

Role Of Stakeholders In Tourism Human Resources Development In Southern Communes Of Khánh Hòa Province, Vietnam

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Abstract: Vietnam's tourism industry in general and that of the southern communes of Khánh Hòa Province in particular (formerly of Ninh Thuan Province) are facing many challenges including human resources factor. Although the tourism industry in the southern communes of Khánh Hòa Province has made efforts in developing human resources and has achieved certain results in recent years, some problems remain to be solved. This article will analyze the role and current situation of stakeholders in developing tourism human resources, and at the same time propose some solutions for human resources to be more developed, meeting practical needs in the southern communes of Khánh Hòa Province.

Keywords: Stakeholders, human resources, tourism, southern communes of Khánh Hòa Province.

1. Introduction

In the global tourism industry development, human resources - or people - are considered a kind of “special resources” in addition to such other resources as tourism resources, capital, science and technology, business and management capacity in which resources of capital and technology are gradually decreasing and being replaced by creativity and knowledge in organizing and managing the human labor process. Tourism is an industry that requires a large human resource with many different levels of specialization since the characteristics of the tourism industry are of low mechanization while customers have diverse consumption needs. The southern communes of Khánh Hòa Province (formerly of Ninh Thuan Province) are rich in natural resources that are important driving force for tourism development and for all aspects of local socio-economic life in which cultural tourism resources are considered new factors having unique characteristics and strong attraction to domestic and foreign tourists.

2. Literature review

For the tourism industry, service quality is determined mainly by the satisfaction of tourists' needs and requirements through their experiencing at the destination and the human factor is always taken into consideration as it affects the service quality of every tourism destination. Although the southern communes of Khánh Hòa Province have the advantages for developing tourism into a key economic sector, they are facing some difficulties and limitations such as the province's infrastructure has not yet met the needs of tourism development, tourism investment projects are still behind schedule; there lacks of highlighted typical tourism products, there are no attractive services for tourists; accommodation facilities are unevenly distributed, small in scale, low in service quality; tourism promotion information work is neither regular

nor widespread. Particularly, the human resources working for the tourism industry in the southern communes of Khánh Hòa Province are both thin and weak. That's why, stakeholders are those who directly and indirectly participate in tourism activities play an important role in tourism development in the southern communes of Khánh Hòa Province. Tourism development of each locality depends on many factors in which stakeholders participating in tourism human resources include local authorities, tourism management agencies, tourism resources conservation agencies, travel agencies, non-governmental organizations, local communities and tourists that play the most important part and can not be replaceable in tourism human resources development. The level of professional training and the scale of human resources of each tourism model in each locality may be different, but must meet the standards of skills, knowledge, experience and be able to bring benefits to themselves as well as to cooperate and share benefits among stakeholders. The role and quality of tourism human resources (HR) play an increasingly important role in tourism development since it determines the success of any unit, organization, or tourism industry. Most tourism workers have direct contact with customers, the quality of tourism service depends not only on the qualifications and skills of the workers but also on their attitude. Tourism human resources, therefore, needs to be good at professional skills and professional ethics so as to promote the development of tourism in particular and the economy in general.

3. Methodology

The research approach is based on a survey of the current situation of tourism activities in the southern communes of Khánh Hòa Province. On the basis, the paper evaluates the human resources for tourism management, and at the same time finds out the limitations in the supply and development of human resources for the service and tourism sectors, thereby, proposing scientific and feasible solutions to contribute to promoting the province's tourism human resources.

Qualitative and quantitative research methods based on the synthesis method and analyzing related documents to build an analytical framework and a research model are used to write the paper. In addition, preliminary surveys and discussions with experts, tourism businesses, and tourists are also used to initially assess the human resources of the tourism industry in the southern communes of Khánh Hòa Province. The results of the preliminary surveys along with a pre-built survey form are used to adjust the survey form accordingly. Develop a survey form for domestic and foreign tourists; Develop a survey form for travel companies operating in the tourism sector; Develop a survey form for travel companies sending tourists in the southern communes of Khánh Hòa Province; Develop a survey form for experts, tourism managers at tourist destinations in the southern communes of Khánh Hòa Province.

4. Research Results

4.1. Potential and current situation of human resources for sustainable tourism development in the southern communes of Khánh Hòa Province

The southern communes of Khánh Hòa Province have potential for tourism development in general and community tourism development in particular. They are inherently rich in natural resources, beautiful landscapes, attractive cultural identities and especially have the diversity of specific cultural heritages of regions and of ethnic groups such as the Raglai, the Cham, the Kinh, etc. Attractive tourist destinations of the southern communes of Khánh Hòa Province include Núi Chua National Park, Phuoc Binh National Park, Po Klong Garai Tower, Bau Truc pottery village, My Nghiep weaving village, Thai An grape village. There have been 5 types of tourism being promoted in the province since 2017, including ecotourism, cultural tourism, resort tourism, discovery tourism and combined tourism, three of which are dominant including ecotourism, cultural tourism, resort tourism, which attracts a lot of visitors and brings about many benefits to the tourism industry.

Since 2021, such types of tourism have been implemented as ecotourism, cultural tourism, resort tourism, discovery tourism, combined tourism, four of which are dominant as ecotourism, cultural tourism, resort tourism, and combined tourism (Trung,2023).

Some localities in the southern communes of Khánh Hòa Province have confidently implemented the development of eco-tourism and community - based tourism associated with the development of typical agricultural products; popularizing and promoting traditional festivals of the Cham and the Raglai ethnic groups to travel companies to build and introduce tourism programs to tourists.

The southern communes of Khánh Hòa Province have favorable conditions with a very unique and valuable forest ecosystem for tourism activities taking place all year round. They have diverse treasure of tangible and intangible cultural heritage of the 27 ethnic groups living in here. With available natural resources, the southern communes of Khánh Hòa Province are potential tourist destinations in tourism business activities, attractive and appealing places for tourists where visitors can experience different products and services to satisfy the needs of their tour. The more attractive and appealing a tourist destination is, the greater number of domestic and international tourists will come. The more services and goods serving customers are consumed in quantity, the greater revenue and benefits it brings to the socio-economy. More than that, the southern communes of Khánh Hòa Province are places where tourism resources are well invested and exploited to serve tourists.

In recent years, tourism industry of the southern communes of Khánh Hòa Province has developed and achieved important results. In the period 2012-2015, the average annual growth rate of visitors reached 9.7%/year, the average social income from tourism activities reached 3.9%/year, the tourism industry contributed 8% of Gross Regional Domestic Product (GRDP). In the whole period 2012-2020, the average annual growth rate of visitors was 6.9%/year, the average social income from tourism activities reached 11.4%/year. In 2023, the southern communes of Khánh Hòa Province welcomed and served 2,900,000 tourists (an increase of 20.8% over the same period, reaching 107.4% of the plan). International visitors are estimated at 40,000 (an increase of 239% over the same period, reaching 200% of the plan). Domestic visitors are estimated at 2,860,000. Social income from tourism activities is 2,300 billion VND. Tourism infrastructure and facilities serving the tourism industry are increasingly developing towards improving quality. Tourism products are increasingly rich and diverse with many new, attractive and unique destinations. However, the southern communes of province's tourism industry is still developing slowly compared to other provinces in the region, the growth rate is not commensurate with the potential and advantages of the province. Facilities and infrastructure serving tourism are still limited, lacking unique and distinctive tourism products, and there are just few entertainment services to attract long-term visitors. Human resources serving tourism have not met the development requirements.

Human resources serving tourism at the destination play a decisive role in the development of tourism. Tourism activities are mainly services that depend on the human factor including those who serves directly and indirectly customers as well as the communities at the destination (Mạnh and Ngọc, 2022). They are:

(1) those who directly serve customers including employees in tourism businesses (travel agencies, hotels, restaurants, tour guides, tour guides at tourist attractions, drivers of vehicles serving customers, etc.). They are the ones directly responsible for helping tourists enjoy their tour as expected. If the employees do well, they will make a good and deep impression on tourists.

(2) those who do management work in the tourism industry or support direct employees such as managers of tourism businesses, sellers of souvenir items, etc.

(3) the local communities at the destination that creates a friendly environment for tourists. When tourists come to a tourist destination, they want to learn about the customs and cultural characteristics of the residential area. The attitude of the local community towards tourists also affects the feelings of tourists.

Human resources are a key factor in the tourism industry. Regular analysis of human resources will help tourism businesses, customers, and direct users of tourism services have orientations and policies for training, fostering, and improving the skills and capacity of employees. In addition, the development of

tourism training units from vocational training to higher levels of training also creates a competitive advantage for tourist destinations to have an abundant supply of highly qualified human resources.

4.2. The role of stakeholders in developing tourism human resources in the southern communes of Khánh Hòa Province

Stakeholders in tourism industry development include the State, people and communities, enterprises and external factors. Every stakeholder has a role and responsibility to participate in developing tourism human resources in the southern communes of Khánh Hòa Province.

4.2.1. The role of communities

The level of community participation in tourism activities, depending on the local situation, can range from spontaneous participation, to passive participation, partial participation, or active participation and control of the tourism process, which is divided into 7 levels of participation from low to high (Anh and Ngoc, 2022) Formal participation; Passive participation; Consultation participation; Contribution participation to receive material benefits; Participation in some work under the control of external subjects; Interactive participation to develop action plans, identify operational institutions; Self-mobilization to organize activities and control the use of local resources in tourism activities. On the basis of Vietnam Tourism Law (2017), National Assembly (2017) and ASEAN Community-Based Tourism Standards (2016), we understand that community participation is an alternative form of engagement of the local community in tourism activities in pursuit of distributing the resulting benefits to the local people and empowering communities to manage tourism growth and achieve community aspirations relating to their wellbeing.

According to the 2017 Law on Tourism, Article 6 stipulates “Participation of local communities in the process of tourism development”: (1) local communities may participate in and enjoy lawful benefits from tourism activities; take responsibility for preserving tourism resources and local cultural identity; and maintaining security, social order and security and environmental protection; (2) local communities shall be enabled to invest in tourism, restoration and promotion of various traditional cultures, folk arts, crafts, and production of local goods in service of tourists, contributing to improvement of material and spiritual life of locals; Article 19 stipulates: Individuals and households in the area where community - based tourism is developed shall be provided with incentives and encouraged to provide accommodation and food services; guide tourists to visit and experience culture and lifestyle in their local communities; produce goods, traditional crafts and other services to tourists.

Human resources from the communities play a particularly important role. Communities have many direct roles in the tourism industry such as: Working part-time, full-time or temporarily in tourism service activities; Directly investing and operating activities providing products and services for tourists such as food, accommodation, transportation services, sports and entertainment facilities and activities, tour guides; Linking with travel businesses, tourism facilities invested by outsiders operating in the area to provide products and services to tourists. Local labor resources, although not directly involved in tourism business, play an indirect role in affecting the success of tourism businesses operating in the area. The exchange and assistance of local communities to tourists play a big role in expanding the experiences of tourists; making tourists feel being hospitable, safe and comfortable at the destinations.

4.2.2. The role of the State

The State plays an important role in establishing institutions, formulating policies, creating an environment that encourages participation of communities in sustainable tourism development, and is also a supervisor and manager to promote community - based tourism development in localities. Central government bodies play a role in forming a strategic framework and mechanism for tourism economic development associated with social, cultural and local & national resource development through policies and laws (such as standards in terms of exploitation and protection of tourism resources; infrastructure; tax tools, investment incentives,

quality management regulations and regulations of tourism business activities, budget allocation, etc.). At tourist destinations, local authorities are responsible for implementing economic policies related to tourism, ensuring social development, preserving local heritage, culture and protecting the environment; enhancing training and attracting tourism human resources that are good at foreign languages.

The 2017 Law on Tourism , Article 19 stipulates responsibilities of agencies, organizations and individuals in developing community – based tourism as follows:

(1) The People's Committees of provinces shall research into and select places that have the potential for development of community – based tourism ; introduce assistance policies on initial necessary equipment and provide training in tourism services for individuals and households in the community participating in the provision of tourism services; assist in promotion of community – based tourism products;

(2) The People's Committees of communes where community – based tourism is developed shall propagate, disseminate, and raise community's awareness; take responsibility for demonstration of the community's commitment to preservation of cultural identity, protection of environment, civilized behaviours towards tourists.

Regarding the relationship between the authorities and residents in tourism development, locals' trust in legal institutions is necessary. Communities need to be knowledgeable, as well as empowered in the tourism industry and benefited from tourism development so that they can trust local authorities. In addition, local leaders, or a representative group/organization can work with external organizations and make arrangements with tourists, that helps the next generation to become local leaders is a matter of importance. The relationship among three subjects: people - communities, authorities – State bodies and local leaders - or representative organizations has been affirmed to be important factor for local tourism development. At the same time, it is also important to consider a subject with its own legal status that is a tourism/travel enterprise playing a representative role for the whole locality to serve as an intermediary between people and state bodies, tourism products and tourists.

In Vietnam, the relationship between the government and local people in tourism development has also been demonstrated. There is an important impact of economics, politics, culture and the level of participation of related subjects for the success of tourism in which the participation of local people plays a significant role in the interaction between tourism development and local cultural safeguarding. Tourism models exist and operate through relationships of direction, supervision, cooperation, competition and profit sharing, in which the role of local government is emphasized.

4.2.3. The Role of Enterprises

Enterprises play an important role in developing human resources in the tourism industry. Enterprises provide, use, and distribute human resources to access the market, understand customers, and create marketing channels that directly benefit communities. Travel businesses and local accommodation businesses need abundant human resources to serve tourists and attract visitors to destinations.

The 2017 Law on Tourism , Article 19 regulates responsibilities of agencies, organizations and individuals in developing community – based tourism as follows: organizations and individuals developing community – based tourism shall be responsible for respecting culture and lifestyle, and share benefits obtained from tourism with communities.

Enterprises use a highly qualified and skilled workforce to prepare and plan to design and develop tourism products to meet customer needs. Large and medium-sized enterprises investing locally have the ability to attract local human resources and supplement labor resources from neighboring regions and areas to increase the attractiveness of tourist destinations. Enterprises invest a part of their financial and social capital to develop training and improve the skills of human resources serving tourism at the places where tourism projects are implemented.

Develop a set of criteria/ indicators for evaluating tourism human resources in the southern communes of Khánh Hòa Province, including: (1) Training facilities for tourism human resources; (2) Structure of human

resources serving the tourism industry; (3) Quality and quantity of human resources serving the tourism industry (tourism experts/managers, etc.); (4) Human resources serving in tourism business activities.

4.2.4. Current situation of tourism human resources development in the southern communes of Khánh Hòa Province

Based on the results of a large-scale research sample of the authors Phạm Hồng Mạnh, Nguyễn Văn Ngọc (Mạnh and Ngọc, 2022: 119-121, 160-161), the authors of the paper have summarized some common characteristics of tourism management human resources in the southern communes of Khánh Hòa Province, which are assessed by tourism units and travel businesses from low to average levels.

Table 1: Evaluation scores made by tourism units and travel businesses on tourism management human resources in the southern communes of Khánh Hòa Province

Indicators	Minimum score	Maximum score	Average score	Deviation
Tourism human resources training facility	2	4	2.78	0.7899
Human resources structure serving in the tourism industry	1	4	2.46	1.0538
Quality and quantity of human resources serving the tourism industry (tourism experts/managers, etc.)	2	4	2.78	0.7899
Human resources serving in tourism business activities	2	4	3.32	0.6833

Source: (Mạnh and Ngọc, 2022: 161)

The evaluation results made by tourism units and travel businesses show that, in terms of tourism human resources training facility for the tourism industry, only 22% of them evaluate at a high level; 34% of them evaluate at an average level and 44% of them evaluate at a low level. In terms of human resources structure serving in the tourism industry, only 22% of them evaluate at a high level, 22% of them evaluate at a low level and 56% of them evaluate at a very low level.

Table 2: Assessment level on tourism management human resources in the southern communes of Khánh Hòa Province made by tourism units and travel businesses

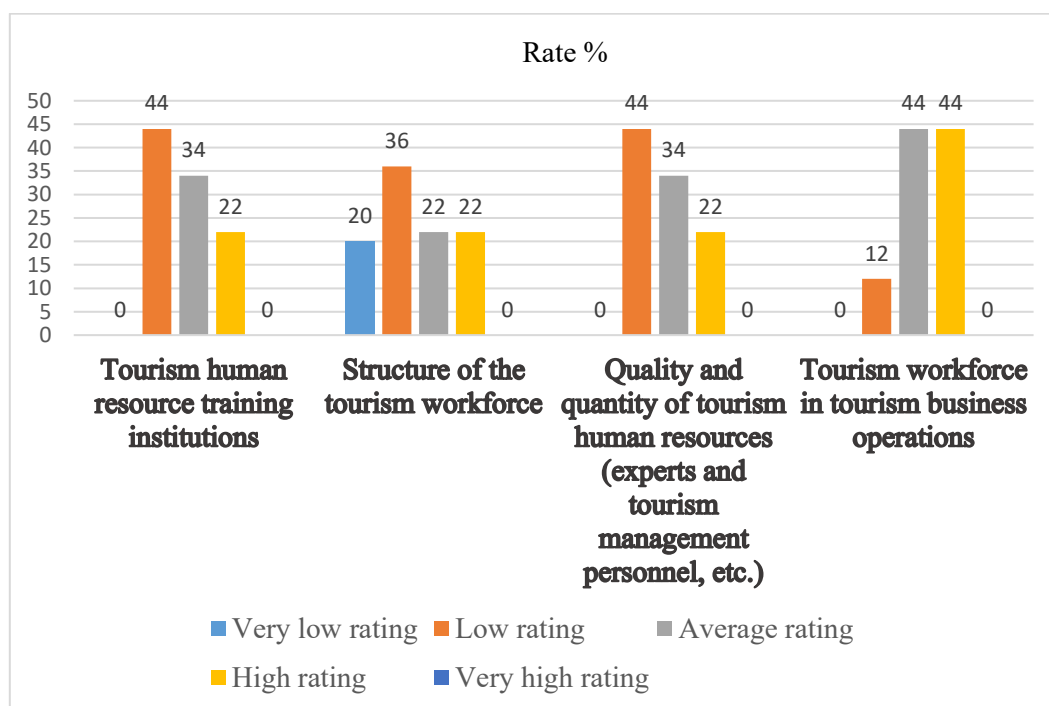
Indicators		Very low assessment	Low assessment	Average assessment	High assessment	Very high assessment	Total
Tourism human resources training facility	Number (travel businesses)	0	22	17	11	0	50
	Rate (%)	0.0	44.0	34.0	22.0	0.0	100.0
Human resources structure serving in the tourism industry	Number (travel businesses)	10	18	11	11	0	50
	Rate (%)	20.0	36.0	22.0	22.0	0.0	100.0

Quality and quantity of human resources serving the tourism industry (tourism experts/managers, etc.)	Number (travel businesses)	0	22	17	11	0	50
	Rate (%)	0.0	44.0	34.0	22.0	0.0	100.0
Human resources structure serving in the tourism industry	Number (travel businesses)	0	6	22	22	0	50
	Rate (%)	0.0	12.0	44.0	44.0	0.0	100.0

Source: (Mạnh and Ngọc, 2022: 162)

The assessment level made by tourism units and travel businesses show that, in terms of quality and quantity of human resources serving the tourism industry (tourism experts/managers, etc.), only 22% of them assess at a high level, 34% of them assess at an average level, 44% of them assess at a low level. In terms of human resources structure serving in the tourism industry, 44% of them assess at a high level, 44% of them assess at an average level, and 12% of them assess at a low level.

Chart 1: Percentage of tourism units and travel businesses evaluate tourism management human resources of the southern communes of Khánh Hòa province.



Source: (Mạnh and Ngọc, 2022: 163)

Thus, human resources for management and practice in the tourism industry in the southern communes of

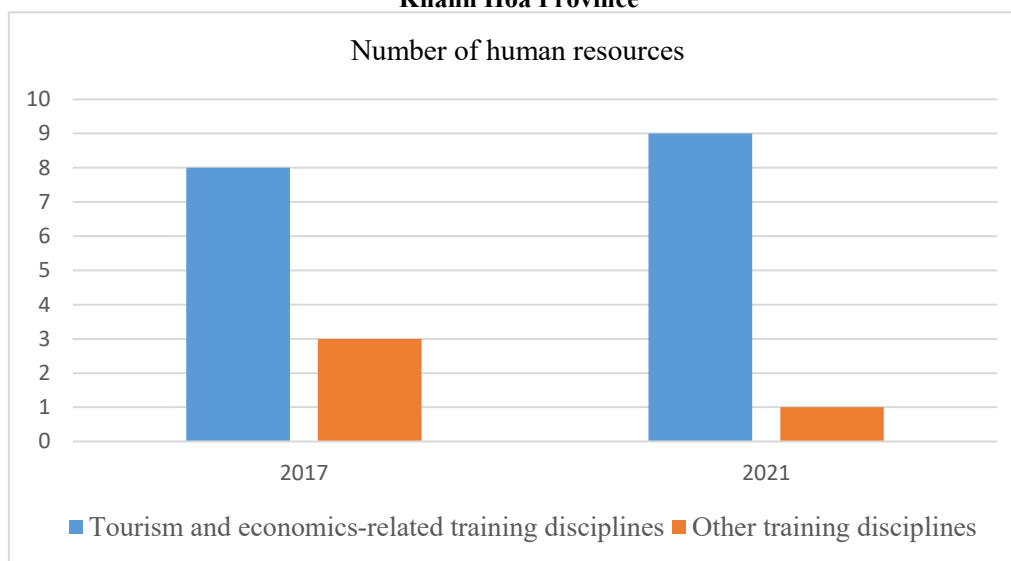
Khánh Hòa Province are thin, and as a result, no typical tourism brand has been impressively built. On the other hand, revenue from tourism activities and accompanying products and services have not developed strongly and have not created a significant source of income for the local economy and local people. Not many tourists wish to return to the southern communes of Khánh Hòa Province as there are few competitive advantages in terms of price, service quality, and tourism products compared to neighboring provinces. It is also a difficult problem that needs to be solved by the cultural industry in the coming time.

Table 3. Human resources performing tourism tasks

Year	Training majors		Total
	Tourism, economics	Other majors	
2017	8	3	11
2021	9	1	10

Source: (Department of Culture, Sports and Tourism of Ninh Thuận Province, 2022)

Chart 2: Number and qualifications of tourism management staff in the southern communes of Khánh Hòa Province



Source: (Department of Culture, Sports and Tourism, 2022)

In the policy of economic development, tourism is considered one of the key industries of the province. Implementing the guiding viewpoint of the Standing Committee of Ninh Thuận Provincial Party Committee in Resolution No. 04-NQ/TU, dated August 31, 2021, that is: “Developing sustainable tourism in both breadth and depth; effectively exploiting potentials, advantages, natural resources associated with environmental protection... Focusing on the development of cultural tourism, linking tourism development with conservation, promotion of heritage values and national cultural identities. Developing tourism products in the direction of creating new and typical products imbued with characteristics of Ninh Thuan

Province and with high competitiveness, focusing on sea tourism products and the Cham cultural tourism...” (Provincial Party Standing Committee on Developing Ninh, 2021). Develop tourism in a comprehensive direction, basically becoming a spearheading economic sector, creating a driving force to promote the socio-economic development of the Province with professionalism, building unique, highly competitive, branded tourism products.

In the report summarizing the implementation of Resolution No. 39-NQ/TW, dated August 16, 2004 of the 9th Politburo and Conclusion No. 25-KL/TW, dated August 2, 2012 on continuing to implement Resolution 39-NQ/TW, dated June 22, 2022 (Department of Culture, Sports and Tourism of Ninh Thuận Province, 2022), the Department of Culture, Sports and Tourism set out the targets to be achieved for the cultural sector. Determining the goal by 2025, the tourism industry will basically become a spearheading economic sector of the province, striving to attract 3.5 million visitors (international visitors account for about 12-13%); tourism revenue will reach about 2,900 billion VND, contributing 13% of GRDP and creating jobs for 15% of the province's workforce. By 2030, tourism industry of the southern communes of Khánh Hòa Province will truly be a spearheading economic sector and develop sustainably. The southern communes of Khánh Hòa Province, thereby, will become particularly attractive tourist destinations with high competitiveness compared to the region and the country. Striving to welcome 6 million visitors, of which: international visitors account for about 14-15%, tourism revenue reaches about 5,900 billion VND, contributing 15% of GRDP and creating jobs for 20% of the province's workforce.

It can be seen that tourism industry of the southern communes of Khánh Hòa Province have initially contributed to the state budget in terms of revenue. However, with the advantages of natural and human resources along with the investment of the state budget, the total revenue is still not really satisfactory. Moreover, tourism industry of the southern communes of Khánh Hòa Province still lacks the exploitation bridges from enterprises and there are no breakthroughs in investment and tourism business. Mechanisms and policies have not created an overall attraction. Luckily, the work of promoting and attracting investment in tourism development has been carrying out by the southern communes of Khánh Hòa Province. Every year, the authorities organize thematic conferences on investment promotion, having direct dialogues with potential investors through which to obtain certain achievements, although the human resources to carry out this task remain shortcomings.

From 2016 to 2020, a project on training and improving the capacity of human resources in the tourism sector of Ninh Thuận province, period 2016-2020 (Department of Culture, Sports and Tourism, 2022) has been carried out as a basis for developing a plan to train and develop tourism human resources in a professional manner, creating the shift of workers from agriculture and rural areas to the tourism sector. On that basis, the Department of Culture, Sports and Tourism has presided over and coordinated with the Department of Labor - Invalids and Social Affairs, tourism schools in Ho Chi Minh City, in Khánh Hoà, in Đà Lạt and vocational training institutions in the province to organize 18 training and retraining courses on tourism for 700 learners working at tourism units/organizations. Two classes were organized to train 200 learners on raising social awareness of tourism and six classes were organized to train 250 learners on improving knowledge of community - based tourism. As for long-term courses in the period of 2012-2020, 27 classes with 810 students to be taught Hotel Management were organized by southern communes of Khánh Hòa Vocational Colleges. In the period of 2012-2020, nearly 100 training courses on tourism expertise that involves knowledge of kitchen, table, room service, restaurant, hotel management, tour guides, community - based tourism; Russian, Japanese, English training, etc were organized to train 3,921 learners who are employees working at tourism units and the locals participating in community – based tourism activities. In recent years, the quantity and quality of labors working in the tourism industry have changed significantly, the number of young workers has increased and accounted for a high proportion, capable of long-term service in the tourism industry and meeting the requirements of luxury tourism units/hotels ranked from 4-5 stars or higher.

It is forecasted that in the period from 2021 to 2030, with a vision to 2045, many communes of Khánh Hòa Province are about to be selected to become typical models of cultural tourism development. The demand of human resources having cultural and artistic expertise, therefore, is very large, which requires immediate preparation to satisfy the needs of people's cultural and spiritual life especially when their living standards are increasingly improved.

5. Discussion: Orientation and solutions for developing tourism human resources in the southern communes of Khánh Hòa Province

Promoting the development of culture and tourism, considering culture and tourism as key strengths, “key economic sectors” is said to be orientation in the sustainable development in the southern communes of Khánh Hòa Province.

Governments at all levels and the people should pay attention and invest abundantly in human and financial resources to make full use of the potential and strengths of local cultural and tourism resources.

Investment in culture must reach at least 1.8% of the local budget so that culture can develop rapidly, on a par with, or even in the lead among other economic, production, service, and commercial sectors.

In order to meet the requirements in the new situation, the Provincial People's Committee needs to set goals in training and developing human resources in culture and tourism. Provincial People's Committee and authorities of all levels and sectors need to implement some synchronous solutions as follows:

- + To implement the planning of appropriate training and improving capacity of officials and public servants in tourism, culture and interdisciplinary sectors. Gradually balance the structure of human resources (in terms of age, gender, ethnicity) at provincial, district and communal levels. Develop a long-term planning of management and professional staff resources.

- + To strengthen cooperation between tourism industry units and training centers, research institutes, and universities at home and abroad in the fields of cinema, library, museum, cultural heritage management, tourism, performing arts, fine arts, photography, cultural management, etc in the market mechanism.

- + To implement preferential policies for recruiting highly qualified staff to participate in the fields of culture and tourism. Have preferential policies for attracting good and excellent graduates to serve in local cultural and artistic units. Strengthen training and development of staff in terms of expertise and management skills at provincial and communal levels. Have preferential policies for female staff and those from ethnic minorities.

- + Particularly, as for mountainous areas with a high concentration of ethnic minorities, it is necessary to focus on training local human resources, promoting the creative role of ethnic people, especially those having prestige and experience. Invest in financial resources and practical support policies for ethnic people to participate in management classes, tour guide skills, cultural management at the grassroots level, develop ecotourism, community – based tourism associated with local tourism products. Strive to have about 40-45% of tourism workers shall have been trained by 2030, about 30-35% of which have intermediate and college degrees.

- + Besides, the province needs to focus on developing a network of training facilities and human resource development to ensure close links and balance between training levels and training professions.

- + To develop a positive investment policy on funding for schools and other incentives to attract highly qualified lecturers for the tourism - service - trade and cultural management industries.

- + To develop a program to assist human resource training for mountainous areas and ethnic minorities. Provide financial support and organize vocational training courses for untrained workers to participate in short-term courses in terms of handicrafts, fine arts, tourism, restaurant services, etc, thereby encouraging and motivating ethnic people to participate in developing cultural tourism.

- + To build a favorable mechanism with incentives for revenue-generating public service units and enterprises to increase investment in on-site human resource training at all levels, suitable to the industry structure and needs of the units; implement the model of schools within enterprises and enterprises within

schools with preferential mechanisms to deduct training costs for units and enterprises before calculating profit tax.

+ To implement tax and fee incentives for human resource training units in cultural, sports and related labor market service sectors. Increase the mobilization of resources from social and community - based organizations for vocational training development.

+ To share benefits and responsibilities with local communities. The participation of local communities in tourism activities also helps preserve cultural identity, environment, lifestyle and traditions, which are important factors in attracting tourists.

6. Conclusion

It can be said that focusing on innovation and improving the capacity of human resources in the culture and tourism sector in the southern communes of Khánh Hòa Province is one of the essential factors to strongly promote the advantages of culture and tourism, making full use of culture and tourism in the integration to meet the requirements of sustainable development. Creating favorable conditions to assist and encourage local communities to participate in tourism activities, ensuring the development of tourism, enhancing the quality of tourism products and improving tourism human resources are considered important tasks in the socio-economic development of the southern communes of Khánh Hòa Province. Therefore, training tourism human resources including public servants and community- based staff to create unique tourism products so as to attract more and more domestic and international visitors is a significant strategy of Khánh Hòa Province in the period of 2021-2030, vision 2045.

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