

**MINISTRY OF EDUCATION AND TRAINING      MINISTRY OF FINANCE**  
**ACADEMY OF FINANCE**

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**MANAGING PUBLIC ASSETS IN HIGHER EDUCATION  
INSTITUTIONS CONTROLLED BY THE MINISTRY OF  
NATIONAL DEFENSE**

*Major* : Finance - Banking

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**SUMMARY OF ECONOMIC DOCTORATE THESIS**

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***Supervisor: Assoc. Prof., Dr. Nguyen Trong Than***

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## INTRODUCTION

### 1. Rationale

For each State, public assets are a kind of common property owned by the public. Public assets are used for important purposes and tasks in socio-economic development, ensuring social security and national defense, and contributing to the achievement of common development goals of the country. The management of public assets is also very important in a country's financial management and has practical meaning.

Public assets of public higher education institutions are the fundamental principles and material factors for the State to organize the implementation of the set educational and training objectives. The initial funding of public higher education institutions is provided by the State with the national budget, so the management of public assets at public higher education institutions should ensure strict management of funds by the state budget; at the same time, ensure the management mechanism of funds with other funding sources in public higher education institutions, both creating autonomy and ensuring the provision of education and training services for high quality human resource development for society.

Public assets in higher education institutions under the management of the Ministry of National Defense play an important role, determining the quality of training and scientific research of universities and academies. The value of public assets in these units is relatively large, most of which are invested from the state budget, however, the management of these assets so far has many shortcomings, leading to low efficiency.

Therefore, the author chose the thesis topic: *“Managing public assets in higher education institutions controlled by the Ministry of National Defense”* as the topic of the PhD thesis, majoring in Finance - Banking.

### 2. Literature review

Overview of research works related to the topic “Managing public assets in higher education institutions controlled by the Ministry of National Defense” is an important part of the research topic.

The literature review process is divided into two groups of studies (1) domestic studies; (2) overseas studies. In addition, when analyzing and evaluating these studies, it is necessary to arrange them in a logical chronological order. In each study, the purpose and research tasks are specified, the thesis must evaluate the degree of completion of the research objectives, in order to determine the gaps that need further research.

The studies in the country and abroad analyzed in the thesis have made significant contributions to science in terms of theory and practice and the research results mostly focus on the following main contents:

*Firstly*, most of the studies have systematized the basic issues of public assets and public asset management such as: concept, characteristics, classification of public assets; public assets management content and factors affecting public asset management at agencies and units.

*Secondly*, the studies basically analyze the characteristics, models, tools, mechanisms and policies of public asset management in Vietnam in general and in some specific types of agencies and units.

*Thirdly*, studies in the form of topics, theses, and theses all introduce experience in public asset management in some countries around the world, with public asset management models and solutions that are evaluated as effective in such countries as UK, USA, France, Australia, China.

*Fourthly*, the studies have clearly assessed the current situation of public asset management in general and public asset management in government agencies or state units or universities in the public sector in particular in Vietnam in recent years.

In addition to the academic and practical values that these studies have achieved, the management of TSC at educational institutions under the Ministry of National Defense is a complex issue that needs to be studied and perfected in order to match the requirements of practice. Therefore, the topic “Managing public assets in higher education institutions controlled by the Ministry of National Defense” is aimed to focus on researching and clarifying some of the following issues:

*Firstly*, besides inheriting the research results that the published research works have achieved, the thesis aims to research, supplement and perfect some basic theories about public assets and public asset management in higher education institutions under the Ministry of National Defense.

*Secondly*, analyzing some domestic and international experiences in public asset management of higher education institutions in order to draw lessons from experience for reference for the Ministry of National Defense of Vietnam.

*Thirdly*, from the theoretical and practical issues studied, the thesis will analyze in depth the legal bases, the current situation of public asset management at higher education institutions under the Ministry of National Defense in the period 2016 - 2020.

*Fourthly*, on the basis of determining the point of view of improving public asset management in higher education institutions under the Ministry of National Defense, the thesis proposes a number of solutions to strengthen the management of public assets in these institutions.

### **3. Objectives of the study**

#### ***3.1. Objectives of the study***

The thesis proposes solutions and recommendations to improve the management of public assets at higher education institutions under the Ministry of National Defense, which have a scientific basis in theory and practice, is feasible, and is suitable for the public. suitable with the current actual situations and the reform process of public asset management in Vietnam.

#### ***3.2. Research tasks***

- To systematize, analyze and clarify theoretical issues about public higher education institutions, public assets at public higher education institutions and public asset management at public higher educational institutions.

- To synthesize and analyze the current situation of public asset management at higher education institutions under the Ministry of National Defense in the period 2016-2020.

- To propose views, orientations and solutions to improve public asset management at higher education institutions under the Ministry of National Defense in Vietnam from present to 2025.

### **4. Objects and scope of the study**

#### ***4.1. Research subjects***

The thesis studies the theoretical issues of public asset management at public higher education institutions and current situation at higher education institutions under the Ministry of National Defense of Vietnam.

#### ***4.2. Research scope***

Contents: public asset management can be approached from many different angles such as management mechanism, management apparatus... The research in the thesis is approached from the perspective of public asset management within the higher education institutions under the Ministry of National Defense. Therefore, the scope of management content is determined to be issues related to the public asset management process, including: public asset formation; exploitation, use of assets and termination of assets. The assets here include only 10 types of tangible fixed assets that higher education institutions must gather and report to the Finance Department/Ministry of Defense.

Research period: Research of current situation lasts for 5 years from 2016 to 2020 Perspective, orientation and proposed solutions to 2025, vision to 2030.

### **5. Research Methods**

***Methodology:*** The thesis uses the content of dialectical materialism and historical materialism throughout the process of researching and analyzing the research contents of the thesis.

***Research method:*** The thesis uses the research method of analysis and synthesis. In addition, the thesis also uses specialized methods such as statistics,

comparison, expert method, survey method, quantitative method... The conclusions of the thesis are based on logical inference and aggregated and collected data. Corresponding to each content, the thesis will use appropriate research methods.

**Methods of data collection:** secondary data are collected from books, the system of legal documents of the State related to public asset management, research works that have been carried out, reports and research results. The results have been published from surveys, asset inventories, research data of the Government, the Ministry of Finance, and the Ministry of Defense. Primary data is collected from investigations and surveys.

**Data analysis method:** Comparative method: used to analyze, evaluate and compare data between periods, compare indicators reflecting the actual situation. Descriptive statistics method: The researcher uses averages, relative and absolute numbers, tables and diagrams to represent the research content.

## **6. New contributions of the thesis**

The thesis has new contributions in both theory and practice as follows:

**Academic contributions:** To systematize and analyse and clarify some theoretical issues about public higher education institutions and public asset management at public higher education institutions such as the concept and features of the institution. public higher education institutions, characteristics of public assets at public higher education institutions; concepts, principles and contents of public asset management at public higher education institutions; subjective factors and objective factors that have the most influence on public asset management at public higher education institutions.

**Practical contributions:** summarize, evaluate and analyze, clearly demonstrate the achieved results, limitations and causes of the current situation of public asset management at higher education institutions under the Ministry of National Defense in Vietnam in the period 2016-2020 through the analysis of the movement of assets, from the formation, use and exploitation to the termination of the assets. At the same time, the thesis also analyzes the experience of public asset management of military universities in some countries around the world to draw lessons for the Ministry of National Defense of Vietnam.

## **7. Structure of the thesis**

In addition to the Introduction, conclusion and list of references and appendices, the thesis is structured into 3 chapters as follows:

**Chapter 1:** Literature review of public asset management in public higher education institutions

**Chapter 2:** The current situation of public asset management in higher education institutions under the Ministry of National Defense of Vietnam

**Chapter 3:** Solutions to improve public asset management in higher education institutions under the Ministry of National Defense of Vietnam.

## **Chapter 1**

### **LITERATURE REVIEW ON PUBLIC ASSET MANAGEMENT AT PUBLIC HIGHER EDUCATION INSTITUTIONS**

#### **1.1. PUBLIC UNIVERSITY INSTITUTIONS AND PUBLIC ASSETS AT PUBLIC HIGHER EDUCATION INSTITUTIONS**

##### **1.1.1. Public higher education institutions**

Higher education institution is an educational institution belonging to the national education system, performing the function of training higher education levels, scientific and technological activities, and serving the community. Higher education institutions have legal status, including universities, universities and higher education institutions with other names in accordance with the provisions of law.

##### **1.1.2. Public assets at public higher education institutions**

###### ***1.1.2.1. Concept of public assets***

Public assets at public educational institutions are those that the State assigns public educational institutions (of the State) to directly manage and use to serve the performance of tasks of agencies and units. Accordingly, public assets at public educational institutions include: Land (land used for working offices, land for construction of public non-business activities); buildings and other construction works attached to land (working offices, warehouses; buildings and constructions for non-business activities...); other properties attached to the land; means of transport (cars, motorbikes, ships, boats...); machinery, equipment, means of work and other assets. These assets are the necessary material foundations for conducting state management activities, public non-business activities and other social activities. State agencies and public non-business units do not have the right to own public assets, but only have the right to manage and use these properties to perform their assigned tasks. Assets in public educational institutions may not be used for personal, business, or other purposes, unless otherwise provided for by law, standard and the norm set by the State.

On the basis of the perception of public assets, the thesis introduces the concept of public property at public educational institutions: tangible assets, money, valuable certificates and property rights that the State assigns to institutions. The public education institution manages and uses it to maintain the operation of the organization and management apparatus of the higher education institution and the provision of public services of the public educational institution.

###### ***1.1.2.2. Characteristics of public assets at public higher education institutions***

Research on public assets must be based on the concept of public property, and at the same time must correctly and fully analyze the basic characteristics of public assets; Basic features include:

*First*, public property is various in types; each type of property has different features and usage and is used for different purposes and is effectively evaluated according to different criteria;

*Second*, organizations and individuals assigned the task of directly managing and using public property are not the ones who have the right to own the property, no strict management will lead to waste and loss of property.

*Third*, public properties at public educational institutions are assigned to units, organizations and individuals for direct use; therefore, there must be an appropriate management mechanism and organization of the public asset management apparatus.

*Fourth*, public properties at public educational institutions include: properties in service of management, specialized assets, special assets; Therefore, the management mechanism and organizational structure for asset management must be suitable for this type of asset, at the same time ensure consistency in the entire public asset management mechanism.

#### ***1.1.2.3. Classification of public assets at public higher education institutions***

- a) Classification of public assets according to its useful life
- b) Classification of public assets by origin
- c) Classification of public assets according to the nature and operation characteristics of the property
- d) Classification of public property according to the object of management and use of the property;

#### ***1.1.2.4. The role of public assets in public higher education institutions***

*First*, public assets reflect the physical potential of public higher education institutions

*Second*, public asset is an important contributor to the process of training, training and scientific research at public higher education institutions.

*Third*, public property is a potential source of capital for development investment

*Fourth*, public property has a special meaning to the lives of officials, teachers and students

## **1.2. MANAGEMENT OF PUBLIC ASSETS AT PUBLIC HIGHER EDUCATION INSTITUTIONS**

### **1.2.1. The concept of public asset management at public higher education institutions**

Public asset management in public higher education institutions is the impact of the state management apparatus on the formation and movement of



TSCs at public higher education institutions in order to ensure that public assets are invested in construction and purchased., exploit, use and liquidate economically and effectively in the process of performing the functions and tasks assigned by the State.

This concept includes the following main contents:

*Firstly*, management objects are public assets assigned by the State to public higher education institutions to manage and use in the process of performing training and scientific research tasks;

*Secondly*, the management subject of public assets is a system of TSC management agencies and TSC management units formed at public higher education institutions assigned by the State to manage and use public assets;

*Thirdly*, public asset management tool at public higher education institutions is a system of mechanisms and policies related to public asset promulgated by the State in the form of laws, decrees, circulars and decisions.

*Fourth*, the goal of public asset management is to ensure that public assets at public higher education institutions are formed, used and handled in an economical and efficient manner in order to perform the functions and tasks assigned to them by the State.

### **1.2.2. Principles of public asset management**

*Firstly*, agree on mechanisms, policies and management regimes

*Second*, manage and use public assets according to standards and norms.

*Third*, implement decentralization of public asset management

*Fourth*, public asset management must be associated with state budget management.

### **1.2.3. Public asset management tool**

In order to perform the State's management role over public assets, the State must use a systematic synthesis of measures and tools for management, including: administration, organization, economic law, and accounting, statistics, propaganda and education.

### **1.2.4. Decentralization of public asset management**

The basic content of the decentralization of public asset management is to clearly define the scope, content, powers and responsibilities of public property management; Accordingly, the decentralization of public asset management includes two basic contents: (1) the decentralization of the formulation and promulgation of mechanisms, policies and regimes for public property management; (2) is the decentralization of state management of public property (authorities and responsibilities for public asset management).

## **1.2.5. Contents of public asset management at public higher education institutions**

### ***1.2.5.1. Managing the asset formation process***

#### *a. Assets formed through construction investment*

For assets belonging to public educational institutions, the decision on asset investment policy must be based on the norms and standards for using the property (equipment), the property management regime, mastering the capacity of the property. capacity and need for investment, construction, and asset procurement of each unit; determine capital needs for investment and purchase of assets recorded in the annual state budget estimate. After having a policy on investment and procurement of assets, the implementation of investment and procurement of assets must comply with regulations on investment and construction and regulations on procurement of public assets.

#### *b. For properties formed through purchase*

- Planning to purchase property
- Appraise and decide on asset purchase estimates
- Carry out purchase and payment, settlement

#### *c. For assets formed by handing over or transferring*

Based on the handover record and other documents related to the property, the higher education institution in the military shall compile a file of the property (including: original cost, year of use, and depreciated value, residual value, current status of assets, etc.) as a basis for recording property management books, for accounting according to regulations, as a basis for arrangement of exploitation, use, maintenance and repairs.

### ***1.2.5.2. Managing the process of exploitation and use of public assets***

The process of exploiting and using public property is a very complicated process; The time of exploitation and use depends on the characteristics, properties and durability of each type of property; This process is carried out by organizations and individuals directly assigned by the State to manage the exploitation and use of assets.

### ***1.2.5.3. Management of public property at the end of its use***

At the end of the use process, a public property must be strictly managed to avoid waste and loss of assets. At the end of the asset's use, an assessment of the current state of the property, both in terms of material and value, must be carried out; carry out inventory, determine the current value of assets; draw up handling plans and deal with handling in accordance with the provisions of law.

#### ***1.2.5.4. Public asset report***

To effectively manage public assets at public higher education institutions and help state management agencies understand the situation of management and use of public asset at public higher education institutions; thus, synthesize the common assets of the country, and at the same time, have a new investment plan, transfer and handle assets in a timely and effective manner, the units directly manage and use public assets. in public higher education institutions must implement the public asset reporting regime.

#### ***1.2.5.5. Examination and inspection of the management and use of public property***

Examination and inspection is a very necessary activity in order to maintain and promote the management and use of assets in accordance with policies and regimes on management and use of assets; prevent all violations of mechanisms, policies, management regimes, violations of standards and norms of asset use.

### **1.2.6. Indicators for evaluating the effectiveness of public asset management at public higher education institutions**

#### ***1.2.6.1. Qualitative criteria***

#### ***1.2.6.2. Quantitative indicators***

## **1.3. FACTORS AFFECTING PUBLIC ASSET MANAGEMENT AT PUBLIC HIGHER EDUCATION INSTITUTIONS**

### **1.3.1. Group of subjective factors**

### **1.3.2. Group of objective factors**

## **1.4. EXPERIENCE IN MANAGEMENT OF PUBLIC ASSETS AT MILITARY UNIVERSITIES IN THE WORLD AND LESSONS FOR HIGHER EDUCATION INSTITUTIONS IN THE MILITARY OF VIETNAM**

### **1.4.1. Management of public assets at some military higher education institutions around the world**

#### ***1.4.1.1. Experience of military universities in China***

#### ***1.4.1.2. Experience in managing public assets at universities in the Australian army***

#### ***1.4.1.3. Experience QLTSC military colleges in Canada***

### **1.4.2. Lessons for higher education institutions in the Army in Vietnam**

*Firstly*, using the market mechanism to improve public asset management efficiency

*Secondly*, a system of information, reports and data about public asset is built to ensure effective management, enhance accountability and transparency in public asset management.

*Third*, capture the quantity and value of information about public asset, re-arrange it for effective use.

*Fourth*, organize well the liquidation of public asset when the depreciation is over or there is no need to use it effectively.

*Fifth*, change the method of asset management, linking asset management with management of budget estimates.

## Chapter 2

### THE SITUATION OF PUBLIC ASSET MANAGEMENT AT UNIVERSITIES UNDER THE MINISTRY OF DEFENSE IN VIETNAM

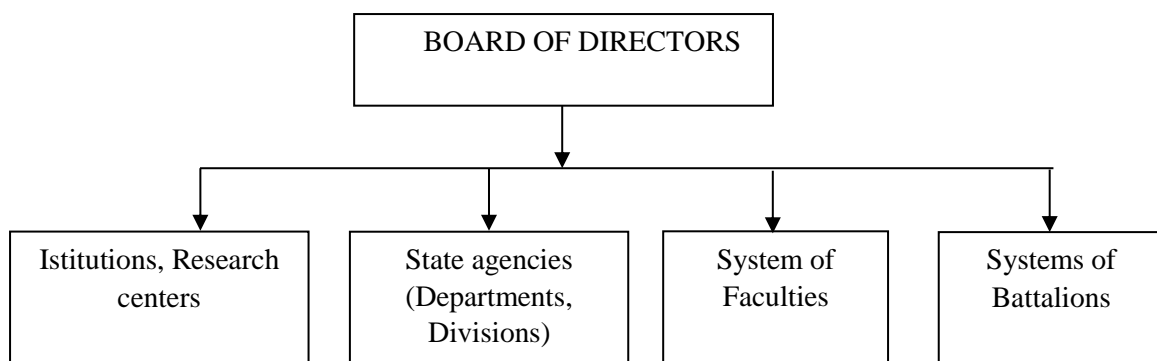
#### 2.1. OVERVIEW OF THE SYSTEM OF HIGHER EDUCATION INSTITUTIONS UNDER THE MINISTRY OF DEFENSE

##### 2.1.1. Introduction of academies under the Ministry of National Defense

The system of higher education institutions under the Ministry of Defense has 9 training units, including 6 large academies and 2 Army Officer Schools, 1 political officer school under the Ministry of Defense; The remaining academies and schools (not affiliated to the Ministry of National Defense) are staffed to the General Departments, Border Guard Command, and Government Cipher Committee.

##### 2.1.2. Organizational structure of academies under the Ministry of National Defense

The organizational structure of the 6 academies under the National Defense is divided into two groups: the group performing the training and scientific research functions including 5 academies: National Defense Academy, Political Academy, Army Academy, Postgraduate Academy. needed, the Military Technical Academy and the group performing the training, research, and treatment functions are the Military Medical Academy.



*Figure 2.1. Organizational structure of 5 academies under the Ministry of National Defense*

## 2.2. CURRENT SITUATION OF PUBLIC ASSETS AT HIGHER EDUCATION INSTITUTIONS UNDER THE MINISTRY OF DEFENSE

### 2.2.1. The quantity of public assets

*Table 2.1. Number of public assets in higher education institutions under the Ministry of National Defense, 2016 - 2020*

No	Types of assets	2016		2017		2018		2019		2020	
		Quantity (items)	Compared to 2015 (%)	Quantity (items)	Compared to 2016 (%)	Quantity (items)	Compared to 2017 (%)	Quantity (items)	Compared to 2018 (%)	Quantity (items)	So với 2019 (%)
	Tangible assets	24,522	3.82	22,601	-7.83	26,052	15.27	28,264	8.49	28,379	0.41
1	Buildings	1,213	0.50	1,226	1.07	1,190	-2.94	1,205	1.26	1,215	0.83
2	Architecture	263	6.05	309	17.49	358	15.86	394	10.06	405	2.79
3	Means of transport	615	4.41	639	3.90	654	2.35	675	3.21	679	0.59
4	Office equipment	18,066	3.79	15,640	-13.43	18,748	19.87	20,355	8.57	20,365	0.05
5	Transmission equipment	62	16.98	107	72.58	133	24.30	153	15.04	154	0.65
6	Propulsion equipment	74	12.12	71	-4.05	91	28.17	105	15.38	107	1.90
7	Specialized equipment	3,210	4.59	3,333	3.83	3,920	17.61	4,359	11.20	4,365	0.14
8	Measuring and testing equipment	411	4.85	603	46.72	685	13.60	696	1.61	699	0.43
9	Perennial plants, animals	-	-	1	-	1	-	1	-	-	-
10	Other tangible fixed assets	608	3.23	672	10.53	272	-59.52	321	18.01	290	-9.66

*Source: Report on management and use of public assets in institutions & academies, 2016 - 2020.*

Thus, through the change in the number of public assets at 9 higher education institutions under the National Defense, it can be seen that buildings, office machinery and equipment, mobile machinery and equipment, specialized machinery and equipment, and other fixed assets. are the assets with the most volatility. Because of the large number of public assets, high value and many fluctuations, the management of public assets at higher education institutions under the Ministry of National Defense is posed as an indispensable requirement.

### 2.2.2. The public asset structure

Among the 10 types of fixed assets gathered and reported to the Finance Department - the Ministry of Defense, in terms of the structure of assets, office machinery and equipment always accounts for the largest proportion over the years in the period 2016 - 2020, about 70%; followed by specialized machinery and equipment, accounting for about 14%; accounting for the lowest percentage of the total fixed assets are transmission equipment and kinematic machinery and equipment.

**Table 2.2. The structure of the quantity of public asset at higher education institutions under the Ministry of National Defense in the period 2016 - 2020**

No	Types of assets	2016		2017		2018		2019		2020	
		Quantity (items)	Percentage (%)	Quantity (items)	Percentage (%)	Quantity (items)	Percentage (%)	Quantity (items)	Percentage (%)	Quantity (items)	Percentage (%)
	Tangible assets	24,522	100	22,601	100	26,052	100	28,264	100	28,379	100
1	Buildings	1,213	4.95	1,226	5.42	1,190	4.57	1,205	4.26	1,215	4.28
2	Architecture	263	1.07	309	1.37	358	1.37	394	1.39	405	1.42
3	Means of transport	615	2.51	639	2.83	654	2.51	675	2.39	679	2.89
4	Office equipment	18,066	73.67	15,640	69.20	18,748	71.96	20,355	72.02	20,365	72.3
5	Transmission equipment	62	0.25	107	0.47	133	0.51	153	0.54	154	0.54
6	Propulsion equipment	74	0.30	71	0.31	91	0.35	105	0.37	107	0.38
7	Specialized equipment	3,210	13.09	3,333	14.75	3,920	15.05	4,359	15.42	4,365	15.8
8	Measuring and testing equipment	411	1.68	603	2.67	685	2.63	696	2.46	699	2.51
9	Perennial plants, animals			1		1		1			
10	Other tangible fixed assets	608	2.48	672	2.97	272	1.04	321	1.14	290	1.02

*Source: Report on management and use of public assets in higher education institutions under the Ministry of National Defense 2016-2020*

## **2.3. THE SITUATION OF PUBLIC ASSET MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS UNDER THE MINISTRY OF DEFENSE**

### **2.3.1. Decentralization of authority to manage and use public assets**

Decentralization of authority to decide on the order and procedures for handling public assets is the most important content in the public asset management process at higher education institutions under the Ministry of National Defense. The survey results at the facilities showed that: 58.55% of the comments are suitable, 24.6% are considered to be relatively suitable, and 2.9% are rated as very suitable, however, there are 14% of the reviews are not appropriate.

### **2.3.2. Standards and norms for using public assets**

\* Standards and norms for the use of working offices and non-business establishments

1. Standards and norms for the use of working offices and non-business establishments used as the basis for planning and budget estimation;

2. Working area for titles at agencies, organizations or units is the usable area determined for one workplace.

3. The working area of the titles specified in the Decree is the maximum area.

4. Total working area of titles is determined on the basis of payroll, number of working people approved by competent authorities or according to payroll orientation, number of working people already approved by competent authorities approval (if any) at the specified time.

\* Standards and norms for using machinery and equipment

Units under the management of the Ministry of National Defense, including higher education institutions under the Ministry of National Defense must ensure the principles of applying standards and norms for using machinery and equipment as follows: (1) Standards, the norms for using machinery and equipment specified in the Circular are the basis for making plans and budget estimates for procurement and equipment as prescribed; (2) Norms for the use of common office machinery and equipment by titles. In case a person holds more than one title, the common office equipment and equipment norm is determined according to the highest title specified in the Circular; (3) Quantity and price of common office machinery and equipment equipped for titles, offices of titles and secretariat rooms, archives rooms of regulated agencies and units in the Circular is the maximum level for titles; (4) For projects funded by ODA, concessional loans or grants, there are specific regulations on the type, quantity and price of machinery and equipment in service of project management in compliance with the signed

Agreement or the project document approved by the competent authority; (5) The procurement, registration, management, security and safety inspection of equipment for machinery and equipment specified in this Circular must comply with regulations of the State and the Ministry of National Defense.

\* Standards and norms for using means of transport

Officers with the military rank of Major General and Rear Admiral of the Navy are allowed to use cars to shuttle from their places of residence to work or on business trips with a maximum purchase price of 820 million VND/car. The Decree also specifies standards and norms for using cars for general work.

### **2.3.3. Status of management of the process of public property formation**

Based on these legal documents, the Department of Finance - Ministry of National Defense has basis to arrange for public asset investment and procurement and to help the management agency to recapture the public asset being used in higher education institutions; The responsibilities of the Ministry of National Defense and the higher education institutions directly using public asset in the investment, procurement, arrangement, use and management of assets assigned by the State are clearly defined. In the 2016-2020 period, the Ministry of National Defense has approved a plan to invest in and upgrade training equipment for institutions using the regular defense budget and state budget allocation and decentralization to schools under the Ministry of Defense and other agencies.

***Table 2.5. Investment in training equipment for higher education institutions under the Ministry of National Defense in the period 2016-2020***

*Unit of account: million VND*

No	Units	2016	2017	2018	2019	2020	Total
	<b>TOTAL</b>	110.554	103.218	159.857	158.816	161.016	763.746
a	Specialized equipment	59.580	51.305	79.820	80.410	81.450	319.115
b	Ordinary equipment	50.974	51.913	80.037	78.406	80.506	444.631
<b>I</b>	<b>System of Academies</b>	56.650	55.448	82.922	79.314	81.014	392.963
a	Specialized equipmen	27.190	24.120	40.350	34.350	37.250	189.340
b	Ordinary equipment	29.460	31.328	42.572	44.964	46.064	203.623
<b>II</b>	<b>System of Universities</b>	53.904	47.770	76.935	79.502	79.902	370.683
a	Specialized equipment	32.390	27.185	39.470	46.060	45.060	212.085
b	Ordinary equipment	21.514	20.585	37.465	33.442	35.042	158.598

*Source: Compiled from the Reports on the management and use of public assets in higher education institutions under the National Defense for the period 2016 - 2020*



### **2.3.4. Actual situation of management of the process of exploitation and use of public assets**

#### ***2.3.4.1. Reporting mode for declaring assets and reporting on the management and use of public assets***

1. Units assigned to manage and use fixed assets are responsible for reporting and declaring all fixed assets that are subject to accounting books as prescribed in Clause 1, Article 13 of Circular 120/2015/TT-BQP stipulating regulations management level, depreciation calculation and reporting regime for fixed assets being specialized assets, assets serving the management at units of the Ministry of National Defense.

2. Higher education institutions under the Ministry of National Defense make declaration reports and update the declared information in the database of fixed assets of the entire unit to the Ministry of National Defense for the following assets:

a) House, land; b) Cars; c) Fixed assets other than houses, land or cars with original costs according to accounting books of VND 500 million or more per asset unit.

For the report on the management and use of public assets at higher education institutions affiliated to the Ministry of National Defense:

The main structure of the report consists of two parts:

1. Status of management and use of fixed assets of the units in the period.
2. Proposing solutions to improve the legal system on management and use of fixed assets and measures to improve the efficiency of the management and use of fixed assets.

#### ***2.3.4.2. Calculate depreciation and amortization of fixed assets***

##### ***a. Calculate depreciation of fixed assets***

+ Types of fixed assets that are not subject to depreciation, including: Fixed assets in use that are removed from the payroll according to decisions of competent authorities; Fixed assets preserved, kept, stored on behalf of the State; Fixed assets are land use rights; Fixed assets that have been fully depreciated but are still usable; Fixed assets that have not been fully depreciated but have been damaged and cannot be used;

+ Depreciation of fixed assets is calculated once a year in December, before closing the accounting books or abnormally for all existing fixed assets (except fixed assets specified at Point a of this Clause) up to December 31 of the depreciation year.

+ In case of handing over, splitting, merging, dissolving an agency, organization or unit or taking inventory and re-evaluating fixed assets according to the policy of the State, the depreciation of fixed assets is calculated at the time of decision of competent state agency.

*b. Depreciation of fixed assets*

- For fixed assets used for the entire period in production, business and service activities, capital contribution to joint ventures or associations, the unit shall implement the regime of management, use and depreciation according to applicable regulations for Business.

- For fixed assets that have just been used for production, business and service activities, capital contribution to joint ventures or associations; as well as used to operate according to the functions and duties of the unit, can be calculated as follows:

+ The unit calculates and determines the total value of depreciation in the year of fixed assets that have just been used in production, business and service activities, capital contribution to joint ventures or associations; put into operation according to functions and tasks according to the rate of depreciation of fixed assets specified in Circular 120/2015/TT-BQP

+ Based on the use of fixed assets (using time, frequency of use or completed work volume); The unit allocates the depreciation of fixed assets and the amount of depreciation of fixed assets in the total value of depreciation of fixed assets determined

+ The unit will allocate the depreciation of fixed assets registered for accounting into public service provision costs, production and service business expenses accordingly; accounting for depreciation of fixed assets for the registered depreciation amount.

**2.3.4.3. Property maintenance and repair**

Heads of higher education institutions under the National Defense Department assigned to manage and use assets will decide on the preservation, maintenance and repair of assets according to the assigned plans and budget estimates..

**2.3.5. Status of management of the process of ending use of public assets**

*a. Asset recovery*

The Prime Minister will decide on the recovery of land-attached assets; The Minister of National Defense will decide or decentralize the competence to decide on the recovery of the remaining assets.

*b. Transfer of public property*

Public assets at higher education institutions under the Ministry of National Defense shall be transferred in the following cases: When there is a change in the management agency, organizational structure, and management decentralization; From places of excess to places of shortage according to standards and norms for use of public property prescribed by competent agencies or authorities; Asset transfer brings higher efficiency; The unit is assigned to manage and use the property but has no need for regular use; Other cases as prescribed by law.

*c. Sale of public assets*

- Recovered public assets will be handled in the form of sale;
- Rearrange the management and use of public asset;
- Public property is liquidated in the form of sale.

*d. Liquidation of public property*

- Public property expires in accordance with the law;
- Public property has not expired but is damaged beyond repair or the repair is ineffective;
- Working offices or other properties attached to land must be demolished under decisions of competent state agencies.

## **2.4. EVALUATING THE SITUATION OF PUBLIC ASSET MANAGEMENT AT HIGHER EDUCATION INSTITUTIONS OF THE MINISTRY OF DEFENSE**

### **2.4.1. Achievements**

The system of management mechanism for public assets at military higher education institutions, including universities under the Ministry of National Defense, covers all stages from investment, procurement to management, use and finalization. Finally, the recovery and liquidation of assets that are no longer needed or are no longer usable.

The public asset management mechanism system for military schools becomes the legal basis for the State and the Ministry of National Defense to inspect and supervise the management and use of public asset in higher education institutions under the Ministry.

Existing public assets of higher education institutions under the Ministry of National Defense are basically used for the right purposes and effectively.

Public assets at higher education institutions under the National Defense are basically exploited and used for the right purposes. Except for buildings of the

types analyzed in the above sections, the remaining properties of higher education institutions under the National Defense are used for the right purposes. Thus, one of the basic requirements and objectives of public asset management of higher education institutions has been fulfilled.

The higher education institutions under the National Defense have relatively fully implemented regulations on management and use of public asset.

### **2.4.2. Limitations**

*First*, the Ministry of National Defense is slow to promulgate mechanisms and policies on public asset management according to the guidance of the State.

*Second*, the standards and norms for public asset management at higher education institutions under the Ministry of National Defense are still lacking or not suitable with the actual situation.

Although there are detailed regulations on standards and norms for using assets in higher education institutions under the Ministry of National Defense, according to survey results at higher education institutions under the Ministry of National Defense, current standards, norms for titles or activities are lacking compared to regulations on standards and norms for working offices: 55.1% of the opinions considered these norms not suitable & very inappropriate; only 44.9 considered the current system of standards and norms to be appropriate.

*Third*, the Ministry of National Defense does not have a mechanism to encourage higher education institutions to exploit revenue sources and take advantage of redundant resources.

*Fourth*, the database system is still missing and has not been updated in time.

The asset database system in the whole system has not been built. To manage public asset well, one of the requirements is to have a complete information system. According to the actual survey at the units, 33.33% assessed that the establishments were relatively proactive in updating data information and up to 21.73% assessed that they did not actively update data information.

### **2.4.3. The cause of the limitation**

#### **2.4.3.1. Subjective reasons**

*Firstly*, awareness of the importance of activities in the process of managing and using public asset of higher education institutions under the Ministry of National Defense is not high. In operations at main units, the leaders and commanders of the facilities mainly focus on completing the assigned tasks without paying attention to other issues.

*Secondly*, the qualifications of a part of officials and employees working in property and finance in higher education institutions under the Ministry of National Defense are not good, the ability to advise and propose on the construction and improvement of the mechanism is not suitable, public asset management is still very limited. Most of the schools and academies have not standardized the staff involved in the management of public asset, many of whom are part-time and unprofessional. This is also one of the main reasons for reducing the efficiency of public asset management.

*Third*, many stages in the process of managing and using public assets in main units are still formal, not really ensuring their role in maintaining the use of assets, leading to the fact that assets that have not been fully depreciated have been damaged. Some assets are used continuously with high intensity, therefore they fail quickly.

*Fourth*, the reporting regime on management and use of public asset in higher education institutions under the National Defense has not been well implemented. Many higher education institutions under the Ministry of National Defense are not really proactive in updating data on assets at their units, making it difficult for management agencies to grasp the actual assets of higher education institutions under the Ministry of Defense. The regime of reporting assets of higher education institutions under the Ministry of National Defense to management agencies has not been actively implemented.

*Fifth*, the higher education institutions under the Ministry of National Defense have only opened accounting books to monitor the general accounting of assets at the Finance Department, but the opening of detailed monitoring books for each type of asset, quantity, quality and type at the place of use is not performed well.

*Sixth*, the peculiarity of the product of educational and training activities at higher education institutions under the National Defense is that the socialization is not high, mainly serving the needs of use in the Ministry of National Defense. Therefore, a lot of information that needs to be kept confidential affects the completion of the public asset management mechanism, especially the enhancement of publicity and transparency in the allocation, management and use of public assets.

#### ***2.4.3.2. Objective reasons***

*First*, the asset management agency has not been really active in researching and promulgating a public asset management mechanism in accordance with the

specific characteristics of education and training activities in higher education institutions under the Ministry of National Defense, leading to the management mechanism of public asset. public assets still lacks synchronization and many regulations on management are not really appropriate.

*Second*, the coordination between functional agencies of the Ministry of National Defense such as the Finance Department, Barracks Department, General Departments and higher education institutions under the Defense Ministry in building mechanisms and policies on management and use of public assets is not good and public asset management mechanism is almost one-way built: the Finance Department develops and promulgates the mechanism, implementing units, participates little (almost not) in the policy development process.

*Third*, the legal system (including Laws, Government decrees, guiding circulars of ministries, and decisions of governing agencies) does not cover all types of public assets as well as the process of managing and using them in higher education institutions under the Ministry of National Defense.

*Fourth*, the public asset accounting work does not have regulations on building an information system and database about public assets.

### **Chapter 3**

## **COMPLETE SOLUTIONS FOR MANAGEMENT OF PUBLIC ASSETS AT HIGHER EDUCATION INSTITUTIONS UNDER THE MINISTRY OF DEFENSE**

### **3.1. GUIDANCE, DEVELOPMENT OBJECTIVES AT HIGHER EDUCATION INSTITUTIONS UNDER THE MINISTRY OF DEFENSE**

#### **3.1.1. The guiding view on the development of military schools**

*Firstly*, strengthen leadership, direction, awareness raising and responsibility for the task of developing education and training in the Army.

*Secondly*, increase investment in facilities, improve the efficiency of resource use, and build a system of regular, exemplary and modern Army schools.

*Thirdly*, actively innovate training contents and programs in the direction of standardization and modernization, towards the goal of building a revolutionary, regular, elite, and step-by-step modernized army.

*Fourthly*, closely link training with scientific research, develop a number of key specialties, and train high-quality human resources.

*Fifthly*, continue to promote and improve the effectiveness of international cooperation in training.

### **3.1.2. Directing perspectives and strategic goals on education and training for higher education institutions under the Ministry of National Defense by 2025**

#### ***3.1.2.1. The guiding view on development of education and training in higher education institutions under the Ministry of National Defense***

*Firstly*, strictly implement the viewpoints and lines of the Party, policies and laws of the State, meeting the requirements and tasks of building the Vietnam People's Army.

*Secondly*, development of education and training in higher education institutions affiliated to the Ministry of National Defense.

*Thirdly*, education and training in higher education institutions under the National Defense must be of quality and effective, contributing positively to the development of national human resources.

*Fourthly*, bringing education and training in higher education institutions under the National Defense to gradually develop to an advanced level, bringing national traditions and Vietnamese military art.

#### ***3.1.2.2. Strategic objectives of education and training development in higher education institutions under the Ministry of National Defense***

(1) Training of strategic level cadres (2) Training of campaign level cadres (3) Training of tactical level cadres, local military officers (4) Postgraduate training (5) Training non-commissioned officers, professional and technical staff (6) Training international students.

### **3.1.3. Orientation to perfect the management of public assets of higher education institutions under the Ministry of National Defense**

*Firstly*, renovate the planning, training and fostering of teachers and educational administrators in the direction of closely linking with the orientation of building and developing the Army and the national education.

*Secondly*, promote innovation in training contents, training programs and teaching methods in the direction of standardization, modernization, close to reality, the goal of building a modern army.

*Thirdly*, innovate the inspection and evaluation of education and training results; invest in modernizing facilities and teaching equipment effectively.

*Fourthly*, continue to promote and improve the effectiveness of international cooperation in education and training.

### **3.2. COMPLETE SOLUTIONS FOR MANAGEMENT OF PUBLIC ASSETS AT UNIVERSAL EDUCATION INSTITUTIONS OF THE MINISTRY OF DEFENSE**

As analyzed above, the improvement and strengthening of public asset management capacity at higher education institutions under the Ministry of National Defense involves many different actors. Finding the limitations in public asset management at higher education institutions under the Ministry of National Defense and determining the causes of the problem is not only subject to higher education institutions under the Ministry of Defense, but also superior state agencies. Therefore, proposed solutions need to come from current situation. Chapter three of the thesis focuses on the main solutions and recommendations for the governing state agency.

#### **3.2.1. Closely monitor the process of formation and procurement of public assets**

*Firstly*, exploiting resources well to form public assets

*Second*, promote the application of information technology in public procurement

#### **3.2.2. For the process of exploiting public assets**

#### **3.2.3. Enhance transparency and publicity in public asset management at higher education institutions under the Ministry of National Defense**

It is necessary to expand at the public level, transparency is at least public, internal transparency, the current mechanism is still not really effective.

#### **3.2.4. Building a database system and electronic transactions on public assets in the system of higher education institutions under the Ministry of National Defense**

Build a common database system on public assets in schools and academies under the ministry, towards digitizing the public asset system of all training units in the military school system.

#### **3.2.5. Design the standard process of public asset management at the units in the direction of practically eliminating formality**

Although the public asset management process is different in each school or academy, it still has to ensure the principle of the following steps: in order: Invest in procurement; utilization; liquidation of assets.



### **3.2.6. Coding, updating, regular inventory, periodical reporting on public asset's situation**

Updating information about assets, periodically analyzing asset situation are also important management contents, affecting the efficiency of public asset management..

### **3.2.7. Improve the capacity of the internal control system in public asset management**

Internal control activities are designed to form a mechanism to prevent mistakes in public asset management

### **3.2.8. Improving the qualifications of public asset managers at higher education institutions under the Ministry of National Defense**

In order to improve the qualifications of public asset management staff, the training and retraining of public asset management officers and employees of the higher education institutions under the Ministry need to be paid attention to and properly implemented.

## **3.3. RECOMMENDATIONS TO THE MINISTRY OF DEFENSE**

### **3.3.1. Completing the system of standards and norms for the use of public assets**

### **3.3.2. Improving public asset management capacity for agencies and units under the Ministry of National Defense**

### **3.3.3. Strengthening decentralization of decision-making authority in investment and asset procurement decisions**

### **3.3.4. Close coordination and maintenance of regular relationships among agencies of the Ministry of National Defense in public asset management**

### **3.3.5. Develop a specific mechanism for higher education institutions under the National Defense to serve economic activities associated with political tasks**

## CONCLUSION

Public asset management at educational institutions under the Ministry of National Defense is a relatively complex issue, involving many different subjects. The thesis closely follows the purposes, tasks, objects, research scope and application of research methods and the thesis has made the following contributions:

The thesis systematizes and analyzes to enrich and clarify some theoretical issues about public higher education institutions and public asset management at public higher education institutions such as the concept and connotation of higher education institutions, characteristics of public assets at public higher education institutions; concepts, principles and contents of public asset management at public higher education institutions; subjective factors and objective factors affecting public asset management at public higher education institutions. It can be affirmed that the unification of mechanisms, policies and management regimes; implementation of standards and norms; implementing decentralization in public asset management are mandatory requirements, making the management more effective.

On the basis of research and analysis of regulations on the legal framework, sources of documents of the Government, Ministry of National Defense and other sources, the thesis, evaluation and analysis, clearly demonstrates the achieved results, limitations and causes of the current situation of public asset management at higher education institutions under the Ministry of National Defense in Vietnam in the 2016-2020 period through analyzing the movement of assets, from formation, use, asset exploitation to the end of asset use. At the same time, the thesis also analyzes the experience of managing public asset at military universities in some countries around the world to draw lessons from the experience of public asset management at schools and academies under the Ministry of National Defense.

The thesis proposes oriented views and some solutions to improve public asset management at higher education institutions under the Ministry of National Defense of Vietnam and a group of recommendations to the Ministry of Defense in line with public asset management views in general and public asset management of higher education institutions under the Ministry of National Defense of Vietnam in particular. The solution group focuses on the public asset management process from the formation, exploitation and termination of use of public assets at higher education institutions under the Ministry of National Defense. The group of recommendations belongs to the management units of the Ministry of National Defense as the direct state management units for educational institutions under the Ministry of National Defense.

**LIST OF PUBLISHED SCIENTIFIC WORKS  
RELATED TO THE AUTHOR'S THESIS**

1. Nguyen Viet Bac (2021), "Effective exploitation of public assets at higher education institutions under the Ministry of National Defense", *Journal of Accounting and Finance Research*, No. 08(217), p.31 -34.
2. Nguyen Viet Bac (2021), "Management of public assets at higher education institutions under the Ministry of National Defense", *Journal of Finance, period 1* (758), pp.61-63.