

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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

**SUMMARY OF THE DOCTORAL THESIS
MAJOR: ECONOMIC MANAGEMENT**

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INTRODUCTION

1. Rationale for the Research Topic

Theoretically, tourism is a multifaceted economic sector that contributes significantly to the socio-economic development of numerous nations, including Vietnam. It is characterized by high specificity, inter-sectoral and inter-regional connectivity, and a robust spillover effect; thus, it not only contributes directly to the Gross Domestic Product (GDP) but also catalyzes the growth of various related industries. While the monumental role of tourism in global and national economies is undeniable, international evidence has demonstrated that the development of any tourism modality—whether mass tourism or alternative tourism—inevitably engenders negative impacts on the natural and social environments. Driven by the requirement to ensure the stability and sustainable development of the tourism economic ecosystem, strengthening the regulatory role of State Management has become an objective necessity. State intervention serves not only as a strategic orientation to optimize local comparative advantages and specific resources but also as an essential instrument to mitigate the adverse effects of tourism activities on the environment and local cultural values. Consequently, state management of tourism toward sustainability has been the subject of extensive research by policymakers and scholars aiming to optimize natural, economic, social, and urban resources in alignment with the structural transformation trends of the tourism industry, thereby generating high economic efficiency through accelerated local growth and enhanced real income from tourism activities.

In Vietnam, research concerning tourism, sustainable development, and state management of tourism remains a compelling subject, particularly following the promulgation and implementation of the national Sustainable Development Strategy. Most studies have been conducted within specific localities or economic regions using diverse approaches; however, there remains a lack of research proposing solutions to improve state management of tourism toward sustainability within the new context of administrative streamlining and the reorganization of the two-tier local government system.

Practically, Dien Bien province, with a population exceeding 600,000 across 19 ethnic groups, possesses abundant natural resources and renowned highland specialties of the Northwest region. Dien Bien is characterized by the unique cultural identities of its constituent ethnic communities and a diverse, rich culinary heritage. Furthermore, Dien Bien holds a strategic border position adjacent to the People's Republic of China and the Lao People's Democratic Republic; it is a heroic land with a profound revolutionary tradition and historical resources related to national defense, notably the "world-shaking" historic Dien Bien Phu victory. Tourism in Dien Bien province is evaluated to have significant potential and strengths to become a spearhead economic sector, serving as a vital driver for economic growth, employment generation, and local development.

Recognizing these potentials, the Dien Bien Provincial Planning for the 2021–2030 period, with a vision to 2050 approved by the Prime Minister, outlines the orientation: "Develop tourism into a spearhead economic sector based on three main pillars: historical-cultural tourism; eco-tourism and natural landscape exploration; and resort, entertainment, and healthcare tourism; striving by 2030 for tourism to contribute over 10% of the provincial GRDP. By 2050, Dien Bien is envisioned as a national center for cultural, historical, and ecological tourism aiming for international standards, with robust development in commercial services and a stable, firm border region". This policy holds particular significance, opening numerous opportunities for Dien Bien to develop tourism into a provincial strength. Cognizant of these opportunities and local advantages, the Party Committee, authorities, and people of Dien Bien have paid special attention to promoting these strengths, within which state management of tourism has been intensified. Key tourism types such as historical-cultural, ecological, festival, and community-based tourism continue to receive investment for expansion and quality enhancement. Emphasis is placed on attracting investment for tourism infrastructure, services, and the creation of unique tourism products imbued with traditional cultural identity, particularly products linked to the conservation and promotion of the Special National Historical Site of the Dien Bien Phu Battlefield.

Additionally, smart tourism platforms are being incrementally deployed ; tourism products are being digitalized to enhance visitor experiences ; and digital transformation in tourism management, governance, and promotion is being accelerated. These local government efforts have contributed to making Dien Bien a highlight of Northwest tourism, with visitor numbers, revenue, and GRDP contributions increasing annually—notably in 2024, following the successful celebration of the 70th Anniversary of the Dien Bien Phu Victory and the National Tourism Year – Dien Bien. During the 2021–2025 period, the province welcomed over 5.4 million visitors, an 83.06% increase compared to 2016–2020 ; total revenue from tourism activities is estimated at over 9,400 billion VND, a 98.02% increase over the previous period.

However, tourism outcomes in Dien Bien province over recent years have not yet met expectations or fully exploited the province's potential. Investment attraction for key tourism areas remains slow ; the scale of tourism activities is modest; products and services are monotonous and lack high quality or competitive, unique appeal ; tourism promotion and marketing activities are limited ; and the volume of international tourists and average expenditure remain low. Furthermore, according to provincial reports, tourism development in Dien Bien is accompanied by negative impacts on environmental resources, society, and the economy, as well as challenges in ensuring security and social order, which pose risks to the locality's sustainable development. Consequently, several studies have sought solutions for sustainable tourism development in the province. Nevertheless, existing works have not comprehensively researched state management of tourism in Dien Bien province toward sustainability within

the new context of administrative streamlining, the merger of provincial specialized agencies, and the two-tier local government model. Specifically, no work has provided a comprehensive and profound analysis of ensuring security and social order in tourism development—a factor of paramount importance for a border province like Dien Bien.

Based on the aforementioned theoretical and practical imperatives, the PhD candidate has selected the topic "*State Management of Tourism in Dien Bien Province Toward Sustainability*" as the subject of this doctoral dissertation.

2. Research Objectives and Tasks

Research Objectives

- Theoretical Objective: To construct a theoretical framework for the state management of tourism toward sustainability by provincial-level authorities.
- Practical Objective: To analyze and evaluate the current status of the state management of tourism toward sustainability by the Dien Bien provincial government, thereby proposing solutions to enhance this management framework within the new contemporary context.

Research Tasks

- First: To provide a literature review of research related to the dissertation topic, identifying research gaps and the specific research direction of the study.
- Second: To systematize and clarify the theoretical foundations of the state management of tourism toward sustainability at the provincial level. Within this task, the dissertation defines the contents and criteria for evaluating such management activities.
- Third: To synthesize and analyze international and domestic experiences in the state management of sustainable tourism, drawing relevant lessons for Dien Bien province.
- Fourth: To assess the practical state management of tourism toward sustainability in Dien Bien province during the 2018–2025 period, highlighting achievements, limitations, and their underlying causes.
- Fifth: To propose orientations and solutions to improve the state management of tourism toward sustainability in Dien Bien province through 2030, with a vision toward 2035, specifically considering the context of administrative streamlining and the two-tier local government model.

Research Questions To achieve the aforementioned objectives and tasks, the dissertation addresses the following research questions:

What specific contents should characterize the state management of tourism toward sustainability at the provincial level?

What criteria should be utilized to evaluate the effectiveness of the state management of tourism toward sustainability?

Which factors influence the state management of tourism toward sustainability at the provincial level?

What is the current status of state management of tourism toward sustainability in Dien Bien province (2018–2025) based on the defined contents and evaluation criteria?

What are the orientations and solutions to enhance the state management of tourism toward sustainability in Dien Bien in the upcoming period?

3. Research Subjects and Scope

- **Research Subject:** The state management of tourism toward sustainability by provincial-level authorities.
- **Research Scope:**
 - **Spatial Scope:** Dien Bien Province.
 - **Temporal Scope:** Current status evaluation covers 2018–2025; proposed solutions target 2030 with a vision toward 2035.
 - **Content Scope:** The dissertation investigates theoretical and practical issues through 7 management contents and 5 evaluation criteria. The 7 contents include: (1) Strategy and policy formulation; (2) Sustainable tourism promotion; (3) Resource conservation and environmental protection; (4) Infrastructure management; (5) Human resource development and digitalization; (6) Security, order, and social safety; and (7) Inspection and violation handling. The 5 evaluation criteria include: effectiveness, efficiency, relevance, sustainability, and equity.
 - **Managerial Subject Scope:** The provincial government, specifically the People's Council and the People's Committee of Dien Bien Province.

4. Research methodology

To achieve the research objectives, the author employs a multi-dimensional research approach, integrating both secondary and primary data collection methods alongside systematic data analysis and processing techniques. Specifically:

**** Secondary Data Collection and Processing Methods***

- ***Objectives of the Method:***
 - To conduct a comprehensive literature review of previous studies related to the dissertation topic.
 - To systematize and clarify the theoretical framework regarding State Management of tourism toward sustainability by provincial authorities.
 - To analyze and evaluate international and local experiences in sustainable tourism management, thereby drawing lessons for Dien Bien province.
 - To integrate with primary data for an objective assessment of the current status of State Management of sustainable tourism in Dien Bien.
- ***Data Sources:***
 - Published research works, scientific projects, doctoral dissertations, and articles by reputable authors in prestigious domestic and international journals.
 - Central and local government guidelines and policies concerning state management of tourism toward sustainability.
 - Tourism-related information and business activity data from specialized domestic and international websites.
 - Annual reports from the Dien Bien Department of Culture, Sports, and Tourism; annual reports from the Dien Bien Provincial People's Committee; the

Dien Bien Tourism, Trade, and Investment Promotion Center; statistical data from the Dien Bien Statistical Office; and data provided by the Provincial Police.

- *Collection Techniques:*

- The PhD candidate directly visited the National Library of Vietnam, local libraries, and institutional libraries (agencies, units, and universities) to gather secondary information. These repositories house extensive collections of books, journals, dissertations, and proceedings of domestic and international scientific conferences.

- Within the digital environment and leveraging Industry 4.0 advancements, the candidate retrieved research works from official and reputable websites such as Google Scholar, ScienceDirect, and digitized archives from the National Economics University, the National Library of Vietnam (OPAC), and paid databases (Vista).

- For unpublished data, documents, and internal reports, the candidate worked directly with relevant agencies (Department of Culture, Sports, and Tourism, Provincial People's Committee, Provincial Police, etc.) to collect specific statistics.

- **Secondary Data Processing:** Following collection, the data were categorized chronologically and systematized according to the dissertation's chapters and sections. Data were then coded by theme and grouped by defined criteria to facilitate analysis using scientific methods such as statistics, synthesis, and comparative analysis via Excel and other specialized tools.

- *** *Primary Data Collection and Processing Methods***

- **Objectives of the Method:** In addition to secondary data, the dissertation conducts a sociological survey targeting provincial civil servants involved in tourism management and tourists. This aims to provide empirical evidence for assessing the current status and proposing solutions to perfect state management of sustainable tourism in Dien Bien.

- **Target Population, Sampling, and Sample Size:**

- **For State Management Civil Servants:** The dissertation conducted a random survey of civil servants at the Department of Culture, Sports, and Tourism; Department of Natural Resources and Environment; Department of Finance; Department of Construction; the Office of the National Assembly Delegation and Provincial People's Council; and the Office of the Provincial People's Committee. The survey was conducted in April 2025.

- **For Tourists:** A convenience random sampling method was applied to tourists who have visited or are currently visiting Dien Bien. This was conducted in December 2024 with the assistance of travel agencies and management boards of key tourist attractions in the province.

- **Sample Size Determination:** Since the population of management officials is finite but the number of tourists is infinite/undefined, the dissertation applied the Cochran (1977) formula [46] to ensure the required sample size for statistical reliability.

- To ensure the statistical reliability of the survey, the PhD candidate

conducted a survey with 397 state management civil servants in the tourism sector of Dien Bien province and 512 tourists who have visited or are currently visiting the province.

- **Implementation Method:** The candidate designed survey links using Google Forms and distributed them to leaders of relevant provincial departments, several travel agencies, and the management boards of various tourist destinations within the province. These intermediaries assisted in forwarding the links to civil servants within their departments and to groups of tourists currently or previously visiting Dien Bien, following a convenience random sampling approach.

- **Primary Data Processing Methods:** Upon receiving the responses, the candidate performed data cleaning by eliminating invalid questionnaires, including those with incomplete answers or "straight-line" responding (selecting a single answer for all questions). Out of 397 questionnaires collected from state management civil servants in Dien Bien, 88 were deemed invalid, resulting in 309 valid responses. This final sample size exceeds the minimum requirement calculated by the Cochran (1977) formula, thereby ensuring research reliability.

- Subsequently, the dissertation utilized Excel and SPSS software to aggregate, analyze, compare, and perform descriptive statistics on the data to fulfill the research objectives established in the dissertation.

5. New Contributions of the Dissertation

- **Theoretical Contributions:** Identification of 07 core contents of provincial state management for sustainable tourism, specifically elaborating on the role of "ensuring security, order, and social safety" in a border province with a large ethnic minority population—an area previously under-researched. Furthermore, it establishes a comprehensive set of 5 evaluation criteria (effectiveness, efficiency, relevance, sustainability, and equity).

- **Practical Contributions:** A comprehensive assessment of Dien Bien's tourism management (2018–2025) and the proposal of specific solutions adapted to the context of administrative streamlining and the two-tier local government model.

6. Dissertation Structure

Beyond the introduction, conclusion, references, and appendices, the dissertation is structured into 4 main chapters.

CHAPTER 1
LITERATURE REVIEW ON STATE MANAGEMENT OF
TOURISM TOWARD SUSTAINABILITY
BY PROVINCIAL AUTHORITIES

1.1. OVERVIEW OF RESEARCH WORKS RELATED TO THE DISSERTATION TOPIC

1.1.1. Research works on sustainable tourism and tourism development toward sustainability

- Sustainable Tourism
- Sustainable Tourism Development
- Objectives of tourism development toward sustainability
- Determinants influencing tourism development toward sustainability

1.1.2. Research group on state management of tourism toward sustainability by provincial authorities

- Research on the conceptual framework of state management of tourism toward sustainability.
- Research on the role of state management in sustainable tourism development.
- Research on the functional contents of state management of tourism toward sustainability.
- Research on evaluation criteria for state management of tourism toward sustainability.
- Research on factors affecting state management of tourism toward sustainability.

1.2. GENERAL ASSESSMENT OF REVIEWED RESEARCH RESULTS

1.2.1. Significant Findings Derived from the Literature Review

Existing scholarship approaches tourism, sustainable tourism development, and state management of these processes from diverse perspectives. The majority of these studies focus on the sectoral and local scope of state management, including the provincial level. Previous authors have clarified the following key aspects:

Firstly, research on the contents of local state management toward sustainable tourism: Although approaches vary in scope and depth, the core management contents can be synthesized into the following groups: (1) Implementation of national tourism strategies and master plans; (2) Promulgation and execution of local tourism-related policies; (3) Establishment and operation of the state management apparatus for sustainable tourism to ensure inter-agency coordination; (4) Management of tourism promotion and market development; (5) Recognition of tourism zones/spots and licensing of tourism activities; (6) Management of tourism resource conservation and rational exploitation linked with environmental protection; (7) Management and development of tourism human resources; and (8) Inspection, oversight, dispute resolution, and handling of legal violations in sustainable tourism development.

Secondly, research on evaluation criteria for state management toward sustainability: Most studies define four primary criteria: (i) Effectiveness of state management in sustainable tourism development; (ii) Efficiency of state management; (iii) Relevance/Appropriateness of state management; and (iv) Sustainability of the state management framework itself.

Thirdly, factors influencing state management toward sustainability: These factors are identified as: natural conditions and resources; socio-economic conditions and tourism assets; national orientations for sustainable development; infrastructure and technical facilities; the organizational structure, capacity, and ethics of management officials; and the social responsibility of tourists, businesses, and local communities.

1.2.2. Research Gaps

- **Theoretical Gaps:** Regarding management content, existing works lack a comprehensive and profound evaluation of ensuring security, order, and social safety in tourism development—particularly in border provinces with significant ethnic minority populations. This is a crucial component of the "social" pillar within the sustainable development theory. Furthermore, while criteria such as effectiveness and efficiency are common, the principles of transparency and equity (fairness)—central to New Public Management (NPM) and Good Governance—have been largely overlooked in the context of sustainable tourism management.

- **Practical Gaps:** While some studies exist on tourism in Dien Bien, they often focus on fragmented aspects. There is currently no comprehensive research evaluating the provincial government's management of tourism toward sustainability that proposes solutions adapted to the contemporary context of administrative streamlining and the transition to a two-tier local government model.

1.3. SELECTED RESEARCH ISSUES AND ANALYTICAL FRAMEWORK

1.3.1. Issues selected for research Within the scope of this dissertation, the following issues are prioritized for investigation:

- ***Theoretically:*** Drawing upon New Public Management (NPM), Good Governance, and Sustainable Development theories, the dissertation clarifies and supplements the theoretical framework for provincial-level state management of sustainable tourism. Specifically:

- Defining 07 management contents, with a specialized focus on ensuring security, social order, and safety in border regions.
- Establishing 05 evaluation criteria: effectiveness, efficiency, relevance, sustainability, and equity.

- ***Practically:***

- Assessing the current status of tourism management in Dien Bien (2019–2024) based on the defined 7 contents and 5 criteria, identifying limitations and their root causes.

- Proposing orientations and solutions for perfecting the state management of tourism toward sustainability through 2030, with a vision to 2035.

1.3.2. Analytical Framework of the Dissertation

CHAPTER 2
THEORETICAL AND PRACTICAL FOUNDATIONS OF STATE
MANAGEMENT OF TOURISM TOWARD SUSTAINABILITY
BY PROVINCIAL AUTHORITIES

2.1. OVERVIEW OF TOURISM TOWARD SUSTAINABILITY AND ITS STATE MANAGEMENT

2.1.1. Concepts of Tourism and Tourism toward Sustainability

- **Concept of Tourism:** Inheriting the definition of tourism from the UNWTO and the 2017 Law on Tourism, the dissertation defines: “Tourism comprises activities related to the trips of people outside their usual environment for a certain period to satisfy needs for sightseeing, leisure, entertainment, discovery of tourism resources, or other legal purposes.”

- **Concept of Tourism toward Sustainability:** Inheriting and developing concepts from various organizations and scholars, under the research approach of this dissertation: “Tourism toward sustainability refers to tourism activities that meet the current needs of tourists and host communities while simultaneously ensuring three sustainable pillars: economic, social, and environmental sustainability; without compromising the ability of future generations to meet their own tourism needs and ensuring a harmony of interests among stakeholders.”

- **Stakeholders in sustainable tourism:** Including state management agencies; individuals, households, and enterprises providing tourism services; tourists; local communities; and non-governmental organizations (NGOs).

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

- **Concept of State Management:** [Inherited General Concept]

- **Concept of State Management of Tourism:** Inheriting the definitions from specialized textbooks on State Management of Tourism and previously mentioned administrative concepts, the dissertation defines: “State management of tourism is the exercise of state power by state agencies over tourism resources and activities to orient these activities toward established goals in each specific period.”

- **Concept of State Management of Tourism toward Sustainability:** This management framework is understood as follows: “State management of tourism toward sustainability is the exercise of state power by state agencies over tourism resources and activities to ensure the simultaneous achievement of three sustainable pillars: economic, social, and environmental; without compromising the ability of future generations to meet their own tourism needs and ensuring a harmony of interests among stakeholders.”

- **Characteristics of State Management of Tourism toward Sustainability:** Firstly, it is an activity characterized by the exercise of state administrative power by authorized state agencies.

Secondly, as tourism is inherently inter-sectoral and inter-regional, the state

management apparatus for sustainable tourism also exhibits a distinct interdisciplinary nature.

Thirdly, state management in this field serves as an orienting, leading, and developmental activity, steering tourism toward the sustainability goals set by the State for each specific period.

Fourthly, state management of tourism toward sustainability is performed regularly, continuously, and with relative stability.

Fifthly, it is an activity that demands proactivity, creativity, and flexibility in governance.

2.2. STATE MANAGEMENT OF TOURISM TOWARD SUSTAINABILITY BY PROVINCIAL AUTHORITIES

2.2.1. Concept of State Management of Tourism toward Sustainability at the Provincial Level

Based on the aforementioned conceptual analysis, the dissertation defines: “State management of tourism toward sustainability by provincial authorities is the exercise of state power conducted by the provincial government over tourism resources and activities to ensure the simultaneous achievement of the triple-bottom-line objectives—economic, social, and environmental sustainability—without compromising the capacity to meet future tourism needs and ensuring a harmony of interests among stakeholders.”

- **Managerial Subjects:** The state management agencies for tourism at the provincial level investigated in this dissertation are the local governments, comprising the Provincial People’s Council and the Provincial People’s Committee.

- **Managerial Objects:** These include tourism resources; tourism activities; tourists; and tourism enterprises and individuals involved in tourism business.

- **Management Instruments:** These encompass legislation, national strategies, master plans, and tourism development policies, as well as local-level policies, plans, and regulations formulated within decentralized authority. These instruments are categorized into three primary groups: (i) Administrative instruments, (ii) Economic instruments, and (iii) Educational/Propaganda instruments.

2.2.2. Objectives of State Management of Tourism toward Sustainability by Provincial Authorities

- Ensuring rapid, stable, and continuous local tourism development while optimizing regional resources.

- Conserving and promoting local cultural values for tourism development; building a civilized, friendly, and hospitable socio-cultural environment; and ensuring social order, security, and safety for tourists.

- Rationally and effectively exploiting and utilizing tourism resources while protecting the ecological environment within tourism activities.

2.2.3. Functional Contents of State Management of Tourism toward Sustainability by Provincial Authorities

The state management of tourism toward sustainability by provincial

authorities involves seven core functional contents:

- Content 1: Formulation and implementation of local sustainable tourism strategies, master plans, socio-economic plans, and policies.
- Content 2: Promotion and marketing of sustainable tourism at the local level.
- Content 3: Management of cultural conservation, promotion of local values, resource exploitation, and environmental protection.
- Content 4: Management and development of tourism infrastructure.
- Content 5: Human resource development and digital transformation in tourism toward sustainability.
- Content 6: Ensuring local security, social order, and safety within the context of sustainable tourism.
- Content 7: Inspection, oversight, and handling of legal violations in sustainable tourism.

2.2.4. Evaluation Criteria for State Management of Tourism toward Sustainability by Provincial Authorities

Drawing upon New Public Management (NPM), Sustainable Development Theory, and Stakeholder Theory to evaluate the seven functional contents mentioned in Section 2.2.3, the dissertation proposes a comprehensive evaluation framework. This framework consists of 05 criteria measured by 30 indicators, namely: Effectiveness, Efficiency, Relevance, Sustainability, and Equity. These are operationalized in Table 2.1 as follows:

Evaluation Criteria for State Management of Tourism toward Sustainability by Provincial Authorities

	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.	<ul style="list-style-type: none"> - Issued and implemented provincial tourism policies. - Tourism sector's contribution to provincial GRDP over the years. - Annual tourism sector revenue. 	Effectiveness
	- The alignment of provincial tourism policies with local potentials and strengths.		Relevance
	- The practical effectiveness of provincial tourism policies in reality.		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.	<ul style="list-style-type: none"> - Implemented forms of provincial tourism promotion and marketing. - Number of tourists over the years. - Survey results on information channels through which tourists learn about provincial tourism. 	Effectiveness
	- Diverse and accessible forms of tourism promotion and marketing.		Relevance
	- Promotion and marketing content aligned with tourism potential and actual local conditions.		Relevance
	- Provincial tourism promotion and marketing have successfully attracted investors and tourists.		Efficiency

	- Equality in accessing provincial tourism promotion and marketing activities for all businesses, individuals, and local communities.	- Customer evaluations of tourism promotion.	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. - Tourist survey results regarding tour guides/interpretations and friendliness. - Results of digital transformation in provincial tourism development.	Effectiveness
	- The suitability of incentive and training policies for human resource development with local reality and resources.		Relevance
	- The growth level in the quantity and quality of local tourism human resources.		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. - Citizen survey results on ensuring local security and order. - Acts of exploiting tourism activities to disrupt local security, social order, and safety.	Effectiveness
	- Suitability of security and social order measures with the province's geographical location and practical situation.		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 Influencing State Management of Tourism toward Sustainability by Provincial Authorities

From an economic management perspective, where provincial authorities serve as the primary subjects of state management for sustainable tourism, the influencing factors are categorized as follows:

2.2.5.1. Group of Objective Factors

- Firstly: Geographical location, natural conditions, and tourism resources of the province; socio-economic conditions of the locality.
- Secondly: National strategies for sustainable tourism development, the legal system, and central government policies on tourism development.
- Thirdly: Awareness and participation of organizations and individuals in tourism activities.

2.2.5.2. Group of Subjective Factors

- Firstly: The organizational structure of the state management apparatus.
- Secondly: Awareness, professional qualifications, and capacity of tourism management officials.
- Thirdly: Inter-sectoral and inter-regional coordination in state management of tourism by provincial authorities.

2.3. INTERNATIONAL AND DOMESTIC EXPERIENCES IN STATE MANAGEMENT OF TOURISM TOWARD SUSTAINABILITY AND LESSONS LEARNED FOR DIEN BIEN PROVINCE

2.3.1. Experiences in state management of tourism toward sustainability in Yunnan Province (China)

2.3.2. Experiences in state management of tourism toward sustainability in Chiang Mai Province (Thailand)

2.3.3. Experiences in state management of tourism toward sustainability in Son La Province (Vietnam)

2.3.4. Experiences in state management of tourism toward sustainability in Ninh Binh Province (Vietnam)

2.3.5. Lessons learned for Dien Bien Province in state management of tourism toward sustainability by provincial authorities

- One: Formulating, promulgating, and implementing local strategies, master plans, socio-economic plans, and policies for sustainable tourism development, ensuring compliance with central guidelines while aligning with local potential and strengths to harmonize economic, social, and environmental interests.
- Two: Ensuring technical infrastructure and facilities serve sustainable tourism development.
- Three: Prioritizing the management and quality enhancement of tourism human resources and the application of digital technology in state management of sustainable tourism.
- Four: Promoting and intensifying local tourism marketing and development through diverse and innovative forms.
- Five: Emphasizing the conservation and promotion of local cultural values within tourism development, alongside environmental and resource protection.
- Six: Strengthening and strictly enforcing inspection, oversight, and the handling of violations in sustainable tourism development.
- Seven: Focusing on enhancing regional connectivity in the development of tourism toward sustainability.

CHAPTER 3

THE CURRENT STATUS OF STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARD SUSTAINABILITY

3.1. POTENTIAL AND ADVANTAGES FOR SUSTAINABLE TOURISM DEVELOPMENT 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 in the Northwest region of the Fatherland, a long-standing land with an exceptionally important strategic position in national defense and security. The province possesses a critical strategic location, sharing borders with two nations: the Lao People's Democratic Republic and the People's Republic of China.

• **Socio-economic Situation:** The local economy continues to achieve robust growth compared to the regional average. The Gross Regional Domestic Product (GRDP) in 2025 (at constant prices) is estimated at 17,235 billion VND; with an average growth rate of 8.76% per annum. Per capita GRDP is estimated at 54 million VND, an increase of 62.79% compared to 2020 (reaching 89.79% of the Resolution target).

Administrative reform and the improvement of the investment and business environment have received focused leadership and synchronous implementation

from the provincial to the grassroots levels. These efforts have yielded distinct transitions, creating favorable conditions for citizens and enterprises and contributing to the promotion of socio-economic development.

3.1.2. Potential and Advantages for Sustainable Tourism Development in Dien Bien Province

Alongside its unique historical and cultural values, Dien Bien possesses significant potential for sustainable tourism development:

- With its position as the nation's "frontier" and diverse, abundant resources, Dien Bien is well-positioned to develop eco-tourism, adventure tourism, resort tourism, and trade with neighboring countries and the broader region.
- The Special National Historical Site of the Dien Bien Phu Battlefield, combined with the distinctive cultural identities of various ethnic groups, enables the province to promote cultural tourism, historical tourism, festival tourism, and community-based tourism.
- The upgraded Dien Bien Phu Airport and improved road connectivity with other provinces have created favorable conditions for attracting tourists.

3.1.3. Overview of the Current State of Sustainable Tourism in Dien Bien Province

Tourism is identified by Dien Bien province as a spearhead economic sector. Consequently, the provincial government has paid special attention to sustainable tourism development, achieving positive results. In 2024, the number of tourists to Dien Bien reached 1.85 million, a 1.85-fold increase over the previous year; tourism revenue reached 3,300 billion VND, 1.88 times higher than the same period last year. However, compared to neighboring provinces such as Son La and Ha Giang, Dien Bien still faces certain limitations.

Following the conclusion of the 70th Anniversary of the Dien Bien Phu Victory and the 2024 National Tourism Year - Dien Bien, the province welcomed 1.45 million visitors in 2025 (meeting 100% of the annual plan), of which international tourists accounted for 14,000 arrivals (up 13.39% year-on-year). Total tourism revenue was estimated at 2,400 billion VND, fulfilling 100% of the annual plan [38]. Nevertheless, both indicators showed a decline compared to 2024. The average length of stay is estimated at 3 days.

This reality demonstrates that despite vast potential and advantages, tourism development in Dien Bien has not yet been commensurate with its inherent strengths, particularly in optimizing the effectiveness of local cultural and historical values. Furthermore, the rapid growth of the tourism industry has engendered several negative impacts on the tourism environment. Major tourist zones and destinations frequently face challenges such as solid waste and wastewater that have not been collected or treated according to standard protocols. Untreated wastewater from accommodation and service establishments is often discharged directly into the environment, increasing pollution levels and organic matter content in water sources.

3.2. THE CURRENT STATUS OF STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARD SUSTAINABILITY

(2018–2025)

- **3.2.1. Formulation and implementation of local sustainable tourism strategies, master plans, socio-economic plans, and policies.**
- **3.2.2. Promotion and marketing of sustainable tourism at the local level.**
- **3.2.3. Management of cultural conservation, promotion of local values, resource exploitation, and environmental protection.**
- **3.2.4. Management and development of tourism infrastructure.**
- **3.2.5. Human resource development and digital transformation in sustainable tourism.**
- **3.2.6. Ensuring local security, social order, and safety within sustainable tourism.**
- **3.2.7. Inspection, oversight, and handling of violations in sustainable tourism.**

3.3. GENERAL ASSESSMENT OF THE CURRENT STATUS OF STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARD SUSTAINABILITY

3.3.1. Achievements

- Firstly: The formulation and implementation of local strategies, master plans, and policies for sustainable tourism have fundamentally aligned with and leveraged the province's strengths.
- Secondly: Sustainable tourism promotion and marketing activities have been prioritized and executed through diverse and innovative forms.
- Thirdly: The management of cultural value conservation and environmental protection has been effectively implemented by local authorities, recognized as a core tourism strength of the province.
- Fourthly: Tourism infrastructure serving sustainable development has received significant investment and noticeable improvement.
- Fifthly: The provincial government has demonstrated great effort in human resource training and development, alongside initial steps in digital transformation within tourism management.
- Sixthly: Security, social order, and safety within tourism activities have been rigorously maintained by the Dien Bien provincial authorities.
- Seventhly: Inspection and oversight activities have been conducted regularly, ensuring timely detection, prevention, and strict handling of violations without exception.

3.3.2. Limitations

Notwithstanding the achievements, several limitations in the state management of sustainable tourism in Dien Bien province persist:

- Firstly: Certain sustainable tourism policies remain delayed in promulgation and exhibit low practical effectiveness.
- Secondly: Promotion and marketing activities have not yet attracted a significant volume of investors and high-spending tourists.
- Thirdly: The management of cultural conservation and the promotion of

local values are not yet commensurate with the province's vast potential.

- Fourthly: The management of tourism infrastructure fails to meet growing demands; it has yet to effectively attract and retain tourists, leading to short average lengths of stay.

- Fifthly: Management of human resource development and digital transformation in sustainable tourism remains restricted.

- Sixthly: While security and social order are generally well-maintained, there are still instances of exploiting tourism channels to infiltrate the area and disrupt local security.

- Seventhly: Inspection, oversight, and violation-handling activities still face certain operational constraints.

3.3.3. Root Causes of Limitations

Objective Causes:

- Firstly: The province's peripheral border location, distance from major economic hubs, and complex terrain pose significant geographical barriers to tourism development.

- Secondly: Low provincial budget revenue, high dependency on central government subsidies, and low average per capita income hinder sustainable local tourism development.

- Thirdly: Limited and incomplete awareness among a segment of the population and tourism enterprises regarding sustainable practices.

Subjective Causes:

- Firstly: The state management apparatus for tourism remains cumbersome, with overlapping functions and responsibilities.

- Secondly: Inter-sectoral and inter-regional coordination in tourism management is occasionally loose, lacking proactivity and achieving suboptimal efficiency.

- Thirdly: A segment of tourism management officials lacks specialized professional training, expertise, and the necessary skills for policy advising and execution.

- Fourthly: Limitations in digital infrastructure, information technology application, and digital transformation in the governance and administration of provincial tourism activities.

CHAPTER 4
ORIENTATIONS AND SOLUTIONS TO PERFECT STATE
MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE
TOWARD SUSTAINABILITY
IN THE NEW CONTEXT

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

4.1.1. Impact of the New Context on State Management of Sustainable Tourism in Dien Bien

Firstly: The nation enters a "New Era," requiring localities to be at the forefront of realizing the Resolution of the 14th National Party Congress and the strategic Resolutions of the Politburo.

Secondly: Vietnam in general, and Dien Bien Province in particular, are undergoing a revolution in administrative streamlining and the reorganization into a two-tier local government model.

Thirdly: The robust development of the Fourth Industrial Revolution (Industry 4.0) necessitates a transformation in the methods of state management in tourism.

4.1.2. Opportunities and Challenges for Sustainable Tourism Development in Dien Bien

Opportunities:

The Party and State, along with Dien Bien province, have identified tourism as a spearhead economic sector.

Vietnam's reputation as a safe and attractive destination, combined with the rising trend of cultural and experiential tourism, provides a competitive advantage for Dien Bien.

Its strategic border location with Laos and China offers significant potential to attract international tourists.

The presence of an operational airport serves as a catalyst for sustainable tourism growth.

New "breakthrough" policies, including Resolution No. 59-NQ/TW (2025) on international integration and Resolution No. 68-NQ/TW (2025) on private sector development, create institutional leverage.

Digital transformation initiatives under Resolution No. 57-NQ/TW (2025) enable Dien Bien to build a smart tourism ecosystem.

Challenges:

Ensuring national defense and security within tourism activities in a border province.

Low general educational standards, particularly among ethnic minority groups in frontier areas.

Mountainous terrain, difficult transport connectivity, and inadequate technical facilities for tourism.

4.1.3. Orientations for Perfecting State Management

Formulating and promulgating strategies, master plans, and policies that promptly realize the spirit of the 14th National Party Congress and the 15th Provincial Party Congress.

Promoting professional, focused, and efficient tourism marketing and promotion.

Strengthening investment management in modernizing tourism infrastructure and facilities.

Directing state management toward ensuring social order, safety, and security.

4.2. SOLUTIONS TO PERFECT STATE MANAGEMENT OF TOURISM IN DIEN BIEN PROVINCE TOWARD SUSTAINABILITY

4.2.1. Promptly issuing action programs and mechanisms to realize national and provincial Resolutions on sustainable tourism.

4.2.2. Intensifying communication to raise awareness among all stakeholders about the principles of sustainable tourism.

4.2.3. Clearly defining state management functions and tasks during administrative streamlining and the transition to a two-tier local government model; accelerating digital applications in management.

4.2.4. Strengthening inter-sectoral and inter-regional coordination in sustainable tourism governance.

4.2.5. Enhancing the professional quality and digital skills of civil servants to meet the requirements of the two-tier local government model.

4.2.6. Improving the management of promotion activities and realizing incentive policies for individuals and the private sector as per Resolution No. 68-NQ/TW.

4.2.7. Mobilizing diverse investment resources for tourism infrastructure development.

4.2.8. Enhancing the efficiency of state management linked with the maintenance of national security and social order.

4.2.9. Intensifying inspection, oversight, and strict handling of violations in sustainable tourism.

CONCLUSION

Tourism toward sustainability is an irreversible global trend and is prioritized as a spearhead economic sector for the socio-economic development of Vietnamese localities, including Dien Bien province. This necessitates effective solutions from the Dien Bien provincial government to leverage its unique cultural and historical potentials. To achieve this objective, the dissertation has fulfilled the following key tasks:

Firstly, Clarifying and supplementing the functional contents and evaluation criteria for state management of sustainable tourism. The dissertation identifies 07 functional contents of state management for sustainable tourism at the provincial level. Notably, it elucidates the content of "ensuring local security, social order, and safety," which is of paramount importance for border provinces like Dien Bien. Each content is measured through five criteria: effectiveness, efficiency, sustainability, relevance, and equity. The analysis integrates primary data from surveys of civil servants and tourists with secondary data from provincial reports to ensure depth and accuracy.

Secondly, Assessing the current status of state management of sustainable tourism in Dien Bien province (2018–2024). The assessment was conducted across each functional group. Findings indicate that Dien Bien has achieved significant results, particularly in maintaining security and social order and conserving local cultural values. However, the results also reveal that tourism development remains disproportionate to the province's potential. Limitations persist in tourism marketing and promotion, technical infrastructure, facilities, and human resource quality.

Thirdly, Proposing solutions to perfect state management of sustainable tourism in Dien Bien toward 2030 and a vision to 2035. The dissertation emphasizes the "new context" characterized by administrative streamlining, the merger of provincial departments, the implementation of a two-tier local government model, and the digital transformation of the tourism industry. This context demands that the provincial government adapt and implement suitable solutions to optimize local tourism strengths.

Through these findings, the author aspires to contribute to enhancing the effectiveness and efficiency of the Dien Bien provincial government's management, thereby promoting local socio-economic development and achieving the goals set in the 15th Provincial Party Congress Documents.

Limitations and Future Research Directions: Although great efforts were made, the research was conducted starting in 2022 and finalized amidst rapid policy shifts in Vietnam—specifically the administrative revolution toward a two-tier local government model in July 2025. Consequently, some aspects of state management in this specific new context may not have been fully addressed. This remains a gap for future studies to investigate more comprehensively, such as focusing on tourism management at the commune level or in newly merged provinces under the two-tier model.

Future studies may focus on the State Management of tourism by commune-level authorities within the context of implementing a two-tier local government model in Dien Bien province, or within a specific region or area. Alternatively, research could investigate the State Management of sustainable tourism in newly merged provinces under the framework of two-tier local governance.

These studies should aim to evaluate the current status and identify the specific difficulties and obstacles in tourism management faced by commune-level authorities and newly merged provincial governments. From these findings, researchers can propose recommendations and solutions to perfect State Management of tourism within this evolving institutional context.

RECOMMENDATIONS

Given the characteristics of a mountainous province with challenging terrain and low budget revenue—highly dependent on central government subsidies—Dien Bien faces significant constraints in investment resources. Most inter-provincial and inter-district transport routes remain underdeveloped or inconsistent.

1. To the Central Government:

- It is recommended that the Central Government prioritize and supplement capital sources to construct and upgrade transport infrastructure connecting the provincial center to communes and wards with tourism potential.

- Expedite the implementation of the Son La - Dien Bien - Tay Trang Border Gate Expressway project to facilitate general economic growth and tourism in particular.

2. To the Government:

- The Government should promptly issue specific regulations allowing localities to support one another in investing in key projects, regional linkages, and international cooperation.

- This would enable Dien Bien to collaborate with other Northwest provinces and major hubs (Hanoi, Ho Chi Minh City, Da Nang) to implement joint infrastructure projects, thereby removing the "bottlenecks" in transport and infrastructure that hinder socio-economic and tourism development.

LIST OF PUBLISHED RESEARCH WORKS RELATED TO THE DISSERTATION TOPIC

1. Nguyen Quang Hung (2024), Bui Gia Huan, Doan Thi Yen, *State management of tourism in Dien Bien province*, Economy and Forecast Review, No. 01, January 2024, p. 224.
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.
3. Nguyen Quang Hung, Bui Van Huyen (2024), *Sustainable tourism development in Dien Bien province: Current status and prospects*, Economy and Forecast Review, No. 14, July 2024, p. 234.
4. Nguyen Quang Hung (2025), *Infrastructure development: A spearhead solution for sustainable tourism development in Dien Bien province*, Economy and Forecast Review, No. 12, June 2025, p. 226.
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.