



ISCB



MINISTRY OF CONSTRUCTION



Development Strategy of Institute for Urban Development Management (IUDM)

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LIST OF ABBREVIATIONS

AMC	Academy of Managers for Construction and Cities
SECO	Swiss State Secretariat for Economic Affairs
UN-HABITAT	United Nations Human Settlements Programme
IUDM	Institute of Urban Development Management
KPIs	Key Performance Indicators
MoU	Memorandum of Understanding
SUD	Sustainable Urban Development
WB	World Bank

GLOSSARY OF TERMS

Center of Excellence-CoE	<p>A gathering place for highly competent individuals, who are able to make the most of dynamic mechanisms in the management organization, are licensed by an environment that supports excellence and are encouraged to experiment with innovative initiatives of the organization, as a basis for the development and implementation of the system as a whole. The Advanced Center aims to innovate, create, transfer advanced products and knowledge, and meet social needs.</p>
Urban Governance	<p>Urban governance is the sum of the many ways in which individuals and organizations, public and private, plan and manage the common affairs of a city. It is an ongoing process through which conflicting or diverse interests can be resolved and cooperative action can be achieved. It includes formal institutions as well as informal arrangements and the social capital of citizens.</p> <p><i>Source: UN-Habitat</i> https://staging.unhabitat.org/content.asp?typeid=19&catid=25&cid=2097</p>
Urban development	<p>As defined by UN-Habitat, “urban development” focuses on sustainable growth in urban areas through policies that support social, economic, and environmental well-being. This approach aims to promote inclusive growth, reduce urban poverty, and integrate infrastructure with sustainable urbanization to manage the impacts of climate change while improving the resilience of cities.</p> <p><i>Source: UN Habitat</i> https://unhabitat.org/sites/default/files/2022/07/chapter_2_wcr_2022.pdf</p>
National Urban Policy (NUP)	<p>A strategic tool that helps countries manage sustainable urbanization by establishing a common vision and providing effective coordination mechanisms across levels of government. It plays a key role in guiding investments and aligning urban development to meet national and local development priorities. A successful NUP will enable cities to develop sustainably, including housing, infrastructure, and resilience to current and future shocks.</p> <p><i>Source: UN Habitat</i></p>
Counseling	<p>“Counseling” is the process of providing advice, guidance, or information to help others solve problems, make decisions, or develop competence in a particular area. The goal of counseling is typically to assist clients in better understanding their circumstances, making better choices, and achieving their goals more effectively.</p>
Urban Living Lab-ULL	<p>An urban development research experiment in which researchers, local communities, businesses and other stakeholders collaborate to research, develop and test innovative solutions to address real urban challenges. The ultimate goal of ULL is to create practical and sustainable solutions to improve urban life and help cities grow smarter and more sustainably.</p>
Strategic Planning	<p>Strategic planning is a particular focus on the future, identifying not only objectives but also the strategic solutions needed to achieve those objectives based on available resources.</p>

Mission	The mission is the reason for an organization's existence. Organizations typically express their mission through a concise "mission statement," explaining why the organization exists and what it will do to sustain itself.
Vision	Vision is a realistic image of the organization's future, an envisioned state the organization aspires to and is capable of achieving.
Core values	Core values are fundamental principles that guide an organization's actions and decisions. They are inherent and inviolable within the scope of the organization, not subject to change for short-term economic gain or other transient benefits.
Strategic Objectives	Identifying strategic objectives means pinpointing milestones to be achieved within specific timeframes to progressively turn the vision into reality. Strategic objectives guide the organization's efforts in reaching a desired future status.
Strategic Solutions	A strategic solution is the way to achieve a strategic objective, explaining how the strategic objective will be met.
Activities	Specific actions to achieve goals
Result/outcome	Product of activity
Key Performance Indicators	Evidence matters for measuring organizational performance. Key performance indicators (KPIs) are a set of quantifiable measurements used to evaluate an organization's performance.

01.1 Background

Vietnam is experiencing unprecedented rapid urbanization and economic growth. This rapid urbanization brings many opportunities as well as formidable challenges for Vietnam, requiring new and creative approaches to urban development for the benefit of all people, communities and localities nationwide. The new urban development model will create favorable conditions for the growth of cities, where the necessary conditions for increasing productivity and prosperity of people and local communities will emerge. These models will also help minimize the negative impacts of urbanization such as traffic congestion, limited access to quality public services, deteriorating living environment, erosion of traditional values, and precious cultural heritages of ethnic groups. To guide Vietnam's urbanization process, in recent years, the Party and the State have promulgated an increasing number of directives and policies on urban development, aiming at sustainable development goals. Remarkably, Resolution No. 06-NQ/TW on planning, construction, management and sustainable development of Vietnamese urban areas up to 2030 with a vision to 2045 is the very first resolution of the Communist Party of Vietnam that most comprehensively directs Vietnam's urbanization process and sustainable urban development for the upcoming period. This was followed by Resolution No. 148/NQ-CP promulgating the Government's Action Program to implement the Politburo's Resolution 06-NQ/TW on planning, construction, management and sustainable development of Vietnamese urban areas up to 2030 with a vision to 2045.

Among the solutions proposed to achieve sustainable urban development goals, enhancing the capacity of local authorities at all levels is an important and urgent requirement in the context of new urbanization patterns and standards of advanced cities. Local authorities will assume greater responsibilities and play a bigger role in urban development, improve human resources and finances, strengthen management capacity and increase local revenue for urban development, ensure creditworthiness, accountability, and transparency in public service quality. Moreover, when the planning system requires integration and flexibility, strengthening the capacity of local authorities is necessary to perform the increasing responsibilities in managing urban development. Human resources, finances and institutional capacity are crucial factors affecting the effectiveness of any urban development policies and projects.

In that context, the Academy of Managers for Construction and Cities (AMC) under the Ministry of Construction is assigned

with organizing training and fostering of construction and urban management officials at all levels; conducting research, applying science and technology, management science; participating in developing mechanisms and policies, and providing public services in areas under the state management functions of the MOC. Accordingly, the Academy plays an important role in improving the human resources and capacity of officials and urban management leaders nationwide to meet the requirements of international integration in urban management.

With the above-mentioned mission, through the Capacity Development Project funded by the Swiss State Secretariat for Economic Affairs (SECO) and coordinated by UN-HABITAT, AMC is implementing the Development Strategy for the IUDM, which is directly under AMC and assigned to take charge of issues related to urban management and development. The goal is to develop IUDM into an Urban Center of Excellence. IUDM will be invested in and strategically oriented to become a training, research and consulting center with influence in Vietnam and the region, capable of bringing together prestigious experts in the field of urban management and development to solve Vietnam's formidable urban challenges; providing high-quality training programs and knowledge transfer services on research results and applications in the field of urban development



PHOTO 1 : BITEXCO, HCMC, VIETNAM
Source: *Nhat Tien Quynh/Unsplash*

01.2 Orientation to develop IUDM as an “Urban Living Lab”

IUDM will become a center of excellence (CoE) that functions as an “Urban Living Lab” of Vietnam, which supports innovation and encourages community participation in sustainable urban development. Accordingly, IUDM will be a coordinating organization, bringing together different stakeholders (research organizations, urban development management agencies, businesses and citizens) through co-creation activities in exploring needs, creating experiments, evaluating and transferring innovative ideas and alternatives in real urban contexts.

With the goal of becoming a CoE as above, IUDM has a development orientation with the following 5 characteristics:



Diverse stakeholder engagement

IUDM engages local communities, businesses, local governments, government agencies and other stakeholders closely in the research and testing process (Figure 1).



Innovation goals

IUDM always aims to find and test innovative solutions to specific urban problems such as housing, transportation, environment, energy, economy and public services.



Experimentation in practice

Solutions are tested in real urban environments, helping to evaluate the effectiveness and adaptability of the solution



Multidisciplinary collaboration

Combines knowledge from different fields e.g technology, design, economics and society



Flexibility

IUDM is flexible and able to change strategies and solutions over time.

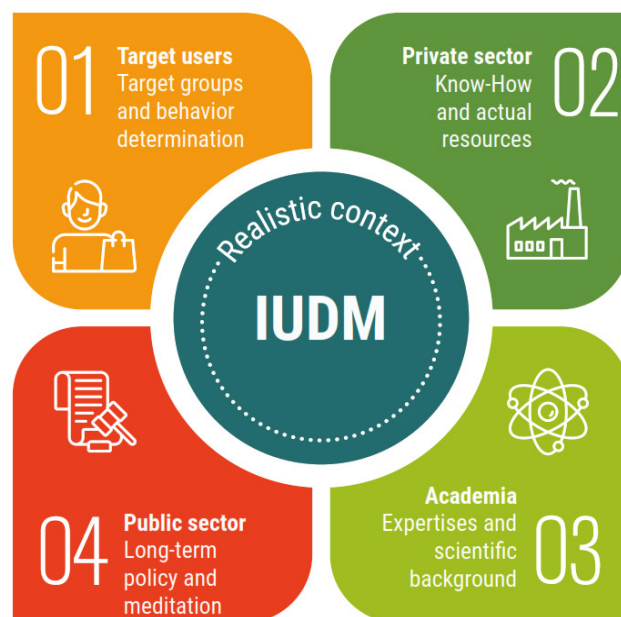


FIGURE 1: STAKEHOLDER MAPPING

Source: Kris Steen & Ellen van Bueren, 2017



PHOTO 2 : TAN DINH CHURCH, HCMC

Source: Jet Dela Cruz/Unsplash

Through surveys and assessments, IUDM's strengths, weaknesses, opportunities and threats can be observed as follows:

02.1 Strengths

- IUDM staff are united, with strong internal bonding; mostly young officials, capable of adapting to changes;
- IUDM leaders (Director and Deputy Directors) have extensive connections with leaders of some localities, urban management agencies in the country;
- The Institute has experience in approaching and proposing tailored training programs for localities; capable of designing new training programs catering to specific requirements of each locality;
- The Institute has collaborated with some international organizations such as UN-Habitat, WB, SECO, KICT (South Korea), etc. and connected with some experts in the field of construction and urban management.

02.2 Weaknesses

- IUDM does not have a clear, feasible development strategy;
- IUDM has not been granted autonomy, does not have its own seal and bank account, hence lacks proactiveness in operations; lacks mechanisms to motivate innovation, and fully unlock the potential of the Institute's leaders and staff;
- IUDM does not have organizational regulations, internal spending regulations, quality assurance procedures in training, research and consulting to ensure consistency and transparency in operations;
- No member of IUDM staff holds a doctoral degree, most have limited English proficiency, hence constrained international knowledge and experience acquisition as well as international cooperation;
- IUDM has not established a network of domestic and international organizations and experts to leverage and cooperate in specialized operations;
- There is no mechanism to encourage innovation and creativity in operations; lacks modern knowledge management mindset and tools (lack of expert databases, etc.);
- There is no focus on building image, brand, relies

mainly on personal relationships of leaders with localities for communications and marketing;

- There is a lack of staff with practical experience in urban development management at local levels to grasp practical local needs and connect with city networks.

02.3 Opportunities

- IUDM belongs to AMC which is assigned by the Ministry of Construction to organize training and fostering of construction and urban management officials at all levels; conducting research, applying science and technology, management science; participating in developing mechanisms and policies, providing public services in the state management areas of the Ministry of Construction. Hence, IUDM has the "legitimacy" to carry out training, research, policy consulting, knowledge transfer activities on urban development management;
- The rapid urbanization in the country coupled with increasing attention nationwide to urban issues and challenges at all levels creates a huge "market" for IUDM to implement training, policy consulting, and applied research transfer activities for localities and cities nationwide. The legal framework and increasingly higher policies and standards on urban development generate enormous demands for IUDM's growth and innovation;
- IUDM receives SECO's financial and knowledge support on urban management to enhance capacity and develop strategies to become Vietnam's first Urban Center of Excellence;
- Along with the autonomy trends for training and fostering facilities in Vietnam, AMC leaders have oriented to develop IUDM into an autonomous, dynamic, creative unit, moving towards an international excellence center model in the long run; thus paving the way for IUDM's comprehensive autonomy in organization, human resources, expertise and finance;
- Vietnam's extensive international integration into the global community facilitates IUDM's access to resources, expertise from international organizations and experts to perform the Institute's tasks.

02.4 Threats

- With the current mechanism, IUDM's leaders and staff lack motivation and determination to innovate and adapt to the Institute's changes;
- The current legal system may cause conflicts in implementing breakthrough policies and mechanisms for IUDM (regulations on finance, autonomy, academics, etc.);
- Urban challenges become increasingly "intractable", intertwined, multidimensional, requiring new cognitive capabilities and access to new global knowledge to solve them, while the research competence and English proficiency of IUDM leaders and staff remain limited;
- The initial investment resources for IUDM are still limited, leading to the lack of comprehensive and synchronous long-term strategy implementation and innovation;
- The increasing competition from training facilities, universities, and research institutes in urban management may shrink IUDM's training and policy consulting market share.
- Changing the relationship between IUDM and AMC may lead to potential conflicts in finance, personnel, and power. It is necessary to proactively propose a management mechanism between AMC and IUDM based on understanding and willingness to cooperate for the common development of AMC and IUDM.



PHOTO 3 : OVERVIEW OF HANOI

Source: Minh Luu/Unsplash

The practical context of IUDM can be summarized according to the Comprehensive Assessment Framework for IUDM against a list of criteria from OECD's framework on CoE, with customization from UNH for the context of IUDM/AMC and Vietnam, the primary results of assessment are as following:

NO	CRITERIA	ASSESSMENT (AS OF JULY 2023)	REMARK	IMPROVEMENT SINCE 2020/ WITH UN-HABITAT SUPPORT
1.	Leadership	Partly fulfilled (for reference: 5/10)	There are motivations from leadership from AMC and IUDM. However, IUDM and AMC leaders can not communicate in English	Mindset of IUDM leader has been more open toward enhanced partnership, wider ranges of services and more advisory for local authorities
2.	Expertises	Partly fulfilled (for reference: 5/10)	IUDM has mainly Specialized expertise in delivering training for local authorities, but just follow a very "traditional" approach	IUDM has been working proactively to test the new markets and services, especially advisory and consulting service
3.	Structure		IUDM has completed organization, however the three leaders cannot communicate effectively in English, hence there will be limitation in enhancing international network and partnership	N/A
4.	Finance		Currently, IUDM do not have sustainable funding (main revenue coming from training across Vietna) and a not-so-motivating financial mechanism for its staff (Low salary and extra income). IUDM has not separated financial report	At the beginning of 2024, IUDM has been transformed into semi-independent institute within AMC, meaning that from now on, they will have to cover the extra-income for their members by having additional revenue. There are special financial mechanism between AMC and IUDM regarding revenue sharing.
5.	Services quality	Partly fulfilled (for reference: 5/10)	IUDM/AMC is well-know in term of delivery training, but following the very "traditional approach". This need to be improved	IUDM started accepting that training delivery method should be changed/ improved. This is under the request from UNH with pressure/ agreement from AMC leaders as well

6.	Strategy	Partly fulfilled (for reference: 10/10)	With support from ISCB project, IUDM has been working to establish its development strategy	The Development Strategy has many indigents/idea/ principles of CoE that UNH provided and advised
7.	Partners	Partly fulfilled (for reference: 5/10)	IUDM has a number of collaboration and partnership	At the end of 2023, IUDM has signed the first three MOUs with external partners. Together, the four institutes (from MIC, UHA, UAA) and with sponsor of private sector, they co- organized a conference for city of Lao Cai and submit advisory report to provincial authority.
8.	Innovation	Not fulfilled (for reference: 1/10)	No	IUDM to implement innovative ideas and methods in training
9.	High- impact research	Not fulfilled (for reference: 0/10)	No	N/a
10.	Infra-	Not fulfilled (for reference: 5/10)	IUDM to have Smart-City Lab infrastructure equipped from another project of AMC	N/a
11.	Entreprene	Not fulfilled (for reference: 3/10)	No	IUDM to become semi- indendant institute of AMC
12.	Standards	Not fulfilled (for reference: 1/10)	No international accrediation	N/a

TABLE 1 : COMPREHENSIVE ASSESSMENT FRAMEWORK FOR IUDM BASED ON THE LIST OF CRITERIA FROM THE OECD FRAMEWORK FOR CENTERS OF EXCELLENCE

Source: UNH experts and consultants

IUDM's Mission Statement, Core Values, and Vision are determined as follows:

IUDM's Mission

IUDM is committed to creating knowledge and innovative solutions to promote sustainable urban development, improve quality of life and bring real value to the Vietnamese community.



IUDM's Vision

IUDM's vision is to become one of the leading organizations in Vietnam, with high prestige in the region in promoting sustainable urban development, contributing to the development of urban areas in Vietnam to become livable places, where people can develop, participate in the urban construction process and contribute to the sustainable development of the



IUDM's core values



Innovation: continuously proactive and innovative to adapt to changes;



Synergy: multi-stakeholder collaboration externally; rallying internal strengths for joint creativity and action for impact;



Excellence: continuously striving for excellence in product and service quality;



Profesionalism: steadfastly achieving high standards in all operations and governance of the unit;



Dedication: working passionately, dedicating for and acting in the common interests of the community and society;



Respect: respecting differences, listening, acknowledging diversity;



Entrepreneurship: the spirit of entrepreneurship, the will and ability to create, organize and manage innovative and creative projects, perseverance, creativity, flexibility, the ability to withstand risks and challenges, and often looking for opportunities to create new value or improve existing ones.

04.1 General introduction

To realize the Mission and Vision, by 2035 IUDM needs to achieve the 06 strategic goals below:

Strategic objective No.1. Innovate Organisational Governance Model

IUDM, as a state organisation under AMC, will be granted high autonomy in finance, internal management, and academia. It will enact comprehensive internal management regulations, establish quality assurance processes for training, development, and policy consulting, and enhance digital transformation in its activities.



Strategic objective No.2. Collaboration, Connectivity in Sustainable Urban Development Management

IUDM aims to become a hub in a network of experts, management officials, and entrepreneurs to share knowledge and best practices in sustainable urban development management. Establish strategic collaboration mechanisms with reputable domestic and international urban management organisations to leverage knowledge and learn from experiences.



Strategic objective No.3. Strengthen Human Resources Capacity

Develop a motivated, dedicated leadership and management team at IUDM with innovative thinking, high professional qualifications, and the ability to work in an international environment.



Strategic objective No.4. Access and Generate New Knowledge on Urban Development Management

Continuous innovation of advanced knowledge in sustainable urban development management will be achieved through applied scientific research activities linked to improving the quality of training and development. This involves absorbing, selecting, and mastering new knowledge to produce high quality, highly applicable scientific products with an efficiency and focus approach.



Strategic objective No.5. Training and Consulting on the application of knowledge on sustainable urban development management

Training programs will be designed and implemented based on the practical needs of local urban development. Training methods will employ dynamic knowledge transmission techniques, utilise new educational technologies (e.g., e-learning), and mobilise the intellectual and practical experience of a network of organisations and experts both nationally and internationally in relevant areas of urban development management.



Strategic objective No.6. Ensure Sustainable Financial Stability

Diversify revenue sources, ensuring steady annual growth and competitive income for the team.

Among the 06 strategic goals, Goals No.1, 2, 3 are identified as pivotal goals that enable the fulfillment of other strategic goals.



04.2 List of Strategic Objectives

04.2.1 Strategic objective No.1. Innovate Organisational Governance Model

IUDM is a public service unit under AMC, which is granted high autonomy in finance, personnel and professional activities; issues full internal management regulations; develops processes to ensure the quality of training, fostering and policy consulting.

Strategic objective 1 includes the following 3 KPIs:

KPI 1

IUDM Development Strategy

The Institute's Development Strategy to 2035, Vision 2045, is issued and implemented

KPI 2

Organizational governance innovation

- IUDM is given autonomy, has its own seal, account, and legal entity in transaction activities, as shown in the Organizational Operation Regulations.
- IUDM issues internal spending regulations in accordance with autonomy according to general regulations and regulations of AMC 2045 issued and implemented

04.2.2 Strategic objective No.2. Collaboration, Connectivity in Sustainable Urban Development Management

KPI 3

Implement the mechanism

IUDM becomes the focal point of a network of experts, managers, and entrepreneurs to share knowledge and good practices in sustainable urban development management; build strategic cooperation mechanisms with prestigious domestic and international urban management organizations to exploit knowledge and learn from experience. Assign tasks assigned by AMC. IUDM performs tasks assigned by AMC according to the output-based management mechanism.

KPI 4

Cooperate with local urban authorities, exploiting the need to support urban development. Sustainable cooperation with at least: 05 strategic partners and; 05 provinces/cities/districts/counties. Annually sign new cooperation agreements with at least 3 localities on training, fostering and consulting on application, transferring new knowledge on sustainable urban development.

KPI 5

Cooperate with CoEs, Research Institutes, domestic and international universities, Faculties, Institutes, and departments under AMC to sign MOUs/professional contracts and have regular relationships with at least 5 domestic research units and 02 international organizations/year to jointly research, develop training programs, foster and consult on sustainable urban development.

KPI 6

Cooperate with the private sector and businesses to mobilize resources, coordinate consulting and support the community. Have regular relationships with at least 3 businesses, sign new contracts with 2-3 businesses related to sustainable urban development every year.

KPI 7

Building and forming a Sustainable Urban Development Management Network with members such as IUDM, AMC, central and local governments, domestic and international scientific research organizations on sustainable urban development, organizations, private enterprises, etc. with 50 or more members operating actively and effectively. Forming a Network Executive Board, IUDM is the coordinating unit of the Network.

04.2.3 Strategic objective No.3. Strengthen Human Resources Capacity

Develop IUDM's team with professional competence, expertise, passion for the profession, long-term commitment to IUDM, ability to undertake assigned key tasks, motivation to contribute, innovative thinking, high level of expertise and ability to work in an international environment.

KPI 8

Leaders have vision, IUDM's permanent staff and employees have the ability to coordinate, connect, and mobilize domestic and international resources
IUDM leaders must be people with intrinsic motivation and strong vision, ready to contribute and attract all domestic and international forces to realize a common vision; At least 01 IUDM leader in charge of international cooperation is proficient in English in work; By 2030, at least 70% of staff will have the ability to cooperate and approach, advise customers, and be proficient in English and information technology in work

KPI 9

IUDM's team of experts is highly qualified and professional. By 2035, 100% will have a master's degree or higher; the number of staff with a doctoral degree will be at least 30% of the total number of scientific staff of the Institute.

04.2.4 Strategic objective No.4. Access and Generate New Knowledge on Urban Development Management

Advanced knowledge on sustainable urban development management is constantly being explored, created, and tested through applied scientific research activities, associated with improving the quality of training and education; absorbing, selecting, and mastering new knowledge to produce high-quality, highly applicable scientific products according to the motto of efficiency and focus.

KPI 10

Implement pilot projects with support from the government and relevant organizations:

- Increase the number of pilot projects, topics, and new knowledge creations that are absorbed and selected from research activities and applied to sustainable urban development management. By 2025, there will be at least 2 research topics applying science and technology at the Academy level, the Ministry level or higher on sustainable urban development management every year, the number of topics will increase steadily over the years.
- The number of articles and research reports published and shared on new knowledge in the field of sustainable urban development management. By 2025, IUDM will annually publish at least 03 works published in domestic and international journals every year; 01 scientific publication (monograph based on scientific and technological research results); then increase steadily over the years. Ensure that the publication of professional publications complies with national and international regulations on copyright, intellectual

KPI 11

Multidisciplinary and multi-disciplinary interaction:

There are strong research groups in the fields, multi-disciplinary and multi-disciplinary related to sustainable urban development management, there is interaction and collaboration between experts, researchers, and end users from different fields in the process of innovation and experimentation.

KPI 12

Stakeholder satisfaction with pilot studies: feedback from stakeholders, including communities, local authorities and organisations on satisfaction with new solutions and knowledge is 80% or higher

KPI 13

Conducting scientific seminars: By 2025, there will be at least 01 international seminar and 02 domestic and local seminars on sustainable urban development management every year, then increasing steadily over the years.

04.2.5 Strategic objective No.5. Training and Consulting on the application of knowledge on sustainable urban development management

Training programs associated with applied consulting are based on research and testing, designed and implemented based on the practical needs of urban development of localities; training methods apply vivid forms of knowledge transmission, apply new educational technology (i.e., e-learning); and mobilize the intelligence and practical experience of a network of domestic and foreign organizations and experts in fields related to urban development management.

KPI 14

Developing training and development programs associated with the need for consulting on the transfer of new knowledge applications on sustainable urban development

By 2025, at least 06 modules of the advanced training and development program on sustainable urban development will be developed and implemented in 2024 - 2026 with the support of international experts/partners (SECO Project). Then, at least 03 new modules will be developed and implemented each year. The training is developed to meet the practical needs of urbanization in Vietnam, demonstrating systematicity and consistency, with the participation of relevant parties, including consultation with domestic and international experts (SECO Project, UN Habitat ...)

KPI 15

Implementing training and education ensures the program's objectives and meets the needs of learners:

Organizing at least 20 classes annually with 1,000 students (50 students per class) using the Sustainable Urban Training materials and based on the actual needs of localities. The implementation of the training and education program ensures flexibility, meets the needs and concerns of learners, demonstrated through learners' satisfaction with the training and education program

KPI 16

Stakeholder satisfaction with training and development programs: feedback from stakeholders, including communities, local authorities and organizations on satisfaction with new solutions and knowledge reached 80% or more

KPI 17

Consulting on sustainable urban development: In the period 2024-2027, IUDM will annually implement at least 01 consulting project for localities on urban development management (specific fields according to local orders) and gradually increase in the following stages. The consulting organization will be coordinated with domestic and international scientific organizations (such as UN Habitat, WB, etc.)

KPI 18**Sharing, transferring knowledge, raising public awareness of sustainable urban development management**

- Each quarter, there is at least 01 scientific research newsletter on urban development management, disseminating international scientific research results and applying research results to training and development activities. The newsletter is posted on IUDM's Knowledge Management System (online).
- Coordinate with localities/cities to organize events and programs to raise public awareness of sustainable urban development management. There is at least 01 event every year.

KPI 19**Increase revenue and proportion of revenue from service activities:**

Revenue increases annually by 10%-20% (Period 2024-2026 increases by 10%; 2027-2030 increases by 15% and 2031-2035 increases by 20%). The proportion of revenue from service activities according to social orders increases annually, accounting for 20% of total revenue sources in the period 2024-2026, 30% in the period 2027-2030 and 50% in the period 2031-2035

KPI 20

Increase income of IUDM staff: Average income of IUDM staff increases by at least 15% annually. Implement a lump sum mechanism in additional salary payments according to KPIs.

KPI 21

Contribute revenue to AMC: IUDM contributes 5-10% of annual revenue to AMC (Period 2024-2025: 5%; Period 2026-2030: 8%; from 2031: 10%).

04.2.6 Strategic objective No.6. Ensure Sustainable Financial Stability

Develop diversified sources of income; IUDM's revenue and the income of IUDM's officers and employees increase over the years.



PHOTO 4 : THE ROOFS OF A RESIDENTIAL AREA IN HANOI

Sourcezzzzzz: Peter Nguyen/Unsplash

05.1 General introduction

05.1.1 List of strategic solutions and how they link to strategic objectives

IUDM's strategic objectives are translated into strategic solutions to be implemented as follows:

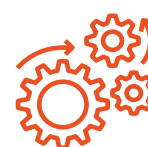
Solution 1

Develop and implement IUDM's Development Strategy to 2035 and annual action plans based on the strategy



Solution 2

Innovate IUDM's governance model towards high autonomy and professionalism oriented to high quality



Solution 3

Extensively and effectively promote domestic and international cooperation; develop a prestigious, highly influential Urban Management Network



Solution 4

Having policies to promote professional development, create dedication motivation for IUDM's staff



Solution 5

Strengthen research capacity to increase the quality and quantity of applied scientific research to solve practical problems through creative solutions in sustainable urban development management



Solution 6

Training and capacity building on sustainable urban development management associated with IUDM's policy consulting and knowledge transfer capacity



Solution 7

Increase the scale and quality of consulting services, aiming at solving practical problems, raising public awareness of urban sustainable development



Solution 8

Specializing communication, marketing activities to rapidly increase IUDM's brand recognition and market share in training, research and policy consulting on sustainable development management



Solution 9

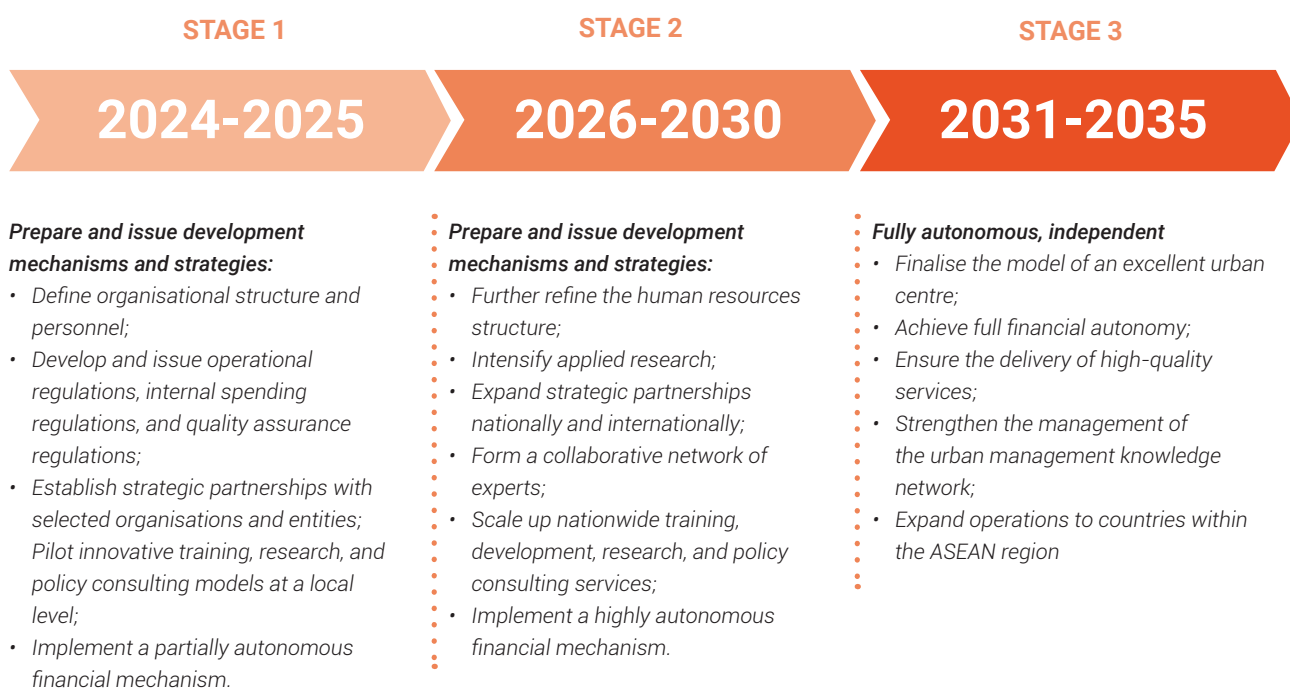
Promoting digital transformation in IUDM technical and administrative work

Solution 10

Diversify revenue sources through the implementation of AMC's tasks and services, research projects, training, and application consulting according to social needs.

05.1.2 Timeline for implementing strategic solutions

The strategic solutions will be carried out in 3 stages:



05.2 List of strategic solutions in 2024-2035 and activities in 2024-203

05.2.1 Solution 1. Develop and implement IUDM's Development Strategy to 2035 and annual action plans based on the strategy

Objectives

Develop IUDM's Strategic Development Plan to determine strategic directions, ensure that staff and stakeholders are aligned and work towards common goals, and help assess and make appropriate adjustments when the context changes.

Specific actions

Action 1.1. Develop and issue IUDM's Strategic Plan

Outputs:

- IUDM's Strategic Plan is approved by AMC, issuing a Development Strategy in line with AMC's general direction, with its own field of operation, no overlap and no conflicting interests with AMC and AMC's units.
- The strategic plan is reviewed every 2 years
- Implementation method: IUDM proactively develops a development strategy until 2035 with the participation of all Institute staff, consulting with AMC leaders/functional units, support from the SECO Project, consulting with stakeholders

Time: Issued before January 2025

Action 1.2. Disseminate the IUDM Development Strategy to all Institute staff and related stakeholders

Outputs:

- 100% of IUDM staff and stakeholders are informed and understand IUDM's Vision, Mission, and Development Strategy

Approaches:

- IUDM organizes internal meetings, widely disseminates information on the website, and holds extended meetings within AMC with partners and stakeholders

Time: First quarter of 2025

Action 1.3. Develop annual plans aligned with the Vision and Development Strategy

Outputs:

- IUDM issues annual plan in line with development strategy for the period 2024-2035; 100% of the Institute's staff and IUDM's partners clearly understand the annual plan.

Approaches:

- IUDM proactively develops annual plan with the participation of all Institute staff, consulting with leaders/functional units of AMC and relevant parties.
- IUDM organizes meetings to disseminate information about the internal annual plan, widely disseminate information on the website, open meetings within AMC with partners, relevant parties

Time: Quarter 4 annually

05.2.2 Solution 2. Innovate IUDM's governance model towards high autonomy and professionalism oriented to high quality

Objectives

IUDM is a public service unit under AMC, which is granted high autonomy in finance, personnel and professional activities; fully promulgates internal management regulations; and develops processes to ensure the quality of training, fostering and policy consulting

Specific actions

Action 2.1. Innovating the governance model, organizational structure and personnel of IUDM towards high autonomy

Outputs:

- Issue a Decision on autonomy (IUDM has its own seal and account), and the IUDM's operating regulations in accordance with the regulations of the State and AMC.
- IUDM performs the main functions of an urban development testing ecosystem, focusing on research and knowledge creation, knowledge sharing, training, fostering, and consulting on knowledge application on sustainable urban development management

Approaches:

- Build IUDM's organizational structure according to flexible functions, suitable for Urban Living Lab (Figure 1)
- Human resources: Lean, capable of connecting, coordinating, dynamic, creative, based on the existing team (Box 1)

Time: January 2025

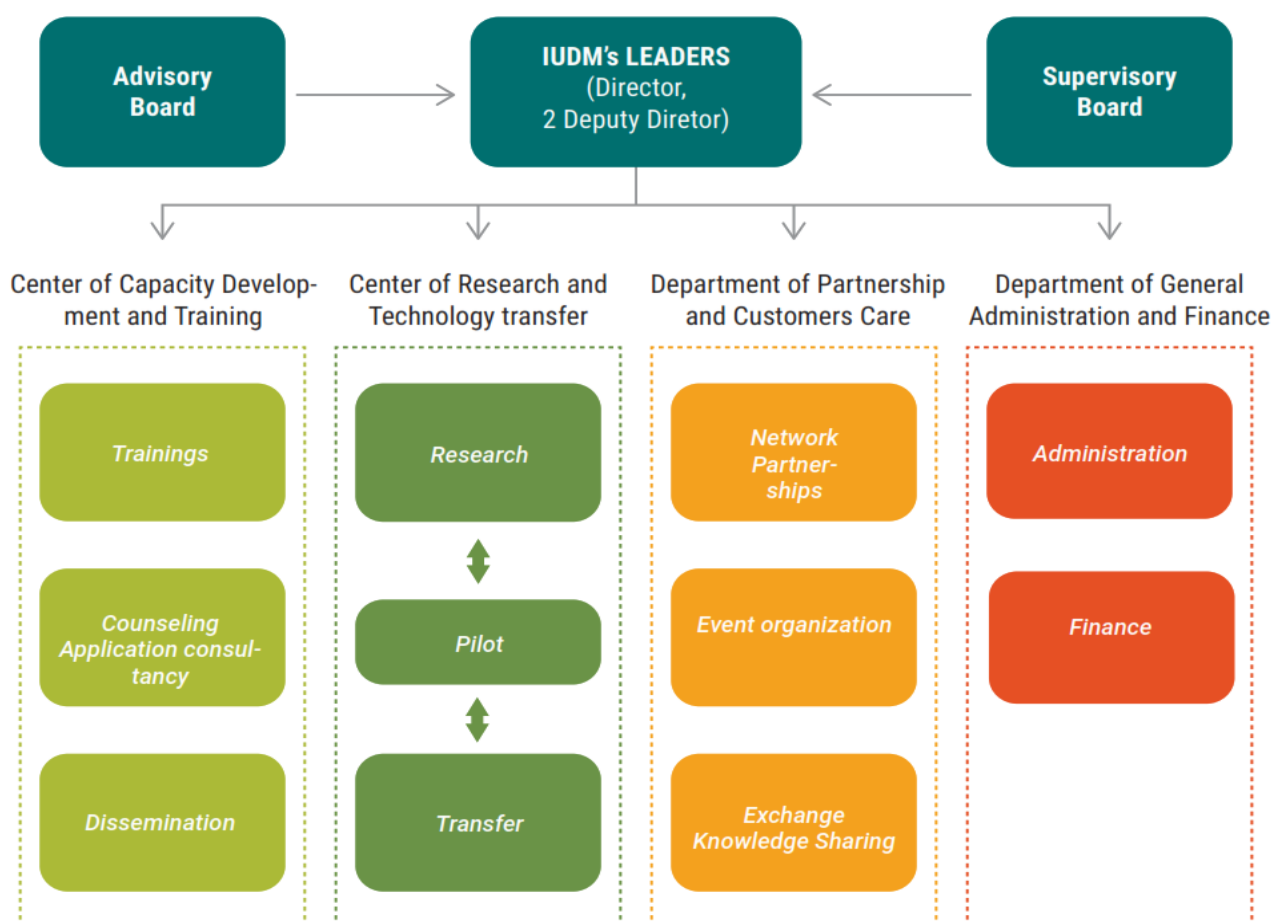


FIGURE 2: INTERNAL ORGANIZATIONAL STRUCTURE OF IUDM FOR THE PERIOD 2024 - 2035

IUDM Human Resources

The Institute's staff consists of 10-12 permanent staff members along with experts, lecturers, and employees working under contracts as experts or collaborators based on actual needs. The appointment of key personnel of the Institute must comply with a transparent selection process in accordance with AMC regulations;

The Institute's Director is in charge of all activities, supported by two Deputy Directors. The Director is appointed by AMC in accordance with AMC regulations. Of the two Deputy Directors, at least one has worked in urban management agencies and organizations;

The Advisory Council, including representatives of AMC, domestic and international experts, local representatives, and representatives of a partner in the private sector;

The Director is responsible for reporting and consulting the Advisory Council on work plans, management strategies, and annual financial resource mobilization. The Advisory Council provides input on progress and management reports, advises the Director and meets at least twice a year to review work plans, financial reports, performance and strategic planning issues. The Supervisory Board approves the annual budget and work plan.

Action 2.2. Develop, implement and disseminate IUDM's internal spending regulations.

Outputs:

- IUDM's internal spending regulations are issued and communicated and 100% of IUDM officers and employees clearly understand IUDM's autonomy and responsibilities and the above documents.

Approaches:

- IUDM develops internal spending regulations with the participation of all Institute staff, consulting with AMC leaders/ functional units, and consulting with relevant parties

Time: First quarter 2025

05.2.3 Solution 3. Extensively and effectively promote domestic and international cooperation; develop a prestigious, highly influential Urban Management Network

Objectives

IUDM becomes the focal point of a network of experts, managers, and entrepreneurs to share knowledge and good practices in sustainable urban development management; build strategic cooperation mechanisms with prestigious domestic and international urban

management organizations to exploit knowledge and learn from experience..

Specific actions

Action 3.1. Establish close relationships with stakeholders in Knowledge Creation, Knowledge Sharing and Knowledge Application activities on sustainable urban development management.

Outputs:

- For AMC: IUDM performs the tasks assigned by AMC according to the output management mechanism based on the policy orientations of the Government and the construction industry, in accordance with the functions and tasks of IUDM. Accordingly, AMC "orders" and "contracts", IUDM will perform the tasks as ordered. AMC funds IUDM based on the level of task completion. IUDM is self-sufficient in spending additional income for staff and civil servants from 2026 onwards.
- For Target Customers: By 2025, sign cooperation agreements with at least 05 provinces/cities/districts; establish close relationships with a number of cities/districts: Hanoi, Tam Ky, Ben Tre, Quang Ninh, Ba Ria-Vung Tau and expand to other localities in the following years. Each locality builds a pilot project suitable to the specific conditions of each locality, in the direction of sustainable urban development.
- For academic institutions:
 - Departments in AMC: Closely coordinate in inviting experts to design interdisciplinary projects, especially Research Institutes

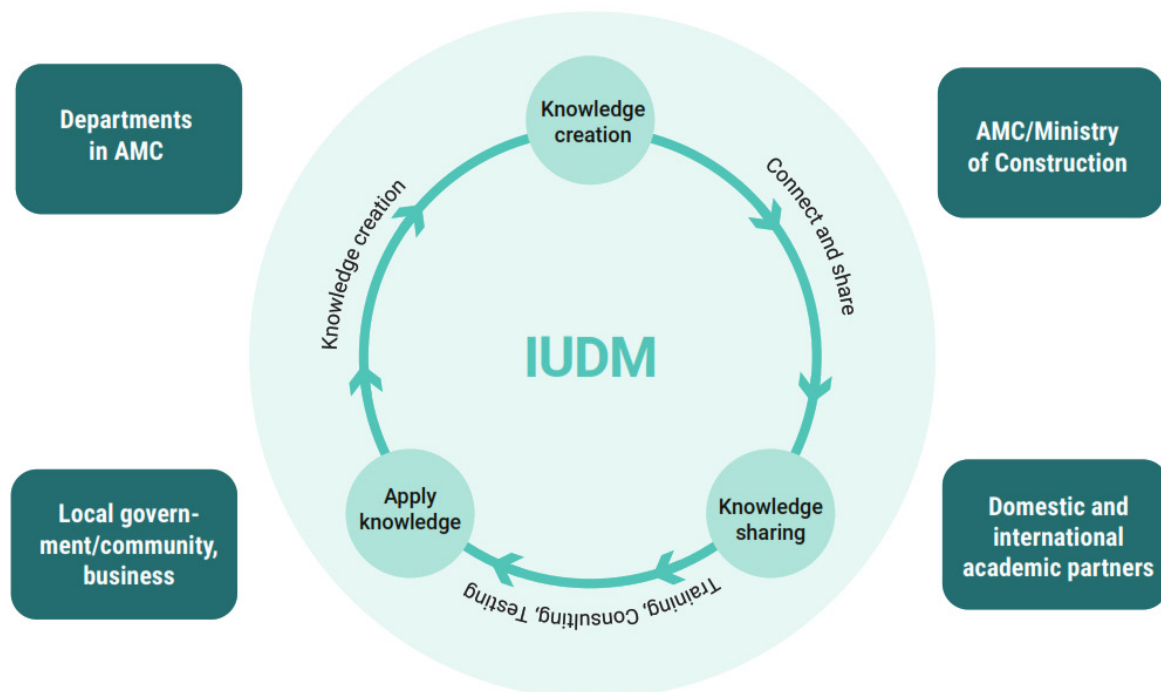


FIGURE 3: IUDM'S ECOSYSTEM OF INNOVATION, SHARING, AND KNOWLEDGE TRANSFER FOR SUSTAINABLE URBAN DEVELOPMENT MANAGEMENT

- Academic organizations outside AMC: Establish close relationships with domestic research institutes and universities such as: University of Architecture, University of Construction; International organizations such as: UN-Habitat, Urban Living Lab Singapore, Malaysia, In the period of 2024-2025, IUDM will annually sign MoUs and have sustainable cooperation with at least: 05 strategic partners who are research institutes and universities. The number will increase in the following stages. The above organizations all have representatives participating in strong research groups, participating in pilot projects, training and application consulting of IUDM.
- For private enterprises: Establish relationships with enterprises on sustainable urban development to mobilize social resources, knowledge, know-how in building and implementing projects, and consulting on practical applications. In the period of 2024-2025, IUDM will sign MoUs annually, and have sustainable cooperation with at least 03 enterprises. The number will increase in the following stages.

Time: In 2024, a memorandum of understanding/cooperation agreement will be signed, and from 2026 onwards, specific projects will be implemented.

Action 3.2. Building and operating the Urban Development Management Network

Outputs:

- By 2025, establish a Sustainable Urban Development Management Network consisting of domestic and international members. The Urban Development Management Network has 50 or more members who operate actively and effectively.
- Every year, this Network will organize at least 01 Sustainable Urban Development Management Forum

Time: 2024-2035

05.2.4 Solution 4. Having policies to promote professional development, create dedication motivation for IUDM's staff

Objectives

Develop a team of leaders, managers, officers, civil servants and experts of the Institute who are motivated to contribute, have innovative thinking, high professional qualifications and the ability to work in an international environment.

Specific actions

Action 4.1. Develop and implement team development policies.

Outputs:

- Policies on recruitment, use, human resource development, rewards, and discipline are linked to the mission, vision, and development strategy; KPIs are established on task performance and job positions for staff, civil servants, etc.
- 100% of IUDM's staff, lecturers, and employees are informed and understand IUDM's staff development policy.

Time: 2024

Action 4.2. Encourage and support officers and civil servants to continuously develop their professional capacity.

Outputs:

- At least 01 IUDM leader in charge of international cooperation is proficient in English communication; by 2026, at least 40% of the Institute's staff, lecturers and employees will have the ability to approach and advise customers and use English fluently at work.
- By 2030, this index will be 70% and increase in the following stages. By 2026, increase the number of staff with doctoral degrees to at least 25% of the total number of scientific staff of the Institute and increase in the following stages; 100% will have a master's degree or higher.

Time: 2024-2026 and onwards

05.2.5 Solution 5. Strengthen research capacity to increase the quality and quantity of applied scientific research to solve practical problems through creative solutions in sustainable urban development management

Objectives

Strengthening research and testing capacity on urban development management; acquiring, selecting and mastering new knowledge to produce high-quality, highly applicable scientific products that solve practical problems through creative solutions on sustainable urban development management.

Specific actions

Action 5.1. Develop and promulgate the IUDM's Quality Assurance Process for Applied Research and Testing

Outputs:

- The decision to promulgate the IUDM Applied Research Quality Assurance Process was issued, mobilizing participation and collecting feedback from experts.
100% of IUDM's staff, lecturers, and employees in charge of scientific and technological research were informed and understood the IUDM Applied Research Quality Assurance Process.

Time: December 2024

Action 5.2. Implement highly applicable research and testing projects in the practical context of urban and local areas.

Outputs:

- In the period 2024-2030, at least 02 pilot research projects will be implemented annually, with results being accepted as good or better; 03 works published in domestic and international specialized journals; the number will increase in the next period.
- Scientific and technological research fields focus on priority areas of interdisciplinary spearhead fields (smart cities, green cities, sustainable urban development, etc.) through close relationships with relevant parties. Some specific suggestions

Proposed activities on applicable researches and innovative solutions for IUDM:

1. Data Management and Urban Intelligence: Research on data management and urban intelligence emphasizes the collection, storage, and analysis of urban data to improve management and predict urban problems, such as traffic, environment, and security.

2. Applied research on urban water and environmental management: IUDM can develop solutions for water resource management and environmental protection in urban areas such as: urban environmental protection measures such as parks and green spaces, water reuse system management, advanced wastewater treatment technology, etc, ...

3. Urban economics and smart commerce: Research on urban economics and smart commerce focuses on developing smart business models, promoting urban enterprises, and creating business opportunities in smart urban environments..

4. Development of small urban planning projects: IUDM can cooperate with local communities to develop small urban planning-related projects such as: urban space reuse, community design based on sustainable principles, development of public areas and recreational spaces, etc.

5. Pilot research on sustainable energy in urban areas: IUDM can research and deploy sustainable energy solutions such as: energy saving measures for urban households and businesses, Solar energy systems on buildings, energy storage systems, etc.

6. Adaptability and rapid response to climate change and emergencies: focus on how cities can respond quickly and effectively to emergencies and changes, including climate change, earthquakes, and other emergencies

7. Development of urban culture and arts: IUDM can coordinate with localities to organize urban culture and art events to promote community spirit and create interesting and unique urban environments such as: outdoor art exhibitions, workshops on local urban culture, etc.

8. Support for urban social enterprises and startups: IUDM can create a suitable environment for social enterprises and urban entrepreneurship such as training and mentoring programs

Action 5.3. Building research groups on SUD with strengths and competitiveness

Outputs & Timeline:

- Strong, specialized research groups in priority areas are established to implement scientific research topics and tasks.
- By 2025, there will be at least 02 strong research groups; by 2030, in the 2026-2030 period, there will be at least 3 strong research groups. From 2031 onwards, there will be at least 5 strong research groups.

Action 5.4. Organize annual scientific conference on SUD

Outputs:

- Every year, at least 01 international conference, 02 domestic and local conferences on sustainable urban development management.

Time: 2025 onwards

Action 5.5. Announce scientific publications/applications on SUD

Outputs:

- Every year, IUDM publishes at least 01 scientific publication (monograph, ...) based on the results of scientific and technological research, ensuring that the publication of professional publications complies with national and international regulations on copyright law, intellectual property, anti-plagiarism and respect for privacy

Time: 2025 onwards

05.2.6 Solution 6. Training and capacity building on sustainable urban development management associated with IUDM's policy consulting and knowledge transfer capacity

Objectives

Innovate the method of building and implementing advanced training programs on sustainable urban development management, meeting the diverse learning and application consulting needs of learners, localities and society..

Specific actions

Action 6.1. Develop and issue IUDM's development process, training programs and materials

Outputs:

Decision to promulgate the design/development and evaluation processes of programs and documents in line with the mission, vision, strategic goals of IUDM and assigned political tasks. 100% of IUDM's staff, lecturers and training staff are informed and understand the design/development and evaluation processes of IUDM's programs and documents. For details, see Figure 3

Time: December 2024

Action 6.2. Develop advanced training programs and materials on sustainable urban development management in Vietnam's urbanisation context

Outputs:

- The decision promulgating advanced training programs on sustainable urban development management in Vietnam's urbanisation context is issued, demonstrating systematic approach with stakeholder participation, including consulting international experts. Every year, the Advanced Training and Development Programs for SUD are periodically reviewed, revised and supplemented with the participation of relevant parties.
- At least 06 modules under the advanced training program are developed and delivered in 2025 with support of international experts/partners (SECO Project). Subsequently, at least 03 new modules are developed and delivered annually.

Time: 2024-2025



FIGURE 4. IUDM'S ANNUAL TRAINING AND DEVELOPMENT NEEDS ASSESSMENT PROCESS

Some training topics of IUDM in the period 2024-2028

Module 1. Integrated Planning

Module 2. Placemaking for Complete Neighborhoods

Module 3. Policy-based Consensus Building

Module 4. Urban Regeneration

Module 5. Affordable Housing

Module 6. Urban Economy & Finance for sustainable governance

Action 6.3. Organize training and development on urban development management associated with pilot projects and learning and application consulting needs of localities and society

Outputs:

- Annual scale: minimum 20 classes with 1,000 students (Each class has no more than 50 students).
- Training quality: 100% of training courses are organized and evaluated according to the quality assurance process of training and development. At least 90% of students are satisfied with the programs.

05.2.7 Solution 7. Increase the scale and quality of consulting services, aiming at solving practical problems, raising public awareness of urban sustainable development

Objectives

Improve the ability to design and implement urban development management policies, solving practical local problems.

Specific actions

Action 7.1. Develop and promulgate the IUDM's SUD policy advice quality assurance process

Outputs:

- The decision to promulgate the IUDM SUD Policy Advice Quality Assurance Process was issued, mobilizing participation and collecting feedback from stakeholders.
- 100% of IUDM staff, lecturers and employees were informed and understood the IUDM SUD Policy Advice Quality Assurance Process.

Time: January 2025

Action 7.2. Develop consulting services in the fields of sustainable urban development management

Outputs:

- In the period 2024-2026, IUDM will annually implement at least 02 consulting projects for localities on urban development management (specific fields according to local orders) and gradually increase in the following stages. Consulting organization will be coordinated with domestic and international scientific organizations.
- 100% of Consulting projects are satisfied by customers/partners.

Time: 2025 onwards

Action 7.3. Sharing, transferring knowledge, raising community awareness about SUD

Outputs:

- Every quarter, there is at least 01 scientific research newsletter on urban development management, disseminating international scientific research results and applying research results to training and fostering activities. The newsletter is posted on IUDM's Knowledge Management System (online); the frequency of newsletter publication increases in the later stages.
- Every year, there is at least 01 event or program to raise public awareness about sustainable urban development management and gradually increases in the later stages.

Time: 2025 onwards

05.2.8 Solution 8: Specializing communication, marketing activities to rapidly increase IUDM's brand recognition and market share in training, research and policy

consulting on sustainable development management

Objectives

Enhance IUDM's brand recognition in training, fostering, scientific research and consulting on urban development management; enhance IUDM's influence and reputation in society through activities to enhance the Institute's image and organizational culture..

Specific actions

Action 8.1. Building a communication plan to promote IUDM's brand

Outputs:

- The Communication Plan is consistent with IUDM's mission, vision, and core values, demonstrating goals, brand awareness channels, brand development actions, and monitoring IUDM's brand development. It is updated and adjusted annually

Time: January 2025

Action 8.2. Building IUDM's brand identity

Outputs:

- IUDM's brand identity toolkit (logo, slogan, website...) represents the values, image, culture, and people of IUDM, creating an impression, attracting stakeholders, and receiving the participation and consensus of all officers and employees of the Institute.

Thời gian: January 2025

Action 8.3. Building messages/ content for communication

Outputs:

- Create new, valuable content that the community is interested in and benefits from: blogs, guides, videos, reference materials... on sustainable urban development management. Updated monthly.

Time: December 2024

Action 8.4. Organize brand promotion, diversify direct/ offline and online information channels to interact and communicate effectively with the public

Outputs:

- Reach/interaction with IUDM through media channels increased by 20% annually.
- Increase IUDM brand awareness by 70% among target customers.
- IUDM has social media platforms such as Facebook, Instagram, Twitter, LinkedIn.... to interact and communicate with the community.
- IUDM has a two-way communication channel: Create a two-way communication channel where the community can send

feedback, opinions and questions.

Time: December 2024 and onwards

05.2.9 Solution 9: Promoting digital transformation in IUDM technical and administrative work

Objectives

Create an innovative environment and enhance the capacity for experimental research, training and development, and application consulting and development in the specific areas that IUDM is focusing on.

Specific actions

Action 9.1. Raising awareness and capacity for digital transformation

Outputs:

- 100% of IUDM's staff and employees have basic digital transformation knowledge and skills and gradually improve over the years. By 2025, all members will have proficient digital capabilities.

Time: 2024 onwards

Action 9.2. Exploiting online learning management systems (LMS)

Outputs:

- Training courses are conducted in a combination of online and in-person via an online learning management system (In the 2024-2025 period, at least 30% of courses will be combined; in the 2026-2030 period: 50%; from 2031: 70%).

Time: 2025 onwards

Action 9.3. Exploiting AMC's Information Management System

Outputs:

- Training, research, consulting activities and knowledge sharing on sustainable urban development management are administered on the digital system by 2026; clients and partners can access information on IUDM's training, research and consulting via the Institute's website (on AMC's portal).

Time: 2025 onwards

05.2.10 Solution 10: Diversify revenue sources through the implementation of AMC's tasks and services, research projects, training, and application consulting according to social needs.

Objectives

Diversify revenue sources from performing AMC's assigned tasks under the contract mechanism and providing training, fostering, and consulting services according to social needs, in which the proportion of revenue from external services is annually increased; IUDM's revenue, income of IUDM's officers and employees and budget contribution to AMC increase annually.

Specific actions

Action 10.1. Diversify revenue sources, proactively access financial resources through providing services to domestic and international organizations

Outputs:

- Annually, revenue in the period 2024-2026 increases by at least 10%; 2027-2030 increases by at least 15% and 2031-2035 increases by at least 20%.
- The proportion of revenue from social service activities increases annually, accounting for at least 50% of total revenue by 2026, 80% by 2030 and 100% by 2035.

Diversifying sources and the roadmap for financial autonomy of IUDM

Collect from AMC to perform the task: Gradually increase the proportion of revenue from external contracted services compared to revenue from AMCs according to ordered tasks: by 2026, accounting for at least 50% of total revenue by 2026, 80% by 2030 and 100% by 2035.

Revenue from providing services

- Revenue from training and development services: By 2025, it will reach 1.5 billion VND/year; by 2030, it will reach 2.5 billion VND/year; by 2035, it will reach an average of 5 billion VND/year.
- Revenue from research and testing projects: By 2025, it will reach 500 million VND/year; by 2030, it will reach 1 billion VND/year; by 2035, it will reach 1.5 billion VND/year.
- Revenue from domestic and international project consulting services: By 2025, it will reach 500 million VND/year; by 2030, it will reach 1 billion VND/year; by 2035, it will reach 2 billion VND/year.
- Other revenue sources: Organizing conferences and seminars for localities and enterprises. By 2025, it will reach 500 million VND/year; by 2030, it will reach 1 billion VND/year; By 2035, it will reach 2 billion VND/year.

No	Sources	Value (billion VND/year)		
		To 2025	To 2030	To 2035
A	Revenue from AMC to perform assigned tasks	1.0	1.4	1.5
B	Service provision	3.0	6.0	10.0
1	Revenue from training and fostering services	1.5	2.5	5
2	Revenue from scientific research and technology transfer	0.5	1	1.5
3	Revenue from domestic and international consulting projects	0.5	1.5	2
4	Others: Organize conferences and seminars for localities and enterprises	0.5	1	1.5
	TOTAL (A+B)	4.0	7.4	11.5
C	Contribution to AMC (5-20% total annual revenue) 2024-2025: 5%; 2026-2030: 10% 2031-2034: 15%; Từ 2035: 20%	0,2	0,7	2,3

TABLE 2 : IUDM REVENUE, 2023-2035

Source: Proposed by the Advisory Group, in consultation with IUDM, AMC and UN Habitat experts

Summary of the relationship between Strategic Objectives, Strategic Solutions for the 2024-2025 period and activities for the 2024-2030 period in Appendix 1

06.1 M&E Plan of IUDM

Tasks

1. After issuing the Development Strategy, IUDM develops the IUDM Monitoring and Evaluation (M&E) Plan based on the Strategy.
2. The M&E Plan details the action steps to monitor each activity.
3. The M&E Plan must be completed within 03 months from the date the KHCL is issued. M&E Plans for 2025 and beyond must be completed before December 30 each year.
4. IUDM/AMC keeps reports, lists accompanying evidence, and keeps evidence files for monitoring and inspection by UNH, the Ministry of Construction, independent auditors, and state auditors.

Tools

1. Monitoring and evaluation tables for each activity;
2. Development indicators framework and indicators framework by 06 months and by year;
3. Product/evidence list;
4. Questionnaire on courses for students under the SUD Program (06 modules)
5. Interviews on courses for students under the SUD Program (06 modules)

Time and form of reporting

Data are presented in the form of tables, 6-month and annual reports on the SECO Project and AMC, UNH.

Implementation method

Data are filled in the Target Indicator Framework Tables.

Note, for some indicators, the data of each reporting time is the accumulated data of the previous quarters.

Outputs

Report with accurate information, and Data in Excel Table sent to BAL DA SECO, AMC, UNH 6 months, year according to the effective SECO Project Document.

Khung giám sát, đánh giá thực hiện KHCL IUDM theo Phụ lục 2

06.2 Data collection and analysis

Các nhiệm vụ

Monitoring and evaluation framework for the IUDM Development Strategy according to Appendix 2.

Tools

1. Monitoring and evaluation tables for each activity;
2. Development indicators framework and indicators framework by 06 months and by year;
3. Product/evidence list;
4. Questionnaire on courses for students under the SUD Program (06 modules)
5. Interviews on courses for students under the SUD Program (06 modules)

Time and form of reporting

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Khung giám sát, đánh giá thực hiện KHCL IUDM theo Phụ lục 2.

06.3 Reporting responsibility

Reporting responsibilities are specified in the Project Agreement/Document on the Project on Institutional Strengthening and Capacity Building for Urban Development in Vietnam funded by the Swiss State Secretariat for Economic Affairs (SECO) through the United Nations Human Settlements Programme (UN-HABITAT).

AMC/IUDM Reporting Responsibilities

Semi-annual/annual report: IUDM submits implementation and monitoring and evaluation reports twice a year, following UNH's monitoring and technical assistance to the SECO project. These reports present completed/uncompleted activities, difficulties and obstacles in accordance with project objectives for the IUDM/AMC capacity building component. The report also provides assessments of achievement/non-achievement of development target indicators and outcome indicators. See details of Report Form 1.

Ad hoc reporting: AMC/IUDM submits ad hoc reports as required.

Closing report: By December 31, 2025, AMC/IUDM submits a program completion report to UNH. This report presents assessments of the achievement of IUDM development target indicators..

From 2026 onwards, IUDM is responsible for reporting according to AMC regulations.



PHOTO 5. SUNRISE IN HCMC
Source: Peter Nguyen/Unsplash

Annex 1. IUDM Current Status Analysis Framework Connected to Solutions

NO	CRITERIA	ASSESSMENT (AS OF JULY 2023)	REMARK	IMPROVEMENT SINCE 2020/ WITH UN-HABITAT SUPPORT	ACTIONS
1.	Leadership	Partly fulfilled (for reference: 5/10)	There are motivations from leadership from AMC and IUDM. However, IUDM and AMC leaders can not communicate in English	Mindset of IUDM leader has been more open toward enhanced partnership, wider ranges of services and more advisory for local authorities	Solution 2 Innovate IUDM's governance model towards high autonomy and professionalism oriented to high quality
2.	Expertises	Partly fulfilled (for reference: 5/10)	IUDM has mainly Specialized expertise in delivering training for local authorities, but just follow a very "traditional" approach	IUDM has been working proactively to test the new markets and services, especially advisory and consulting service	Solution 7 Increase the scale and quality of consulting services, aiming at solving practical problems, raising public awareness of urban sustainable development
3.	Structure		IUDM has completed organization, however the three leaders cannot communicate effectively in English, hence there will be limitation in enhancing international network and partnership	N/A	Solution 4 Having policies to promote professional development, create dedication motivation for IUDM's staff

4.	Finance		Currently, IUDM do not have sustainable funding (main revenue coming from training across Vietna) and a not-so-motivating financial mechanism for its staff (Low salary and extra income). IUDM has not separated financial report	At the beginning of 2024, IUDM has been transformed into semi-independent institute within AMC, meaning that from now on, they will have to cover the extra-income for their members by having additional revenue. There are special financial mechanism between AMC and IUDM regarding revenue sharing.	Solution 10 Diversify revenue sources through the implementation of AMC's tasks and services, research projects, training, and application consulting according to social needs.
5.	Services quality	Partly fulfilled (for reference: 5/10)	IUDM/AMC is well-know in term of delivery training, but following the very "traditional approach". This need to be improved	IUDM started accepting that training delivery method should be changed/ improved. This is under the request from UNH with pressure/ agreement from AMC leaders as well	Solution 6 Training and capacity building on sustainable urban development management associated with IUDM's policy consulting and knowledge transfer capacity
6.	Strategy	Partly fulfilled (for reference: 10/10)	With support from ISCB project, IUDM has been working to establish its development strategy	The Development Strategy has many indigrents/idea/principles of CoE that UNH provided and advised	Solution 1 Develop and implement IUDM's Development Strategy to 2035 and annual action plans based on the strategy
7.	Partners	Partly fulfilled (for reference: 5/10)	IUDM has a number of collaboration and partnership	At the end of 2023, IUDM has signed the first three MOUs with external parners. Together, the four institutes (from MIC, UHA, UAA) and with sponsor of private sector, they co-organized a conference for city of Lao Cai and submit advisory report to provincial authority.	Solution 3. Promote domestic and international cooperation in a sustainable and effective manner; form a prestigious and influential Urban Management Network. Solution 8 Specializing communication, marketing activities to rapidly increase IUDM's brand recognition and market share in training, research and policy consulting on sustainable development management

8.	Innovation	Not fulfilled (for reference: 1/10)	No	IUDM to implement innovative ideas and methods in training	Solution 5 Strengthen research capacity to increase the quality and quantity of applied scientific research to solve practical problems through creative solutions in sustainable urban development management
9.	High-impact research	Not fulfilled (for reference: 0/10)	No	N/a	Solution 5 Strengthen research capacity to increase the quality and quantity of applied scientific research to solve practical problems through creative solutions in sustainable urban development management
10.	Infra-	Not fulfilled (for reference: 5/10)	IUDM to have Smart-City Lab infrastructure equipped from another project of AMC	N/a	Solution 9 Promoting digital transformation in IUDM technical and administrative work
11.	Entreprene	Not fulfilled (for reference: 3/10)	No	IUDM to become semi-indendant institute of AMC	Solution 2 Innovate IUDM's governance model towards high autonomy and professionalism oriented to high quality
12.	Standards	Not fulfilled (for reference: 1/10)	No international accreediation	N/a	IUDM will move towards accreditation according to domestic and international CoE quality standards in the next stages (Temporarily, in the 2024-2034 Strategy, there is no basis to propose a solution to this problem)

Annex 2. Summary of the Relationship between Strategic Objectives, Solutions for Strategic Implementation in the 2024-2035 Period and Actions for the Implementation of the Strategic Plan in the 2024-2030 Period

STRATEGIC OBJECTIVES/ SOLUTIONS	LINK TO STRATEGIC OBJECTIVES (M)	ACTION	OUTPUT/OUTCOME	TIME
Strategic objective No.1. Innovate Organisational Governance Model. IUDM, as a state organisation under AMC, will be granted high autonomy in finance, internal management, and academia. It will enact comprehensive internal management regulations, establish quality assurance processes for training, development, and policy consulting, and enhance digital transformation in its activities				
Solution 1 Develop and implement IUDM's Development Strategy to 2035 and annual action plans based on the strategy	Objective 1 M 2,3,4,5,6	Action 1.1. Develop and issue IUDM's Strategic Plan	KQ 1.1.1. IUDM's Strategic Plan is approved by AMC, issuing a Development Strategy in line with AMC's general direction	12/2024
		Action 1.3. Develop annual plans aligned with the Vision and Development Strategy	KQ 1.1.3. IUDM issues annual plan in line with development strategy for each period	Annually
Solution 2 Innovate IUDM's governance model towards high autonomy and professionalism oriented to high quality	Objective 1 M 2,3,4,5,	Action 2.1. Innovating the governance model, organizational structure and personnel of IUDM towards high autonomy	KQ. 2.1.1. Issue a Decision on autonomy (IUDM has its own seal and account), and the IUDM's operating regulations	1st Quarter 2025
			KQ 2.1.2. 100% of IUDM officers and employees clearly understand IUDM's autonomy and responsibilities	1st Quarter 2025

		Action 2.2. Develop, implement and disseminate IUDM's internal spending regulations	KQ 2.3.1. IUDM develops internal spending regulations with the participation of all Institute staff	1st quarter 2025
			KQ 2.3.2. 100% of IUDM officers and employees clearly understand IUDM's autonomy and responsibilities and the above documents	1st quarter 2025
Strategic objective No.2. Collaboration, Connectivity in Sustainable Urban Development Management. IUDM aims to become a hub in a network of experts, management officials, and entrepreneurs to share knowledge and best practices in sustainable urban development management. Establish strategic collaboration mechanisms with reputable domestic and international urban management organisations to leverage knowledge and learn from experiences.				
Solution 3 Extensively and effectively promote domestic and international cooperation; develop a prestigious, highly influential Urban Management Network	Objective 2 M 3,4,5,6	Action 3.1. Establish close relationships with stakeholders in Knowledge Creation, Knowledge Sharing and Knowledge application	KQ 3.1.1. For AMC: IUDM performs the tasks assigned by AMC according to the output management mechanism based on the policy orientations of the Government and the construction industry, in accordance with the functions and tasks of IUDM. Accordingly, AMC "orders" and "contracts", IUDM will perform the tasks as ordered. AMC funds IUDM based on the level of task completion. IUDM is self-sufficient in spending additional income for staff and civil servants from 2026 onwards.	2024
			KQ 3.1.2. Target Customers: By 2025, sign cooperation agreements with at least 05 provinces/cities/districts; establish close relationships with a number of cities/districts: Hanoi, Tam Ky, Ben Tre, Quang Ninh, Ba Ria-Vung Tau and expand to other localities in the following years. Each locality builds a pilot project suitable to the specific conditions of each locality, in the direction of sustainable urban development	2025
			KQ 3.1.3. For academic institutions:+/ Departments in AMC +/ Academic organizations outside AMC: IUDM will annually sign MoUs and have sustainable cooperation with at least 05 strategic partners	2025

			KQ 3.1.3. For private enterprises: IUDM will sign MoUs annually, and have sustainable cooperation with at least 03 enterprises. The number will increase in the following stages.	2024
		Action 3.2. Building and operating the Urban Development Management Network	KQ 3.2.1. Establish a SUD Network consisting of domestic and international members. The Network has 50 or more members who operate actively and effectively.	2025
			KQ 3.2.1. Every year, this Network will organize at least 01 Sustainable Urban Development Management Forum	2025 /annually
Strategic objective No.3. Strengthen Human Resources Capacity. Develop a motivated, dedicated leadership and management team at IUDM with innovative thinking, high professional qualifications, and the ability to work in an international environment.				
Solution 4 Having policies to promote professional development, create dedication motivation for IUDM's staff	Objective 3 M4,5,6	Action 4.1. Develop and implement team development policies.	KQ 4.1.1. Policies on recruitment, use, human resource development,; KPIs are established on task performance and job positions for staff, civil servants, etc.	
			KQ 4.1.2. 100% of IUDM's staff, lecturers, and employees are informed and understand IUDM's staff development policy.	
		Action 4.2. Encourage and support officers and civil servants to continuously develop their professional capacity.	KQ 4.2.1. At least 01 IUDM leader in charge of international cooperation is proficient in English communication; by 2026, at least 40% of the Institute's staff, lecturers and employees will have the ability to approach and advise customers and use English fluently at work.	2024-2030

			KQ 4.2.2. By 2026, increase the number of staff with doctoral degrees to at least 25% of the total number of scientific staff of the Institute and increase in the following stages; 100% will have a master's degree or higher.	2024-2030
Strategic objective No.4. Access and Generate New Knowledge on Urban Development Management. Continuous innovation of advanced knowledge in sustainable urban development management will be achieved through applied scientific research activities linked to improving the quality of training and development. This involves absorbing, selecting, and mastering new knowledge to produce high quality, highly applicable scientific products with an efficiency and focus approach.				
Solution 5 Strengthen research capacity to increase the quality and quantity of applied scientific research to solve practical problems through creative solutions in sustainable urban development management	Objective 4 M 5,6	Action 5.1. Develop and promulgate the IUDM's Quality Assurance Process for Applied Research and Testing	KQ 5.1.1. The decision to promulgate the IUDM Applied Research Quality Assurance Process was issued, mobilizing participation and collecting feedback from experts.	
			KQ 5.1.2. 100% of IUDM's staff, lecturers, and employees in charge of scientific and technological research were informed and understood the IUDM Applied Research Quality Assurance Process..	
		Action 5.2. Implement highly applicable research and testing projects in the practical context of urban and local areas.	KQ 5.2. At least 02 pilot research projects will be implemented annually, with results being accepted as good or better; 03 works published in domestic and international specialized journals; the number will increase in the next period.	2024-2030

		Action 5.3. Building research groups on SUD with strengths and competitiveness	By 2025, there will be at least 02 strong research groups, by 2028 at least 3 strong research groups.	2024-2030
Phase 2031 onwards has at least 5 strong research groups	2025-2030	Action 5.3. Building research groups on SUD with strengths and competitiveness	KQ 5.2. At least 02 pilot research projects will be implemented annually, with results being accepted as good or better; 03 works published in domestic and international specialized journals; the number will increase in the next period.	2024-2030
		Action 5.4. Organize annual scientific conference on SUD	Every year, at least 01 international conference, 02 domestic and local conferences on sustainable urban development management.	2025 -2030
		Action 5.5. Announce scientific publications/ applications on SUD	Every year, IUDM publishes at least 01 scientific publication based on the results of scientific and technological research	2025 -2030
Strategic objective No.5. Training and Consulting on the application of knowledge on sustainable urban development management. Training programs will be designed and implemented based on the practical needs of local urban development. Training methods will employ dynamic knowledge transmission techniques, utilise new educational technologies (e.g., e-learning), and mobilise the intellectual and practical experience of a network of organisations and experts both nationally and internationally in relevant areas of urban development management.				
Solution 6 Training and capacity building on sustainable urban development management associated with IUDM's policy consulting and knowledge transfer capacity	M5 M 4,6	Action 6.1. Develop and issue IUDM's development process, training programs and materials	KQ 6.1.1. Decision to promulgate the design/ development and evaluation processes of programs and documents in line with the mission, vision, strategic goals of IUDM and assigned political tasks.	2024
			KQ 6.1.2. 100% of IUDM's staff, lecturers and training staff are informed and understand the design/ development and evaluation processes of IUDM's programs and documents.	2024

	Action 6.2. Develop advanced training programs and materials on sustainable urban development management in Vietnam's urbanisation context	KQ 6.2.1. The decision promulgating advanced training programs on sustainable urban development management in Vietnam's urbanisation context is issued, demonstrating systematic approach with stakeholder participation.	2024
		KQ 6.2.2. At least 06 modules under the advanced training program are developed and delivered in 2025 with support of international experts/partners (SECO Project). Subsequently, at least 03 new modules are developed and delivered annually.	2024
	Action 6.3. Organize training and development on urban development management associated with pilot projects and learning and application consulting needs of localities and society	KQ 6.3.1. Minimum 20 classes with 1,000 students (Each class has no more than 50 students)	
		KQ 6.3.2. Training quality: 100% of training courses are organized and evaluated according to the quality assurance process of training and development. At least 90% of students are satisfied with the programs.	

Solution 7 Increase the scale and quality of consulting services, aiming at solving practical problems, raising public awareness of urban sustainable development	Objective 4,5,6	Action 7.1. Develop and promulgate the IUDM's SUD policy advice quality assurance process	KQ 7.1.1 The decision to promulgate the IUDM SUD Policy Advice Quality Assurance Process was issued, mobilizing participation and collecting feedback from stakeholders.	Quý III/2024
			KQ 7.1.2. 100% of IUDM staff, lecturers and employees were informed and understood the IUDM SUD Policy Advice Quality Assurance Process	Quý III/2024
		Action 7.2. Develop consulting services in the fields of sustainable urban development management	KQ 7.2.1. In the period 2024-2026, IUDM will annually implement at least 02 consulting projects for localities on urban development management (specific fields according to local orders) and gradually increase in the following stages	Từ năm 2025
			KQ 7.2.2. 100% of Consulting projects are satisfied and certified by customers/partners.	
		Action 7.3. Sharing, transferring knowledge, raising community awareness about SUD	KQ 7.3.1. Every quarter, there is at least 01 scientific research newsletter on urban development management, disseminating international scientific research results.	Từ Quý IV/2024
			KQ 7.3.2. Every year, there is at least 01 event or program to raise public awareness about sustainable urban development management.	Từ Quý IV/2024

Solution 8 Specializing communication, marketing activities to rapidly increase IUDM's brand recognition and market share in training, research and policy consulting on sustainable development management	Objective 4,5,6	Action 8.1. Building a communication plan to promote IUDM's brand in consistent with IUDM's mission, vision, and core values	KQ 8.1.1. Building a communication plan, demonstrating goals, brand awareness channels, brand development actions, and monitoring IUDM's brand development.	January 2025
		Action 8.2. Building IUDM's brand identity	KQ 8.2.1. Create new, valuable content that the community is interested in and benefits from: blogs, guides, videos, reference materials... on sustainable urban development management.	January 2025
		Action 8.3. Building messages/ content for communication	KQ 8.3.1. Create new, valuable content that the community is interested in and benefits from: blogs, guides, videos, reference materials... on sustainable urban development management. .	December 2024
		Action 8.4. Organize brand promotion, diversify direct/ offline and online information channels to interact and communicate effectively with the public	KQ 8.4.1. Reach/interaction with IUDM through media channels increased by 20% annually	2025 onwards
			KQ 8.4.2. Increase IUDM brand awareness by 70% among target customers.	2025 onwards
			KQ 8.4.3. IUDM has social media platforms such as Facebook, Instagram, Twitter, LinkedIn.... to interact and communicate with the community.	2025 onwards

			KQ 8.4.4. IUDM has a two-way communication channel where the community can send feedback, opinions and questions.	2025 onwards
Solution 9 Promoting digital transformation in IUDM technical and administrative work	M1,2,3,4,5,6	Action 9.1. Raising awareness and capacity for digital transformation	KQ 9.1.1. 100% of IUDM's staff and employees have basic digital transformation knowledge and skills and gradually improve over the years. By 2025, all members will have proficient digital capabilities.	2024
		Action 9.2. Exploiting online learning management systems (LMS)	KQ 9.2.1. Training courses are conducted in a combination of online and in-person via an online learning management system (In the 2024-2025 period, at least 30% of courses will be combined; in the 2026-2030 period: 50%; from 2031: 70%)..	2024-2030
		Action 9.3. Exploiting AMC's Information Management System	KQ 9.3.1. Training, research, consulting activities and knowledge sharing on sustainable urban development management are administered on the digital system by 2026; clients and partners can access information on IUDM's training, research and consulting via the Institute's website (on AMC's portal).	2026-2030
Strategic objective No.6. Ensure Sustainable Financial Stability. Diversify revenue sources, ensuring steady annual growth and competitive income for the team.				
Solution 10 Diversify revenue sources through the implementation of AMC's tasks and services, research projects, training, and application consulting according to social needs.	M 6 M 1,2,3,4,5	Action 10.1. Diversify revenue sources, proactively access financial resources through providing services to domestic and international organizations	KQ 10.1.1. Annually, revenue in the period 2024-2026 increases by at least 10%; 2027-2030 increases by at least 15% and 2031-2035 increases by at least 20%.	2024-2035

Annex 3. Monitoring and Evaluation Framework for the Implementation of the IUDM Strategic Plan in the 2024-2028 Period

Strategic Objectives	Result Index	Unit		Results are achieved in each stage					Cycle	Data	
				Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028			
Strategic Objectives 1. Innovate the organizational management model. IUDM is a public service unit under the AMC with high autonomy in finance, internal administration and academics; fully promulgate internal management regulations; Build processes to ensure the quality of training, fostering and policy consulting; Enhance digital transformation in the Institute’s activities.											
Solution 1 Develop and implement IUDM’s Development Strategy to 2035 and annual action plans based on the strategy	Action 1.1. Develop and issue IUDM’s Strategic Plan										
	KQ 1.1.1 The decision approving the Institute’s Development Strategy until 2035, vision 2045 was issued in December 2023; Periodically review and adjust in accordance with reality and the socio-economic context.	Decision	0	Issued	Review, adjust		Review, adjust		Every 2 year	Annual M&E	IUDM/ AMC/ SECO
	KQ 1.1.3. The annual plan is suitable for each period	Plan	0	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Annually	Annual M&E	IUDM

Solution 2 Innovate IUDM's governance model towards high autonomy and professionalism oriented to high quality	Action 2.1. Innovating the governance model, organizational structure and personnel of IUDM towards high autonomy										
	KQ. 2.1.1. Issue a Decision on autonomy (IUDM has its own seal and account), and the IUDM's operating regulations	Decision	0	Issued	Review		Updated and adjusted annually		Every 2 year	Annual M&E	IUDM/ AMC/ SECO
	KQ 2.1.2. 100% of IUDM officers and employees clearly understand IUDM's autonomy and responsibilities	%	0	100%	100%	100%	100%	100%	Annual	Annual M&E	IUDM
	Action 2.2. Develop, implement and disseminate IUDM's internal spending regulations										
	KQ 2.3.1. IUDM develops internal spending regulations with the participation of all Institute staff	QD	Issued	Updated and adjusted	Updated and adjusted	Updated and adjusted	Updated and adjusted	Updated and adjusted	Every 2 year	Annual M&E	IUDM/ AMC/ SECO

	KQ 2.3.2. 100% of IUDM officers and employees clearly understand IUDM's autonomy and responsibilities and the above documents	%	0	100%	100%	100%	100%	100%	Annual	Annual M&E	IUDM
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Strategic objective No.2. Collaboration, Connectivity in Sustainable Urban Development Management

Solution 3 Extensively and effectively promote domestic and international cooperation; develop a prestigious, highly influential Urban Management Network	Action 3.1. Establish close relationships with stakeholders in Knowledge Creation, Knowledge Sharing and Knowledge application										
	KQ 3.1.1. For AMC: IUDM performs the tasks assigned by AMC according to the output management mechanism	Decision		Task assigned 2024	Task 2025	Task 2026	Task 2027	Task 2028	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	KQ 3.1.2. Target Customers: By 2025, sign cooperation agreements with at least 05 provinces/ cities/districts;	MoU	0	05 MoU	05 MoU	05 MoU	05 MoU	05 MoU	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO

	KQ 3.1.3. For academic institutions: annually sign MoUs with at least 05 strategic partners	MoU	0	05 MoU		05+2MoU	05+2MoU	05+2MoU	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/ SECO
	KQ 3.1.3. For private enterprises: IUDM will sign MoUs annually, and have sustainable cooperation with at least 03 enterprises. The number will increase in the following stages.	MoU	0	03 MoU	03 MoU	03 MoU	03 MoU	03 MoU	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/ SECO
	Action 3.2. Building and operating the Urban Development Management Network										
	KQ 3.2.1. Establish a SUD Network consisting of domestic and international members. The Network has 50 or more members who operate actively and effectively	Decision	0	Issued					Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/ SECO
	KQ 3.2.1. Every year, this Network will organize at least 01 Sustainable Urban Development Management Forum	Forum	0	1	1	1	1	1	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/ SECO
Strategic objective No.3. Strengthen Human Resources Capacity.											

Solution 4 Having policies to promote professional development, create dedication motivation for IUDM's staff	Action 4.1. Develop and implement team development policies.										
	KQ 4.1.1. Policies on recruitment, use, human resource development;; KPIs are established on task performance and job positions for staff, civil servants, etc	Decision	0	Issued		review		Review	Every 2 year	IUDM	IUDM/ AMC/ SECO
	KQ 4.1.2. 100% of IUDM's staff, lecturers, and employees are informed and understand IUDM's staff development policy.	%	0	100%	100%	100%	100%	100%	Annual	IUDM	IUDM
	Action 4.2. Encourage and support officers and civil servants to continuously develop their professional capacity.										
	KQ 4.2.1. Capacity of leaders and staffs:										

	At least 01 IUDM leader in charge of international cooperation is proficient in English communication;	Person	0	1	1	1	1	1	Annual	IUDM	IUDM/ AMC/ SECO
	By 2028, at least 50% of the Institute’s staff, lecturers and employees will have the ability to approach and advise customers and use English fluently at work.	%	0	30%	40%	40%	50%	50%	Annual	IUDM	IUDM/ AMC/ SECO
	KQ 4.2.2. Qualifications										
	By 2028, increase the number of staff with doctoral degrees to at least 30%	0%	10%	10%	20%	20%	30%	Annual	IUDM	IUDM/ AMC/ SECO	
	100% will have a master’s degree or higher.	0%	0%	100%	100%	100%	100%	100%	Annual	IUDM	IUDM

Strategic objective No.4. Access and Generate New Knowledge on Urban Development Management.

Solution 5 Strengthen research capacity to increase the quality and quantity of applied scientific research to solve practical problems through creative solutions in sustainable urban development management	Action 5.1. Develop and promulgate the IUDM's Quality Assurance Process for Applied Research and Testing										
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	KQ 5.1.1. The decision to promulgate the IUDM Applied Research Quality Assurance Process was issued, mobilizing participation and collecting feedback from experts.	Decision	0	Issued		Review		Review	Every 2 year	IUDM	IUDM/ AMC/ SECO
	KQ 5.1.2. 100% of IUDM's staff, lecturers, and employees in charge of scientific and technological research were informed and understood the IUDM Applied Research Quality Assurance Process	%	0	100%	100%	100%	100%	100%	Annual	IUDM	IUDM/ AMC/ SECO
	Action 5.2. Implement highly applicable research and testing projects in the practical context of urban and local areas										
	02 research projects implemented annually, with results being accepted as good or better	Project	0	02	02	02	02	02		Quarterly, bi-annual	IUDM/ AMC/ SECO
	3 works published in international specialized	Work	0	03	03	03	03	03		Quarterly, bi-annual	IUDM/ AMC/ SECO
	Action 5.3. Building research groups on SUD with strengths and competitiveness										

	By 2025, there will be at least 02 strong research groups, by 2028 at least 3 strong research groups	Consultant	0	1	2	2	3	3		Quarterly, bi-annual	IUDM/ AMC/ SECO
	Action 5.4. Organize annual scientific conference on SUD										
	at least 01 international conference, 02 domestic and local conferences on sustainable urban development management.	Conference								Quarterly, bi-annual	IUDM/ AMC/ SECO
	Action 5.5. Announce scientific publications/ applications on SUD										
	At least 01 scientific publication	Book								Quarterly, bi-annual	IUDM/ AMC/ SECO
Strategic objective No.5. Training and Consulting on the application of knowledge on sustainable urban development management											
Solution 6 Training and capacity building on sustainable urban development management associated with IUDM's policy consulting and knowledge transfer capacity	Action 6.1. Develop and issue IUDM's development process, training programs and materials										

	KQ 6.1.1. Decision to promulgate the design/ development and evaluation processes of programs and documents in line with the mission, vision, strategic goals of IUDM and assigned political tasks	Decision	0	Issued		Review		Review	Every 2 year	IUDM	IUDM/ AMC/ SECO
	KQ 6.1.2. 100% of IUDM's staff, lecturers and training staff are informed and understand the design/ development and evaluation processes of IUDM's programs and documents.	%	0	100%	100%	100%	100%	100%	Annual	IUDM	IUDM/ AMC/ SECO
	Action 6.2. Develop advanced training programs and materials on sustainable urban development management in Vietnam's urbanisation context										IUDM/ AMC/ SECO
	KQ 6.2.1. The decision promulgating advanced training programs on sustainable urban development management in Vietnam's urbanisation context is issued, demonstrating systematic approach with stakeholder participation	Decision	0	1	1	1	1	1	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO

	KQ 6.2.2. At least 06 modules under the advanced training program are developed and delivered in 2025 with support of international experts/ partners (SECO Project). Subsequently, at least 03 new modules are developed and delivered annually.	CD	0	06	03	03	03	03	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	Action 6.3. Organize training and development on urban development management associated with pilot projects and learning and application consulting needs of localities and society										
	KQ 6.3.1. Minimum 20 classes with 1,000 students (Each class has no more than 50 students)	Classes	0	800	1000	1000	1000	1000	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	KQ 6.3.2. Training quality: 100% of training courses are organized and evaluated according to the quality assurance process of training and development	%	0						Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO

	At least 90% of students are satisfied with the programs.	%	0	90%	90%	90%	90%	90%	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
Solution 7 Increase the scale and quality of consulting services, aiming at solving practical problems, raising public awareness of urban sustainable development	Action 7.1. Develop and promulgate the IUDM's SUD policy advice quality assurance process										
	KQ 7.1.1 The decision to promulgate the IUDM SUD Policy Advice Quality Assurance Process was issued, mobilizing participation and collecting feedback from stakeholders	Decision	0	QĐ ban hành		Rà soát, bổ sung		Rà soát, bổ sung	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	KQ 7.1.2. 100% of IUDM staff, lecturers and employees were informed and understood the IUDM SUD Policy Advice Quality Assurance Process	%	0	100%	100%	100%	100%	100%	Annual	Annual M&E	IUDM/ AMC/ SECO

	HĐ 7.2. Phát triển các dịch vụ tư vấn về các lĩnh vực quản lý phát triển đô thị bền vững										
	KQ 7.2.1. In the period 2024-2026, IUDM will annually implement at least 02 consulting projects for localities on urban development management (specific fields according to local orders) and gradually increase in the following stages	Project	0	02	02	02	03	03	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	KQ 7.2.2. 80% of Consulting projects are satisfied and certified by customers/partners.	%	0	80%	80%	80%	80%	80%	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	Action 7.3. Sharing, transferring knowledge, raising community awareness about SUD										

	KQ 7.3.1. Every quarter, there is at least 01 scientific research newsletter on urban development management, disseminating international scientific research results.	News	0	4	4	4	4	4	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
	KQ 7.3.2. Every year, there is at least 01 event or program to raise public awareness about sustainable urban development management.	Events	0	01	01	01	01	01	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/ SECO
Solution 8 Specializing communication, marketing activities	Action 8.1. Building a communication plan										
	KQ 8.1.1. Building a communication plan, demonstrating goals, brand awareness channels, brand development actions, and monitoring IUDM's brand development.	Plan	0	Plan 2024	Plan2025	Plan 2026	Plan2027	Plan2028			

	Action 8.2. Building IUDM's brand identity										
	KQ 8.2.1. Create new, valuable content that the community is interested in and benefits from: blogs, guides, videos, reference materials... on sustainable urban development management.	Tools	0	Issued		Review		Review	Every 2 year	Annual M&E	IUDM/ AMC/ SECO
	Action 8.3. Building messages/ content for communication										
	KQ 8.3.1. Create new, valuable content that the community is interested in and benefits from: blogs, guides, videos, reference materials... on sustainable urban development management	New content	0	Guideline 2024	Guideline 2025	Guideline 2026	Guideline 2027	Guideline 2028	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/
	Action 8.4. Organize brand promotion, diversify direct/ offline and online information channels t										

	KQ 8.4.1. Reach/ interaction with IUDM through media channels increased by 20% annually	Reach	0	1000	Tăng 20%	Tăng 20% so với 2024	Tăng 20% so với 2025	Tăng 20% so với 2026	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/
	KQ 8.4.2. Increase IUDM brand awareness by 70% among target customers.	%	0	70%	70%	70%	70%	70%	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/
	KQ 8.4.3. IUDM has social media platforms such as Facebook, Instagram, Twitter, LinkedIn.... to interact and communicate with the community.	kênh	0	1	2	2	2	2	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/
	KQ 8.4.4. IUDM has a two-way communication channel where the community can send feedback, opinions and questions	Channel	0	1	1	1	1	1	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/
Solution 9 Promoting digital transformation in IUDM technical and administrative work	Action 9.1. Raising awareness and capacity for digital transformation										

	KQ 9.1.1. 100% of IUDM's staff and employees have basic digital transformation knowledge and skills and gradually improve over the years. By 2025, all members will have proficient digital capabilities.	%	0	100%	100%	100%	100%	100%	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/
	Action 9.2. Exploiting online learning management systems (LMS)										
	KQ 9.2.1. In the 2024-2025 period, at least 30% of courses will be combined; in the 2026-2030 period: 50%; from 2031: 70%	Courses	0	30%	30%	50%	50%	50%	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/
	Action 9.3. Exploiting AMC's Information Management System										
	KQ 9.3.1. 70% clients and partners can access information on IUDM's training, research and consulting via the Institute's website (on AMC's portal).	%	0			70%	70%	70%	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/

Strategic objective No.6. Ensure Sustainable Financial Stability											
Solution 10 Diversify revenue sources through the implementation of AMC's tasks and services, research projects, training, and application consulting according to social need	Action 10.1. Diversify revenue sources, proactively access financial resources through providing services to domestic and international organizations										
	KQ 10.1.1. Annually, revenue in the period 2024-2026 increases by at least 10%; 2027-2030 increases by at least 15% and 2031-2035 increases by at least 20%.	Billion VND	0	-	4,0	4,6	5,29	6,08	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/
	Result 10.1.2. The proportion of revenue from social service activities increases annually, accounting for at least 50% of total revenue by 2026, 80% by 2030 and 100% by 2035	Billion VND		-	3,0	2,45	3,97	4,56	Quarterly, bi-annual annual report	Quarterly, bi-annual annual M&E	IUDM/ AMC/

	Result 10.2.3. The average income of IUDM staff increases by at least 10% annually in the period 2024-2026, 15% in the period 2027-2030 and 20% in the period 2031-2035.	Million VND	-	-	10	12	14	16	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/
	Result 10.2.4. The Institute contributes to AMC 10-20%/year of total annual revenue from outside AMC. Period 2024-2029: 10%; Period 2031 onwards: 20%/year.	Billion VND	-	0,2	0,2	0,3	0,5	0,7	Quarterly, bi-annual annual report	Quarterly, bi-annual annuaM&E	IUDM/ AMC/

**Annex 4. List of Training, Fostering and Management Programs on Urban Development
of AMC where IUDM participates (According to Project 1961)**

No	Name	Objective	Target	Time	Content
1.	Program 1: Training and fostering on urban construction and development management for vice chairmen of provincial and centrally-run city People's Committees	Improving capacity, updating and supplementing information, knowledge and experience in urban construction and development management for vice chairmen of provincial and centrally-run city People's Committees.	Vice chairmen of provincial and centrally-run city People's Committees and officials in the planning of sources for succession to this position	5 days (40 periods)	<p>I. Topic</p> <ol style="list-style-type: none"> 1. Urbanization and national urban development orientation 2. Orientation on construction and development of technical infrastructure - urban environment, implementation solutions. Land, housing and real estate market management 3. Climate change for urban development 4. Enhancing urban competitiveness 5. Urban management and development associated with heritage conservation Đô thị hoá và định hướng phát triển đô thị quốc gia <p>II. Exchanging experiences and visiting practical sites on urban construction and development management</p>
2.	Program 2. Training and fostering on urban construction and development management for chairmen and vice chairmen of provincial city and town people's committees	Improve capacity, update and supplement information, knowledge and experience in urban construction and development management for the Chairman and Vice Chairman of the People's Committee of cities and towns in the province.	Chairman, Vice Chairman of the People's Committee of the city, town under the province and officials in the planning of successor sources for these positions.	10 days (80 periods)	<p>I. Topic</p> <ol style="list-style-type: none"> 1. Urbanization and national urban development orientation 2. Orientation on construction, development of technical infrastructure - urban environment and implementation solutions. 3. Land, housing and real estate market management 4. Climate change on urban development 5. Enhancing urban competitiveness 6. Urban management and development associated with heritage conservation <p>II. Exchanging experiences and visiting practical sites on urban construction and development management</p>

3.	Program 3. Training and fostering on urban construction and development management for chairmen and vice chairmen of district and commune people's committees of centrally-run cities	Improve capacity, update and supplement information, knowledge and experience in urban construction and development management for Chairmen and Vice Chairmen of District People's Committees of centrally-run cities.	Chairman, Vice Chairman of People's Committee of District, City under Central Government and officials in the planning of successor sources for these positions	10 days (80 periods)	I. Topic (64 periods) <ol style="list-style-type: none"> 1. Overview of urban development 2. Urban planning management 3. Spatial management (landscape & architecture) and heritage preservation 4. Urban technical infrastructure and environment management 5. Construction investment project management 6. Urban construction order management 7. Land, housing and real estate market management 8. New rural development 9. Issues related to funding, policies and solution on financial resource for urban construction and development II. Field visit, discussion and groupwork (16 periods)
4.	Program 4. Training and fostering on urban construction and development management for chairmen and vice chairmen of ward and commune people's committees of centrally-run cities and provincial cities and towns	Improve capacity, update and supplement information, knowledge and experience in urban construction and development management for Chairmen and Vice Chairmen of People's Committees of towns	Chairman, Vice Chairman of the Town People's Committee and officials in the planning of successor sources for these positions	10 days (80 periods)	I. Topic (72 periods) <ol style="list-style-type: none"> 1. Overview of urban development 2. Urban planning management 3. Landscape architectural space management and urban heritage conservation 4. Urban technical infrastructure and environment management 5. Construction investment project management 6. Urban construction order management 7. Land, housing and real estate market management 8. New rural development 9. Local reports (4 periods) II. Field visit, discussion and groupwork (4 periods)

5.	Program 5. Training and fostering on urban construction and development management for chairmen and vice chairmen of town People's Committees	improve capacity, update and supplement information, knowledge and experience in urban construction and development management for Chairmen and Vice Chairmen of People's Committees of towns.	Chairman, Vice Chairman of the Town People's Committee and officials in the planning of successor sources for these positions.	10 days (80 periods)	<p>I. Topics (72 periods)</p> <ol style="list-style-type: none"> 1. Overview of urban development 2. Urban planning management 3. Management of architectural landscape space and urban heritage conservation 4. Management of technical infrastructure - urban environment 5. Management of construction investment projects 6. Management of urban construction order 7. Management of land, housing and real estate market 8. Local reporting system 9. Urban planning management <p>II. Exchanging experiences and visiting practical sites on urban construction and development management</p>
6.	Program 6. Training and fostering on construction management and urban development for directors, deputy directors, heads and deputy heads of specialized departments of the Department of Construction, Planning - Architecture, and Transport of provinces and centrally run cities.	Improve capacity, update, supplement information, knowledge, experience in construction management and urban development for Directors, Deputy Directors; Heads, Deputy Heads of specialized departments of Departments of Planning-Architecture, Construction, and Transport in provinces and centrally-run cities.	Directors, Deputy Directors; Heads and Deputy Heads of specialized departments of the Departments of Planning-Architecture,	5 days (40 periods)	<p>I. Topics (32 periods)</p> <ol style="list-style-type: none"> 1. Urbanization 2. Urban planning management 3. Management of architectural landscape space and urban heritage conservation 4. Management of technical infrastructure - urban environment 5. Issues of responding to climate change 6. Management of construction investment projects 7. Management of urban construction order 8. Management of land, housing and real estate market <p>II. Exchanging experiences and visiting practical sites on urban construction and development management</p>

7.	Program 7. Training and fostering on urban construction and development management for heads and deputy heads of urban management departments, economic and infrastructure departments of districts, towns, cities and towns	Improve capacity, update, supplement information, knowledge, experience in urban construction and development management for Heads and Deputy Heads of Urban Management Department; Heads and Deputy Heads of Economic and Infrastructure Departments of Cities and Towns under the Province; Districts and Counties under Central Cities.	Head and Deputy Head of Urban Management Department; Head and Deputy Head of Economic and Infrastructure Department of Cities and Towns under the Province; Districts and Counties under Central Cities.	10 days (80 periods)	<p>I. Topic (56 periods)</p> <ol style="list-style-type: none"> 1. Urbanization and national urban development orientation 2. Urban-rural planning management 3. Landscape architectural space management and urban heritage conservation 4. Urban technical infrastructure and environment management 5. Construction investment project management 6. Urban construction order management 7. Land, housing and real estate market management <p>II. Field visit, discussion and groupwork</p>
8.	Program 8. Training and fostering on urban construction and development management for cadastral - construction - agriculture - environment officials of wards and towns and cadastral - agriculture - construction - environment officials of communes in cities, towns and townshi	Improve capacity, update, supplement information, knowledge, experience in urban construction and development management for cadastral - construction - urban - environmental officials of wards and towns; cadastral - agricultural - construction - environmental officials of communes in cities and towns.	Land - construction - urban - environment civil servants of wards and towns; land - agriculture - construction - environment civil servants of communes in cities and towns.	10 days (80 periods)	<p>I. Topic (56 periods)</p> <ol style="list-style-type: none"> 1. Urbanization and national urban development orientation 2. Urban-rural planning management 3. Landscape architectural space management and urban heritage conservation 4. Urban technical infrastructure and environment management 5. Construction investment project management 6. Urban construction order management 7. Land, housing and real estate market management <p>II. Field visit, discussion and groupwork</p>

Annex 5. List of Lecturers and Officials of the Institute of Urban Development Management - IUDM

STT	NAME	POSITION	YOB		EXPERTISE	CERTIFICATION	EMAIL
1	Nguyễn Trung Kiên	Director	1980	<ul style="list-style-type: none"> - Teaching - Scientific research, Program development, compilation of documents on urban development; - Participation in projects to enhance capacity on urban development - Participation in projects to consult on urban development 	Urban technical infrastructure	Master	trungkien@amc.edu.vn
2	Đặng Thị Quỳnh Hoa	Deputy Director	1975	<ul style="list-style-type: none"> - Teaching - Scientific research, Program development, documents on urban development; - Participation in projects to enhance capacity on urban development 	Architecture	Master	ql added dangquynhhoanhim@gmail.com
3	Nguyễn Lan Viên	Deputy Director	1975	<ul style="list-style-type: none"> - Searching, connecting and expanding the network of domestic and international partners - Scientific research, compilation of documents on urban development; - Participation in projects to enhance capacity on urban development; - Participation in projects to consult on urban development 	Economics	Master	lanvien@amc.edu.vn

4	Nguyễn Công Dũng	Official	1986	<ul style="list-style-type: none"> - Scientific research, program development and compilation of documents on urban development; - Participate in projects to enhance capacity on urban development; - Participate in projects to enhance capacity on urban development 	Urban construction management	Master	nguyendung.amc@gmail.com
5	Nguyễn Thị Thanh Thảo	Official	1984	<ul style="list-style-type: none"> - Search, connect and expand the network of domestic and international partners - Participate in projects to enhance capacity on urban development; 	Communication	Master	thaoamc1984@gmail.com
6	Trần Chí Hiếu	Official	1994	<ul style="list-style-type: none"> - Scientific research, program development, compilation of documents on urban development; - Participate in projects to enhance capacity on urban development; - Participate in management and operation of training courses 	Architecture	Master	Hieutrantc@gmail.com
7	Đặng Lan Anh Tú	Official	1987	<ul style="list-style-type: none"> - Scientific research, program development, compilation of documents on urban development; - Participate in projects to enhance capacity on urban development; - Participate in management and operation of training courses 	Architecture	Master	danglananhtu.iudm@gmail.com

8	Nguyễn Quang Vinh	Official	1975	- Participate in financial work, payment and settlement	Accountant	Master	vinh.vnvnvn@gmail.com
9	Lê Thị Anh Thu	Official	1986	- Teaching - Scientific research, translation of documents in English communication and English for urban areas, Architecture, Construction.	Language English	Master	dang.phamhai0201@gmail.com
10	Nguyễn Tuấn Phong	Official	1997	- Scientific research, compilation of documents on urban development; - Participate in management and operation of training courses	Architecture	Master	ntp.phong6@gmail.com

