



## UN HABITAT

### Strengthening Training Institutions

Expert Group Meeting 28-30 March 2011, Nairobi

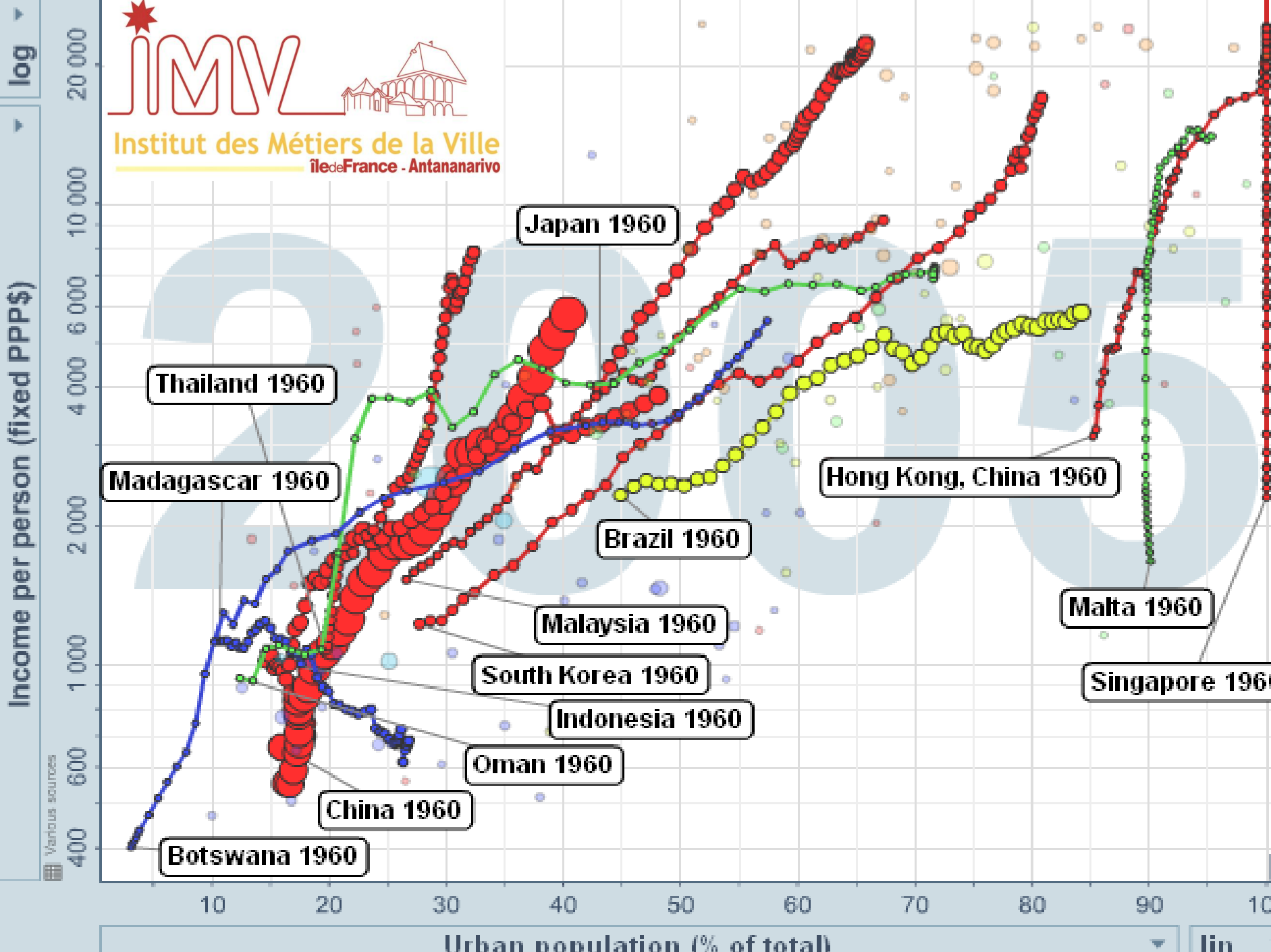
*The case of the IMV: a « learning institute » ?  
(Urban Development Institute of Antananarivo)*

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# The case of the IMV

- Three words on the context of capacity building on urban development in Madagascar
- The IMV Concept
- A « learning institution » ?



# The IMV Concept

- Result of a **strong and lasting decentralised cooperation** (Ile-de-France Region, 12 millions inhabitants – Urban Municipality of Antananarivo, 2 millions inhabitants) that went through different phases since 1989, leading to the creation of the IMV in 2008
- **3 IMVs in the world** : HANOI (Vietnam) since 2003; ANTANANARIVO (Madagascar) since 2008; BEYROUTH (Lebanon) : tbc
- IMV = **training and technical assistance center** for the municipality; it also supervises the cooperation programs and advises the mayor
- Legaly : a department of the municipality (but with a separate budget)

# The IMV Concept

- **Budget** : \$ 1.5 million / year.  
\$ 1.2 million / year on programs  
\$ 0.3 million/ year on training and technical assistance  
Core funding RIF = 80%  
Municipality = 10%  
French Ministry of Foreign Affairs : 10%
- **Staff** : 15 full time (including 10 specialists)+ local and international consultants
- **Partners** : METROPOLIS, FMDV, 10 others RIF decentralised cooperation (ex : south-south coop. with Hanoi)
- **Programs and training sessions** : where there is added value of this particular decentralised cooperation :

# The IMV Concept

## Our 7 core themes :

- Urban Mobility
- Strategic Urban Planning
- Urban Agriculture
- Urban Cultural Heritage
- Sustainable Urban Tourism
- Local finance
- Urban governance (new)

## « learning institution » ?

- All training is tied to action / cooperation program (activity based learning)
- IMV Staff also half-time technical advisers **IN** the municipality (Department of transport, Department of Environnement, Department of Planning, Fiscal Department)
- Peer based and informal learning is probably most of our activity
- Quite often we gather most of the actors for each topic and organize the debate rather than train (ex : urban transport, urban agriculture, cultural heritage...)
- Use of international expertise and training, in relation with the cooperation programs
- Continuous adaptation and lasting processes (at least 5 years / topic)

## « learning institution » ?

### The main challenges:

- staffing
- coordination with the departments of the municipality (3,000 staff)
- Real appropriation by the municipality
- Political changes
- Answering to an enormous demand



**Thank you !**  
**Please visit us in Antananarivo, Tsimbazaza :**



**Or on the Web: [www.imv-tana.org](http://www.imv-tana.org)**