



**Day 1, March 28: Introductions, setting the stage, and looking at the enabling environment** Day Facilitator: Joe Hooper, UN Habitat

Time	Event	Description	Person(s) responsible
0845-0930	<b>Arrival at UN Complex – meeting will be in CONFERENCE ROOM 9. Registration and welcome tea and coffee</b>	An opportunity to meet informally, register your details and place any information of documents out that you wish to share	Pamela Odhiambo, UN Habitat
0930-1000	<b>Opening remarks:</b> UN Habitat Danida Fellowship Centre IHS	Opening remarks by the day facilitator, followed by introductions from each of the hosting organizations, the reasons why they have convened the meeting and their organization's interest.	Axumite Gebre-Egziabher UN Habitat Lars Pedersen, DFC Hans Teerlink, IHS
1000-1030	<b>3 sentence round-the table introductions and documenting of expectations</b>	Each participant gets three sentences to introduce themselves and their organization. Expectations to be written on cards and pinned up on the wall sheets.	All participants, Joe Hooper
1030-1045	Coffee Break	-----	-----
1045-1200	<b>Group session. Training Centers as critical actors for capacity development part 1: Making the case for focusing on training institutions.</b>	Small groups form and discuss the reasons why training institutions are a critical actor for capacity development and the strengths and opportunities they have. Groups will present to plenary after which there will be time for questions and answers. Groups will be divided according to language primarily, though mixes of different regions will be done wherever possible.	All participants. Facilitated by Ranjith Perera, Asian Institute of Technology. JH, LP and HT to circulate.
1200-1330	Lunch	-----	-----
1330-1445	<b>Group Session. Training Centers as critical actors for capacity development part 2: Arguing the other point- why not focus on training institutions?</b>	Groups discuss the weaknesses and challenges they face, and what hinders them from fulfilling their goals. Present back to plenary and open for discussions.	All participants. Facilitated by Ranjith Perera, Asian Institute of Technology. JH, LP and HT to circulate.
1445-1500	Coffee Break	-----	-----
1500-1600	<b>Training Centers as critical actors for capacity development part 3: Pulling the pieces together – an analysis of the strengths, weaknesses, opportunities and threats.</b>	Session summarizing the points according to a simple SWOT matrix, but also dividing it along the lines of the enabling environment, organizational and individual levels.	All participants. Facilitated by Ranjith Perera, Asian Institute of Technology. JH, LP and HT to circulate.
1600-1730	<b>Presentations: What makes an enabling environment for training institutions?</b>	Thinking about what policy and legislation lends to an effective training institution? Also looking at the different institutional positioning of the training institutions such as whether they are attached to Ministries or independent organizations. Q & A	Dilan Fernando Pulle, Sri Lanka Institute of Local Governance  Neha Pandya International Law Institute

			African Centre for Legal Excellence
1730-1755	<b>Looking ahead to the next day and closing remarks</b>	Post it session whereby attendees group in 2s and write one or two questions they have related to the next day's session. Housekeeping matters, logistics, information on the cocktail and dinner and starting time for the next day. Transfer to bus or cars.	Joe Hooper with Pamela Odhiambo, UN Habitat
1800-2100	<b>Cocktail and Dinner</b>	Lord Erroll Restaurant. Cocktail at 1800hrs will be followed by a dinner (cost is covered by UN Habitat except for beverages).	Pamela Odhiambo, UN Habitat
<b>Day 2, March 29: Institutional arrangements and business models</b>			Day Facilitator: Hans Teerlink, IHS
<b>Time</b>	<b>Event</b>	<b>Description</b>	<b>Person(s) responsible</b>
0830-0900	<b>Arrival at UN Complex– meeting will be in CONFERENCE ROOM 9</b>	Participants to make their own travel arrangements to the UN complex	-----
0900-0915	<b>Review of yesterday's progress and introduction of the day's themes</b>	Quick look back at what was covered and then what questions will be addressed in day 2	Hans Teerlink, IHS
0915-1045	<b>Independent or attached? A very friendly debate between two training institutions with different institutional arrangements</b>	A discussion in the form of a debate between two training institutions that have different institutional arrangements – one that is independent and services all of government, the other that is attached to one specific ministry (such as the ministry of local government or other cross-cutting ministry). Each will try to persuade the audience that their model is best, and through this will emerge the pros and cons of each. Q&A to follow.	Hans Teerlink, IHS to facilitate. George Matovu, MDPESA and Harold Monger, LIPA
1045-1100	Coffee break	-----	-----
1100-1230	<b>Presentation: Collaboration - a key aspect of training centers' institutional arrangements</b> Presenter 1: Himasari Hanan, YIPD Presenter 2: Dritan Shutina, Co-Plan	An overview of how a training institution collaborates with different parties (universities, local authorities, central authorities) to ensure its success and relevance. The focus will be on the multiple aspects of collaboration.	Hans Teerlink, IHS to facilitate Himasari Hanan, YIPD Dritan Shutina, Co-Plan, co-founder Polis University
1230-1330	Lunch	-----	-----
1330-1500	<b>Presentation: Private-Public Funding Business Models</b> Presenter 1: Lineo Kolosa, IDM Presenter 2: Rafael Moreira Cesar Da Costa, CIFAL Curitiba	An examination of the public/private hybrid model that is utilized by IDM and CIFAL in its operations. Pros and cons of such and how it developed into this model. Questions and answers from the group.	Hans Teerlink, IHS to facilitate Lineo Kolosa, IDM Rafael Moreira Cesar Da Costa, CIFAL Curitiba

1500-1530	Coffee Break	-----	-----
1530-1630	<b>Presentation: Public funded models</b> Presenter: Samson Kassahun, Ethiopia Civil Service College	An examination of the public funding model that is utilized by the institution. How it operates, how the budget is determined, pros and cons of this business model. Questions and answers.	Samson Kassahun, Ethiopia Civil Service College
1630-1645	<b>Closing remarks for the day</b>	Housekeeping matters, logistics, information on the starting time for the next day.	Hans Teerlink, IHS

Day 3, March 30. From training to learning, and developing a plan of action			Day Facilitator: Lars Pedersen, DFC
Time	Event	Description	Person(s) responsible
0830-0900	<b>Arrival at UN Complex</b>	Participants to make their own travel arrangements to the UN complex	-----
0900-0930	<b>Statement by the UN Habitat Executive Director, Dr. Joan Clos to the participants on the catalytic role of training institutions in supporting sustainable urban development.</b>	Introduction by Global Division Director, Axumite Gebre-Egziabher, followed by Dr. Clos' remarks. Questions and comments from the participants.	Joe Hooper, UN Habitat
0930-0945	<b>Review of yesterday's progress and introduction of the day's themes</b>	Reflections on the ED's comments vis-à-vis the ground that has been covered and what is ahead for the day and the future collaborative work.	Lars Pedersen, DFC
0945-1130	<b>From Training to learning: the theory and the practice</b>  Presenters: Jean Jacques Helluin, Institut des Metiers de la Ville  Yossi Offer, Weitz Center for Development Studies  ** Coffee break included in this session. Participants take coffee at their seats **	Firstly a theoretical examination on why there is a focus on shifting from training to learning? What are the incentives for doing so? What challenges could this bring? Following this experience of training institutions that have moved to become 'learning institutions'. How it decided to make this shift, what it entailed in terms of organizational changes and personnel, the results of it. Questions and answers from the attendees.	Lars Pedersen, DFC to facilitate  Jean Jacques Helluin, Urban Development Institute of Antananarivo  Yossi Offer, Weitz Center for Development Studies
1130-1230	<b>Building a Common Understanding on Learning Results</b> Presenter: Dr. Adeboye Adeyemo, ACBF	Results of Learning events are important as it would assist practitioners to be guided on what training program to implement, in what organizational context, what should a training program be designed for, who should be trained and what outcome to expect beyond the number of people trained. At what level should training outcomes be measured and what are the 'best' indicators	Lars Pedersen, DFC to facilitate  Dr. Adeboye Adeyemo, ACBF

		to measure training outcomes. This is a key topic if we are to truly consider moving from training to learning. Questions and answers	
1230-1330	Lunch	-----	-----
1330-1430	<b>Exploring the modalities of support: a group discussion</b>	An overview of different modalities of support that have and have not worked, and exploring the roles of local, regional and international collaboration. Direct training, provision of pre-packaged training materials, twinning, and other aspects.	Lars Pedersen, DFC Modality is yet to be determined.
1430-1700	<b>Action plan development</b>  ** Coffee break included **	Start with an overview of the UN Habitat project that could support the action plan. Then move into a developing a 12-18 month action plan to follow up on the points raised. Who does what and when, how to work together, when to do the regional level events etc.	Joe Hooper presents the project.  Lars Pedersen, DFC to facilitate the session..
1700-1715	<b>Evaluation</b>	Written event evaluation by participants	
1715-1730	<b>Closing remarks from the event organizers</b>	Final remarks by UN Habitat, DFC and IHS	Gulelat Kebede, UN Habitat Lars Pedersen, DFC Hans Teerlink, IHS