



UNITAR Iraq Fellowship Programme

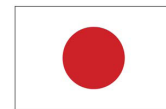
*Entrepreneurship and Leadership
Youth Training Programme*
2018 Cycle Project Completion Report



United Nations Institute for Training and Research



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From
the People of Japan



Questions or queries?

Please contact the Training Associate for Iraq, Mr. Shamsul Hadi Shams at Shamsul.SHAMS@unitar.org

The full Project Completion Report, including individual workshop reports and evaluation results, is available at : www.unitar.org/hiroshima

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Executive Summary

The United Nations Institute for Training and Research (UNITAR) Hiroshima Office, through the financial support of the People and Government of Japan, implemented the third cycle of the UNITAR Iraq Fellowship Programme: Entrepreneurship and Leadership Youth Training (hereafter “the programme”) between September 2018 and March 2019. Focusing on needs assessment, project management, leadership, and entrepreneurship and social entrepreneurship skills, the six-month capacity-building training programme offered scholarships to 24 Iraqi Fellows and Coaches from the public sector, private sector, academic institutions, and civil society organisations. The programme consisted of four workshops—two in Baghdad (Iraq), one in Istanbul (Turkey), and one in Hiroshima (Japan). To expand the geographical scope of the programme beyond Baghdad, the 2018 programme saw the launch of an online call for applications to reach out to youth from all parts of Iraq, who make up the majority of Iraq’s population.

Designed for junior- to mid-career-level Iraqi professionals, the programme’s capacity-building framework supported the development of entrepreneurial skills of Fellows looking to address local needs through innovative and creative business solutions. Providing youth with the knowledge, skills and attitudes to promote grassroots capacity development for small and medium enterprises at the local and regional levels are critical elements of the eventual sustainable development of Iraq. Social entrepreneurship has a promising future in addressing issues related to social, economic, and environmental development, all critical factors for durable peace and lasting stability. In addition to strengthening the Fellows’ knowledge in social entrepreneurship, the programme offered skills training in Needs Assessment, project development and implementation, and leadership, all of which are essential for creating an environment to promote entrepreneurship and carrying out entrepreneurial initiatives. Twenty-one project proposals were developed based on the findings of the needs assessment and subsequently presented by the Fellows following the completion of the Programme.

The programme also encouraged peer learning, knowledge sharing, and the formation of a network of practitioners in Iraq. Furthermore, the programme facilitated South-South learning through providing Fellows access to a regional network of entrepreneurs and experts in project development and implementation from countries including Afghanistan and Jordan.



Lessons Learned

THE IRAQI CONTEXT IS CONDUCIVE TO ENTREPRENEURSHIP AND SOCIAL ENTREPRENEURSHIP:

Compared to other conflict-affected countries, where patchy internet access and other communication issues often hinder organisations' ability to function, Iraq has thriving social and business networks, both online and offline. Throughout the 2018 programme cycle, UNITAR experienced first-

hand how participants utilized social media to spread awareness of the programme and of their own related activities. Social networks are also highly relevant to entrepreneurship and social entrepreneurship, where disseminated information about an organisation or service, as well as interaction with the community an organisation is servicing, is critical to an enterprise's effectiveness and

success. Iraq's young population suited to utilize the new technologies and social networks present in the country to address their communities' numerous and evolving needs through social entrepreneurship.



Japan serves as a model for post-conflict recovery during the visit to Tokyo and Hiroshima in Workshop III.



EXPERTS FAMILIAR WITH THE LOCAL SITUATION CONTRIBUTED TO CONTEXTUALIZED LEARNING:

UNITAR works with local partners to ensure the success and applicability of the training.

UNITAR's Baghdad-based staff and other local partners, such as a Resource Person from UNDP Iraq and Zain Telecommunication Company, were helpful in relating programme content to the current local situation in Iraq. With regard to security, although risk management is always an aspect of UNITAR's training on project development and social entrepreneurship, it is especially relevant in countries still experiencing conflict like Iraq. Local expertise is indispensable when working in conflict-affected areas, and the inclusion of said expertise helped make the programme highly relevant to the participants' needs. Partnership with Zain Telecommunication as well as The Station, which run an incubator that provides aspiring entrepreneurs with resources and space to work free of charge, introduced Fellows to current entrepreneurship opportunities that exist close at hand.

THE DIVERSE, MULTI-SECTOR GROUP OF FELLOWS ENCOURAGED PEER LEARNING AND COLLABORATION:

Fellows came from various organisations and sectors and brought diverse knowledge and experiences to the programme. Many highlighted that, through group work and assignments, they were working in multi-sector teams for the first time and that they would continue to utilize a multi-sectors perspective after they finished the programme. They noted the programme presented an opportunity to work together for a common goal: to create a better future for the people of Iraq. The multi-sector approach enriched the entire programme and proved essential and effective in building trust, friendship, and a network of like-minded Iraqi youth. Furthermore, the promotion of public-private partnerships is essential to the long-term economic stability of Iraq, as the public sector is responsible for creating an environment in which entrepreneurship and social entrepreneurship can flourish; such an environment can then have a tangible positive impact on the socio-economic development of Iraqi society.

Although Fellows did not all begin the programme with the same level of knowledge about social entrepreneurship, which could have hindered teamwork and small group dynamics, in practice Fellows cooperated as they undertook practical exercises; they helped each other contextualize the learning to their various professional experiences. The learning needs of both those who already had entrepreneurship skills and those with less experience needed to be incorporated in the programme's design; UNITAR staff and our Resource Persons rose to the challenge and created a nuanced programme that addressed Fellows' needs and facilitated communication between Fellows from diverse sectors and professional experiences.

GENDER EQUALITY HAD A POSITIVE INFLUENCE ON THE GROUP DYNAMIC

One of the key characteristics of the programme was the gender ratio among Fellows, which is closely related to the Sustainable Development Goal 5. Eleven out of twenty-one of the 2018 programme participants were women, coming from various public sector, private sector, academic institutions, and civil society organisations. The majority of female Fellows were highly educated, competent, and vocal in sharing their experiences and opinions, which contributed to constructive discussion and informative debate within the group. Occasionally Fellows were more reserved due to a lack of confidence in their English ability, but this issue affected Fellows of both genders. In the future, UNITAR will make sure to nurture Fellows' confidence along with their knowledge and skills.

Gender balance among participants enriched the quality of workshops by women and men's active engagement and input in practical exercises, group discussions, and teamwork. It is observed by staff that male Fellows respected their female counterparts' strength and accepted women's current and potential contributions to the areas of entrepreneurship, leadership, and development in Iraq. To increase the number of skilled female leaders who can have a positive impact on Iraqi society, UNITAR took concrete steps to improve the gender balance in the 2018 cycle of the programme compared to the 2016 cycle.

THE SHARING OF NEEDS ASSESSMENT RESULTS POSITIVELY IMPACTED THE PROGRAMME

The UNITAR Hiroshima Office always undertakes a Needs Assessment with participants following their acceptance to a programme. The assessment results help determine the instructional design of the programme; they are also shared with Resource Persons. Fellows undertook an initial needs assessment questionnaire regarding the content of the programme during the orientation workshop in Baghdad. An anonymised summary of the needs assessment results was shared with Fellows during Workshop II and was addressed during presentations and practical exercises sessions. Fellows indicated that exposure to these results allowed them to identify issues they all faced in their work.

The needs assessment results indicated that Fellows wished for more focused training around entrepreneurship and teambuilding. The assessment data showed that more than half (67%) of the Fellows already had a role related to promoting entrepreneurship and social entrepreneurship at their work. To address the gap in Fellows' knowledge of entrepreneurship, introductory sessions were incorporated in the programme to outline the concepts of entrepreneurship and social entrepreneurship, as well sessions examining teambuilding and teamwork.

BUSINESS PROPOSAL WRITING AND PRESENTATION SKILLS ARE HIGHLY RELEVANT TO FELLOWS' NEEDS

Both UNITAR staff and the Iraqi Fellows understood the skill level and preparation necessary for writing and pitching effective business proposals to donors. Elements of effective, comprehensive proposals, such as the results of an objective Needs Assessments, a sound budget, and detailed risk mitigation and monitoring and evaluation sections, were emphasized throughout the programme.



Fellows also honed their presentation skills through multiple opportunities to present their Needs Assessment results and project proposals, along with presentations related to group exercises undertaken during workshops. Constructive comments on presentation style were always part of the feedback from UNITAR staff and Resource Persons.

Fellows have the chance to meet alumni of the programme through Coaches, former Fellows, who work with the current Fellows, advising them on their projects.

TRUST-BUILDING IS KEY TO CONDUCTING A SUCCESSFUL A NEEDS ASSESSMENT (NA):

To compliment what Fellows learn during Workshop II, one of their assignments is to conduct a robust and objective Needs Assessment (NA) in the field. Fellows highlighted challenges to conducting an NA, such as the political and security environment in Iraq, people's learned distrust of public servants and NGOs, and identity politics. Building the relationships and trust necessary to receive honest feedback to a Needs Assessment takes time. In future iterations of the programme, UNITAR staff and Resource Persons will make sure Fellows understand the time required to thoroughly carry out their Needs Assessment Assignment, as well as provide advice for building relationships with a target community.

FELLOWS SOMETIME FIND IT DIFFICULT TO OBTAIN FUNDING FOR PROJECTS:

Following the programme's completion, Fellows sometimes faced challenges obtaining funding for the projects they had developed throughout the programme. Reasons for this may include mismatches between supply and demand or insufficient networking and trust between Fellows and potential donors. In order for Fellows to be able to secure funding for their projects, in future programme cycles UNITAR plans to provide deeper training on project champions and other topics that can help Fellows implement their projects.

INTRODUCING LOCAL COACHES FOR THE 2017 AND 2018 CYCLES

In UNITAR's other fellowship programmes, coaches are standout graduates from previous cycle who are assigned with providing daily coaching during workshops, as well as regular mentoring and overall guidance on the programme's assignments and requirements to Fellows. Coaches play an important role to help contextualize the learning to local realities. Coaches receive additional "Coaching for Coaches" training as a contribution for their further personal and professional development.

Since the 2016 programme was the very first cycle, local Coaches could not be assigned. UNITAR introduced local Coaches for 2017 and 2018 Cycles. Volunteering their time, insight, and experience, Coaches are an important element of the programme and an invaluable asset to the timely delivery and quality of the programme.

Using hands-on methods, the Fellowship engages the participants every step of the way.



Strategic Alignment

The UNITAR Iraq Fellowship Programme is a comprehensive training programme that supports Transforming our World: the 2030 Agenda for Sustainable Development. The programme will contribute to the following Sustainable Development Goals (SDGs) and targets:

GOAL 4 – QUALITY EDUCATION

- 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

GOAL 5 – ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

- 5.5 - Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

GOAL 8 – DECENT WORK AND ECONOMIC GROWTH

- 8.3 – Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

GOAL 10 – REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

- 10.2 – By 2030 empower and promote the social, economic and political inclusion of all, irrespective of age, sex disability, race, ethnicity, origin, religion or economic or other status.
- 10.b - Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes.
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GOAL 16 – PEACE, JUSTICE AND STRONG INSTITUTIONS

- 16.6 – Develop effective, accountable and transparent institutions at all levels.

About UNITAR

INTRODUCTION

The United Nations Institute for Training and Research (UNITAR) was established in 1965 as an autonomous body within the United Nations, and is headquartered in Geneva, Switzerland. The mandate of UNITAR is to enhance the effectiveness of the work of the United Nations and its Member States in the field of peace and security and in the promotion of economic and social development. UNITAR designs and conducts worldwide some 500 different training activities per year for more than 40,000 beneficiaries, including diplomats and other government officials, non-governmental representatives and local authorities.

UNITAR HIROSHIMA OFFICE

The United Nations Institute for Training and Research (UNITAR) has many years of Institutional experience in training on development issues, formulating unique methodological approaches, focused upon the needs of adult learners. The UNITAR Hiroshima Office, through its long experience in designing and delivering training for post-conflict countries, including Iraq, South Sudan, and Afghanistan, also has a unique understanding of the needs of beneficiaries in such environments.

In addition, and by virtue of its location in the symbolic city of Hiroshima, the UNITAR Hiroshima Office is also able to expose participants to the post-conflict reconstruction story of the city, as well as to the policies and processes implemented which today see a citizenry devoted to peace education, and the memorialisation of tragedy for the benefit of future generations.

UNITAR, as the key UN agency specialising in adult learning and instructional design, is all too aware of the shortcomings of traditional face-to-face training workshops: the short period of engagement, and a lack of follow-up and knowledge transfer monitoring. Acknowledging this, this programme sees both a longer time frame, incorporating two face-to-face sessions, and is augmented further by asynchronous training modules, and participant-led projects.

*UNITAR designs and conducts
worldwide some 500
different training activities
per year for more than
40,000 beneficiaries.*





The Fellowship

ABOUT THE FELLOWSHIP

Economic development is crucial to promoting stability and development, particularly in conflict and post-conflict areas, as limited economic opportunities, including unemployment, are among the root causes of conflict and violence. Capacity building around needs assessment, project planning, and the sharing of best practices among entrepreneurs and small and medium enterprises can promote peace, stability, prosperity, and encourages the development of civil society. By providing Iraqi youth with skills in entrepreneurship, these youths can have an opportunity to participate and engage more meaningfully in society through developing local business, which can contribute to increased stability. Tailored to the current realities of Iraq, the UNITAR Iraq Fellowship Programme: Entrepreneurship and Leadership Youth Training (the programme) is a specialized capacity-building training providing Iraqi youth with skills in entrepreneurship and social entrepreneurship to be leaders in their communities. The programme took a robust approach to supporting Iraq's sustainable recovery and growth by focusing on project and business development, implementation, and leadership skills.

THE IMPACT OF ENTREPRENEURSHIP

Entrepreneurship and start-ups can help societies function more efficiently through addressing societal needs in a sustainable manner. While many potential businesses identify valid issues that can make a positive impact on communities, a clear understanding of processes that lead to successful start-up businesses is lacking. The programme aims to bridge this gap by providing participants with knowledge and skills to plan and implement successful businesses that can positively impact their communities.

FELLOWSHIP OBJECTIVES

The programme seeks to equip participants with key skills that can transform ideas into action. The programme helps to widen the community of skilled entrepreneurs in Iraq as they work to generate goods and services for the people of their country, specifically through focusing on:

- **Hard Skills:** Project and business planning, need assessment, implementation, sales strategy, evaluation - needed for effective project and business development and implementation.
- **Soft Skills:** Team work, communication, conflict identification and resolution, presentation, and leadership - needed for effective management of businesses and change.

FELLOWSHIP STRUCTURE

The Fellowship structure and learning objectives were determined through an extensive Needs Assessment process, undertaken with Fellows, augmented by consultations with Resource Persons,

FELLOWSHIP ASSIGNMENTS AND WORKSHOPS

ASSIGNMENTS	DOMESTIC AND INTERNATIONAL WORKSHOPS
Assignment I: Needs Assessment	Workshop-I Orientation Fellowship Structure and Fellows' Role and Responsibilities, Fellows' Learning Needs Assessment Baghdad, Iraq
	Workshop-II I Project Development and Implementation: Introduction and Theory Istanbul, Turkey
	Online Mentoring Sessions
Assignment II: Self-led Project	Workshop-III Project Development and Implementation: Practice (incorporating participant led projects) Hiroshima and Tokyo, Japan
	Online Mentoring Sessions
Assignment III: Presentation and Proposal	Workshop-IV Final Risk Mitigation, Budget, Monitoring and Evaluation, Change Management Baghdad, Iraq
	Three-month usage and knowledge transfer follow-up by UNITAR Hiroshima Office

NEEDS ASSESSMENT

At the inception of the Fellowship, a Needs Assessment was conducted with Fellows to determine the specific learning orientation to be addressed within the themes of the programme. The information gathered through this process was discussed with Resource Persons and incorporated into the instructional design of the programme.

PARTICIPANTS

FELLOWS

Fellows are the main beneficiaries of the Fellowship. Each Fellow is required to design and undertake a needs assessment, utilising the knowledge gained at Workshop I. This is followed by the development of a project proposal document, incorporating learning undertaken at Workshops II, as well as through the online mentoring sessions. The 2018 programme saw 21 Fellows, including 11 women, completing all the requirements of workshops, including 20 hours of individual work per month and 18 days of on-site training. The Fellows, young leaders from various sectors of Iraqi society, have gained knowledge and skills vital to promoting entrepreneurship, and by extension reconstruction and development, in Iraq.

RESOURCE PERSONS

Resource Persons are experts, practitioners, or academics in various disciplines from around the globe. Resource Persons (RPs) identified for the Iraq Fellowship Programme worked with the UNITAR Hiroshima Office to develop the overall instructional design and thematic focus of the programme. Resource Persons facilitated the main presentations of the programme, shared knowledge and expertise, and advised Fellows. In addition to attending Workshops in person, they also provided mentorship.

KEY ASPECTS OF THE FELLOWSHIP

ORIENTATION WORKSHOP

An orientation workshop for the 2018 Cycle of the programme was held in Baghdad, Iraq, on October 1-2, 2018. The aims of the session were for the 21 Fellows to undertake a needs assessment and to provide them with an overview of the programme, led by UNITAR staff. Fellows were introduced to the Fellowship processes and individual roles and responsibilities in conducting assignments, meeting deadlines, and achieving the overall goals of the Fellowship.

WORKSHOPS

The Fellowship consists of two domestic and two international Workshops, allowing for a review of assignments and the imparting of knowledge in preparation for subsequent sessions and projects. Workshop II introduced the participants to the concepts of needs assessment, entrepreneurship, and Social entrepreneurship, and best practice for assessing indigenous needs. Workshop III focused on the tools for effective communication and outlining successful business plans whether social or commercial along with practical elements of project development and implementation. Connecting these two workshops is a range of asynchronous training modules on topics such as risk mitigation, budgeting, monitoring and evaluation, and change management, alongside the assignments and project work participants undertake. The timeline of Workshops for the 2018 Cycle was as follows:

- Workshop I: 1-2 October 2018 – Baghdad, Iraq
- Workshop II: 14-20 October 2018 – Istanbul, Turkey
- Workshop III: 1-9 December 2018 – Tokyo and Hiroshima, Japan
- Workshop IV: 8-9 February 2019 – Baghdad, Iraq

ONLINE SESSION

Online sessions are Skype-based sessions facilitated by UNITAR to follow up on Fellows' progress and provide them with knowledge on specific themes relevant to completing their assignments. Recorded video presentations were provided as a backup in case the internet connection was unreliable. This was found to be effective, allowing for deeper review of presentations at convenient times and enabling Fellows who were not able to join the session to equally benefit from the online training.

ASSIGNMENTS

In order to contextualise and personalise the training being delivered, as well as to monitor and evaluate knowledge transfer and areas of continued need, Fellows were required to work on individual assignments throughout the Fellowship.

Assignment One: Each Fellow designed and undertook a Needs Assessment not restricted to her/his workplace to determine what gaps, needs, or social problems (inclusive of, but not restricted to, training needs) exist if addressed can contribute to the rebuilding of Iraq.

Assignment Two: Based on the findings of the Needs Assessments conducted in Assignment I, each Fellow developed a project proposal document incorporating elements from the Business Model Canvas, Theory of Change, Monitoring Plan, Risk Mitigation Plan, and Budget.

COMBINATION OF DIFFERENT TRAINING METHODS

The Fellowship undertakes a combination of different training methods with a series of skill-building activities, including, but not limited to: face-to-face Workshops; study tours; Mentor-Fellow communication; individual projects; team work; and distance learning activities.

BENEFICIARIES

The 21 Fellows (including 11 women) of the 2018 Cycle represented the following public, private, civil society and academic institutions and organisations:

- Bayt Alhikamah Law Firm
- BeeCable Company
- Center for Cancer Management
- DOT for Social Media
- E3A Co.
- Earthlink Telecommunications
- Kurdish Economic Development Organisation (KEDO)
- LukOil
- Mercy Corps
- Ministry of Construction, Housing & Public Municipalities, Republic of Iraq
- Ministry of Health, Republic of Iraq
- Ministry of Oil, Basrah Oil Company
- National Bank of Iraq
- Reach Organisation
- South Baghdad Gas Turbine Power Station
- Spell Studios
- The Mentor Initiative
- University of Wasit
- Thi-Qar University
- Zain Iraq Telecommunications

FELLOWS' PROJECTS

The projects developed during the 2018 Cycle, identified by Fellows as being key to the sustainable development of their organisations, ministries and Iraq itself, were as follows (see opposite page).

Fellows use the skills learned in the training to address issues in their own community.



	NAME	PROJECT	DEPARTMENT
1	Ms. Huda Abdul Sattar Jabbar Al-Asadi	KiDiC: Weight control of children between ages 5 and 10 in Basra	Lukoil
2	Ms. Halah Dheyaa Abdulhussein Al-Kamoosi	Happy Learning: Providing fun and interactive learning experiences for students in the summer	National Bank of Iraq
3	Ms. Basma Haitham Sabr Al-Kinani	SHE Organisation: Providing vocational training in quilt-making to displaced women in northern Iraq	DOT for Social Media
4	Mr. Layth Louai Salman Al-Obaidi	Train for Future (T4F): Increasing employment rate of orphans aged 18 and above through vocational skills training	E3A Co.
5	Mr. Hayder Hadi Maala Al-Ogaili	Code Café: First technology incubator supporting youth start-ups in Iraq	BeeCable Company
6	Ms. Tuqa Qays Fouad Al-Sheikh	Mind Trip: A website for Iraqis to measure their emotional well-being and track their progress	Zain Iraq Telecommunication
7	Mr. Aymen Raad Yaseen Alhasan	Be Green: Helping farmers in Siba subdistrict through an advanced irrigation system and the use of modern cultivation equipment	Ministry of Oil, Basrah Oil Company
8	Mr. Thualfukar Khalid Hassan Alshammarte	Natural Materials Store: Providing artisans in Diwaniyah City with equipment and raw materials to ensure sustainability and save money and time	Ministry of Construction, Housing & Public Municipalities
9	Ms. Fenk Asad Aziz	Empowerment of women in the rural areas around Sulaimaniyah City through intensive vocational training	Reach Organisation in Iraq
10	Ms. Hiba Amjed Fadhil	Parent Training Center: Providing a friendly space for parents and children to improve family bonds and build educational skills through a series of workshops and activities	Ministry of Health Bael Health Directorate, Iskendariya Primary Healthcare Center
11	Mr. Ahmed Ramz Sami Fakhri	Adulab: Improving job opportunities for IT engineer graduates in Baghdad through technical skills training in micro-controller and PLC programming	Farabi University College
12	Ms. Sarah Hasan Abed Karnoos	I Am Differently Able: Empowering and enabling the independence of young people with disabilities in Bablyon Governorate through skills training and physical and psychological sessions	Center for Cancer Management
13	Ms. Wasan Hussein Burhan Korgi	Women for Women Centre: Empowering divorced women through vocational and skills training workshops and psychological consultations	South Baghdad Gas Turbine Power Station
14	Mr. Hussein Hadi Mossa Mishbak	Food Waste for Green: Converting food waste into fertilizer and donating leftovers to charities	Thi-Qar University
15	Ms. Nada Mahdi Mohammed	Techno Women: Increasing employment of female programmers and technology graduates through practical trainings and workshops	Earthlink Telecommunications
16	Ms. Asseel Salam Neamah	Improving the quality of healthcare provided by private clinics through a database and online booking system	Iraqi Ministry of Health
17	Mr. Sarhang Ahmed Omer	Peesha: Making finding electricians and locating customers easy through a mobile app	The Mentor Initiative
18	Ms. Yasameen Falah Hassan Qalolos	Connecting clients with lawyers through a mobile phone application containing full profiles of lawyers	Bayt Alhikamah Law Firm
19	Mr. Akram Qadir Rashid	Grebast Network Project: Improving connection between offices and people	KEDO and Mercy Corps
20	Mr. Hassan Shamsaldeen	Extra Chromosome: Providing employment opportunities for people with down syndrome in Baghdad	University of Wasit
21	Mr. Hayder Alghurabi	Venture Capital: Investing in technology start-ups and proving skills training to entrepreneurs in Iraq	Spell Studios

GRADUATION

Participants were awarded a UNITAR Certificate of Completion upon participation in all Workshops, completion of all assignments to a satisfactory level, and final project presentation during Workshop IV.

EVALUATION

Each Workshop and Online Session was subject to an anonymous evaluation process undertaken at the conclusion of the programme. This incorporated both a self-assessment before-after questionnaire, outlining change in knowledge, as well as a feedback questionnaire, evaluating the pre-delivery content, the programme content and objectives of the training concerned.

OVERALL PROGRAMME EVALUATION:

Following the completion of the programme, UNITAR will undertake written evaluations at the following intervals:

- Three Months | Learning: Individual written evaluation to identify changes in skills, knowledge or attitudes (Kirkpatrick Level 2)
- Three Months | Application: Individual Written evaluation to identify on-the-job behavioural change to identify frequency and use of new skills, knowledge and attitudes, as well as barriers and enablers in this regard (Kirkpatrick Level

Fellows prepare their pitches during the course of the Fellowship.



Workshop I

1 – 2 October 2018 | Baghdad, Iraq

The UNITAR Hiroshima Iraq Fellowship: Entrepreneurship and Leadership Youth Training Programme 2018 Cycle began with Workshop I from 1 to 2 October 2018 in Baghdad, Iraq. Twenty-one fellows, including Resource Persons and UNITAR staff, took part in the workshop.

During Workshop I, Fellows were introduced to the UNITAR Hiroshima Office and the UNITAR and UNITAR Hiroshima advantages; the programme's learning objectives, timeline and structure; methodology; evaluation; and the expectations and responsibilities of Fellows. An initial Needs Assessment was then conducted with Fellows to determine the specific learning needs to be addressed within and incorporated into the instructional design of the programme. Fellows further participated in two practical exercises, including an egg drop exercise focusing on group dynamics, and coaches offered insights into their own Fellowship journeys, as well as tips and guidance for Fellows.

Workshop I also provided a key opportunity for the people of Iraq to be informed about UNITAR's capacity-building efforts – financially supported by the Government and the People of Japan – that focus on building a better future for the younger generations in Iraq. On 1 October, an Opening Ceremony was held at the Royal Tulip Al Rasheed Hotel in Baghdad. UNITAR Hiroshima Office, Director, Mihoko Kumamoto and His Excellency Naofumi Hashimoto, Japanese Ambassador to the Republic of Iraq provided remarks. Two alumni from the 2016 and 2017 Cycles were invited to give presentations of their respective project proposals and shared their experience and insights with the rest of alumni.



Fellows practice teamwork and leadership skills during the training.

Workshop II

14 – 20 October 2018 | Istanbul, Turkey

Workshop II, the first of two international workshops, was held from 14 to 20 October 2018 in Istanbul, Turkey. Twenty-one Fellows, including Resource Persons and UNITAR staff took part in the workshop.

Workshop II allowed Fellows to gain an in-depth understanding of Needs Assessment as a first step in the social project design and management process, while working to contextualise the training delivered for the realities of Iraq. Workshop II also supported Fellows in working toward identifying potential projects addressing the common needs of their organisations or outside of their organisations, while enhancing their understanding of the obstacles and opportunities in the organisational development and change process. Incorporating years of experience in training and lessons learned at the UNITAR Hiroshima Office, the Workshop provided a highly structured and focused training methodology with the intent of addressing differing adult learning styles to maximize learning outcomes. The instructional design incorporated the ROPES approach (Review, Overview, Presentation, Exercise, and Summary), which serves to deliver a more comprehensive training process, when compared to traditional presentation-heavy models of learning. Workshop II offered sixteen sessions or modules.

Concept Introduction

This module sought to help Fellows understand the concepts of entrepreneurship, social capital and social entrepreneurship. Entrepreneurship is a force that mobilises available resources to meet unmet market demand. It is the process of creating value by pulling together a unique package of resources to exploit an economic opportunity, which in return contribute to the economic development of a country. Social entrepreneurship is a concept built on the understandings of entrepreneurship as well as social capital that enables social action and civic engagement. The module allowed Fellows to further discuss and exchange ideas about:

- Social entrepreneurship in the context of Iraq and the relevance of entrepreneurship to the long-term economic stability and employment opportunities in the country;
- Key skills and characteristics displayed by entrepreneurs that can be promoted and nourished in Iraq.

Through the individual and group practical exercises, Fellow's gained a better understanding of the key elements of entrepreneurship and outlined existing opportunities, which, if effectively unlocked, can offer huge economic potential for youth employment in the country.

LEARNING OBJECTIVES

By the end of the Workshop, participants were able to:

- Outline the key elements of Entrepreneurship and Social Entrepreneurship
- Discuss Social Entrepreneurship in the context of Iraq
- Describe the process of filtering Social Entrepreneurship opportunities
- Outline a Theory of Change for a Social Business
- Recognise customer insights
- Develop a value proposition
- Explain the key steps in putting together a co-founding team
- Discuss unit economics in the context of Social Entrepreneurship
- Develop a Business Model Canvas
- Prepare an effective pitch deck
- Discuss mission drift
- Outline the process of effective scaling in the context of Social Entrepreneurship
- Conduct a Landscape Analysis
- Identify stakeholders' interest and influence over Social Businesses
- Describe effective communication techniques
- Identify their own personality profile using the DiSC Format

There were 13 main sessions in total:

- Session One: Entrepreneurship and Social Entrepreneurship: An Introduction
- Session Two: Recognising Social Opportunities in the Iraq Context
- Session Three: Opportunities and Alignment With Personal Values and Strengths
- Session Four: Customer Insights and the Value Proposition Builder
- Session Five: Co-Founding Teams
- Session Six: Pricing Strategies and Unit Economics
- Session Seven: The Business Model Canvas
- Session Eight: Raising Capital: What Investors Want and the Pitch Deck
- Session Nine: Challenges and Mission Drift Scenarios
- Session Ten: Scaling and Sustainability
- Session Eleven: Participant Presentations: Initial Versions of Business Ideas
- Session Twelve: Entrepreneurship: Landscape Analysis
- Session Thirteen: Entrepreneurship: Stakeholder Identification and Integration
- Session Fourteen: Entrepreneurship: Communication
- Sessions Fifteen and Sixteen: Leadership: The DiSC Test

Business Model Canvas

The Business Model Canvas (BMC) is a tool that can be used to design, refine, describe, challenge, and pivot a business model or plan. Using the insight gained from a Needs Assessment – particularly for those that have identified a business or social business need or opportunity – the BMC can be another means to structure a project development plan.

This module helped Fellows to recognize, and re-evaluate existing relationships, think holistically, and to engage stakeholders on all levels and Foster collaboration among them. Fellows used the following nine key components to conduct a practical exercise for 30 minutes. The purpose was to refine their business plans with developing a value proposition and to see how it fits within the bigger picture:

- Customer Segments
- Value Propositions
- Channels
- Customer Relationships
- Revenue Streams
- Key Activities
- Key Resources
- Key Partnerships
- Cost Structure

Stakeholders

This module provided skills to allow for more comprehensive stakeholder identification and engagement during assessment, implementation as well as evaluation phases, leading to more sustainable and beneficial relationships. The presentation outlined:

- The importance of proper identification and integration of stakeholders in to projects;
- Key elements of the stakeholder identification, integration, and engagement processes; and
- Key steps in designing and undertaking a stakeholder analysis.

During the practical exercise sessions, Fellows were given time to consider stakeholders for their proposed project and to discuss this with other Fellows while working together to extrapolate and expand the list, so as to be able to identify not only all relevant stakeholders, but also their positions on a Power/Influence versus Interest matrix outlined during the module.

Encoding

Module X aimed at helping Fellows discuss:

- Importance of proper encoding when communicating;
- Levels of, and barriers to, communication;
- Effective written and oral communication skills; and
- Three key elements in giving and receiving feedback.

To showcase the importance of proper encoding, two volunteers are selected and requested to sit back-to-back at two tables. In front of each volunteer were identical wooden blocks. Volunteer A builds a design of their choosing, while giving Volunteer B verbal instructions on what to do to recreate the design without looking. At the end of two minutes, the Fellows were invited to view each other's designs. Discussions were encouraged regarding the experience before more volunteers took part. During a subsequent group exercise session, Fellows were divided into groups to discuss barriers to communication, at a personal, professional, local, national, and cultural level.

MATERIAL

Participants were provided with binders at the outset of the programme, which included all the required documentation, such as agenda, logistical information, presentations, practical exercises, and evaluation form.

METHODOLOGY

INTERACTIVE LECTURES:

Presentations were made by Resource Persons examining the themes of the Workshop from a broad theoretical perspective down to case studies examining real world implementation. These presentations were augmented by small group exercises and structured discussion from the floor, which served to contextualise the issues and themes being examined.

INDIVIDUAL EXERCISES:

In order for participants to work toward the self-led Needs Assessment and project development assignments, a number of individual practical exercises were incorporated into the agenda. This allowed also for one-on-one interaction with Resource Persons and UNITAR staff, so that Fellows could discuss elements of the learning specific to their needs and those of their organisation.

SMALL GROUP EXERCISES:

A key component of workshops, small group exercises allow for interaction and rich discussion on the application of the knowledge to the specific settings of their working situation in Iraq.

AFTER-ACTION REVIEWS:

After-action reviews take place within teams at the start of each morning, discussing the main issues raised in the previous presentations, as well as the specific frames of reference as applied to these by participants.

EVALUATION DATA

The evaluation data gathered at the end of workshop showed that 96% of respondents “agreed” or “strongly agreed” that they will likely to use the information in workshop, with 81% indicating that the content of workshop was new to them. Prior to the workshop, only 10% of participants felt that they possessed a “moderate” to “high ability” to “Outline the key elements of Entrepreneurship and Social Entrepreneurship,” while 90% of respondents felt that they had gained a high understanding of such by the end of the workshop. Similarly, with regard to “Describe the process of filtering Social Entrepreneurship opportunities,” those indicating that they had a “moderately high” to “high” understanding grew from 14% of total respondents to 76% by the end of the workshop.

With regard to the methodology utilised in workshop, including interactive lectures, after-action reviews, and practical exercises, 95% of respondents indicated that they “agreed” or “strongly agreed” that it was useful. Similarly, the trainers and facilitators of the programme were seen as effective at presenting information, as well as stimulating participants’ involvement, by 86% of respondents. Overall, the responses received were significantly positive.

The evaluation method employed for the UNITAR Iraq Fellowship Programme Entrepreneurship and Leadership Youth Training Workshop II was a two-level evaluation questionnaire: A Participant Self-Assessment questionnaire, which allowed participants to evaluate their individual (pre-existing) knowledge, skills and competencies on the subject matter, so as to create awareness about participant learning needs and help enhance their learning levels; whilst the Participant Feedback Questionnaire captured individual reactions to the overall quality of the programme and allows for their feedback to be heard and incorporated in future iterations of the programme. Both questionnaires were made available to all participants from the beginning of the session and covers individual learning needs as well as the application process, pre-session build-up, and the session itself.

The overall purpose of the evaluation is to analyse the relevance and direction of the overall content of the programme while also quantifying the performance of the UNITAR Hiroshima Office as a whole in delivering the programme. Major findings of the programme are analysed and recommendations will be incorporated when planning for the next programme.

The participant feedback evaluation questionnaire examined the following areas in detail:

- Pre-Event Information
- Learning Objectives
- Value, Relevance, and Intent to Use
- Methodology
- Satisfaction with the Quality of Facilitators
- Applicability of After-Action Review and Practical Exercises
- Overall Satisfaction of the Event


Before and After Skills Rating for Workshop II



Fellows self-rated skills on objectives taught before and after the workshop.

OVERALL INDIVIDUAL SKILLS RATING BEFORE AND AFTER THE TRAINING

There are total of twelve learning objectives for the workshop II, explained in detail at the beginning of this evaluation. This section shows an overall evaluation of the skill levels of the participants, for each learning objective before and after the workshop. The following chart shows a clear increase in the skill levels after the workshop, self-evaluated by the participants. A large majority of participants believed that their skills have improved after the workshop and they have achieved the learning objectives.

UNITAR Hiroshima Iraq Fellowship on Youth Entrepreneurship and Leadership 2018 Cycle Workshop II 14-20 October 2018 Istanbul, Turkey AGENDA		 From the People of Japan						
		Sunday 14 October	Monday 15 October	Tuesday 16 October	Wednesday 17 October	Thursday 18 October	Friday 19 October	Saturday 20 October
09:00 - 09:30			09:30 - 11:00	09:00 - 09:30 After Action Review	09:30 - 11:00 After Action Review	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	
09:30 - 10:00			11:00 - 11:30	09:30 - 11:00	09:30 - 11:00	09:30 - 11:00	09:30 - 11:00	
10:00 - 10:30			11:30 - 13:00	11:00 - 11:30	11:00 - 11:30	11:00 - 11:30	11:00 - 11:30	
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Flight N: TK 303
14:25
Departure from BAGHDAD (BGW)

Flight N: TK 302
10:00
Departure from ISTANBUL (IST)

12:50
Arrival at BAGHDAD (BGW)

NOTES:
Please be prepared and give yourself at least 3 Hours prior to the departure. We advise you to be at Istanbul airport by 6:30 am

Hotel shuttle bus will drop you to the airport

Workshop III

2 – 9 December 2018 | Tokyo and Hiroshima, Japan

Workshop III, the second of two international workshops, was held from 2 to 9 December 2018 in Hiroshima, Japan. Twenty-one fellows, including three Coaches and UNITAR staff, participated in the workshop.

Workshop III provided an opportunity for Fellows to gain an in-depth understanding of business model canvas, theory of change, budgets and pricing, and pitch deck, which are parts of the revamped entrepreneurship and social entrepreneurship modules. Fellows also interacted and engaged with key UNITAR stakeholders and partners through several courtesy calls and study tours organized in Tokyo and Hiroshima. Fellows were further exposed to the story of Hiroshima through a session on Hiroshima's path to reconstruction, guided study tours to the Peace Memorial Park and Peace Memorial Museum as well as engaged with Hibakusha (Atomic Bomb survivors). Workshop III offered nine sessions.

LEARNING OBJECTIVES

By the end of the Workshop, participants were able to:

- Discuss the concept of the Business Model Canvas
- Design their own Business Model Canvas outline
- Outline the key elements of a Theory of Change
- Construct their own Theory of Change for relevant projects
- Discuss key steps in developing budgets
- Undertake a Break-Even Analysis
- Recall the ten key elements of a Pitch Deck
- Develop a Pitch Deck for relevant projects
- Discuss the key steps in Hiroshima's post-war reconstruction

SESSIONS ONE AND TWO: BUSINESS MODEL CANVAS

The Business Model Canvas Model (BMC) is a tool which can be used to design, refine, describe, challenge, and pivot a business model or plan. Using the insight gained from needs assessment – particularly for those that have identified a business or social business need or opportunity – the BMC can be another means to structure a project development plan.

This module helped Fellows to recognize, and re-evaluate existing relationships, think holistically, and to engage stakeholders on all levels and foster collaboration among them. Fellows used the following nine key components to conduct a practical exercise for 30 minutes. The purpose was to refine their business plans with developing a value proposition and to see how it fits within the bigger picture:

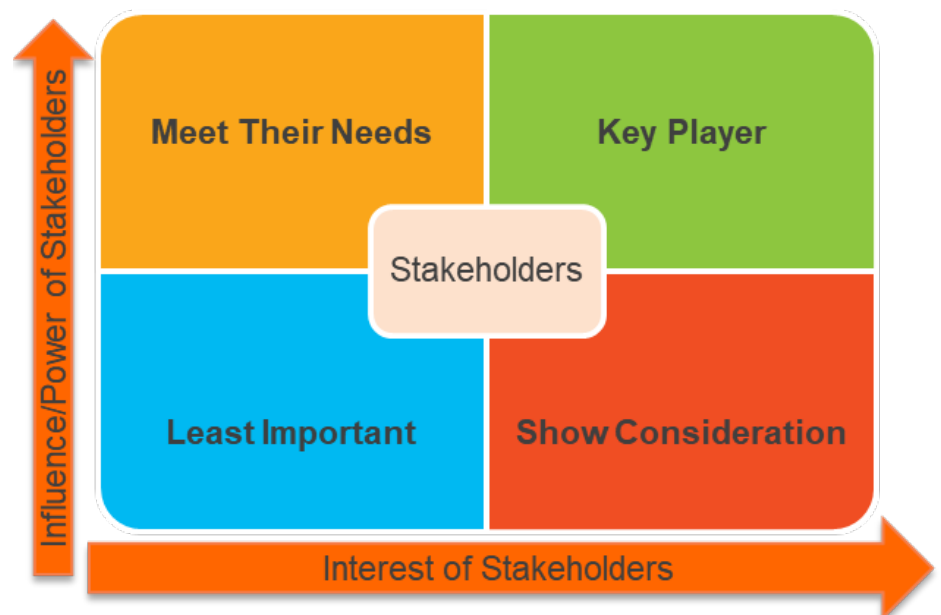
- Customer segments;
- Value propositions;
- Channels;
- Customer relationships;
- Revenue streams;
- Key activities;
- Key resources;
- Key partnerships;
- Cost structures.

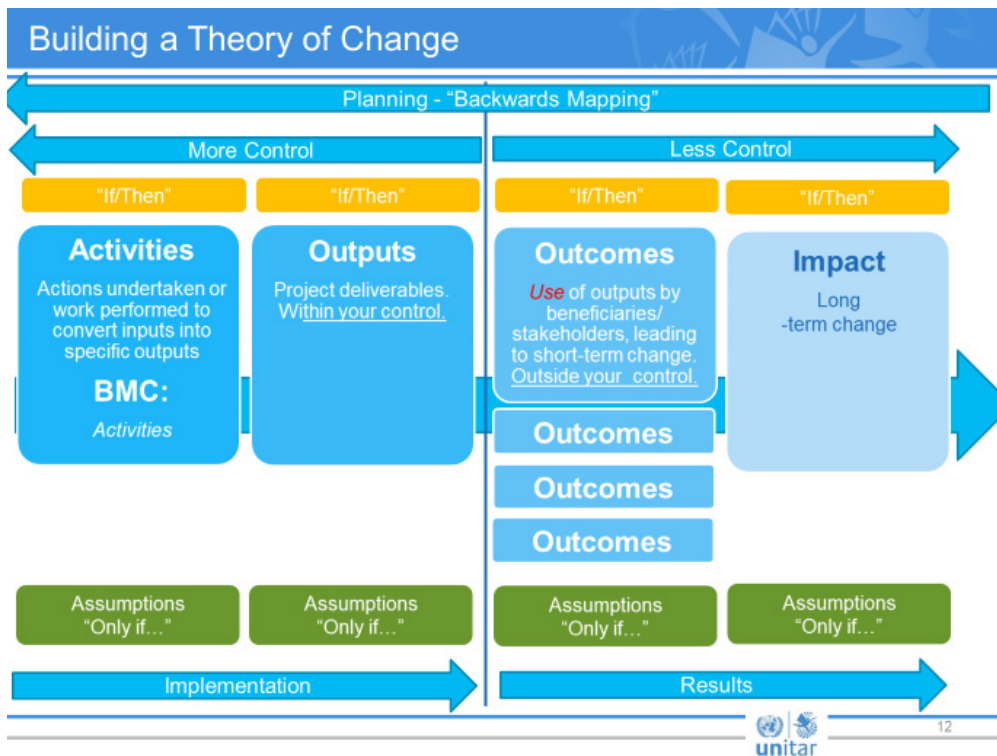
SESSIONS FOUR, FIVE AND SIX: THEORY OF CHANGE

Theory of Change is a dynamic, integrated planning tool that focuses on changes in beliefs, activities and approaches. It is used as a road map that helps plan steps to achieving impact; scope to ensure efficiency; and considers alternate routes to impact. It is both a process and a product.

Examining the role of stakeholders is crucial to project success.

During Sessions Four, Five and Six, Fellows were introduced to the concept of a Theory of Change as a powerful communication tool that captures the complexities of change initiatives, which allows teams to be accountable for results, while ensuring that those results are realistic and credible. Fellows also outlined the differences between Theory of Change and the Results Framework. Finally, Fellows were guided through the process of building a Theory of Change, and through several practical exercises, developed their own Theories of Change, including Causal Pathways, Impact, Outcome and Output Indicators and Change Statements.





The Theory of Change outlines implementation and results phases.

considerations of cost, value and price; the differences between fixed costs and variable costs; and how to undertake a Break-Even Analysis. Through several practical exercises, Fellows developed Budgets for their own projects and calculated their Fixed and Variable Costs and Break-Even Points.

SESSION SEVEN: BUDGETS AND PRICING

During Session Seven, Fellows examined a crucial element of any entrepreneurial activity: budgets and pricing. Fellows were guided through the four steps to developing a budget: 1) Identify costs elements: 2) Determine costs of budget elements: 3) Explain cost estimate assumptions: and 4) Check data entry and calculations. Fellows were also introduced to Pricing

SESSION EIGHT: PITCH DECK

During Session Eight, Fellows were introduced to the concepts of Pitch and Pitch Deck, as an opportunity to convey importance, relevance and sustainability; an opportunity to show efficiency, effectiveness and research; and as an opportunity to appeal for economic, social, cultural and political capital. Fellows were guided through the ten key elements of the Pitch Deck:

- Title
- Problem/Opportunity
- Value Proposition
- Underlying Magic
- Business Model
- Go-To-Market Plan
- Competitive Analysis
- Management Team
- Financial Projections
- Current Status

Finally, through several practical exercises, Fellows developed their own Pitch Decks for their selected projects.

SESSION NINE: HIROSHIMA'S POST-WAR RECONSTRUCTION

Session Nine introduced Fellows to the atomic-bombing of Hiroshima on 6 August 1945; the bombing completely devastated the entire city. It took years of hard work and sacrifice to make the transition and identity shift from a “military capital” to a “city of peace.” Fellows also learned about:

- Challenges faced by the local government to rebuild the city from scratch;
- Post-war reconstruction plan – short-term plan and long-term plan;
- Enactment of Hiroshima Peace Memorial City Construction Law in 1949, and the construction of Peace Memorial Park and Museum in 1955;
- Rebuilding the industrial economy and its relationship with Korean War.

MATERIAL

Participants were provided with binders at the outset of the programme, which included all the requirement documentations, including agenda, logistical information, practical exercises, and evaluation form.

METHODOLOGY

INTERACTIVE LECTURES

Presentations were made by Resource Persons examining the themes of the Workshop from a broad theoretical perspective down to case studies examining real world implementation. These presentations were augmented by small group exercises and structured discussion from the floor, which served to contextualise the issues and themes being examined.

Examining the role of stakeholders is crucial to project success.

INDIVIDUAL EXERCISES

In order for participants to work toward the self-led ONA and project development assignments, a number of individual practical exercises were incorporated into the agenda. This allowed also for one-on-one interaction with resource Persons and UNITAR staff, so that Fellows could discuss elements of the learning specific to their needs and those of their organisation.



SMALL GROUP EXERCISES

Representing a key component, small group exercises allow for interaction and rich discussion on the application of the knowledge to the specific settings of their working situation in Iraq.

AFTER-ACTION REVIEW

Representing a key component of the workshop, and implemented by Fellows, the after-action review takes place within teams at the start of each morning, discussing the main issues raised in the previous presentations, as well as the specific frames of reference as applied to these by participants.

EVALUATION DATA

The evaluation data gathered at the end of workshop showed that 100% of respondents “agreed” or “strongly agreed” that they will likely to use the information in Workshop II, with 81% indicating that the content of workshop was relevant to their jobs. Prior to the workshop, only 19% of participants felt that they possessed a “moderate” to “high ability” to “Undertake a Break Even Analysis,” while 95% of respondents felt that they had gained a high understanding of such by the end of the workshop. Similarly, with regard to “Develop a Pitch Deck for relevant projects”, those indicating that they had a “moderately high” to “high” understanding grew from 10% of total respondents to 90% by the end of the workshop.

With regard to the methodology utilized in Workshop, including presentations, study visits and practical exercises, 100% of respondents indicated that they “agreed” or “strongly agreed” that it was useful. Similarly, the trainers and facilitators of the programme were seen as effective at presenting information, by 100.

The evaluation method employed for the UNITAR Iraq Fellowship Programme Entrepreneurship and Leadership Youth Training Workshop III was a two-level evaluation questionnaire: A Participant Self-Assessment questionnaire, which allowed participants to evaluate their individual (pre-existing) knowledge, skills and competencies on the subject matter, so as to create awareness about participant learning needs and help enhance their learning levels; whilst the Participant Feedback Questionnaire captured individual reactions to the overall quality of the programme and allows for their feedback to be heard and incorporated in future iterations of the programme. Both questionnaires were made available to all participants from the beginning of the session and covers individual learning needs as well as the application process, pre-session build-up, and the session itself.

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Workshop IV

8 – 9 February 2018 | Baghdad, Iraq

Workshop IV, the final workshop, was held from 8 to 9 February 2018 in Baghdad, Iraq. The two-day workshop included a guided tour to Zain Telecommunications and training modules on Risk Mitigation and Monitoring and Evaluation, before Fellows gave their final presentations.

The Workshop concluded with a graduation ceremony during which UNITAR Certificates of Completion were presented to each Fellow. His Excellency Naofumi Hashimoto, Japanese Ambassador to Iraq, and Mr. Jaafar Sadik of B-Corp, Republic of Iraq, provided remarks.

Examining the role of stakeholders is crucial to project success.



Annex

MEDIA COVERAGE

CHUGOKU NEWSPAPER

On 11 December 2018, Chugoku Newspaper, a Japanese local daily newspaper based in Hiroshima, featured a cross cultural section on fellows from the Iraq Fellowship Programme.

2018年(平成30年)12月11日(火曜日) 中 国 産 業 時 報 (セレクト)

ハロー...ニター

先週の国連ニター広島事務所は大忙しでした。アフガニスタンの女性のリーダーシップ研修、イラクの起業家を対象とした研修、アフリカの国々のための汚職対策研修の三つのワークショップが国内外で同時に行われ、活気に満ちた毎日でした。中でも盛り上がったのは、イラクのプログラムのこま、24人の若者が広島県海田町の会社社長兼田祐輔さんから起業を成功させることを学びました。河川の水などを飲料水に浄化する機器を開発、販売する会社を70歳で起こし、発展途上国などに届けている兼田さん。日本と事情の違う国でどう価格を設定

「起業のこつ」興味津々

兼田さん(中央)から起業のこつを学ぶ研修生たち(5日、国連ニター広島事務所)

飛び交いました。研修での学びや自身の現状に置き換えながら、食欲にヒントを得ようとする姿は頼もしい限りです。研修生のハイデル・ジョワット・カルディムさん(右)は、「年齢、コストダウンの方法、ネットワークの広さ、現地での人材育成など、戦略すべてに大きな刺激を受けました。10月のワークショップ後すぐに企画を立てて大きな資金を獲得し、今新たな挑戦をしているつもりです。今日の学びを早速生かしていきたい」と意気込んでいました。(守田聖孝)

「市場開拓の前に必ずべきことは、研修生から次々と質問が

毎週火曜日に掲載します

コラムの一部を英文で紹介しています

The UNITAR Hiroshima Office was busy last week, holding three workshops simultaneously in and outside Japan. One inspiring session was by an entrepreneur in Hiroshima, Mr. Yusuke Kaneda, interacting with 24 Iraqi youth group. He launched his current office at the age of 70, developing and providing water purification devices to the developing countries. "How did you set prices abroad and how did you cut costs?" "What were your strategies when you tried to find market opportunities?" Participants were enthusiastic to get as much clues as possible.



