

TERMS OF REFERENCE (TOR)
Survey on Social Needs for Academic Programs of VNU Vietnam Japan University

1. Background and context

1.1 Background of VNU Vietnam Japan University:

VNU Vietnam Japan University (VJU) was established on 21st July, 2014 in Hanoi through cooperation between the Governments of Japan and Vietnam and receives technical cooperation from the Japan International Cooperation Agency (JICA) through Project “Development of Masters programs in Vietnam Japan University” (2016-2020) and Project “Enhancement of university management and education/research capacity at Vietnam Japan University” (2020-2025).

The basic principles of VJU’s establishment are the followings: (1) To provide human resources of international quality who will be the future leaders, managers and experts in Vietnam, Japan, East Asia and in the world (to meet future development and current needs of society); (2) To provide research products in advanced technology and interdisciplinary sciences for sustainable development, as well as to receive and transfer knowledge from Japan for society and community; to promote knowledge transfer between Vietnam and Japan to serve for society and community; (3) To contribute to the development of Vietnam National University, Hanoi and higher educational system in Vietnam; and (4) To promote cooperation between Vietnam and Japan.

The education programs taught by VJU are designed on the basis of taking advantage of the strengths of Japanese partner universities, adjusted to suit the social needs of Vietnam and other countries in the region. Currently, VJU has 05 Master Cohorts with 08 Master’s programs, namely (1) Public Policy (MPP), (2) Nanotechnology (MNT), (3) Area Studies (MAS), (4) Infrastructure Engineering (MIE), (5) Environmental Engineering (MEE), (6) Business Administration (MBA), (7) Climate Change and Development (MCCD) and (8) Global Leadership (MGL). In 2020, VJU opened the first undergraduate program “Bachelor of Japanese Studies”.

As a significance, of the 56 graduates of 1st master’s cohort in July 2018, 11 have decided to pursue their doctorate study, 6 of whom are awarded with Japanese Government Scholarships, 30 have decided to work for businesses and organizations, including 12 students working in Tokyo for such companies as Yoshinoya, Juntos, ALPS Electric, Hirose, Sojitsu, as well as for Japanese businesses in Vietnam such as Nippon Express, DENSO, MSIG Insurance, DHL, etc. VJU is now delivering master’s programs for cohort 3rd and 4th, which, in particular, include students from Japan, Mekong river countries, Nigeria, Russia, and African countries. Amongst 79 students of the 3rd cohort, even though they have not yet officially finished their master’s thesis, but 05 students get a chance to further study in Japan or to be recruited by companies/enterprises.

All programs in VJU embody the philosophy of liberal arts and interdisciplinary education, covering various fields across social science and natural science, but focus on problem-solving of the real world issues. That is under the overall domain of sustainability science.

1.2 Context

Like the other countries, human resources play an important factor in achieving the development goals planned by the Vietnamese government. Currently, Vietnam are facing such challenges as slower growth in labor productivity and a shortage of high-quality human resources. According to “***Vietnam 2035: Toward Prosperity, Innovation, Equity and Democracy***” report by the World Bank and the Ministry of Planning and Investment in 2016, Vietnam had attracted large foreign investments thanks to its competitive labor costs; however, strong growth in average wages, as compared to other ASEAN countries’, made it unlikely to sustain economic growth only with its young, abundant and inexpensive labor supply. Alternatively,

investments should be drawn by high productivity. Vietnam also suffers from an insufficiency of high-quality human resources: At the end of 2000, agriculture sector represented 65.3% of the total workforce. By 2012, this figure dropped to 47.4% while service and industry sectors saw a growth in numbers. In response to such structural changes in the economy, the workforce must be equipped with up-to-date knowledge and advanced technology for the future. Another World Bank report showed that there were changes in job characteristics in urban areas in adaptation to these structural changes. Since the early 1990s, uncomplicated jobs have been on the decline while those requiring analytical and interpersonal skills witnessed an upward trend. The VJU, with a focus on training high quality human resources in advanced technologies and interdisciplinary sciences, hope to help with the above-mentioned HR challenges.

After 5 years of operation, even persuading the philosophy of liberal arts and sustainable development, VJU should conduct a real survey on Social Needs for Academic Programs of VJU to review the current development plan and amend it if needed.

2. Survey purpose

- Assessing the suitability (strengths and weaknesses) against the social needs of the education programs being implemented at VJU.

- Forecast of society's human resource development needs in the next 10-30 years in Vietnam, Japan and Asia.

- Forecast Vietnamese, Japanese and Asia's science, technology and education development trends in the next 10-30 years.

- Analyzing desirable academic areas to be established at VJU to meet the development needs of Vietnamese, Japanese and Asian society and Japan's training strengths

To be more specific, the survey aims to identify the social needs in areas that VJU has education programs. Also, demonstrating the social demands for different degree levels. Thanks to that, VJU could review the current programs and curriculums and renovate them to be more suitable if needed. Also having a re-structure of the majors (Sciences, Economics, Languages, etc.) or Degrees (among Undergraduate, Master, Doctor) to meet the Social requirements if needed. This could help VJU go on right direction in the near future.

Scope: Social needs in Vietnam, Japan and Asia

Objectives: Employers' perspective (Government offices, companies, institutions, etc.) and potential students, actual data on social needs and restructuring of human resources in the region in the past 10-20 years.

Duration: In recent 10-20 years (2000-2020) and forecast in the next 10 - 30 years (2021-2050).

3. Expected outcomes

- Evaluation of the matching between current VJU's education programs and social needs.
- Evaluation of social needs on different degree levels (mid/ high-level personnel recruitment needs).
- Evaluation of the strengths of Japanese universities in education and its trend in the upcoming 30 years.

- Information of other model universities in Vietnam related to administration such as tuition, salary and ratio of student and lecturer.

- Forecasting the social expectations on VJU's up-coming education programs (Interdisciplinary and Science Technology) in the next 10-30 years.

- Analysis on the future educational directions of VJU.

4. Specific Tasks of Consultant

To achieve the expected outcomes, the suggested methods is combination of qualitative analysis (interview-survey) and quantitative analysis (data research).

4.1 Questionnaires Preparations (Part 1. Interview – Survey/ Qualitative Analysis)

- Identify group of at least 08 stakeholders for total 27 programs (05 Undergraduate Programs, 17 Master programs and 05 Doctoral Programs) including (but not limited to):
 1. Vietnam, Japan, foreign or joint venture enterprises Governmental authorities such as MOIT, MOLISA, MOIC, MOET which have close connection with labor market.
 2. Governmental and/or private research organizations, VAST, VASS
 3. Public Universities such as HUS, HUST, USSH, TDTU, USTH (Vietnam-France University), Vietnamese-German University...
 4. Private Universities such as FPT, Vin University, Phenikaa, Fulbright University Vietnam
 5. High-school Managers
 6. Non-governmental organizations
 7. Recruitment companies/ Experts in human resources
 8. Students and alumni of VJU and graduates with experience of studying in Japanese university

Note:

- The interviewed stakeholders should be located in big cities such as Hanoi, Da Nang, Ho Chi Minh city, etc.
- Stakeholders which have recruited VJU's alumni are prioritized.
- Propose VJU and JICA for approval on selection of stakeholders on each group (sample frame with basic information: name, address/location, type of organization, main services/products, future plan and strategy).
- Design data collection instruments (survey questionnaire and checklist for interviews) to capture the demand from society for:
 - The programs, expected learning outcomes and expected curriculum of the program;
 - Expected knowledge, skills and expertise from VJU's students per program, etc.
 - Partner for joint research, training center for local and/or HQ's employees, etc.

4.2 Developing Quantitative Models (Part 2. Quantitative Analysis)

- The data for analysis should be collected by the Consultant is as the following (but not limited to):
 - ✓ Data of the past 10-20 years of Vietnamese Labor market in Technology and Engineering industries.
 - ✓ Data of the past 10 -20 years of Japanese Labor market in Technology and Engineering industries.
 - ✓ Data of the past 10 -20 years of Vietnamese human resources working for Japanese companies in Vietnam/ Japan.
 - ✓ Data of the past 10 – 20 years of human resources in different sectors in Vietnam
 - ✓ Data of the past 10 - 20 years of human resources in different sectors in Japan, etc.

- ✓ Recent researches and data analysis on human resources
- The Consultant could apply different models. The suggested method is regression model to find out:
 - + The impact factors on social needs for human resources in Vietnam, in Japan.
 - + Forecast the trends of social development (economic transformation) in Vietnam, Japan.
 - + Forecast the social needs on industries and degrees.

Thanks to that, the most important factors are found out and helping delivering recommendations to VJU.

4.3 Submission of Implementation Plan and Questionnaires Form

4.3.1 Implementation Plan

The Consultant shall submit the implementation plan in English (soft copy) to VJU and JICA within 14 days after the contract's signing date. The plan includes the following items, but not limited to:

- Description of the implementation plan and schedule (including both Part 1. Interview-Survey and Part 2. Quantitative Analysis).
- **For Part 1.** point out the method to approach interviewees/survey respondents (online/onsite) including Pilot interview.
- Pilot interview should be in-depth interview, implemented in a week. Targeting at least 03 interviewees for each program. Pilot interview must be organized to check the appropriateness of questionnaire contents. Results of pilot interview will be used to revise contents of questionnaire if necessary.
- After the pilot, data collection instruments will be finalized and the in-depth interviews and mass survey will be launched.
- For in-depth interviews (Onsite), expected total number of interviewees is 205 (two hundred and five). In which, there should be 30 in-depth interviews with HR companies and 175 depth interviews with other 07 stakeholders. More importantly, recruitment companies/Experts in human resources are prioritized for giving comments about forecasting.
- Submit the list of tentative interviewees for both Pilot and In-depth interview with profile (Full name, Name of organization, Address, Position, Degree, Phone number, Email).

The target interviewees should be decision makers (Executive or above) at the entities in principle.
- For mass survey (Online/email/paper), expected total number of interviewees is 3,800 (three thousands eight hundreds). In which, there should be 770 mass surveys conducted with employers and 2,700 surveys conducted with potential students (particularly, 750 for 05 Undergraduate programs; 1,700 for 17 Master programs and 250 for 05 Doctoral programs).
- Submit Form of Minutes of Meeting (used for in-depth interview)
 - **For Part 2.** Propose the models to use, options to collect the data, kinds of data necessary and the schedule of collecting data, deadline for input and output of models.
 - Submit Table of the contents of the final report
 - Submit Taskforce with profiles of each member and the responsibilities of each member in the taskforce.
 - Others to be determined in the initial discussion between three parties.

4.3.2 Questionnaires Form Submission

- Consultant shall submit the Form of Questionnaires to VJU and JICA within 30 days after the contract's signing date.

4.4 Approval for Survey Form and Implementation Plan

VJU and JICA shall give comments and the consultant shall finalize Survey/questionnaire and Implementation Plan based on comments from VJU and JICA Vietnam Office. The official Survey and Implementation plan are issued after that.

4.5 Implementation

The Consultant has to follow strictly the approved plan. **The Consultant is required to submit interim report by the 1st week of March 2021 and hold an interim report presentation meeting with JICA, VJU and invited participants in the course of the implementation.**

Part 1. After completing Pilot interviews, in-depth interviews and mass survey are conducted.

When the Consultant conducted an in-depth interview, the interview results must be compiled into Minutes of the Meeting. After the completion of each in-depth interview, the Consultant shall submit to VJU and JICA Vietnam Office the Minutes of the meeting in English (soft copy) within 5 days.

Also, there should be a file of the dataset, which is required to be made in electronic format, in English. The data input must be ensured to be correct as the results of each interview.

The confidentiality of the information collected during the survey is maintained at all time.

Part 2. will be implemented right after the approval of JICA and VJU.

4.6 Analysis of the completed survey and Submit draft final report

For Part 1, the Consultant shall categorize dataset by stakeholder groups, clean and compile the data set, calculate the descriptive statistics based on that, analysis and accompanying data into a written report (draft Final report).

For Part 2, the Consultant shall explain the results of the models, forecast the trends and giving description into a written report with Part 1, consolidate and give conclusions (draft Final report).

The Consultant shall submit to VJU and JICA Vietnam Office the draft Final report in English (soft copy) within 20 days after the completion of all interviews **no later than 1st week of May 2021. After the submission of the draft Final report, the Consultant is required to hold a final report presentation meeting with JICA, VJU and invited participants.**

The draft final report should include all analysis and findings as the following points but not limited to:

- The market demand of each program in both Vietnamese and Japanese organizations from employers' perspective: government office, institutions, companies, etc. in recent 10 - 20 years (2000-2020).
- The requirements of Japanese/ Vietnamese organizations/companies for graduate students (Degree: bachelor/ master/doctor, knowledge, languages, skills, attitude, etc.) in recent 10 -20 years (2000-2020).
- The market demand for other areas
- Forecast the social needs in the next 10 - 30 years (2021-2050).
- Recommend desirable academic areas to be established at VJU

- Point out the most important thing which VJU needs to strengthen
- Provide necessary information and events which entities need to further examine collaboration with/support to VJU

4.7 Final Report submission

The Consultant shall submit, upon approval of VJU, to JICA Vietnam Office the final report in English (03 hard copies and 03 soft copy in USB/CDs) **by the 1st week of June 2021** with the whole final data set (soft copy in USB/CDs).

The Consultant shall not disclose any information, which will be obtained during this survey without the permission of the interviewed entities, VJU and JICA Vietnam Office in writing, both during the survey and after the termination of Agreement on the survey.

4.8 Follow-up after the report submission

The Consultant shall correspond to inquiries from VJU and JICA Vietnam Office of requested after the final report submission.

4.9 Schedule of the Consultancy Service

The survey will be **tentatively conducted from January to June, 2021.**

This table bellowed shows the implementation schedule of the survey. It shall be finalized in the initial consultation between VJU, JICA Vietnam Office and the Consultant.

Table. Implementation schedule of the survey

No	Tasks	2020					2021																										
		DECEMBER					JANUARY				FEBRUARY				MARCH					APRIL					MAY				JUNE				
		W1	W2	W3	W4	W5	W1	W2	W3	W4	W1	W2	W3	W4	W5	W1	W2	W3	W4	W5	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W5
1	Bid submission / Bid Evaluation / Contract Nego / Contract Signing																																
2	Preparing for Qualitative and Quantitative Surveys (identify target group, data design collection instruments, various data sets that need to collect)																																
3	Submission of Survey Form and Implementation Plan																																
4	Approval for Survey Form and Implementation Plan																																
5	Conducting Pilot Interview																																
6	Interim report submission																																
7	Conducting in-dept interview and mass survey																																
8	Analysis of the completed survey and Submit draft Final Report																																
9	Hold final report presentation																																
10	Final Report submission																																
11	Follow-up after the report submission																																

5. Qualification of the Consultant:

Position	Responsibility	Estimated M/M
Project Leader	Overall management Data collection instruments design Interviewing/Analysis of interview results/ Modeling (quantitative analysis of secondary data) Report production	2.5 M/M
Qualitative researchers (3 M/M x 2 people)	Desk study Data collection instruments design Piloting the questionnaire Interviewing and Analysis of interview results Report production	6 M/M
Quantitative researchers (3 M/M x 2 people)	Desk study Data collection instruments design Piloting the questionnaire Supervising mass survey and data analysis of survey's results Modeling (quantitative analysis of secondary data) Report production	6 M/M
Data input staff and assistant 1.5 M/M x 7 people	Data collection (interview and mass survey) Arranging and logistics preparation for the survey Translating document into English	10.5 M/M

5.1 Team leader:

Degree	At least PhD's Degree in related fields, such as Economics, Business Administration, Social Sciences, Natural Sciences, Engineering and Art, etc. PhD in advanced countries (US, EU and Japan) is an advantage
Experiences	At least 15 year as a leader of consultancy projects in higher education sector in Vietnam.
	Experience to work with VNU is an advantage
	Management experience in international joint program is advantage
Specifics	Comprehensive knowledge of education system and human resources in Vietnam

Skills	Fluency in English (Spoken & Written)
	Excellent report writing and presentation skills
	Excellent at analysis and forecast

5.2 Team members

Degree	At least Bachelor's Degree in related fields, such as Economics, Business Administration, Social Sciences, Natural Sciences, Engineering and Art, etc. Master/ PhD in advanced countries (US, EU and Japan) is an advantage
Experiences	Consulting experience in higher education sector in Vietnam.
	Experience to work with VNU and/or other Vietnamese universities is an advantage
Skills	Fluency in English (Spoken & Written)
	Data management skill using software STATA, SPSS, EXCEL

