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**STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE
TOWARD SUSTAINABILITY**

SUMMARY OF THE DOCTORAL THESIS

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INTRODUCTION

1. Rationale for the Research Topic

From a theoretical perspective, tourism is a comprehensive economic sector that makes significant contributions to the socio-economic development of many countries, including Vietnam. Tourism is a highly distinctive industry characterized by its interdisciplinary and interregional nature and its strong spillover effects. It not only contributes directly to GDP growth but also promotes the development of numerous related sectors.

The significant role of tourism in the global economy and in individual countries is undeniable. However, international experience has demonstrated that any form of tourism development, whether mass tourism or alternative tourism, may generate adverse impacts on both the natural environment and society [60]. Given the need to ensure stability and sustainability within the tourism economic ecosystem, strengthening the regulatory role of the State has become an objective necessity. State intervention not only serves as a strategic instrument for maximizing comparative advantages and local resources but also functions as an essential mechanism for mitigating the negative impacts of Tourism Activities on the environment and local cultural values.

Therefore, State Management of Tourism towards Sustainability has attracted considerable attention from policymakers and scholars, resulting in numerous studies aimed at optimizing natural, economic, social, and urban resources in line with the needs and structural transformation trends of the tourism sector. The ultimate objective is to generate greater economic benefits through accelerated local growth and increased income derived from Tourism Activities [54]. In Vietnam, research on tourism, Tourism Development towards Sustainability, and State Management of tourism has become an increasingly important field of academic inquiry, particularly following the adoption and implementation of the national sustainable development strategy. Existing studies have primarily focused on specific localities or economic regions using various approaches. However, few studies have comprehensively examined solutions for improving State Management of Tourism towards Sustainability in a border province under the new context of administrative restructuring and the implementation of the two-tier local government model in Vietnam.

From a practical perspective, Dien Bien Province, with a population of over 600,000 people representing 19 ethnic groups, possesses abundant natural resources and numerous distinctive products characteristic of the Northwestern mountainous region. The province is renowned for its rich cultural identity, shaped by the coexistence of diverse ethnic communities, and for its varied and unique culinary traditions. In addition, Dien Bien shares borders with the People's Republic of China and the Lao People's Democratic Republic. It is a historic land with a strong revolutionary tradition and rich historical resources associated with national construction and defense, most notably the historic

Dien Bien Phu Victory, which was described as “resounding across the five continents and shaking the globe.”

Tourism in Dien Bien Province is widely recognized as having substantial potential and competitive advantages to become a key economic sector, serving as an important driver of economic growth, job creation, and local development [36]. Recognizing these advantages, the Dien Bien Provincial Master Plan for the 2021–2030 period, with a vision to 2050, approved by the Prime Minister, identifies tourism as a spearhead economic sector based on three pillars: historical and cultural tourism; eco-tourism, nature exploration, and landscape-based tourism; and resort, entertainment, and healthcare tourism. The plan aims for tourism to contribute more than 10% of the province’s GRDP by 2030. By 2050, Dien Bien is expected to become a nationally significant center for cultural, historical, and ecological tourism with international standards, supported by strong commercial services and a stable and secure border region. This orientation provides significant opportunities for Tourism Development towards Sustainability and reinforces tourism as one of the province’s major strengths.

Recognizing these opportunities and local advantages, the Party Committee, local authorities, and people of Dien Bien Province have devoted considerable attention to promoting tourism development, particularly through strengthening State Management of tourism. Tourism products with strong local advantages, including historical-cultural tourism, eco-tourism, festival tourism, and community-based tourism, have continued to receive investment, expansion, and service quality improvements. Efforts to attract investment in tourism infrastructure and services, as well as the development of distinctive tourism products reflecting local cultural identity, have been prioritized, especially products associated with the preservation, restoration, and promotion of the Special National Historical Relic Site of the Dien Bien Phu Battlefield.

Furthermore, smart tourism platforms have gradually been introduced, tourism products have been digitized to enhance visitor experiences, and digital transformation in tourism management, administration, and promotion has been actively advanced [52]. These efforts by the Local Government have contributed to making Dien Bien a prominent tourism destination in the Northwestern region, as reflected in the continuous growth of visitor arrivals, tourism revenues, and tourism’s contribution to provincial GRDP. This progress was particularly evident in 2024, when Dien Bien successfully hosted the 70th Anniversary of the Dien Bien Phu Victory and the National Tourism Year – Dien Bien. During the 2021–2025 period, the province welcomed more than 5.4 million visitors, representing an increase of 83.06% compared with the 2016–2020 period. Total tourism revenue was estimated at over VND 9.4 trillion, an increase of 98.02% compared with the previous period [52].

Despite these achievements, tourism development in Dien Bien has not yet matched its full potential and comparative advantages. Although tourism

products have been improved, they remain insufficiently diversified, lack attractiveness and depth of visitor experience, and possess limited competitiveness. Tourism communication, promotion, and marketing activities in both domestic and international markets remain constrained. Tourism human resources have not yet met the requirements of the new development context. Tourism infrastructure, particularly transportation, technical infrastructure, and environmental facilities, remains inadequate and poorly integrated. State Management of tourism continues to face shortcomings, while coordination among sectors, localities, and enterprises has not always been effective and well synchronized [38].

Moreover, Tourism Activities in Dien Bien have generated certain negative impacts on environmental, social, and economic resources, as well as on security, social order, and public safety, thereby posing potential risks to the province's sustainable development. Consequently, several studies have sought solutions for Tourism Development towards Sustainability in the province. Nevertheless, existing research has not comprehensively examined State Management of Tourism in Dien Bien Province towards Sustainability within the new context of administrative restructuring, the consolidation of provincial specialized agencies, and the implementation of the two-tier local government model. In particular, no study has provided an in-depth and comprehensive analysis of ensuring security, social order, and public safety within Tourism towards Sustainability in a border province—an issue of special importance for a strategically significant frontier province such as Dien Bien.

Given these theoretical and practical imperatives, the doctoral candidate has chosen the topic **“State Management of Tourism in Dien Bien Province towards Sustainability”** as the subject of this doctoral dissertation

2. Research Objectives and Research Tasks

Research Objectives

Theoretical Objective: To refine the theoretical framework of State Management of Tourism towards Sustainability by provincial governments.

Practical Objective: To analyze and assess the current situation of State Management of Tourism towards Sustainability in Dien Bien Province and, on that basis, propose solutions to improve State Management towards Sustainability in Dien Bien under the new context.

Research Tasks

First, to review previous studies related to the dissertation topic, identify research gaps, and determine the research direction of the dissertation.

Second, to systematize and clarify the theoretical foundations of State Management of Tourism towards Sustainability by provincial governments. In particular, the dissertation identifies the contents and evaluation criteria of State Management of Tourism towards Sustainability at the provincial level.

Third, to synthesize and analyze the experiences of State Management of Tourism towards Sustainability in selected localities and draw lessons

applicable to Dien Bien Province.

Fourth, to assess the current situation of State Management of Tourism towards Sustainability in Dien Bien Province during the period 2018–2025, identifying achievements, limitations, and the causes of those limitations.

Fifth, to propose orientations and solutions for improving State Management of Tourism towards Sustainability in Dien Bien Province through 2030, with a vision to 2035, in the context of Vietnam's administrative restructuring and the implementation of the two-tier local government model.

Research Questions

In order to achieve the above research objectives and tasks, the dissertation seeks to answer the following research questions:

(1) What contents should constitute State Management of Tourism towards Sustainability by provincial governments?

(2) What criteria should be used to evaluate State Management of Tourism towards Sustainability by provincial governments?

(3) What factors influence State Management of Tourism towards Sustainability by provincial governments?

(4) What is the current situation of State Management of Tourism towards Sustainability in Dien Bien Province during the 2018–2025 period when assessed through the identified management contents and evaluation criteria?

(5) What orientations and solutions should be adopted to improve State Management of Tourism in Dien Bien Province towards Sustainability in the coming period under the new context?

3. Research Subjects and Scope

Research Subject: The research subject of the dissertation is State Management of Tourism towards Sustainability by the Provincial Government.

Research Scope

Spatial Scope: The research is conducted in Dien Bien Province.

Temporal Scope: The dissertation evaluates the current situation during the period 2018–2025 and proposes solutions for the period up to 2030, with a vision toward 2035.

Content Scope: The dissertation examines theoretical and practical issues related to State Management of Tourism towards Sustainability by the Provincial Government through seven management contents and five evaluation criteria.

Contents of State Management of Tourism towards Sustainability. The dissertation focuses on analyzing seven management contents based on the authority of the provincial government over tourism activities in Dien Bien Province towards sustainability: Formulating and implementing local tourism strategies, plans, master plans, and policies towards sustainability; Promoting and marketing tourism towards sustainability at the local level; Managing the preservation and promotion of local cultural values, tourism resource utilization, and environmental protection; Managing tourism infrastructure development;

Managing human resource development and digital transformation in tourism towards sustainability; Ensuring security, social order, and safety in local tourism towards sustainability; Conducting inspections, examinations, and handling violations related to tourism towards sustainability.

Evaluation Criteria for State Management of Tourism towards Sustainability. The dissertation inherits and develops five groups of evaluation criteria, including: Effectiveness; Efficiency; Appropriateness; Sustainability; Equity.

Scope of Management Authority: The management authorities examined in the dissertation are the Provincial People's Council and the Provincial People's Committee of Dien Bien Province.

4. Research Methodology

To achieve the objectives of the dissertation, the author employs a combination of secondary and primary data collection methods, together with data processing and analytical techniques.

Secondary Data Collection and Processing Methods

Purpose

The secondary data collection method is used to:

- Review previous studies related to the dissertation topic;
- Systematize and clarify the theoretical foundations of State Management of Tourism towards Sustainability by the Provincial Government;
- Analyze and evaluate the experiences of state management of tourism towards sustainability in selected localities and draw lessons for Dien Bien Province;
- Combine with primary data collection to assess the current situation of State Management of Tourism in Dien Bien Province towards Sustainability.

Data Sources

Secondary data are collected from the following sources:

- Research projects, scientific studies, doctoral dissertations, and scholarly articles published by reputable domestic and international authors and journals related to the dissertation topic;
- Central and local policies and regulations concerning State Management of Tourism towards Sustainability;
- Information on tourism and tourism business activities available on domestic and international tourism-related websites;
- Annual reports of the Department of Culture, Sports and Tourism of Dien Bien Province; annual reports of the People's Committee of Dien Bien Province; reports from the Dien Bien Trade, Tourism and Investment Promotion Center; statistical data from the Dien Bien Statistics Office; and data provided by the Provincial Police Department.

Data Collection Process

The researcher directly visited the National Library, local libraries, and libraries of agencies, organizations, and educational institutions to collect secondary data. These repositories contain books, journals, theses, dissertations,

research projects, and conference proceedings published both domestically and internationally.

In addition, under the context of digital transformation and the Fourth Industrial Revolution, the researcher accessed official and reputable online databases and websites, including Google, Google Scholar, ScienceDirect, the National Economics University dissertation database, the National Library database, the VISTA database, and official websites of central and local government agencies, including those of Dien Bien Province.

For unpublished documents, reports, and statistical data, the researcher directly contacted relevant agencies to obtain information, including the Department of Culture, Sports and Tourism, the People's Committee of Dien Bien Province, and the Provincial Police Department.

Secondary Data Processing

After data collection, the researcher organized and classified the information chronologically and systematically according to the structure of the dissertation. The data were subsequently coded by topic and categorized according to predefined criteria. Statistical, analytical, comparative, and other relevant techniques were then applied using Microsoft Excel and supporting software tools.

Primary Data Collection and Processing Methods

Purpose

In addition to secondary data collection, the dissertation conducts a sociological survey of provincial civil servants involved in tourism management and tourists visiting Dien Bien Province. The survey aims to provide empirical evidence for evaluating the current situation and proposing solutions to improve State Management of Tourism towards Sustainability in Dien Bien Province.

Survey Subjects, Sampling Method, and Sample Size

Survey of tourism management civil servants

The dissertation conducted a random survey of civil servants working in agencies related to tourism management, including: Department of Culture, Sports and Tourism of Dien Bien Province; Department of Agriculture and Environment; Department of Finance; Department of Construction; Office of the National Assembly Delegation and Provincial People's Council; Office of the Provincial People's Committee.

The survey was conducted in April 2025.

Survey of tourists

The dissertation surveyed tourists who had visited or were visiting Dien Bien Province using a random convenience sampling method. The survey was conducted in December 2024 with support from travel agencies and management boards of tourist destinations in the province.

Since the population of tourism management civil servants is finite and identifiable, while the tourist population is indefinite, the dissertation applies

Cochran's formula (1977).

For tourists, the required sample size is calculated as:

$$n_0 = (Z^2 \times p \times (1 - p)) / e^2$$

For civil servants, the required sample size is calculated as:

$$n = n_0 / (1 + (n_0 - 1)/N)$$

Where:

- Confidence level: 95% ($Z = 1.96$);
- Margin of error: $e = 0.05$;
- Expected proportion: $p = 0.50$; $q = 0.50$;
- Finite population size: $N = 1,174$.

Accordingly, the minimum sample size for tourists is:

$$n_0 = (1.96^2 \times 0.5 \times 0.5) / 0.05^2 = 384.16 \text{ respondents.}$$

The minimum sample size for civil servants is:

$$n = 384.16 / (1 + 383.16/1174) = 291 \text{ respondents.}$$

To enhance the reliability of the survey results, the researcher surveyed 397 tourism management civil servants and 512 tourists who had visited or were visiting Dien Bien Province.

Survey Implementation

The researcher designed an online questionnaire using Google Forms and distributed the survey link through leaders of relevant provincial departments, travel agencies, and management boards of tourist attractions. These organizations assisted in forwarding the survey to civil servants and tourist groups, enabling random and convenient participation.

Primary Data Processing

After collecting the questionnaires, invalid responses were removed, including incomplete questionnaires and those showing clear response bias (e.g., selecting the same answer throughout the survey).

A total of 397 questionnaires were collected from tourism management civil servants. Among them, 88 questionnaires were invalid, leaving 309 valid responses, which exceeded the minimum sample size required by Cochran's formula and therefore ensured statistical reliability.

The dissertation then employed Microsoft Excel and SPSS software to perform data aggregation, descriptive statistical analysis, comparison, and interpretation in order to accomplish the research objectives of the dissertation.

5. New Contributions of the Dissertation

Theoretical Contributions

The dissertation refines and clarifies the theoretical framework of State Management of Tourism towards Sustainability by the Provincial Government. Specifically:

- The dissertation identifies seven key contents of State Management of Tourism towards Sustainability. In particular, it supplements and clarifies the content of "ensuring security, social order, and public safety in tourism towards sustainability." This issue has not previously been examined comprehensively

and in depth in the context of border provinces with large ethnic minority populations such as Dien Bien Province.

- The dissertation applies five evaluation criteria, namely effectiveness, efficiency, appropriateness, sustainability, and equity, to assess State Management of Tourism towards Sustainability by the Provincial Government.

Practical Contributions

- The dissertation evaluates the current situation of State Management of Tourism in Dien Bien Province towards Sustainability during the period 2018–2025 based on the seven management contents and five evaluation criteria identified in the study.

- The dissertation proposes major orientations and solutions to improve State Management of Tourism in Dien Bien Province towards Sustainability in the new context of administrative restructuring and the implementation of the two-tier local government model in Viet Nam.

6. Theoretical and Practical Significance

Theoretical Significance

From an academic perspective, the dissertation contributes to the development of the theoretical foundation of State Management of Tourism towards Sustainability by the Provincial Government, particularly in the context of border provinces, through the inclusion of the research content “ensuring security, social order, and public safety in tourism towards sustainability.”

Practical Significance

The findings of the dissertation provide a valuable reference for the Provincial Party Committee, the Provincial People's Council, and the Provincial People's Committee of Dien Bien Province in improving State Management of Tourism towards Sustainability in the context of administrative restructuring and the implementation of the two-tier local government model.

The proposed solutions contribute to helping Dien Bien Province realize its objective of developing tourism into a spearhead economic sector, contributing more than 10 percent of provincial GRDP while maintaining security and social order and ensuring sustainable development.

7. Structure of the Dissertation

In addition to the Introduction, Conclusion, References, and Appendices, the dissertation is structured into four chapters.

Chapter 1

LITERATURE REVIEW ON STATE MANAGEMENT OF TOURISM TOWARDS SUSTAINABILITY BY PROVINCIAL GOVERNMENTS

1.1. REVIEW OF STUDIES RELATED TO THE DISSERTATION TOPIC

1.1.1. Studies Related to Sustainable Tourism and Tourism Development towards Sustainability

- Sustainable Tourism
- Tourism Development towards Sustainability
- Objectives of Tourism Development towards Sustainability
- Factors Affecting Tourism Development towards Sustainability

1.1.2. Studies on State Management of Tourism towards Sustainability by Provincial Governments

- Studies related to the concept of State Management of Tourism towards Sustainability
- Studies related to the role of State Management of Tourism towards Sustainability
- Studies related to the contents of State Management of Tourism towards Sustainability
- Studies related to criteria for evaluating State Management of Tourism towards Sustainability
- Studies related to factors affecting State Management of Tourism towards Sustainability

1.2. OVERALL ASSESSMENT OF THE REVIEWED STUDIES

1.2.1. Achievements of the Reviewed Studies

The reviewed studies approach tourism, tourism development, sustainable tourism development, State management of tourism, and State management of sustainable tourism development from different perspectives. Most studies focus on State management of tourism at both sectoral and local levels, including provincial governments. The main findings can be summarized as follows:

First, studies on the contents of local State management of tourism towards sustainability

Research on State management of tourism in general and sustainable tourism development in particular indicates that, despite differences in approaches and scopes, the main contents can generally be summarized as follows: (1) Organizing the implementation of national tourism development strategies, plans, and master plans; (2) Issuing and implementing tourism-related policies within the authority of local governments; (3) Establishing and operating the State management apparatus for tourism development towards sustainability while ensuring effective coordination among competent agencies; (4) Managing and organizing tourism promotion and market development activities; (5) Managing the recognition of tourist destinations and licensing tourism activities; (6) Managing the conservation and sustainable utilization of tourism resources in conjunction with environmental protection; (7) Managing and developing tourism human resources; and (8) Conducting inspections, examinations, complaint and denunciation settlement, and handling violations of laws related to tourism development towards sustainability.

Second, studies on criteria for evaluating State management of tourism towards sustainability

Most studies identify four major evaluation criteria: (i) Effectiveness of State management of tourism development towards sustainability; (ii) Efficiency of State management of tourism development towards sustainability; (iii) Appropriateness of State management of tourism development towards sustainability; and (iv) Sustainability of State management of tourism development towards sustainability.

Third, studies on factors affecting State management of tourism towards sustainability

Although presented differently, the studies generally identify the following major factors: Natural conditions and natural resources; socio-economic conditions and tourism resources; national strategies for tourism development towards sustainability; tourism infrastructure and technical facilities; organizational structure, capacity, and ethics of tourism management officials; and the awareness and responsibilities of tourists, tourism businesses, and local communities.

1.2.2. Research Gaps

Theoretical Gaps

Regarding the contents of State management of tourism

Previous studies have addressed various management contents; however, they have not comprehensively and systematically examined the issue of ensuring security, public order, and social safety in tourism towards sustainability, particularly in border provinces with large ethnic minority populations. This issue constitutes an important component of the social pillar of sustainable development in general and tourism development towards sustainability in particular. Therefore, it deserves greater attention in border provinces such as Dien Bien.

Regarding evaluation criteria

Previous studies have mainly focused on four groups of criteria, namely effectiveness, efficiency, appropriateness, and sustainability. However, transparency and equity, which are emphasized in modern public administration and good governance theories, have received limited attention in studies on State management of tourism towards sustainability.

Practical Gaps

Several studies have examined tourism development in Dien Bien Province. However, these studies mainly focus on specific aspects of tourism and have not comprehensively assessed State management of tourism towards sustainability by the provincial government. Furthermore, no study has proposed solutions for improving State management of tourism towards sustainability in the new context of administrative restructuring and the implementation of the two-tier local government model in Viet Nam.

1.3. RESEARCH ISSUES SELECTED FOR THE DISSERTATION AND THE ANALYTICAL FRAMEWORK

1.3.1. Research Issues Selected for the Dissertation

Based on the review of previous studies, the author has identified research gaps and issues that require further investigation. Within the scope of the dissertation entitled “State Management of Tourism in Dien Bien Province towards Sustainability”, the following issues are selected for further study:

Theoretical Issues

Drawing upon the theories of New Public Management (NPM), Good Governance, and Sustainable Development, as well as the reviewed literature, the dissertation refines and supplements the theoretical framework for State Management of Tourism towards Sustainability by Provincial Governments. Specifically:

- The dissertation identifies seven contents of State Management of Tourism towards Sustainability by provincial governments. Among these, particular attention is given to the issue of ensuring security, public order, and social safety in tourism towards sustainability, which is especially important for border provinces, particularly Dien Bien Province.
 - The dissertation proposes five criteria for evaluating State Management of Tourism towards Sustainability by provincial governments, namely: Effectiveness; Efficiency; Appropriateness; Sustainability; and Equity.

Practical Issues

- Based on the seven contents of State Management by provincial governments and the five evaluation criteria for State Management of Tourism towards Sustainability, the dissertation assesses the current situation of State Management of Tourism towards Sustainability in Dien Bien Province during the period 2018–2025, identifies existing limitations, and analyzes the causes of those limitations.
 - The dissertation proposes solutions to improve State Management of Tourism towards Sustainability in Dien Bien Province through 2030, with a vision to 2035, in the context of ongoing institutional and administrative reforms.

1.3.2. Analytical Framework of the Dissertation

Chapter 2

THEORETICAL AND PRACTICAL BASIS OF STATE MANAGEMENT OF TOURISM TOWARDS SUSTAINABILITY BY THE PROVINCIAL-LEVEL GOVERNMENT

2.1. OVERVIEW OF TOURISM TOWARDS SUSTAINABILITY AND STATE MANAGEMENT OF TOURISM TOWARDS SUSTAINABILITY

2.1.1. Concepts of Tourism and Tourism towards Sustainability

- Concept of Tourism

Building upon the concept of tourism proposed by the UNWTO and the provisions of the 2017 Law on Tourism, the dissertation defines tourism as follows:

“Tourism refers to activities associated with a person's travel outside his or her usual place of residence for a certain period of time in order to satisfy the

needs for sightseeing, leisure, recreation, learning, and exploration of Tourism Resources, or in combination with other lawful purposes.”

- Concept of Tourism towards Sustainability

Building upon and further developing the concepts proposed by international organizations and scholars, the dissertation defines Tourism towards Sustainability as follows:

“Tourism towards Sustainability refers to Tourism Activities that satisfy the current needs of tourists and local residents while simultaneously ensuring the achievement of the three dimensions of sustainability, namely economic sustainability, social sustainability, and environmental sustainability, without compromising the ability to meet tourism needs in the future and while ensuring a harmonious balance of interests among stakeholders.”

- Stakeholders participating in Tourism towards Sustainability

Stakeholders participating in Tourism towards Sustainability include: State management agencies; Individuals, household businesses, and enterprises providing tourism services; Tourists; Local communities; and Non-governmental organizations.

2.1.2. Concepts and Characteristics of State Management of Tourism towards Sustainability

- Concept of State Management

- Concept of State Management of Tourism

Building upon the concept of State Management of Tourism presented in textbooks on State Management of Tourism and the concept of State Management discussed above, the dissertation defines:

“State Management of Tourism is the exercise of state power by state agencies over Tourism Resources and Tourism Activities in order to direct such activities towards the objectives established for each development period.”

- Concept of State Management of Tourism towards Sustainability

State Management of Tourism towards Sustainability is defined as follows:

“State Management of Tourism towards Sustainability is the exercise of state power by state agencies over Tourism Resources and Tourism Activities in order to simultaneously ensure the achievement of economic sustainability, social sustainability, and environmental sustainability, without compromising the ability to meet tourism needs in the future and while ensuring a harmonious balance of interests among stakeholders.”

- Characteristics of State Management of Tourism towards Sustainability

First, State Management of Tourism towards Sustainability is an activity that embodies state authority exercised by state agencies.

Second, tourism is an inter-sectoral and inter-regional activity; therefore, the organizational apparatus for State Management of Tourism towards Sustainability also exhibits a strong inter-sectoral character.

Third, State Management of Tourism towards Sustainability is an activity that provides direction, guidance, and support for the development of Tourism

Activities towards Sustainability in accordance with the objectives established by the State for each development period.

Fourth, State Management of Tourism towards Sustainability is implemented on a regular, continuous, and relatively stable basis.

Fifth, State Management of Tourism towards Sustainability is proactive, innovative, and flexible in nature.

2.2. STATE MANAGEMENT OF TOURISM TOWARDS SUSTAINABILITY BY THE PROVINCIAL-LEVEL GOVERNMENT

2.2.1. Concept of State Management of Tourism towards Sustainability by the Provincial-level Government

Based on the concepts discussed above, the dissertation defines State Management of Tourism towards Sustainability by the Provincial-level Government as follows: *State Management of Tourism towards Sustainability by the Provincial-level Government is the exercise of state power by provincial-level authorities over Tourism Resources and Tourism Activities in order to simultaneously ensure the achievement of economic sustainability, social sustainability, and environmental sustainability, without compromising the ability to meet tourism needs in the future and while ensuring a harmonious balance of interests among stakeholders*

- Management subject: The state management authority responsible for tourism in the province examined in this dissertation is the Provincial-level Government, comprising the Provincial People's Council and the Provincial People's Committee.

- Management objects: The objects of State Management of Tourism towards Sustainability in the province include Tourism Resources, Tourism Activities, tourists, tourism enterprises, and other organizations and individuals engaged in tourism business activities.

- Management instruments: Legal regulations; national and local strategies, plans, policies, and regulations on Tourism Development towards Sustainability; and other instruments used to manage and develop Tourism Activities within the scope of delegated authority. State management instruments for tourism are categorized into three principal groups: (i) administrative instruments; (ii) economic instruments; and (iii) educational instruments.

2.2.2. Objectives of State Management of Tourism towards Sustainability by the Provincial-level Government

- To ensure the rapid, stable, and continuous development of local tourism while maximizing the utilization of local resources and advantages.

- To preserve and effectively promote local cultural values for tourism development; to build a civilized, friendly, and hospitable socio-cultural environment; and to ensure security, public order, and safety for tourists.

- To ensure the rational and efficient exploitation and utilization of Tourism Resources and the protection of the ecological environment in

Tourism Activities.

2.2.3. Contents of State Management of Tourism towards Sustainability by the Provincial-level Government

Content 1: Formulating and organizing the implementation of local tourism strategies, plans, master plans, and policies towards Sustainability.

Content 2: Tourism promotion and marketing towards Sustainability at the local level.

Content 3: Managing the preservation and promotion of local cultural values, the exploitation of resources, and environmental protection.

Content 4: Managing the development of Tourism Infrastructure.

Content 5: Managing Human Resource development and digital transformation in tourism towards Sustainability.

Content 6: Ensuring security, public order, and social safety in local tourism towards Sustainability.

Content 7: Conducting inspections, examinations, and handling violations related to tourism towards Sustainability.

2.2.4. Criteria for Evaluating State Management of Tourism towards Sustainability by the Provincial-level Government

	Evaluation Content / Criteria	Evidence & Indicators	Criteria Group
1	Formulating and implementing local sustainable tourism strategies, master plans, socio-economic plans, and policies.		
	- Provincial tourism development policies are formulated and issued within proper authority, ensuring publicity and transparency.	- Issued and implemented provincial tourism policies.	Effectiveness
	- The alignment of provincial tourism policies with local potentials and strengths.	- Tourism sector's contribution to provincial GRDP over the years.	Relevance
	- The practical effectiveness of provincial tourism policies in reality.	- Annual tourism sector revenue.	Efficiency
	- Provincial tourism development policies directed toward economic, social, and environmental sustainability.		Sustainability

	- The level of participation from individuals, organizations, and residents in contributing comments to provincial tourism policies.		Equity
2	Promotion and marketing of sustainable tourism at the local level.		
	- Tourism promotion and marketing are conducted regularly and promptly by the province.		Effectiveness
	- Diverse and accessible forms of tourism promotion and marketing.	- Implemented forms of provincial tourism promotion and marketing.	Relevance
	- Promotion and marketing content aligned with tourism potential and actual local conditions.	- Number of tourists over the years. - Survey results on information channels through which tourists learn about provincial tourism.	Relevance
	- Provincial tourism promotion and marketing have successfully attracted investors and tourists.	- Customer evaluations of tourism promotion.	Efficiency
	- Equality in accessing provincial tourism promotion and marketing activities for all businesses, individuals, and local communities.		Equity
3	Management of local cultural conservation, resource exploitation, and environmental protection.		
	- Conservation, exploitation of tourism resources, and environmental protection are fully, clearly, and publicly regulated by the province.	- Provincial regulations on the conservation and exploitation of tourism resources.	Effectiveness
	- The suitability of cultural conservation and historical site preservation with the province's actual situation and resources.	- Conserved tangible and intangible cultural heritages.	Relevance
	- The level of conservation and promotion of local cultural values and historical relics.	- Waste treatment at tourist clusters and destinations. - Customer evaluations of local cultural value preservation.	Efficiency, Sustainability
	- The level of environmental protection during the exploitation of tourism resources.		Efficiency, Sustainability

4	Management and development of tourism infrastructure.		
	- Promulgating master plans and plans for tourism infrastructure construction within authorized power.	- Invested construction projects.	Effectiveness
	- The local infrastructure system creates favorable conditions and attracts investors and tourists.	- Status of accommodation, catering, and entertainment services in the area.	Efficiency
	- Infrastructure construction aligned with local resources and actual conditions.	- Customer evaluations of accommodation and catering services.	Relevance
	- Equality for businesses, individuals, and local communities in accessing tourism infrastructure.	- Average length of stay of tourists.	Equity
5	Human resource management and development; digital transformation in sustainable tourism.		
	- Maintaining and strengthening incentive policies and training for local tourism human resource development.	- Quantity and quality of state management civil servants in tourism.	Effectiveness
	- The suitability of incentive and training policies for human resource development with local reality and resources.	- Tourist survey results regarding tour guides/interpretations and friendliness.	Relevance
	- The growth level in the quantity and quality of local tourism human resources.	- Results of digital transformation in provincial tourism development.	Efficiency
	- Access to tourism human resource training and fostering policies for individuals and businesses.		Equity
6	Ensuring local security, social order, and safety within sustainable tourism.		
	- Measures to ensure security, social order, and safety in the province's tourism development.	- Measures promulgated and implemented by the provincial government.	Effectiveness
	- Suitability of security and social order measures with the province's geographical location and practical situation.	- Citizen survey results on ensuring local security and order.	Relevance

	- The level of security, social order, and safety assurance at tourist destinations and within the locality.		Efficiency
	- Protection and support for all individuals and organizations encountering tourism-related risks in the area.		Equity
7	Inspection, oversight, and handling of violations in sustainable tourism.		
	- Regular and ad-hoc inspections, oversight, and handling of tourism violations according to regulations.	- Forms and contents of inspection and oversight. - Number of violations and applied handling measures.	Effectiveness
	- Inspection, oversight, and violation handling contribute to preserving cultural values, protecting resources and the environment, and ensuring local security and order.		Efficiency, Sustainability
	- Inspection, oversight, and violation handling are conducted objectively and reasonably.		Relevance
	- All individuals and organizations committing violations are strictly handled without exception.		Equity

2.2.5. Factors Affecting State Management of Tourism towards Sustainability by the Provincial-level Government

From the perspective of economic management, the principal actor responsible for State Management of Tourism towards Sustainability is the Provincial-level Government.

2.2.5.1. Objective Factors

First, the province's geographical location, natural conditions, Tourism Resources, and socio-economic conditions.

Second, the national strategy for Sustainable Tourism, and the legal and policy framework issued by the central government for Tourism Development.

Third, the awareness and participation of organizations and individuals involved in Tourism Activities.

2.2.5.2. Subjective Factors

First, the organizational structure of the administrative apparatus.

Second, the awareness, qualifications, and competencies of tourism management officials.

Third, inter-sectoral and inter-regional coordination in State Management of Tourism by the Provincial-level Government.

2.3. EXPERIENCE IN STATE MANAGEMENT OF TOURISM TOWARDS SUSTAINABILITY IN SELECTED LOCALITIES AND LESSONS FOR DIEN BIEN PROVINCE

2.3.1. Experience in State Management of Tourism towards Sustainability in Yunnan Province (China)

2.3.2. Experience in State Management of Tourism towards Sustainability in Son La Province

2.3.3. Experience in State Management of Tourism towards Sustainability in Ninh Binh Province

2.3.4. Lessons for Dien Bien Province in State Management of Tourism towards Sustainability by the Provincial-level Government

First, formulating, promulgating, and implementing local strategies, master plans, plans, and policies for Tourism Development towards Sustainability in compliance with central government guidelines and policies, while ensuring consistency with local potentials and advantages and maintaining a balance among economic, social, and environmental objectives.

Second, ensuring the development of Tourism Infrastructure to support Tourism Development towards Sustainability.

Third, strengthening the management and enhancement of tourism Human Resources and promoting the application of digital technologies in State Management of Tourism towards Sustainability.

Fourth, intensifying tourism promotion and Tourism Development promotion activities through diverse and appropriate forms.

Fifth, attaching importance to the preservation and promotion of local cultural values in Tourism Development, as well as the protection of natural resources and the environment.

Sixth, strengthening and rigorously enforcing inspection, examination, and sanctioning activities in Tourism Development towards Sustainability.

Seventh, promoting stronger inter-regional linkages in Tourism Development towards Sustainability.

Chapter 3

CURRENT SITUATION OF STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARDS SUSTAINABILITY

3.1. POTENTIALS AND ADVANTAGES FOR TOURISM DEVELOPMENT TOWARDS SUSTAINABILITY IN DIEN BIEN PROVINCE

3.1.1. Geographical Location and Socio-economic Conditions of Dien Bien Province

Geographical Location

Dien Bien is a mountainous border province located in the Northwestern

region of Viet Nam. Formed over a long historical period, the province occupies a strategically important position in terms of national defense and security. Dien Bien possesses a strategic geographical location as it shares borders with two countries, namely Laos and China.

Socio-economic Conditions

The provincial economy has maintained a relatively high growth rate compared with the regional average. The average Gross Regional Domestic Product (GRDP) growth rate during the 2021–2025 period is estimated at 8.48% per annum, representing an increase of 3.46 percentage points compared with the 2016–2020 period. By 2025, the province’s GRDP (at constant prices) is estimated to reach VND 17,661.86 billion, while GRDP per capita is estimated at VND 52.95 million, an increase of 60% compared with 2020.

Administrative reform and the improvement of the investment and business environment have received considerable attention and have been implemented synchronously from the provincial level to grassroots authorities. These efforts have generated significant improvements, creating favorable conditions for citizens and enterprises and thereby contributing to socio-economic development.

3.1.2. Potentials and Advantages for Tourism Development towards Sustainability in Dien Bien Province

Together with its distinctive historical and cultural values, Dien Bien possesses considerable potential for Tourism Development towards Sustainability.

- As a strategic border province endowed with diverse and abundant resources, Dien Bien has favorable conditions for developing ecotourism, adventure tourism, resort tourism, and cross-border tourism exchanges with neighboring countries and other regional partners.
- The Special National Historical Relic Site of the Dien Bien Phu Battlefield, together with the distinctive cultural values of the province’s ethnic communities, provides a strong foundation for the development of cultural tourism, historical tourism, festival tourism, and community-based tourism.
- The upgrading of Dien Bien Phu Airport and the improvement of road connectivity with neighboring provinces have created favorable conditions for attracting tourists.

3.1.3. Overview of the Current Situation of Tourism towards Sustainability in Dien Bien Province

Tourism has been identified by Dien Bien Province as a spearhead economic sector. Accordingly, the Provincial-level Government has attached particular importance to promoting Tourism Development towards Sustainability and has achieved a number of positive outcomes.

However, tourism development has not yet fully corresponded to the province’s potentials and comparative advantages, particularly in terms of effectively leveraging local cultural and historical values. In addition, the rapid

growth of the tourism sector has generated various adverse impacts on the tourism environment.

3.2. CURRENT SITUATION OF STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARDS SUSTAINABILITY DURING THE PERIOD 2018–2025

3.2.1. Formulation and Implementation of Local Tourism Strategies, Master Plans, Plans, and Policies towards Sustainability

3.2.2. Tourism Promotion and Marketing towards Sustainability at the Local Level

3.2.3. Management of the Preservation and Promotion of Local Cultural Values, Resource Utilization, and Environmental Protection

3.2.4. Management of Tourism Infrastructure Development

3.2.5. Management of Tourism Human Resource Development and Digital Transformation in Tourism towards Sustainability

3.2.6. Ensuring Security, Public Order, and Social Safety in Tourism towards Sustainability

3.2.7. Inspection, Examination, and Handling of Violations in Tourism towards Sustainability

3.3. OVERALL ASSESSMENT OF THE CURRENT SITUATION OF STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARDS SUSTAINABILITY

3.3.1. Achievements

First, the formulation and implementation of tourism strategies, master plans, plans, and policies towards Sustainability have been generally appropriate and have effectively capitalized on the province's strengths.

Second, tourism promotion and marketing towards Sustainability have received considerable attention from the province and have been implemented through various forms and channels.

Third, the management of cultural heritage preservation and environmental protection has been generally well implemented by the Provincial-level Government and has been regarded as one of the province's key tourism advantages.

Fourth, Tourism Infrastructure serving Tourism Development towards Sustainability has received attention and investment from the province and has been progressively improved.

Fifth, the Provincial Government has demonstrated considerable efforts in training and developing tourism Human Resources and has initially implemented digital transformation in State Management of Tourism.

Sixth, security, public order, and social safety in Tourism Activities have been effectively maintained by the Dien Bien provincial authorities.

Seventh, inspection and examination activities have been conducted regularly, enabling the timely detection and prevention of violations, while sanctions have been imposed in a strict and impartial manner without exception.

3.3.2. Limitations

First, there have not yet been sufficiently strong policies to encourage investment and support local residents in engaging in tourism activities.

Second, tourism promotion and marketing activities have not yet succeeded in attracting a substantial number of investors and tourists.

Third, the promotion of local cultural values has not yet been commensurate with the province's potential and comparative advantages.

Fourth, the management of Tourism Infrastructure for Tourism Development towards Sustainability has not fully met development requirements. It has not been sufficiently effective in attracting and retaining visitors; tourists' average length of stay remains short, tourism expenditure remains low, and the mobilization of social investment capital remains limited.

Fifth, the management of Human Resource development and digital transformation in Tourism Development towards Sustainability remains inadequate.

Sixth, although security, public order, and social safety in Tourism Development towards Sustainability have generally been well maintained, there have still been instances in which tourism routes and activities were exploited as channels for infiltration, posing risks to security, public order, and social safety within the province.

Seventh, inspection, examination, and violation-handling activities still exhibit certain shortcomings and limitations.

3.3.3. Causes of the Limitations

Objective Causes

First, Dien Bien is a mountainous province located far from major economic centers. Transportation conditions remain challenging, making it difficult to attract investment in tourism development.

Second, provincial budget revenues remain limited and are largely dependent on transfers from the central government. In addition, the relatively low per capita income level creates challenges for Tourism Development towards Sustainability.

Third, the awareness and understanding of a proportion of local residents and tourism business operators regarding Tourism Activities remain limited and incomplete.

Subjective Causes

First, the delineation of functions and responsibilities among agencies, particularly between the provincial and commune levels under the two-tier local government model, has not yet been sufficiently clear, creating difficulties for State Management of Tourism.

Second, inter-sectoral and inter-regional coordination in tourism management has at times remained fragmented and insufficiently proactive, thereby limiting management effectiveness.

Third, a proportion of tourism management officials in the province still

face limitations in professional qualifications and training, and lack the necessary competencies and advisory skills, particularly with respect to policy implementation.

Fourth, digital infrastructure, information technology applications, and digital transformation in State Management and the administration of Tourism Activities remain inadequate within the province.

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR IMPROVING STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARDS SUSTAINABILITY IN THE NEW CONTEXT

4.1. THE NEW CONTEXT AND ORIENTATIONS FOR IMPROVING STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARDS SUSTAINABILITY

4.1.1. The New Context Affecting State Management of Tourism in Dien Bien Province towards Sustainability

First, the country is entering a new era, requiring localities to serve as the frontline forces in realizing the Resolution of the 14th National Party Congress, the strategic resolutions of the Politburo, and the Resolution of the 15th Dien Bien Provincial Party Congress for the 2026–2030 period.

Second, Vietnam in general, and Dien Bien Province in particular, are implementing a comprehensive administrative reform aimed at streamlining the organizational apparatus and establishing a two-tier local government model.

Third, the rapid development of the Fourth Industrial Revolution has significantly influenced the requirements for transforming methods of State Management of tourism.

Fourth, new tourism trends have emerged globally and in Vietnam, creating both opportunities and challenges for tourism management and development.

4.1.2. Orientations for Improving State Management of Tourism in Dien Bien Province towards Sustainability in the Coming Period

First, formulate and promulgate tourism development policies, strategies, master plans, and action plans for Dien Bien Province towards Sustainability in the new period, while promptly translating the spirit of the Resolution of the 14th National Party Congress, the strategic resolutions of the Politburo, and the Resolution of the 15th Dien Bien Provincial Party Congress into practice.

Second, strengthen the management of tourism promotion and marketing activities in a professional, focused, and targeted manner.

Third, enhance the management of investment in tourism infrastructure and tourism facilities towards modernization.

Fourth, State Management of tourism should prioritize ensuring security, social order, and safety as a fundamental condition for sustainable tourism development.

4.2. SOLUTIONS FOR IMPROVING STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARDS SUSTAINABILITY IN THE NEW CONTEXT

4.2.1. The Dien Bien Provincial Government should promptly promulgate action programs, mechanisms, and policies to implement the Resolution of the 14th National Party Congress and the Resolution of the 15th Provincial Party Congress regarding Tourism towards Sustainability.

4.2.2. Promote awareness-raising activities to improve the understanding of stakeholders participating in tourism activities regarding Tourism towards Sustainability.

4.2.3. Strengthen the management of tourism promotion and marketing activities; effectively implement mechanisms and policies encouraging individuals, communities, and enterprises to engage in tourism activities in accordance with Resolution No. 68-NQ/TW on private-sector economic development.

4.2.4. Mobilize resources to invest in infrastructure development for tourism activities.

4.2.5. Enhance the effectiveness of State Management of tourism in conjunction with ensuring security, social order, and public safety.

4.2.6. Clearly define the functions and responsibilities of State Management of tourism in the process of streamlining the administrative apparatus and implementing the two-tier local government model; accelerate the application of digital technologies in State Management of tourism.

4.2.7. Strengthen inter-sectoral and inter-regional coordination in State Management of tourism towards Sustainability.

4.2.8. Improve the quality and digital competencies of officials and civil servants responsible for State Management of tourism to meet the requirements of the two-tier local government model; assign personnel with tourism expertise at the commune level.

4.2.9. Strengthen inspection, examination, and enforcement activities in tourism towards Sustainability.

CONCLUSION

Tourism towards Sustainability has become a prevailing development trend in the global tourism industry, including in Vietnam, and Dien Bien Province is no exception. This requires the provincial government of Dien Bien to adopt effective measures to fully capitalize on its tourism potential and advantages as a border province, particularly in historical tourism, spiritual tourism, and cultural tourism. To achieve this objective, the dissertation has accomplished the following tasks:

First, the dissertation has clarified and further developed the content and evaluation criteria of State Management of Tourism towards Sustainability,

comprising seven management contents and five evaluation criteria. In particular, the dissertation has supplemented and elaborated on the content of ensuring security, social order, and public safety within the framework of State Management of tourism, which is especially important for border provinces such as Dien Bien.

Second, the dissertation has assessed the current situation of State Management of Tourism towards Sustainability by the Dien Bien Provincial Government during the 2018–2025 period based on the seven management contents and five evaluation criteria presented in Chapter 2.

Third, the dissertation has proposed a number of solutions to improve State Management of Tourism towards Sustainability in Dien Bien Province through 2030, with a vision to 2035, in the context of Vietnam entering a new era characterized by major breakthrough policies, administrative restructuring, the implementation of the two-tier local government model, and the rapid development of artificial intelligence.

Fourth, several recommendations are provided for future research.

Although considerable efforts have been devoted to completing this dissertation, the study was conducted from 2022 and finalized during a period in which Vietnam implemented numerous new and breakthrough policies, particularly the comprehensive administrative reform and the establishment of the two-tier local government model in July 2025. Consequently, certain aspects of State Management of tourism in Dien Bien Province under the new context have not yet been fully addressed. This remains a research gap that should be examined more comprehensively and in greater depth in future studies.

RECOMMENDATIONS

Given that Dien Bien is a mountainous province with challenging geographical conditions, limited fiscal capacity, and a heavy reliance on transfers from the central government budget, investment resources remain constrained. Meanwhile, several key transportation routes connecting communes, wards, tourism destinations, and neighboring provinces have not yet provided favorable conditions for Tourism Development towards Sustainability.

Therefore, it is recommended that the central government provide additional financial resources for the construction, upgrading, and improvement of transport infrastructure connecting the provincial center with communes and wards that possess tourism attractions. Furthermore, the implementation of the Son La – Dien Bien – Tay Trang Border Gate Expressway Project should be accelerated in order to facilitate the socio-economic development of Dien Bien Province in general and tourism development in particular.

**LIST OF PUBLISHED RESEARCH WORKS RELATED TO
THE DISSERTATION TOPIC**

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2. Nguyen Quang Hung, Bui Van Huyen (2024), *Current status and solutions for sustainable tourism development in Dien Bien province*, Proceedings of the National Scientific Conference, p. 296.
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5. Nguyen Quang Hung (2025), *Solutions to perfect state management of tourism in Dien Bien province toward sustainability*, Economy and Forecast Review Online, published on June 4, 2025.