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NGUYEN THI THU DUNG

**LEADERSHIP OF THE NINH BÌNH PROVINCIAL PARTY
COMMITTEE IN THE PRESERVATION, RESTORATION,
AND PROMOTION OF THE VALUES OF HISTORICAL AND
CULTURAL HERITAGE SITES FROM 2005 TO 2020.**

**DOCTORAL DISSERTATION ABSTRACT
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Research Supervisor:

- 1. PhD Vu Ngoc Luong**
- 2. PhD Dang Kim Oanh**

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INTRODUCTION

1. Reason for choosing the topic

Tangible and intangible cultural heritage are material and spiritual products of historical, cultural, and scientific value, being passed down from generation to generation in diverse forms, celebrating the unique values shaped through the nation's historical development. Cultural heritage is an invaluable asset, serving as both the “glue” that binds and unites the national community, and the “soul” of national identity. As such, it serves as a particularly important resource for socio-economic development. The value of cultural heritage constitutes a spiritual foundation, an intrinsic resource, and a driving force for national construction and development. Historical and cultural relics are an essential component of cultural heritage, encompassing structures, locations, artefacts, antiquities, and national treasures associated with places of historical, cultural, scientific, and aesthetic significance. The system of the historical and cultural relics is considered one of the valuable resources for promoting socio-economic development in every country. Especially in the context of accelerating industrialisation, modernisation, and deep international integration, the requirement for national development necessitates the maximum mobilisation of all resources. The preservation, restoration, and promotion of the values of historical and cultural relics have thus become an urgent task. The rational and effective management of such relics creates a vital driving force contributing to sustainable economic growth.

Recognising the position, role, and importance of historical and cultural relics, President Ho Chi Minh signed Decree No. 65 on 23 November 1945 on the Preservation of Antiquities, which emphasized the importance of safeguarding historical and cultural monuments. Following his views, throughout the process of national development, the Party and the Government have promulgated many policies and guidelines on the preservation and promotion of the values of cultural heritage in general, and historical and cultural relics in particular. Notably, during the period of comprehensive reform, alongside changes in economic policy, the Party's cultural policy also underwent significant breakthroughs. From the Central Resolution No. 5 of the 8th Party Congress (1998) to Resolution No. 33 of the 9th Plenary Session of the

11th Party Central Committee (9 June 2014), the Party's evolving perspectives became evident. Culture was identified as both a goal and a driving force for development, an intrinsic resource, and upholds the viewpoint that "cultural development is the spiritual foundation". The Party attached importance to culture in both politics and economics, emphasizing the preservation and promotion of national cultural identity, leveraged the soft power of Vietnamese culture, and selectively absorbing the essence of world civilisation. These orientations provide important guidelines for localities nationwide, particularly those rich in historical and cultural relics such as Ninh Binh Province, to formulate appropriate policies for development.

Ninh Binh - an ancient capital with a thousand years of history - possesses a rich system of diverse and distinctive historical and cultural relics that have been built and preserved over millennia. Fully aware of the importance and value of these relics, and in line with the Party and State's cultural policies, the Ninh Binh Provincial Party Committee has consistently prioritised cultural development alongside economic growth. Among these efforts, the preservation, restoration, and promotion of the values of historical and cultural relics have been identified as one of the Committee's most important and long-term tasks. Under the leadership of the Provincial Party Committee, Ninh Binh has achieved notable results: preservation and restoration work has become gradually systematic and aligned with the Cultural Heritage Law and its amended and supplemented regulations; publicity and promotion of the values of heritage relics have been carried out through diverse forms; and heritage promotion of the values linked with socio-economic development has yielded increasingly significant results. With the strength of a rich and unique historical and cultural relic system, notably the special national historical relic site of Hoa Lu Ancient Capital - a place containing a strong national cultural imprint, the world cultural and natural heritage of Trang An Scenic Landscape Complex - a symbol of harmony between conservation and development, is reaching out to become a global heritage brand. Through many studies by domestic and foreign scientists, the heritage has been elevated and the position of Trang An in the world has been consolidated, which is the basis for building tourism products with historical and cultural depth in Trang An, opening up opportunities to realize the goal

of building Ninh Binh into a millennium heritage city in the future.

Besides the achievements gained, the leadership of the Ninh Binh Provincial Party Committee in preserving, restoring, and promoting the value of historical and cultural relics still has certain limitations and shortcomings. The decentralisation of management of historical and cultural sites within the province is still incomplete; local management is sometimes weak, uncoordinated, and passive in addressing emerging issues; propaganda and dissemination of heritage-related policies and laws in remote and ethnic minority areas are insufficient; the team of officials responsible for heritage management at the grassroots level is inadequate; and the mobilisation of social resources for preservation and restoration remains limited, etc. In the new context, as socio-economic development requires the full exploitation of provincial potential, strengthening leadership in the preservation, restoration, and promotion of the values of historical and cultural relics becomes ever more important. A systematic and objective study of the leadership role of the Ninh Binh Provincial Party Committee in this field during 2005–2020 is necessary not only to clarify achievements and limitations, identify issues for further research, and draw valuable lessons for future policymaking, but also to contribute to the assessment of how major Party policies have been implemented in a locality with unique characteristics. So far, no independent and systematic study has addressed the leadership of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020 from the perspective of the Party History discipline. For these reasons, the doctoral candidate has chosen the topic: *“Leadership of the Ninh Binh Provincial Party Committee in the Preservation, Restoration, and Promotion of the Values of Historical and Cultural Heritage Sites from 2005 to 2020.”* as the subject of this doctoral dissertation in the field of the History of the Communist Party of Vietnam.

2. Research Objectives and Tasks

2.1. Research Objectives

To clarify the process by which the Ninh Binh Provincial Party Committee led the preservation, restoration, and promotion of the values of historical and cultural

relics from 2005 to 2020; thereby drawing some lessons of reference value for the coming period.

2.2. Research Tasks

To achieve the above objectives, the dissertation focuses on the following tasks:

First: To provide an overview of research related to the dissertation topic.

Second: To analyse the factors influencing the leadership of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020.

Third: To examine the policies, directives, and results of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics during period 2005 - 2020.

Fourth: To assess the strengths and limitations, identify the causes, and draw some lessons from the process by which the Ninh Binh Provincial Party Committee led the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020.

3. Research Subject and Scope

3.1. Research Subject

The leadership activities of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020.

3.2. Research Scope

In terms of content: The dissertation studies the policies and directives of the Ninh Binh Provincial Party Committee on the preservation, restoration, and promotion of the values of historical and cultural relics in five aspects: (1) Directing the consolidation of the organisational management mechanism, inspection, supervision, and cadre workforce development; (2) Directing the survey and classification of historical and cultural relics, and developing synchronised infrastructure; (3) Directing the mobilisation of resources for the preservation, restoration, and promotion of the values of relics; (4) Directing the communication and education in traditions associated with historical and cultural relics; (5) Directing the promotion of the values of historical

and cultural relicsthrough museum activities and tourism-based economic development.

In terms of space: The research is conducted within the territory of Ninh Binh Province.

In terms of time: From the 19th Congress of the Ninh Binh Provincial Party Committee (December 2005) to 2020, the year marking the conclusion of the 21st Congress (October 2020). However, to ensure a systematic approach and to achieve the research objectives, the dissertation also refers to certain aspects related to the preservation, restoration, and promotion of the values of historical and cultural relics in Ninh Binh Province prior to 2005.

4. Theoretical Foundation and Research Methods

4.1. Theoretical Foundation

The dissertation is based on the perspectives of Marxism–Leninism, the thoughts of Ho Chi Minh, and the policies of the Communist Party of Vietnam regarding the preservation, restoration, and promotion of the values of historical and cultural relics.

4.2. Research Methods

The dissertation employs research methods of historical science, primarily the historical method and the logical method, in combination with diachronic and synchronic approaches, comparative analysis, field surveys, synthesis, and statistical methods in order to elucidate the main contents of the dissertation.

5. Theoretical and Practical Significance of the Topic

5.1. Theoretical Significance

- The dissertation contributes to summarising the leadership process in the preservation, restoration, and promotion of the values of historical and cultural relics during 2005-2020, based on the practice of Ninh Binh Province.

- It provides additional arguments for supplementing and developing the policies of the Ninh Binh Provincial Party Committee on the preservation, restoration, and promotion of the values of historical and cultural relics in the coming period.

5.2. Practical Significance

- The experiences presented in the dissertation can serve as references for the

leadership and direction of the preservation, restoration, and promotion of the values of historical and cultural relics in Ninh Binh Province in the following years.

- The dissertation can be used as reference material for the study, research, and teaching of the History of the Party and the history of the Ninh Binh Provincial Party Committee.

6. New Contributions of the Dissertation

- The dissertation provides a comprehensive, up-to-date, and reliable body of documents related to the leadership of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020.

- It contributes to objectively reconstructing the process by which the Ninh Binh Provincial Party Committee led the preservation, restoration, and promotion of the values of historical and cultural relics during this period.

- It offers evaluations and draws lessons from the leadership process of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020.

7. Structure of the Dissertation

Apart from the Introduction, Conclusion, the list of the author's published scientific works related to the dissertation, the References, and the Appendices, the dissertation consists of 4 chapters with 8 sections.

OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC

1.1. Research Works Related to the Dissertation Topic

1.1.1. Research Works by Foreign Authors

Studies by foreign scholars on the preservation, restoration, and promotion of the values of historical and cultural relics have established a relatively comprehensive theoretical framework. These studies focus on clarifying the concept of heritage values as well as principles and methods of preservation appropriate to specific historical, cultural, and social contexts.

New research trends also emphasise the integration of heritage preservation with socio-economic development, particularly through cultural tourism, spatial planning, and heritage education, in order to ensure harmony between preservation and development.

1.1.2. Research Works by Domestic Authors

Within domestic scholarship, three main approaches can be identified: (1) Studies on a nationwide scale related to the dissertation topic; (2) Studies on the preservation, restoration, and promotion of the values of historical and cultural relics in various localities; (3) Studies on the preservation, restoration, and promotion of the values of historical and cultural relics in Ninh Binh Province. These works have addressed both theoretical and practical aspects of preservation and promotion, analysing the role and importance of heritage preservation as well as challenges posed by urbanisation, the development of the market economy, and international integration. Through their examination of historical–cultural sites and scenic landscapes, domestic studies have presented a vivid picture of Vietnam as a country rich in heritage, with relics of both historical and aesthetic value. Some works have also considered local Party Committees from the perspective of Party history. The results show that, to date, no study has undertaken an in-depth analysis of the leadership role of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the

values of historical and cultural relics. This represents a scientific gap that the researcher aims to address in order to develop and complete the dissertation topic.

1.2. Overview of Research Results and Issues to Be Addressed

1.2.1. Overview of Published Research Results

Both domestic and international studies on the preservation, restoration, and promotion of the values of relics have achieved significant results. Internationally, many works emphasise the role of cultural heritage in maintaining national identity, promoting sustainable development, and building cultural resilience in the context of globalisation. These studies are often interdisciplinary, combining anthropology, preservation science, museology, and tourism studies, thereby proposing community-based preservation models and strategies to utilise heritage as a resource for development. In Vietnam, research works have also made significant contribution to recognising the historical, cultural, and scientific values of various types of relics, while also recommending practical solutions to enhance the effectiveness of preservation and promotion of the values in different local contexts. Many studies underline the role of relics in patriotic education, fostering national spirit, raising community awareness of cultural preservation, and linking heritage with cultural tourism and socio-economic development. Both domestic and international studies have approached this issue from multiple disciplinary perspectives, such as state management, cultural studies, museology, archaeology, and heritage architecture. Nevertheless, there has not yet been any systematic research on the leadership of the Ninh Binh Provincial Party Committee in this field during the period 2005-2020. This remains a research gap that requires scholarly attention in order to clarify the viewpoints, policies, leadership methods, and achievements of the Provincial Party Committee in this strategically important field, which is significant for politics, culture, and sustainable development.

1.2.2. Issues to Be Addressed by the Dissertation

The aforementioned studies have addressed the issues of preserving and promoting the values of historical and cultural relics from various perspectives and dimensions. The research results of these works have opened up new, meaningful, and

valuable issues for the author of this dissertation to reference and inherit in order to serve the research objectives. However, , none has thoroughly examined the leadership of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of heritage values from 2005 to 2020. This is therefore a clear “gap” that this dissertation aims to address and investigate.

From the issues that have not been comprehensively addressed from the perspective of the History of the Party, the dissertation titled “*Leadership of the Ninh Binh Provincial Party Committee in the Preservation, Restoration, and Promotion of the Values of Historical and Cultural Heritage Sites from 2005 to 2020*” focuses on the following issues:

First: To analyse the factors influencing the leadership of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the values of historical and cultural relics, and to assess the status of this work before 2005.

Second: To clarify the policies of the Party, the State, and the Ninh Binh Provincial Party Committee on the preservation, restoration, and promotion of the values of historical and cultural relics from 2005 to 2020.

Third: To present systematically the process by which the Ninh Binh Provincial Party Committee directed this work from 2005 to 2020.

Fourth: Based on the practical experience of the Party Committee’s leadership in this work during 2005–2020, to identify the strengths, limitations, and causes, and to draw lessons from the leadership experience of the Ninh Binh Provincial Party Committee in this field, which may serve as references for similar localities across the country.

Summary of Chapter 1

The overview of research shows that there have been many studies, both domestic and international, on the preservation, restoration, and promotion of the values of historical and cultural relics. These studies are diverse in content and presented in various forms, including reference books, research projects at different levels, doctoral dissertations, conference papers, and articles published in specialized journals. The authors have clarified the position and strategic significance of cultural heritage in preserving and promoting traditional values. In the contemporary context, the effective utilization and enhancement of the values of heritage is considered an essential element for building an advanced Vietnamese culture imbued with national identity, while providing a foundation for sustainable socio-cultural development. Many studies have focused on the conservation and promotion of the values of historical and cultural relics, including a considerable number of works dedicated to Ninh Binh Province-a former imperial land rich in historical and cultural heritage potential.

The works related to the topic serve as valuable sources and references that assist the doctoral researcher in approaching the content, methodology, and ideas during the process of conducting and completing the dissertation. However, up to now, there has been no scientific research that provides a fundamental and systematic examination of the preservation, restoration, and promotion of historical and cultural relics in Ninh Binh from the perspective of the Party History discipline. Based on this, the dissertation delves into the subject, aiming to clarify the process by which the Ninh Binh Provincial Party Committee has led efforts in preserving, restoring, and promoting the value of historical and cultural relics from 2005 to 2020. This contributes to summarizing the implementation of an important policy of the Party in a locality with a diverse, abundant, and unique system of historical and cultural relics. It also helps address existing limitations, build upon achieved results in this work, and thereby contribute to the successful implementation of the comprehensive renovation policy.

Chapter 2

THE POLICY AND GUIDANCE OF THE NINH BINH PROVINCIAL PARTY COMMITTEE ON THE PRESERVATION, RESTORATION, AND PROMOTION OF THE VALUES OF HISTORICAL AND CULTURAL RELICS FROM 2005 TO 2010

2.1. Factors Influencing the Leadership of the Ninh Binh Provincial Party Committee

2.1.1. International and Domestic Context

The international context of globalisation and multilateral cooperation created favourable conditions for accessing knowledge, experience, and resources in heritage preservation. International commitments also helped to enhance public awareness of the importance of safeguarding cultural heritage. However, global instabilities such as ethnic and religious conflicts and territorial disputes posed potential negative impacts. Domestically, after 20 years of renovation, Vietnam had achieved many socio-economic successes, creating a foundation for heritage preservation, restoration, and promotion. Yet challenges remained, stemming from urbanisation, the commercialisation of culture, and social transformation. These international and domestic factors significantly influenced the leadership of the Ninh Binh Provincial Party Committee in shaping development policies for the province in general, and for culture and society in particular. At this juncture, Ninh Binh faced both major opportunities and daunting challenges, requiring the Party Committee and the people to unite and harness collective strength to overcome difficulties, seize opportunities, and affirm the province's position as a delta region with a rich historical and cultural heritage.

2.1.2. Natural Conditions, Socio-Economic Factors, and Cultural–Historical Traditions

Ninh Binh is a locality with abundant natural resources and diverse topography, including mountains, plains, rivers, and caves. It is also densely endowed with historical and cultural relics that have shaped the province's identity. During the reform period, the province's socio-economic situation improved markedly, with rising living

standards creating favourable conditions for heritage preservation and promotion. Alongside natural and social advantages, Ninh Binh's rich cultural-historical traditions provided a strong foundation and spiritual resource for heritage work. In recent years, preservation, restoration, and promotion of the values activities had achieved positive results, contributing to safeguarding cultural identity and developing tourism. However, many relics remained seriously degraded, underfunded, and underutilised, while efforts to promote heritage values were limited compared to the province's abundant potential. This situation underscored the urgent need for the Provincial Party Committee to strengthen leadership in a systematic and comprehensive manner, suited to local characteristics and sustainable development requirements.

2.1.3. Party and State Policies

The 10th National Party Congress (April 2006) affirmed the policy of continuing investment in the preservation and restoration of cultural and historical relics, while emphasising the need to link relics promotion of the values with socio-economic development, particularly cultural tourism. This represented a strategic vision of the Party in protecting and enhancing traditional values in the context of integration and development. On this basis, the Government issued numerous legal instruments-decisions, decrees, and regulations-on the preservation, restoration, and promotion of the values of relics, reflecting the State's strong concern for this field and creating the necessary legal framework for effective nationwide implementation. The Party's policy, together with the State's increasingly complete system of regulations, provided important orientations and a foundation for local Party Committees to develop appropriate policies and solutions for heritage leadership and management.

2.2. The Policy and Guidance of the Ninh Binh Provincial Party Committee

2.2.1. Policies of the Ninh Binh Provincial Party Committee

The dissertation focuses on clarifying the guidelines of the Ninh Bình Provincial Party Committee in leading the work of preserving, restoring, and promoting the value of historical and cultural relics during the period 2005–2010, as defined at the 19th Provincial Party Congress for the 2005–2010 term, as well as in thematic resolutions, full-term work programs, and action plans of the Provincial Party Executive

Committee. During the 2005-2010 period, the Party Committee's policies on heritage preservation, restoration, and promotion of the values were expressed in several respects:

Direction: The Ninh Binh Provincial Party Committee identified the preservation and promotion of the value of historical and cultural relics as an essential component of building a modern Vietnamese culture imbued with national identity. Efforts were to be multi-sectoral, mobilising coordination across levels, sectors, and political-social organisations, with the cultural sector at the centre. Preservation was not treated in isolation but linked directly with the province's socio-economic development strategy and sustainable development goals.

Objectives: To preserve, restore, and promote heritage values in order to protect cultural assets, educate the community in traditions and revolutionary history, and foster economic growth, particularly through cultural tourism. Preservation was integrated into socio-economic development programmes and poverty reduction strategies, contributing to improved living standards.

Tasks: The Party Committee set out key tasks: (1) thoroughly disseminating and concretising Central Party guidelines and resolutions on cultural development; (2) strengthening propaganda to raise community awareness of heritage preservation; (3) developing plans to protect and restore classified sites; (4) organising restoration and effective, scientific utilisation of heritage resources.

Solutions: To implement these tasks effectively, the Party Committee promoted inter-sectoral coordination; developed comprehensive preservation plans aligned with local realities; conducted widespread education and publicity, especially through schools; and strengthened the integration between preservation and tourism development, thereby creating distinctive cultural-tourism products and generating resources for economic development and poverty reduction.

2.2.2. Guidance of the Ninh Binh Provincial Party Committee

Along with formulating policies, the Provincial Party Committee guided the preservation, restoration, and promotion of the values of historical and cultural relics in specific areas: (1) Directing improvements in organisational structures, inspection, supervision, and cadre development; (2) Directing surveys, classification, and

infrastructure development for historical and cultural relics; (3) Mobilising resources for preservation, restoration, and promotion; (4) Promoting traditional education linked to relics; (5) Promoting heritage values through museums and tourism development.

The Provincial People's Committee concretised the Party Committee's policies on preserving, restoring, and promoting the value of historical and cultural relics by issuing Decisions on organisational restructuring, classification of heritage sites, and preservation–restoration projects. It also issued implementation plans, directing the Department of Culture and Information (renamed the Department of Culture, Sports, and Tourism in 2008) to take responsibility for heritage work.

Summary of Chapter 2

Ninh Binh is a province rich in cultural and natural resources, distinguished by a diverse system of historical and cultural sites deeply imprinted with national history. Recognizing the crucial role and value of historical and cultural relics in the process of sustainable development, the Party Committee and the authorities of Ninh Binh Province have established strategic orientations and implemented decisive directives in the preservation, restoration, and promotion of these relics.. Between 2005 and 2010, significant progress was achieved: historical and cultural relics were systematically surveyed, classified, and managed; specialised agencies were strengthened; and heritage inventories and documentation were carried out scientifically. These achievements raised public awareness, attracted investment, and contributed to socio-economic growth, positioning Ninh Binh as a model for heritage work in the Red River Delta. However, challenges remained: infrastructure was inadequate, investment resources limited, and heritage promotion of the values underexploited; some localities still struggled with management. From these realities, valuable lessons were drawn to inform more effective policies and solutions for the future.

Chapter 3

POLICIES AND GUIDANCE OF THE NINH BINH PROVINCIAL PARTY COMMITTEE ON THE PRESERVATION, RESTORATION, AND PROMOTION OF THE VALUES OF HISTORICAL AND CULTURAL RELICS FROM 2010 TO 2020

3.1. New Factors Influencing the Leadership of the Ninh Binh Provincial Party Committee

3.1.1. International and Domestic Context

The dissertation focuses on clarifying that during 2010-2020, the preservation, restoration, and promotion of historical and cultural relics in Ninh Binh Province were affected by both international and domestic factors. Globally, the processes of integration, the rapid development of the knowledge economy, science and technology, and the cultural industry, together with the explosion of information technology in the Fourth Industrial Revolution, introduced new methods for heritage preservation, such as digitisation of documents, virtual museums, and applications of artificial intelligence and virtual reality in heritage management. These presented both opportunities and challenges. Domestically, the Party's guidelines and the State's policies continued to affirm the central role of culture, emphasising heritage preservation, restoration, and promotion of the values as key elements in the strategy of sustainable national development. In Ninh Binh, positive socio-economic changes, the rising demand for cultural activities, urbanisation, and tourism growth also created new requirements for heritage management and promotion.

3.1.2. Party and State Policies

During this period, the Party's policies on heritage preservation, restoration, and promotion of the values were reflected in the 11th National Congress (2011), the 12th National Congress (2016), and especially Resolution No. 33-NQ/TW (9 June 2014) of the 9th Plenary Session of the 11th Central Committee on building and developing Vietnamese culture and people to meet the demands of sustainable development.

These policies stressed promoting the mobilisation of social resources for heritage preservation, enhancing state management, strengthening the enforcement of

heritage laws, and linking heritage with tourism development to ensure harmony between cultural preservation and socio-economic growth. On this basis, the Government issued many decisions and decrees to concretise and implement heritage policies nationwide.

3.2. Policies and Guidance of the Ninh Binh Provincial Party Committee

3.2.1. Policies of the Ninh Binh Provincial Party Committee

In line with the Party's and State's policies, the Provincial Party Committee's orientations during 2010-2020 were reflected in the documents of the 20th (2010-2015) and 21st (2015-2020) Provincial Party Congresses, as well as in specialised resolutions, work programmes, and action plans. On the basis of thoroughly grasping the Party's guidelines and the State's policies, the orientation of the Ninh Binh Provincial Party Committee regarding the conservation, restoration, and promotion of the value of historical and cultural relics during the period 2010–2020 is reflected in the following aspects::

Direction: The Ninh Binh Provincial Party Committee has identified the primary orientation as the conservation, restoration, and promotion of the value of historical and cultural relics in harmony with socio-economic development in the context of accelerating industrialization and modernization. Heritage work was closely linked with tourism development and integrated into the province's overall strategy, particularly through the effective utilisation of major sites such as Hoa Lu Ancient Capital and the Trang An Scenic Landscape Complex, while promoting international exchange and cooperation.

Objectives: To build a system of relics as an important resource serving both sustainable tourism and the enhancement of cultural and spiritual life. Through preservation work, the province aimed to promote cultural traditions, educate younger generations, and drive economic and social development.

Tasks: To realise these objectives, the Provincial Party Committee identified the following key tasks: strengthening the integration of heritage preservation with tourism development, especially at sites of outstanding value; intensifying the promotion of the values of Ninh Binh's cultural image both domestically and internationally;

fostering the active participation of mass organisations, local communities, clans, families, and the education system in heritage preservation and dissemination; organising traditional festivals at relics to enrich cultural life and enhance public awareness.

Solutions: To ensure effective implementation, the Party Committee promoted state management, encouraged the mobilisation of social resources with the motto “*the State and the people working together*”, introduced mechanisms and incentives for public participation, developed distinctive cultural–tourism products, safeguarded the authenticity of heritage, and enhanced heritage education for youth through study tours and research activities.

3.2.2. Guidance of the Ninh Binh Provincial Party Committee

The Provincial Party Committee also provided specific guidance in five areas: (1) Improving organisational structures, inspection, supervision, and cadre development; (2) Conducting surveys, classification, and infrastructure development for heritage sites; (3) Mobilising resources for preservation, restoration, and promotion; (4) Promoting traditional education linked to heritage sites; (5) Promoting heritage values through museums and tourism development.

The Provincial People’s Committee concretised these policies by issuing decisions on organisational restructuring, classification of heritage sites, and preservation-restoration projects, and by directing the Department of Culture, Sports, and Tourism (divided in 2016 into the Department of Culture and Sports and the Department of Tourism) to carry out heritage work.

Summary of Chapter 3

In the context of industrialisation, modernisation, and global integration, Ninh Binh faced both opportunities and challenges in cultural development. Globalisation facilitated cultural exchange but also risked eroding traditional values. This was also the period when the Central Party issued crucial resolutions guiding localities in heritage work. Thoroughly implementing Party policies, the Ninh Binh Provincial Party Committee demonstrated comprehensive, proactive, and in-depth leadership in

heritage preservation, restoration, and promotion. Under its leadership, and with the Provincial People's Committee's guidance, notable results were achieved: the province conducted comprehensive inventories, classified heritage sites at international, national, and provincial levels, restored and revitalised many sites, and linked heritage with socio-economic development and tourism. Public awareness and participation were enhanced, while education and mobilisation of social resources yielded positive outcomes. Although some limitations persisted-such as inadequate resources and uneven management-the achievements of 2010-2020 marked significant progress in the thinking and actions of the Provincial Party Committee. These accomplishments laid an important foundation for the province's cultural development in the new era.

Chapter 4

REVIEW AND LESSONS LEARNED

4.1. Review of the Leadership of the Ninh Binh Provincial Party Committee in the Preservation, Restoration, and Promotion of Historical and Cultural Relics (2005-2020)

4.1.1. Strengths and Causes

The dissertation highlights several strengths in the leadership of the Ninh Binh Provincial Party Committee in the preservation, restoration, and promotion of the value of historical and cultural relics: *First*, the Provincial Party Committee thoroughly implemented the Party's and the State's policies, incorporating them into practical policies on the preservation, restoration, and promotion of the values of historical and cultural relics suited to the province's conditions. *Second*, the Party Committee strengthened its direction, promptly introduced appropriate solutions, and enhanced the effectiveness of heritage work. *Third*, the achievements in the preservation, restoration, and promotion of the values of historical and cultural relics made a positive contribution to economic growth and to the improvement of both material and spiritual living standards for the people of the province.

The main causes of these strengths can be identified as follows: The consistent attention and support of the Party and the State to heritage work in Ninh Binh; The Provincial Party Committee's emphasis on propaganda, mobilisation, and the effective engagement of the entire political system and diverse economic sectors; Its consistent attention to inspection and supervision, thereby improving the effectiveness of heritage preservation and promotion; The favourable conditions generated by the socio-economic achievements of the reform era, especially in the economic sphere, which facilitated heritage work in the province.

4.1.2. Limitations and Causes

Despite these achievements, the leadership of the Ninh Binh Provincial Party Committee still revealed certain limitations: *First*, some policies on the preservation, restoration, and promotion of the values of historical and cultural relics were incomplete and lacked coherence. *Second*, the Committee's direction of heritage work

was, at times and in some places, lax and insufficiently rigorous. *Third*, the effectiveness of promoting relics through museum activities and tourism development remained low and not commensurate with the province's potential.

The causes of these limitations include: First, Certain Party Committees and local authorities did not devote sufficient attention to the preservation, restoration and promotion; Second, state management of heritage was slow to innovate, and coordination among provincial departments and agencies remained weak; Third, the adverse impacts of natural conditions and the negative effects of the market economy also played a role.

4.2. Lessons Learned from Practice (2005-2020)

From the practice of the Ninh Binh Provincial Party Committee's leadership in the preservation, restoration, and promotion of the values of historical and cultural relics during 2005-2020, several lessons can be drawn:

4.2.1. It is essential to continuously strengthen the leadership capacity of Party Committees at all levels, as this is the decisive factor in ensuring the success of heritage work.

4.2.2. The mobilisation and effective use of social resources must be promoted in support of the preservation, restoration, and promotion.

4.2.3. The preservation, restoration, and promotion of the values of historical and cultural relics must always be closely integrated with economic development in a harmonious and sustainable manner.

4.2.4. Special attention should be given to building and developing a team of professional managers and specialists with strong expertise and practical skills in the preservation, restoration, and promotion of the values of historical and cultural relics.

Summary of Chapter 4

Looking back over 15 years of implementing the Party's policy of comprehensive reform (2005-2020), it can be affirmed that the Ninh Binh Provincial Party Committee has consistently prioritised the preservation, restoration, and promotion of the values of historical and cultural relics. Its leadership was

comprehensive, flexible, and timely, thereby contributing to the effective safeguarding and enhancement of traditional cultural values. Propaganda and education helped to build consensus and unity in both awareness and action across the political system and among the people. Nevertheless, shortcomings remained: policies were sometimes incomplete and inconsistent, direction was occasionally lax, and the effectiveness of museums and tourism in promoting heritage was not commensurate with the province's potential. From these realities, the lessons identified above serve as an important theoretical and practical foundation for refining policies and guidelines, and for improving the effectiveness of the preservation, restoration, and promotion of the values of historical and cultural in Ninh Binh Province in the years ahead.

CONCLUSION

The study on the topic *“Leadership of the Ninh Binh Provincial Party Committee in the Preservation, Restoration, and Promotion of the Values of Historical and Cultural Heritage Sites (2005-2020)”* has produced the following conclusions:

1. Ninh Binh is a land of natural beauty and cultural significance, where the historical, cultural, and religious values of the Vietnamese nation have converged and developed through different periods. The system of historical and cultural relics in the province was formed and developed in association with major milestones of national history - from the establishment of the early Vietnamese state under the Dinh and Early Le dynasties, to successive periods of resistance against foreign invaders, and to modern nation-building and defence.

This heritage system forms an integral part of the nation’s cultural legacy, vividly reflecting the historical, cultural, and spiritual evolution of the people of Hoa Lu, the ancient capital. With a high density of sites, diverse types, and significant historical and artistic value, Ninh Binh’s heritage not only provides educational opportunities for nurturing national identity but also serves as a special resource for the development of tourism and socio-economic growth.

2. The preservation and promotion of the values of cultural heritage, particularly historical and cultural sites, are not merely cultural responsibilities but strategic requirements for the sustainable development of every locality and the nation as a whole. For Ninh Binh — a land of exceptional natural and historical value — heritage work is both a tribute to the past and an important resource for present development and future-oriented progress. In the process of sustainable development, heritage preservation, restoration, and promotion of the values play a central role in strengthening local identity and fostering socio-economic growth.

3. From 2005 to 2020, the Ninh Binh Provincial Party Committee thoroughly and consistently implemented the Party’s guidelines and the State’s laws and regulations on heritage preservation, restoration, and promotion. Based on these orientations, the Committee developed and promulgated specific resolutions and action programmes, thereby institutionalising central policies into measures suited to local

realities. These documents provided an essential political and legal foundation and guided the systematic and effective implementation of heritage work throughout the province.

4. Under the leadership of the Provincial Party Committee, the preservation, restoration and promotion of the values of historical and cultural relics in Ninh Binh achieved significant results: the number of sites inventoried and classified steadily increased; many key projects were restored in a targeted and effective manner; education, publicity, and mobilisation of social resources were strengthened; and community awareness and participation improved. Sites were not only restored and protected according to regulations but also “revitalised” through festivals, exhibitions, education programmes, and especially their integration with tourism development.

Nevertheless, shortcomings persisted: the planning of the heritage system lacked coherence and was insufficiently linked with tourism and socio-economic development; financial resources, particularly from the state budget, were fragmented and inadequate for the long-term preservation of highly valuable sites; social resource mobilisation, though encouraged, remained limited and lacked sustainable mechanisms; and coordination among departments and local authorities was inconsistent. These limitations highlight the urgent need to refine policies and strengthen implementation capacity to ensure that heritage work in Ninh Binh achieves more substantial and sustainable results in the future.

5. From the practice of leadership during 2005–2020, the following lessons can be drawn: (1) continuously enhance the leadership capacity of Party Committees at all levels; (2) promote the mobilisation and effective use of social resources; (3) integrate the preservation, restoration and promotion of the values of historical and cultural relics harmoniously with economic development; (4) build and develop a team of professional managers and experts with strong expertise in heritage preservation, restoration, and promotion. These lessons form an important basis for policy-making in the coming period.

Since July 2025, based on the merger of the three provinces of Hà Nam, Ninh Bình, and Nam Định, the new Ninh Bình Province has been established. With its

characteristic of being a land that converges a long-standing history, culture, and traditions, Ninh Bình has become one of the localities possessing the largest number of historical and cultural relics in the country, creating an important foundation for the preservation and promotion of their values in the new period. This serves as an important basis for the Provincial Party Committee to formulate policies in the next stage. In the new context of industrialisation, modernisation, and deeper integration, Ninh Binh must continue to regard heritage not only as an asset of the past but also as a vital resource for present development and for building the future. Heritage should be closely integrated with tourism development, improvement of living standards, and the building of the province's image in the eyes of domestic and international communities. Only with such a long-term vision - harmonising preservation with development, tradition with modernity, and culture with economy - can Ninh Binh achieve its aspiration of becoming a “heritage city” of national stature.

**LIST OF SCIENTIFIC WORKS BY THE AUTHOR RELATED TO THE
DISSERTATION**

1. Nguyen Thi Thu Dung (2024). *“The Ninh Binh Provincial Party Committee’s Leadership in Promoting the Value of Historical and Cultural Sites Linked to Tourism Development from 2015 to the Present.”* Journal of Political Theory and Communication, Academy of Journalism and Communication, No. 2 (2024), pp. 126–128.
2. Nguyen Thi Thu Dung (2025). *“The Preservation and Promotion of Historical and Cultural Heritage Sites in Ninh Binh Province (2005–2020).”* Electronic Journal of Party History, March 2025.
<https://tapchilichsudang.vn/cong-tac-bao-ton-va-phat-huy-gia-tri-di-tich-lich-su-van-hoa-tinh-ninh-binh-2005-2020.html>
3. Nguyen Thi Thu Dung (2025). *“The Development of the Party’s Perspective on the Preservation and Promotion of Historical and Cultural Heritage Sites (1996–2023).”* Electronic Journal of Party History, June 2025.
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