Vietnam New Model University Project (P110693)

Key Dates

**Key Project Dates**

- Bank Approval Date: 24-Jun-2010
- Effectiveness Date: 27-Dec-2010
- Planned Mid Term Review Date: 24-Feb-2014
- Actual Mid-Term Review Date: 24-Feb-2014
- Original Closing Date: 30-Nov-2017
- Revised Closing Date: 30-Nov-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project aims to develop an autonomous research-based university to demonstrate a new policy framework on governance, financing, and quality in Vietnam's higher education system.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

<table>
<thead>
<tr>
<th>Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and governance development</td>
<td>$6.50 M</td>
</tr>
<tr>
<td>Academic and Research development</td>
<td>$33.00 M</td>
</tr>
<tr>
<td>Campus and facilities development</td>
<td>$110.00 M</td>
</tr>
<tr>
<td>Project management, monitoring and evaluation</td>
<td>$7.00 M</td>
</tr>
</tbody>
</table>

Overall Ratings

<table>
<thead>
<tr>
<th>Name</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Moderately Unsatisfactory</td>
<td>Moderately Unsatisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Moderately Unsatisfactory</td>
<td>Moderately Unsatisfactory</td>
</tr>
<tr>
<td>Overall Risk Rating</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
</tbody>
</table>

Implementation Status and Key Decisions

Implementation continues to be less than satisfactory despite some recent progress, including: (i) appointment of the German President of the university and his proactivity in enhancing the governance structure (i.e. establishment of a Faculty Council); (ii) appointment of a German lead researcher for IT/Computer Science Key Research Group; and (iii) approval of three PhD programs by the University Council meeting held in September. Unsatisfactory implementation is evidenced by the unsigned Trilateral Partnership Agreement (TPA), slow disbursement, and slow project implementation both in the development of the Vietnam German University (VGU) and its new campus construction. 16 out of 18 time-bound actions agreed at the November 2017 restructuring and May 2018 Implementation Support Mission were completed. However, the two unmet
actions, i.e. the signature of the TPA and increased disbursement, are critical to the project implementation progress and achievement of the Project Development Objectives (PDOs). Overall, the PDOs are not on track to be met. The underlying cause of unsatisfactory implementation is the absence of an institutional implementation arrangement conducive to timely decision and concerted efforts, as well as low project implementation capacity of implementing partners.

Key decisions to get the project back on track include concerted efforts on signing the TPA, delegating approval processes to streamline implementation of remaining activities, and contracting of key positions, including research leaders and M&E consultant.

## Risks

### Systematic Operations Risk-rating Tool

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Rating at Approval</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and Governance</td>
<td>--</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Macroeconomic</td>
<td>--</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Sector Strategies and Policies</td>
<td>--</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Technical Design of Project or Program</td>
<td>--</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Institutional Capacity for Implementation and Sustainability</td>
<td>--</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Fiduciary</td>
<td>--</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Environment and Social</td>
<td>--</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>--</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
<tr>
<td>Other</td>
<td>--</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Overall</td>
<td>--</td>
<td>Substantial</td>
<td>Substantial</td>
</tr>
</tbody>
</table>

## Results

### PDO Indicators by Objectives / Outcomes

**Develop an autonomous research-based university to demonstrate a new policy framework**

- **Updated charter and governance structure ensuring autonomy for VGU (Text, Custom)**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td>First Charter was Approved by the Prime Minister</td>
<td>Revised Charter is approved by the Prime Minister</td>
<td>Revised Charter is approved by the Prime Minister</td>
<td>Updated Charter is implemented</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

- **Development of a financial sustainability plan for VGU (Text, Custom)**

| Baseline | Actual (Previous) | Actual (Current) | End Target |
|----------|-------------------|------------------|------------|------------|
|          |                   |                  |            |            |
A Financial Sustainability Plan has been reviewed by the Ministry of Education and Training. Final approval is depending on commitment demonstrated by German Funders in a Government to Government Agreement. Financial Sustainability Plan is executed.

Date

Intermediate Results Indicators by Components

Policy and governance development

IR1: Establishment and implementation of VGU governance and administrative framework (Text, Custom)

Baseline Actual (Previous) Actual (Current) End Target
Value None Human Resources, Quality Assurance policies have been finalised Human Resources, Quality Assurance policies have been approved by VGU and implemented on a daily basis Charter is updated. Governance, Financing and Quality assurance policies and regulations are being implemented on a day to day basis.
Date 01-Jan-2016 14-Jun-2018 30-Oct-2018 30-Nov-2020

IR2: Revenue-to-Expenditure ratio is greater than one (Number, Custom)

Baseline Actual (Previous) Actual (Current) End Target
Value 0.99 1.01 1.12 1.11
Date 01-Jan-2016 14-Jun-2018 30-Oct-2018 30-Nov-2020
► IR5: Number of scholarships provided to female students and students from disadvantaged groups (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>117.00</td>
<td>120.00</td>
<td>127.00</td>
<td>190.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

**Academic and Research development**

► IR3: Number of enrolled students (disaggregated by gender) (Text, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,209 (302 female students)</td>
<td>1,285 (348 female students)</td>
<td>1,454 (395 female students)</td>
<td>2,516 (629 female students)</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

► IR4: Number of academic staff disaggregated by gender (Text, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>74 (9 female staff)</td>
<td>86 (11 female staff)</td>
<td>87 (20 female staff)</td>
<td>253 (81 female staff)</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

► IR6: Percentage of graduates acquiring jobs related to their field of study after 6 months of graduation (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>90.00</td>
<td>90.00</td>
<td>98.00</td>
<td>96.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

► IR7: Percentage of Lecturers with PhD (Percentage, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>100.00</td>
<td>100.00</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

► IR8: Number of collaborative research projects with national and international partners launched (Number, Custom)

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>2.00</td>
<td>15.00</td>
<td>20.00</td>
<td>23.00</td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

**Campus and facilities development**
The World Bank
Vietnam New Model University Project (P110693)

Implementation Status & Results Report

IR9: Percentage of campus construction completed (Percentage, Custom)

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

Project management, monitoring and evaluation

IR10: Number of people from MOET and other higher education institutions being consulted on VGU's new policy framework on governance, finance and quality (Number, Custom)

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Previous)</th>
<th>Actual (Current)</th>
<th>End Target</th>
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</thead>
<tbody>
<tr>
<td>44.00</td>
<td>44.00</td>
<td>44.00</td>
<td>80.00</td>
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</tr>
<tr>
<td>Date</td>
<td>01-Jan-2016</td>
<td>14-Jun-2018</td>
<td>30-Oct-2018</td>
<td>30-Nov-2020</td>
</tr>
</tbody>
</table>

Overall Comments

IR6: data collected is 12 months after graduation (not 6 months), as required by the Ministry of Education and Training. A formal revision to the indicator will be processed in the system once the ISR is approved.

Data on Financial Performance

Disbursements (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>% Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P110693</td>
<td>IDA-47860</td>
<td>Effective</td>
<td>USD</td>
<td>180.40</td>
<td>180.40</td>
<td>0.00</td>
<td>39.01</td>
<td>127.34</td>
<td>23%</td>
</tr>
</tbody>
</table>

Key Dates (by loan)

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan/Credit/TF</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Orig. Closing Date</th>
<th>Rev. Closing Date</th>
</tr>
</thead>
</table>

Cumulative Disbursements
Restructuring History

Level 2 Approved on 22-Jun-2016 , Level 2 Approved on 30-Nov-2017

Related Project(s)

There are no related projects.