



مكتب تنسيق المساعدات الخارجية لدولة الإمارات العربية المتحدة
UAE Office for the Coordination of Foreign Aid

مشروع اسفير



SPHERE TRAINING OF TRAINERS COURSE

Abu Dhabi, UAE, 16th - 24th Jan 2011



Completion Report

Submitted By:

Moustafa Osman, TOT Lead Trainer

Osman Consulting



EXECUTIVE SUMMARY

| | |
|----------------------|--|
| Host Agency | This Training of Trainers (TOT) training was organised and hosted by the UAE Office for the Coordination of Foreign Aid (OCFA) which mandate includes building the capacity of UAE NGOs, aid institutions and third sector in general. Since its establishment, OCFA has hosted several training courses in the humanitarian field including disaster management and sphere standards. This training comes as a continuation of OCFA's structured activities to enhance the level of performance of UAE foreign aid agencies. |
| Training Team | <ul style="list-style-type: none"> ▪ Mr Moustafa Osman, Lead Trainer ▪ Mr Wasim Bahja, Facilitator ▪ Mr Zafarani Moustafa, Co-Facilitator |
| Participants | <ul style="list-style-type: none"> • 17 participants representing 13 different organisations and institutions that included all three sectors; government, private sector and NGOs, as follows: 2 from Islamic Affairs & Charitable Activities Department, 3 from Red Crescent Societies, 4 from SEHA (Health Services), 1 from Life for Relief and Development, 1 Dubai Charity, 1 from Office of ruler Representative in the Western Region, 5 from different departments of UAE- MOI. - Work locations (3 countries): 15 in UAE, 1 Qatar and 1 Saudi Arabia. Nonetheless, the majority of participants oversee humanitarian work abroad. - Gender balance: 3 women and 14 men, which resulted in the group being gender imbalanced. |
| Highlights | <ul style="list-style-type: none"> - The fact that participants came from various backgrounds and institutions, has significantly enriched the learning process and environment. Not in many TOT training do the three main sectors – governmental, private and NGOs - get to be represented in one training. - The Action Plans for holding Sphere training activities as well as institutionalising Sphere in work places were most impressive and included new innovative methodologies, e.g. the three participants from RC who represented UAE, Qatar, and Saudi-Arabia have drafted a joint regional plan to institutionalise Sphere within the Red Crescent in the three countries. - The setting of the venue in Al Raha hotel in Abu Dhabi was appreciated by the participants especially during the visualisation activities as it had open air space, facilities and most importantly the hotel staff cooperation. |
| Evaluation | Overall evaluation was very good and several follow up activities have already taken place by some of the participants. |



Table of Contents

| | |
|--|----|
| EXECUTIVE SUMMARY..... | 2 |
| TRAINING TEAM..... | 3 |
| INTER-AGENCY COOPERATION..... | 4 |
| PARTICIPANTS..... | 4 |
| VENUE..... | 5 |
| TRAINING COURSE CONTENT..... | 6 |
| PARTICIPANTS FEEDBACK..... | 15 |
| ACKNOWLEDGEMENTS..... | 19 |
| LESSONS LEARNED & RECOMMENDATIONS..... | 19 |
| Annex 1: List of participants..... | 21 |
| Annex 2: Sphere TOT Timetable, Abu Dhabi, UAE, 6th -24th Jan 2011..... | 24 |

TRAINING TEAM

Moustafa Osman, Lead Trainer

Humanitarian relief and development professional with strong team management, coordination, negotiation and communication skills. He has extensive experience in needs & resources assessment, security, situation analyses, camp management, monitoring and evaluation of relief and development programmes. Good training and facilitation skills especially in his aforementioned areas of expertise. He is an accredited, qualified SPHERE trainer (Arabic and English). Moustafa is a lecturer of Disaster Management at Birmingham University, and is an independent consultant to UN and other major humanitarian agencies (with focus on the Middle East). So far, he has gone through three major organisational change programmes in which he has played a crucial role. The increasing interest in his disaster management and change management skills and experience have led him to set up Osman Consulting in 2008. Moustafa has 18 years experience in the humanitarian and development field.



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Wasim Bahja, Facilitator

Aid worker with 12 years experience in the humanitarian field including disaster response, rehabilitation and social development. He has gained much of his experience through working and volunteering with various international NGOs and UN agencies including MSF, UNRWA and Islamic Relief Worldwide. He holds an MA degree in Diplomacy and International Relations from the University of Westminster (London), and has done his dissertation on the relationship between Northern and Southern NGOs. Moreover, he has attended a myriad of training courses in disaster preparedness and crisis management, human rights, leadership, TOT, and conflict transformation. Throughout his aid work experience Wasim has worked in different situations and areas of the world including Palestine, Egypt, Lebanon, Yemen, the Balkans, and Chechnya.



Zafarani Moustafa





Recently graduated with a degree in International Relations from Aberystwith University in the UK, he currently works in logistics and procurement for a global humanitarian supplies company. Zafarani also has a considerable experience in organising and facilitating events, especially trainings in the field of humanitarian aid and civil society. He is young, energetic and always keen to put his shoulder to the wheel.

INTER-AGENCY COOPERATION

The Sphere Project designed a set-up to ensure the effectiveness of the Arabic ToT, the trainers' guide had been retranslated following feedback from the 2007 ToT. The Arabic ToT training materials continued to be tested during this ToT. There was significant interaction amongst the diverse participants from different agencies. Many discussions about existing cross cutting issues have taken place between the different agencies' representatives during group work and other training activities. Many of these discussions have demonstrated the essential need for the various agencies and sectors to enhance their inter-agency cooperation.



PARTICIPANTS

17 people from 13 different agencies has participated in this TOT training. As shown in the participants' list (Annex 1), each participant seems to be playing a significant and influential role within their place of work. What made this group of participants particularly distinguished was not only their highly energetic participation and team spirit, but also their keenness to link the training topics to their real work life and integrate them into their work plans. The fact that they represented the three main sectors of the civil society- governmental, NGOs and the private sector, has considerably enriched the groups work and discussions. To most participants, these discussions were so useful and have highlighted the importance of improving cooperation and liaison amongst themselves, especially when it comes to cross cutting issues.



Those 17 participants included: 2 from Islamic Affairs & Charitable Activities Department, 3





from Red Crescent, 4 from SEHA (Health Services), 1 from Life for Relief and Development, 1 Dubai Charity, 1 from Office of ruler Representative in the Western Region, 5 from different department of UAE-MOI. For participants details please see Annex 1.

Although this ToT was organised for UAE institutions only, the host agency (OCFA) has accepted two applications from two neighbouring countries, Qatar and Saudi Arabia. Both participants were representing their countries' Red Crescent Society. That as well has in a way enriched the group, and it is worth mentioning that the three participants from Red Crescent Societies who represented UAE, Qatar, and SA have drafted a joint regional plan to institutionalise Sphere within the Societies in the three countries.

Unfortunately, the composition of the group was not gender balanced. Only 3 out of 17 participants were females. This needs to be given more attention in the future and more female participants need to be encouraged to apply for the course.

VENUE

The training took place at Al Raha beach hotel, in Abu Dhabi. It is located 25 minutes outside Abu Dhabi city centre. However, the big shopping mall and cinema next door made it so convenient for staying participants and trainers to get their shopping needs and do some evening and leisure activities together.



Ideally, this type of training should be residential (even to local participants), i.e. all participants and trainers are expected to reside full time in the training venue, in order to create an appropriate learning environment. However, in this particular training only those who were coming from outside Abu Dhabi have resided full time in the hotel. All training team have resided full time in the hotel.

Al Raha beach hotel was a very good venue for the training and was highly appreciated by both trainers and participants. Main training room, activity rooms and admin room were very accommodating to the training needs. Rooms set up was also good for a friendly learning environment as they were very close to each other. Training rooms were rightly bright and temperature and humidity were well controlled thanks to the AC. The rooms were also close to outdoor green area and swimming pool where participants took most of their coffee breaks. Some sessions were conveniently held outdoors in the open air. The outdoor space was so accommodating for the simulation activities. Hotel IT facilities were efficient and user friendly. Residential rooms were as well so clean and convenient. Most importantly



the hotel staff and customer service were excellent. We recommend this hotel as a very good training venue.

TRAINING COURSE CONTENT

Course Objectives:

- Explain how to apply the Humanitarian Charter and Minimum Technical Standards in humanitarian action,
- Describe different applications of the Sphere handbook within the humanitarian sector,
- State the principles of adult learning and apply them to designing and running a training session,
- Enable the trainees to design a training session, including the aims and objectives,
- Allow the participants to practise a range of training skills and techniques,
- Demonstrate how to select appropriate activities, materials and resources for training staff in Sphere,
- Describe how to carry out a rough learning needs assessment,
- Describe methods to evaluate training programmes,
- Demonstrate how to prepare for conducting training on Sphere.

The course was divided into two main parts: 1) an introduction on how to apply the Sphere Handbook in all stages of the project cycle and disaster preparedness work; and 2) facilitation skills and practicing delivering Sphere sessions. The timetable is attached in Annex 2.

Day 0 (the evening before day 1), Sat 15th Jan 2011

In the evening prior to the first day of training, participants were invited for an informal and social gathering at the training venue for a welcome and introduction. Ice breaking activities were done and enjoyed. A very brief overview on the course objectives was given by the lead trainer, before participants were invited to help themselves to the drinks, snacks and refreshments.

Day 1, 16th Jan 2011

This was the opening day of the training course. Overview introductions, participants' expectations, explaining course objectives and schedule, setting ground rules and explain some administration issues were done. After that, two sessions (Blocks 2 and 3) were conducted to give an overall introduction/ review on the Sphere project including the Humanitarian Charter and the minimum standards. The following



session (Block 4) addressed the humanitarian charter with more depth and analysis. Participants were given a case study and were asked to work in groups. Towards the end of the day participants were briefed on the next day mini sessions tasks and some preparation guidance.

Day 2, 17th Jan 2011

The day started with a 15 minutes recap by two participants. The first session (Block 6) was about project cycle management in the light of Sphere standards. With special focus on the Sphere common standards, all stages of project cycle were explained. Due to time limitation we chose to practise only the stage of assessment and how to use Sphere as a helpful tool in that. Participants were given a case study of the 'Demenostan' situation, were divided into three groups and each group was asked to conduct an assessment using one of the standards. This session was in away an induction to the following session (Block 7)



Visualisation Session (Block 7)

Participants were divided into four groups and asked to spend 20 minutes at each of four outdoor stations (shelter, NFIs, water, food& nutrition). At each station, groups were exposed to some recommended items, opening the Sphere handbook and have a discussion with each other and the facilitator, examining e.g. how appropriate the recommended standards are.



Water station:

Participants were requested to carry water containers for 200 metres and explain to the rest the emotional and physical feelings. They also got the chance to see and use some of WATSAN equipment that are used in real disaster response situations:



Shelter station:

Participants were requested to erect a family tent for the next group to live in and describe their feelings should they have to stay in the tent for 6 months, and reflect on possible uses of the spaces:



Food and nutrition:

Participants were exposed to different components of a typical food ration and were asked to form a food ration for one person for a day according to Sphere standards and have a discussion around the components of the food ration and suitability to disaster affected population:



NFIs station: participants were given a random number of NFI items with different sizes and quantities. They were asked to compile a hygiene kit for a family of 5 and have a discussion around each item with the facilitator using the Sphere standards, indicators and guidance notes:



All participants commented that this session as most beneficial, enjoyable and interesting as it has given them clear visualisation of real situations and has put theory into practice.

Block 8: Constructive Feedback

In this session participants learned how to give and receive constructive feedback. Different techniques and examples were also presented. This session anticipated and paved for the following one of participants mini sessions.

Block 9: Participants Mini Sessions

This session was linked to the pre-course assignment where participants had been requested to prepare a short presentation on certain topics. Participants were divided into three groups and did the mini-sessions in three different rooms. All mini-sessions were filmed and after each mini-session there was a brief review of the session, including using the video. All participants also received a recording of their mini-session the following day to review again at home.



Block 10:

The day was ended by 30 minutes of general feedback on the mini sessions and reflection on lessons learned to take forward to the maxi-sessions.

Day 3, 18th Jan 2011

The day again started with 15 minutes of recap to the previous day by two participants.

Block 11: Adult learning

This session focused on principles of adult learning including the psycho-social aspects and adult learning theories. Participants learned the key differences between adult and children/youth learning. They have also learned the importance of going through the three steps of Education, Reconciliation and Retention techniques.



Block 12: Role of Training and Training Skills

This session started by brainstorming on what makes a good trainer. After that participants learned the difference between trainer and facilitator, the role of each of them, and the relationship between the two roles. They also learned some of the efficient educational methodologies, skills, and techniques on teaching adults.



Block 13: Managing Difficulties

In this session participants learned how to deal with difficult situation and difficult people in process of training and facilitation workshops. Then participants were given divided into groups and each group was given two difficult situations to handle. After that groups presented their solutions and listen to other feedback and trainers' advices.

Block 14: Preparation for maxi-sessions

In this session participants were given some guidance and tips on how to start preparing for their maxi sessions. It was emphasised throughout this session that the maxi-sessions were intended to be an example for the trainees on how to plan and hold training courses and workshops. On the other hand it was part of getting participants mastering Sphere throughout teaching it in an attempt of applying the learning though teaching approach.

Day 4, Wednesday 19th Jan 2011



As usual the day started by 15 minutes recap by two participants.

Block 16: Audiovisual Aids

In this session different types of visual aids were identified and trainers highlighted the importance of using them, how to use them, when and when not to use which aid. Types of tools and techniques were linked to the training principles that were explained in previous sessions. A group work exercise to demonstrate the pros and cons of some visual aids was also used.

Block 17: Assessing learning needs

In this sessions participants learned how to conduct learning needs assessment within their places of work and how to plan and design for training activities/ workshops.

Blocks 18 and 19:

Participants were given all afternoon to prepare for their maxi sessions. Trainers were available in the main training room to provide any advice or answer participants' queries.



Day 5, 20th Jan 2011

The day started with 15 minutes recap of the previous day by two participants.

Note re blocks 21- 28: these were plenary sessions where each group of participants, consisting of 3 or 4 trainees, were asked to present a full session on their chosen or allocated topic. Each session lasted 70 minutes. This was recorded by a cameraman. After each session there was a 15 minutes feedback slot on the presented session and 5 minutes review of the recording of the session. Note that the total number of maxi-sessions was 6 only and not 8 as shown in the original course schedule. That is was due to the number of the whole group.

Block 21: Maxi-Session-1: Health and Hygiene

In this session the group trained their fellow participants on the Sphere health and hygiene standards. They have used a good and well suited variety of tools including PowerPoint, Flip Chart, as well as other visual aids as show in the pictures below:



Block 22: Maxi-Session-2: Food and Nutrition:

In this session the group trained their fellow participants on the Sphere food and nutrition standards. They have used a good and well suited variety of tools including PowerPoint, Flip Chart, as well as group work exercise:



Block 23: Maxi-Session-3: Common Standards:

In this session the group trained their fellow participants on the Sphere common standards and how are they used in project cycle management . They have used a good and well suited variety of tools including PowerPoint, Flip Chart, as well as group work exercise:



Day 6, 22nd Jan 2011

The day started with 15 minutes recap of the previous day by two participants.

Block 26: Maxi-Session-4: Shelter:

In this session the group trained their fellow participants on the Sphere Shelter Standards. They have used a good and well suited variety of tools including PowerPoint, Flip Chart, as well as group work exercise (case study):



Block 27: Maxi-Session- 5: Humanitarian Charter:

In this session the group trained their fellow participants on the humanitarian charter. They have used a good and well suited variety of tools including PowerPoint, Flip Chart, as well as group work exercise (case study):



Block 28: Maxi-Session- 6: NFI:

In this session the group trained their fellow participants on Sphere NFI standards. They have used a good and well suited variety of tools including PowerPoint, Flip Chart, as well as group work exercise:



Day 7, 23rd Jan 2011

The day started with 15 minutes recap of the previous day by two participants.



Block 31: Exchanging Experiences:

In this session participants were given the chance to present their organisation's experience in Sphere and their work, and share experiences with the rest of the group.

Block 32: Preparing a Sphere training workshop

In this session participants were taught how to plan, design, and conduct a training workshop. After that Participants were divided into four groups and were asked to plan for a training workshop within their workplaces. Although this exercise was done towards the end of the training course, participants showed an enormous amount of seriousness and commitments. Many of them were very keen to go back and implement these plans within their workplaces. Many have promised to send Sphere and OC their training report.

Block 33: Institutionalising Sphere within work place

This session started with brainstorming on the importance, relevance and feasibility of Sphere getting used and institutionalised in participants workplaces. Following that, participants were introduced to some useful techniques and methods on how to institutionalise Sphere within their work. Then participants were divided into groups where relevant agencies worked together and produced a plan on how to institutionalise Sphere within their work places and agencies.

Block 34: Open Discussion:

In this session the training team revisited the parking lot and ensured that all issues are addressed. Participants were also given the opportunity to ask or raise any query they had on the training.



Day 8, 24th Jan 2011

The day started with 15 minutes recap of the previous day by two participants.

Block 35: Sphere website:

All participants brought their laptops and were connected to the internet. The facilitators inducted them to the Sphere website and made them practise by finding some of the information that they may need in the future. Also they were taken through the step by step

registration tour on the Sphere website and ensured that by the end of the session all participants have submitted registration in Sphere website as graduate of Sphere TOT.

Block 36: Evaluation and Graduation:

Final evaluation of TOT course and handing certificates to participants.

PARTICIPANTS FEEDBACK

Throughout the course, participants were able to give their feedback and input using various methodologies such as daily evaluations or peer reviews. A final evaluation (see results hereafter) was completed on the last day by the entire group to capture the overall impressions on the ToT and evaluate whether the respective objectives and expectations of various participants had been met.

Final Evaluation

Different methods were used to evaluate the course and measure impact. On the one side, a collective evaluation was done by all participants, in which they had to provide their inputs on the following questions: 1) which part of the training was the most interesting for you? In what way?; 2) how are you going to insert the tools, knowledge and learnt lessons you have gained from this training into your work?; 3) what modifications would you suggest for similar future workshops?; 4) do you think that your participation in this course will positively affect your coordination efforts with other organisations? If yes, in what way?; 5) Any other comments? On the other hand, each participant was asked to individually fill in the final evaluation form, a summary of which can be found below:

| (5 = excellent; 3 = average; 1 = unsatisfactory) | 5 | 4 | 3 | 2 | 1 |
|--|----------|----------|----------|----------|----------|
| Workshop objectives have been met | 8 | 9 | | | |
| Your personal objectives have been met | 3 | 13 | 1 | | |
| Relevance of workshop content to your activities | 6 | 8 | 3 | | |
| Methods used (variety, interest) | 13 | 4 | | | |
| Place and duration of workshop | 6 | 9 | 1 | 1 | |
| Quality of the examples used by facilitators | 13 | 3 | 1 | | |
| Quality and relevance of training material and handouts | 12 | 4 | 1 | | |
| Logical organisation and coordination of sessions | 10 | 6 | 1 | | |
| The selection of external speakers | 5 | 3 | 1 | | |
| Practical organisation, quality of support used | 11 | 5 | 1 | | |
| Total number of participants who filled in feedback forms: 17/ 17 | | | | | |

2) Which part of the training was the most interesting for you? In what way?

- The practical parts. Practise helps in the retention of what has been learnt.
- Types of trainers
- Sphere common standards
- Project Cycle Management
- Teaching principles and the difference between them
- Humanitarian principles and standards. Learning them helps good practice in real life situations.
- Maxi Sessions
- Planning for a training workshop
- Sphere introduction
- Exchanging experiences



- Training methodologies
- Teaching and training adults
- Visualisation activities/ day
- Practical training
- Competitions
- Video recording of mini and maxi sessions. It helps in self evaluation
- Trainers keenness to always bring lively activities, energisers and ice breaking activities.
- Lute playing and other entertaining parts
- The harmony and smoothness between the sessions
- Discussion times
- Using the education, reconciliation and retention approach throughout the course.
- Working in groups
- Variation in the training styles

3) *How are you going to integrate the tools, knowledge and learnt lessons you have gained from this training into your work?*

- Through better coordination with other agencies
- Monitoring and evaluation throughout the project life, using the Sphere standards
- Raising the awareness of work colleagues and aid workers of the importance of Sphere standards.
- Holding Sphere training workshops within my place of work
- Holding Sphere training workshop within my organisation for decision makers during disasters
- Using the Sphere standards in my disaster, preparedness and response action plans
- Apply Sphere standards throughout my work
- Training fellow colleagues using the theoretical and practical methods
- Taking into consideration that teaching methodologies are different
- Thinking out of the book can help sometimes
- In every aspect of my work
- Building capacity activities within my place of work

4) *What modifications would you suggest for similar future workshops?*

- I suggest that we should continue communicating amongst each other
- I suggest that there should be 2 days follow up meeting between trainers and participants within the next 6 months.
- Reviewing the time schedule
- Nothing
- Extending the ToT course to be for two full weeks
- More visualisation and simulation activities
- More experienced participants will further enrich the group
- Encouraging more ladies to join and participate in the ToT course
- Nothing, excellent course!
- Sphere book should be sent to participants well in advance before the start of the course
- The course should be shorter in terms of time
- The Visualisation part should be much longer
- To live in a disaster situation for two days with the group
- Informing us in advance of any recreational activities so that we bring the needed clothes



- Having an expert guest speaker as kind of variation
- Holding some sort of competition with other regions or countries

5) Do you think that your participation in this course will positively affect your coordination efforts with other organisations? If yes, in what way?

- Yes, it has improved my awareness in providing aid
- Yes, getting to meet and know more people and exchange experiences with them
- Yes, I am able now share what I have learnt with other agencies I deal with
- Yes, by standardising work objectives and standards
- Yes, by better understanding to the roles and responsibilities of other organisations and sectors
- Yes, I am going to arrange for regular meetings for this purpose
- Yes, by training and liaisons with other organisations
- By promoting Sphere standards to other agencies

6) Any other comments?

- Many thanks to training team
- Nothing, thanks you
- Thanks to all
- Considering more visualisation and practical exercises
- Making competitions during the course
- Spending one day cooking and eating together while holding discussions
- Excellent course
- Congratulations to all participants on finishing this course with excellence. I also thank the training team for such professionalism and hard efforts.
- I wish to be able to participate in another Sphere course soon
- Holding a meeting between the participants in the future to see what everyone has done and learn from each other.

Another form of evaluation was used in order to measure what participants learned, enjoyed and what practical changes are likely to occur in their behaviour as a result of the training. Flipcharts were placed on the table with the following headings: 'I enjoyed', 'I did not enjoy', 'I learnt', 'I did not learn', after this workshop I will, and after this workshop I will not. Participants were given thick markers and were asked to pen their observations on the relevant flipcharts. Below is a summary of the flipchart comments produced by participants:

To measure what participants have learned most

In This Course I have learnt:

- Sphere's manual
- Training Skills
- Preparing for Courses
- Training methods and techniques
- The meaning of the word "Sphere"
- Changing in Training methods and techniques
- Working on reaching for each trainee's level
- Creativity and quality
- Practical and field application
- Experiences Exchange
- The importance of working in teams more than individually
- Sphere's manual and using video and learning methods.



In This Course I have learnt (2):

- Sphere's projects connotations and applications
- Advanced and effective teaching and learning methods
- The importance of self-reflection from the respective of the others, especially in learning field
- Sphere
- Entertainment during the course
- Using the video
- Using the gallery
- Adult Education principals
- Good planning
- Training techniques diversity
- Creating a pleasant atmosphere
- Gaining knowledge from experts and applying the standards in the project through Sphere

After this Course I have learnt that:

- Sharing with others is much better and cool!
- Giving the course enough amount of interest and organization
- Time management and training techniques
- Working according to Sphere's standards
- Working under pressure, planning and controlling the time
- Principals of professional relief work
- Organizing courses and working as a trainer
- Using Sphere in my work

To measure what they have and/ or haven't enjoyed most

In this course I have enjoyed:

- Meeting people with different backgrounds
- Enjoyed more than the routine work and gained a very good experience
- The importance of pleasant surroundings and diversity on focusing
- The journey
- The general surroundings
- Diversity of opinions
- Interaction (the plane game)
- The Cruise
- The training and learning atmosphere
- Cooperating with colleagues in preparing for lectures
- General discussions and working in practical, cooperative groups
- Field work
- Field trip
- Enjoyed meeting new friends and gaining experience
- Time management
- Learning new training techniques and new splendid friends
- Learning how to benefit from others
- Enjoyed the group and trainers
- Enjoyed meeting this group
- Enjoyed intimacy and extraordinary training surroundings

In this course I haven't enjoy:



- Nothing
- Experiences from the previous categories in Sphere training
- How to be professional cool dude!
- Time management
- Short duration of the course
- Oud session
- Riding horses
- Visiting more sightseeing in Abu Dhabi
- Lateness after the allocated time for each class

To measure the likelihood of changing in behaviour in future:

After this course I will:

- Use most of the training techniques and caring for the atmosphere and the temperament state of the trainees
- Making sure of the good utilization of time
- Using videos for watching the training
- Giving a course in the institution, exchanging experiences among institutions through meetings and visits
- Apply field training with my family first (my children) to learn about the Humanitarian chart and relief
- Sharing others on Sphere's course

After this course I will not:

- Before anything, categorizing people according to personality types
- Working below the minimum standards
- Working without making sufficient study
- Traditional lectures, and implementing a project without making Feasibility study
- Considering the relief work an unorganized work, rather considering it a professional and organized work.
- Diminishing myself among the trainees
- Arranging tables in a "U" shape

ACKNOWLEDGEMENTS

The training team wish to express their gratitude to the UAE Office for Coordination of Foreign Aid (OCFA) team for all their support before and during the course. Special thanks are due to Mr. Sultan Al Shamsi the OCFA Executive Director for his generous help and commitment towards bringing the UAE aid workers to the best level of knowledge and practise in the humanitarian field. Many thanks also to all the participants who proved throughout the course to be innovative and so keen to learn, share experience and make new and distinguished contributions. We wish you all the best, and hope to meet you again in our joint mission of serving humanity.

LESSONS LEARNED & RECOMMENDATIONS

- It is clear from participants evaluations that most of them expressed special interest in the visualisation session. Many of them recommended that such session needs to longer than 90 minutes and it should be done in a full day or at least half a day.
- The fact that not all participants resided in the hotel has in a way challenged the creation of efficient learning environment. It should be persisted in future TOT



courses the importance of all trainers and participants to be fully residential within the training venue.

- As there were only three female participants attending the course, the group was not well gender balanced. In future ToT's the organisers may need to invest more efforts in encouraging more females to apply for the course.
- Based on participants' feedback and final evaluation, having a half a day break in the middle of the programme is strongly recommended, in addition to the half day allocated for the maxi session preparation.
- Having participants from the three sectors (governmental, private and NGOs) representing various institutions, has enormously enriched the course and made it more lively and interesting for participants.
- January is one of the best times to conduct training in UAE, as the weather is nice and venues/ hotels are less busy and more convenient.
- It is clear from participants feedback and evaluation form that even adult learners like to learn through fun. The number of ice-breakers and energisers used was highly appreciated by participants.
- Applying the education, reconciliation and retention approach proved once again its efficiency.
- Finally, the fact that the course did not include any kind of formal exams or tests has once again proved to be effective, and have made participants learn in a relaxing but with great interest mode.

Annex 1: List of participants

| Participants Profile List | | | | | | | |
|---------------------------|---|-------------------------------------|-----------------|-----------------|---|--|--|
| No | Picture | Name | Mob no. | Tel no. | Organisation | Job position/ title | E-mail address |
| 1 |  | Humaid Rashed Al shamsi | 00971-556126440 | 00971-556126440 | UAE Red Crescent | Manager of Relief and Emergency Dept. | sunmoon490@hotmail.com |
| 2 |  | Abdulla Mohammed Al Khabi Al Shuhai | 00971-506860333 | 00971-608087792 | Islamic Affairs & Charitable Activities Dept. | Sr. Executive & Charitable Activities Sec. | akhubi@iacad.gov.ae |
| 3 |  | Ahmed Saeed Mohammed | 00971-506860333 | 00971-46087792 | Islamic Affairs & Charitable Activities Dept. | Projects and Relief Manager | asalem@iacad.Gov.ae |
| 4 |  | Wamid Sami Othman | 00971-507604719 | 00971-4-2682000 | Dubai Charity Association | IT | dca_emirates@hotmail.com , wameed76@yahoo.com |
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Annex 2: Sphere TOT Timetable, Abu Dhabi, UAE, 6th -24th Jan 2011

| Time | Day 1, 15 th Jan | Day 2 Sun, 16 th Jan | Day 3 Mon, 17 th Jan | Day 4 Tues, 18 th Jan | Day 5 Wednes, 19 th Jan | Day 6 Thurs, 20 Jan | Day 7, Fri, 21 st Jan | Day 8 22 nd Jan | Day 9 23 rd Jan | Day 10 24 th Jan |
|--------------|-----------------------------|---|---|--|---|---|----------------------------------|---|--|---|
| 8:45 | | | Recap of Previous day | Recap of Previous day | Recap of Previous day | Recap of Previous day | | Recap of Previous day | Recap of Previous day | Recap of Previous day |
| 9:00 – 10:30 | | Block (1) Course Opening | Block (6) Project Cycle and Common Standards (Wasim) | Block (11) Adult learning principles (Moustafa) | Block (16) Using Audiovisual aids (Wasim) | Block (21) Maxi-Session Led by participants | | Block (26) Maxi-Session Led by participants | Block (31) Exchanging experiences between participants | Block (35) Sphere website Induction and Registration (Zafarani) |
| | | 10:30 – 11:00 | Break | | | | | | | |
| 11:00- 12:30 | | Block (2) Introduction to Sphere Project (Moustafa) | Block (7) Visualization of technical standards and indicators (All) | Block (12) Role of trainer and training skills (Wasim) | Block (17) Learning needs assessment and designing a training workshop (Moustafa) | Block (22) Maxi-Session Led by participants | | Block (27) Maxi-Session Led by participants | Block (32) Preparing for Sphere training workshop (Moustafa) | Block (36) Final Evaluation and Closing |
| | | 12:30 – 13:30 | Lunch and Prayer Break | | | | | | | |
| 13:30- | Arrival of | Block (3) Introduction to Sphere Project (Moustafa) | Block (8) Constructive feedback (Moustafa) | Block (13) Dealing with difficult situations and | Block (18) Participants preparing for their maxi- | Block (23) Maxi-Session Led by participants | | Block (28) Maxi-Session Led by participants | Block (33) Institutionalising Sphere at work | |



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|---------------|-----------------------------|--|--|--|--|---|--|---|--|
| 15:00 | participants | | Introduction to Mini-Sessions (All) | difficult people (Moustafa) | sessions (All) | | | (Wasim) | |
| 15:30 – 15:00 | | Break | | | | | | | |
| 17:00 – 15:30 | Reception and Introductions | Block (4) Humanitarian Charter (Wasim) | Block (9) Mini-Session presented by participants | Block (14) Preparation for Maxi-Sessions | Block (19) Preparation for Maxi-Sessions | Block (24) Maxi-Session Led by participants | | Block (29) Maxi-Session Led by participants | Block (34) Open discussion (All) |
| 17:00 – 17:30 | | Block (5) Preparing for mini-sessions (Zafarani) | Block (10) Reviewing mini-sessions (committee) | Block (15) Consultation and Guidance | Block (20) Preparation for Maxi-Sessions | Block (25) Practical Guidance | | Block (30) Practical Guidance | Final Dinner |
| | | Blocks focusing on Sphere Content | Blocks focusing on Adult learning | | Blocks focusing on participants practice | | | | |

The training started every day at 8:45am and finished at 5:30pm. Most sessions did not take more than 90 minutes each. Most breaks did not take more than 30 minutes. There was one hour per day for lunch break.