

DOI: <https://doi.org/10.63332/joph.v5i6.2174>

Cultural Resource Management in Vietnam

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Abstract

Culture is the spiritual foundation of society, because cultural values are created by humans and accumulated through the process of historical development. Therefore, culture also plays an important role as a resource for national development - a source of tangible and intangible strength, promoting social development towards human happiness and the happiness of the social community. And so, cultural resource management is associated with the state management tasks of central and local governments, which is meaningful in promoting social development management. This study analyzes cultural resource management at the local level with its constituent contents, which are also factors that directly affect cultural resource management, including: Human capital; Indigenous culture; Cultural policy. Based on the theoretical framework, the author surveyed the opinions of 540 managers of 270 government agencies and cultural organizations in Hanoi (North), Da Nang city (Central) and Ho Chi Minh city (South). These are localities with developed economic, cultural and social conditions in Vietnam. The survey results show that managers assess the development of all three factors of human capital, indigenous culture and cultural policy as necessary, but human capital development is important and plays a central role. Because, cultural values are ultimately human capital, created and accumulated by humans through the historical process. From the results of that research, the author discusses the content of innovation in cultural resource management in Vietnam today and in the future.

Keywords: Cultural resources; Human capital; Indigenous culture; Cultural policy; Vietnam.

Introduction

Vietnam is a Southeast Asian country with a long history of development. If counting from the period of the autonomous state in the 10th century (since 938), the history of Vietnam's development spans over 1000 years with the continuous management of many powerful dynasties. With that history, the diversity and uniqueness of the cultures of Vietnamese ethnic groups have formed, existed and developed, becoming a highlight when referring to Vietnamese culture today.

In terms of territorial structure, Vietnam is divided into 3 regions (North, Central, South) with 63 provincial administrative units, 705 district administrative units and 10599 commune administrative units (GSO, 2024). Among the 63 provincial administrative units (including provinces and centrally run cities), Hanoi, Da Nang and Ho Chi Minh City are localities with special developments in history, politics, economy and culture, bearing the mark of Vietnam's historical development.

In terms of cultural development, Hanoi has 5922 historical and cultural relics, of which over 1050 are ranked at the national level, many of which are thousands of years old and 1793 intangible cultural heritages (MCST, 2024); Da Nang has 88 ranked relics, of various types such

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as scenic spots, ancient citadels, revolutionary bases, archaeological sites (VNAT; 2024); Ho Chi Minh City has 188 ranked relics, including 2 special national relics, 58 national relics and 128 city-level relics (MCST, 2023), becoming one of the cultural resources with the role of development advantages of these localities.

The practical development process, especially the integration trend and digital society, poses new requirements in the state management activities of local authorities, especially in large cities such as Hanoi, Da Nang, and Ho Chi Minh City. This is also one of the objective factors affecting the management of cultural resources to effectively implement the goal of both preserving and promoting cultural values. This practice is attracting the attention of many researchers and managers and is also the reason why the author chose the content in this study.

Literature Review

According to the current popular understanding, cultural resources are interpreted as a social resource - the common property of a community, of a certain society, forming their culture; this resource plays a role in promoting the socio-economic development of the country and locality (Putman R.D. et al, 1995; Thinh, N.D., 2014). In terms of state governance, according to Hoa, N.N. (2023), cultural resources increasingly demonstrate their important role, as a source of available internal strength in promoting socio-economic development; when culture is increasingly perceived more fully, with the meaning of being the spiritual foundation of society, the goal and driving force for economic development, cultural resources play an important role in economic growth in localities. Therefore, cultural resource management is one of the important tasks implemented by localities to realize development goals. This study builds the “Cultural resource management” (CRM) scale based on the role of cultural resources in local development; demonstrating the responsibility of the government in promoting cultural resources to create advantages in achieving development goals. Accordingly, the content of the scale implies the following issues: Localities develop and implement cultural development strategies, awaken cultural potential for socio-economic development (CRM1); Localities effectively implement measures to preserve and conserve community cultural values for socio-economic development (CRM2); Localities effectively exploit community cultural values for socio-economic development (CRM3).

In terms of theory, Thien, N.N. (2021) and Hien, D.Q. (2023) explain the content of cultural resources, that they are special resources, including human resources and other cultural values expressed through cultural products, cultural policies..., which are the strength to promote sustainable socio-economic development in a humane and humane direction. According to that approach, cultural resources are considered the sum of cultural factors affecting the country's development, including human capital, cultural relations and cultural products. These resources have a relationship of mutual impact and adjustment to create sustainable national development, in which human capital - human resources, plays a decisive role, can impact, change and promote the strength of other resources. Similarly, Hung, T.V. (2024) also implies human capital factors, community culture factors - indigenous culture and cultural institutional - policy factors; from there, cultural resource development solutions aim at the content of human resource development, cultural product development and cultural institutional development.

Thus, the above studies all imply three main contents about cultural resources, including human capital, indigenous culture and cultural policy. In terms of management theory and practice, human capital is always an important factor, representing the role of the subject; indigenous culture is a

content factor, representing the cultural value of the community; cultural policy is a management tool, promoting the development of cultural resources. The author inherits and develops the content of this study and establishes the research viewpoint that human capital, indigenous culture and cultural policy are both components of cultural resources and factors directly affecting the management of cultural resources. The hypothesis for this study is: *Human capital (H1), Indigenous culture (H2) and Cultural policy (H3) are components and factors directly affecting Cultural resources management, promoting local socio-economic development.*

- Firstly, human capital, according to Putman R.D. et al (1995), is human knowledge, understanding, community culture. Generally speaking, human capital implies spiritual capacity - knowledge, intelligence, capacity, skills, morality, will... crystallized in each person. Duc, P.D. (2022) conceives of human capital in the cultural aspect, which is the spiritual motivation of people; accordingly, people's level and understanding form their quality of life; when the quality of life, satisfaction, and happiness of individuals are created, it will create their spiritual motivation. According to the above studies, human capital in the role of a factor constituting cultural resources, is their level, skills, morality, career orientation, quality of life and happiness. These factors crystallize in each person, becoming social resources that have a positive impact on local social development. With that meaning, the "Human capital" (HC) scale is built to imply the required contents for the development of social human resources in the role of cultural resources, which are: People with cultural level, educated in patriotism and love for the nation, become the subjects to implement the cultural development goals of the locality (HC1); People with cultural level, knowledge, professional skills and ability to access new knowledge of the times, become the subjects to implement the cultural development goals of the locality (HC2); People with cultural level, will and aspiration for development, become the subjects to implement the cultural development goals of the locality (HC3).

- Second, indigenous culture is the unique culture of each community expressed in the customs, practices, traditional products, farming experience, aesthetics, etc. of local people. In theory, according to Duc, P.D. (2022), indigenous culture is the raw material for creating cultural products. Therefore, preserving cultural identity is necessary to exploit and promote the core values of the community, creating diverse cultural products to serve the goal of local development. With that meaning, the scale of "Indigenous culture" (IC) built in this study implies the following contents: Local communities have a diversity of customs and practices, which are favorable internal factors for implementing local cultural development goals (IC1); Local communities have a diversity of traditional products associated with production experience, arts, etc., which are favorable internal factors for implementing local cultural development goals (IC2); Local communities exploit indigenous cultural advantages to create diverse cultural products, which are favorable internal factors for implementing local cultural development goals (IC3).

- Third, cultural policies are cultural-social relations institutionalized into legal norms and rules of conduct in social life, forming the cultural environment of the community and nation. Hung, T.V. (2024) emphasized the content of cultural policies, that they are regulations, statutes, and rules, creating a common framework for all activities of cultural subjects, regulating and governing the way people behave with nature and society, including cultural norms and values of the community and nation. Cultural policies are both administrative in nature and encourage and support cultural subjects to promote human capital and indigenous cultural values to create diversity in cultural products, becoming the foundation for promoting the development of local

socio-economic activities. With that meaning, the "Cultural policy" (CP) scale is built with the following implications: The locality effectively implements propaganda and education policies so that people are aware, behave in a standard manner, promote the cultural values of the community, and become the subject of implementing the local cultural development goals (CP1); The locality effectively implements policies to arouse and exploit the cultural potential of the community so that each person becomes the subject of implementing the local cultural development goals (CP2); The locality effectively implements policies to support people in exploiting the cultural values of the community to create diverse cultural products, and become the subject of implementing the local cultural development goals (CP3).

From the above overview, the author has built a theoretical framework for research on cultural resource management. The theoretical framework includes a 4-scale research model, designed to assess the influence of the factors Human capital, Indigenous culture, Cultural policy on Cultural resource management. The scales include 12 observation variables, designed into 12 corresponding questions in the survey and measured by a 5-level Likert scale: 1 - Strongly disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly agree (Table 1, Figure 1).

No	Scales	Encode	Rating levels				
			1	2	3	4	5
I	Human capital	HC					
1	People with cultural level, educated in patriotism and love for the nation, become the subjects to implement the cultural development goals of the locality	HC1					
2	People with cultural level, knowledge, professional skills and ability to access new knowledge of the times, become the subjects to implement the cultural development goals of the locality	HC2					
3	People with cultural level, will and aspiration for development, become the subjects to implement the cultural development goals of the locality	HC3					
II	Indigenous culture	IC					
4	Local communities have a diversity of customs and practices, which are favorable internal factors for implementing local cultural development goals	IC1					
5	Local communities have a diversity of traditional products associated with production experience, arts, etc., which are favorable internal factors for implementing local cultural development goals	IC2					
6	Local communities exploit indigenous cultural advantages to create diverse cultural products, which are favorable internal factors for implementing local cultural development goals	IC3					
III	Cultural policy	CP					

No	Scales	Encode	Rating levels				
			1	2	3	4	5
7	The locality effectively implements propaganda and education policies so that people are aware, behave in a standard manner, promote the cultural values of the community, and become the subject of implementing the local cultural development goals	CP1					
8	The locality effectively implements policies to arouse and exploit the cultural potential of the community so that each person becomes the subject of implementing the local cultural development goals	CP2					
9	The locality effectively implements policies to support people in exploiting the cultural values of the community to create diverse cultural products, and become the subject of implementing the local cultural development goals	CP3					
IV	Cultural resource management	CRM					
10	Localities develop and implement cultural development strategies, awaken cultural potential for socio-economic development	CRM1					
11	Localities effectively implement measures to preserve and conserve community cultural values for socio-economic development	CRM2					
12	Localities effectively exploit community cultural values for socio-economic development	CRM3					

Source: Compiled by the author through the review

Research Model

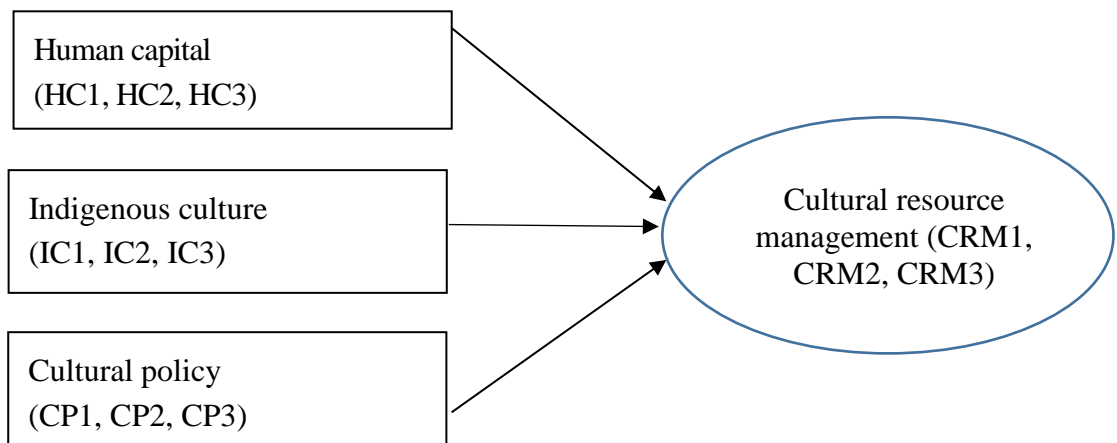


Figure 1. Research model

Research Methods

- **Qualitative research method:** The author uses this method through collecting and analyzing secondary data to build a theoretical research framework. The theoretical framework includes a 4-scale research model, designed to assess the influence of factors such as Human Capital, Indigenous Culture, and Cultural Policy on Cultural Resource Management (Table 1, Figure 1).

- **Quantitative research method:** The author used this method by surveying the opinions of 540 managers of 270 government agencies and cultural organizations in Hanoi (North), Da Nang city (Central) and Ho Chi Minh city (South); these are localities with developed economic, cultural and social conditions in Vietnam. The survey was conducted in two steps: Preliminary survey and official survey.

+ **Preliminary survey:** The research model was built with 4 scales and 12 observed variables. With this model, the minimum sample size required is $N = 12 * 5 = 60$ (Hair, J.F. et al., 2009). The author conducted a preliminary survey with a sample size of $N = 180$ managers of 90 government agencies and cultural organizations in Ho Chi Minh City ($N > 60$). The preliminary survey results showed that the scales and observed variables were reliable enough to be used in official surveys on a larger scale.

+ **Official survey:** The official survey was conducted with a sample size of $N = 540$ managers of 270 government agencies and cultural organizations in 3 localities of Vietnam as mentioned above ($N > 60$), ensuring reliability when conducting the survey research. Based on the consent of the survey respondents, the author collected 540/540 valid questionnaires, achieving a response rate of 100%.

Research Results and Discussion

From the collected survey data, the author conducted statistics and tested the reliability of the scales and observed variables in the research model. According to Hair, J.F. et al. (2009), the scale ensures reliability when reaching Cronbach'alpha value > 0.6 ; observed variables are reliable when reaching Corrected Item-Total Correlation value > 0.3 . The statistical and testing results are shown in Table 2 below.

Scales	Observed variables	N	Min	Max	Mean	Std. Deviation	Cronbach's Alpha	Corrected Item-Total Correlation
1. Human capital (HC)	HC1	540	1	5	4.26	.548	.736	HC1 = .612
	HC2	540	1	5	4.28	.512		HC2 = .595
	HC3	540	1	5	4.21	.579		HC3 = .565
2. Indigenous culture (IC)	IC1	540	1	5	4.22	.581	.701	IC1 = .610
	IC2	540	1	5	4.12	.608		IC2 = .586
	IC3	540	1	5	4.03	.593		IC3 = .467
3. Cultural policy (CP)	CP1	540	1	5	4.21	.579	.657	CP1 = .559
	CP2	540	1	5	3.97	.629		CP2 = .394
	CP3	540	1	5	4.01	.607		CP3 = .429
4. Cultural resource management (CRM)	CRM1	540	1	5	4.14	.617	.671	CRM1 = .596
	CRM2	540	1	5	4.16	.622		CRM2 = .604
	CRM3	540	1	5	4.05	.595		CRM3 = .545
Valid N (listwise)		540						

Source: Author's survey results

Data in Table 2 shows that observations on the scales "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP), "Cultural resource management" (CRM) are all rated at an average level of Mean ≥ 3.97 , statistically significant according to the Likert scale (1-5) determined. Managers of government agencies and cultural organizations in the surveyed areas affirmed that localities are implementing strategies for human capital development, indigenous culture development and implementing related cultural policies, as a driving force for socio-economic development. Accordingly, localities have developed and implemented cultural development strategies, awakened cultural potential; effectively implemented many measures to preserve and conserve community cultural values; effectively exploited community cultural values for socio-economic development.

The observed variables of the "Human capital" (HC) scale, which are rated at the highest level with Mean (HC1) = 4.26, Mean (HC2) = 4.28, Mean (HC3) = 4.21, show that the managers' opinions emphasize the role of human capital development - the main factor in developing local culture. Accordingly, the advantage of localities is human capital, that people have cultural level, are educated in the tradition of patriotism, love for the nation; have knowledge, professional skills and the ability to access new knowledge of the times; have the will and aspiration to develop, become the main subject in implementing the goal of developing local culture.

The observed variables of the scales "Indigenous culture" (IC), "Cultural policy" (CP), "Cultural resource management" (CRM) have certain differences, in which the lowest values are the observed variables: (1) Mean (IC3) = 4.03, showing that many local communities have not exploited the advantages of indigenous culture to create diverse cultural products for socio-economic development; (2) Mean (CP2) = 3.97, showing that many localities (basic areas) have not implemented well the policy of awakening potential, exploiting the cultural potential of the community so that each person becomes the subject of implementing the cultural development goals of the locality; (3) Mean (CP3) = 4.01, showing that many localities (basic areas) have not effectively implemented policies to support people in exploiting community cultural values to create diverse cultural products, becoming the subject of implementing local cultural development

goals; (4) Mean (CRM3) = 4.05, showing that many localities (basic areas) have not effectively exploited community cultural values for socio-economic development.

The above survey results contribute to reflecting the practice of local cultural resource management in Vietnam. In addition to the advantages of human capital, the advantages of diversity and uniqueness of indigenous culture, localities and communities have not yet exploited and promoted their advantages to create diverse cultural products, serving the spiritual life of the people, meeting the enjoyment needs of people, tourists and socio-economic development. This practice needs to be paid attention to and adjusted with specific policies so that localities can promote the advantages of cultural resources towards achieving sustainable development goals.

Data in Table 2 shows the reliability of all 4 scales and 12 observed variables: Cronbach's alpha > 0.6; Corrected Item-Total Correlation > 0.3. This is the condition for these scales and observed variables to continue to be used when performing the next analysis technique. The author conducts exploratory factor analysis with Varimax rotation to preliminarily assess the unidimensionality, convergent validity, and discriminant validity of the scales to have more basis for drawing research conclusions about the suitability of the initial theoretical model. The results of exploratory factor analysis are shown in Table 3 and Table 4 below.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.724
Bartlett's Test of Sphericity	Approx. Chi-Square	1609.368
	df	66
	Sig.	.000

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.631	30.260	30.260	3.631	30.260	30.260	2.709	22.574	22.574
2	2.748	22.897	53.157	2.748	22.897	53.157	2.190	18.253	40.827
3	1.256	10.467	63.624	1.256	10.467	63.624	2.034	16.948	57.775
4	1.115	9.288	72.912	1.115	9.288	72.912	1.816	15.137	72.912
5	.882	7.349	80.261						
6	.700	5.831	86.093						
7	.494	4.117	90.210						
8	.431	3.592	93.801						
9	.251	2.089	95.890						
10	.232	1.935	97.825						
11	.175	1.458	99.284						
12	.086	.716	100.000						

Extraction Method: Principal Component Analysis.

Table 3. Total variance explained

Source: Author's survey results

Rotated Component Matrix ^a					
Scales	Observed variables	Component			
		1	2	3	4
1. Human capital (HC)	HC1	.814			
	HC2	.811			
	HC3	.798			
2. Indigenous culture (IC)	IC1		.807		
	IC2		.803		
	IC3		.784		
3. Cultural policy (CP)	CP1			.802	
	CP2			.786	
	CP3			.792	
4. Cultural resource management (CRM)	CRM1				.804
	CRM2				.797
	CRM3				.785
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations.					

Table 4. Rotated component matrix

Source: Author's survey results

In quantitative research, according to Hair, J.F. et al. (2009), exploratory factor analysis was performed in accordance with the data set through the values: $0.5 \leq KMO \leq 1$; Bartlett's test has an observed significance level Sig. < 0.05; Eigenvalue ≥ 1 ; Total Variance Explained $\geq 50\%$; Factor Loading ≥ 0.5 . Data in Table 3 and Table 4 show:

+ KMO coefficient = 0.724 > 0.5, confirming that exploratory factor analysis is appropriate for the data set; Bartlett's test has an observed significance level Sig. = 0.000 < 0.05, showing that the observed variables have a linear correlation with the representative factor. Total Variance Explained with Cumulative % = 72.912% > 50% (Table 3), showing that 72.912% of the variation of the representative factors is explained by the observed variables; the observed variables all have Factor Loading > 0.5 (Table 4), showing that the observed variables have good statistical significance. The theoretical research model initially proposed is consistent with the survey research practice.

+ The observed variables were extracted into 04 factors corresponding to the 04 initial factors with Eigenvalues > 1 (Table 3), continuing to confirm the suitability of the initial research model. And the initial research model was kept intact, including: 03 independent variables "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP) and 01 dependent variable "Cultural resource management" (CRM) with 12 observed variables with good statistical significance, which can perform multivariate linear regression analysis to examine the relationship of variables in the model. The results of the regression analysis are shown in Table 5, which is the basis for the author to draw research conclusions.

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	VIF
1	(Constant)	1.112	.624		11.528	.000	
	Human capital (HC)	.381	.289	.374	9.725	.000	1.859
	Indigenous culture (IC)	.323	.264	.295	8.371	.000	1.806
	Cultural policy (CP)	.288	.207	.167	7.832	.000	1.796
a. Dependent Variable: Cultural resource management (CRM) R Square: 0.737; Durbin-Watson: 2.101							

Table 5. Multivariate regression results
Source: Author's survey results

The data in Table 5 shows:

+ R Square = 0.737, confirming that the scales "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP) explain 73.7% of the variation in the scale "Cultural resource management" (CRM); VIF = 1.859, VIF = 1.806, VIF = 1.796 ($1 < \text{VIF} < 2$), showing that the regression model does not have multicollinearity; Durbin-Watson = 2.101 ($1 < d < 3$), showing that the regression model does not have autocorrelation, confirming that the scales "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP) are independent and have the same impact on the scale "Cultural resource management" (CRM), confirming the suitability of the theoretical research model with the survey data set.

+ The regression coefficients of the three independent variables "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP) are all statistically significant Sig. = 0.000 (Sig. < 0.05) and have positive values: B(HC) = 0.381, B(IC) = 0.323 and B(CP) = 0.288, confirming the positive relationship between the three independent variables "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP) and 01 dependent variable "Cultural resource management" (CRM); hypotheses H1, H2, H3 are accepted; the initial research model continues to be confirmed to be appropriate.

Based on the generalized regression model of Hair, J.F. et al. (2009): $Y = B_0 + B_1 * X_1 + B_2 * X_2 + \dots + B_i * X_i$, the author determined the multivariate regression model of this study as follows: $\text{CRM} = 1.112 + 0.381 * \text{HC} + 0.323 * \text{IC} + 0.288 * \text{CP}$

Based on the regression coefficient (B), it can be seen that the correlation level of the independent variables and the dependent variables in decreasing order is: "Human capital" (HC), "Indigenous culture" (IC), "Cultural policy" (CP). That contributes to further confirming the results of empirical research in Vietnam, that human capital, indigenous culture and cultural policy are factors that have a direct impact on cultural resource management. Current practice shows that human capital is a great advantage for localities, that people have a cultural level, are educated

in the tradition of patriotism and love for the nation; have knowledge, professional skills and the ability to access new knowledge of the times; have the will and aspiration to develop, become the subject to implement the cultural development goals of the locality. Next, localities also have the advantage of the diversity and uniqueness of indigenous culture, promoting socio-economic development to implement long-term strategic development goals.

However, the empirical research results also show limitations in the practice of cultural resource management, that many localities and communities have not yet optimally exploited indigenous cultural advantages to create diverse cultural products for socio-economic development. Many localities have not yet effectively implemented policies to stimulate and exploit the cultural potential of the community; have not yet effectively implemented policies to support people in exploiting community cultural values; have not yet effectively exploited community cultural values for socio-economic development. This practice needs to be paid attention to and adjusted with specific policies so that localities can promote the advantages of cultural resources towards achieving sustainable development goals: Implement planning to develop diverse cultural products associated with preserving and promoting indigenous cultural values; Support people to develop diverse cultural products based on the foundation of typical indigenous culture to promote the development of cultural resources to serve socio-economic development goals.

In general, human capital development, indigenous culture development and implementation of appropriate cultural policies need to be carried out synchronously. However, in the current context, priority is given to planning for the development of diverse cultural products to both preserve cultural values and enhance the cultural values of indigenous communities to serve the goal of cultural resource management and development, promoting local socio-economic development. Because cultural products are exploited and used to serve people's spiritual life, meeting people's cultural enjoyment needs, and will automatically transform into other valuable social resources.

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