

UNITAR Hiroshima Transforming the Future:

Empowering Social
Entrepreneurs and Youth
Leaders for Iraq

**PROJECT COMPLETION
REPORT 2019 CYCLE**



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OUR DIVISION

The UNITAR Division for Prosperity has an inherent strength in the areas of peace building, post-conflict reconstruction and disarmament as well as the broader themes of international peace and security. Our division develops and delivers focused and relevant needs-based training, including annual Fellowships and on-demand training programmes, in support of the Sustainable Development Goals, for a wide-range of beneficiaries.



ACKNOWLEDGEMENT

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- ▶ The government and people of Japan for their generous financial contribution to support the implementation of the Programme;
- ▶ The Ministry of Foreign Affairs, Government of the Republic of Iraq;
- ▶ The Ministry of Youth and Sports, Government of the Republic of Iraq;
- ▶ The Embassy of the Republic of Iraq in Tokyo, Japan, for its guidance and consistent support;
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- ▶ Hiroshima Prefectural Government and the City of Hiroshima for their support in the implementation of the Hiroshima workshop of the programme.

Our special thanks go to the UNITAR partners and stakeholders in Baghdad, Iraq, for their institutional and moral support. In addition, we would like to thank our Resource Persons and participants who contributed their time and expertise to the programme so graciously. Finally, we would like to thank the people of Hiroshima, whose support was indispensable for the success of the 2019 Cycle of the programme.

The UNITAR program helped me identify where to start and it put me on the correct path toward building my startup. I was inspired by the people of Japan and by Hiroshima city. The city inspired hope and this is important for us as Iraqis.

—Ms. Raghad Hameed Ali Al-Abboodi,
Assistant lecturer at University of
Information Technology and Communication
(Baghdad)



EXECUTIVE SUMMARY

The United Nations Institute for Training and Research (UNITAR), Division for Prosperity, through the financial support of the People and Government of Japan, implemented the fourth cycle of the UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq (hereafter “the programme”) between September 2019 and March 2020.

Focusing on Needs Assessment, Project Management, Leadership, and Entrepreneurship and Social Entrepreneurship skills, the six-month capacity-building training programme offered scholarships to 16 Iraqi Participants and 2 Coaches from the public sector, private sector, academic institutions, and civil society organisations. The programme consisted of three workshops and one webinar in Baghdad (Iraq), Istanbul (Turkey), and Hiroshima (Japan).

To expand the geographical scope of the programme beyond Baghdad, the 2019 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 participants 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.

Iraqi youth have repeatedly protested to reform the political and economic systems to mitigate corruption, improve basic services, reduce unemployment and poverty. The large-scale street protests that started in October 2019 and continued till early March 2020 is the visible manifestation of the lack of progress.

I was inspired by the people of Hiroshima and how they stuck together to rebuild their city after the war.

—Ms. Zahraa Al-Marayatee, Co-Founder - Pingo Iraq (Baghdad)

The Covid-19 pandemic has also posed unprecedented challenges to Iraq in the areas of public health, and many other socio-economic aspects. The pandemic is likely to reverse much of the progress made towards the Sustainable Development Goals (SDGs) around the world including Iraq.

Entrepreneurship and social entrepreneurship have a promising future if the lingering grievances and the demands of youth to be met and address issues related to social, economic, and environmental development, all critical factors for durable peace and lasting stability. 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 businesses, which can contribute to increased stability.

In addition to strengthening the participants' knowledge in entrepreneurship, the programme offered skills training in building Business Models and Pitches with 3-12 implementation plans, all of which are essential for creating an environment to promote entrepreneurial mind set among youth to carry out entrepreneurial initiatives that are self-designed and self-led. Sixteen such project proposals were developed based on the findings of the initial needs assessment and subsequently presented by the Participants following the completion of the programme.

The programme also encouraged peer learning, knowledge sharing, and the formation of a network of practitioners in Iraq. Coaches—standout Participants from the previous cycle, participated in programme workshops and provided Participants with regular and timely mentoring and guidance both face-to-face and remotely. They were an invaluable addition to the 2019 Cycle of the programme as they shared their own experiences of developing and implementing projects, as well as contextualized Participants' learning to the changing situation in Iraq. The total number of programme alumni in Iraq now stands at 85, with almost half of them female, representing over 50 different governmental and non-governmental organizations and institutions. Going forward, UNITAR will continue to build upon this network so that future Participants and alumni can draw on its resources and expertise.



PARTICIPANT PROFILES

	Name	Project	Description	Sector
1	Mr. Hussein Naeem Hasan Naser <i>City: Nasiriyah (Southern Iraq)</i>	Krain: Vehicle Breakdown Service	Offer on the road vehicle breakdown services all over Iraq. This is B to B to C service, connect instantly customers on the road in need of support with the nearby Krain and vehicle repair services	University of Thi-Qar <i>Academia</i>
2	Ms. Raghad Hameed Ali Al-Abboodi <i>City: Baghdad</i>	SHE CODES TOO: ICT upskills enterprise for women and girls	Social enterprise to empower women and girls in information communications technology through coding and skills learning to increase women readiness to compete for jobs in ICT sector in Iraq and MENA region	University of Information Technology & Communications <i>Academia</i>
3	Dr. Hussein Ali Mahdi Al-Shadeedi - MD. <i>City: Najaf (Southern Iraq)</i>	Enaya: Health Care Service at your doorsteps	Connect healthcare providers—Doctors and Nurses with patients who needs and prefer after-treatment care at home, free from stressful hospital environment. The enterprise will train and certify healthcare professionals for quality assurance and customer satisfaction	University of Kufa, College of Medicine <i>Academia</i>
4	Ms. Shams Kamal Khudhair Al-Ameri <i>City: Baghdad</i>	Sunshine: Innovative and trusted baby-sitting service for working mothers in Baghdad	Are you one of the working women with children and want a trusted and quality baby-sitting care? Sunshine enterprise offers affordable childcare service by connecting you with baby-sitting professionals with special attention to working conditions of mothers, such as long hours, check-on their children in real time, and cater the learning needs of their children	Iraqi Ministry of Health / Al-Aalam Sector for Primary Healthcare <i>Public Sector</i>

	Name	Project	Description	Sector
5	Mr. Baraa Hameed Salman Zubaidi <i>City: Ramadi / Anbar (Western Iraq)</i>	Oil4Water: Water treatment facility to provide clean water for drinking and irrigation purposes	Iraqi people are faced with lack of clean water especially in remote regions near the oil extractions facilities, thus a Oil4Water project with the support of Iraqi Ministry of Oil is building water treatment facilities, starting at Al-Luhais with the aim to provide clean water for drinking and irrigation for the locals. Next, we are coming to your region!	Ministry of Oil, Republic of Iraq <i>Public Sector</i>
6	Mr. Ahmed Hashim Saadoon <i>City: Baghdad</i>	Iraq Scientific Research Centre (ISRC): Local lab equipped with latest technology and tools for use for Oil, gas, chemical and metal industries scientists—quick and affordable	Iraqi researchers from Oil, gas, chemical and metal industries are faced with limited number of domestic laboratories equipped with high quality and latest equipment to do research. Instead they rely on International labs with extremely high cost and spending long time. ISRC offer to build a modern domestic lab where Iraqi scientists can benefit, nurture local talent and exchange knowledge and skills while adhering to international standards for research	<i>Public Sector</i>
7	Ms. Alaa Hammadi <i>City: Baghdad</i>	Moja Cultural Centre (Najaf – Southern Iraq: Youth focused, and dialogue promoting cultural centre	Bringing together Iraqi youth to participate and engage meaningfully in cultural dialogue, Moja Centre provides a safe space for ideas exchange and cross fertilization. Come and enjoy reading your favourite book or journal in a relaxed atmosphere and mingle with other	Iraqi AL Amal Association <i>Local NGOs</i>

	Name	Project	Description	Sector
8	Ms. Sama Zaid Sedqi Rabeea <i>City: Baghdad</i>	Faheem (Clever Nerd): A platform to promote after-school education in Iraq	Faheem is a platform which connects tutors with students and provide after-school learning support to children focusing on maths, English and other science related subjects.	IFMSA-Iraq <i>Local NGOs</i>
9	Ms. Ayat Al-Asadi <i>City: Basra (Southern Iraq)</i>	OnWheels: Logistic support for people moving in and moving out between cities with ease	Thousands of people move from house to house in Iraq, which could be highly stressful process including the possibility of damage to your favourite item or furniture. OnWheels enterprise is here to solve just that, and offer professional service anytime anywhere in Iraq.	Skills Institute for Training and Development <i>Local NGOs</i>
10	Mr. Salih Mahmood Salih <i>City: Mosul/Ninewa (Northern Iraq)</i>	INNOVA Consultancy, specializing in business research and capacity building to stimulate growth in Mosul	INNOVA's is a consultancy specializing to promote private sector and businesses by providing market research and international standardized capacity building training to stimulate and revitalize Mosul economy.	Mosul Space <i>Local NGOs</i>
11	Ms. Sara Abdullah Hamad Saeedi <i>City: Duhok (Northern Iraq)</i>	Zero Waste Reduce solid waste through engaging local community and businesses	Zero Waste addresses the plastic waste issue in Iraq by engaging local community and businesses to recycle plastic waste and sell recycled raw material to factories making products for building new houses.	High Land Bureau for Engineering Designs and Consultants <i>Private Sector</i>
12	Ms. Raheel Sabri Hamad Al-Mamoori <i>City: Baghdad</i>	Fix-Your-Life: Improve mental health through online consultation and support	It is exhausting to take your loved ones regularly to hospital with mental health issues. Fix-Your-Life is a platform connecting mental health professionals with individuals affected by conflict with psychological issues and needs.	Careem <i>Private Sector</i>

	Name	Project	Description	Sector
13	Mr. Nael Al Abbasi <i>City: Baghdad</i>	Khalfa: Find professional construction workers instantly	Khalfa is a platform that train, certify and connect construction workers with construction industry as well as with locals who want to build or repair a house. Cut all the hustle, we are one click away!	d3 Studio <i>Private Sector</i>
14	Ms. Noor Ahmed Ameen Al-Hasani <i>City: Baghdad</i>	IraqFundLab: Platform to crowd-source (raise funds) locally for local causes and start-up	Iraqi has a rich diaspora in the region and around the world. IraqFundLab (IFL) is the first local Iraqi crowd-sourcing solution which allows entrepreneurs and social entrepreneurs to raise fund from the rich Iraqi diaspora as well as locally to launch their start-ups and new ventures with commercial or social impacts.	Zain-cash <i>Private Sector</i>
15	Ms. Zahraa Zuhair Jasim Al-Mrayatee <i>City: Baghdad</i>	PinGo: Store selling locally designed cultural items	PinGo is an Iraqi brand that design, manufacture and sell culturally based clothing, accessories with focus on the Iraqi heritage and to promote it among younger generations	PINGO, Store, IRAQ Tele-communications
16	Mr. Mohammed Hameed Mohammed <i>City: Baghdad</i>	FoodNA: Rate your favourite plate of food at your favourite Iraqi restaurant	Lingering conflicts affect the social cohesion of any country and nation. FoodNA aims to create dialogue starting from the people's love for food by creating a platform for people to rate and share favourite food at favourite Iraqi restaurants	KAPITA; an incubator, and co-working space <i>Private Sector</i>

BENEFICIARIES

The 16 participants (including nine women) of the 2019 Cycle represented the following public, private, civil society and academic institutions and organisations:

- ▶ Careem, Iraq
- ▶ College of Medicine, University of Kufa
- ▶ d3 Studio
- ▶ IFMSA-Iraq
- ▶ Iraqi Al-Amal Association
- ▶ Ishtar for Training and Human Resources Development
- ▶ KAPITA Business Hub
- ▶ Ministry of Health/al-aalam sector for primary healthcare
- ▶ Ministry of Oil
- ▶ Mosul Space
- ▶ PINGO IRAQ
- ▶ Skills Institute for Training and Development
- ▶ University of Information Technology and Communications
- ▶ University of Thi-Qar
- ▶ Zaincash

[The] people of Hiroshima focused their efforts to do something good for the city this is an important concept that we need to take it back to our country to shift our feelings from war and revenge into rebuilding our country.

—Mr. Salih Mahmood Salih Salih, Founder, Mosul Space (Mosul/Ninewa [North of Iraq])

LESSONS LEARNED

THE FLUID AND CHANGING HEALTH, POLITICAL AND SECURITY SITUATION IN IRAQ AND THE WORLD

During the implementation phase of the programme, a number of challenges arose such as, total shutdown and curfew in Iraq which coincided with the timeline of Workshop-II (Oct 2019), and the global COVID-19 virus pandemic outbreak (Mar 2020) during workshop-IV. These challenges while enormous and beyond the control of the programme, however the programme managed and overcome the negative impacts of such events by resourceful solutions, collaboration and adaptability of the Participants. For instance, the workshop-IV as the final event of the 2019 programme was conducted online to eliminate the health risks if participants were to gather. Robust engagement and communication with participant allowed for the smooth implementation and identifying alternative solutions. Participants showed high level of commitment through completing assignments and video recording their Pitches which were submitted on time as the final assignment.

VISITING HIROSHIMA INSPIRED PARTICIPANTS AND GAVE THEM HOPE FOR IRAQ'S RECOVERY

A major component of the programme's third international workshop, held in Hiroshima, is exposing Participants to the story of Hiroshima's atomic bombing and subsequent reconstruction and recovery. Many Participants remarked on the emotional impact of spending time learning about the horrors of Hiroshima's destruction in the Peace Memorial Museum, then stepping back out into the verdant, beautiful Peace Park and seeing the transformation Hiroshima accomplished. Alongside this simple visual impact, UNITAR Staff and Resource Persons also gave a lecture on Japan's post-war reconstruction, as well as a guided tour of the Park. Although the situations of post-war Japan and current Iraq have significant differences, seeing Hiroshima's transformation with their own eyes inspires Participants to continue working to give their country a bright future.

EXPOSURE AND CULTURAL EXCHANGE IS AN INTEGRAL PART OF THE PROGRAMME

The 2019 programme also organized Japanese cultural exchange events for the participants such as, flower arrangement, calligraphy and wearing Japanese traditional yukata. Beside having fun, participants showed deep interest to learn about Japan's history, culture and traditions. Participants were eager to experience Japanese food and learn about how preserving cultural heritage plays an important role in the post-conflict recovery process of a country.

ONLINE TRAINING CREATES NEW OPPORTUNITIES IN TIMES OF UNCERTAINTY TO CONNECT AND LEARN

The use of online training tools and methodologies such as, online webinar was out of necessity to deliver our commitment to the programme and our participants. However it turned very useful during large-scale shutdown and quarantine. It allows for learning from the comforts of one's home without any travel. The programme will make efforts to utilise such methodologies and new technologies to connect participants in the future and to maximize the number of beneficiaries without impacting the quality of the training delivered by adhering to well established guidelines for effective online training delivery.

THE IRAQI CONTEXT IS CONDUCTIVE 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 2019 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.



EXPERTS FAMILIAR WITH THE LOCAL SITUATION CONTRIBUTED TO CONTEXTUALIZED LEARNING

UNITAR's Iraq-based Staff, Coaches and Mentors were helpful in relating programme content to the current local situation in the country through contextualisation of the discussion with local examples and knowledge. It helped the learning atmosphere greatly by focusing on individual exercises, group activities, role play. By applying what they have learned through their projects and in real life scenarios have improved the knowledge retention and contributed to rich learning experience.

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, The Station and KAPITA, which run incubators and facilities inside Iraq that provides aspiring young entrepreneurs with resources and space to work free of charge, introduced participants to current entrepreneurship opportunities that exist close at hand.

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

Participants 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 participants did not all begin the programme with the same level of knowledge about entrepreneurship, which could have hindered teamwork and small group dynamics, in practice participants 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 participants' needs and facilitated communication between participants 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 participants, which is closely related to the Sustainable Development Goal 5. UNITAR took concrete steps to improve the gender balance in the 2019 cycle of the programme compared to the 2018 cycle. Nine (9) out of sixteen (16) of the 2019 programme participants were women, coming from various public sector, private sector, academic institutions, and civil society organisations. The majority of female participants were highly educated, competent, and vocal in sharing their experiences and opinions, which contributed to constructive discussion and informative debate within the group. Occasionally participants were more reserved due to a lack of confidence in their English ability, but this issue affected participants of both genders. In the future, UNITAR will make sure to nurture participants' 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 participants 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.

THE SHARING OF NEEDS ASSESSMENT RESULTS POSITIVELY IMPACTED THE PROGRAMME

The programme 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 for further tailoring the content to the participants learning needs.

All the participants 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 participants during workshop and was addressed during presentations and practical exercises sessions. Participants indicated that exposure to these results allowed them to identify issues they all faced in their work.

The needs assessment results indicated that participants wished for more focused training around key elements of entrepreneurship, social entrepreneurship, communication techniques and co-founding team. The assessment data showed that more than half (62%) of the participants have “no knowledge” to “some knowledge” on key elements of entrepreneurship and social entrepreneurship, which were addressed during workshop-II. Furthermore, 92% participants mentioned that effective communication is relevant to their current role, while 85% participants mentioned that knowledge and skill around developing budgets will benefit them. To address the gap in participants’ knowledge of entrepreneurship, introductory sessions were incorporated in the programme to outline the concepts of entrepreneurship and social entrepreneurship, as well as sessions examining communication techniques and teambuilding and teamwork.

BUSINESS PROPOSAL WRITING AND PRESENTATION SKILLS ARE HIGHLY RELEVANT TO PARTICIPANTS’ NEEDS

Both UNITAR Staff and the Iraqi participants understood the skill level and preparation necessary for writing and pitching effective business proposals to donors and investors. Elements of effective, comprehensive proposals, such as the results of an objective Needs Assessment, a sound budget, and detailed risk mitigation and monitoring and evaluation sections, were emphasized throughout the programme. Participants also honed their presentation skills through multiple opportunities to present their 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.

TRUST-BUILDING IS KEY TO CONDUCTING A SUCCESSFUL DATA COLLECTION THROUGH CUSTOMERS INTERVIEWS AND INSIGHTS

To complement what participants learn during workshop II, one of their assignments is to conduct a robust and objective needs assessment through customers’ insights and observation in the field. Participants highlighted challenges to conducting customers-centred interviews due to many challenges including the prevailing political and security environment in Iraq.

Building the relationships and trust necessary to receive honest feedback takes time and patience. In future iterations of the programme, UNITAR Staff and Resource Persons will make sure participants understand the time required to thoroughly carry out data collection, as well as provide advice for building relationships with a target community.

PARTICIPANTS SOMETIME FIND IT DIFFICULT TO OBTAIN FUNDING FOR THEIR PROJECTS

Following the programme's completion, participants 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 participants and potential investors. In order for participants to be able to secure funding for their projects, the 2019 programme provided deeper training on project champions, investors, and building network and other relevant topics that can help participants implement their business projects.

INTRODUCING LOCAL COACHES FOR THE 2017 AND 2018 CYCLES

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 participants. 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.

The UNITAR program armed us with the tools that will help us in every step across our careers.

—Ms. Raheel Sabri Hamad Al-Mamoori,
Marketing Executive, Careem (Baghdad)

Since the 2016 programme was the very first cycle, local Coaches could not be assigned. UNITAR introduced local Coaches since 2017 Cycle. 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.

STRATEGIC ALIGNMENT: SUSTAINABLE DEVELOPMENT GOALS

The UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq 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.

GOAL 16 – PEACE, JUSTICE AND STRONG INSTITUTIONS

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

UN Sustainable Development, SDGs, <https://sustainabledevelopment.un.org/sdgs>, Accessed 3/24/2020.



FOREWORD

ABOUT UNITAR

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.

SPOTLIGHT ON: THE SDGS

UNITAR Programmes are aligned to the Sustainable Development Goals. Each programme has a different focus and concentrates on a selection of the 17 goals. The UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq focuses on the following:





THE PROGRAMME

ABOUT THE PROGRAMME

Economic development is crucial to promoting stability and development, particularly in conflict and post-conflict areas, as limited economic opportunities, including unemployment, are among other 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 businesses, which can contribute to increased stability. Tailored to the current realities of Iraq, the UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq is a specialized capacity-building training providing Iraqi youth with skills in entrepreneurship and social entrepreneurship to be leaders and agents of change 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.

This program will take you to the next level. The training will direct you toward your goals and how to achieve success.

—Mr. Mohammed Hameed Mohammed
Communication Officer at Kapita Business
Hub (Baghdad)





PROGRAMME 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:** Business and revenue models, need assessment, implementation, sales and marketing strategies, monitoring and evaluation - needed for effective project and business development and implementation.
- ▶ **Soft Skills:** Teamwork, communication, conflict identification and resolution, presentation, and leadership - needed for effective management of businesses and change.

PROGRAMME STRUCTURE

The programme structure and learning objectives were determined through initial learning needs assessment process undertaken with participants, augmented by consultations with Resource Persons, partners, and stakeholders on the ground. In addition, a careful focus was maintained on blended learning, as well as specific adult learning styles, so as to promote not only knowledge transfer, but also self-led contextualisation of the materials and learning being facilitated to national realities and contexts.

NEEDS ASSESSMENT

At the inception of the programme, a learning needs assessment was conducted with participants 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.



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process
sol = e-gov
+ less paperwork

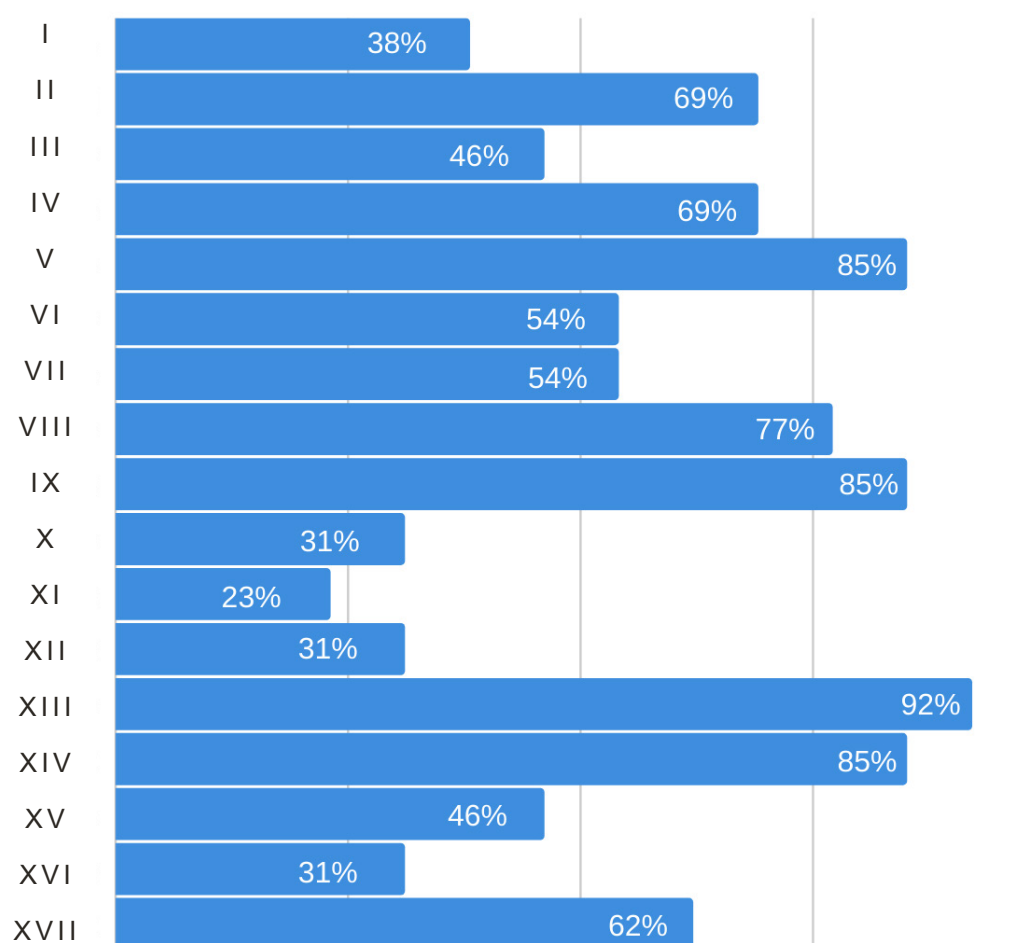
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Participants responses on most relevant subjects for their own work



I - Outlining the Key Elements of Entrepreneurship and Social Entrepreneurship

II - Discussing Social Entrepreneurship in the Context of Iraq

III - Outlining a Theory of Change for a Social Business

IV - Recognizing Customer Insights

V - Developing a Value Proposition

VI - The concept of the Business Model Canvas

VII - Designing Business Model Canvas Outline

VIII - Constructing your own Theory of Change for Relevant Projects

IX - Discussing Key Steps in Developing Budgets

X - Undertaking a Break-Even Analysis

XI - Recalling the ten key Elements of a Pitch Deck

XII - Developing a Pitch Deck for Relevant Projects

XIII - Describing Effective Communication Techniques

XIV - Explaining the Key Steps in Putting Together a Co-founding Team

XV - Discussing Unit Economics in the Context of Social Entrepreneurship

XVI - Identifying their own Personality Profile Using the DiSC Format

XVII - Discussing the Key Steps in Hiroshima's Post-War Reconstruction

PARTICIPANTS

PARTICIPANTS

Participants are the main beneficiaries of the programme. Each participant is required to design and develop a Business Model and Pitch Deck, utilising the knowledge and incorporate learning gained throughout the programme including online and mentoring sessions. The 2019 programme saw 16 participants, including nine women, completing all the requirements of workshops, including 30 hours of individual work per month and 25 days of on-site training. The participants, 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 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 participants. In addition to attending workshops in person, they also provided mentorship.

KEY ASPECTS OF THE PROGRAMME

ORIENTATION WORKSHOP

An orientation workshop for the 2019 Cycle of the programme was held in Bagdad, Iraq, on 19 September 2019. The aims of the workshop were for the 16 participants to undertake a learning needs assessment and to provide them with an overview of the programme, led by UNITAR Staff. Participants were introduced to the programme processes and individual roles and responsibilities in conducting assignments, meeting deadlines, and achieving the overall goals of the programme.

WORKSHOPS

The programme consists of one domestic, two international workshops, and one webinar 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 2019 Cycle was as follows:

- ▶ **Workshop I:** 19 September 2019 – Baghdad, Iraq
- ▶ **Workshop II:** 25 – 31 October 2019 – Istanbul, Turkey
- ▶ **Workshop III:** 1–10 December 2019 – Tokyo and Hiroshima, Japan
- ▶ **Webinar:** 13 March – Baghdad Iraq

ONLINE SESSION

Online sessions are Skype-based sessions facilitated by UNITAR to follow up on participants' 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 participants who were not able to join the session to equally benefit from the online training.

Participants work on individual assignments which contextualise the skills learned in the programme.

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, participants were required to work on individual assignments throughout the programme.

- ▶ **Assignment One:** Each participant 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 participant 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 programme 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-Participant communication; individual projects; team work; and distance learning activities.

▶

GRADUATION

Participants were awarded a UNITAR Certificate of Completion upon participation in all workshops, completion of all assignments to a satisfactory level including presentations of their final business models in the final webinar.

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 3)

I learned how to turn my idea into an enterprise/ business with social impact and how to deal with problems as opportunities. I am very inspired by this program. The program is a great opportunity to learn about entrepreneurship and business.

—Mr. Baraa Hameed Salman Zubaidi, Electrical Power Engineer, Ministry of Oil, (Ramadi/ Anbar [West of Iraq])

WORKSHOP I

19 September 2019 | Baghdad, Iraq

The UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq 2019 Cycle began with workshop-I on 19 September 2019 in Baghdad, Iraq. Sixteen participants, two Coaches and UNITAR Staff, took part in the workshop.

During Workshop-I, participants 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 participants. An initial Needs Assessment was then conducted with participants to determine the specific learning needs to be addressed within and incorporated into the instructional design of the programme. Participants further participated in two practical exercises, including an egg drop exercise focusing on group dynamics, and Coaches offered insights into their own programme journeys, as well as tips and guidance for participants.

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 Station in Baghdad. The Director for Division for Prosperity, Mihoko Kumamoto and His Excellency Naofumi Hashimoto, Japanese Ambassador to the Republic of Iraq provided remarks. Two alumni from the 2018 Cycles were invited to give presentations of their respective project proposals and shared their experience and insights with the rest of alumni.



The experience was empowering. You can learn so much through the stories, sessions, and the resource peoples.

—Ms. Sama Zaid Sedqi Rabeea, Project Support Division Director - IFMSA Iraq (Baghdad)

WORKSHOP II

25 – 31 October 2019| Istanbul, Turkey

Workshop-II, the first of the two international workshops, was held from 25 to 31 October 2019 in Istanbul, Turkey. Sixteen participants, two Resource Persons and UNITAR Staff took part in the workshop.

Workshop-II allowed participants to gain an in-depth understanding of Entrepreneurship and Social Entrepreneurship as a whole. Participants learned about Designing Thinking Methodology, Lean Start Canvas, Go-Market Strategy, Market Competitive Analysis, Marketing and Communication Strategies, Financial Projects, Revenue Modelling, and Unit Economics etc as a first step in the project design and management process, while working to contextualise the training delivered for the realities of Iraq. Workshop-II also supported participants 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, 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 17 sessions in total, with the following learning objectives, which were spread over the course of a weeklong workshop in Istanbul.

LEARNING OBJECTIVES

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

- ▶ Outline the key phases of social entrepreneurship;
- ▶ Identify the key processes of social business start-up;
- ▶ Discuss social entrepreneurship in the context of Iraq's eco-system.
- ▶ Evaluate social entrepreneurial opportunities;
- ▶ Use effective verbal, non-verbal and written communication techniques;
- ▶ Prepare an impactful pitch for a social entrepreneurial project;
- ▶ Prepare an impactful pitch deck for a social entrepreneurial project;
- ▶ Apply creativity and ideation techniques to social entrepreneurial contexts;
- ▶ Design stakeholder/customer empathy/discovery experiments;
- ▶ Identify social problem/needs through customer insight and assessment;
- ▶ Develop a value proposition;
- ▶ Understand the concepts of product-solution fit, product-market fit and pivots;
- ▶ Develop prototypes and/or experiments to test key assumptions and validate each element of the business model;
- ▶ Develop revenue models, metrics and unit economics appropriate to different business models;

- ▶ Formulate financial projections (gross margin, operating expenses), financial models, budgets and financial ratios for new social ventures;
- ▶ Formulate Go-To-Market strategies and tactics for a new social venture;
- ▶ Conduct a competitive landscape and market opportunity analysis for a new social venture;
- ▶ Identify differentiation strategies for a new social venture.

The following Modules were offered through 17 sessions:

- ▶ Introductory Session: Agenda Objectives Setting Expectations Setting Outline of Learning Journey Engagement Activities
- ▶ Session One: Business Pitch Verbal / Non-Verbal Communication The Pitch Deck
- ▶ Session Two: Entrepreneurship and Social Entrepreneurship in Iraqi Context
- ▶ Session Three: Design Thinking: Overview, Building Empathy, Customer Insight, Creativity and Ideation
- ▶ Session Four: Prototyping and Experimentation Minimum Viable Product, Product-Market Fit, Iteration, Pivoting
- ▶ Session Five: The Value Proposition
- ▶ Session Six: Lean Start-Up Canvas
- ▶ Session Seven: Opportunity Assessment Risk Assessment, Risk Mitigation
- ▶ Session Eight: Go-To-Market Strategy
- ▶ Session Nine: Competitive Analysis Market Opportunity Analysis Competitive Strategies
- ▶ Session Ten: Marketing and Communications Strategies (Digital and Offline)
- ▶ Session Eleven: Coach-Led Session: Marketing and Promoting Your Enterprise
- ▶ Session Twelve: Financial Projections Financial Analysis
- ▶ Session Thirteen: Revenue Modelling
- ▶ Session Fourteen: Metrics and Unit Economics
- ▶ Session Fifteen: Coach-Led Session: Assessing the Venture's Financial Viability and Financing the Enterprise
- ▶ Session Sixteen: Coach-Led Session: Pitch and Communication Coaching
- ▶ Session Seventeen: participant Pitches (5min Presentation+2min Feedback+1Changeover) Peer-to-Peer Feedback Workshop II Wrap up Evaluation Assignment for Workshop III

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, Coaches and UNITAR Staff, so that participants 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 93% of respondents “agreed” or “strongly agreed” that they will likely use the information in workshop, with 80% indicating that the content of workshop was new to them. Prior to the workshop, only 20% of participants felt that they possessed a “moderate” to “high ability” to “Outline the key phases of social entrepreneurship,” while 93% of respondents felt that they had gained a high understanding of such by the end of the workshop. Similarly, with regard to “Prepare an impactful pitch for a social entrepreneurial project,” those indicating that they had a “moderately high” to “high” understanding grew from 27% of total respondents to 93% by the end of the workshop.

With regard to the methodology utilised in workshop, including interactive lectures, after-action reviews, and practical exercises, 93% 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 responding to questions of participants by 100% of respondents, as well as stimulating participants’ involvement, by 93%. Overall, the responses received were significantly positive.

WORKSHOP II

EVALUATION DATA ANALYSIS REPORT

The evaluation method employed for the UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq 2019 Cycle 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

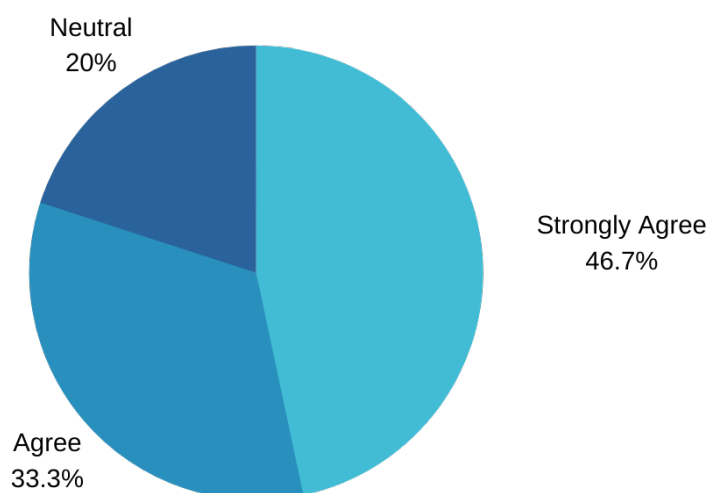


WORKSHOP II

MAJOR FINDINGS AND RECOMMENDATIONS

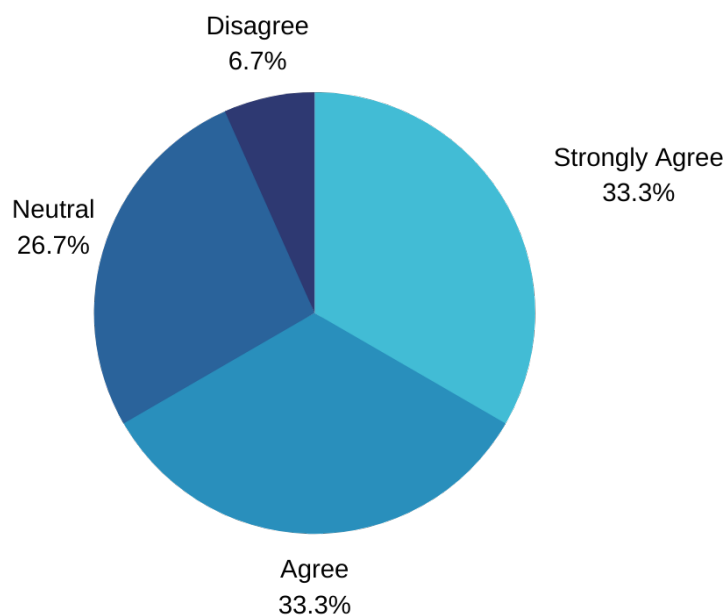
VALUE, RELEVANCE AND INTENT TO USE

Percentage of participants who felt the information was new to them



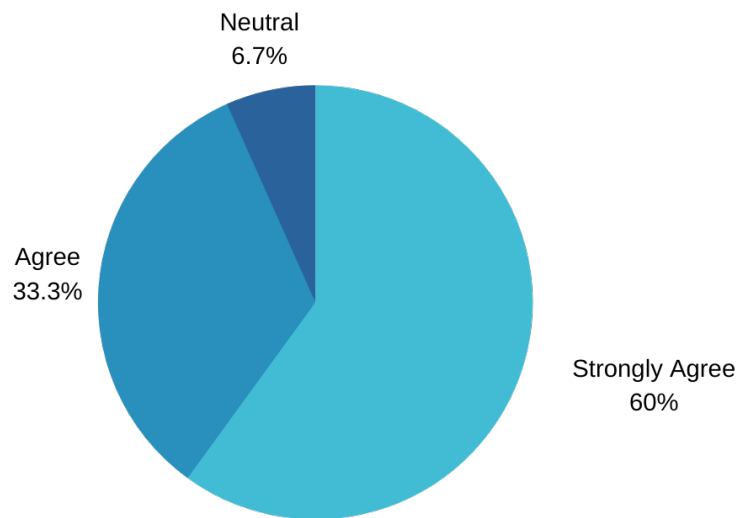
The information presented in this Workshop was new to me

Percentage of participants who felt the information was relevant



The content of the Workshop was relevant to my job

Percentage of participants who felt the information was useful

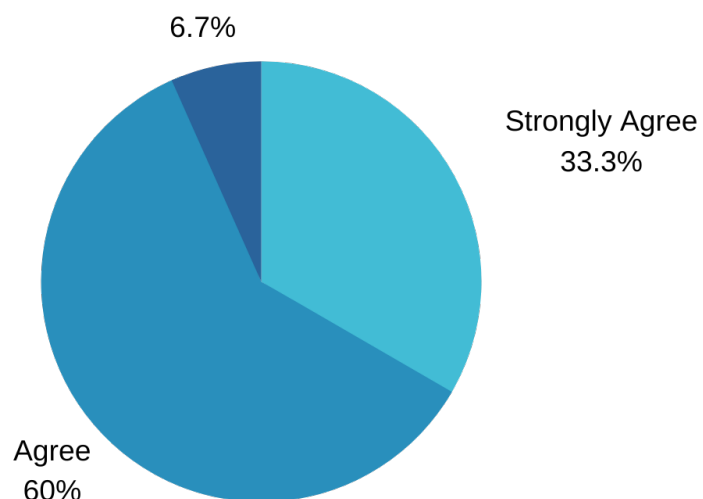


It is likely that I will use the information acquired

METHODOLOGY

The methodology used in this workshop included lectures, study tours and practical exercises

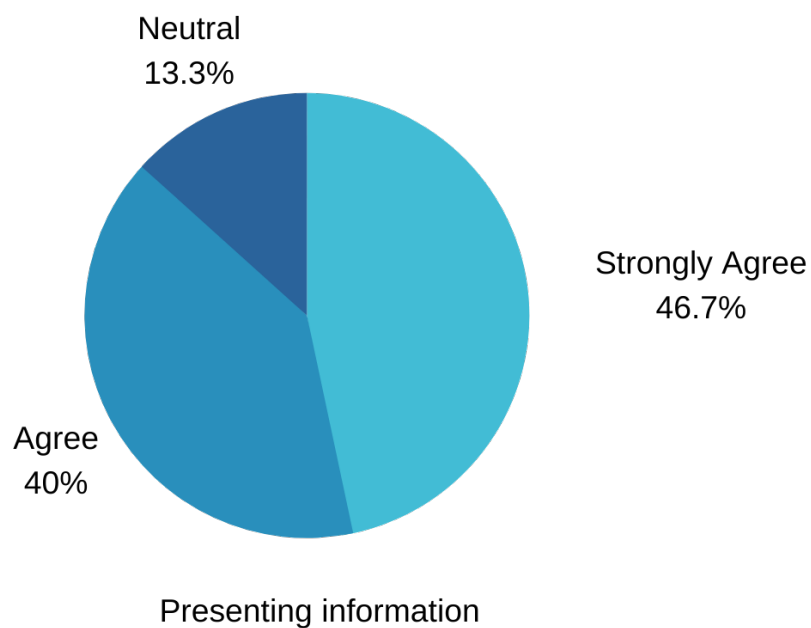
The workshop's methodology was useful given the learning objectives



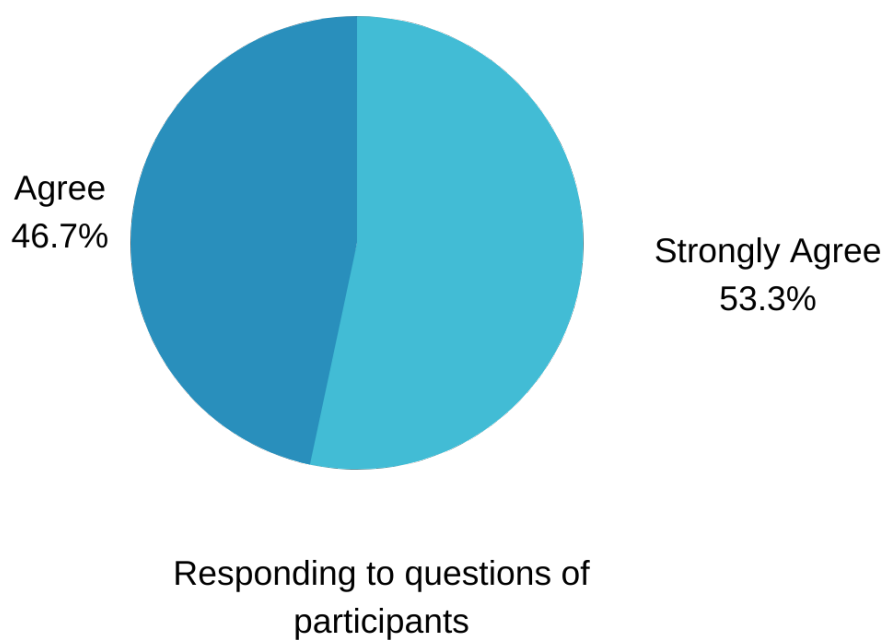
The Workshop's methodology was useful given the learning objectives.

OVERALL SATISFACTION WITH THE QUALITY OF FACILITATORS

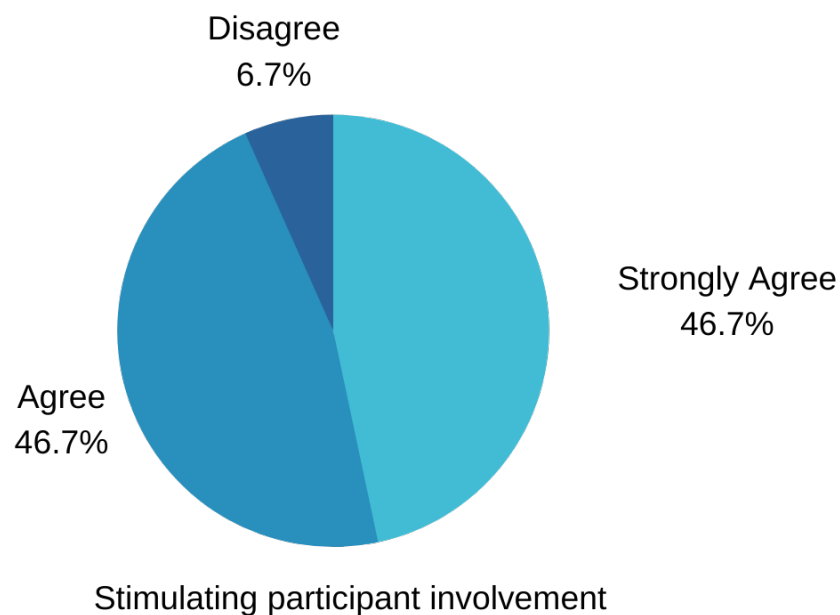
Participants' satisfaction with facilitators methods for presenting information



Participants' satisfaction with facilitators methods for responding to questions

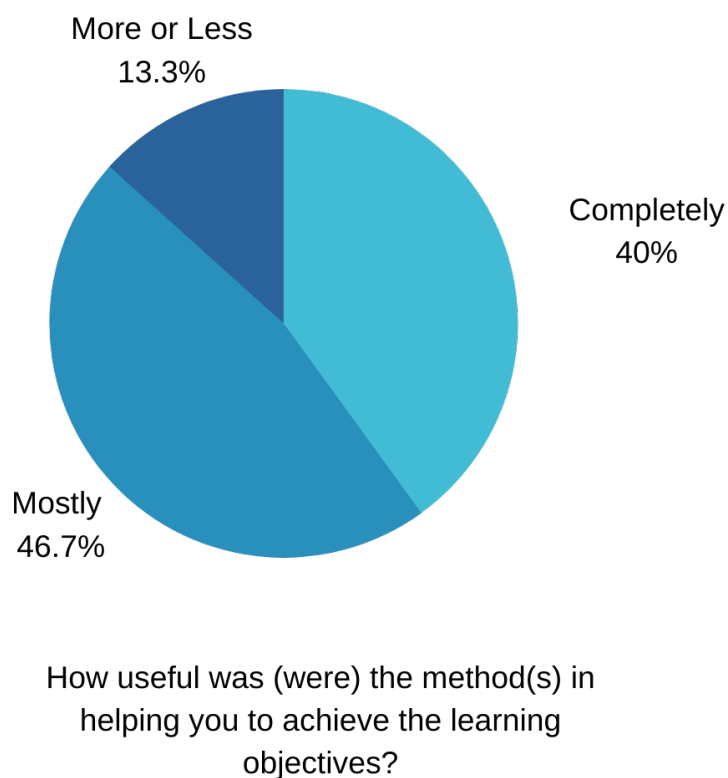


Participants' satisfaction with facilitators methods for stimulating involvement



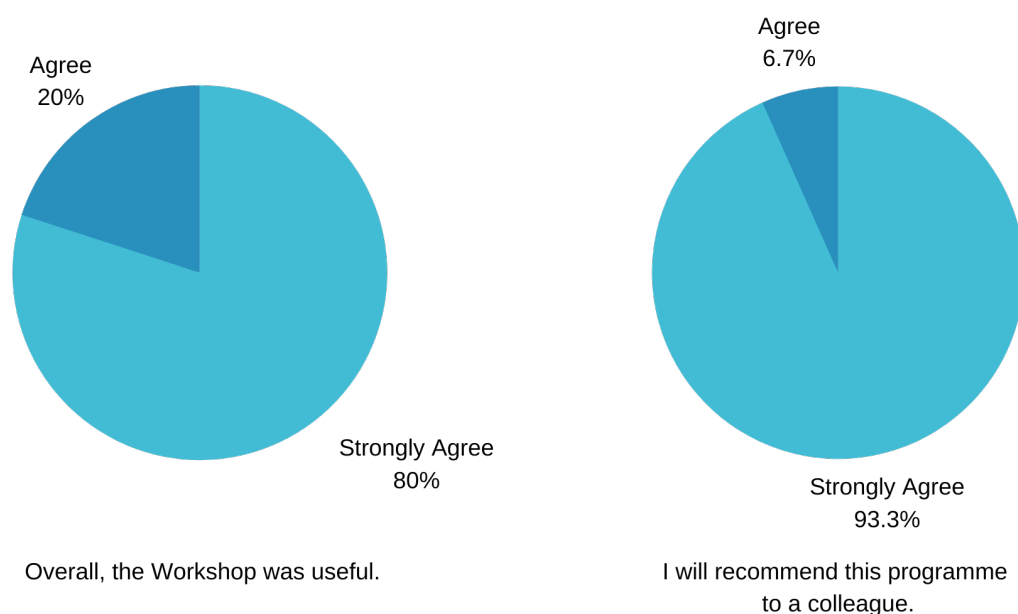
APPLICABILITY OF AFTER-ACTION REVIEW AND PRACTICAL EXERCISES

How useful were the method(s) in helping you to achieve the learning objectives?



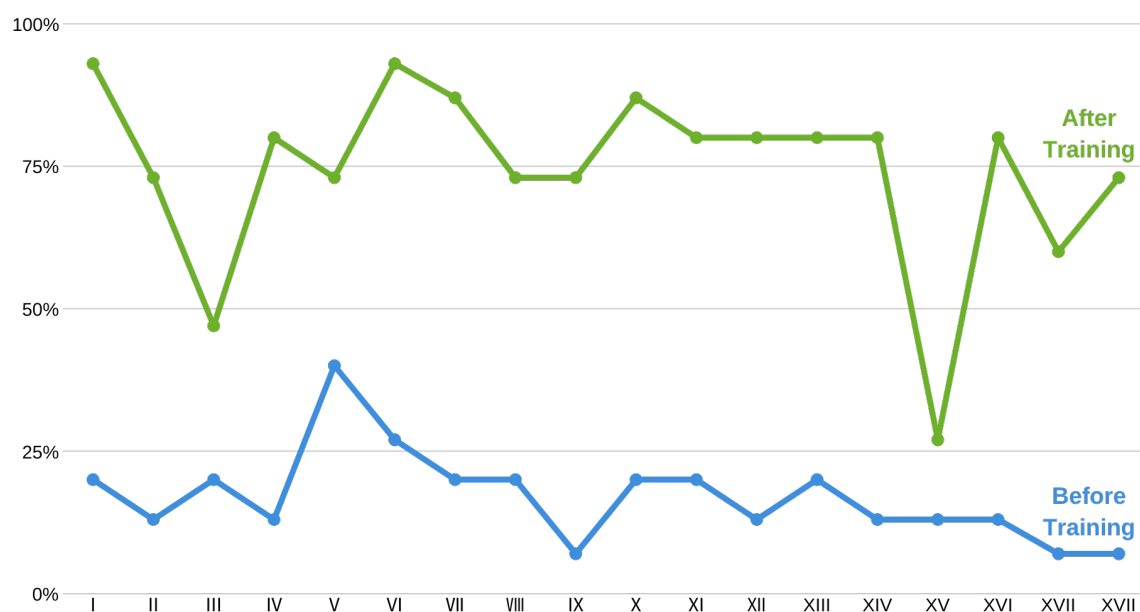
OVERALL SATISFACTION OF THE EVENT

Please rate the following statements using the scale from strongly agree (5) to disagree (1).



OVERALL INDIVIDUAL SKILLS RATING BEFORE AND AFTER THE TRAINING

There are total of 17 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.





WORKSHOP II AGENDA

	Friday 25 October	Saturday 26 October	Sunday 27 October
09:00 - 09:30	<p>Flight No: TK0311</p> <p>17:35 Departure from BAGHDAD (BGW)</p> <p>20:30 Arrival at Sabiha Gokcen, Istanbul</p> <p>NOTES: Please be prepared and give yourself at least 3 Hours prior to the departure time. We advise you to be at Baghdad airport by 14:00</p> <p>Upon arrival, an Hotel shuttle bus will pick you up</p>		09:00 - 09:30 After Action Review (UNITAR)
09:30 - 10:00		09:30 - 11:00 Introductory Session: Agenda Objectives Setting Expectations Setting Outline of Learning Journey Engagement Activities	09:30 - 11:00 Session Four: Prototyping and Experimentation Minimum Viable Product, Product-Market Fit, Iteration, Pivoting
10:00 - 10:30			
10:30 - 11:00			
11:00 - 11:30		11:00 - 11:30 Tea Break	11:00 - 11:30 Tea Break
11:30 - 12:00		11:30 - 13:00 Session One: Business Pitch Verbal / Non-Verbal Communication The Pitch Deck	11:30 - 13:00 Session Five: The Value Proposition
12:00 - 12:30			
12:30 - 13:00			
13:00 - 13:30		13:00 - 14:00 LUNCH	13:00 - 14:00 LUNCH
13:30 - 14:00			
14:00 - 14:30		14:00 - 15:30 Session Two: Entrepreneurship and Social Entrepreneurship in Iraqi Context	14:00 - 15:30 Session Six: Lean Start-Up Canvas
14:30 - 15:00			
15:00 - 15:30			
15:30 - 16:00		15:30 - 17:00 Session Three: Design Thinking: Overview, Building Empathy, Customer Insight, Creativity and Ideation	15:30 - 17:00 Session Seven: Opportunity Assessment Risk Assessment, Risk Mitigation
16:00 - 16:30			
16:30 - 17:00			
17:00 - 18:00		Mentoring Session	Mentoring Session

Monday 28 October	Tuesday 29 October	Wednesday 30 October	Thursday 31 October
09:00 - 09:30 After Action Review (participants)	09:00 - 09:30 After Action Review (participants)	09:00 - 09:30 After Action Review (participants)	<p>Flight No: TK0306</p> <p>06:45 Departure from Istanbul New Airport</p> <p>09:40 Arrival at BAGHDAD (BGW)</p> <p>NOTES: Please be prepared and give yourself at least 3 Hours prior to the departure.</p> <p>Hotel shuttle bus will drop you to the airport</p>
09:30 - 11:00 Session Eight: Go-To-Market Strategy	09:30 - 11:00 Session Twelve: Financial Projections Financial Analysis	09:30 - 10:30 Session Sixteen: Coach-Led Session: Pitch and Communication Coaching	
		10:30 - 11:00 Rolling Tea Break	
11:00 - 11:30 Tea Break	11:00 - 11:30 Tea Break	11:00 - 13:00 Session Seventeen: Participant Pitches (5min Presentation+2min Feedback+1Changeover) Peer-to-Peer Feedback Workshop II Wrap up Evaluation Assignment for Workshop III	
11:30 - 13:00 Session Nine: Competitive Analysis Market Opportunity Analysis Competitive Strategies	11:30 - 13:00 Session Thirteen: Revenue Modelling		
13:00 - 14:00 LUNCH	13:00 - 14:00 LUNCH	13:00 - 14:00 LUNCH	
14:00 - 15:30 Session Ten: Marketing and Communications Strategies (Digital and Offline)	14:00 - 15:30 Session Fourteen: Metrics and Unit Economics		
15:30 - 17:00 Session Eleven: Coach-Led Session: Marketing and Promoting Your Enterprise	15:30 - 17:00 Session Fifteen: Coach-Led Session: Assessing the Venture's Financial Viability and Financing the Enterprise		
Mentoring Session	Mentoring Session		

WORKSHOP III

1 – 10 December 2019 | Tokyo and Hiroshima, Japan

Workshop-III, the second of two international workshops, was held from 1 – 10 December 2019 in Hiroshima, Japan. Sixteen participants, two Coaches and UNITAR Staff, participated in the workshop.

Workshop-III provided an opportunity for participants to gain an in-depth understanding of Marketing and Communication Strategies (online and off-line), Building Key Teams, Networking, Growth Strategies, Financing the Enterprise, Pitching to Investors, Innovation and Corporation Enterprise, Stakeholder Identification and Engagement, Emotional Intelligence, Appraisal of Personal Leadership Style Using Disc Test, and Building an Innovation Driven Organization, which are parts of the revamped entrepreneurship and leadership modules. Participants also interacted and engaged with key UNITAR stakeholders and partners through several courtesy calls and study tours organized in Tokyo and Hiroshima. Participants 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 a total of 20 sessions with the following key learning objectives.

LEARNING OBJECTIVES

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

- ▶ Identify their own personality profile style using the DiSC format;
- ▶ Reflect on their motivations, capabilities and interests in new venture start-up and management;
- ▶ Develop steps to fostering an organizational climate of (social) entrepreneurship and innovation;
- ▶ Develop organizational strategies and support mechanisms for entrepreneurship and innovation;
- ▶ Outline the process of effective management and scaling of the growing (social)venture;
- ▶ Identify stakeholder's interest and influence over (social) ventures;
- ▶ Develop their own network map in building partnerships, mobilizing resources and enrolling others;
- ▶ Identify success factors in recruiting and building the co-founding team;
- ▶ Develop a Pitch Deck for relevant projects;
- ▶ Explore the post-war reconstruction of Hiroshima in close cooperation with local authorities and people in Hiroshima;
- ▶ Discuss the key steps in Hiroshima's post war reconstruction.

The following Modules were offered through 17 sessions:

- ▶ Opening Session: Agenda Setting Objectives Setting Discuss Key Lessons learned from Workshop II
- ▶ Session One: Participants Presentations (5mins presentation +3mins feedback)
- ▶ Session Two: DiSC Test
- ▶ Session Three: Appraisal of Personal Leadership Style using DISC, Personal Motivations, and Reflections on Leading Enterprises Profile of successful Entrepreneurs
- ▶ Session Four: Marketing and Communication Strategies (Digital and Offline)
- ▶ Session Five: Building the Enterprise's Key Team
- ▶ Session Six: Networking and Enrolling Others
- ▶ Session Seven: Growth Strategies Scaling the Enterprise
- ▶ Session Eight: Exploration of the post-war reconstruction of Hiroshima (Kayo san)
- ▶ Session Nine: Financing the Enterprise Sources of Funding for Start-Up and Growing Enterprises
- ▶ Session Ten: Pitching to Investors, How Investors Appraise Applicants and Projects
- ▶ Session Eleven: Innovation and Corporate Entrepreneurship
- ▶ Session Twelve: Stakeholder Identification and Engagement
- ▶ Session Thirteen: Coach-Led Session: Final Pitch Presentation
- ▶ Session Fourteen: Exploration of the post-war reconstruction of Hiroshima (Hashimoto san)
- ▶ Session Fifteen: Leadership: Emotional Intelligence (GD, Hiroshima University)
- ▶ Session Sixteen: Building an Innovation-Driven Organisation
- ▶ Session Seventeen: Tying It All Together: Product Market Fit Business Model Design
- ▶ Session Eighteen: Coach-Led Session: Final Participant Pitch Preparation
- ▶ Session Nineteen: Coach-Led Session: Operationalising the Project Over the Next 3-12 months
- ▶ Session twenty: Participant Pitches Peer-to-Peer Feedback Evaluation Key Takeaways and Lessons from WSIII Workshop III Wrap up

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.

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 participants 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 participants, 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 use the information in workshop-III, with 80% indicating that the content of workshop was relevant to their jobs. Prior to the workshop, only 7% of participants felt that they possessed a “moderate” to “high ability” to “Identify their own personality profile style using the DiSC format,” while 100% of respondents felt that they had gained a high understanding of such by the end of the workshop. Similarly, with regard to “Develop their own network map in building partnerships, mobilizing resources and enrolling others”, those indicating that they had a “moderately high” to “high” understanding grew from 7% of total respondents to 93% by the end of the workshop.

WORKSHOP III

EVALUATION DATA ANALYSIS REPORT

The evaluation method employed for the UNITAR Hiroshima Transforming the Future: Empowering Social Entrepreneurs and Youth Leaders for Iraq 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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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

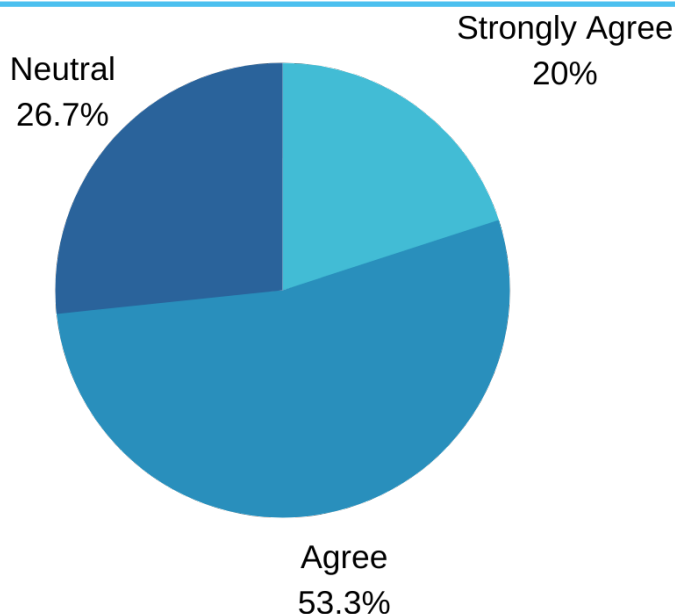


WORKSHOP III

MAJOR FINDINGS AND RECOMMENDATIONS

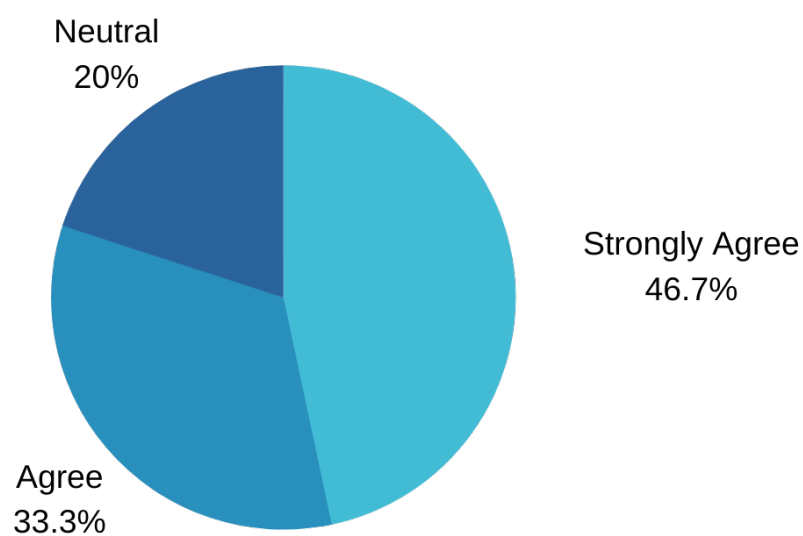
VALUE, RELEVANCE AND INTENT TO USE

Percentage of participants who felt the information was new to them



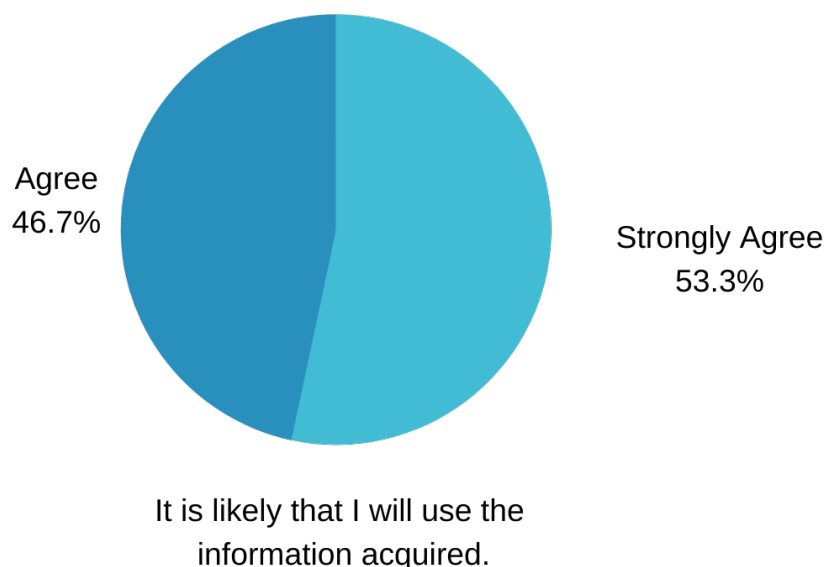
The information presented in this Workshop
was new to me.

Percentage of participants who felt the information was relevant



The content of the Workshop was relevant
to my job.

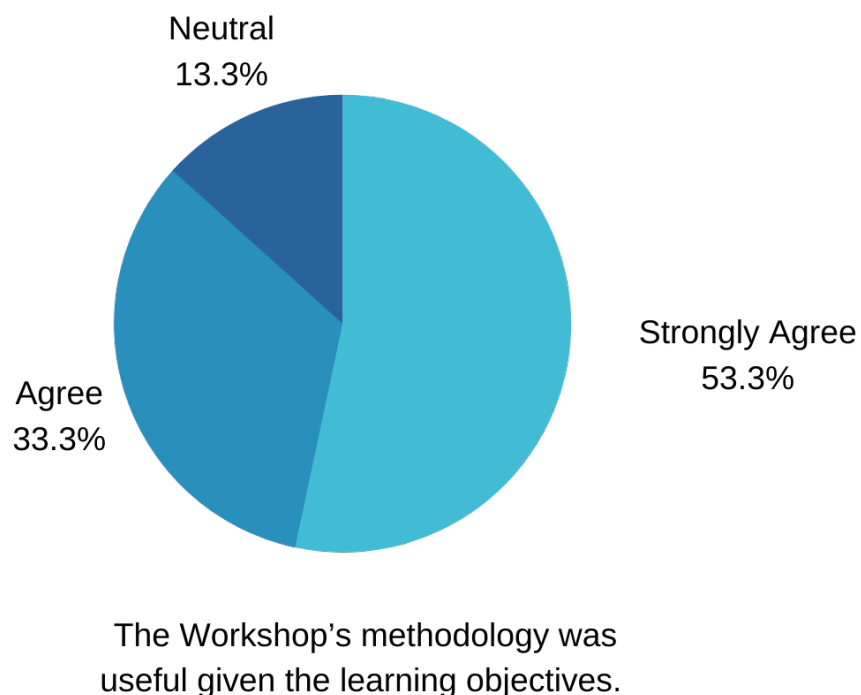
Percentage of participants who felt the information was useful



METHODOLOGY

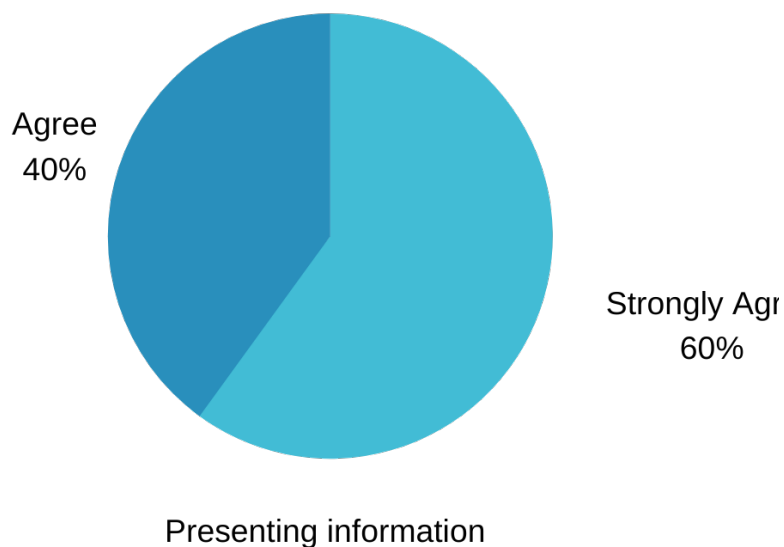
The methodology used in this workshop included lectures, study tours and practical exercises

The workshop's methodology was useful given the learning objectives

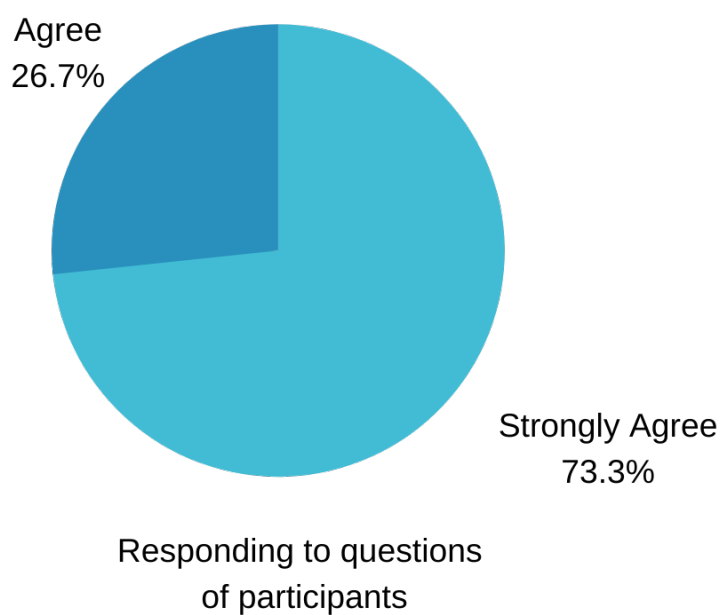


OVERALL SATISFACTION WITH THE QUALITY OF FACILITATORS

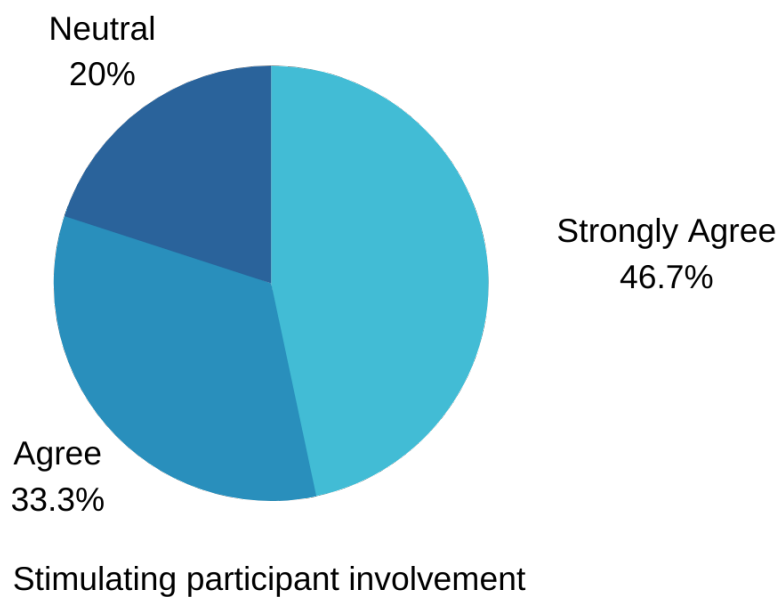
Participants' satisfaction with facilitators methods for presenting information



Participants' satisfaction with facilitators methods for responding to questions

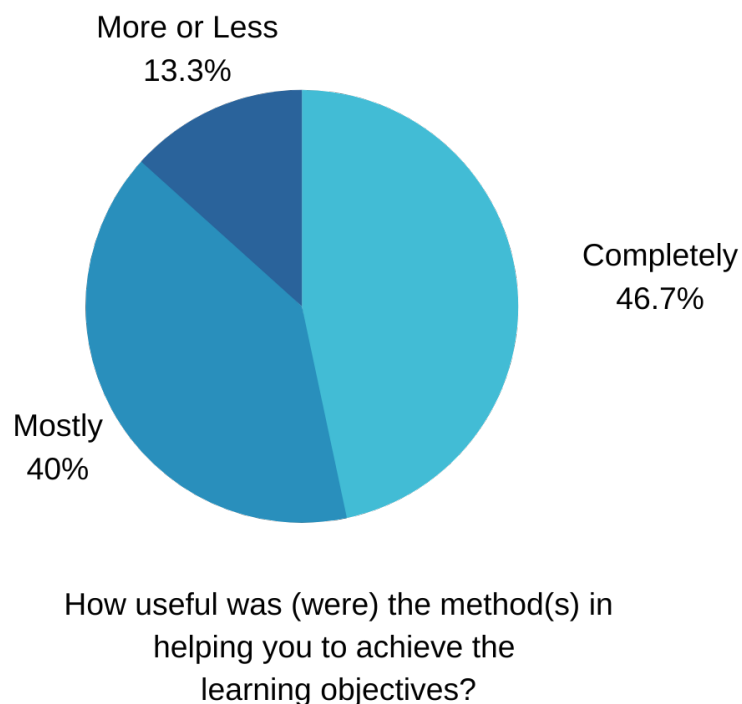


Participants' satisfaction with facilitators methods for stimulating involvement



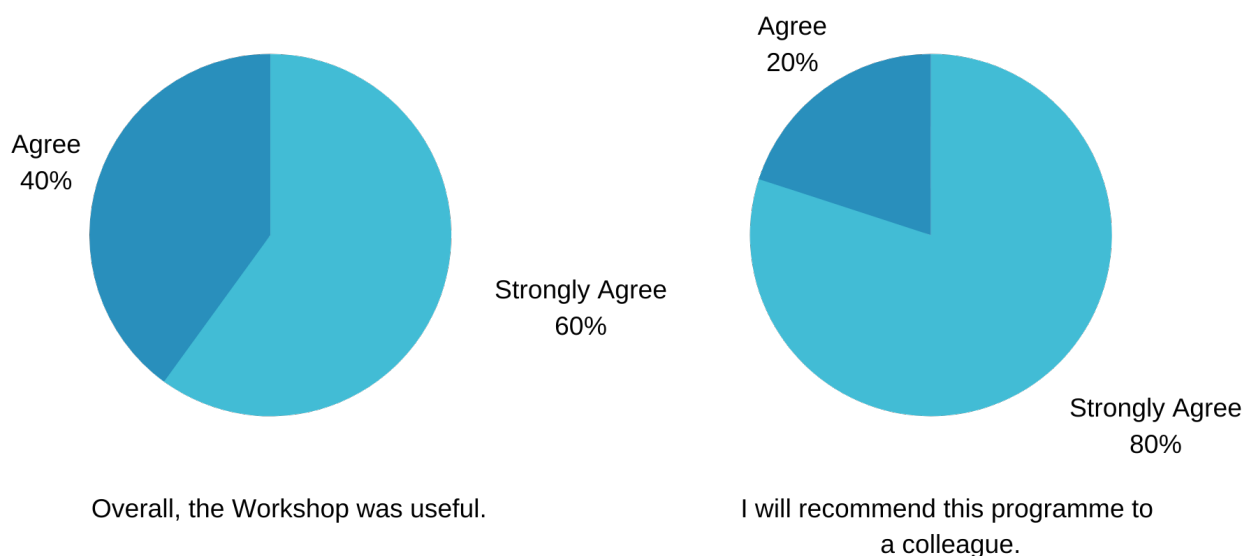
APPLICABILITY OF AFTER-ACTION REVIEW AND PRACTICAL EXERCISES

How useful were the method(s) in helping you to achieve the learning objectives?



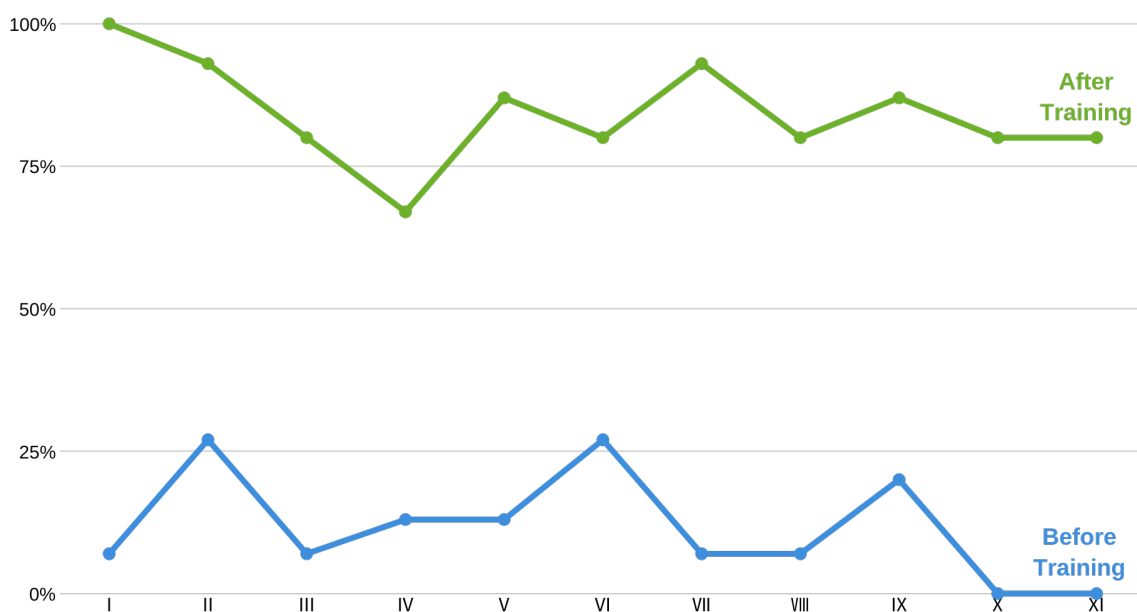
OVERALL SATISFACTION OF THE EVENT

Please rate the following statements using the scale from strongly agree (5) to disagree (1).



OVERALL INDIVIDUAL SKILLS RATING BEFORE AND AFTER THE TRAINING

There are total of 11 learning objectives for the workshop III, 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.





WORKSHOP III AGENDA

	Sunday 1 December	Monday 2 December	Tuesday 3 December	Wednesday 4 December	Thursday 5 December	
		Breakfast 07:30-08:30	Breakfast	Breakfast	Breakfast	
09:00 - 09:30	<p>Saturday 30 November QR443 Dep Baghdad: 22:30 Arr Hamad: 00:30</p> <p>Sunday 1 December QR806 Dep Hamad: 01:55 Arr Narita :17:45</p> <p>NOTES: Please be prepared and give yourself at least 5 Hours prior to the departure. We advise you to be at Baghdad airport by 17:00</p> <p>Upon arrival, Hotel shuttle bus will pick you up at the Airport and drop you at the Shinjuku Washington Hotel in Shinjuku. Upon arrival at the Hotel, UNITAR staff will meet you</p>	09:00 Checkout	08: 30 Bus for Hiroshima city	09:00 - 09:30 Opening Session: Agenda Setting Objectives Setting Discuss Key Lessons learned from Workshop II	09:00 - 09:30 After Action Review	
09:30 - 10:00		09:30 Depart from Hotel	10:00 - 10:30 Courtesy Call: Ministry of Foreign Affairs	09:30 - 10:30 Hibakusha (UNITAR Office)	Session One: 09:30 - 11:30 Participants Presentations (5mins presentation +3mins feedback)	09:30 - 11:00 Session Five: Building the Enterprise's Key Team
10:00 - 10:30				10:30 - 11:00 G. L.H. (UNITAR Office)		
10:30 - 11:00						
11:00 - 11:30		11:30 - 12:30 LUNCH (Lohas J Style Tokyo Station)	11:00 - 13:30 Hiroshima Peace Memorial Park and Peace Memorial Museum	Briefing & Orientation Room @2F	11:00 - 12:00 Session Six: Networking and Enrolling Others	
11:30 - 12:00						11:30 - 12:00 Session Two: DiSC Test
12:00 - 12:30		13:00 - 14:45 Study Tour Tokyo, Meiji Jingu	13:00 - 14:30 Session Three: Appraisal of Personal Leadership Style using DISC, Personal Motivations, and Reflections on Leading Enterprises Profile of successful Entrepreneurs	12:00 - 13:00 LUNCH (HIP)	12:00 - 13:00 LUNCH (HIP)	
12:30 - 13:00						
13:00 - 13:30						
13:30 - 14:00		14:45 - 15:10 Courtesy call: HPG	15:00 - 16:30 Hiroshima City Tour	14:30 - 15:00 TEA BREAK	14:30 - 15:00 TEA BREAK	
14:00 - 14:30						
14:30 - 15:00						
15:00 - 15:30		15:00 Bus for Haneda	15:10 - 16:30 Hiroshima City Tour	15:00 - 16:30 Session Four: Marketing and Communication Strategies (Digital and Offline)	15:00 - 16:30 Session Eight: Exploration of the post-war reconstruction of Hiroshima (Kayo san)	
15:30 - 16:00		15:30 Arrival @ Haneda				
16:00 - 16:30						
16:30 - 17:00		Flight N ANA683 Dep HANEDA: 17:05 Arr Hiroshima: 18:35	16:30 Bus to Saijo	16:30 - 17: 00 Mentoring Session	16:30 - 17:00 Mentoring Session	
17:00 - 17:30						17:30 Arrival @ HIP
17:30 - 18:00						
		18:00 - 20:00 Dinner at HIP	18:00 - 20:00 Dinner at HIP	18:00 - 20:00 Dinner at HIP	18:00 - 20:00 Dinner at HIP	
				19:00 - 21:00 Kimono Experience		

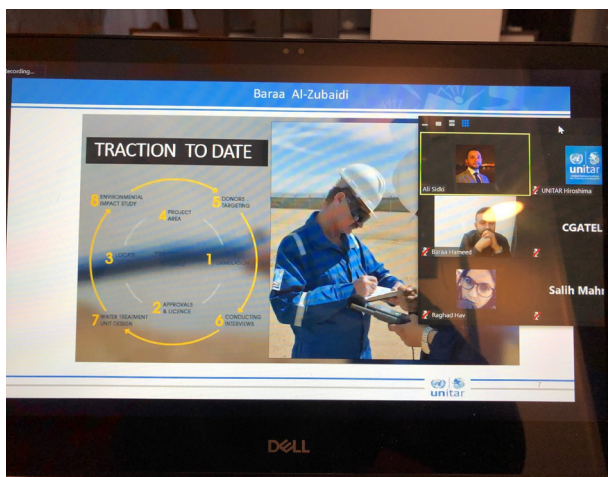
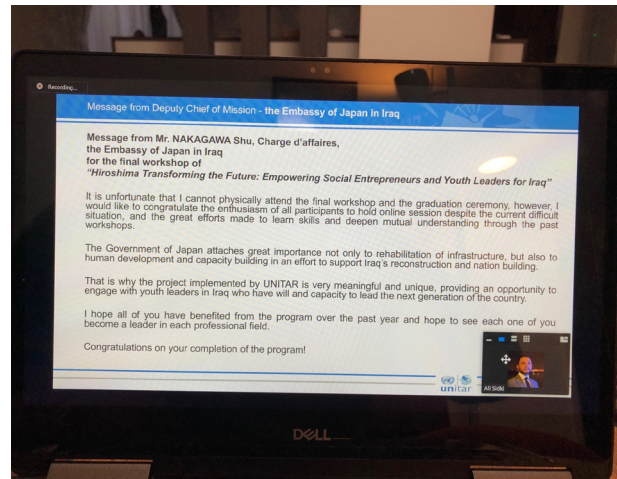
Friday 6 December	Saturday 7 December	Sunday 8 December	Monday 9 December	Tuesday 10 December
Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	08:30 Bus for Hiroshima City		<p>Tuesday 10 December</p> <p>Flight ANA686 Dep HIROSHIMA: 19:15 Arr HANEDA: 20:45</p> <p>Flight N QR813 Dep HANEDA: 23:50 Arr HAMAD: 06:10</p> <p>Wednesday 11 December</p> <p>Flight N QR444 Dep HAMAD: 07:55 Arr BANGHDAD: 10:10</p>
09:30 - 11:00 Session Nine: Financing the Enterprise Sources of Funding for Start-Up and Growing Enterprises	09:30 - 11:00 Session Fourteen: Exploration of the post-war reconstruction of Hiroshima (Hashimoto san)		09:30 - 10:30 Session Nineteen: Coach-Led Session: Operationalising the Project Over the Next 3-12 months	
11:00 - 12:00 Session Ten: Pitching to Investors, How Investors Appraise Applicants and Projects	11:00 - 12:00 Session Fifteen: Leadership: Emotional Intelligence (GD, Hiroshima University)	10:30 - 12:30 UNITAR Joint Public Session Venue: ICC (Inside Peace Park)	10:30 - 13:00 Session twenty: Participant Pitches Peer-to-Peer Feedback Evaluation Key Takeaways and Lessons from WSIII Workshop III Wrap up	
12:00 - 13:00 LUNCH (HIP)	12:00 - 13:00 LUNCH (HIP)		13:00 - 14:00 LUNCH (HIP)	
13:00 - 14:30 Session Eleven: Innovation and Corporate Entrepreneurship	13:00 - 14:30 Session Sixteen: Building an Innovation-Driven Organisation	13:00 - 14:00 LUNCH (Self-sourced & self choice)		
14:30 - 15:00 TEA BREAK	14:30 - 15:00 TEA BREAK	14:00 - 17:00 City Tour/Aeon Mall		
15:00 - 16:00 Session Twelve: Stakeholder Identification and Engagement	15:00 - 16:30 Session Seventeen: Tying It All Together: Product Market Fit Business Model Design			
16:00 - 17:30 Session Thirteen: Coach-Led Session: Final Pitch Presentation	16:30 - 17:30 Session Eighteen: Coach-Led Session: Final Participant Pitch Preparation			
		17:00 Bus to Saijo		
		18:00 Arrival @ HIP		
18:00 - 20:00 Dinner at HIP	18:00 - 20:00 Dinner at HIP	18:00 - 20:00 Dinner at HIP	18:00 - 20:00 Dinner at HIP	

WORKSHOP IV WEBINAR

1 – 10 December 2019 | Tokyo and Hiroshima, Japan

Due to the ongoing outbreak of COVID-19 situation in Iraq (and the world) and in line with the government of Iraq regulations and restriction of people movement inside Iraq, a webinar was held as the replace of workshop-IV. A total of 16 participants joined the 3 hours long webinar and presented their final business project assignment through video recorded pitch.

The webinar was concluded with a video recorded message from the Director of Division for Prosperity, and a written message from the Embassy of Japan to Iraq.





ANNEXES

MEDIA COVERAGE

(unitar) تدشن الدورة الرابعة من برنامج زمالة العراق

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251

الجمعة 20 أيلول 2019



بغداد/ شكران الفتلاوي

احتضنت قاعة المحطة في بغداد امس الأول الخميس، مؤتمر اعمال برنامج زمالة العراق في معهد الأمم المتحدة للتدريب والبحث (اليونيتار) وهو برنامج اعمالي تدعمه الحكومة اليابانية ومقره في مدينة هيروشيما يتضمن ورش عمل بغداد واليابان. إذ يتم بموجب هذا البرنامج تأهيل كوادر شبابية للنهوض بالواقع الاقتصادي والخدمي في جميع مؤسسات الدولة وبناء قدراتهم المعرفية. ريادة الأعمال

يشترك في البرنامج اربعة وعشرون متدربا من مختلف القطاعات لاكتساب الخبرات والمهارات التي من شأنها تعزيز ريادة الأعمال، التي تفضي الى اعادة الاعمار والتنمية الاقتصادية في العراق. استهلّت اعمال الندوة، التي حضرها سفير اليابان في العراق ناوفومي هاشيموتو ومسؤولو المنظمة الاممية في هيروشيما السيدة ميهوكو كوماوتو وعدد كبير من المشاركين الجدد وبعض الطلبة الذين

انهوا تدريبات المرحلة السابقة، بكلمة للسفير الياباني اكد فيها انه " من الجميل خلق جيل شبابي قادر على اكتساب الخبرات الضرورية في المساهمة الفاعلة في اعادة البناء في شتى المجالات". ومن ثم القت مديرة فرع هيروشيما نيهوكو كيمو كلمتها التي شكرت فيها جميع المتدربين الشباب الذين حرصوا على ان يكونوا على قدر المسؤولية في تحمل مفردات الورشات والابداع في طروحاتهم الخلاقة.

محطات ابداعية

بعد ذلك عرض فيلم وثائقي بشأن اعمال الدورة السابقة التي اختتمت مؤخراً تحدث فيها المشاركون عن اهم المحطات الابداعية التي مروا بها خلال تواجدهم في هيروشيما وبغداد فضلا عن طروحاتهم التي تقدموا بها بعد انتهاء فترة الاعداد.

وذكرت احدى المشاركات في الورشة السابقة اصيل سلام ان " الخبرات التي اكتسبتها ستكون متكافؤاً اساسياً في عملي المقبل. حيث صمم البرنامج برمته من اجل تلبية تنشئة رجال الاعمال العراقيين، حيث ساعدتنا تلك الورش في ايجاد ارضية مشتركة بين المؤسسات المختلفة".

انشاء المشاريع

في حين علق المشارك احمد رمز قائلا: اتسمت تلك الورشات بأهمية تناول اهم القضايا التي تواجهها المؤسسات عند بناء المشاريع مع وضع الحلول الناجعة لمعالجة الاحتياجات الكبيرة لمجتمعنا العراقي، فضلا عن تقديم مفاهيم واساليب جديدة من الممكن ان تساعدنا في انشاء وتنفيذ المشاريع التنموية بكفاءة عالية".

من جانبه اشار مسؤول مكتب الامم المتحدة للتدريب شمس الهادي شمس لـ "الصباح" الى ان " هذا البرنامج ابتداءً منذ اربع سنوات، ويحتوي على اربع ورش عمل ونركز على استقطاب الطاقات الشابة وبمستوى مهني مقبول من ضمن خمسة قطاعات هي العام والخاص والاكاديمي فضلا عن منظمات المجتمع المدني (NGO)".

ولفت الى ان " البرنامج الاهمي استطاع ان يخرج 85 متدرباً خلال الدورات السابقة والعديد منهم قد باشروا بالفعل بتطبيق مشاريعهم المستقبلية، حيث اننا لا نعطي للمتدربين السمك ولكن نعلمهم كيفية الصيد كما يقول المثل الشائع". من جانب آخر ذكر المنسق العام للدورة د. علي احسان ان " آلية التقديم لهذه الدورات عن طريق نشر الدعوات للتقديم من خلال مواقعنا على التواصل الاجتماعي وبعدها تم تصفية المتقدمين، اخذين بنظر الاعتبار التمثيل العادل لكل محافظات العراق حيث يجب ان يتحلى المتقدم بمعرفة متوسطة على الأقل باللغة الانكليزية التي هي اللغة السائدة في هذه الورش".



NHK NEWS COVERAGE

15 UNITAR Participants from Iraq visited Peace Memorial park to know about the reality of the Atomic Bombing. They visited Hiroshima as part of the training program hosted by United Nations Institute for Training and Research (UNITAR).

The participants offered a prayer in front of the Cenotaph. During the interview, one of the participants said that he learned about what happened in Hiroshima at that time and also mentioned that there is war and conflict in Iraq. He also mentioned that “we have to take care of every life because every soul matters. And we have to stop the war”.





