

5) Joint Decision-Making and Trust-Building among Network Partners: Key factors that enhance mutual trust among network partners in spatial collaboration include adherence to shared principles and agreements, particularly community rules and the regulations of the watershed network committee. Additionally, interactions as development partners with an equal status among network members foster a sense of belonging in driving collaborative mechanisms. This approach creates a framework for shared accountability among network partners, ensuring fair collaborative processes for all parties involved. For instance, in the project to survey and document land use within the communities in Doi Inthanon National Park, all stakeholders had access to and could verify the information before certification was granted. This transparency led to mutual acceptance and shared data utilization among the various organizations involved in the network.

6) Recognized Spatial Leaders for Driving Network Partnership Mechanisms: It was found that recognized spatial leaders have emerged to drive the mechanisms of network partnerships. These leaders serve as catalysts, motivating and inspiring others to collaborate under a shared goal. They also act as intermediaries, bringing together organizations with previously conflicting backgrounds or opposing positions to work as equal partners in development. In the context of fostering collaborative governance within the "Inthanon Family," local leaders have been utilized, including the mayor of Ban Luang Subdistrict, local leaders such as the headman of Ban Luang Subdistrict and village chiefs, as well as community leaders, including spiritual leaders from various ethnic communities and head of dam groups responsible for managing community water systems. These individuals formed the core of the watershed network in its early stages and have continued their efforts to the present day. This group of leaders has effectively mobilized collaboration from other sectors, such as government agencies, private development organizations, and local communities, to join as network partners in addressing conflicts and utilizing the area within Doi Inthanon National Park in Chiang Mai.

7) Work Culture and Spatial Management Practices Supporting Network Partnership Success: It was found that a work culture and management practices conducive to achieving the

success of network partnerships have been established. This focuses on designing collaborative mechanisms and institutions for spatial work, appropriately defining each stakeholder's roles, and enforcing laws and policies as necessary and in alignment with the local community conditions. The principles of mutual reliance and cooperation, akin to members of the same family, underpin the collaborative efforts. This culture of work and spatial management practices contributes significantly to the success of the spatial network under the "Inthanon Family."

Conclusion and Discussion

1) Based on the study of the cooperation among various actors in the case study area, it was found that in Doi Inthanon National Park, collaboration among different stakeholders in the area has been continuously developed since 2013 under the initiative known as the "Inthanon Family." This initiative aims to address conflicts regarding land use management for communities residing within areas declared as part of the national park. The concept of collaboration, as proposed by Perry (2007), has been applied here, emphasizing the creation and development of problem-solving processes that transcend sectoral boundaries through independent relationships involving exchanging information, resource sharing, and mutual support to achieve common goals. In Doi Inthanon National Park, collaboration has been established among government organizations, private development organizations, civil society organizations, and local communities, demonstrating a blending of management across different sectors. This goes beyond the conventional government approach to public administration and aligns with the concept of governance proposed by Rhodes (1997). This governance model forms a network-based approach built on trust, coordination, and flexible adaptation, contrasting with the traditional, law-driven, command-based government management system.

2) The study found that one of the spatial issues stems from the government's unclear policies, which allow for leniency and permission for people to reside and cultivate within protected areas. Additionally, laws governing land use and natural resource management in conservation areas have continuously enforced national park regulations against residents and land users. This situation has also led to conflicts among residents over resource competition within the area. Moreover, the lack of a concrete spatial resource management mechanism has intensified these conflicts. This aligns with the findings of Rattanajiaroen (2018), which indicated that past and present natural resource management has been characterized by unilateral government planning through legal processes, lacking genuine participation from local communities and civil society. This has perpetuated conflicts between the state and the public. Therefore, there is a need for measures that genuinely involve local people in the stewardship of national parks, which would provide a sustainable solution to natural resource management within these protected areas. The study by Thanompun (2021) found that Section 64 of the National Park Act 2019 lacks sufficient measures to address the long-term management of forest resources in national park areas. The provisions under this law are not adequately aligned with the sustainable resolution of issues related to residence and cultivation within national parks. This legal gap may contribute to ongoing conflicts between state officials and communities living and farming in these protected areas. To address this, Thanompun suggests revising the law with more comprehensive and detailed provisions to ensure it can effectively resolve these issues. Strengthening the legal framework would lead to more efficient and effective residence and land use management within national parks, ultimately promoting the sustainable management of natural resources in these protected areas. The study by Sung-ngoen (2014) proposed that measures and guidelines should be implemented to address land tenure issues in conservation areas to minimize the impact on natural resources and the environment. It emphasizes the need to strike a balance between

conservation and the sustainable use of natural resources. This can be achieved by combining measures that integrate environmental management principles, fostering stakeholder participation to resolve conflicts and ensure fairness for all parties involved.

3) Analyzing the conditions for establishing collaborative governance in Doi Inthanon National Park reveals that social capital plays a significant role. This social capital is driven by spatial mechanisms involving local leaders, community leaders, and local officials, who work together to set guidelines and measures to prevent and resolve potential conflicts over land use. Mechanisms such as compromise, mediation, and various forms of collaboration have been employed to address issues and foster cooperation among stakeholders. This is consistent with the findings of Ek-Iem (2020), which showed that local community leaders play a crucial role in managing conflicts related to tourism resources within the community. Each leader may choose different methods to handle conflicts, depending on their leadership style, the causes or factors contributing to the conflict, and the specific circumstances surrounding it. This variation highlights the importance of context and leadership dynamics in conflict management within local communities. This is also consistent with the findings of Suebpradit (2013), which revealed that the conditions for applying a co-management approach to resolve conflicts over access to resource management rights arise from state and community management limitations. The key components include (1) the social capital of the community and its networks, (2) the co-management process serving as a platform for learning, mediating disputes, and ensuring fair distribution of benefits, particularly for marginalized communities, with a neutral mediator playing a critical role in facilitating this process, (3) relevant information and tools, (4) regulations, rules, or laws aligned with the local context, and (5) monitoring process and continuity.

4) The analysis of the trust-building process within the "Inthanon Family" highlights the development of communication mechanisms that rationally exchange information, opinions, and suggestions. This process allows all stakeholders to understand the root causes of the issues and to collaborate in managing problems or mitigating risks that arise from policies and spatial management models designed under Section 64 of the National Parks Act, 2019. This aligns with the framework proposed by Ansell and Gash (2008), which emphasizes that a critical condition for effective collaborative governance is designing institutions with open structures. Such structures should allow all stakeholders, including those directly or indirectly affected by public policies, to shape public administration directions actively. By doing so, governance becomes more inclusive, and stakeholders are empowered to take on official roles in decision-making processes, fostering trust and cooperation.

5) The analysis of lessons learned reveals several key factors that contribute to the successful development of collaborative networks in resource management. These include (1) background of existing relationships among network partners in area development, (2) relationships of formal and informal network partners, (3) coordinating agency/coordinator capable of continuously linking network partners, (4) spatial agency acting as the network partnership manager, (5) joint decision-making and trust-building among network partners, (6) recognized spatial leaders for driving network partnership mechanisms, (7) work culture and spatial management practices supporting network partnership success. The collaborative governance model proposed by Ansell & Gash (2008) outlines six essential components that contribute to effective collaboration among stakeholders, including (1) initiation of cooperation, (2) involvement of multiple stakeholders, (3) defined roles of stakeholders, (4) structured collaboration framework, (5) joint decision-making processes, and (6) setting shared objectives. From the study by Jai-aree (2016), the participatory research process with communities for sustainable community forest management consists of three main steps: (1) capacity development of people and communities, (2) strengthening community capacity, and (3) development towards sustainability. The community is central in driving initiatives,

leveraging its inherent potential and readiness. External stakeholders have a primary role in providing academic support, funding, and policy frameworks.

Recommendations

- 1) The government should decentralize the authority for the care, maintenance, and conservation of natural resources and the environment to local administrative organizations in areas with communities within national parks. This decentralization will enable local administrative organizations to gather problems and needs, plan area surveys, and develop local development plans linked to addressing community issues. They should mobilize cooperation from various stakeholder networks to collaboratively manage spatial issues arising in communities within national parks and assess situations and risks that may impact the utilization of natural resources and the environment in the area.
- 2) The government should decentralize decision-making regarding problem-solving and public needs that are beneficial for planning and developing areas in preparation for the enforcement of Section 64 of the National Parks Act 2019 to the Protected Area Committee (PAC) at the local level. This will enable the committee to make decisions and announce operational guidelines at the local level. Additionally, local watershed network committees should be used to collaboratively plan, communicate, and operate at the community level to foster partnerships between local communities and national park officials in developing areas for joint conservation.
- 3) The government should promote the decentralization of tourism promotion responsibilities within the local administrative organizations. This involves defining roles, responsibilities, and planning guidelines for tourism promotion in communities so that local administrative organizations can actively promote ecotourism by local communities in areas designated for the declaration of the Royal Decrees under Section 64 of the National Parks Act 2019 without adversely affecting the conservation and utilization of natural resources and the environment in the area.

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