



RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
VIETNAM NEW MODEL UNIVERSITY PROJECT
APPROVED ON JUNE 24, 2010
TO
SOCIALIST REPUBLIC OF VIETNAM

EDUCATION

EAST ASIA AND PACIFIC

Regional Vice President:	Victoria Kwakwa
Country Director:	Ousmane Dione
Regional Director:	Daniel Dulitzky
Practice Manager/Manager:	Tobias Linden
Task Team Leader:	Dung Kieu Vo



ABBREVIATIONS AND ACRONYMS

BGDDT-GDDH	Ministry of Education and Training – Department of Higher Education
IR	Intermediate Result
ISM	Implementation Support Mission
MOET	Ministry of Education and Training
M&E	Monitoring and Evaluation
NMUP	New Model University Project
PDO	Project Development Objective
POM	Project Operation Manual
RF	Result Framework
VGU	Vietnamese German University
VMU	VGU Project Management Unit



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BASIC DATA

Product Information

Project ID P110693	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 24-Jun-2010	Current Closing Date 30-Nov-2020

Organizations

Borrower Socialist Republic of Vietnam	Responsible Agency Ministry of Education and Training
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Project Development Objective (PDO)

Original PDO

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.

Summary Status of Financing

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Commitment	Net Disbursed	Undisbursed
IDA-47860	24-Jun-2010	13-Aug-2010	27-Dec-2010	30-Nov-2020	180.40	63.20	102.90

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No



A. Project Status

1. The progress towards the achievement of the Project Development Objectives (PDO) was recently upgraded to Moderately Satisfactory and so was the project implementation progress (ISR archived on June 13, 2019). This follows a turn-around since a downward trajectory starting in mid – 2018, in terms of its rating in both the project implementation progress and the progress towards its PDO achievement. The downward trajectory was due to issues related to lack of agreement with the German Government over financing and academic program development, inadequate and ineffective staffing in the project management unit, unavailability of counterpart funding and slow procurement (*ISRs archived on January 11, 2018; July 16, 2018 and December 21, 2018*). The commitment by the Ministry of Education and Training (MOET) and the continuous technical support by the Bank have contributed to the positive project progress made recently. As observed by the April 2019 Implementation Support Mission (ISM) during October 2018 – April 2019, the project achieved 10% increase in disbursement, awarded \$61 million worth of contracts accounting for 53% of total civil works and related goods, and managed to bring the development of the Vietnamese German University (VGU) back on track, with the modern university governance and research and academic work progressing in the right direction. Three (03) out of four (04) PDO indicators and seven (07) out of ten (10) intermediate indicators are on track to be achieved by project closing.
2. The ISM in October 2018 identified the need to further strengthen the project M&E and noted the discrepancy between Intermediate Result (IR) indicator 6 reported by the University Project Management Unit (VMU) and that recorded by the Bank. VMU and the Bank subsequently undertook further reviews with an aim to further enhance the Result Framework (RF) and to beef up the project M&E capacity. The revised RF was discussed and finalized after the April 2019 ISM. The client requested this project restructuring in a letter dated July 17, 2019.
3. This would be the third project restructuring. The first was completed in May 2016 which was part of a portfolio wide restructuring affecting 13 projects, including NMUP, was carried to remove the RF from the Financing Agreement. The second done in November 2017 extended the project for an additional 36 months, revised the results framework, revised categories of expenditures and changed component cost, changed institutional implementation arrangements, updated the procurement procedures, and changed the frequency and due date of interim unaudited financial reports. As noted above, these changes initially took time to improve project performance, but have now proven effective.

B. Rationale for Restructuring

4. The proposed project restructuring is initiated to revise the RF mainly to better reflect VGU research development trend, better align with the Government of Vietnam’s prevailing regulations on Student Employability Survey, and VGU strategic development. The revised RF also provides clearer and more consistent interpretation and description of the indicators, based on project implementation experience, hence better information and evidence collection.



I. DESCRIPTION OF PROPOSED CHANGES

1. The revised Results Framework proposes the following revisions:

2. *PDO Indicators:*

- (i) Revise the Unit of Measure of PDO indicator 4 *“Number of ISI publications by VGU”* from *“Annual”* to *“Cumulative”* to better reflect the research development trend of VGU since 2016 and expected trend to project closing. The intermediate (annual) targets have been updated accordingly. The end target remains unchanged because the originally set end target was already a cumulative number of ISI publications.

3. *IR Indicators:*

- (i) Revise the text for the annual and end targets for IR indicator 1 *“Establishment and implementation of VGU’s governance and administrative framework”* to enable VMU reporting at a more granular level, which facilitates easier validation and tracking/ collecting of supporting evidence.
- (ii) Revise the IR indicator 3 from *“Number of students per academic year”* to *“Number of newly enrolled and existing students per academic year.”* The revision is for clarity since the indicator has always been interpreted by the Government and Bank as such. There is no change to the annual and end targets.
- (iii) Restate the IR indicator 6 from *“Percentage of graduated students acquiring jobs related to their field of study after 6 months of graduation”* to *“Percentage of graduate of bachelor’s degrees acquiring jobs related to their field of study plus percentage of graduate of bachelor’s degrees enrolling on graduate programs after 12 months of graduation”*. The revision is to align with MOET Official Documents no. 2919/ BGDDT – GDDH dated July 10, 2017 and no. 3943/BGDDT-GDDH dated August 31, 2018 which require the employability survey to be conducted with graduates of bachelor’s degrees twelve (12) months, instead of six (06) months, after their graduation. The survey also requires information on the number of graduates of bachelor degrees *“continuing their further study on an advanced level.”* The baseline, annual and end targets have been revised.
- (iv) Revise the Unit of Measure of IR indicator 8 *“Number of collaborative research projects with national and international partners”* and of IR indicator 10 *“Number of people from MOET and other higher education institutions consulted on VGU’s new policy framework on governance, finance and quality”* from *“Annual”* to *“Cumulative”*. These changes are made to better reflect the respective trends since 2016 and expected trends to project closing. The annual targets have been revised accordingly, though the end targets remain unchanged. because the originally set end target was already a cumulative number of intermediate (annual) targets”

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II. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
Components and Cost		✓
Loan Closing Date(s)		✓
Cancellations Proposed		✓
Reallocation between Disbursement Categories		✓
Disbursements Arrangements		✓
Disbursement Estimates		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Implementation Schedule		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)



Results framework

COUNTRY: Vietnam

Vietnam New Model University Project

Project Development Objectives(s)

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.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	Intermediate Targets			End Target
			1	2	3	
Develop an autonomous research-based university to demonstrate a new policy framework						
Updated charter and governance structure ensuring autonomy for VGU (Text)		First Charter was Approved by the Prime Minister				Updated Charter is implemented
Development of a financial sustainability plan for VGU (Text)		No plan				Financial Sustainability Plan is executed
Development of internationally accredited academic programs in VGU (Number)		11.00				21.00
Number of ISI publications by VGU (Number)		18.00	38.00	66.00	98.00	132.00
Action: This indicator has been Revised	Rationale: <i>The Unit of Measure of PDO indicator 4 "Number of ISI publications by VGU" is revised from "Annual" to "Cumulative" to better reflect the research development trend of VGU since 2016 and expected trend to project closing. The intermediate (annual) targets have been updated accordingly. The end target remains unchanged because the originally set end target was already a cumulative number of ISI publications".</i>					



Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Policy and governance development							
IR1: Establishment and implementation of VGU governance and administrative framework (Text)		None	Annual updates on governance and administrative framework, if any	Annual updates on governance and administrative framework, if any	Annual updates on governance and administrative framework, if any	Annual updates on governance and administrative framework, if any	VGU Governance and Administrative framework established and implemented
Action: This indicator has been Revised	Rationale: <i>The text for the annual and end targets for IR indicator 1 "Establishment and implementation of VGU's governance and administrative framework" is revised to enable VMU reporting at a more granular level, which facilitates easier validation and tracking/ collecting of supporting evidence.</i>						
IR2: Revenue-to-Expenditure ratio is greater than one (Number)		0.99					1.11
IR5: Number of scholarships provided to female students and students from disadvantaged groups (Number)		117.00					190.00
Academic and Research development							
IR3: Number of enrolled students (disaggregated by gender) (Text)		1,209 (302 female students)	1,282 (288 female students)	1,454 (369 female students)	1,944 (486 female students)	2,516 (629 female students)	2,516 (629 female students)
Action: This indicator has been Revised	Rationale:						



Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
<p><i>The IR indicator 3 is revised from “Number of students per academic year” to “Number of newly enrolled and existing students per academic year.” The revision is for clarity since the indicator has always been interpreted by the Government and Bank as such. There is no change to the annual and end targets.</i></p>							
IR4: Number of academic staff disaggregated by gender (Text)		74 (9 female staff)					253 (81 female staff)
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 months of graduation (Percentage)		74.00	75.00	76.00	78.00	80.00	80.00
<p>Rationale:</p> <p><i>The IR indicator 6 is restated from “Percentage of graduated students acquiring jobs related to their field of study after 6 months of graduation” to “Percentage of graduate of bachelor degrees acquiring jobs related to their field of study plus percentage of graduate of bachelor degrees enrolling on graduate programs after 12 months of graduation”. The revision is to align with MOET Official Documents no. 2919/ BGDDT – GDDH dated July 10, 2017 and no. 3943/BGDDT-GDDH dated August 31, 2018 which require the employability survey to be conducted with graduates of bachelor degrees twelve (12) months, instead of six (06) months, after their graduation. The survey also requires information on the number of graduates of bachelor degrees “continuing their further study on an advanced level”. The baseline, intermediate (annual) and end targets have been revised.</i></p> <p>Action: This indicator has been Revised</p>							
IR7: Percentage of Lecturers with PhD (Percentage)		100.00					100.00
IR8: Number of collaborative research projects with national and international partners launched (Text)		2 (0 project with international partners, 2 projects with national partners)	11 projects (4 with international partners, 7 with national partners)	25 projects (10 with international partners, 15 with national partners)	42 projects (17 with international partners, 25 with national partners)	65 projects (25 with international partners, 40 with national partners)	65 projects (25 with international partners, 40 with national partners)



Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
<p>Rationale: <i>The Unit Measure of IR indicator 8 "Number of collaborative research projects with national and international partners" is revised from "Annual" to "Cumulative". The change is made to better reflect the respective trends since 2016 and expected trends to project closing. The annual targets have been revised accordingly though the end target remains unchanged because the originally set end target was already a cumulative number of intermediate (annual) targets.</i></p>							
Campus and facilities development							
IR9: Percentage of campus construction completed (Percentage)		0.00					100.00
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)		44.00	44.00	80.00	124.00	204.00	204.00
<p>Rationale: <i>The Unit Measure of IR indicator 10 "Number of people from MOET and other higher education institutions consulted on VGU's new policy framework on governance, finance and quality" is revised from "Annual" to "Cumulative". The change is made to better reflect the trend since 2016 and expected trend to project closing. The annual targets have been revised accordingly though the end target remains unchanged because the originally set end target was already a cumulative number of intermediate (annual) targets.</i></p>							



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