



12 to 14 Feb 2007
Tehran, Iran



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1. Title of the Workshop

Name: Workshop on “Facilitation, Communication and Networking”

2. Organization of the Workshop

Organizers:

1. United Nation Development Program, Iran
2. Management and Planning Organization of Iran

Technical Assistance provided by:

Asian Disaster Preparedness Center (ADPC)

Contact persons:

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Established in 1986, ADPC is a leading regional resource center dedicated to disaster reduction. ADPC works with governments, NGOs and communities of the Asia and Pacific regions to strengthen their capacities in disaster preparedness, mitigation and response through training, technical assistance, regional program management, country project demonstration, information sharing and research.

Programme Development & Supervision by:

United Nation Development Programme

Dr. Victoria Kianpour Atabaki (Program Analyst)

Energy, Environment and Disaster Management Cluster

Email: Victoria.kianpour@undp.org

3. Location of the Workshop

Management and Planning Organization of Iran, #39 Shahrzad Blvd, Darrous, Tehran, Iran

4. Starting date and duration of the Workshop

The period of the training course was from 12 to 14 February 2007.

5. Workshop participants

Thirty nine training participants attended, from various disaster management-related agencies from the cities of Kerman, Gourgan 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. The list of the participants is available in Annex III of the report.

6. Workshop Introduction

In the aftermath of the Bam earthquake, 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.



Fig. 1 Main speakers at the opening (L-R): Dr. Victoria Kianpour, UNDP-Iran Programme Analyst; Mr. Xue Yuxue, UNDP Deputy Resident Representative; Mr. Seyed Akbar Hashemi, MPO National Project Director.

Effective and efficient disaster risk management needs multi-disciplinary and multi-sectoral approaches which are not only limited to ensuring structures, but approaches, in which effective, efficient and result-oriented integration; cooperation and coordination with wide range of actors and stakeholders are prerequisites. 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 program at horizontal and vertical levels. Without appropriate communication/facilitation skills, partnership, integration and participation, cannot be achieved.

To support achieving the program outcomes, UNDP has contracted the Asian Disaster Preparedness Center (ADPC) to develop and conduct the workshop to improve the knowledge networking in the area of urban earthquake disaster risk management in the Central and Southwest Asian region, as well as developing in participants advanced skills in facilitation, communication and networking for integrated and participatory disaster risk management with actors, partners, clients, stakeholders and beneficiaries.

7. Implementation of the Workshop

7.1 Conduct of the Workshop

Session	Topic
1	Essentials before Calling a Meeting
2	Facilitation Skills Workshop
3	Discussion of Workshop
4	Developing a Meeting Strategy
5	Workshop on Developing an Agenda
6	Strategies & Tactics1
7	Strategies & Tactics 2
8	Conducting Difficult Meetings
9	Role Play

Annex I contains descriptions of all the Modules and their objectives (as planned). Annex II contains the Workshop schedule as planned. In summary, the Workshop was implemented as follows:

Fig 2. Participants from Kerman, Gorgan and Tehran

12/02/07 – Day 1 of the Workshop: Opening Ceremony and Overview, and Basics

First activity was an introduction of the participants and of the course, and eliciting their expectations of the workshop. Most participants were local project staff of the 5-year program (based in Kerman and Gorgan), and the rest were from national-level disaster management agencies. The expectations elicited were mostly on how to improve their work as disaster management professionals, but there were some specific expectations on how to improve their PR skills (public relations). This suggests a need for capacity building on advocacy and the media for disaster mitigation.

Participants were asked what their bad experiences were at meetings, and a discussion followed on essentials that can circumvent some of these bad experiences. The most common response from the participants revolved around the role of the chair of the meeting in steering the meeting and ensuring that the decisions of the meeting are accurately reported and executed.

Participants were divided into three by geographic area (Kerman, Golestan and Tehran) and practiced facilitating a community workshop on identifying elements in their community

vulnerable to earthquakes. Most elements identified were physical structures and infrastructure. Some of the lessons learned in the workshop were that the facilitator had to steer the discussions well, that ground rules have to be laid and definitions set at the start of the meeting.

26/02/07 – Second day of the Workshop: Agenda Development and Meeting Strategies

The day began with a recap of the previous training day from the Golestan group. At the beginning of the agenda workshop, an argument broke out between some participants. A coffee break was called, and organizers took that time to work out the disagreement. The arguing parties were placed in the same group for the workshop, and their group was able to develop good workshop outputs, indicating that the participants were able to proceed professionally.

For the main part of the workshop: The participants agreed on a topic for a fictitious meeting: the improvement of building regulations for earthquake risk reduction. The participants were divided into 5 groups representing different stakeholders (homeowners, engineers, building inspectors, disaster managers, and the construction industry). Each group had a meeting to develop a set of issues that they want included in the agenda for the meeting. Next, the participants were shuffled into new groups that had a representative from each stakeholder. In this new group, the participants developed an agenda for a subsequent meeting. The agendas were submitted for judging, with a panel of judges consisting of one representative from each group and Mr. Hashemi as the head judge. Judges formed their own criteria, and selected the best agenda.

The developed agendas were all unique, with interesting recommendations for improving building regulations for earthquake risk reduction. Such issues were raised as the standardization of construction materials, increasing the number of certified materials testing laboratories, capacity building, and accountability of homeowners.

The conduct of the stakeholders meeting simulations was also interesting. The participants simulated different scenarios during their exchange of ideas when various members had different excuses for being unprepared.

The last activity was an exercise on trouble-shooting during meetings. Participants were divided into three groups and were asked to develop solutions to a problem scenario. The scenarios were composed of two sets problems, namely: (1) how to manage tempers / arguments and (2) how to deal with excuses in a meeting. The groups had to brainstorm what are possible response and management strategies when faced by such scenario. The participants presented the results of their group work in the plenary and the facilitators provided additional inputs accordingly.

27/02/07 –Third day of the Workshop: Conducting a Meeting

The day began with a recap of the previous training day from the Kerman group, and included a poem on disaster management.



Fig 2. Participants from Kerman, Gorgan and Tehran

The next activity was a short discussion on conducting difficult meetings. Some guidelines were discussed, including tips for handling the media.

The main activity for the day was a role play where the participants enacted conducting a meeting to discuss the agenda developed during Day 2. For this session, the participants were given a scenario where the stakeholders will come to a policy-setting meeting. The participants were asked to identify what is the meeting they are likely to have, what problems are likely to occur, and to practice responding to the problems. Most role plays simulated what to do in cases of disagreement.

The last activity was a recap of the three days, made by the Tehran group. They also made a short comedy skit to illustrate what they learned during the workshop, a movie of the pictures taken of the workshop, and had a poetry reading of 3 poems on disasters and disaster management. The workshop ended with a brief closing ceremony with a speaker each from the UNDP and the participants.

A detailed version of the program can be found in the Annex II.

7.2 Daily schedule

The workshop was schedule from 09:00hrs to 17:00hr with morning and afternoon coffee breaks of 30 minutes. Participants were divided into teams, and each team had the opportunity to present a recap of the previous day's activities. Each workshop had to be formally reported to the plenary, with a flipchart reflecting the minutes of their workshop meetings in summarized form.

7.3 Resource persons

Ms. Gabrielle Iglesias

Information and Networking Coordinator

Urban Disaster Risk Management (UDRM) Team

Gaby joined ADPC in March 2006 as the Information and Networking Coordinator. She is actively involved in the implementation of the Program for Hydro-meteorological Disaster Mitigation in Secondary Cities in Asia (PROMISE). Before joining ADPC, Gaby was for many years an Assistant Professor at the National College of Public Administration and Governance (UP-NCPAG), University of the Philippines, and was the lead person for the pioneering Spatial Information Management specialization within the Masters in Public Administration curriculum. Her research experience includes: (1) the e-government assessment study of four Philippine cities under the Governance study of the Philippine-APEC Study Center Network; and (2) developing an approach to adopting geo-information and GIS under the project Strengthening Local Authorities in Risk Management (SLARIM) with ITC (2004). Gaby has served as a consultant in the area of GIS Design for Amellar Solutions, the Philippine National Police, and the Philippine Army. She was also consultant for e-government to the League of Cities of the Philippines Liaison Officers Association.

Mr. Frederick John Abo

Technical Manager

Public Health and Emergencies (PHE) Team

John is currently the Technical Manager of the Public Health in Emergencies Team (PHE) of ADPC and is responsible in providing inputs in the health and emergency response capacity building programs of ADPC. He joined ADPC as a Training Manager under the Program for Enhancement of Emergency Response (PEER) wherein he has extensive experience in conducting training courses on Medical First Responder (MFR) and Collapsed Structure Search & Rescue (CSSR) in South and South East Asia countries. A registered nurse and a paramedic by profession, John has an extensive experience in Pre Hospital Emergency Care in Manila, Philippines having worked as a mobile intensive care unit nurse in the private EMS company Lifeline Arrows Medical Specialist and as the head of Emergency Preparedness and Response Division of the Metro Manila Development Authority (MMDA) - Directorate for Special Operations Metro Rescue.

7.4 The purpose of the workshop

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.

7.5 The learning objectives of the workshop

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

8. 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.

Annex I: Workshop Topics and Objectives

Session 1 Essentials before Calling a Meeting

Learning Objectives

- Assess the requirements for a meeting and determine when a meeting is essential.
- Appreciate when alternative activities to meetings could be used.
- Distinguish between the different types of meetings and when they are appropriate.
- Remember essential activities for planning a meeting.

Session 2 & 3 Facilitation Skills Workshop

Learning Objectives

- Describe the role of the facilitator
- Appreciate when the different facilitation strategies could be useful.

Session 4 Developing a Meeting Strategy

Learning Objectives

- Distinguish between leading a meeting and facilitating a meeting.
- Compare the roles of key players needed for leading a meeting vs. facilitating a meeting.
- Appreciate methods for controlling the conduct of a meeting.

Session 5 How to Develop an Agenda to Maximize your Meetings

Learning Objectives

- Remember the essential parts to an agenda.
- Assess what impacts the content of an agenda can have.
- Appreciate methods for controlling the agenda.
- Prepare for large formal meetings.

Session 6 & 7 Strategies and Tactics

Learning Objectives

- Appreciate the value of developing long-term strategies and short-term tactics for meetings.
- Appreciate the value of developing allies.
- Appreciate methods for removing opposition to one's ideas.

Session 8 Conducting Difficult Meetings

Learning Objectives

- Anticipate how to deal with the press.
- Anticipate how to deal with difficult situations that can arise at meetings.

Session 9 Role Play

Learning Objectives

- Develop a strategy and prepare for a meeting to achieve certain aims
- Execute their meeting plan.
- Identify the different roles of the people in the meeting.

Annex II: Workshop Schedule

Facilitation, Networking and Communication
12 to 14 February 2007

Time	Session	Day 1	Facilitator
0900 – 1030		Opening Ceremony	
0900 – 0905		Quran & National Anthem	
0905 – 0920		Welcome Remarks High Rank Provincial Authority	
0920 – 0940		UNDP/Gov Opening Remarks, Joint DRM Progress Report	
0940 – 0955		Current Situation + Report of related Provincial activities:	
0955 – 1010		<ul style="list-style-type: none"> • Kerman • Gourgan 	
1010 – 1030		Introduction of ADPC, the Course and the Participants	Gaby
1030 – 1100		Coffee break	
1100 – 1130		Introduction of the Course and the Participants	Gaby
1130 - 1230	1	Essentials before Calling a Meeting	John
1230 – 1330		Lunch Break	
1330 - 1500	2	Facilitation Skills Workshop	John
1500 – 1530		Coffee break	
1530 – 1600	3	Discussion of Workshop	John
1600 – 1700	4	Developing a Meeting Strategy	Gaby
Time		Day 2	
0900 – 0930		Quran & National Anthem Recap by Participants	Group 1
0930 – 1030	5	Workshop on Developing an Agenda	
1000 – 1030		Coffee break	
1030 – 1130		Presentation of Agenda	Group 2
1130 - 1230	6	Strategies & Tactics1	John
1230 – 1330		Lunch Break	
1330 - 1500	7	Strategies & Tactics 2	Gaby
1500 – 1530		Coffee break	
1530 – 1600		Strategies & Tactics 2 – continuation	
1600 – 1700	8	Conducting Difficult Meetings	Gaby
Time		Day 3	
0900 - 0930		Quran & National Anthem Recap by Participants	Group 3
0930 – 1230	9	Role Play (includes coffee break)	Gaby, John
1230 – 1330		Lunch Break	
1330 - 1500		Discussion of Role Play	Gaby, John
1500 – 1530		Coffee break	
1530 – 1700		Closing Ceremony	

Annex III: List of Participants

	Name	Organization
1.	Mehdi Adhami	Kerman Ministry of Education (MOE)
2.	Ahmad Sam	Housing and Urban Development Org.
3.	Sohrab Karimzadeh	MOE
4.	Maryam Motamedi Mirhosseini	Kerman IRIB
5.	Akbar Alavi	Kerman Disaster Management Center (KDMC)
6.	Sajed Yosefullahi	Kerman Project staff, Governor Office
7.	Bijan Ani	Kerman Project Secretariat
8.	Amir Ahmad Shojai	Kerman Red Crescent
9.	Seema Ghasemi Zargar	Meead Andishe Saz Co.
10.	Pejman Ghazanfari	MOH
11.	Mohsen Salehi Kermani	Kerman Incident Office
12..	Iman Seifullahi	KDMC
13.	Ahmad Nazari	Gorgan MOH
14.	Mohammad Hossein Safarian	MPO
15.	Ahmad Payandan	Golestan Project staff, Governor Office
16.	Hadi Dashti zadeh	Golestan Project staff, Governor Office
17.	Asghar Heydarianfar	Housing and Urban Development Org.
18.	Ali Asghar Jabari	Golestan MOE
19.	Gholamhossein Mohebi	Golestan IRIB
20.	Esmael Khoshbayan	Golestan Project staff, Governor Office
21.	Hoessein Sufi	Golestan Governor Office
22.	Alimohammad Zanganeh	MOH
23.	Abdulhossein Rahimi	Golestan Red Crescent
24.	Ali Tabar	MPO
25.	Alireza Bagheri	MPO
26.	Farzaneh Agharamezanali	MPO
27.	Farshid Tofighi	Natural Disaster Research Center
28.	Rahmatullah Kardan	Natural Disaster Research Center
29.	Ali Beitullahi	Building and Housing Research Center
30.	Amin Abasi	Ministry of Interior
31.	Amin Shamsuldini	MPO
32.	Saeed Imani	MPO
33.	Behzad Karijafari	MPO
34.	Ardeshir Sayah	MPO/UNDP
35.	Rabinarayan Gouda	IUNV UNDP
36.	Hamid Badeei	Kerman Engineering Association
37.	Ahmad Hossein Tabar	MOE
38.	Seyed Akbar Hashemi	MPO
39.	Keywan Karimlou	MPO