

# Promoting the socialization of archival activities in Vietnam today

M.A. Nguyen Thi Thuy Huong  
Thanh Dong University

**Abstract:** *In the context of Vietnam's accelerated modernization of public administration, archival activities are also facing demands for innovation in organizational models, management methods, and utilization of records and documents. Based on an analysis of the theoretical foundations of archival socialization and models of socializing archival activities, this article assesses the current implementation of such practices in Vietnam; identifies challenges related to institutional frameworks, awareness, human resources, and technology; and proposes solutions for improving the legal framework, developing human resources, expanding public-private partnerships, and promoting innovation in the provision of archival services. The research findings affirm that socialization of archival activities is an inevitable direction, contributing to development of a modern, transparent, and sustainable archival system capable of meeting the requirements of state governance, socio-economic development, and the preservation of national cultural heritage in the digital era.*

**Keywords:** *Archives; socialization; digital transformation; public-private partnership; archival services..*

## 1. Introduction

Archival work plays a particularly important role in the state administrative system. It is a field directly related to collection, preservation, management, use, and promotion of the value of records, documents, and data - information resources that are essential for management and administration, scientific research, and preservation of a nation's historical and cultural heritage. The quality of archival work not only reflects the level of administrative system modernization

but also directly affects the effectiveness of state governance, the transparency of public administration, and citizens' right of access to information.

In the context of Vietnam's ongoing efforts to modernize public administration, the need to reform archival work has become increasingly urgent. The transition from traditional to electronic and digital archives poses new requirements for technical infrastructure, technology, human resources, and management

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methods. However, archival work in Vietnam still faces several limitations in practice, such as uneven infrastructure, insufficient human resource, limited professional capacity, and a level of information technology application inadequate to the demands of digital transformation. In addition, social awareness of the role and value of archives remains incomplete, resulting in the field not receiving commensurate investment. Given the state budget constraints, the model in which the State assumes full responsibility for archival activities has increasingly revealed its limitations. Socialization of archival work has been considered, in response to the demands of modernization and the expansion of service scope, an appropriate and inevitable approach. Mobilizing participation from organizations, enterprises, and the broader community not only helps share the financial burden with the State but also enables the use of technological, human, and managerial resources from the non-state sector, thereby improving the quality and effectiveness of archival activities.

Although socialization has been mentioned in many socio-economic development strategies and policies, its implementation in Vietnam's archival sector is still at an initial stage. It lacks a consistent legal framework and has not yet produced typical sustainable models. In this context, studying the theoretical foundations, assessing the current situation, and proposing solutions to promote the socialization of archival work poses both scientific and practical significance. This also serves as an important prerequisite for modernizing the archival sector, promoting the value of archival materials, and meeting the requirements of state governance in the era of digital transformation. This article focuses on systematizing and clarifying the approach to socialization in the archival field from a public governance perspective in the context of

digital transformation, analyzing the relationship between the legal framework, technological capacity, and the public-private partnership (PPP) model as decisive factors for the success of archival socialization. Based on an analysis of the practical situation in Vietnam, the study proposes an integrated solution framework combining institutions, human resources, technology, and finance, thereby providing additional scientific and practical arguments for formulating and improving policies on the socialization of archival activities.

## **2. Theoretical foundations of archival socialization**

### *2.1. The concept of socialization*

“Socialization” is a concept widely used across many areas of social life, including education, healthcare, culture, sports, and public administration. Due to its interdisciplinary nature, this concept has been approached and interpreted from various perspectives; however, they all share the common emphasis on the participation of the whole society in provision and use of public services (Tham, 2018). From another perspective, socialization can be understood as the process of establishing a mechanism of shared responsibility between the State and society, in which the State does not withdraw from its management role but shifts toward a role of facilitation, coordination, and supervision in order to mobilize and effectively utilize social resources for development (Ham & Tuan, 2018). This approach is consistent with the trend of modern public governance, where the State is no longer the sole provider of public services. In this article, socialization is approached as a mode of public governance that allows expansion of participation by organizations, enterprises, communities, and individuals in the archival sector, while the State continues to play a guiding role and ensures the legal and historical value of archival materials as well as society's right of access to information.

Resolution No. 90/CP dated August 21, 1997, issued by the Government on the orientations and policies for the socialization of activities in education, healthcare, and culture, states that: "Socialization is the process of building a shared responsibility among all segments of the population in creating and improving a healthy and favorable socio-economic environment for educational, healthcare, and cultural activities in each locality." In line with this spirit, alongside the leading role of public institutions, the State encourages development of service provision models implemented by collective organizations, social organizations, and individuals within the framework of the Party's policies and the State's laws. Diversifying the forms of public service provision is considered a means of expanding opportunities for different social groups' active and equal participation in both provision and enjoyment of public services. The Resolution also affirms that socialization does not mean reducing the State's responsibility for managing and ensuring public services. On the contrary, the State continues to play a leading role in policy formulation, ensuring social equity, increasing the proportion of state budget expenditure for essential public service sectors, and strengthening management in order to enhance the effectiveness of resources mobilized from society. In the current context, this perspective provides an important theoretical foundation for implementing socialization models that help improve the effectiveness and efficiency of state management of public services, while ensuring a balance between economic efficiency, social equity, and social progress.

In international research, socialization of public services is often discussed within the theoretical frameworks of new public governance models, particularly New Public Management (NPM) and New Public

Governance (NPG). According to the New Public Management approach, public sector management should aim for efficiency, cost-effectiveness, and accountability by applying market mechanisms, increasing competition, and expanding outsourcing and private-sector cooperation in provision of public services (Hood, 1991). This approach provides a theoretical foundation for the controlled transfer of certain service provision functions from the State to non-state actors. However, in response to the limitations of the New Public Management model, the subsequently developed New Public Governance model emphasizes network-based governance and multi-actor collaboration. It highlights the role of partnerships among the State, the private sector, social organizations, and the community in formulating and implementing public policies. It therefore stresses citizen participation, co-governance, and creation of public value (Osborne, 2010). From this perspective, socialization of public services is not only a tool for improving economic efficiency but also a mechanism for strengthening democracy, transparency, and social consensus in their management.

### *2.2. Socialization in the archival sector*

Socialization in the archival sector can be understood as the process of expanding and institutionalizing participation of non-state organizations, enterprises, individuals, and communities in activities related to the preservation, management, utilization, and promotion of the value of archival records and documents, while the State continues to maintain its role in management, orientation, and safeguarding the public interest. This represents a new approach that reflects the transition from a centralized management model - where the State assumes full responsibility for archival activities - to a modern public governance model based on multi-actor participation and shared social responsibility (Ham & Tuan, 2018; Hood, 1991). Unlike privatization, socialization does

not imply a complete transfer of ownership and control of archival activities to the private sector. Rather, it involves a regulated distribution of responsibilities, coordination, and cooperation between the public and private sectors in provision of archival services. Within this framework, the State retains a central role in establishing professional standards, ensuring the legal and historical value, as well as the information security, of archival records, while also performing supervisory and regulatory functions to protect the public interest (Hood, 1991).

In practice, socialization of archival activities can be implemented through various forms, such as private enterprises participating in provision of digitization services and archival technology solutions; social organizations and non-governmental organizations implementing community archive models; educational and research institutions developing documentary repositories for teaching and scientific research; or, public-private partnership (PPP) models in provision of archival services in accordance with national standards. These forms reflect the trend of new public governance, in which provision of public services is no longer a unilateral activity carried out solely by the State but is implemented through collaborative networks involving multiple actors.

The core objective of socialization in the archival sector is to enhance the quality and effectiveness of archival activities, expand the range of services provided to society, reduce the financial burden on the state budget, and, at the same time, utilize and promote the social, cultural, educational, historical, and scientific values of archival materials as an important resource for sustainable development. From the perspective of modern public governance, socialization of archival activities is not merely an organizational or financial solution but also a means of creating public value, contributing to greater

transparency, accountability, and social participation in the management and use of archival materials. In addition, socialization of archival activities brings several important benefits. *First*, it helps mobilize financial, technological, and human resources from the private sector, which is particularly important in the context of digital transformation, where the costs of investing in archival infrastructure and technology are rising. *Second*, socialization contributes to diversifying service providers, thereby promoting innovation and improving the quality of archival activities. *Third*, community and societal participation help expand access to, use of, and recognition of the value of archival materials, thereby enhancing transparency and accountability in state governance. However, unlike many other public service sectors, the archival field requires a high level of professional expertise and is directly related to legal value, historical significance, and information security. Therefore, socialization of archival activities must be implemented within a strict legal framework and accompanied by effective oversight mechanisms.

### *2.3. Archive socialization: global models vs. Vietnam*

#### *(1) Community archives*

In international archival research, community archives are regarded as one of the earliest and most influential approaches associated with the trend of archival socialization. According to the Community Archives Toolkit, community archives are considered an important tool that enables communities to actively document, preserve, and narrate their own histories and memories, rather than relying entirely on formal archival institutions. This approach emphasizes the central role of communities in determining the value, meaning, and methods of preserving archival materials, thereby promoting social participation, enhancing inclusiveness, and contributing to the democratization of archival practices (Toronto Public Library, 2017).

In the context of Vietnam, community archives share several similarities with the concept of private archives as stipulated in the Law on Archives. Accordingly, private archives refer to archival collections belonging to organizations, individuals, families, lineages, and communities. Private archival materials include documents created in the activities of individuals, families, lineages, and communities; documents formed through the activities of social organizations and socio-professional organizations that are not assigned tasks by the Party or the State; and documents produced by non-governmental organizations and economic organizations that are not state-owned enterprises (National Assembly, 2024).

However, the fundamental difference between community archives in the international approach and private archives under Vietnamese law lies in their conceptualization and social roles. While private archives in Vietnam are primarily identified from a legal and ownership perspective, community archives in international scholarship are examined within a socio-cultural analytical framework that emphasizes community participation, autonomy, and capacity to engage critically with official archival systems. In this sense, community archives are not merely places where documents are preserved, but also social spaces where communities create knowledge, assert their voices, and affirm their identities.

In the Vietnamese context, approaching private archives as community archives not only enriches the theoretical foundation of archival socialization but also opens the possibility of developing flexible models of cooperation among the State, communities, and social organizations. Such an approach can help more effectively promote the value of private archival materials in social life and the ongoing digital transformation.

## (2) *Public-private partnerships in the archival sector*

In addition to the community-based approach, public-private partnerships (PPPs) represent a common model of socialization in the archival sector in many developed countries. The PPP approach recognizes the essential role of the private sector in providing financial resources, technological capacity, and project management expertise, while the State continues to maintain its role in strategic orientation, establishing professional standards, ensuring the legal value of archival materials, and overseeing the protection of the public interest. In practice, this model has been widely applied in countries such as the United Kingdom, Canada, and Australia, where national archives and major libraries collaborate with such technology corporations as Google, Microsoft, and Amazon Web Services on digitization and long-term digital preservation projects. However, international studies also indicate that PPP in the archival sector requires a robust legal framework in order to manage risks related to data ownership, information security, and public access rights.

An analysis of world representative archival socialization models shows that the general international trend is to expand social participation in archival activities through various forms, including community archives and public-private partnerships in digitization and management of records. The core common feature of these models is the transformation of the State's role - from that of a centralized managerial authority to one of facilitation, support, and coordination - while strengthening the substantive participation of communities, social organizations, and the private sector in the creation, preservation, and promotion of the value of archival materials. A comparison between archival socialization models worldwide and the practice of archival socialization in Vietnam is presented in *Table 1*.

**Table 1. Comparison of international models with the practice of archival socialization in Vietnam**

Criteria	Vietnam	International models
Role of the State	Dominant role, providing primary direction	Greater cooperation and power-sharing
Level of community participation	Limited, mainly focused on professional activities	Strong participation (community archives)
Technology application	Still in the development stage	High level, with widespread use of digitization platforms
Public-private partnerships	Potential exists but lacks a clear legal framework	Many successful PPP models have been established
Legal and policy framework	Weak standardization, lack of specialized regulations	Clear legal frameworks and international professional standards

*Source:* Compiled by the author (2026).

### 3. Current situation of the socialization of archival activities

#### 3.1. Participation of the private sector in the socialization of archival activities

The socialization of archival activities in Vietnam in recent years has gradually been implemented with increasingly visible participation from the private sector, while also being associated with the ongoing improvement of the legal framework and the development of pilot models in several localities and organizations. In this process, the business sector - particularly information technology enterprises - has been regarded as a pioneering force in promoting the digital transformation of the archival sector. By providing technical solutions and technological platforms, enterprises have made important contributions to modernizing records management processes and enhancing the efficiency of accessing and utilizing archival materials in the digital environment. The State Records and Archives

Department of Vietnam organized a series of conferences titled “Addressing challenges in records and archives management and transferring digital archival management software” from September 18 to September 26, 2025, demonstrating the role of enterprises as partners in the socialization of archival activities. At this event, the FPT Corporation donated digital archival management software and document digitization software to 34 provinces and cities nationwide (FPT, 2025). This initiative not only reflects corporate social responsibility but also illustrates the growing trend of cooperation between the public and private sectors in the modernization of archival work.

From a policy perspective, the participation of enterprises in the socialization of archival activities not only contributes to expanding resources for archival work but also concretizes the major orientations of the Party and the State regarding the development of science, technology, and national digital transformation. This development reflects the

growing role of the business sector in implementing digital transformation within the archival field through the provision of technological infrastructure, digitization solutions, and project management capacity. This approach is consistent with the orientation set out in the Politburo's Resolution No. 57-NQ/TW dated December 22, 2024, on breakthroughs in the development of science, technology, innovation, and national digital transformation. The Resolution affirms that "people and enterprises are the center, the main actors, resources, and driving forces; scientists are key factors; and, the State plays a guiding role in promoting and creating the most favorable conditions for the development of science, technology, innovation, and national digital transformation."

On the other hand, cooperation between state archival agencies and technology enterprises - namely public-private partnerships (PPP) - in the digitization and management of records is considered one of the most prominent forms of archival socialization and has a direct impact on the modernization of archival work. In practice, various agencies and organizations have implemented the outsourcing of document digitization services, adopted electronic records and document management software, and utilized data storage infrastructure provided by the private sector. This form of cooperation has initially helped address limitations in professional human resources, technological capacity, and financial resources within the public sector, while also shortening the time required for digitization, standardizing records management procedures, and improving the efficiency of accessing and utilizing archival materials. Through the participation of enterprises, many electronic records management systems and digital archival repositories have been established, meeting the requirements of

administrative reform and the development of digital government. However, from the perspective of archival socialization in its full sense, current forms of cooperation largely remain at the level of technical service provision and have not yet developed into comprehensive public-private partnership (PPP) models. The delineation of responsibilities, benefits, data ownership, and oversight mechanisms between the State and the private sector remains unclear. At the same time, requirements related to information security, data protection, and the legal validity of digital archival records continue to pose significant challenges. This indicates that public-private cooperation in the archival sector in Vietnam is still at an early stage and requires further improvement in both institutional frameworks and implementation models in order to fully realize the potential of archival socialization in the context of digital transformation.

In addition, expanding access to and the use of archival materials through electronic portals and online databases has created more favorable conditions for citizens, researchers, and social organizations - thereby broadening the level of social participation - in accessing and utilizing archival documents. Several archival institutions have begun to implement online search services, provide digital copies of documents, and interact with users through online platforms. However, the substantive participation of society in activities such as creation, description, contextualization, and appraisal of archival materials remains limited. Participatory archives and open archives models have so far been reflected mainly in terms of information access, rather than developing into mechanisms of co-creation and shared responsibility between the State and society.

A comparison of the effectiveness of archival socialization models in Vietnam is presented in *Table 2*.

**Table 2. Comparison of the effectiveness of archival socialization models**

<b>Socialization models</b>	<b>Primary objective</b>	<b>Current effectiveness</b>	<b>Major limitations</b>	<b>Suitability for State archives</b>
Enterprises providing digitization services and archival software	Technical modernization and acceleration of digitization	High technological capacity and rapid deployment	Weak integration with archival professional practices; risk of dependence on service providers	Medium
Public-private partnerships (PPP) in digital archiving	Sharing investment, operation, and long-term management	Very high potential	Lack of legal framework and specialized professional standards	High (once the institutional framework is completed)
Commercial cloud-based archival services	Flexible data storage and retrieval	Flexible with relatively low initial costs	Does not fully meet legal requirements and long-term archival preservation standards	Low-Medium
Community, academic, and social organization archives	Preservation of memory and socio-cultural values	High social impact and complementary value	Lack of professional standards and supporting policies	Medium-High (in terms of social value)

*Source:* Compiled by the author (2026).

Overall, the private sector's participation in the socialization of archival activities in Vietnam has occurred through various forms, including private archives, spontaneous community archives, and technical cooperation. However, these forms remain fragmented and lack systematic development. They have not yet been guided by a coherent policy and legal framework, nor have they been closely connected with the theoretical approaches and models of archival socialization developed in international research. This situation highlights the need to further strengthen institutional frameworks, raise social awareness, and develop models of archival socialization suitable to Vietnam's conditions, thereby effectively mobilizing social resources to preserve, utilize, and promote the value of archival materials.

### *3.2. Some challenges in the socialization of archival activities*

Although the socialization of archival activities has been identified as an appropriate direction for mobilizing social resources, improving management efficiency, and promoting the value of archival materials in the context of digital transformation, its practical implementation in Vietnam still faces numerous systemic barriers. These barriers stem not only from resource constraints but also from the characteristics of public governance, social perceptions, and the readiness of the archival system in the digital environment.

*First*, regarding institutions and governance models.

One of the major barriers to the socialization of archival activities is the

incomplete transition from a centralized management model - where the State plays a fully subsidizing role - to a governance model based on shared responsibility between the State and non-state actors. Although the legal framework governing archival activities has undergone certain adjustments aimed at expanding social participation, the mechanisms for defining authority, responsibilities, and the extent of state intervention within socialization models have not yet been clearly established. In practice, the State still plays a dominant role in most stages of archival activities, from management and preservation to the utilization of archival materials. This situation limits the participation of the private sector and communities and reduces the incentive for long-term investment by non-state actors. The lack of clarity in governance models also leads to a cautious attitude toward cooperation, particularly in activities involving archival materials of significant legal and historical value.

*Second*, regarding awareness and archival culture.

Another major challenge in socializing archival activities is limited public awareness of the role and value of archival work, which has not yet matched its importance in state governance and social development. While sectors such as education and healthcare have long been recognized as essential fields closely linked to people's lives and interests, archival work is often perceived as a "backstage" activity, serving primarily internal administrative needs and having little connection to broader social demands. Even within the state administrative system, many cadres and civil servants have not fully recognized the role of archival records in protecting citizens' lawful rights and interests, ensuring transparency and accountability in public administration, and preserving the nation's historical and cultural memory. This

lack of awareness has led to the fact that the socialization of archival activities has not yet been regarded as an intrinsic need of the system, but rather remained at the level of general policy orientations, without strong, sustained implementation in practice (Chinh, 2020). In addition, a culture of sharing and utilizing archival materials within society remains underdeveloped, particularly in the digital environment. The cautious attitude toward expanding access to and sharing archival data has limited the role of communities and social organizations in accompanying the State in preserving and promoting the value of archival materials.

*Third*, in terms of interdisciplinary human resources.

The socialization of archival activities within Vietnam's efforts to modernize public administration requires a workforce with interdisciplinary competencies that integrate archival expertise, information technology, legal knowledge, and data governance. However, human resources capable of meeting these requirements remain insufficient and unevenly distributed in practice, particularly within the non-public sector. The gap between traditional archival training and the practical demands of digital archives has created a "competency gap," limiting the ability of the private sector and social organizations to participate more deeply in archival activities. This represents a significant barrier affecting the long-term sustainability of archival socialization models.

*Fourth*, regarding the technology gap and data trust.

A modern, transparent, and sustainable archival system places high demands on technical infrastructure, technological standards, and assurance of information safety and security. However, disparities in technological capacity among actors participating in archival socialization, together

with the lack of independent verification and evaluation mechanisms, have increased risks and limited trust in sharing, storage, and use of data. For state agencies, cooperation with non-state actors in digital archiving is not merely a technical matter but also a question of institutional trust regarding the ability to ensure the integrity, authenticity, and security of archival records. When data trust has not yet been firmly established, the socialization of archival activities is unlikely to expand into core areas.

*Fifth*, the transition from socializing technical solutions to socializing governance.

A persistent challenge in the socialization of archival activities in Vietnam is the tendency to focus primarily on socialization of tools and technical solutions, while insufficiently advancing toward socialization of governance and shared responsibilities. Because the private sector primarily provides technical services, the potential of archival socialization to transform management methods and enhance the effectiveness and transparency of archival activities has not been fully realized. For archival socialization to become a genuine driving force for the modernization of the archival sector, this challenge must be addressed by developing cooperative models based on appropriate decentralization, clear accountability, and the maintenance of the State's coordinating role.

The challenges outlined above indicate that the socialization of archival activities in Vietnam is not merely a technical or resource-related issue but a systemic matter involving institutional arrangements, governance mindsets, and the overall readiness of society. Correctly identifying these barriers is an important basis for proposing appropriate solutions to promote the socialization of archival activities in a sustainable and effective manner.

#### **4. Solutions to promote the socialization of archival activities**

To promote the socialization of archival activities in Vietnam in a sustainable and effective manner, it is necessary to implement a comprehensive set of systemic solutions that address institutional frameworks, resources, social awareness, and implementation models. Based on the analysis of the barriers to the socialization of archival activities, the author proposes five main groups of solutions as follows:

*First*, improving the legal framework and state management mechanisms for the socialization of archival activities. It is necessary to continue reviewing, revising, and improving the legal documents governing the implementation of the 2024 Law on Archives to more clearly define the scope, authority, responsibilities, conditions, and standards for non-state organizations and individuals participating in archival activities. The focus should be on clarifying the boundary between the State's roles in management and supervision and the professional autonomy of non-public actors. In addition, it is necessary to establish quality standards for private archival services, including professional procedures, technical requirements, digital archiving standards, information security indicators, and data protection standards. Establishing transparent mechanisms for licensing, inspection, supervision, and handling violations will enhance social trust while ensuring the legal validity and integrity of archival materials preserved outside the public sector.

*Second*, enhancing social awareness and promoting communication about the value of archives. The socialization of archival activities can be effective only when social awareness of

the field's role is raised to an appropriate level. It is therefore necessary to develop communication programs that clarify the role of archives in state governance, scientific research, protection of citizens' rights, and preservation of historical and cultural memory. At the same time, thematic workshops, seminars, and forums should be organized to connect state management agencies, enterprises, academic communities, and the public, disseminate information, promote policy dialogue, and enhance transparency in the socialization of archival activities.

*Third*, developing archival human resources. It is necessary to expand training and specialized professional development programs for non-public archival human resources, with a focus on interdisciplinary skills such as document digitization, data governance, information security, application of information technology, and use of digital archival repositories. Strengthening collaboration among training institutions, research institutes, and enterprises will help narrow the gap between academic training and practical needs. The State should establish mechanisms to support technology transfer and encourage investment in technical infrastructure for the non-state sector, including digitization solutions, cloud storage systems, artificial intelligence (AI) for content extraction, and advanced data security technologies, thereby enhancing the capacity of non-state actors to participate in archival socialization in the digital environment.

*Fourth*, piloting and scaling up public-private partnership (PPP) models in the archival sector. Given the potential of the PPP model, several specific areas should be selected for pilot public-private partnership

projects in archival activities, such as land records, records of dissolved enterprises, medical records, and local cultural heritage documents. These pilot initiatives should be associated with mechanisms that clearly allocate risks and benefits among the participating parties, ensuring that the State retains its role in management and supervision while the private sector provides services in accordance with unified standards. It is also necessary to encourage connections among the national archival system, technology enterprises, and community organizations to harness social potential in providing open archival services and access, thereby gradually forming a multi-actor digital archival ecosystem.

*Fifth*, improving financial support policies and investment incentives. Given that archival activities require long-term investment and entail high preservation costs, their socialization should be supported by appropriate financial policies. Mechanisms such as tax exemptions or reductions, preferential credit support, and investment incentives should be applied to enterprises and social organizations that provide archival services. In addition, establishing a community archival development fund could support village, lineage, and community memory archival projects that hold historical and cultural value. Encouraging large corporations and enterprises to develop standardized internal archival systems that can share infrastructure when necessary is also an approach worth considering.

## 5. Conclusion

In the context of Vietnam's ongoing efforts to modernize public administration, the socialization of archival activities has become an inevitable direction, consistent with

international trends and the country's internal development needs. Expanding social participation in the archival sector not only helps reduce the financial burden on the state budget but also creates favorable conditions for the application of modern technologies, improves service quality, and promotes the value of archival materials in social life. However, the practical socialization of archival activities in Vietnam remains at an early stage and faces numerous barriers, including institutional frameworks, social awareness, human resources, and technology. For archival socialization to achieve effective outcomes, this process needs to follow a roadmap appropriate to the specific characteristics of the archival sector, while also maintaining close connections with sectors where socialization has been successfully implemented, such as education, healthcare, and culture. The socialization of archival activities should be oriented toward a multi-actor ecosystem model, in which the State plays a facilitating and coordinating role; the private sector contributes technological and managerial capabilities; the research community provides scientific evidence and policy recommendations; and, the broader community participates both as partners and beneficiaries. Such an approach will help build a modern, transparent, and sustainable archival system capable of meeting the requirements of state governance, socio-economic development, and preservation of national cultural heritage in the digital era.

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