



جمهوری اسلامی ایران
ریاست جمهوری
سازمان برنامه ریزی و نظارت راهبردی

National Joint Programme *Strengthening Capacities for
Disaster Risk Management in Iran*
SUMMARY REPORT



Summary of Project

1.0 Background

In the aftermath of the Bam earthquake (Iran), on 26 December 2003, there has been a renewed commitment on behalf of various Government and UN agencies in Iran to intensify efforts towards securing Iran against future disaster risks. The Government-UNDP Five-year National Joint Programme is the flag-ship program of UN/UNDP in Iran for reducing disaster risks. The program objectives are aligned with the broad outcomes identified by the UNDAF/UNDP Country Programme for the Islamic Republic of Iran (2005-2009) in the area of disaster risk management. The latter's emphasis on building strong disaster risk management capacities, especially through garnering community awareness and participation; enhancing coordination mechanisms amongst stakeholders at the local and national levels; and developing systems for effective disaster risk management at all levels to develop a strategy for reducing disaster risk in Iran.

Effective and efficient disaster risk management needs multi-disciplinary and multi-sectoral approaches that are not limited to ensuring structures, but also utilizes approaches that require effective, efficient and result-oriented integration, and promote cooperation and coordination with a wide range of actors and stakeholders. Communication, networking and facilitation skills are also necessary skills for managers and experts that enable them to get optimum results of integration and partnership with various actors, partners, stakeholders and beneficiaries of the programme at horizontal and vertical levels. Without appropriate communication/facilitation skills, partnership, integration and participation, cannot be achieved.

Asian Disaster Preparedness Center (ADPC) had been identified as the technical implementing partner in the program document of this 5-year joint program to provide the necessary technical assistance, consultancy inputs and training. Three main component of this program are to:

1. Develop and make disaster risk and risk management easily accessible for advocacy and decision making in Iran, to link disaster risk management policies, by working at the local and intermediate level and demonstrating how disaster management actions are implemented.
2. Pilot risk management projects across horizontal (across sector) and vertical risk management stakeholders (national, intermediate and local level) with a focus on one natural hazard (earthquake) in urban context.
3. Facilitate knowledge networking in the area of disaster risk management in the central and southwest Asian region.

To achieve the objectives of the project several activities have been considered. These are as below

S. No	Activity	Location	Duration
1.	Study Tour	Nepal	30 Jan -4 Feb 2007
2.	Facilitation, communication and networking in the meetings and events	Tehran	12-14 Feb 2007
3.	Safety of medical infrastructure	Gourgan	12-14 Mar 2007
4.	Improvement of building permit process	Kerman	22 - 26 Jul 2007
5.	Urban Earthquake risk management	Kerman	4-8 Mar 2007
		Gourgan	25 Feb -1 Mar 2007
6.	Community-based earthquake preparedness and education	Kerman	27-31 May 2007
		Gourgan	20-24 May 2007
7.	Earthquake Emergency Response Plan	Kerman	12-16 Aug 2007
		Gourgan	19-23 Aug 2007
8.	Networking on Specific instances of knowledge exchange for application in addressing specific disaster risk management problems in sub region	Tehran	3-7 Aug 2008



2.1 Study Tour to Nepal

A study tour to Nepal was scheduled to visit different component of Earthquake Vulnerability Reduction activities performed by NSET and other government/non-government organizations in Nepal. The period of the study tour was from Jan 30 to Feb 04, 2007. The total number of the participants in the study tour was 33. There were 4 female participants and 29 male participants. The study tour participants were from different actors and stakeholders active in Disaster Risk Management at national and local provincial level.

The main objective of the study tour was to visit different components of Earthquake Vulnerability Reduction for cities in different sectors as follows:


- Project, scenarios, action plans and the process for developing them for earthquake risk management,
- Earthquake emergency response plans,
- Risk analysis of key public utilities, and prioritization of the same in terms of need for retrofitting and resource need plan,
- Specific earthquake mitigation activities in public, education and medical infrastructures including reinforcing,
- Methodology for undertaking urban earthquake risk management assessment and mitigation measures,
- Practical use of tools like RADIUS for earthquake risk assessment in urban areas,
- Community- based earthquake preparedness education,
- Improvement of building permit process and city level institutional arrangements for enforcing building codes,
- How capacity building needs of strategic actors (across horizontal and vertical levels) for earthquake risk management was assessed,
- Information dissemination strategy across the programme period and communication of information for earthquake risk reduction in the cities,
- Public education and awareness generation campaigns, which are a combination of information outreach (dissemination) and in-reach,
- Community Information Centres as clearing house of information on different aspects of earthquake risk reduction.

2.1.2 Details of the Study Tours

Date	Day	Objective
31/01/07	One	Arrival, Opening Ceremony and Interaction Program with key Government Officials from Nepal
01/02/07	Two	Visiting Lalitpur Sub-Metropolitan City & Visiting Nateshwori primary school
02/02/07	Three	Visiting Banepa Municipality & Discussion on Health Sector Preparedness
03/02/07	Four	Visiting Ward 17 Disaster Risk Management Committee, Building Construction Site at Lalitpur

2.1.3 Recommendations

The visit overall was a successful one, providing many opportunities for both countries to exchange experience and to learn from one another. The following recommendations were made for the future similar activities:

- Having simultaneous translation would have saved time during presentations and would have allowed for discussions and interaction.
 - Limiting the number of delegations to 15-20 would assist in having everyone fully participate in the discussions and also exchange of ideas.
 - The presentations for the study tour need to be modified to be more interactive and less lecture type presentations.
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Workshop on “Facilitation, Communication and Networking”

The purpose of the workshop was to develop advanced facilitation skills with a focus on internal meetings and public meetings. The workshop was designed to show participants how to plan and prepare for meetings to achieve strong support, better outcomes and clear agreements for action. The workshop was organized at Management and Planning Organization of Iran, #39 Shahrzad Blvd, Darrous, Tehran, Iran. The period of the training course was from 12 to 14 February 2007. The following learning objectives were considered for this workshop:

- To develop meeting agenda
- To practice presentation skills
- To practice facilitation skills
- To improve verbal communication styles

Thirty nine training participants attended, from various disaster management-related agencies from the cities of Kerman, Gorgan and Tehran. Many participants came from the health sector and from public relations; other sectors represented included housing, education, disaster management, municipal government, and atomic energy.

2.2.1 Details of the workshop

Date	Day	Objective
12/02/07	One	Opening Ceremony and Overview, and Basics
13/02/07	Two	Agenda Development and Meeting Strategies
14/02/07	Three	Conducting a Meeting

2.2.2 Conclusions and Recommendations

This workshop was preparatory for the main workshops on earthquake risk management, to improve the participants’ level of interest and quality of participation. The following recommendation could be considered for future workshops:

- The facilitators feel that the workshops needed more time to run, and need more time for processing. It is recommended that if the workshops are run once more with the same set of sessions, then it would be better to add more time and have 5 days instead of 3 days.
- The participants expressed difficulty on focusing on long lectures, and after 3 PM. The facilitators feel that future workshops for the Iran program should be highly interactive, and less of the lecture type of presentation.
- Translation is critical, not only of presentations by the consultants, but also of the workshop outputs so that consultants can give a good critique of the output. If possible, translators should be provided who can take the written workshop outputs daily and give the English version to the consultants before

the end of the day. The consultants can then give additional comments on the next day.



2.3 Workshop on “Safety of Medical Infrastructures” Gorgan, Iran

Since it is of vital importance that the medical facilities continue to be functional after disasters, the “Safety of Medical Infrastructures Workshop” was developed as part of these series of workshops and conducted in Gorgan city for participants from both Kerman & Gorgan as well as national level actors. The workshop took place from 11 to 13 March 2007 at Health Worker Education Center, 1st Golbarg Ave., South Motahari St., Karimi Sq., Gorgan, Iran.

The purpose of the workshop was to provide training and guidance on demonstration of Specific Earthquake Mitigation Activities. The learning objectives of the workshop included developing local level projects for safety of medical structures in the earthquake risk

2.3.1 Details of the workshop

Date	Day	Objective
11/03/07	One	<i>Opening Ceremony, Overview and Structural Safety of Hospitals</i>
12/03/07	Two	<i>Risk Non-Structural Safety/Emergency Response</i>
13/03/07	Three	<i>Emergency Response Plan</i>

2.3.2 Evaluation of the Workshop

In order to assess the impact of the training workshop an evaluation was conducted by staff of “Strengthening Capacities for Disaster Risk Management (DRM) Project in Golestan Province” (by asking the course participants to fill in a questionnaire). From the results shared by ADPC it can be noticed that the workshop was successful and innovative one.

Some of the positive points that were listed in the questionnaires:

- The objectives of the workshop were clear.
- Good translation system
- Well planned workshop

Some of the points/topics the participants indicated which might get more attention in a future course were:

- The workshop room was small
- Some participants would use their mobile phones during workshop
- Need for more group work and practical sessions
- Some of the presentation was too long

2.3.3 Conclusions and recommendations

This workshop was the fourth activity considered in the contract between UNDP Iran and ADPC. Although the overall the workshop had a good impact, there is still room for much improvement. The following recommendation could be considered for future workshops:

- Hiring a professional simultaneous translator for this workshop had made a big difference. As a result the sessions would finish in their due time and there was no need to cut them short.
- The workshop venue also needs to be selected more carefully, allowing space for group work, discussions and facilitation.
- Some of the presentations should be revised to be more interactive and less lecture type presentations.
- The field visit should have a more structured agenda with objectives so that participants will be properly guided and get the most out of the activity.
- A workshop leader or coordinator should be assigned to properly manage all workshop activities and summarize all discussions at the end of each day.

2.4 Workshop on Improvement of Building Permits Process

The workshop targeted professionals, institutions and agencies involved in building construction process at the national and city levels such as officials from Municipality, Association of Engineers, Association of Building Contractors, Iran Confederation of Industries. It was also foreseen to have the participation of some masons, house owners and women groups including women health volunteers in the workshop to share their views in relation to the existing building permit process but it did not happen. The total number of the participants in the course was 58. Of course, this number varied during different sessions. There were 8 female participants and 50 male participants. It was stated that since the invitation would be sent to different organizations, they choose the participant and therefore there is no control over ratio of male and female participants.

The following learning objective was considered for this workshop Develop an Action Plan for improvement of building permit process and related interventions. The workshop was conducted at “House of University (Khaneh Daneshgah)”, Ministry of Health; Kerman from the period of the workshop was from 22 to 26 July 2007.

The workshop was intended to provide training and guidance on:

- The city level institutional arrangements required for enforcing building codes in the selected cities.
- Prepare an action plan for improvement of building permit process and related interventions
- How to organize training programmes for city engineers, building workers
- Show case how to translate the engineering techniques into end users and public simple language to promote compliance with the building codes (i.e. mobile engineering clinics)

2.4.1 Details of the workshop

Date	Day	Objective
22/07/07	One	<i>Opening Ceremony and Overview</i>
23/07/07	Two	<i>Site Visit to 10 construction sites</i>
24/07/07	Three	<i>Analysis of the existing building permit process</i>
25/07/07	Four	<i>Improving Existing buildings</i>
26/07/07	Five	<i>Improving Existing buildings</i>

2.4.2 Evaluation

In order to assess the impact of the training workshop an evaluation was conducted by staff of

“Strengthening Capacities for Disaster Risk Management (DRM) Project in Kerman Province” (by asking the course participants to fill in a questionnaire). From the results shared by ADPC it can be noticed that the workshop has been a successful and useful one, but there are still room for Improvement.

2.4.3 Conclusions and Recommendations

This workshop was part one of the sixth activity considered in the contract between UNDP Iran and ADPC. Although the overall the workshop was a success, there is still room for much improvement.

The following recommendation could be considered for future workshops:

- The action plans prepared by each groups were quite good and with minor modifications could be implemented in the cities. However, this workshop would have required more participation from the higher level authorities in the workshop.
- Training and awareness building, modifying policies and laws and simplifying the procedures, and encouraging mass construction and elimination of the cost of the land from total cost of the building were among the main activities pointed out by the participants needed to be considered to improve the process of building permit process.
- The sites selected to visit, although demonstrated the good construction practices in Kerman, but did not provide the opportunity for the participants to interact with different stakeholders, i.e. home owners and contractors and hear their problems with regard to building permit process.
- Initially there were some homeowners, masons, women and contractors among the invitees, but apparently they could not spare time to participate in the workshop. Also some of the participants stated that they received invitation very late and they had problem with arranging their trip/schedule to attend the workshop. Proper and in time invitation and elaborating the purpose of participation could lead to higher level of participation.
- Some of the participants were not attending all the sessions which was affecting the quality of the discussions and group works significantly. A system should be in place to control this issue, as well as explaining the importance of the full participation at the time of invitation and during workshop.
- The workshop participants are very much eager to receive the certificate of participation in the workshop. If it would be possible to distribute the certificates at the end of the 29 workshop, it could be considered as an incentive to those who have participated fully at the workshop.
- A workshop leader or coordinator (other than facilitators) should be assigned to properly manage all workshop activities and summarize all discussions at the end of each day.

2.5 Workshops on Urban Earthquake Risk Management, Kerman, Gaurgan

The “Urban Earthquake Risk Management” was developed as part of these series of workshops and conducted in Gourgan and Kerman, selected as two demonstrated cities, known as two most disaster prone cities of Iran. The training course participants were from different government organizations, involve in earthquake risk management in Kerman city. The representatives of the “International Institute of Earthquake Engineering and Seismology (IIEES)”, “Natural Disaster Research Center” and “Hamyaran NGO” were also present.

Two programmes were conducted under the project. The details are given below

25 th Feb – 1 March 2007	Gourgan, Iran
4 th -8 th March 2007	Kerman, Iran

The purposes of the workshops were to provide training and guidance on:

- How to manage earthquake risk management programs to ensure optimum involvement of various actors
- How to develop earthquakes scenarios for two selected (Kerman/Gorgan) cities in Iran written in easily understandable format
- Methodology for understanding Urban Earthquake risk management assessment and mitigation measures in Iranian cities
- How to conduct a risk analysis of key public utilities and prioritization of the same in terms of need for retrofitting and resource work plan
- Introduce tools like RADIUS for earthquake risk assessment in urban areas
- How to develop earthquake risk management action plans
- How to set up community Information Centers in two cities (Kerman/Gorgan) that will serve as clearing house of information on different aspects of earthquake risk reduction
- Assess capacity building needs of strategic actors (across horizontal and vertical levels) for earthquake risk management in two cities
- Risk analysis of key public utilities and prioritization of the same in terms of need for retrofitting and resource need plan
- Advise on Public education and awareness generation campaigns in selected cities, which are combination of information outreach (dissemination) and in-reach
- Advise on development of a model action plan for enhancing public awareness of earthquake to be replicable throughout the country

The following learning objectives were considered for this workshop:

- To design projects for earthquake risk management
- To develop and conduct Risk Assessment
- To prepare Earthquake scenarios for their city
- To prepare Action Plan for their city
- To use RADIUS tool for earthquake Risk Assessment in the Urban Areas

2.5.1 Details of the workshop

Day	Objective
One	<i>Opening Ceremony and Overview</i>
Two	<i>Risk Assessment</i>
Three	<i>Scenario Development</i>
Four	<i>Action Plan</i>
Five	<i>Implementation of EVR program in cities</i>

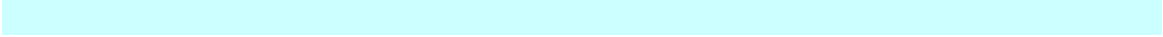
2.5.2 Evaluation of the course

In order to assess the impact of the training workshop an evaluation was conducted by staff of “Strengthening Capacities for Disaster Risk Management (DRM) Project in Kerman and Gourgan Province” (by asking the course participants to fill in a questionnaire). Although no narrative comment has been received, from the statistical report it is noticed that the participants found the workshop a useful one.

2.5.3 Conclusions and Recommendations

This workshop was part two of the third activity considered in the contract between UNDP Iran and ADPC and the second one to be conducted in the demonstrated cities. Although the overall the workshop had a good impact, there is still room for much improvement. The following recommendation could be considered for future workshops:

- Having a professional translator, (capable of translating from English to Farsi and vice-a-versa), and preferably capable of simultaneous translation and familiar with the theme of the workshop is of crucial importance. Although the situation in Kerman was better than Gourgan with regard to translation, but still it is highly recommended that the translators selected for this purpose be professional translators, who are familiar with simultaneous translation and can quickly familiarize themselves with the accents of different facilitators. The workshop materials also need to be provided in advanced to be translated and handed over to the participants.
- The workshop venue also needs to be selected more carefully, allowing space for more interactive activities with the participants.
- Some of the presentations should be revised to be more interactive and less lecture type presentations.
- Although the participants were trained on the steps to develop the earthquake scenario and action planning, follow up meetings need to be held to get more in depth inputs to develop the scenario and make an action plan for Kerman city.
- Since the series of the workshops considered in the in between contract is co-related, it is preferable if the same representative(s) from each organization would have attended all the workshops.

- A workshop leader or coordinator should be assigned to properly manage all workshop activities and summarize all discussions at the end of each day.
 - Overall the workshop in Kerman seemed to have a better flow. Participation of the representative of technical institutions and NGO from Tehran also had a positive affect on the workshop.
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2.6 Workshop cum Training Programme on Community Based Earthquake Preparedness & Education, Gaurgan, Kerman Iran

The workshop was intended to provide demonstration of specific successful projects and activities for community based earthquake preparedness and education. The learning objective was to develop the local level projects for community based earthquake preparedness and education in the Earthquake Risk management Plan of their city. The workshop cum training programme was conducted in Gourgan and Kerman. The details of the workshop in two places were as below:

20-24 May 2007 Gourgan

27-31 May 2007 Kerman

The training course participants were from different government organizations, Red Crescent, one national NGO and one local NGO.

2.6.1 Details of the Workshop

Day	Objective
One	<i>Opening Ceremony and Overview</i>
Two	<i>Participatory Community Based Disaster Risk Management</i>
Three	<i>Community Based Disaster Risk Reduction Planning</i>
Four	<i>Site Visit & Implementation of Risk Reduction Measures</i>
Five	<i>Implementation of Risk Reduction Measures</i>

2.6.2 Evaluation of the course

In order to assess the impact of the training workshop an evaluation was conducted by staff of “Strengthening Capacities for Disaster Risk Management (DRM) Project in Kerman Province” (by asking the course participants to fill in a questionnaire). From the results shared by ADPC it can be noticed that the workshop has been a successful and useful one.

2.6.3 Recommendations

This workshop was part one of the fifth activity considered in the contract between UNDP Iran and ADPC. Although the overall the workshop was a success, there is still room for much improvement.

The following recommendation could be considered for future workshops:

- It was also brought to the attention of the organizers that having only two female participants is not sufficient to have a gender balance. Although this led to inviting eleven more female staff of Red Crescent Society and some of the community council members, which was an added asset to the workshop,

but the initial selection of the participants should be such that gender balance could be observed.

- Community Based and Non-Governmental Organizations could play a significant role in implementation of community based disaster management initiatives. Although the workshop benefited from the presence of some community council members from different localities, from the second day, participation of representatives of NGOs also could strengthen the capacity of these organizations, who in return could be of great assistance in implementation of any community based initiative.
- Although the participants got the basic of the community based earthquake preparedness and education, it is too optimistic to expect they would be able to unassisted carry on a project. Many of the tools need to be practice more and more in the community. There is a tendency among learned people to try to deliver some sort of training when they visit a community. This is somehow in contrary to what CBDRM approaches advocate and it's about learning from the community. Close attention should be paid in employing tools like Participatory Risk Assessment, to reflect the community perspective and not ones own.
- Some small logistic facilities can contribute a great deal to make the workshop more interactive. A wireless microphone, per se, could enable the facilitators to be more mobile and interacting with participants. Having name place holders, in front of the participants from the beginning of the workshop could also help the facilitators and participants themselves to become more easily acquainted with each other and be more active throughout the workshop.
- The workshop materials need to be printed and delivered to the participants preferably prior to the presentation of the material, or at the beginning of the workshop if possible. Although providing the participants with the softcopy of the material is necessary and useful, but the printed material can be better used to write down the notes, which are being pointed out by the facilitators.
- The workshop participants are very much eager to receive the certificate of participation in the workshop. If it would be possible to distribute the certificates at the end of the workshop, it could be considered as an incentive to those who have participated fully at the workshop.
- It was noticed that the continual presence of Mr. Ani, Director of the Incident Task Force- Governor Office in the workshop added a lot of value to the workshop. The much lower inconsistency in the presence of the participants in comparison to Gourgane workshop could be one of the results of his presence. If at least one of the project staff members from Tehran office, could also stay throughout the workshop, their support and recommendations could also improve the quality of the workshop.
- A workshop leader or coordinator should be assigned to properly manage all workshop activities and summarize all discussions at the end of each day.

2.7 Workshop on Emergency Response Plan, Gaurgan, Kerman Iran

The workshop on disaster response plan was conducted in two selected cities of Iran. The workshop was intended to provide training and guidance on:

- How to assess disaster preparedness capacity in selected cities.
- How to assess earthquake safety of emergency response infrastructure.
- How to prepare simple guidelines for preparation of city disaster preparation/response plans.
- How to train a pool of local government officials and UN volunteers in facilitating the preparation of disaster preparedness plans at the city level.

The programmes were conducted in two cities, which are detailed out as below:

2-6 September 2007 Kerman Iran
8-12 Sep 2007 Gourgam Iran

The following learning objective was considered for this workshop:

- Develop road map for assessment of disaster preparedness capacity and earthquake safety of emergency response infrastructure in Kerman
- Prepare simple guidelines for preparation of city disaster preparedness/response plans
- Develop a road map for preparing Earthquake Emergency Response plans for Kerman
- Facilitate the preparation of disaster preparedness plans at the city level

The workshops targeted representatives from government office, city officials, Red Crescent, ministry of health, military forces and any other department/organizations which is supposed to play a role at the time of emergency.

2.7.1 Details of the Workshop

Day	Objective
One	<i>Opening Ceremony and Overview</i>
Two	<i>Introduction of ICS components: Planning activities for ICS</i>
Three	<i>Operation activities ICS</i>
Four	<i>Logistics and Finance and administrative activities of ICS</i>
Five	<i>Scenario briefing , simulation and conclusion</i>

2.7.2 Evaluation of the course

In order to assess the impact of the training workshop an evaluation was conducted by staff of “Strengthening Capacities for Disaster Risk Management (DRM) Project in Kerman and Gourgam Province” (by asking the course

participants to fill in a questionnaire). From the results shared by ADPC it can be noticed that the workshop has been a successful and useful one.

2.7.3 Recommendations

This workshop was part one of the sixth activity considered in the contract between UNDP Iran and ADPC. Although the overall the workshop was a success, there is still room for much improvement.

The following recommendation could be considered for future workshops:

- The action plans prepared by each groups were quite good and with minor modifications could be implemented in the cities. However, more attention should be paid to coordination and cooperation among different organization. Although most of the participants were well aware of the roles of their relevant organization during a disaster, they tend to see it in that particular angle without taking into account the other active players. It also seems that each individual organization has its own emergency response plan but these plans have not been validated with others. There is a significant need to increase the coordination among these organizations and clarify the command line and commander of the incident for specific disasters. This also should be known to all the levels in the organizations since if the agreement at the higher level is not transferred and explain to the staffs who will be working on site at the time of the disaster it will not be of value.
- Follow up meetings need to be organized to ensure that the information gained during workshop is put into practice.
- Some of the participants were not attending all the sessions which was affecting the quality of the discussions and group works significantly. A system should be in place to control this issue, as well as explaining the importance of the full participation at the time of invitation and during workshop.
- The number of female participants was significantly lower than the male participants, even after the reminder/request of ADPC facilitator. It is highly recommended that a system would be adopted to ensure higher rate of participation from females.
- The workshop participants are very much eager to receive the certificate of participation in the workshop. If it would be possible to distribute the certificates at the end of the workshop, it could be considered as an incentive to those who have participated fully at the workshop.
- A workshop leader or coordinator (other than facilitators) should be assigned to properly manage all workshop activities and summarize all discussions at the end of each day.

2.8 National Workshop on “Knowledge Network Facilitation” (3-7 August 2008) Tehran

The overall workshop was conducted over 5 consecutive days. The first 3 days were facilitated by International experts from Asian Disaster Preparedness Center (ADPC) and covered the general concepts of Knowledge Management including generation, transmission, codification and impact assessment and their implication with regard to disaster risk management. The participants were facilitated during these three days to identify the knowledge gaps, challenges of implementation of Knowledge Management systems in Iran; to become familiar with the knowledge transmission products, to deepen their understanding of effective knowledge management system implementation methods and to develop a strategy to implement a knowledge management system in Iran. The current experiences of different national organizations in knowledge networking were also shared by their respective representatives. Remaining Two days, Mr. G Padmanabhan, UNDP India facilitated the activities for developing knowledge networking facilities in Iran.

This workshop aimed to train and build the capacity of the Knowledge Network facilitators, project volunteers, and different representatives from various National Disaster Task Force working groups in order to improve their facilitation and knowledge management skills to better employ/interact with the National Disaster Risk Management Portal developed in the joint programme.

2.8.1 The learning objectives of the workshop

The participants were expected to have developed their understanding of Knowledge Networking/Management to be able to provide constructive inputs to the portal, be fully accustomed to process and objectives of developing the portal and actively participate in the future activities.

2.8.2 Evaluation of the Workshop

In order to assess the impact of the training workshop an evaluation was conducted by project staffs (by asking the course participants to fill in a questionnaire). Overall the participants valued the workshop to be recommendable to other experts while providing very good and constructive comments to improve.

2.8.3 Conclusions and recommendations

This workshop was the last activity considered in the contract between UNDP Iran and ADPC. Although the overall the workshop had a good impact, there is still room for much improvement. The following recommendation could be considered:

- It is necessary to invite the participants well in advance and with adequate introduction to the topic.

- The participants of this workshop should become the focal point of the project related activities in their relevant organization. Their roles and responsibilities should be clearly specified and necessary actions should be taken to institutionalize this matter.
- More team building and group work activities are required to create the spirit of active participation in the portal.