Regional Training of Trainers Workshop in Disaster Risk Management

Final Course Report

Conducted by:

Bangladesh Disaster Preparedness Centre (BDPC)

On behalf of:

IGAD/REFORM and the European Union

Entebbe, Uganda
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Contents

Background and introduction

Countries in the IGAD region are at risk from a wide range of hazards that can lead to serious disasters and humanitarian crisis situations. Member States of IGAD have been undertaking measures within their limited capacities and have developed strategies for responding to disasters. These past strategies and responses, however, have been recognised as inadequate and a comprehensive region-wide policy on disaster risk management has therefore been developed to harness and enhance initiatives by individual Member States and promote regional collaboration.

The IGAD Secretariat, with the involvement and participation of the Member States, has been closely involved in developing this strategy and, consequently, a comprehensive Regional Disaster Risk Management Programme. The Disaster Risk Management Programme document was submitted to and endorsed by IGAD Policy Organs and entrusted to the IGAD Secretariat for its implementation.

The concept of disaster risk management articulated in the strategy encompasses all aspects of planning for and responding to disasters with the objective of managing both the risks and consequences of disasters. This includes all the administrative and policy decisions, and operational activities, linked to disaster risk management at all levels. However, unless disaster occurs, disaster management is given a low priority by both governments and donors. Disaster response receives resources and funds during emergency periods but long-term development of disaster management capabilities, prevention, mitigation and preparedness measures are not addressed.

The Disaster Risk Management Programme was developed to address this need. It has seven components, of which education and training is one. A number of training sessions on disaster risk management have been conducted under this program over the past few years, in order to enhance and strengthen the capacities and capabilities of the IGAD Member States in managing disaster risks. Out of the series of trainings conducted, the Secretariat has packaged a disaster risk management Training Kit for the member states. The Kit is composed of a manual, an assessment booklet, a compilation of presentation slides and a CD containing all of these products.

It is now recognized that the capacity of the disaster risk management institutions of the IGAD Member States needs to be strengthened at the respective country levels. In order to achieve that this Training of Trainers course was organized to train disaster risk management technicians drawn from member states. The trained technicians are expected to organize training sessions at the respective country levels to train a critical mass of technicians using the disaster risk management Training Kit.

Accordingly, the TOT course was conducted in Entebbe, Uganda, during the period 5 to 10 October 2009. The workshop was delivered by the Bangladesh Disaster Preparedness Centre, commissioned under the auspice of the Inter-governmental Authority for Development (IGAD), funded by the European Union.

This report provides an overview of the workshop program and a review of the overall results, along with a copy of the TOR for the activity and a list of those who participated, attached at Annexes A and B respectively.

Overview of the workshop program

Overall, the workshop consisted of the following elements:

- Four training sessions were conducted on most days, over the periods 0900-1030, 1100-1230, 1330-1500 and 1530-1800 hours. Parts of these sessions were devoted to the opening ceremony and course management activities on the first day, and a major part of the day was allocated to the field trip on Friday,09 October.
- There was a morning review session each day from Tuesday onwards, from 0845 to 0900 hours
- The last day consisted of various concluding activities, such as the post-course action plan, post-test, course evaluation and closing ceremony. The course concluded at 1330 hrs.
- A field trip was programmed from 1100 hrs on Friday 9 October, to provide an opportunity to explore aspects of DRM in the host country.
- An afternoon was spent on the subject of mainstreaming gender into national-level DRM training on Tuesday 6 October.

The workshop delivery was based on the following principles:
- Activities were result-focused and practical throughout
- DRM itself was not taught, but the use of the IGAD DRM Training Kit was promoted
- Approximately 50% of classroom time was focussed on discussion and exploration of pedagogical approaches to DRM training
- The use of case studies was strongly promoted throughout the workshop, and a number of case studies were utilised as teaching vehicles during the course
- CBDRM was a significant theme throughout the workshop, and a number of classroom presentations were based on CBDRM scenarios
- The workshop aimed to provide participants with a set of tools that can be used to foster a paradigm shift in future national-level trainees, from a DM to a DRM-based approach
- The workshop also aimed to build a high level of confidence among the participants in relation to the use the DRM Training Kit

The following general strategies were used to ensure that the workshop goals were achieved:
- A combination of two trainers was used during the TOT, to ensure that the broad ranges of experiences were passed on to participants.
- Participants were asked to exercise personal initiative on every possible occasion, and to adopt a learner-centred approach throughout the workshop

- A daily management team (DMT) was appointed from among the participants, with the responsibility for helping to promote communication, timeliness, efficiency and an optimal learning environment. The DMTs also helped to develop a sense of ownership of the training among the participants, leading to greater levels of confidence and insight.
- Every possible aspect of the workshop experience was treated as a learning opportunity, whether participants were in the classroom, on a break or in the field
- Participants were given a number of opportunities to practise the use of training tools. This included three occasions where participants were asked to practice speaking in front of the whole group.
- A number of energizer/ice-breaker activities were conducted throughout the course. This practice helped to build effective relationships among the participants and encouraged an energetic and dynamic atmosphere in the training room. The use of these activities had the secondary purpose of highlighting the value of their use in training activities, and provided first-hand experience in their use.

Section by section description of the contents and results

Day 1 - Opening ceremony

The opening ceremony was conducted in two parts due to the delayed arrival of some of the participants. The first part was conducted after the registration period on Day 1, with speeches by IGAD, REFORM and BDPC representatives. The second part was conducted after lunch, with an additional speech from a representative of the Prime Minister's office of the host country, Uganda.

Mr. Keflemariam Sebhatu, Programme Manager for Humanitarian Affairs of IGAD welcomed the participants on behalf of IGAD Secretariat. Giving the background of legacy of the conflict and consequence of natural hazards and man made disasters in the region, he focused on the importance of Comprehensive Disaster Risk Management as an integral part for sustainable development in the Member States of IGAD. He emphasized on the need for effective cooperation and cooperation among the Member States.

Mr. Sebhatu explained the consultative process that was followed in the preparation of the Regional Disaster Risk Management. Programme Under "Education and Training, one of the seven components of the Programme, a number of regional and country level workshops had been carried out. In order to improve the skills and capacities of DRM technician and professionals, DRM Training Kit composed of Training Manual and Assessment Workbook had been prepared and shared among the Member States. As part of IGAD's commitment to develop capacity of the Member States, this TOT on DRM has been organized.

Mr. Keflemariam Sebhatu thanked the Government of Uganda, Bangladesh Disaster Preparedness Centre and EU for hosting, conducting and funding the Training course respectively. Finally, he extended his thanks and gratitude to the Government of the Member States for nominating the participants to the course.

The text of the welcoming remarks made by Mr Keflemariam Sebhatu, of IGAD, is attached at Annex C.

For and on behalf of the Government of the Republic of Uganda, Ms. Rose Nakabugo Bwenvu, from the Department of Disaster Preparedness and Refugees under the office of the Prime Minister, warmly welcomed the participants of the ToT course, the representatives from IGAD Secretariat and the facilitators from Bangladesh Disaster Preparedness Centre (BDPC).

Mentioning floods, landslides, earthquakes, disease outbreaks, fires, prolonged droughts, pests and animal diseases as the common hazards in Africa, she apprehended that the disasters are going to be increased in their occurrence and severity due to climate change and global warming. She cited the 2007 floods in Uganda followed by the dry spell which affected over 6 million people.

In view of the fact that disasters have had serious implications on the continent's achievements of sustainable development and fight against poverty, Ms. Rose Bwenvu stressed the importance of mainstreaming DRM into the national development processes and programmes for the Member States of IGAD. In that respect, she thought that the ToT on DRM was very timely and would be useful. She expressed her thanks and gratitude to IGAD Secretariat and EU for organizing the course in Uganda and funding the same respectively.

Once again, welcoming the participants to Uganda and encouraging them to enjoy the beaches of Lake Victoria and the source of Nile, Ms. Rose Nakabugo Bwenvu officially opened the training course.

Day 1 - Key note address

Mr Muhammad Saidur Rahman, Director of the Bangladesh Disaster Preparedness Centre, delivered a key note address after the opening ceremony. The presentation effectively set the tone for the course, by presenting a comprehensive picture of the way in which an effective DRM training regime can contribute to the overall progress of DRM within a country.

Bangladesh proved to be an excellent example of what can be achieved by using a range of DRM training interventions. Participants first received an overview of the disaster problem in Bangladesh, including a history of major events and a summary of the major impacts suffered in these events. The history of the development of an effective approach to DRM training in Bangladesh was then explained, including the evolution from the first interventions through to the present day.

A number of lessons were identified, which included recognition of the key role of trained facilitators in Bangladesh. The link between the role of the trained facilitators in Bangladesh and the trainers who attending the TOT course in Uganda was clear. Overall, as a result of this key note address, course participants gained a clear sense of the importance of their participation in the TOT, in relation to the process of implementing disaster risk management in IGAD countries.

Day 1 - Participant introductions

Participants were then asked to introduce themselves, using a prepared guideline. The session had a dual purpose. Firstly, it served to "break the ice" by ensuring that everyone was comprehensively introduced. Secondly, it provided an opportunity for all participants to make a short presentation, which then formed part of the TOT learning process.

The course facilitators made brief comments on the presentation techniques and approaches of each participant, to emphasise the learning nature of the session and the course, and to begin to establish the learning mind-set amongst the participant group.

Day 1 - Overview of the course

An overview of the whole course was provided so that participants could see how each individual session fitted in to the overall course. A number of comments were made during this session on the learning approach which was to be used throughout the course.

Day 1 - Overview of DRM Training Kit

Mr Keflemariam Sebhatu, of IGAD, presented the DRM Training Kit and explained how it was developed and how it was intended to be used. He explained that the TOT would not be teaching the contents of the kit, but, rather, would be providing the skills and techniques required to teach the subject material.

Day 1 - Training tools and approaches

This session delivered the first block of learning on the process of delivering DRM training. It covered a number of aspects which were contained in the course notes, and which have now been encapsulated in the Training Instruction.

Specifically, the session addressed the following topics:
- Information, Motivation, Behavioural Skills and Resources training model
- Experiential learning approaches
- Types of training sessions
- Platform skills
- Non-verbal behaviours
- Communication barriers
- Checklist for making a presentation
- Development of training objectives

Day 1 - How to develop lesson plans

The last teaching session for the day covered the process of developing lessons plans. This session included explanation and discussion on the following aspects:
- Characteristics of a lesson plan
- Components of a teaching session
- Lesson planning steps

Participants were then encouraged to apply what they had been taught in the session. All participants were asked to prepare a lesson plan for the practice presentations which they would be delivering the following morning. This provided a strong learning experience for the participants, and consolidated the main teaching points for Day 1.

Day 2 - Practice presentations (first round)

The first round of presentations were "Information Presentations". The emphasis in this presentation was on presentation skills and communication. Presentations were limited to a maximum of 7 minutes.

Substantial learning took place before, during and after this session. A relatively large amount of time was devoted to this segment as it is a key skill for trainers, and it also provided an opportunity to integrate the individual learning sessions which made up the course. Learning took place at a number of levels - peer to peer, facilitated learning and discussion, learning on DRM aspects and learning on presentation and teaching skills.

Day 2 - Gender mainstreaming

The gender mainstreaming session was presented interactively, and a number of useful discussions were held throughout the afternoon. The session addressed the following aspects of the topic:
- Gender issues as they relate to disaster risk management training activities
- The participation of women and men in disaster risk management activities, and the ways in which DRM, and DRM training, is likely to fit into their cultures and societies.
- Constraints on girls'/women's participation in disaster risk management activities, including gender-based roles and responsibilities in households.
- Mainstreaming targets that are most relevant for persons conducting disaster risk management training activities
- Mainstreaming instruments and strategies that will be most effective in achieving high-priority gender mainstreaming targets

Day 3 - Use of case studies

The key points of developing and using case studies were explained in this session. Several case studies were shown to the participants and several different methods of presenting and discussing information were demonstrated.

Day 3 - Selecting/arranging training venues

This session was presented as a facilitated discussion, which provided both a model for this style of learning as well as an opportunity to learn about the process of selecting and arranging training venues. Participants were reminded of the checklists for venue planning which are contained in their course notes (and which are now in the Training Instruction), and were encouraged to use these when undertaking training activities.

Day 3 - Visual aids

A range of visual aids were discussed and demonstrated in this session. Most time was spent on the use of Microsoft PowerPoint and flip charts, as these are the most likely aids which participants will be using. Participants were strongly encouraged to apply what they learned in this session by paying close attention to their use of visual aids in the next round of practice sessions, to take place the next day.

Day 3 - Use of discussion exercises

This session was initiated with a short explanation of the main features of discussion exercises. Participants were then shown, and participated in, two different styles of discussion exercise. Their experiences were discussed in detail, which again provided a model for this learning approach as well as an opportunity to learn about the use of discussion exercises.

Day 4 - Practice presentations (second round)

Participants were asked to make their presentation a "Training presentation". The emphasis in this round of practice sessions was on objectives, visual aids, and the promotion of interaction. Participants were asked to make sure their presentations had at least one example of each. Presentations were limited to 10 minutes.

Significant improvements were observed in comparison with the first round of practice presentations. Presenters were more confident, they presented more effectively and they used a greater range of techniques, including interaction and visual aids.

This was a major turning point in the course. The relevance and significance of a number of the messages which had been emphasised by resource persons up to this point could be seen and experienced in the context of the practical delivery of training. The scene was now set for a discussion of the broader process of planning an overall training activity, as opposed to the delivery of an individual training session.

Day 4 - Session on how to plan a course

This session covered the process of planning related to the delivery of a training course. This session included explanation and discussion on the following aspects of course planning:

- Characteristics of a plan
- General Planning Steps
- Planning Considerations
- Initial steps
- Planning checklist

Participants were then formed into two groups and encouraged to apply what they had been taught in the session. Groups were asked to discuss the following questions:

- In your opinion, what are the four most important courses which should be run at national level in your countries?
- What should be the key objectives for these courses?
- Select one of these courses and list out the topics to be covered in it
- For the same course, prepare a training schedule with times and session key points
- Prepare a summary of the main course planning and delivery considerations not already discussed above

Groups were encouraged to use the DRM training kit as a reference during this activity. The activity provided further strong learning opportunities for the participants, and consolidated the main teaching points for the day.

Day 5 - Group reports from the discussion exercise undertaken on the previous day

Each group presented their findings from the discussions which they undertook on the day before. A number of comments were made which indicated that participants found the activity to be a valuable learning experience which highlighted the importance of the course planning process.

Day 5 - Field trip

The field trip consisted of a visit to the area around the source of the Nile River in Uganda, with the opportunity to see Kampala and the surrounding farming districts

along the way. Participants and resource persons travelled by bus, which provided a good opportunity to observe a number of aspects of daily life in that area of Uganda as well as typical farming activities, rain forest encroachment, water use and availability. The combination of a social component as well as the opportunity to observe and learn about that area of Uganda was a valuable experience for participants, which helped to consolidate the key lessons for the TOT.

Day 6 - Preparation of post-course action plans

Participants were asked to prepare an outline action plan for the activities they intended to undertake when they returned home.

There were a number of advantages in doing this before participants left the workshop, as follows:
- course presentations and discussions are still fresh in everyone's minds
- ideas can be easily shared with the other participants, creating further opportunities for learning and reflection
- it provides a comprehensive concluding activity which links the learning aspects of the workshop with the requirement that participants are expected to take appropriate action on their return to their workplaces

Working within the overall training framework developed by IGAD countries in conjunction with the IGAD Secretariat, participants were asked to identify the training they intended to conduct, the actions and timelines that would be required, the resources that would be needed and any obstacles which they might expect to meet. A worksheet with relevant headings was provided to participants, so that there would be a record of each outline plan.

The requirement was discussed with participants during the briefing, to ensure that the goals of the task were fully understood. The discussion also helped participants to determine the best approach to the task for maximizing the value of the activity at a personal level as well as ensuring the continued development of DRR arrangements in countries in the IGAD region.

As result of this discussion it was agreed that participants would work on the task as national teams, and, in so doing, combine their personal aspirations with those of their respective countries. This proved to be a significant enhancement of the activity, taking it to another level of reflection and consideration with the full support and engagement of the participant group. This evolution moved the task beyond the making of personal action plans alone, and allowed the group to concentrate on the process of initiating what could be described as Joint Country DRM Training Plans.

Each country team subsequently prepared an outline DRM training plan. In each case the team made it clear that they fully intended to conduct at least one training activity in the next 12 months. This is a particularly encouraging result which provides tangible evidence of the value of the TOT.

Specifically, country teams are planning to conduct the following courses:

- Djibouti - Training of secretariat members and NGOs on preparedness, prevention and response mechanisms in DRM
- Ethiopia - Familiarisation of DRM policy and its guidelines
- Kenya - Train focal point members of line Ministries on Disaster Risk Management concept
- Somalia - Train relevant line ministries officials in DRM policy, principles and applications; train local stakeholders in DRM public awareness, early warning and planning disaster risk management and vulnerability mapping; and train legislators in DRM policy, concepts and applications.
- Sudan - DRM approach and its components: DRM/Development, Emergency Response, Capacity Building and EWS.
- Uganda - Mainstreaming Disaster Risk Management in Uganda

Overall, this was an effective and tangible concluding activity which provided a bridge between the learning environment of the workshop and the practical requirement for DRM training activities to be conducted by participants on their return to their workplaces. The content of the training plans shows that participants are planning to increase DRM training activity in their countries, which is a highly desirable and worthwhile major outcome of the workshop.

Day 6 - Concluding activities

A number of activities were conducted to bring the course to a close in an appropriate manner. These include the completion of a post-test and a course evaluation and a closing ceremony which was graced by the presence of Gen Honourable Maj General Julius F. Oketta psc.

The Guest of Honour at the closing ceremony was Honourable Maj General Julius F. Oketta psc, Member of Parliament and Coordinator of Emergency Operation at the Office of the Prime Minister. He extended his warm greetings to the participants and thanked IGAD Secretariat and EU for organizing and funding the Training Course respectively. He then congratulated Bangladesh Disaster Preparedness Centre for winning the bid to conduct the course.
Referring to his recent visit to Bangladesh, Gen. Oketta termed the country as the global leader in the field of Disaster Risk Management particularly the community participation in all aspects of Disaster Management activities.
The Guest of Honour briefly explained the five Priorities of Action of the Hyogo Framework for Action (HFA). He then acknowledged the commitments and initiatives of IGAD for developing capacities of the Member States in implementation of HFA in their respective countries. He focused on the need to be proactive in matters related to DRM, rather than reactive in post disaster situations. He termed this TOT on DRM as the right step in the right direction.
The guest of honour Gen. Oketta ended his speech with a simplistic, but very important and practical advice to the participants, saying that "Go back to your countries and don't put this knowledge on the shelves. Impart them to your political leaders, immediate bosses, colleagues and above all, the community you work and live in at all the times. For, Prevention is Better than Cure".

On behalf of the IGAD Secretariat and on his own behalf, Mr. Keflemariam Sebhatu, Programme Manager, Humanitarian Affairs welcomed the Guest of Honor, Hon. Maj. Gen. JF Oketta, Coordinator of Disaster Response, Member of Parliament, Parliament of Uganda, who graced the closing session of the DRM Training of Trainers. Mr. Sebhatu briefed the Guest of Honor on the development and evolution of the IGAD's Disaster Risk Management Programme and its shift from the conventional disaster management to risk management, and the development and publication of the IGAD's DRM Training Kit. Mr. Sebhatu emphasized the importance of holding DRM Training of Trainers, and the idea was to enhance their skills and knowledge in training others so that the participants could start to plan to organize trainings at the country levels with the assistance from the IGAD Secretariat. He finally thanked the Bangladesh Disaster Preparedness Centre for conducting the DRM TOT training session and sharing their experiences in managing disasters.

Mr Muhammad Saidur Rahman, Director of Bangladesh Disaster Preparedness Centre (BDPC), expressed his satisfaction with the achievement of the course. He mentioned that the trainees have learned a lot through the enjoyable and interactive environment created in the course. At the same time, enhancement of their capacities, reflected through the video documentations made during the course, met the requirement of the Terms Of Reference of the contract between IGAD and BDPC.
Terming the closing ceremony as the beginning of a new era of DRM in the member sates of IGAD, Mr. Rahman emphasised on the important and pro – active role that the participants are expected to play in their respective countries. He reminded them to fix the poor and the vulnerable communities as the ultimate target of all their efforts and initiatives.

Mr. Rahman assured full support and cooperation should the participants want to know more about the rich experience of Bangladesh in shifting the paradigm from response to risk management through policy, planning and community empowerment initiatives.
Finally he thanked Mr. Hermen Ketel and Keflemariam Sebhatu of IGAD for giving BDPC the opportunity to organise and conduct the TOT course on DRM

Review of the overall TOT results

This review of the overall results of the TOT is based on the following information:
- A comparison of the pre-tests and post-tests completed by participants
- A compilation of the self-evaluations completed by participants after each practice presentation
- A compilation of the evaluations completed by participants following the Gender Mainstreaming presentation
- A compilation of the evaluations completed by participants at the conclusion of the course

Comparison of the pre-tests and post-tests completed by participants

Participants were asked to complete a pre-test at the beginning of the workshop and a post-test at the end of the workshop. The questions were designed to establish each participant's personal view of their skill levels in the field of DRM training, rather than testing specific knowledge. This is consistent with the overall goal of the workshop.

Analysis of the results of the post-test compared to the pre-test provided the following results:

- There was a 100 % increase (from 6 responses to 12 responses) in participants' perception of their skills levels, in the "very good skills" category
- There was an 86% increase (from 7 responses to 13 responses) in participants' perception of their ability to deliver a DRM training session as a member of a team, in the "high confidence" category.
- There was an 160% increase (from 5 responses to 13 responses) in participants' perception of their ability to deliver a DRM training session without the assistance of another trainer, in the "high confidence" category.
- There was an 100% increase (from 6 responses to 12 responses) in participants' perception of their ability to arrange for a trainer to deliver a DRM training session in support of their DRM programs, in the "high confidence" category.
- There was an 120% increase (from 5 responses to 11 responses) in participants' perception of their ability to personally arrange an effective DRM training course, without the assistance of another trainer, in the "high confidence" category.
- There was an 63% increase (from 8 responses to 13 responses) in participants' perception of their ability to personally arrange an effective DRM training course, working under the supervision of an experience training manager, in the "high confidence" category.

The final question related to the amount of skill development which participants had experienced as a consequence of the course. The question was only asked in the post test, and produced the following results:

- No responses in the "little improvement" category
- One response (8%) in the "medium improvement" category
- Twelve responses (92%) in the "large improvement" category

Compilation of the evaluations completed by participants following the Gender Mainstreaming presentation

Participants were asked to answer four evaluation questions in relation to the gender mainstreaming session on 6 October 2009. Eleven participants provided answers to the four questions. Their responses are shown below, grouped under the

corresponding question. Overall, the session was seen as interesting and valuable, with very few negative comments.

What were the two most useful parts of this module?
- Gender and DRM (3 responses)
- Gender analysis (3 responses)
- Gender equality (2 responses)
- Gender gaps in vulnerability (2 responses)
- Gender roles and relations (2 responses)
- Social equity in disaster reduction (2 responses)
- Gender and development
- Gender sensitization
- Basic concepts in gender
- In DRM, women are the most vulnerable in case of disaster
- In some rural areas women are the main food production person
- The imbalance between the sexes
- Steps in mainstreaming
- Challenges in gender mainstreaming

Which parts of the module were least useful for you?
- They are all useful
- I do not come across with least useful parts. They are all important and are inter-related.
- All have their importance
- None (3 responses)
- Blank
- Gender roles
- Gender analysis
- Gender sensitization
- Husband can be in the kitchen

In which areas of gender mainstreaming do you need further training?
- I do not think I need further training. But I think it is important for me if I get training on stages of gender mainstreaming programmes.
- Blank
- Gender and development
- Gender and cross-cutting issues
- Gender and DRM linkage
- Gender and culture (2 responses)
- Gender analytical tools (2 responses)
- Community management functions
- Gender gaps in vulnerability
- Gender mainstreaming in DRM

- Comparative gender issues

Do you have any other comments or suggestions on this module?
- No example of how to mainstream gender in DRM
- The module focuses on social context. But it will be necessary to integrate economic context on other sector to have a comprehensive gender mainstreaming module
- In this module the recommendations are not included because there are challenges
- It should be included in future further training
- It should also be used as a promotion material for gender sensitivity issues
- It should be tilted further towards DRM (should be made to incorporate DRM the more)
- Integration this *(unclear word)* to African culture to remove bad culture and *(unclear word)* good culture
- Some gender issues pertained to women have to be carefully in the light of culture, norms and values and traditions e.g female genital mutilation (circumcision) Having more than one wife *(unclear word)*
- I have found out the training component as compulsory and inevitable to our DRM exercise. It is very important to include this aspect in our future trainings.
- Well, this needs an experienced learner. But I think the module is good and it is further enriched by experienced tutor.
- Need for more opportunities to train on the subject
- To go a bit in depth and link it to issues of disaster management, poverty reduction and social protection

Compilation of the evaluations completed by participants at the conclusion of the course

Participants were asked to answer four evaluation questions in relation to the whole workshop. Thirteen participants provided answers to the four questions. Their responses are shown below, grouped under the corresponding question.

The comments are almost exclusively positive, with a wide range of preferences expressed in the "most useful parts" question. This suggests that the balance of sessions was largely appropriate for the participant group.

A number of thoughtful comments were made in terms of participants' needs for further training and in response to the general comments question. These comments provide valuable inputs which should be considered if this course is to be run again on a future occasion, and which could also potentially relate to other DRM training courses which IGAD may conduct in the future.

What were the two most useful parts of the workshop?
- Gender mainstreaming in DRM (4 responses)
- Use of case studies (2 responses)

- The post-course action plan which was prepared by participants
- Skill development: provided a ground to develop knowledge on how to deliver training
- Behaviour change/development: this training showed me how to prepare for a presentation and how to deliver it to the audience - it builds my confidence
- Adopting a strategic approach of TOT
- Objective writing
- How to develop lesson plans
- Session on the preparation of the training - plan and lesson plans
- Session on the preparation of course agenda
- Other participant's presentations drawing case studies from their country
- Field trip
- Group work in the different areas
- Planning for a workshop
- Planning training program
- Delivering training and group discussions
- How to design and conduct a training course
- How to be an effective and competent trainer
- Conceptual learning of TOT
- Practical exercise of a TOT
- The course presentations and the objectives to be achieved
- Training on the course design and presentation
- Use of visual aids as communication modes

Which parts of the workshop were least useful for you?

- I think all parts of the workshop were more useful.
- I do not really encounter with least useful parts. All or most of them are inter-related.
- How to use information collected to target DRM
- All the parts of the workshop were useful (2 responses)
- Blank/nil/none (4 responses)
- Too much eating
- The training schedule was comprised all relevant topics and in a continuously arranged process. This then is nothing less useful.
- The presentation in front of the students (speaking loudly, gestures, demonstration)
- The issue of gender mainstreaming could not add any value in DRM training as both sexes are major agents in mainstreaming

In which areas do you most need further training, related to your role as a DRM trainer?

- I need further training in a very important component in DRM which is the vulnerability analysis and early warning
- Training planning
- Use of visual aids
- It was good to be taking part in the TOT
- Gender mainstreaming
- Visual aids
- Training in vulnerability and capacity assessment
- Training in post-disaster damage and need assessment
- Raising funds for the prepared training sessions
- How to create teaching aid (2 responses)
- Community based disaster risk management
- Mapping and identifying hazards
- Vulnerability risk analysis and responses
- Use of modern technology in DRM (namely space-based technology and satellite images)
- Pollution from hydro-carbons and chemicals
- Dangerous products
- Practicalities in being a TOT and the major roles to be played so as to convene the training message.
- The training I have already undergone has opened up my approach to training others and training on use of other facilities and equipments used in data collection and interpretation in details.

Do you have any other comments or suggestions on the workshop?

- I benefit more from this TOT workshop in DRM. I hope to increase the number of participants from 2 to 4 for each IGAD member state, because the training on DRM is very useful and important
- The workshop is good, well organised and have a good knowledge about the trainers
- Delivered in a good way, that every participant could understand and participate
- We have been well received and welcomed by the IGAD secretariat, and we are very pleased to have visited a new country (Uganda) which has very important natural resources
- Encourage participants (even me with loss of hearing) to give out their suggestions/opinions - Many Thanks
- Encourage participants to bring laptops with them
- Flipcharts and other accessory material should be adequate next time
- To couplet the TOT by a technical training on DRM with more practice

- It was wonderful but food on the field trip was cold
- Effective coordination is required between the IGAD Secretariat and the host country especially in field trips to be made, for proper organisation and coordination of the whole thing
- It is not proper to feed people on cold food in case of field trips. Proper arrangements/organisation can always be made in/near areas to be visited.
- It was well run with resource persons facilitating with practical answers
- The knowledge skills and good practices gained to be repeated time to time as refresh course
- Looking into real and <u>actual</u> DRM projected experienced into any one of the member states (or other countries) i.e. case studies
- Such important workshop be recurrent
- Refreshment courses are compulsory
- Tight discipline is important on attendance
- Study materials be distributed much earlier before the course started (provided the participants are identified)
- Further training and use of all modes of communication

Annex A

Terms of Reference

For the sake of brevity, only the relevant parts of the Terms of Reference are shown below. Some parts have been edited for ease of reading, without affecting the original meaning of the TOR.

2. Objective, Purpose and Expected Results

2.1. Overall objective
The overall objective of the DRM component of the REFORM programme of which this contract will be a part is to improve the regional and national capacities to analyse disaster risk management policies and programmes and to formulate policy alternatives.

2.2. Purpose
The purpose of this contract is to provide all technical, logistic and administrative means to organise and hold a workshop for training the trainers in disaster risk management and report on the content and results of this workshop.

2.3. Results to be achieved by the Consultant
- Training materials identified and course curriculum established
- Venue identified and prepared for course
- Trainees selected, informed, tickets paid, per diems paid and participation ensured
- Training for trainers held
- Training materials distributed to participants
- Field trip held
- Report prepared on the results of the course
- Final Course Report and DRM Training Instruction document prepared, which has the purpose to assist the trainees in organising their own training activities and workshops (max. 35 pages)
- IGAD DRM Certificates prepared and handed out.

4. Scope of the work

4.1. General

4.1.1. Project description
In order to make the specialised structures of the DRM institutional framework in IGAD member states more functional, IGAD/REFORM is initiating priority capacity building activities in response to identified capacity gaps. Capacity building already undertaken by member states and UN agencies has included techniques of information

management and of threat and risk mapping and in some cases has been able to strengthen provincial and local levels of government as well as national, taking into account the challenge constantly posed to the sustainability of capacity building by the high turnover of government personnel. IGAD's approach is to ensure a more developmental approach to risk management and to help member states minimise dependency on external resources for emergency response. Training will be around case studies e.g. transferring experience gained in confronting one hazard into contingency planning for other hazards. IGAD/REFORM's PE 1 provides for one Training of Trainers workshop and three training workshops on national level. The REFORM budget has provided an initial sum of funds to support a DRM "Training of Trainers" (TOT) workshop. The trainees for this TOT will be senior technical government officials who are responsible on national level for the implementation of DRM policies in their respective countries. Once trained in both the necessary pedagogical approaches in training and on new developments in DRM, they will themselves subsequently be trainers of national-level DRM training workshops in their own countries.

In order to enhance and strengthen the capacities and capabilities of the IGAD member states in managing disaster risks, a number of training sessions have already been conducted over the past few years. Out of the series of trainings conducted, the Secretariat has packaged a DRM Training Kit for the member states. The Kit is composed of a manual, an assessment booklet, a compilation of presentation slides and a CD containing all of these products. This well researched and user-friendly package will assist the TOT in its purpose of enhancing human resources capabilities and capacities within the IGAD region in addressing the issues of disaster risk management from a comprehensive point of view.

The document Guidelines for the Training of Trainers (TOT) workshop on DRM in the IGAD Region is an intrinsic part of these TOR. The cross fertilisation that takes place between this document, the course and the responses of the participants with the knowledge brought in by the DRM trainers will be captured in the DRM Training Instruction document assisting the newly trained trainers in their future activities.

4.1.2. Geographical area to be covered
Preparation of the course will take place in Djibouti, where IGAD's Secretariat is situated, and the course will be held in Uganda. The trainees will be selected from the IGAD Member States.

4.1.3. Target groups
The target group will be some 14 selected senior technical government officers responsible for DRM policy development and implementation in their respective countries. The TOT will focus on existing DRM mechanisms and priorities as part of the Hyogo Framework for Action 2005-2015 Building the Resilience of Nations and Communities to Disasters.

4.2. Specific activities
● Decide with the IGAD/REFORM Programme DRM Analyst on the date and venue of the course which will be held in Uganda.

- Study relevant documentation. Prepare draft TOT DRM course outline with materials and approaches to be used, to be discussed with the REFORM staff in Djibouti.

- Invite the candidates selected by IGAD for the course and although changes will occur, organise flights and take care of other logistics allowing all participants to arrive from their home base and return.

- Participate in a briefing about the scope, methodology and expected results of the consultancy by the IGAD/REFORM/DRM team, finalising the preparations for the course.

- Present the course, Train the Trainers, by providing a master trainer, a clear curriculum, sufficient and assessable course materials in English and exercises relevant to the subject.

- Write and present the draft TOT Report, which will assist the newly trained trainers in their future activities.

4.3. Project management

4.3.1. Responsible body
The official responsible for the management of this consultancy is Mr Keflemariam Sebhatu, Programme Manager Humanitarian Affairs IGAD, on behalf of the Imprest Administrator of the REFORM Programme, the Executive Secretary of IGAD.

4.3.2. Management structure
The expert/consultant will be reporting to by Mr. Keflemariam Sebhatu, Programme Manager Humanitarian Affairs, IGAD and being instructed by Mr. Hermen Ketel, Disaster Risk Management Analyst of the REFORM programme in IGAD.

4.3.3. Facilities to be provided by the Contracting Authority and/or other Parties
No facilities will be provided by the Contracting Authority. The TOT course will be hosted by the regional IGAD/DRM Technical Advisory Committee member in Uganda.

5. Logistics and timing

5.1. Location
The start-up and the debriefing phases of the consultancy will take place at the home Office of the consultant with a final preparation briefing in the REFORM offices within IGAD in Djibouti Ville, Djibouti whereas the TOT will take place in Entebbe, Uganda. Some final writing and editing will be done at the home station of the consultant.

5.2. Commencement date & Period of execution
The initial planning is for the consultancy to have inputs during 4 separate periods. First, a 7-day input at the home basis of the contractor from 16 to 25 September 2009, second, a 2-day period at the IGAD/REFORM office in Djibouti during the period 28 to 29 September 2009, third, a 6-day TOT workshop held in Uganda during the period of 1 to 6 October 2009, and fourth, a 4-day input at the home base of the consultant

during the period of 8 to 14 October 2009. The Final Course Report and the DRM Training Instructions document should be received before 20 October 2009.

7. Reports

7.1. Reporting requirements
- A document titled DRM Training Instruction which will assist the trained participants of the course in their future DRM activities (max. 35 pages).
- A final course Report (max. 28 pages), including
  - Background and Introduction (max 1 page)
  - An overview on the TOT workshop programme and a section by section description of the contents and the results (20 pages)
  - A review of the overall TOT results based on the participants. evaluation and comments of participating experts and IGAD/REFORM staff (3 pages)
  - Annexes, including the TOR, detailed list of participants, experts etc (max. 4 pages)

7.2. Submission & approval of progress reports
The reports should be submitted to the IGAD Secretariat, Mr. Keflemariam Sebhatu, Programme Manager Humanitarian Affairs, who will be responsible for the final approval of the document and report

8. Monitoring and evaluation

8.1. Definition of indicators
The following indicators will be applied to monitor and evaluate the work:
- timely delivery of course planning and materials
- smooth and good working logistics to get the participants to the course, the development of the course itself and the return of the participants to their home bases
- The quality of the document assisting the trained participants in their future activities in DRM
- The completeness of the final report presented in clear and final-edited English.

Annex B

List of Participants and Experts

Country	Name	Organisation
Djibouti	Mr Abdoulkader Abayazid Moussa	DRM Executive Secretariat
Djibouti	Mr Ali Mohamed Ali	DRM Executive Secretariat
Ethiopia	Mr Kassahun Bedada	Early Warning and Response Directorate
Ethiopia	Mr Tadesse Bekele Fanta	DRM and Food Security, Ministry of Agriculture
Uganda	Mrs Racheal Nakiwuge Muleke	Office of the Prime Minister, Department of Disaster Preparedness and Refugees
Uganda	Mrs Rose Nakabugo Bwenvu	Office of the Prime Minister, Department of Disaster Preparedness and Refugees
Kenya	Mr Muga Otieno Gordon	Office of the President, Ministry of State for Special Programmes
Kenya	Mr Abach W. Namaa	Office of the President, Ministry of State for Special Programmes
Somalia	Mr Mohamed Ulusso Abdi	Ministry of Internal Affairs
Somalia	Mr Issa Abdullah Mohameed	Directorate of Environment/Disaster Management
Sudan	Ms Hasfa A. Elbagi Ahmed	Humanitarian Commission Early Warning Centre
Sudan	Dr Awad Khalifa Musa	Disaster Management and Refuges Studies Institute
Sudan	Mr Bahkeit Abdallaa Yagoub	Ministry of Humanitarian Affairs
IGAD	Mr Keflemariam Sebhatu	IGAD Secretariat
IGAD	Mr Hermen Ketel	IGAD Secretariat
BDPC	Mr Muhammad Saidur Rahman	Bangladesh Disaster Preparedness Centre
BDPC	Mr Merrick Chatfield	Bangladesh Disaster Preparedness Centre
BDPC	Ms Evelyn Nankanja	Bangladesh Disaster Preparedness Centre
Ethiopia	Ms Haregewoin Cherinet	International Centre for Gender Research and Training
Interpretor	Mr Gregory Kibanvu	Alliance Francaise
Interpretor	Mr David Luutu	Alliance Francaise

Welcoming Remarks- Mr. Keflemariam Sebhatu

Ms Rose Bwenvu, Acting Assistant Commissioner, Disaster Management and
Refuges, Office of the Prime Minister, Republic of Uganda
(Representing Mr Martin Owar, Commissioner)
Dear particpants from the IGAD Member states
Mr Mohammed Saidur , Director, Bangladesh Disaster Preparedness Centre
Mr Merrick Chatfield, BDPC
Colleagues from the IGAD Secretariat Staff
Ladies and Gentlemen

It is indeed my great pleasure and honour to welcome you all to participate in this
very important TOT workshop in disaster risk management aimed at enhancing
disaster risk management capacity in the IGAD region.

At the onset let me also extend my thanks to the Government of the Republic of
Uganda for hosting this first of its kind TOT course seminar and for my colleague the
Acting Assistant Commissioner Ms Rose Bwenvu, Disaster Management and Refuges,
Office of the Prime Minister, Republic of Uganda for coming to open the DRM TOT.

Madam Assistant Commissioner,
Ladies and Gentlemen

The legacy of conflicts and the consequences of human-made and natural hazards
induced disaster in the IGAD region have been causing enormous humanitarian crises
and become an obstacle to sustainable development.

The need for a regional disaster risk management strategy has taken on greater
significance as governments, aid agencies and donors increasingly emphasised the
realisation of comprehensive disaster risk management as part of sustainable
development programmes. These and other urgent challenges facing the region have
necessitated the realisation by IGAD member states for more integrated co-operation
to mitigate the impacts of disasters. The necessity for more collaboration among
IGAD member states in the areas of humanitarian affairs to enhance disaster risk
management capacities in order to prevent and mitigate the impact within the IGAD
region has been one the priority areas of the Secretariat.

Dear Assistant Commissioner

As you have been part of the process and very much aware consultative work to
develop a Regional Disaster Preparedness Strategy has been carried out with active
participation of all member states. As a result a regional strategy to enhance Disaster
Preparedness and Response Capacity in the IGAD Region was developed. As part of
the implementation of the regional strategy, necessary actions were taken to elaborate
the strategic areas and develop a Regional Programme for Enhancing Disaster Risk
Management Capability. Through the active participation and contributions of all

IGAD member states the Regional Disaster Risk Programme was finalized, submitted to the highest policy organ and was endorsed.

The programme has seven components. <u>Education and Training</u> is one of the seven Programme components. A number of regional and country level training workshops have been carried out during the past many years as part of the implementation process. During those various workshops quite a number of training materials were presented and discussed. There was a strong desire and recommendation from the member states that these training materials and documents should be documented. The IGAD Secretariat then planned to prepare a Training Manual out of those documents and a number of activities have been undertaken in order to realise the idea of preparing a training manual for our region. The aim was/is to equip DRM technicians in Member States with the necessary skills to improve competence required for disaster risk management and thereby enhance social and economic development planning activities.

Dear Assistant Commissioner

Dear Participants,

Let me briefly state the process we have followed.

In August 2005, there was a consultative meeting organized jointly by IGAD Secretariat and ISDR with the participation of the IGAD member states to develop and define an outline of a Training Manual on disaster risk management. The outline was then developed and experts elaborated the outline and came up with a draft Training Manual and training materials.

In May 2006 participants from member states' disaster risk management institutions met and discussed the draft Training Manual and training materials for their appropriateness to the situation of the member states. It was recommended in the meeting that the Training Manual be elaborated and written and then presented to the member states. Ever since then the IGAD Secretariat has been engaged in the writing up of the Training Manual.

December 2007 we came up with the finalized DRM Training Kit composed of a Training Manual, an Assessment Workbook, and Presentation Slides both in hard copy and soft copy (electronically) and was presented to the member states. The participants passed strong recommendations and one of them was:

> **"Strengthen training programmes in DRM at national level of the member states"**

2005-2007 REFORM (Regional Food Security and Risk Management Programme) programme has been initiated and mobilized resources to implement the IGAD DRM programme. The European Union funded the REFORM programme whereby DRM is a component from the funding point of view.

Implementing of the REFORM started in earnest beginning of 2008 and most of you have been part of the implementation process ever since. It has been the IGAD

Secretariat's belief that this well researched and user friendly package will assist the Member States in enhancing their human resources capabilities in addressing the issue of disaster risk management from a comprehensive point of view. This was the first initiative in documenting and packaging DRM training materials by the IGAD Secretariat. The Training Kit was neither perfect nor absolute by any means. Nevertheless, it will always contribute towards laying a ground for better and improved ones in the future.

The production of the DRM training Manual was not an end on itself. It was expected that the IGAD member states will use it as a basis in their settings/context.

The main purpose of this TOT workshop being conducted here for the next six days or so is not to train participants on DRM per se. It is rather to equip with necessary skills and experiences on how to pass the knowledge you have acquired before in DRM to others in your countries.

However, the experts who are here to train us all may use and refer to the DRM Training Kit when they feel necessary.

Dear Assistant Commissioner

On behalf of IGAD Secretariat,I wish to extend my appreciation and thanks to the Government of Uganda for hosting this DRM TOT. I also wish to take this opportunity to express my profound gratitude to BDPC for winning this important contract and being willing to come this far to the IGAD region to share with us their experience in DRM and to conduct the DRM TOT. It is our hope that this will continue in the future.

In particular I appreciate the support of the European Union for funding. Last but not least, my appreciation goes to the IGAD Member States for allowing you all to come here for the Workshop.

Once again I would wish to thank you, the Assistant Commissioner, for coming to this opening session and giving a high prominence and priority to this event among your other priorities. This demonstrates that the Government of Uganda gives a high consideration to regional collaboration and the Regional Disaster Risk Programme.

With those brief remarks, I wish all the participants success in this important DRM TOT workshop.

Finally,
I, therefore, would like to call upon the Assistant Commissioner, Ms Rose Bwenvu, to make an opening remark and to officially declare the DRM TOT open.

I thank you for your attention.