The World Bank
Vietnam New Model University Project (P110693)

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EAST ASIA AND PACIFIC | Vietnam | Education Global Practice |
IBRD/IDA | Investment Project Financing | FY 2010 | Seq No: 19 | ARCHIVED on 01-Jun-2021 | ISR46783 |

Implementing Agencies: Socialist Republic of Vietnam, Ministry of Education and Training

Key Dates

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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: 31-May-2021

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

Name
Policy and governance development:(Cost $5.50 M)
Academic and Research development:(Cost $32.00 M)
Campus and facilities development:(Cost $98.00 M)
Project management, monitoring and evaluation:(Cost $6.00 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	Moderately Satisfactory	Moderately Satisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Moderately Satisfactory
Overall Risk Rating	Low	Low

Implementation Status and Key Decisions

This final Implementation Status Report highlights main achievements throughout the project implementation period. Project results include but are not limited to:

Component 1: Policy and Regulatory Framework. The main document regulating Vietnamese German University (VGU)'s functioning – legal status, mission, roles, tasks, and structure of the inner bodies of the university – was the *University Charter*. The first charter was approved during project preparation by the Prime Minister on March 24, 2009, for a period of five years. A revision of the first charter began in late 2014 with several

rounds of comments provided by the Ministry of Education and Training (MOET) and the University Council (UC). The Prime Minister gave the final approval of the revised charter in June 2017. The current charter provides VGU with the autonomy to act in terms of revenue creation, revenue spending, and internal decision-making on topics like human resources and curricula—all critical components for the university's autonomy. The charter is now undergoing a third revision. There are three decision-making bodies inside the university, including (i) UC as the highest decision-making body guiding and controlling the presidential board (PB); (ii) the Senate is the highest inner decision-making body of the university. It is an assembly of the PB members, deans of the faculties, and elected representatives of lecturers, administrative employees, technical employees, research and teaching assistants, and students; and (iii) the Faculty Council is the decision-making body at the faculty level. It consists of the dean and vice deans of a faculty and elected representatives of each group of lecturers, administrative employees, technical employees, research and teaching assistants (RTAs), and students. The model was shared with over 90 policy makers, experts, and institutional practitioners from MOET/ Department of Education and Training (DOET) and 39 universities via a national knowledge sharing workshop held on October 29-30, 2020, with participation by international experts and VGU stakeholders.

Sub-Component 1.1: Governance mechanism, regulations, and procedures. A *Tri-Partite Partnership Agreement* (TPA) was signed in September 2020 by the three founders of VGU (Government, represented by MOET, the German State Government of Hessen, represented by its Ministry of Education, Research and the Arts, and the German Federal Government, represented by the Ministry of Education and Research). The TPA provided clarity on funding for VGU. The TPA will be operationalized through the Special Financing Regime (SFR). A task force has been created to ensure the SFR will be finalized and signed by the Prime Minister. **Sub-component 1.2 financial management and sustainable financing.** The project supported the development of the Financial Management Information System (FMIS), as indicated, the finalization of the SFR and the improvement of the *revenue-expenditure ratio* from the 2016 baseline of 0.99 to 1.04 in 2021. Achievements under **Sub-Component 1.3 Institutional Quality Management** include: (i) development and implementation of an Integrated Campus Management System (ICMS) software, which consists of four modules including the Student Lifecycle Management (SLcM), the Human Resource Management Information System (HRMIS), the Financial Management Information System (FMIS) and Document Management (DMS); and (ii) establishment of the Strategy and Quality Management (SQM) Department that has begun the process of developing a quality assurance and accreditation process to support the *Vietnamization* of VGU programs, i.e., the transition of existing German accredited programs into the Vietnamese context. This includes evaluations of study program content, organization, strategic directions, and students' opinions about lecturers' quality. Achievements under **Subcomponent 1.4 Human Resources (HR)** include creating an HR department and developing an overarching human resources policy framework guiding the recruitment and retention of high-quality academic and administrative staff. The HR policy framework elaborated on the various elements of HR management. After four years of operation and lessons learned, the department is revising the organization structure and job descriptions and is now designing key performance indicators (KPIs) for lecturers, which is an important measure towards performance-based management**. Sub-component 1.5 Management and operational systems** supported the development and implementation of an Integrated Campus Management System (ICMS). The software integrates strategic alignment and management of core academic and administrative processes at VGU, a crucial element of institutional quality management, accountability, and transparency. **Sub-component 1.6 Admissions and student support services** under the project provided scholarships to female students and *students from disadvantaged groups,* which increased from the 2010 baseline of 0 to 494 in 2021, exceeding the target of 190. VGU offered scholarships to females, poor and hardship students, including 48 percent of the scholarships allocated to female students and 52 percent for poor or hardship students. The project provided ninety percent of the funding, and 10 percent was by counterpart funding.

Component 2: Academic and Research Development. Under **Sub-component 2.1 Academic and research policies:** VGU has developed and implemented the following: (i) academic policies (general examination, admission, merit scholarships, and tuition fees regulations) for both Bachelor and Master study programs; (ii) research policies that regulate student research activities; (iii) regulations on management of scientific and technological activities; and (iv) general regulations on doctoral education. **Sub-component 2.2 Teaching and research method** supported: (i) the establishment of a Center of Excellence in Teaching and the Industrial Relations and Technology Transfer Center (IRTTC); (ii) development of a long-term teaching and research strategy applying a pedagogical approach that builds on the German methods and customized to Vietnam; and (iii) the transition of existing German accredited programs into the Vietnamese context. **Sub-component 2.3 Academic program accreditation and quality assurance** supported: (i) the development and accreditation of 14 programs by international or German accreditation agencies; and (ii) the establishment of a Strategy and Quality Management (SQM) Department, recruited a quality assurance team leader to set up an internal quality assurance system, developed guidelines and prepared a handbook for internal quality assurance and support capacity development for internal evaluations and external accreditation through 19 workshops and training sessions. **Sub-component 2.4 Research and professional development**: (i) provided 16 Professorship Start-Up Grants (PSSGs) to encourage new researchers/lecturers who transferred from other institutions to develop research capabilities, research directions that focused on local needs, established networks of scientists, and international collaboration; (ii) establishment of the key research group (KRG) on Computer science and IT; and (iii) recruitment of Ph.D. students. VGU research activities led to 192 International Scientific Indexing (ISI) publications exceeding the project target of 132 and 72 collaborative research projects

exceeding the project target of 65. **Sub-component 2.5 Library development** supported the creation of a state-of-the-art Library that is equipped with advanced technologies for management and security control and provides services for its users. There are print books and EBSCO databases that cover the fields of engineering, economics, and general academic sectors. **Sub-component 2.6 Research facilities and support services** support procurement of equipment for teaching and research for 21 specialized laboratories that focus on three strategic research directions: sustainable manufacturing and production, sustainable urban development, and computer science-information technology. VGU has support services that include 173 staff, among which 91 are academic staff (including lab engineers and language teachers). Out of the 91 academic staff, 36 are full-time faculty, and 55 are RTAs.

Component 3. Campus construction. By May 2021, the project has completed 100 percent of the total campus construction volume, and 100 percent of the floor areas built are fully equipped. This is a substantial achievement considering that VGU had no campus when the project began in 2010. The project supported the architectural designs and complete construction on a new campus from scratch. The campus with 152,747 sq. meters comprises five academic buildings, including 140 laboratories (among which 17 are computer laboratories), a lecture hall complex, a state-of-the-art library with 1,500 seats, a science exhibition hall, an administrative building, a sports complex, a canteen, and two student dormitories, 13 villas/houses for visiting faculty and visiting professors, and a Central Plant. The campus expects to be fully subscribed with 5,000 students by 2030, according to the university financial sustainability model dated June 2019.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	Low	Low
Macroeconomic	--	Low	Low
Sector Strategies and Policies	--	Moderate	Low
Technical Design of Project or Program	--	Low	Low
Institutional Capacity for Implementation and Sustainability	--	Low	Low
Fiduciary	--	Moderate	Moderate
Environment and Social	--	Moderate	Low
Stakeholders	--	Low	Low
Other	--	--	--
Overall	--	Low	Low

Results

PDO Indicators by Objectives / Outcomes

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

►PDO 1: Updated charter and governance structure ensuring autonomy for VGU (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	First Charter was Approved by the Prime Minister	The current University Charter was updated and approved by the Prime Minister in 2017 (Decision 890/QĐ-TTg dated June 19, 2017), safeguarding VGU's autonomy in academics, financing, organization, and staffing at the highest possible level. The Charter shall be further revised based on the recently signed TPA in due course.	The current University Charter was updated and approved by the Prime Minister in 2017 (Decision 890/QĐ-TTg dated June 19, 2017), safeguarding VGU's autonomy in academics, financing, organization, and staffing at the highest possible level. The Charter shall be further revised based on the recently signed TPA in due course.	Updated Charter is implemented
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was met. Decision No. 890/QĐ-TTg dated 19 June 2017 of the Prime Minister on the organization and operation of the Vietnamese-German University.			

►PDO 2: Development of a financial sustainability plan for VGU (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	A sustainable plan is developed	On September 30, 2020, the TPA was signed enacting both Governments' commitment to sustainable financing of the University.	On September 30, 2020, the TPA was signed enacting both Governments' commitment to sustainable financing of the University. A Steering Committee was set up and convened two meetings to discuss the FSP/ SFR. SFR is to be submitted to MOET by end May 2021 and approved by the Prime Minister by July 2021. The SFR will operationalize the FSP.	The sustainable financial plan is adopted.
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	Official Document 12447/ VPCP-QHQT on December 22, 2018, on financing the majority of VGU's operation cost, which will guarantee state budget for VGU. VGU Financial Sustainable Plan FSP was updated on June 30, 2019, incorporating changes approved by the Government's decision on financing the majority of VGU's operation cost. On April 24, 2020, Prime Minister issued Resolution 52/NQ-CP agreeing with the content of the TPA, including the financing of most of the VGU operating cost. On September 30, 2020, the TPA was signed, giving the highest legal framework for VGU financial sustainability.			

A Steering Committee was set up and convened two meetings to discuss the SFP/ SFR. SFR is to be submitted to MOET by the end of May 2021 and approved by the Prime Minister by July 2021. The SFR will operationalize the FSP as soon as the SFR is signed, which is expected in July 2021.
The target was not met. Prolonged delay in the signing of the TPA left limited time for the SFR to be updated and approved by the Prime Minister. The end target shall be met once the SFR is approved by the Prime Minister.

►PDO 3: Development of internationally accredited academic programs in VGU (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	11.00	13.00	13.00	21.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was not met mainly due to the delay in the signing of the TPA which delayed the funding for the new academic programs during 2017-2019.			

►PDO 4: Number of ISI publications by VGU (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	18.00	167.00	192.00	132.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was exceeded.			

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	New regulations/ policies adopted include - Regulations on the management of science and technology activities at VGU (Decision No.233/QD-DHVD dated September 4, 2020) - Marketing plan for 2020	New regulations/ policies adopted include - Quality management regulation dated Dec 4, 2020. - Marketing plan for 2021. - Master student recruitment plan for 2021.	VGU Governance and Adminstrative framework established and implemented
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was met.			

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.99	1.03	1.03	1.11
Date	01-Jan-2016	31-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was not met. In 2018, the accounting system for state administration offices changed from the "cash basis" system to the "accrual basis" system, which meant that accounting for cash was no longer included in revenue. The 1.04 achievement reflects a calculation based on the "accrual" system. If the achievement had been calculated using the "cash basis" methodology, the achievement would be 1.12, thereby surpassing the target by 0.01. This target data will be updated during ICR preparation by when the audit report for 2020 will be available.			

►IR5: Number of scholarships provided to female students and students from disadvantaged groups (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	117.00	286.00	484.00	190.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was exceeded.			

Academic and Research development

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1,209 (302 female students)	1,670 (472 female students)	1,638 (456 female students)	2,516 (629 female students)
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was not met, mainly due to (i) the slow opening of the academic program during 2017-2019 (because of the prolonged delay in the signing of the TPA); (ii) the covid-19 pandemic, and (iii) the fact that it takes time for a young university like VGU to earn a strong reputation. The actual number of enrolled students is lower than previously reported since 43 students dropped out during the reporting period, mainly because their academic record during the three recent semesters failed the expected quality standards. 11 students were enrolled during the period. Accordingly, 1638 enrolled students =1670 enrolled students as recorded in the previous ISR + 11 newly enrolled students - 43 drop-out students.			

►Students benefiting from direct interventions to enhance learning (Number, Corporate)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	118.00	--	3,183.00	4,061.00
Date	31-Dec-2010	--	24-May-2021	31-May-2021

☐Students benefiting from direct interventions to enhance learning - Female (Number, Corporate Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	18.00	--	848.00	1,021.00

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	74 (9 female staff)	92 (21 female staff)	91 (21 female staff)	253 (81 female staff)
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was not met, due to (i) the slow opening of academic program due to delay in TPA signing; (ii) the delays in the new campus opening, while the travel distance to Binh Duong, which is 45 kilometers from HCMC, is long. It takes one and a half hours to travel by car from HCMC; (iii) covid-19 pandemic restrictions on overseas faculty as well as (iv) budget constraints to pay overseas faculty. One research and teaching assistant (RTA) resigned in the period due to the different academic preference that was recognized only after the two years at the VGU therefore the number of academic staff was reduced by one.			

►IR6:Percentage of graduate of bachelor degrees acquiring jobs related to their field of study plus percentage of graduate of bachelor degree enrolling on graduate programs after 12 monthsof graduation (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	74.00	86.00	86.00	80.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was exceeded. The 2021 employability survey available in June 2021 shall be shared with the Bank by July 15. The results shall be updated in the ICR.			

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	100.00	100.00	100.00	100.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was met.			

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2 (0 project with international partners, 2 projects with national partners)	69 projects (26 with international partners, 43 with national partners)	72 projects (30 international, 42 national)	65 projects (25 with international partners, 40 with national partners)
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was exceeded.			

Campus and facilities development

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	99.00	100.00	100.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was met. Reports and data provided by VGU, PMU and VMU including pictures of the campus were reviewed to verify the completion and quality of the campus construction, given that a field visit was not possible due to the covid 19 pandemic.			

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)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	44.00	252.00	252.00	204.00
Date	01-Jan-2016	14-Dec-2020	24-May-2021	31-May-2021
Comments:	The target was exceeded.			

Performance-Based Conditions

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed	
P110693	IDA-47860	Effective	USD	180.40	165.10	15.30	151.51	0.76		100%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P110693	IDA-47860	Effective	24-Jun-2010	13-Aug-2010	27-Dec-2010	30-Nov-2017	31-May-2021

Cumulative Disbursements
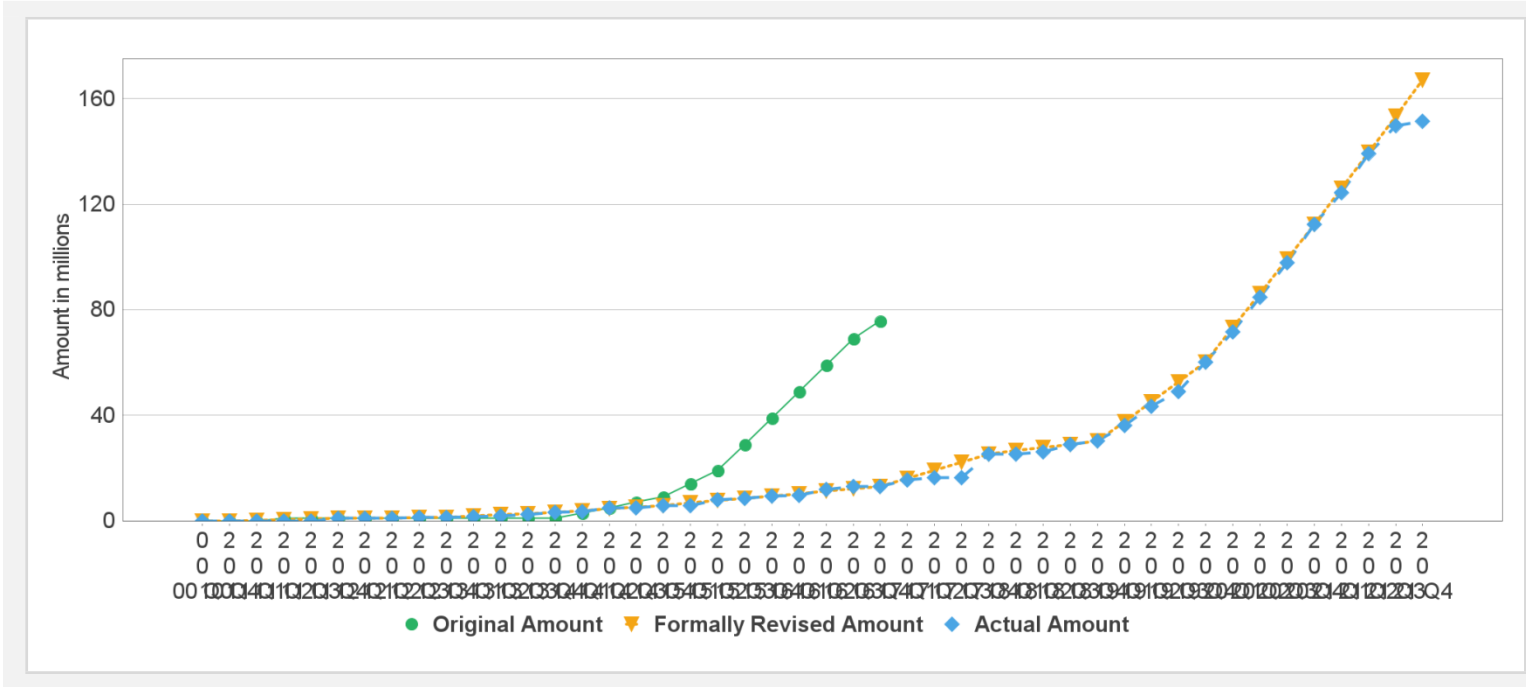
PBC Disbursement

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC

Restructuring History

Level 2 Approved on 22-Jun-2016 ,Level 2 Approved on 30-Nov-2017 ,Level 2 Approved on 01-Aug-2019 ,Level 2 Approved on 25-Nov-2020 ,Level 2 Approved on 07-May-2021

Related Project(s)

There are no related projects.