BUI QUANG HIEP

STATE MANAGEMENT OF CULTURE BY THE PEOPLE'S COMMITTEE OF HANOI TODAY

SUMMARY OF PHD THESIS

HANOI – 2025

The thesis is completed at the …………….

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Reviewer 1:

Reviewer 2:

Reviewer 3:

The thesis will be defended in front of the Thesis Committee at Academy level, at the Academy of Journalism and Communication

INTRODUCTION

1. The urgency of the topic

Culture is the spiritual foundation of society, serving both as a goal and as a driving force for sustainable development. In the process of renovation and international integration, culture not only helps shape national identity but also directly contributes to creating a healthy environment, fostering socio-economic (SE) development, and consolidating the people's trust in the Party and the State.

For a special city such as Hanoi – the capital of a thousand years of civilization, the national political and administrative center, and at the same time a major hub of culture, education, science, economy, and international exchange – state management of culture holds a particularly important role, exerting profound influence on social life and the country's international standing.

The People's Committee of Hanoi (PCH) is the local administrative authority, tasked with organizing the implementation of the Constitution, laws, and government directives, and directly accountable to the people of the capital for management and development in all fields, including culture – a vital pillar of social life. State management of culture by the PCH is not only about enforcing laws and regulations in the cultural sphere but also bears strategic significance: preserving and promoting the millennia-old cultural heritage while building a modern, internationally integrated capital culture imbued with national identity.

In recent years, state management of culture by the PCH has achieved many important results: mechanisms, policies, and legal frameworks on culture have gradually been promulgated and implemented, creating a legal corridor for safeguarding Hanoi's thousand-year-old heritage while orienting urban cultural development in the modern context; cultural management

apparatuses from the city to the grassroots have been consolidated, with improved inter-agency coordination, thereby enhancing governance effectiveness; large-scale cultural programs, schemes, and plans have been deployed, generating positive social impacts; training and professional development of cultural officials have received attention, with marked improvements in capacity and qualifications; inspection and supervision in the cultural sector have become more frequent, helping to detect and address violations in areas such as advertising, festivals, and cultural services; notably, Hanoi has actively expanded international cultural cooperation, hosting regional and global events, thereby strongly promoting the image of a thousand-year-old, modern, and globally integrated capital.

Nevertheless, shortcomings remain: policies and laws are at times inconsistent and impractical; cultural management structures still display overlapping functions; program implementation has been fragmented; research and training of cultural officials have yet to meet new demands; inspection and supervision are not regular, and enforcement is sometimes lax; international cultural cooperation remains disproportionate to the capital's potential and position. In practice, the methods of state management of culture – educational–propagandist, administrative, and economic – have been applied with uneven effectiveness, sometimes lacking flexibility and contextual adaptation.

Against this backdrop, conducting theoretical research, synthesizing practical experience, objectively assessing the current situation, and identifying solutions to strengthen state management of culture by the PCH has become an urgent requirement. For these reasons, the author has chosen the topic *"State Management of Culture by the People's Committee of Hanoi today"* as the subject of the doctoral dissertation in Party Building and State Governance.

2. Research purpose and tasks

2.1. Research purpose

On the basis of clarifying theoretical and practical issues regarding state management of culture by the PCH, the dissertation proposes orientations and solutions to strengthen such management in the coming years.

2.2. Research Tasks

- Review major scientific works directly related to the topic, identifying achievements to be inherited and gaps to be addressed.

- Clarify theoretical and practical issues concerning cultural management by the PCH.

- Survey and evaluate the actual state of cultural management by the PCH since 2015, highlighting achievements, limitations, causes, and lessons learned.

- Propose orientations and solutions to enhance cultural management by the PCH in the future.

3. Study subjects and scope of the thesis

3.1. Study subjects

State management of culture by the People's Committee of Hanoi at present.

3.2. Scope of the thesis

In terms of space: The study investigates cultural management practices of the People's Committee of Hanoi.

In terms of time The study examines cultural management from 2015 to the present, with orientations projected to 2035.

4. Theoretical, practical basis and research methods of the thesis

4.1. Theoretical basis

The dissertation is grounded in Marxism–Leninism, Ho Chi Minh's thought, and the viewpoints of the Communist Party of Vietnam on culture and state cultural management.

4.2. Practical basis

The practical foundation lies in the current situation of cultural management by the People's Committee of Hanoi since 2015.

4.3. Research Methodology

The dissertation employs the methodological framework of Marxism–Leninism and a combination of methods: systematization; analysis and synthesis; induction and deduction; statistical and comparative methods; sociological surveys; and practical generalization.

5. Research Questions and Hypotheses

5.1. Research Questions

- What are the contents and methods of state management of culture?

- How has the PCH implemented cultural management in recent years?

- What key factors affect the effectiveness of cultural management by the PCH?

- What measures are needed to strengthen cultural management by the PCH in the future?

5.2. Research Hypotheses

- In recent years, the PCH has achieved significant results in cultural management but still faces certain limitations.

- These results derive from various causes, notably institutional and operational ones.

- In the coming period, comprehensive and breakthrough solutions are required, especially those addressing root causes of existing shortcomings.

6. Theoretical and Practical Significance

6.1. Theoretical Significance

The dissertation contributes to summarizing practice and further developing theory on cultural management by the People's Committee of Hanoi at present.

6.2. Practical Significance

- Research findings can serve as reference material for the PCH, the Department of Culture and Sports, and related agencies in formulating leadership and management measures.

- They can also serve as reference for teaching and research in Party Building at universities, political schools, and institutions under the Ho Chi Minh National Academy of Politics.

7. Novel Scientific Contributions

Firstly, develops a conceptualization of state management of culture by the PCH as activities implemented through policies, laws, organizational apparatuses, human resources, and other resources, aiming to regulate cultural actors and activities, preserve and promote Hanoi's heritage, and integrate global cultural achievements, thereby contributing to a progressive, nationally distinctive Vietnamese culture and sustainable socio-economic development.

Secondly, constructs a theoretical framework identifying six major contents and three methods of cultural management by the PCH.

Thirdly, draws lessons from practice: (i) strengthening inter-sectoral and inter-level coordination; (ii) promoting science and technology application in cultural management.

Fourth, Analyzes and proposes two breakthrough solutions: (i) accurately identifying priority areas and renewing management methods suited to new contexts; (ii) modernizing infrastructure and facilities, accelerating digitalization of cultural management, and expanding international cooperation.

8. Structure of the thesis

Besides the introduction, conclusion, list of published works related to the dissertation, references, and appendices, the dissertation consists of four chapters with nine sections.

Chapter 1
OVERVIEW OF RESEARCH SITUATIONS RELATED TO THE DISSERTATION TOPIC
1.1. INTERNATIONAL STUDIES

1.1.1. Research on Culture and Cultural Activities

Richard Florida (2002), *The Rise of the Creative Class*, New York: Basic Books.

George Yúdice (2003), *The Expediency of Culture: Uses of Culture in the Global Era*, Durham, NC: Duke University Press.

UNESCO (2005), *Convention on the Protection and Promotion of the Diversity of Cultural Expressions*, Paris: UNESCO.

Masayuki Sasaki (2010), "Developing Creative Industries: A Case Study of Nagoya, Japan", in *Creative Cities: A Global Perspective*, New York: Routledge, pp.165–178.

Dal Yong Jin (2021), *Artificial Intelligence in Cultural Production*, New York: Routledge.

UNESCO (2022), *Reshaping Policies for Creativity: Addressing Culture as a Global Public Good*, Paris: UNESCO.

Justin O'Connor, Xin Gu (2022), *Red Creative: Culture and Modernity in China*, Bristol: Intellect Books.

Jane Woddis (2022), *Acting on Cultural Policy: Arts Practitioners, Policy-Making and Civil Society (New Directions in Cultural Policy Research)*, Palgrave Macmillan.

1.1.2. Research on State Management of Culture

Charles Landry (2000), *The Creative City: A Toolkit for Urban Innovators*, London: Earthscan.

James Heilbrun, Charles M. Gray (2001), *The Economics of Art and Culture*, Cambridge: Cambridge University Press.

J. Mark Schuster (2002), *Informing Cultural Policy: The Research and Information Infrastructure*, Washington, D.C: The Center for Arts and Culture.

Lily Kong (2005), *The Sociality of Cultural Industries: A Case Study of the Film Industry in Singapore*, *Geoforum*, vol.36, no.4.

Nancy Duxbury, Eleanor Gillette (2007), *Culture as a Key Dimension of Sustainability: Exploring the Role of Arts and Culture in Community Development*, Vancouver: Creative City Network of Canada.

Carl Grodach, Daniel Silver (eds.) (2013), *The Politics of Urban Cultural Policy: Global Perspectives*, New York: Routledge.

Nam-Kook Kim (2009), "A Study on the Local Government's Role for Cultural Contents Industry Promotion", *Journal of the Korean Association for Local Government Studies*, 13(1), pp.7–26.

The Routledge Handbook of Urban Cultural Planning (2024), New York: Routledge.

UNCTAD (2024), *Creative Economy Outlook 2024*, Geneva: United Nations Conference on Trade and Development.

Èlia Casals-Alsina (2023), "Can the 'Creative City' be Sustainable? Lessons from the Sant Martí District (Barcelona)", *International Journal of Cultural Policy*.

European Parliament (2024), *EU Culture and Creative Sectors Policy – Overview and Future Perspective*, Brussels: European Parliament.

Savannah Fortis (2023), "Artists Embedded in Government: Expanding the Cultural Policy Toolkit", *Culture and Local Governance*.

V. Rodrigues (2024), "Greening Our Future: Cultural Policy and the Ecological Imperative", *European Journal of Cultural Management and Policy*.

Sari Karttunen, Katja Koskela (2024), "City Cultural Official as a Strategic Agent: Governing Sustainability at the Local Municipal Level through Culture", *City, Culture and Society*.

1.2. Researchs in Vietnam

1.2.1. Research on Culture and Cultural Activities

Đỗ Huy (2000), *Ho Chi Minh's Thought on Building and Developing a New Vietnamese Culture*, Social Sciences Publishing House, Hanoi.

Trần Quốc Vượng (2003), *Vietnamese Culture – Reflections and Explorations*, Literature Publishing House, Hanoi.

Central Theoretical Council (2010), *Strengthening Cultural Development in the Context of Market Economy and International Integration – Experiences of Vietnam and China*, National Political Publishing House, Hanoi.

Đinh Xuân Dũng (2013), *Culture in Vietnam's Development Strategy*, National Political Publishing House "Sự thật", Hanoi.

Nguyễn Văn Kim (2017), *Cultural Acculturation and Integration in Vietnam*, Vietnam National University Publishing House, Hanoi.

Từ Thị Loan (2019), *The Internet and Its Impacts on Vietnamese Culture*, National Culture Publishing House, Hanoi.

Vũ Thị Phương Hậu, Phạm Duy Đức (2019), *Culture in Politics and Culture in the Economy in Vietnam*, National Political Publishing House "Sự thật", Hanoi.

Phạm Tiết Khánh (2021), *Culture in Sustainable Development in the Southwest Region*, State-level Research Project.

Nguyễn Ngọc Thiện, Từ Thị Loan (2021), *Cultural Values and Vietnamese People in the Period of Industrialization, Modernization, and International Integration*, National Political Publishing House "Sự thật", Hanoi.

Nguyễn Thị Ngọc (2022), *Cultural Industries in Selected European Countries and Lessons for Vietnam*, Ministry-level Research Project, Vietnam Academy of Social Sciences, Hanoi.

1.2.2. Research on State Management of Culture at Various Levels of Government

Phùng Quang Luyến (2010), *Renewing State Management of Culture in Current Conditions*, National Political Publishing House, Hanoi.

Phạm Hồng Giang, Bùi Hoài Sơn (2012), *Vietnamese Cultural Management in the Process of Renovation and International Integration*, National Political Publishing House "Sự thật", Hanoi.

Phan Thanh Tâm (2017), *Grassroots Cultural Management in Vietnam in the Context of Globalization*, Vietnam National University Publishing House, Hanoi.

Hoàng Thị Bình (2018), *State Management of Culture at the Grassroots Level in Hanoi Since 2008*, Doctoral Dissertation, Vietnam National Institute of Culture and Arts, Hanoi.

Trần Thị Kim Ninh (2020), *Preserving and Promoting Cultural Heritage in Ho Chi Minh City Today*, National Political Publishing House "Sự thật", Hanoi.

Nguyễn Thu Phương (2022), *Managing Traditional Craft Village Festivals in Hanoi*, Doctoral Dissertation, Hanoi University of Culture.

Nguyễn Duy Bắc (2022), *Cultural and Human Development in Vietnam – The Spiritual Foundation and Endogenous Resource for National Development*, National Political Publishing House "Sự thật", Hanoi.

National Assembly's Committee on Culture and Education (2023), *Institutions, Policies, and Resources for Cultural Development (Proceedings of the National Workshop)*, National Political Publishing House "Sự thật", Hanoi.

Nguyễn Đình Hoa (2023), "Innovating State Management of Traditional Festivals Today", *State Management Journal Online*, 19 January 2023.

Trần Thị Thủy (2023), *Development of the Cultural Market in China from the Early 19th Century to Present*, Ministry-level Research Project, Vietnam Academy of Social Sciences, Hanoi.

Nguyễn Đức Chiện (2023), *Research on the Cultural Values of Ethnic Minorities for Socio-economic Development in Na Hang, Tuyên Quang*, Ministry-level Research Project, Vietnam Academy of Social Sciences, Hanoi.

Nguyễn Tri Phương (2023), *Management of Historical-Cultural Relics in Thai Binh Province*, Doctoral Dissertation, Hanoi University of Culture.

Hà Minh Đức (2023), *The Party's Leadership in Culture and Arts*, National Political Publishing House "Sự thật", Hanoi.

Nguyễn Phú Trọng (2024), *Building and Developing an Advanced Vietnamese Culture Rich in National Identity*, National Political Publishing House "Sự thật", Hanoi.

Central Theoretical Council (2024), *National Values, Cultural Values, Family Values, and Standards of the Vietnamese People in the New Era*, National Political Publishing House "Sự thật", Hanoi.

1.3. General comments on the results of the available research, and research directions of the thesis

1.3.1. General comments on the results of available research

Overall, both domestic and international studies demonstrate that state management of culture has been approached from diverse perspectives, yielding important theoretical and practical results:

Firstly **,** Theoretical Foundations**:** Studies have clarified fundamental theories of culture and cultural management, highlighting culture's role in sustainable development and its function as "soft power". Concepts such as "cultural capital" and "cultural industries" have been introduced and partially applied in Vietnam.

Secondly, Empirical Findings**:** International research shows a trend of leveraging culture as a resource for urban renewal, economic growth, and city branding, with diverse governance models. Domestic research has analyzed Vietnam's cultural management, recognizing achievements and limitations such as administrative overlaps, resource shortages, and challenges of marketization and globalization. Many works focus on specific areas like festivals, heritage, and cultural industries.

Thirdly, Proposed Solutions**:** Existing studies suggest enhancing legal and policy frameworks, decentralization with accountability, digital transformation in cultural governance, high-quality human resource development, and international cooperation to adopt advanced experiences.

These findings provide valuable references for the dissertation's theoretical framework and solutions.

However, gaps remain: there has been no comprehensive, systematic study on cultural management specifically by the People's Committee of Hanoi. Most existing works are either nationwide or limited to narrow fields (e.g., a single festival or type of heritage). Moreover, no research has addressed Hanoi's new context – membership in UNESCO's Creative Cities Network (2019), the revised Capital Law (2024) with breakthrough provisions, and the restructuring of the two-tier local government model. These changes pose new requirements and challenges for Hanoi's cultural governance.

1.3.2. Issues to Be Addressed by the Dissertation

Based on the identified gaps, the dissertation focuses on:

Firstly, clarifying the theoretical and legal basis of cultural management by the PCH, including Hanoi's context, cultural characteristics, and the role, functions, and structure of the PCH.

Secondly, objectively analyzing and evaluating the current state of cultural management by the PCH, identifying strengths, limitations, causes, and lessons learned.

Thirdly, forecasting opportunities and challenges, and proposing feasible, breakthrough solutions to enhance the effectiveness of cultural management by the PCH in the new context, contributing to building a "Civilized – Modern – Cultured" Capital.

Chapter 2

STATE MANAGEMENT OF CULTURE BY THE PEOPLE'S COMMITTEE OF HANOI – THEORETICAL AND PRACTICAL ISSUES

2.1. Hanoi city, the people's committee of hanoi, and Hanoi's culture

2.1.1. Overview of Hanoi

2.1.1.1. Natural Geography

Hanoi is located between 20°53'–21°23' North latitude and 105°44'–106°02' East longitude, bordering five centrally governed provinces and not adjacent to the East Sea. Its natural area is about 3,359.84 km², accounting for roughly 1% of the country's total area. Situated in the Red River Delta, Hanoi has relatively flat terrain with an average elevation of 5–20 meters above sea level. The city possesses a dense system of rivers, lakes, and canals. Its climate is humid subtropical monsoon, with hot, rainy summers and cold, drier winters, high solar radiation, and consistently high annual temperatures.

2.1.1.2. Politically

Hanoi, the capital city, holds a particularly important political position as the national political and administrative center, housing the headquarters of the Party, State, National Assembly, Government, central ministries and agencies, and diplomatic missions. Therefore, all political activities taking place in the capital not only directly impact the stability and development of Hanoi but also have a profound influence on the political and social situation of the entire country.

2.1.1.3. Economy

Hanoi is an economic hub, playing a leading role in the Red River Delta and the whole country. In 2024, the city's Gross Regional Domestic Product (GRDP) was estimated to increase by 6.52% compared to 2023, reaching nearly USD 59 billion – the second-largest in Vietnam. GRDP at current prices reached VND 1,426 trillion, with per capita GRDP of VND 163.5 million, up 8.8%. State budget revenue in 2024 reached VND 509.3 trillion (124.7% of the estimate), up 23.8% year-on-year.

2.1.1.4. Culture and Society

Throughout history, Thang Long – Hanoi has always been the nation's cultural heart. While the majority is ethnic Kinh, Hanoi is also home to ethnic minorities such as Muong, Tay, Thai, Nung, Dao, etc., living interspersed with Kinh people. Tourism, arts, culture, sports, and social activities are vibrant; employment and social welfare are ensured and improved. Social insurance and health insurance policies were effectively implemented in 2024.

2.1.1.5. National Defense and Security

Hanoi has strong armed forces, including the military and police, responsible for safeguarding national sovereignty and security.

2.1.1.6. Political System

Hanoi's political system is organized in accordance with the national framework. From July 1, 2025, the city implements the two-tier local government model (municipal and communal levels), with the district-level government being abolished under Resolution No. 19/NQ-HĐND dated April 29, 2025.

2.1.2. The People's Committee of Hanoi – Concept, Functions, Tasks, Powers, Structure, Roles, and Characteristics

2.1.2.1. Concept

The People's Committee of Hanoi (PCH), elected by the Hanoi People's Council, is the executive body of the Council and the provincial-level state administrative agency. It enforces the Constitution, laws, and resolutions of the People's Council and is accountable to the people of Hanoi, the Council, and the Government.

2.1.2.2. Functions, Tasks, and Powers

The functions, tasks, and powers of the PCH are stipulated in Article 19 of the 2025 Law on Local Government Organization.

2.1.2.3. Organizational Structure

The PCH's organizational structure complies with Article 39 of the 2025 Law on Local Government Organization.

2.1.2.4. Roles

Proposing resolutions to the People's Council for implementation of legally mandated tasks and powers.

Playing a central role in Hanoi's socio-economic development across all sectors.

Managing and directing activities within the city to execute laws, policies, strategies, plans, and directives of the Government and the Hanoi Party Committee and People's Council.

2.1.2.5. Characteristics

- Established and operated under the law, with its own functions, tasks, and powers, and coordination mechanisms with other state bodies.

- Authorized to act on behalf of the State in legal relations to safeguard public interests.

- Possesses relative organizational independence with its internal and external structures.

- Staffed by officials and civil servants through election, recruitment, or appointment.

2.1.3. Hanoi's Culture – Concept, Roles, and Characteristics

2.1.3.1. Concept

Hanoi's culture comprises both tangible and intangible dimensions, expressed through language, lifestyle, customs, traditions, and labor, creating unique values that affirm the identity of the capital's residents while preserving Vietnamese cultural beauty and embracing global cultural values.

2.1.3.2. Roles of Culture

Firstly, **Economic role**: Culture drives Hanoi's economic growth, with cultural industries contributing to development prospects. *Secondly* **Tourism role**: Culture builds identity and distinctiveness, making Hanoi stand out from

other localities. *Thirdly*, **Political–social role:** Culture fosters community cohesion, solidarity, and unity between Hanoi's residents and visitors.

2.1.3.3. Characteristics

Firstl,y Hanoi's culture is a core component and convergence point of Vietnamese culture. *Secondly,* It is diverse, reflecting historical depth and the ecological and social richness of the capital. *Thirdly*, It results from preserving and promoting national values while engaging in global cultural exchanges.

2.2. State management of culture by the people's committee of Hanoi – concept, contents, principles, methods, and roles

2.2.1. Concept

State management of culture by the PCH refers to its activities in the cultural sphere through policies, laws, organizational structures, human resources, and other resources, aiming to regulate agencies, organizations, and individuals in cultural activities. The objectives are to preserve and promote Hanoi's cultural values, absorb global cultural achievements, contribute to a progressive culture imbued with national identity, improve material and spiritual life, and achieve sustainable development.

2.2.2. Contents

2.2.2.1. Formulating, Promulgating, and Implementing Policies and Laws

The PCH ensures implementation of the Party's orientations and state laws on culture, while enacting local cultural policies and regulations consistent with national frameworks and Hanoi's specific conditions.

2.2.2.2. Organizing the Cultural Management Apparatus

Vietnam's cultural management system is organized under the principle of unified state management by the Government with clear decentralization. The PCH follows this principle to ensure efficiency and avoid overlap.

2.2.2.3. Developing and Implementing Programs, Schemes, and Plans

The PCH formulates and implements cultural development programs covering:

- Information, propaganda, dissemination, education, and preservation of heritage.

- Management and licensing of cultural activities (performances, exhibitions, publishing).

- Management of cultural services and events (festivals, exhibitions, conferences).

- Building grassroots cultural life.

2.2.2.4. Research and Training

Research focuses on preserving traditional values and integrating global culture. Training develops cultural officials' professional qualifications, capacity, and adaptability to digital transformation and integration.

2.2.2.5. Inspection, Complaints, and Handling of Violations

The PCH regularly inspects compliance with cultural laws, resolves complaints and denunciations, and addresses violations in cultural activities.

2.2.2.6. International Cultural Relations

Hanoi proactively expands cultural cooperation with capitals and localities worldwide, not only for diplomacy but also for substantive exchanges and projects.

2.2.3. Principles

Firstly,Implementation must align with Party orientations and state laws. *Secondly*,Cultural management must integrate closely with overall socio-economic development planning. *Thirdly*, It must ensure sustainability, community cohesion, environmental protection, and national security. *Fourthly*, Decentralization, empowerment, and community participation are fundamental principles.

2.2.4. Methods

Firstly, **Educational–propagandist method.** *Secondly*,**Administrative command method.** *Thirdly*, **Economic method.**

2.2.5. Roles

Firstly, Creating momentum for socio-economic development. *Secondly*, Ensuring citizens' access to and enjoyment of cultural values. *Thirdly*, Strengthening ties between Party–state agencies and the people. *Fourthly*, Building a healthy cultural environment, curbing negative behaviors, and safeguarding human and social security.

Summary of Chapter 2

Chapter 2 provides the theoretical foundation of the dissertation, clarifying:

- The concepts, roles, and characteristics of Hanoi's culture.
- The concept, functions, structure, and characteristics of the PCH.
- The central concept of the dissertation: state management of culture by the PCH, with six major contents, three methods, and key roles.

Chapter 3

STATE MANAGEMENT OF CULTURE BY THE PEOPLE'S COMMITTEE OF HANOI – CURRENT SITUATION, CAUSES, AND LESSONS

3.1. Current situation of state management of culture by the people's committee of Hanoi

3.1.1. Strengths

3.1.1.1. Strengths in the Contents of State Management of Culture

Firstly, **Policy and legal frameworks:** Formulation, promulgation, and implementation of cultural policies and legal documents have been prioritized. The PCH has institutionalized the Party's orientations and state laws into local legal documents and action programs tailored to Hanoi's socio-cultural characteristics. Policies and plans have clear orientations, concrete objectives, and compatibility with the socialist-oriented market economy and

international integration. *Second,* **Organizational apparatus:** The cultural management apparatus has been gradually consolidated and improved, ensuring greater effectiveness and alignment with development requirements in the new context. *Thirdly,* **Programs, schemes, and plans:** The PCH has paid strong attention to developing and implementing cultural management programs, projects, and plans across the city, ensuring direction and coordination. *Firstly,* **Research and training:** Cultural research has increasingly deepened, focusing on sustainable development and identity building. Training of cultural officials has been systematic, producing a more professional, competent workforce. *Second,* **Inspection and enforcement:** Inspection, complaint resolution, and handling of violations in cultural activities have been strengthened, producing positive results and ensuring compliance. *Thirdly,* **International cultural relations:** Hanoi's international cultural cooperation has expanded, reflecting active integration and effective promotion of national identity in globalization.

3.1.1.2. Strengths in Management Methods

*Firstly,***Educational–propagandist method:** Widely and effectively used, it has oriented perceptions, enhanced awareness, and influenced cultural behavior positively within the community. *Second,* **Administrative command method:**Timely and effective, it has ensured unified, strict implementation, especially in sensitive areas requiring compliance. *Thirdly,* **Economic method:**Flexibly and increasingly applied, it has diversified cultural investment, promoted socialization of cultural activities, and created favorable conditions for private sector participation.

3.1.2. Limitations

3.1.2.1. Limitations in the Contents of State Management

Policies and laws:

Sometimes inconsistent, lacking synchronization, and insufficiently grounded in practical realities.

Organizationa lapparatus: Although improved, overlaps and inefficiencies remain, limiting policy implementation.

Programs and plans: Still fragmented, sometimes lacking coordination, with effectiveness not fully achieved.

Research and training: Not always proactive or closely tied to practical requirements; training results vary and sometimes fall short of demands.

Inspection and enforcement: Occasionally formalistic, insufficiently frequent, and not always timely or comprehensive in addressing violations.

International cooperation: While expanded, cooperation remains uneven in depth and effectiveness, with some agreements not translated into substantive projects.

3.1.2.2. Limitations in Management Methods

Educational–propagandist method: Still formalistic at times, lacking creativity and breakthrough approaches.

Administrative command method: Sometimes inflexible, not sufficiently adapted to local conditions or specific cultural areas.

Economic method: Application remains limited, with uneven results and untapped potential.

3.2. Causes and lessons

3.2.1. Causes

3.2.1.1. Causes of Strengths

Firstly, Close attention and direction from the Party Central Committee and the Hanoi Party Committee. *Secondly,* An increasingly improved legal and policy framework on culture. *Thirdly,* Growing investment in cultural development. *Fourthly,* A more professional, capable team of cultural managers.

3.2.1.2. Causes of Limitations

Firstly, Legal frameworks and policies remain inadequate, slow to adapt to practice. *Secondly* Limited financial resources for culture, with socialization not yet fully effective. *Thirdly,* Coordination among state agencies, grassroots authorities, and mass organizations remains insufficient. *Fourthly*, Inspection, supervision, and international cooperation in cultural management remain underdeveloped.

3.2.2. Emerging issues

1) appropriate to reality. 2) Harmonious combination of state and social resources in cultural development. 3) Continuous enhancement of cultural managers' capacity and responsibility. 4)Strengthened inter-sectoral and inter-level coordination in cultural management. 5) Greater application of science and technology in cultural governance.

Summary of Chapter 3

Based on the theoretical framework in Chapter 2, Chapter 3 evaluates both strengths and weaknesses in six contents and three methods of cultural management by the PCH. Using official data, sociological surveys, and analysis, the dissertation identifies achievements, limitations, their causes, and extracts five key lessons for improving Hanoi's cultural governance.

Chapter 4

ORIENTATIONS AND SOLUTIONS TO STRENGTHEN STATE MANAGEMENT OF CULTURE BY THE PEOPLE'S COMMITTEE OF HANOI IN THE COMING PERIOD

4.1. Forecasts of influencing factors and orientations for strengthening state management of culture

4.1.1. Forecast of Factors Affecting State Management of Culture by the PCH

4.1.1.1. Favorable Conditions

Firstly, Achievements of nearly 40 years of renovation (Đổi mới) provide a solid foundation, creating favorable conditions for cultural governance. *Secondly,* Hanoi's strong socio-economic growth and political system reforms will generate resources, policy environments, and opportunities for cultural development. *Thirdly,*The Party and State will continue to promulgate new policies, including those prioritizing culture as a true foundation for national development. *Fourthly,* Scientific and technological revolutions, especially digitalization, will open unprecedented opportunities for more effective cultural governance.

4.1.1.2. Difficulties and Challenges

*Firstly,*Rapid urbanization will put pressure on preserving heritage sites, craft villages, and cultural spaces. *Secondly,*Organizational restructuring of the political system will cause operational adjustments and management challenges. *Thirdly,*Globalization and technological revolutions bring new, complex challenges in managing culture. *Fourthly,* Hostile forces' activities in the cultural sphere will remain complicated.

4.1.2. Orientations for Strengthening Cultural Management

*First,*Fundamentally transform awareness and responsibility of the PCH, Party committees, and relevant organizations toward cultural governance. *Second*, Thoroughly implement Party orientations, state policies, and international commitments on cultural preservation and development, ensuring citizens' cultural rights. *Third,* Prioritize the development of cultural industries as new drivers of sustainable growth, harmonizing heritage preservation with economic and environmental considerations. *Fourth*, Adapt

management to international integration and globalization. *Fourth,* Streamline the cultural management apparatus, especially the Department of Culture and Sports. *Fifth,* Clearly decentralize authority in cultural activities for flexibility and responsiveness. *Sixth,* Innovate methods of cultural management to meet new conditions.

4.2. Solutions to strengthen state management of culture by the pch

4.2.1. Raising Awareness and Responsibility

The PCH, departments, agencies, and Party committees must:

Raise awareness through education and propaganda on the importance of cultural governance.

Enhance accountability and discipline in fulfilling cultural management responsibilities.

Improve mechanisms and capacity to ensure effective leadership and management.

4.2.2. Improving Institutional Frameworks

Measures include:

Firstly, Completing the system of cultural legal documents and policies.

Secondly, Strengthening decentralization and accountability mechanisms.

Thirdly, Promoting digital transformation and IT application in cultural governance.

4.2.3. Identifying Core Management Priorities and Innovating Methods

4.2.3.1. Identifying Core Priorities

1) Preservation and promotion of cultural heritage. 2) Development of cultural industries and the creative economy. 3) Management of cultural activities in cyberspace.

4.2.3.2. Innovating Management Methods

1)Applying modern technology in management. 2) Shifting from strict control to orientation and facilitation. 3) Strengthening coordination and promoting socialization of culture.

4.2.4. Improving the Organizational Apparatus and Human Resources

4.2.4.1. Organizational Improvement

1)Strengthen and streamline the Department of Culture and Sports. 2) Establish strict inter-agency coordination mechanisms. 3)Enhance authority for ward and commune-level governments.

4.2.4.2. Human Resource Development

1)Improve recruitment and appointment standards for cultural officials. 2) Strengthen professional training and capacity building. 3) Ensure attractive policies for motivation and retention.

4.2.5. Modernizing Infrastructure and Promoting Digital Transformation

1)Upgrade cultural infrastructure and technical facilities. 2) Accelerate digitalization of cultural data, archives, and management systems. 3) Develop smart cultural services accessible to citizens.

4.2.6. Expanding International Cultural Cooperation

1) Strengthen relations with global capitals and cultural hubs. 2) Develop joint cultural projects, beyond symbolic agreements. 3) Leverage UNESCO and international networks for Hanoi's branding and cultural diplomacy.

<div align="center">Summary of Chapter 4</div>

Chapter 4 forecasts favorable and challenging factors, sets orientations, and proposes key solutions: raising awareness, improving institutions, identifying priorities, innovating methods, improving organizational and human resource capacity, modernizing infrastructure and digitalization, and expanding

international cooperation. These measures aim to comprehensively strengthen Hanoi's cultural governance, ensuring its sustainable development and global integration.

CONCLUSION

Based on the research objectives, tasks, subject, scope, and methodology, the dissertation *"State Management of Culture by the People's Committee of Hanoi Toaday"* has achieved the following main results:

Firstly, Systematization of Theory:

The dissertation has systematized and clarified theoretical issues on state management of culture at the local government level in general, and by the People's Committee of Hanoi in particular, including the concept, roles, contents, principles, and methods.

Secondly, Evaluation of Practice: By analyzing the current situation from 2015 to present, the dissertation points out both achievements and limitations in cultural management by the PCH, clarifies causes, and draws practical lessons.

Thirdly, Proposed Orientations and Solutions:

On the basis of theory and practice, the dissertation proposes feasible orientations and breakthrough solutions to strengthen cultural management by the PCH toward 2035. *Fourthly*, Scientific Contributions:

The dissertation contributes to supplementing and developing the theory of cultural management at the provincial/capital city level; provides scientific arguments for the Party Committee, the People's Council, and the PCH in leadership and management; and serves as a reference for research and teaching in Party Building and State Governance

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