The capacity building model of network partners in Phra Nakhon Si Ayutthaya province to drive agricultural tourism

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Abstract - This research has the objectives to propose a model for capacity building in network of Phra Nakhon Si Ayutthaya province to drive agricultural tourism. The study was conducted with government sector, private sector, farmer sector, community enterprises, local philosophers in the areas of Phra Nakhon Si Ayutthaya province. The tools of the study comprised the in-depth interviews, small group meetings and questionnaire to analyze the potential of network partners in every regions in order to select a pilot area to develop a model for capacity building in the agro tourism network of Phra Nakhon Si Ayutthaya province together with the use of satisfaction assessment form for the main parties from participating the network of agro tourism groups.

From the study, it was founded that the network partners in each sector had the work that is in accordance with one's mission only. That is, the work or budget allocation is sometimes redundant and also lacks of integration with other agencies. As for the management of agricultural tourism, every sectors still considerably lacks of knowledge and understanding of management. Every sectors therefore wants to have a central unit to work as a co-ordinator. A model for enhancing the capacity of partners in the agricultural tourism network must begin with the mechanism used to drive the performance consisting of government sector, private sector, farmer sector and academic sector that must cooperate as a network and integrate the collaborative work according to the main mission of each sector including the capacity of each office to help each other in driving the network partners to their destination. The capacity building model that will enable network partners to develop skills in agro-tourism management is training, fieldtrip study, exchanging knowledge, hands-on practice and evaluation of agricultural tourism activities in the area.

Keywords — Capacity Building, Agricultural Tourism, Network Parties

I. INTRODUCTION

Agricultural tourism is considered as another form of Alternative Tourism or Niche Tourism (Robinson and Novell, 2005, p. 9) which is the current trend of tourism that tourists are more interested in today. It is a form of agricultural tourism occurring in many countries such as Australia, USA, Canada, Philippines and Thailand because Thailand is an agricultural country with a variety of occupations in agriculture, have agricultural wisdom and famous for its fruit trees, rice, advance fisheries and livestock activities since the past. Such diversity will attract and cause a good impression on tourists, provide opportunities for them to join activities with farmers to experience the natural environment, agricultural lifestyle that combines religious activities, arts, culture and traditions, as well as an education to learn, exchange experiences and find the process of working closely with right livelihoods and also increase income distribution to the locals. The research conducted by the United States Department of Agriculture (USDA) in the United States (University of Tennessee, 2005) found that the reason tourists visit rural or farm tourism is to see rural scenery, to learn about the source of food, to visit relatives in other provinces,
to see and participate in farm production or agricultural activities, to buy agricultural produce, to collect fruit, to do hunting or fishing, and to stay overnight in rural areas.

Phra Nakhon Si Ayutthaya province has interesting tourism activities with various sector involving in promoting tourism in the area including the government sector, private sector, public sector and various groups in the area that formed a tourism network to develop and promote tourism at the local level. However, the purpose of integration for development has not yet been achieved due to different network groups having different competencies to promote spatial tourism as well as unclear and inconsistent approaches with the spatial tourism develop. Researchers and stakeholders therefore wish to study the model for strengthening network partnerships in Phra Nakhon Si Ayutthaya province to drive agricultural tourism, upgrade agricultural products by using tourism activities as a tool to increase income, reduce the problem of falling price products, reduce trade through intermediaries, create pride among farmers and their children in the future for their farming career, encourage farmers to learn and develop communication and create local jobs that prevent young workers from working outside the area. However, good sustainable tourism management cannot be undertaken alone or by any other agency. Hence, it has to rely on various sector such as partners, networks, public sector, private sector, communities, community enterprise groups as well as those who are involved both in the area and outside the area to take part in the management and joint development plans to drive agricultural tourism to achieve the goals of the government policy. (Thanaphum Pongsangiam, 2021)

II. RESEARCH OBJECTIVES
To study the capacity building model of network partners in Phra Nakhon Si Ayutthaya province to drive agricultural tourism

III. LITERATURE REVIEW
In English language, there are words to describe a person's ability and competence to perform tasks as “capability” and “competency”. In this study, “ability” is used in place of “capability” whereas “competency” is used for “potential”. However, the translations in dictionaries often provide similar translations. For example, Oxford-River Books English–Thai Dictionary (2006) defines “capability” as ability, potential, and “competency” as ability as well. But for the English academic writings, scholars have described the meaning of the two terms as being related but not the same thing (Seepann Supthong, 2020).

Capability refers to the quality of competence and the potential to develop oneself and be able to work in the environment of the future world. It is therefore a characteristic that consists of knowledge, skills, quality and potential of a person (Nagarajan and Prabhu, 2015). It is also an ability that gives a person the flexibility to adapt himself, as well as be able to create new knowledge and continually develop their abilities until leading to the success of the mission. This person's ability is fundamental to the development of potential (Nagarajan and Prabhu, 2015, p. 8) necessary for productive work. Including the creation and development of work to achieve outstanding results

Competency refers to the hidden inner character of individuals that can drive them to perform better or achieve results on a predetermined basis (McClelland, 1973, p. 2). This is line with (Boyatzis, 1982 p. 58) who stated that competence is inherent in the person, which determines the behavior of individuals in meeting job requirements under organizational environmental factors and makes individuals committed to the results they need. In addition, Mitrani and Fitt (1992, p. 11) also described competency as a character trait linked to productivity or performance, as did Spencer and Spencer (1993, p. 9)
described competency as a trait of individuals with a better cause-and-effect relationship to the effectiveness of their performance.

Current concepts of capability and competency for information professionals are: Must be a person who has "capability", that is, capable and has the potential to develop himself in accordance with and be able to work in the environment of the future world. It is a feature that consists of knowledge, skills, qualities, potential of a person. It also gives people the flexibility to modify themselves. Capacity is also able to create new knowledge continuously, develop talent and still need to have “competency” which is a group of behavior of individuals in performing their work to be successful. Moreover, competency is a behavioral attribute required by an organization by assuming that if personnel behave in a manner that the organization has set, it will result in the organization achieving the goals and missions set (Office of the Civil Service Commission, 2010, p.1).

Capacity building (Zamfir L., 2017) is a core concept of development policy. The notion that strengthening the capacity of individuals and institutions in developing countries is crucial for the success of development policy emerged gradually, with the theoretical debate reaching its peak between 1995 and 2005. Development approaches based on the notion of capacity-building were introduced to make up for perceived shortcomings in the development aid and technical assistance provided by major international donors since the 1950s. These included lack of ownership by recipients, incapacity to effect sustainable change, lack of inter-sectorial coordination, and insufficiently tailored-made approaches. Although capacity-building is still widely used, a new term has been coined – 'capacity development' – and this has become the favored choice of the development community. While 'capacity-building' suggests building something new from the ground up, according to a pre-imposed design, 'capacity development' is believed to better express an approach that builds on existing skills and knowledge, driving a dynamic and flexible process of change, borne by local actors.

Pongsarun Pollsrilert (2012) mentioned capability as competency or organizational capability derived from the collaborative process of personnel in the organization through the use of knowledge, skill, trait, social role, self-image, motive, experience and abilities of each person, which is competency. That means, the organization to be a high-capacity organization must have high competency people first. Also, the organization must have the ability to coordinate and integrate the competencies of all departments into one (Integrated Competencies). This will create synergies or synergies to cooperate in implementing strategies to achieve the vision of the organization.

Atchara Lortrakul (2014, p. 57) stated that competency are knowledge, skills, abilities and characteristics that make a person work well. It enables individual to perform work with quality, efficiency and effectiveness. Competency also refers to knowledge, skills, abilities, attitudes, values, motives including personal qualities that have been shown behaviorally influence success which can be categorized as core competencies, performance by line of work.

In summary, competency is a characteristic of a person's ability to express oneself in a behavioral way that results in a person's performance. It can be measured and seen from the behavior that expresses knowledge, skills and related attributes. Competency may be caused by operations training and development and then affect the behavior, personality, attitude, values of the work effectively leading to the performance at the point according to the objectives set by the organization.

**Capacity building model**

Creating a performance model: the core competencies required to perform the work consisted of 10 competencies as follows: 1) Expertise; 2) Achievement Motivation; 3) Communication and Coordination; 4) Teamwork; 5) Service Mind; 6) Ethics; 7) Leadership; 8) Planning and Management;
9) Creative Thinking and 10) Holistic vision (Wittaya Chansiri, 2008, p.28) there are 9 techniques for competency development: 1) Workshops; 2) Training; 3) Lectures; 4) Organizing activities; 5) Management games; 6) Recreational activities; 7) Role playing; 8) Brainstorming and 9) Field trip study. This is in line with the concept of Aphon Phuwitthayaphan (2008, p. 196) who stated that the competency development approach has many methods that administrators can use as development tools and that many organizations often use, including: OJT: On the Job Training; 2) Coaching; 3) Consulting; 4) Job Rotation; 5) Activity; 6) Self-Learning; 7) Visiting; 8) Meeting and Seminar; 9) Continuous Studying; 10) Counterpart; 11) Job Enlargement; 12) Job Enlargement; 13) Job Shadowing and 14) Mentoring.

Competency of the Agricultural Tourism Networks

Bureau of Tourism Development (2010, pp. 50-53) set the quality standards for agricultural tourism attractions in order to enhance the quality of agricultural tourism attractions for communities to be able to develop agricultural tourism to meet the standards set by the Office of Tourism Development that must have the capability to implement all 4 components as follows:

Component 1: The management potential of agricultural tourism sites means the capacity to operate, plan, supervise and manage tourist sites to be sustainable.

Component 2: The carrying potential of agricultural tourism sites means the readiness to provide basic services for tourists that are suitable for the environment of the tourist destinations. It is also an element that helps to enhance the impression of tourists.

Component 3: The service potential of agricultural tourism sites means the capacity to create value for the products served within the tourist attractions.

Component 4: The attraction potential of agricultural tourism attraction means the capacity to impress tourists.

IV. RESEARCH METHODS

1. Population and sample

The population and sample group in this research were stakeholders of all sectors as key contributors in research including:

1.1 15 people from the government sector chosen by purposive sampling method as follows:

1) 6 people from Ayutthaya Provincial Community Development Office comprised of provincial community development and district community development.
2) 1 person from Ayutthaya Tourism and Sports Office
3) 1 person from Tourism Authority of Thailand Phra Nakhon Si Ayutthaya Province
4) 1 person from Ayutthaya Provincial Administrative Organization Tourism Promotion Department 1 person
5) 6 people from Provincial Agricultural Office consisted of provincial agriculture and district agriculture.

1.2 12 people of community leaders / farmers groups / community enterprises and people in the area chosen by purposive sampling method.

1.3 Local tourism operators namely travel agencies, lodging, restaurants, merchandise transportation within the community. Representatives for each type of business, 2 people each, totaling 10 people chosen Convenient Sampling method.

2. Research instrument

In-depth Interview and Structured Interview

3. Data Collection
Data collection in the area of agricultural tourism was conducted with the interviews with all relevant sectors, including government sectors, tourism operators in the area, community leaders / farmers groups / community enterprises and people to study the spatial context. The issues and questions used in each area were different according to the context and mission of each target group as follows:

3.1 Government sector: The issues used in the interview were the agency's mission, roles, duties, capabilities in the management of agricultural tourism in the area and trends of participation in tourism development in the area

3.2 Community leaders / Farmer groups / Community enterprise groups and people in the area: The issues used in the interview were spatial contexts, roles, functions of participation in spatial tourism activities and demand for agricultural tourism development in the area.

3.3 Private sector, entrepreneurial, tourism business and related groups: The issues used in the interview were the business model of the business operation, the need to use the area in the tourism business and participation in the development of the area to promote and develop tourism.

4. Data analysis of an in-depth interview was done as follows:

The researchers interviewed with a group of informants, collected the results obtained from the group chats of the different groups, and all data validation has been performed. The researchers then categorized the data and analyzed the data as follows:

4.1 Content Analysis was the analysis of data obtained from interviews for content analysis by prioritizing and grouping of the content. Including analysis, classifying and summarizing the issues discovered (Topic) and using inductive descriptions by analyzing the situation of the mechanism driving the tourism network partners in Phra Nakhon Si Ayutthaya province.

4.2 Triangulation data validation was done by examining information from the source of information in terms of time, place and person to determine whether Information that was different in time at different locations, and that information contributors were also given consistent content in which the results of the data collected by the triangular method resulted in the same findings. This showed that the information the researchers has obtained was accurate. The researchers used the data from all 3 interviews to analyze and summarize each topic according to the research objectives.

V. RESEARCH RESULTS

The results of the study from all sectors involved in agricultural tourism in Phra Nakhon Si Ayutthaya province found that promoting agricultural tourism had a positive effect and can enhance the way of life of the locals in the area. In the part of the government sector, the government has embraced policies from the government on the development of tourism in the area by using existing social capital as a means to drive job creation activities and provide a career for the community. As for the community itself, efforts are made to develop their own tourism management. However, due to the basic way of life of most people are farmers, they therefore have no experience and skills in the management of community tourism. Although there is a strong intention to develop the communities, the communities still faced with various problems.

In this context, the capacity building of partners in the Phra Nakhon Si Ayutthaya Tourism Network province in the present has 2 issues as follows:

1. Context of the capacity building of network partners

   Currently, there is no single agency that is clearly responsible for agro-tourism in Phra Nakhon Si Ayutthaya province. There is only an assignment to the Agricultural Office of Phra Nakhon Si Ayutthaya Province from the Upper Central Province Group 1 to implement a production system development project and food safety business annual fiscal year 2017 activities of developing learning centers and
Tourist attractions. After that, however, there was a lack of continuity of project management. Working in agro-tourism is still lacking personnel who have direct knowledge and competence in agricultural tourism management although Phra Nakhon Si Ayutthaya province has ordered the appointment of the Provincial Agenda Working Group (Agenda), the 5th group to increase the value of agricultural products and the 6th group to increase tourism value. The work of the steering committee is only in line with the mission of its own agency. There is no integration, collaboration, and linkage with relevant departments. It is an operation in a form of different parties working in the nature of cooperation of the network that is not permanent but a temporary network. As a result, each network partner has duplicated work in developing the same target group. The participants of the meeting or the trainers feel that they are participating in activities with the government in a matter that is nothing new that makes them bored and does not want to participate in activities with government agencies. Sometimes the participants feel that the government took part in spatial activities regardless of the actual needs of the trainees. The activities also lack of continuity like the government sector leave the community once the activities were finished. There is no continuation or extension of sustainable development that affect the regular occupation of the people in the community. Furthermore, the training techniques used in performance enhancement were ineffective and deficiency, such as prolonged on-site training, making the trainees tired of just sitting and listening. Therefore, there should be educational activities in other areas and there are more platforms to exchange knowledge. In terms of the budget that each sector has set for spatial development, there is redundancy, wastes on the budget that has been spent on personal and spatial resource unsystematically. There are few networks that work together, for example, between government agencies and communities, or between private and community agencies only. More importantly, personnel in various sectors still lack the knowledge and understanding of sustainable agro-tourism management. These problems arise from a lack of integrated planning in implementing spatial development. Therefore, all sectors must focus on working together with the goal focusing on the development of tourism personnel, community product development, development of tourist attractions and facilities by linking with all parties involved in supporting networks to promote and develop whether it is a government agency, private sector, public sector, community, educational institution involved in the development. There is a process of organizing training to build skills and competencies in tourism management of the area for empowering the community to manage self-reliance tourism, promote adding value and charges from the cost of community resources to products and services, delivering a positive experience for tourists and to build community participation as a model in agricultural tourism management with the development of appropriate models of empowerment of network partners. There should be a management system and linking agricultural tourism to all areas in Phra Nakhon Si Ayutthaya province.

2. Challenges occurring in Phra Nakhon Si Ayutthaya province

Government sectors, the private sectors, the public sectors and the community have given issues that need to be developed and further their potential to achieve the competency that is competent in driving agricultural tourism in Phra Nakhon Si Ayutthaya province. Such issue can be divided into sectors of the network parties as follows. (Thanaphum Pongsangiam, 2021)

Government sectors
1) Lack of personnel with specialized knowledge in community tourism development.
2) Lack of coordination between government sectors which cause a redundant spatial position.
3) Insufficient allocated budget for development in some areas.
4) Lack of public relations agricultural tourism in the area of Phra Nakhon Si Ayutthaya province.
5) No main agency to lead the development in the same direction.

Private sectors
1) The resources used for agricultural tourism promotion of each area are still insufficiently developed to promote tourism.
2) The structure of the area that accommodates tourism activities is not yet ready.
3) Lack of villagers do not yet have knowledge and understanding of community tourism management among communities/locals.
4) Government sector places less emphasis on agricultural tourism than historical tourism.
5) Lack of coordination between communities and government sector to support agro-tourism or community tourism activities.
6) No main agency to support or take the lead in promoting agricultural tourism of Phra Nakhon Si Ayutthaya province.

Public sector/Communities
1) Communities do not have sufficient knowledge on the community-based tourism management system and tourist behavior.
2) Lack of knowledge, understanding, and attitude of participation in management including the participation in organized tourism activities by the community on the basis of mutual agreements between members of the community.
3) Lack of knowledge in the process of strengthening tourism promotion with community participation.
4) Lack of knowledge and ability to develop new tourism activities that reflect the wisdom and identity of the community to tourists.
5) Lack of knowledge and understanding of principles strategies for coordinating benefits for all parties in the community.
6) Unclear distribution of roles and functions.
7) Suspicious working system which lack of auditing system.
8) Lack of participation from planning to develop tourism systems in the community.
9) Lack of skills in writing community tourism development plans.
10) Lack of knowledge of the accommodating capacity of the area.
11) Some tourism activities affect their livelihoods and the peace of the community.
12) No strong measures to control and prevent social, cultural and environmental impacts as a result of the development of tourism in the communities.
13) Community tourism resources are not properly maintained.
14) Some of the household members of the communities lack awareness of the conservation of tourism resources of the community.
15) Lack of dialogue among community members about the impact and transformation of community tourism resources to find a solution together.
16) Lack of the advice of tourists to cooperate in the preservation of the environment of the attractions in some communities.
17) Lack of knowledge and ability to build a community-based tourism network.
18) Lack of knowledge and ability to guide.
19) The tourist attractions in the community causing problems in providing information about the community and tourist attractions in the communities.
20) The community has little potential to produce local products causing some communities to take their products from elsewhere which is not a product that reflects the identity of the communities to be sold to tourists.
21) Lack of the ability to interact with tourists.
22) Lack of knowledge and ability to properly manage basic facilities for tourists both quantitatively and qualitatively.

From the study results, it was found that the network partners still face problems in the implementation of the network, such as lack of knowledge, understanding and competency in the management of agro-tourism, lack of key agencies to coordinate spatial development, including the public sector, the private sector and the public sector that has not yet been integrated in working together to drive the agricultural tourism of the community. Therefore, the operation in the form of an associate of the agricultural tourism network in Phra Nakhon Si Ayutthaya province should established real network with procedures for establishing network partners as follows:

1. Organize a forum to raise awareness to the groups related to agro-tourism by inviting various agencies involved, including the government, private sector, public sector and academic groups to attended and listen to the needs of driving agricultural tourism in the area.
2. Determine the objectives of the establishment of the network, direction of the main activities.
3. Establish a main group of the Agricultural Tourism Networks.
4. Define vision, mission, activities and joint projects.
5. Provide an exchange of knowledge and information necessary for the spatial development.
6. Provide training courses in network management are organized regularly.
7. Follow up and evaluate results on a regular basis.

The results of the study of competencies needed to develop agricultural tourism and the needs of network partners for their own development made it possible to define a method for enhancing knowledge, abilities and competencies of the Agro-Tourism Networks in Phra Nakhon Si Ayutthaya province. There are nine techniques for strengthening the capacity of network partners, which are:

1) Lecture; 2) Discussion; 3) Field Trip; 4) Demonstration; 5) Brainstorming; 6) Case Study; 7) On-the-Job Training, OJT; 8) Coaching; and 9) Mentoring.

Figure 1. The capacity building model of network partners to drive agricultural tourism

VI. DISCUSSIONS

To create jobs and careers for more income, reduce exposure from government agencies by reliance on related agencies such as the government sector that is the agency that helps support the budget, trainers in educating the equipment and machines used in the training including private sectors help support access to services or buy products for further distribution. Sometime, there will be academic agencies such as educational institutions that come into the area to help support the community to develop creative ideas in product processing, raising the standard in products and services. However, the work of each sector is still lacking in integration in working together. Therefore, in order to achieve the maximum
benefit of spatial development, all sectors must work together in the form of tourism network partners. Adam Burke (1999) said that the approach to networking can be determined by inviting organizations and stakeholders to participate in determining the objectives of the network establishment, direction of the main activities, establishing the network core group and provide opportunities for members to participate in the decision-making process.

Cooperative management and information exchange technology encourage a link between the network and the network to strengthen the network. There should be a follow-up and evaluation including network management training courses for organizations network leaders regularly. The training courses must correlate with the development goals in line with the area development mechanisms consisting of people, management systems and tourism resources. This result was consistent with the Bureau of Tourism Development (2010) the management potential of agricultural tourism attraction can operate, plan, supervise and manage tourist sites to be sustainable. The capacity to accommodate agricultural tourism sites can provide basic services for tourists that are suitable for the environment of the tourist attraction. Service potential of agricultural tourism sites has the ability to create value for the products that are served within the tourist attractions. The attractiveness of agricultural tourism destinations has the ability to impress tourists. Similarly, Pongsarun Pollsrilert (2012) stated that collaboration process requires knowledge, skill, trait, social role, self-image, motive, experience and individual’ abilities are attributes that comprise a person’s knowledge, skills, quality and potential (Nagarajan and Prabhu, 2015). It is also an ability that gives a person the flexibility to modify himself and also able to create new knowledge and develop their abilities continuously. That means high capability organization is required to have high competency people in the agricultural tourism network and the network must have the ability to coordinate and integrate the capabilities of the personnel of all networks to be one that leads to the success of the mission to cooperate in the implementation of strategies to achieve the vision of the Agro-tourism Network of Phra Nakhon Si Ayutthaya Province. Tourism network partners must develop their knowledge and the ability of individuals to develop higher competencies in the management of agro-tourism with a method that consistent with Wittaya Chansiri (2008) who stated the development for agro-tourism requires competency enhancement methods in various fields namely 1) Workshops; 2) Training; 3) Lectures; 4) Complementary activities; 5) Management games; 6) Recreational activities; 7) Role playing; 8) Brainstorming; 9) Field trip study to create knowledge and understanding that are easy for spatial development, especially in the area of agricultural tourism management.

CONCLUSION

A model for capacity building of the Agro-Tourism Networks in Phra Nakhon Si Ayutthaya Province is to study the needs of communities to develop agricultural tourism in their own area on the basis of social capital, resources, and existing tourist attractions. However, the group's network partners still lack the management knowledge that has the potential and conform to the standards for the agricultural tourism service, which enhances the capacity building for the agro-tourism network partners in Phra Nakhon Si Ayutthaya province consisted of:

1) People / Organization Development

   Developing analytical thinking, linking tourism with sustainable community development and resource management, organizing visiting activities between members of the network to open up their horizons and encourage each other, organize a forum to exchange knowledge and summarize lessons, develop knowledge and skills necessary for self / organization development in order to create a clear community of members on ideas

2 Resource development / service development
Developing a safety system in the nature study route, planning about the capacity to support the development of local guides to have knowledge and capabilities and have a certificate of work certification; developing services to create an exchange of learning; building consciousness in conservation of natural resources, developing of first aid and community hygiene, waste and garbage; management in tourist sites, establishing community-based tourism standards.

3) Integrated development

A setting of stage to exchange discussions between different groups to find common ground in the work and to create an acknowledgment that CBT is a part of the community activity where villagers and various groups can participate directly or indirectly. There should be simple activities to create cooperation, such as providing opportunities for various groups to participate, such as being a speaker to lead a group of sales activities of souvenirs or community products. There should also be a lesson summarized and developed into more difficult joint activities such as organizing structural relationships between different groups / organizations in the community, distribution of leadership roles, planning activities together, allocating benefits and building unity to drive solving common problems of the community, creating joint activities to build the power of the network and provide benefits to the member community groups, such as having a network committee to negotiate on forest areas, arable areas and tourist sites, doing public relations and marketing together, or negotiating with a travel agency, coordination of resources from the state, etc.

4) Development of public relations and marketing

Organizing a forum for discussions with tour operators to create cooperation in working with the network; marketing training and marketing opportunities for community-based tourism; preparing media for community-based tourism, developing a participatory marketing plan, studying and visiting management for decision-makers to understand community-based tourism concepts and patterns by organizing exhibitions / festivals, community-based tourism, etc.

5) Policy coordination

Building a policy for states to recognize and approve the role of communities in tourism management, coordinate government budgets and personnel to support and promote network members, create inter-network commitments on issues that are seen in each community government regulations to be more beneficial to the community or protect more natural resources, the development of human resources jointly issue rules - regulations that benefit the community in the management of tourism and reduce various impacts on the environment, society and culture, etc.

6) Funding

Funding for community-based tourism funds, requesting funds for investment in the production of advertising, public relations and marketing, preparation of fundraising projects for campaigning and raising funds into the network, such as making shirts, music, postcards, books or paintings to earn income; cutting revenue from selling tourism programs to members of the community and annual membership network fee collection.

Therefore, the models used for developing, strengthening management competencies that have the potential and in line with the standards for the agricultural tourism service that are suitable for the Phra Nakhon Si Ayutthaya area network partners will be the following model;

1) Lecture model is a new knowledge and understanding building to create incentives for agricultural tourism activities of the area on the social cost areas that the community has

2) Discussion model is a form of empowerment in the form of acknowledging problems or issues of problems and understand them from a variety of perspectives to get an idea of the advantage and disadvantage in implementing them.
3) Field Trip model is the observation learning from the real place which cannot be displayed in the classroom. It stimulates the students' interest by seeing the cause or condition of the actual problem.

4) Demonstration model is the training of skills in how to use tools, equipment or work pieces that require tools to be correct or learning to use new techniques in performance.

5) Brainstorming model is a way of learning that network members will propose the new or diverse ideas before being analyzed for practical feasibility. It encourages thinking outside the box, solving traditional problems in order to find concrete solutions and develop creative thinking.

6) Case Study model is to build skills in problem-solving process and problem-solving, requiring examples of real problems. Learn how to fix problems that have been carried out. Network members can propose issues to be resolved by groups or individually.

7) On-the-Job Training (OJT) model is skill training for network members to work with others immediately.

8) Coaching model is the development of network members to have knowledge and abilities for their roles in accordance with the main and secondary missions of the Agricultural Tourism Network of Phra Nakhon Si Ayutthaya Province and develop the old knowledge of the network to the desired level in order to utilize the full potential of the network partners.

9) Mentoring model is a capacity building that creates a feeling of confidence in network partners to be able to quickly adapt to the culture and become part of the agro-tourism network. It is also a learning of method and working skills required by the agency through mentors, which provide intimacy and familiarity. Mentoring provides a better learning environment, building relationships and facilitating mutual learning.

The model for building the capacity of the agricultural tourism network partners must correlate with the development goals in line with the area development mechanism system consisting of people, management systems and tourism resources in Phra Nakhon Si Ayutthaya province.

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