

UNITAR COVID-19 RESPONSE AND RECOVERY PROGRAMME



Mobilizing Youth
Entrepreneurs and
Enhancing
Entrepreneurship
Training Capacity in
Egypt, Iraq and Lebanon

PROJECT
COMPLETION
REPORT 2022
CYCLE

Acknowledgements



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This programme was run with the full financial support of the **Government and the People of Japan**.

We would also like to recognize

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Mihoko Kumamoto

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Executive Summary

Programme overview

The **2022 United Nations Institute for Training and Research (UNITAR) COVID-19 Response and Recovery Programme: Mobilizing Youth Entrepreneurs and Enhancing Entrepreneurship Training Capacity in Egypt, Iraq and Lebanon** is an entrepreneurship training programme for aspiring and established entrepreneurs, leaders and representatives of micro, small and medium enterprises active in the health sector in Egypt, Iraq and Lebanon. The programme equips youth entrepreneurs with the knowledge, skills and network to develop and bring to life innovative local solutions to the COVID-19 pandemic and contribute to building a resilient health sector in the region.



The programme was developed with the full financial support of the Government and the People of Japan and implemented with the institutional support of public and private-sector organizations in Japan and the Middle East and North African (MENA) region.

Addressing the challenges posed by the COVID-19 pandemic in Egypt, Iraq and Lebanon requires governments, civil society and the private sector to work together – in line with the World Health Organization’s “whole-of-society” approach – particularly in public health. By engaging all members of society, including marginalized groups, in the entrepreneurial ecosystem, these countries can create more inclusive and resilient economies and health systems that can better withstand future shocks.

UNITAR Division for Prosperity launched its first entrepreneurship training programme in Iraq in 2016. Since then, we have trained over 530 young leaders and innovators in Iraq. The 2022 cycle has expanded to include Egypt and Lebanon in addition to Iraq. The programme consisted of three phases and combined training in both online and offline settings.

2022 cycle participants

The 2022 programme enrolled **186 youth entrepreneurs and innovators** (112 women and 74 men) from different regions across Egypt, Iraq and Lebanon – the largest number of participants in a single cycle since the programme began in Iraq in 2016. Out of the 186 participants enrolled, 68 were from Egypt, 93 were from Iraq, and 25 were from Lebanon. Participants from the health sector (42%) represented the largest group of participants by sector.

Programme structure and methodology

The programme was divided into three phases and trained participants on the full cycle of entrepreneurship, from idea to market. Phase 1 focused on the **fundamentals of entrepreneurship, innovation, and public health**. Participants who successfully completed the course progressed to phase 2, which delved into **leadership, strategy, and innovation in public health**. After a competitive selection process, 20 top-performing participants joined the final phase of the programme, VentureLab, which consisted of **online mentoring sessions** and **10-day in-person workshop** in Tokyo and Hiroshima, Japan.

Participants learned through self-paced online modules, peer-to-peer discussions, assignments, mentoring and coaching, and live webinars and in-person sessions with subject matter experts. The Great Ideas Space platform was launched as a one-stop-shop for participants to access training and resources and network with their peers. Local and international experts in entrepreneurship and public health were engaged to ensure that the training content and methodology were useful and relevant to the local context.

” This course is a stepping stone for our start-ups. With all the adequate, beneficial and important knowledge, we are now able to scale and invest [in] our start-ups.



Outcomes

The programme achieved positive outcomes along UNITAR's standard programme evaluation indicators (new information, job relevance, intent to use, overall usefulness), participant engagement, and individual satisfaction.

Overall, the programme had excellent completion rates (for the three phases, respectively: 66%, 84% and 100%). One hundred twenty-two participants in phase 1, 102 participants in phase 2, and 20 participants in phase 3 fulfilled the course requirements and successfully completed the programme.

Participants' knowledge, skills and competency in all of the key themes significantly increased. At the end of each phase, the percentage of participants who rated their knowledge, skills, or competency of the themes as either moderate or high was 50 to 85 points higher than before the training.

Across the three phases, 94% of the respondents indicated that, overall, they found the course to be useful, 84% indicated that the course was relevant to their jobs, and 81% indicated that the course presented new information to them. Furthermore, 92% expressed their intent to use what they learned, to share the knowledge outside or inside of their workplace and use the knowledge to develop their own project or initiative that creates social/for-profit value.



This is the most successful training event I have attended; I didn't only enjoy it but I have tried to practice it. I felt lost in the midst of things and not sure what I was after. Now I feel more confident to do something.

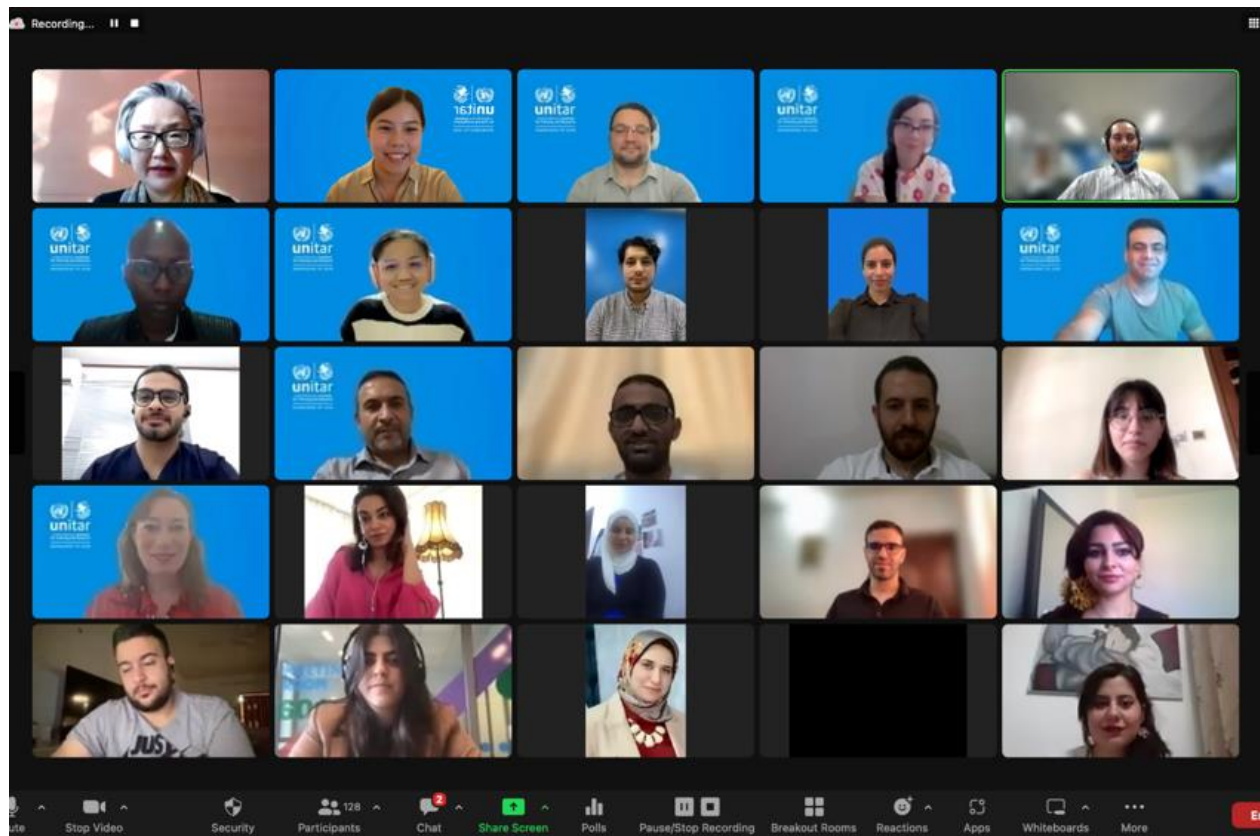


Lessons learned

The diverse learning methods, activities, and networking promoted participant engagement and generated positive learning outcomes.

The 2022 programme cycle targeted participants from Egypt, Iraq and Lebanon, making this the first regional programme since UNITAR began its entrepreneurship training programme in Iraq in 2016. This led to an enriched experience for the participants with peer-to-peer learning and intercultural networking taking place both online, through the Great Ideas Space platform, and offline, through the in-person workshop. Combined with individualized follow-up by local coaches, the 2022 cohort was highly engaged and achieved the highest online course completion rates since the online trainings began in 2020.

For future programmes, UNITAR will consider strengthening post-programme follow-up for a more lasting impact. We will also continue to engage entrepreneurs and businesspersons in the programme to ensure that the training is practical and up-to-date with the current best practices in the field.



Programme Summary

Background

Addressing the challenges posed by the COVID-19 pandemic in Egypt, Iraq and Lebanon requires governments, civil society and the private sector to work together – in line with the World Health Organization’s “whole-of-society” approach – particularly in public health. Entrepreneurship can play a key role by fostering collaboration and innovation across sectors. By engaging all members of society, including marginalized and vulnerable groups, in the entrepreneurial ecosystem, these countries can create more inclusive and resilient economies and health systems that can better withstand future shocks.

With this in mind, the **2022 UNITAR COVID-19 Response and Recovery Programme: Mobilizing Youth Entrepreneurs and Enhancing Entrepreneurship Training Capacity in Egypt, Iraq and Lebanon** brought together aspiring and established entrepreneurs, leaders and active members of the health sector in Egypt, Iraq and Lebanon to equip them with the knowledge, skills, and networks they need to develop and bring to life innovative local solutions to issues caused or worsened by the pandemic and contribute to a resilient health sector in the region.

UNITAR Division for Prosperity launched its first entrepreneurship training programme in Iraq in 2016. Since then, we have trained over 530 young leaders and innovators in Iraq. The programme has shifted to online/hybrid since 2020.

The 2022 programme was developed with the full financial support of the Government and the People of Japan and implemented with the institutional support of public and private-sector organizations in Japan and the Middle East and North African (MENA) region.



2022 cycle participants

The 2022 programme enrolled 186 youth entrepreneurs and innovators in Egypt, Iraq and Lebanon. They were selected from a pool of 330 applicants who applied through an open call for applications.

Of the 186 participants enrolled, 68 were from Egypt, 93 were from Iraq, and 25 were from Lebanon. The group included 112 women (60%) and 74 men (40%) from various sectors, most notably health (42%), academia or education (15%), and business (12%).

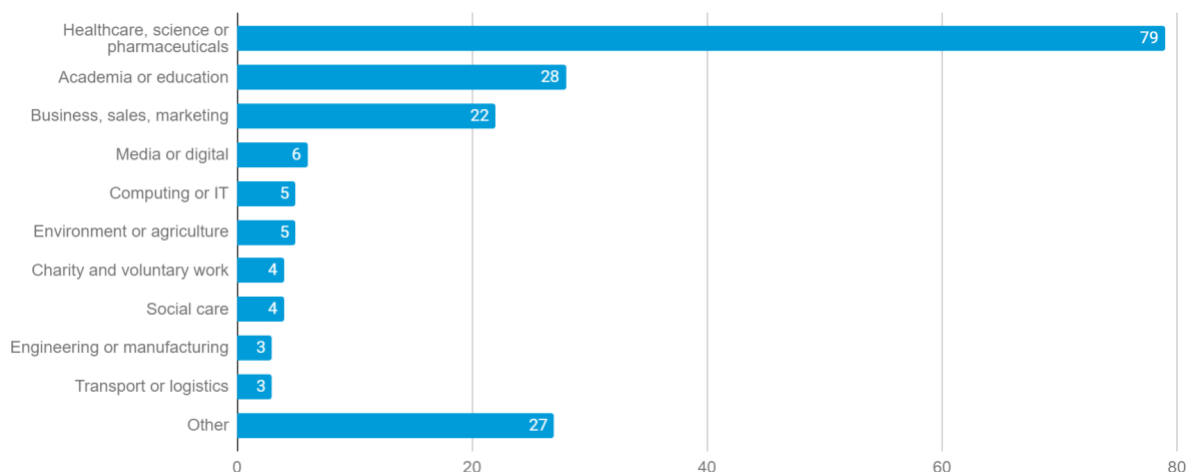
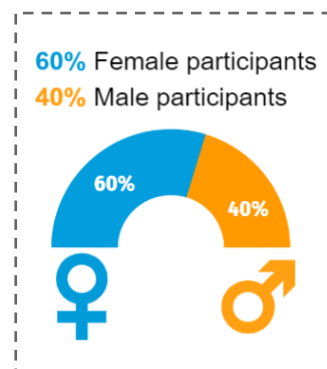


Figure 1 Sector distribution of phase 1 participants

The geographical diversity is notable. While the largest number of participants came from Baghdad, Cairo and Lebanon, the capital cities, more than half of the participants (55%) were living in other cities and rural areas.

The 2022 cycle accommodated the largest number of participants since the entrepreneurship programme in Iraq began in 2016.



Programme structure

The 2022 programme cycle started with a needs assessment and ran in three phases.

The **needs assessment** survey targeted experts and other relevant stakeholders in entrepreneurship and/or public health in the MENA region. The insights (see box on “Needs Assessment Findings”) shaped the training content so the programme better matches the needs of entrepreneurs in the region.

In **phase 1**, participants from Egypt, Iraq and Lebanon completed an online course on key topics in entrepreneurship and public health. An online platform, **Great Ideas Space**, was set up for participants to interact with each other, share resources, and learn from case studies of innovative private-sector responses to COVID-19 in the Middle East.



Participants who fulfilled the completion criteria progressed to **phase 2**, also held online, where they further delved into leadership, strategy, and innovation in public health.

In phases 1 and 2, the participants completed self-paced online courses and assignments and joined webinars by regional and international experts and peer-to-peer discussions.

Needs Assessment Findings

The needs assessment survey collected 39 responses from experts and relevant stakeholders in entrepreneurship and/or public health in the MENA region.

According to the respondents, the top opportunities for entrepreneurs in the health sector are connected to technology (35.9%), particularly tele-health and telemedicine services, digital transformation, and online businesses. This was followed by entrepreneurship support (20.5%), where respondents recommended more support for start-ups, particularly the youth.

At the end of phase 2, participants were invited to apply to the final phase of the programme, **VentureLab**. The 20 top-performing participants were chosen based on their overall performance in the programme and their video pitches and business operationalization plans.

In VentureLab, participants designed and prototyped their businesses/projects through in-depth training and group mentoring sessions with local and international experts. To conclude the programme, VentureLab participants joined a 10-day in-person business operationalization workshop in Tokyo and Hiroshima, Japan. The workshop was based on practical and experiential learning. The participants also learned from the experiences of Hiroshima and Japan through special sessions and study tours.

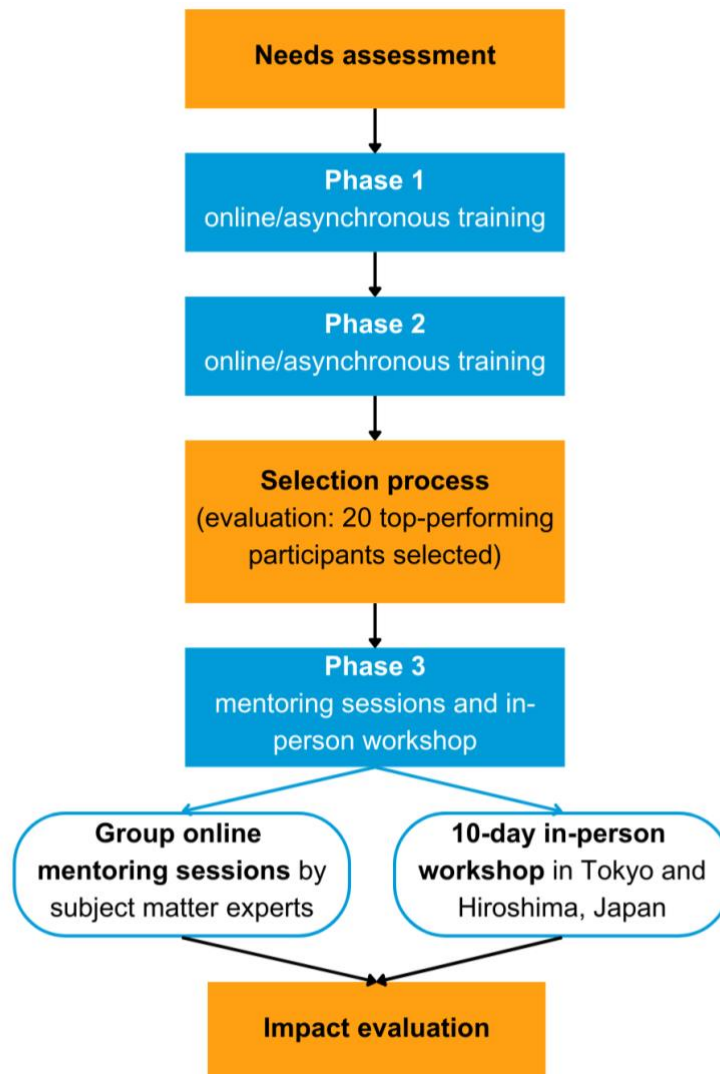


Figure 2 2022 Cycle Programme Structure

Phase 1: Fundamentals of entrepreneurship, innovation and public health

Phase 1 was conducted online from 23 September to 28 October 2022.

Key Features: EdApp microlearning, webinars with experts, individual assignments, peer-to-peer discussions on the Great Ideas Space platform.

Learning modules

- Welcome & Course Overview
- Nurture an Entrepreneurial Mindset
- Find a Problem Worth Solving
- Build a Scalable and Sustainable Enterprise
- The 4P's of Healthcare (in partnership with Columbia University)
- The Changing Landscape of Healthcare (in partnership with Columbia University)
- Population Health (in partnership with Columbia University)

Assignments

Participants completed assignments that guided them through the steps of building a business model from their ideas for a business/project.

- Assignment 1: Case study of a social, not-for-profit or commercial enterprise
- Assignment 2: Formulate a value proposition
- Assignment 3: Design a business model

Phase 1 Learning Objectives

- Explain (social) entrepreneurship and its importance to innovate, converge solutions and build back better
- Implement a design-thinking methodology to identify and solve problems or needs through (social) entrepreneurship and innovation
- Evaluate (social) entrepreneurship in the context of your country's sustainable growth and development
- Formulate and test each element of the business model for a social entrepreneurial venture
- Understand the key trends in public health and identify challenges and opportunities for entrepreneurs
- Demonstrate critical thinking skills to develop new and innovative business opportunities and strategically address complex and pressing challenges brought on by the COVID-19 pandemic, particularly in the area of public health

Phase 2: Leadership, strategy and innovation in public health

Phase 2 was conducted online from 4 November to 2 December 2022.

Key Features: EdApp microlearning, webinars with experts, individual/group assignments, peer-to-peer discussions on Great Ideas Space platform.

Learning modules

- Welcome & Course Overview
- Lead and Manage for Growth
- Craft the Competitive and Risk Strategy
- Foster Enterprise-wide Innovation
- Lean Operations in Healthcare (in partnership with Columbia University)
- Telemedicine (in partnership with Columbia University)

Assignments

The assignment for phase 2 strengthened the participants' comprehension and skills to create a competitive and innovative entrepreneurial project. The participants were also invited to submit their applications to the final phase of the programme, VentureLab.

- Assignment 1: Develop an innovation strategy
- VentureLab Application: Submit a pre-recorded video pitch and business operationalization plan

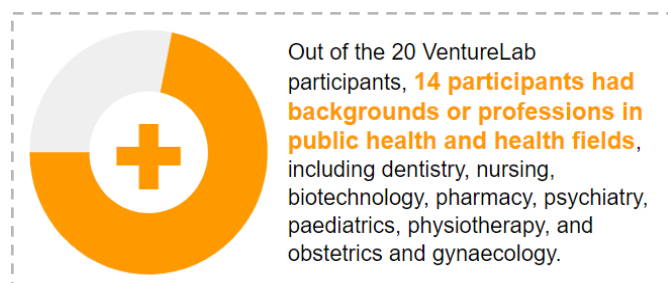
Phase 2 Learning Objectives

- Build leadership capacity in yourself and others to drive successful growth-oriented enterprises
- Appraise your leadership style and motivations
- Develop your risk management skills
- Craft competitive strategies for enterprise growth and development
- Foster a supportive enterprise environment, structure and processes for innovation to flourish in all its forms
- Understand the key trends in public health and identify challenges and opportunities for entrepreneurs
- Demonstrate leadership and innovation mindset to develop new and innovative business opportunities and strategically address complex and pressing challenges brought by COVID-19 pandemic, particularly in public health

Phase 3: Great Ideas Space 2022 VentureLab

The final phase of the programme, VentureLab, aimed to develop learners' practical skills and attitudes to validate and operationalize the business model of their start-up venture. This phase of the programme is based on practical and experiential learning through experiments and exercises.

Key Features: *Online mentoring sessions with local and international experts, 10-day in-person workshop and site visits in Tokyo and Hiroshima, Japan.*



The final participants were selected through a competitive process, which assessed their ability to demonstrate their capacity to initiate and lead a start-up venture that creates positive impact in public health and/or COVID-19 recovery in their countries. A total of 55 applications were received; 20 top-performing participants were accepted (10 from Egypt, 5 from Iraq, 5 from Lebanon; 14 women and 6 men).

Field-specific mentoring

Based on their preferences and fields of interest, the participants were assigned to mentoring groups, each facilitated by subject matter experts from the region. Each mentoring group had five to seven participants and nine group mentoring sessions (three 90-minute sessions for each mentoring group) were conducted.

The mentoring sessions gave individualized expert guidance and peer-to-peer feedback to encourage participants to take steps to move their projects forward. Each mentoring session started with a 2-minute briefing pitch by each participant, followed by an expert-facilitated group discussion, and ended with goal setting and action-plan building. In the following sessions, participants gave updates on their action plans, to maintain accountability and gain new perspectives to address bottlenecks in their projects.

Business operationalization workshop in Japan

To conclude the programme, the 20 participants were invited to a 10-day in-person business operationalization workshop in Tokyo and Hiroshima, Japan. In 16 sessions, the workshop covered leadership, business experimentation, go-to-market strategy, business and revenue model design, innovation strategy, investor readiness and pitching.

Special sessions included:

- “Past and Present of Japan’s Economy and Health – A Path toward Universal Health Coverage” (Tatsufumi Yamagata, Professor of Economics at Ritsumeikan Asia Pacific University)
- “Hibakusha Testimony” (Keiko Ogawa, Hiroshima hibakusha – atomic bombing survivor)
- “Post-war Reconstruction of Hiroshima” (Shamsul Hadi Shams, Specialist at UNITAR Hiroshima Office)

At the end of the workshop, participants presented their pitches and received feedback from a panel of subject matter experts and UNITAR staff.

Site visits in Japan

The programme participants also visited the Embassy of Iraq in Tokyo, SHIBUYA QWS (membership-based collaboration and innovation hub), Hiroshima Chuo Eco Park (zero landfill waste management facility), Hiroshima Peace Memorial Museum, and Peace Memorial Park. At the Hiroshima Prefectural Government, the participants met with the Hiroshima Vice Governor Yuko Tamai and discussed public health opportunities and challenges in Egypt, Iraq and Lebanon. The participants also met with an official from the Ministry of Foreign Affairs of Japan and discussed the current state of entrepreneurship and public health in the MENA region.

VentureLab Learning Objectives

- Develop an operationalization plan and key performance indicators (KPIs) for their start-up enterprise, one that has high potential to be an innovative, sustainable, and inclusive response to COVID-19
- Propose relevant growth metrics and unit economics for their venture’s stage of growth and sector
- Craft a go-to-market strategy for their new product or service
- Develop and articulate an investor-ready pitch and supporting pitch deck
- Identify, and ideally win, a first customer
- Bring the business idea to product-solution or ideally product-market fit stage
- Frame an innovation ecosystem to drive new ventures and innovation in corporate settings
- Innovate new business models appropriate to their venture’s type and stage of growth
- Demonstrate leadership, team building, and communication skills
- Network with fellow like-minded entrepreneurs in the region and beyond

Methodology

The programme combined online and in-person learning that incorporated local and international expertise.

Self-paced online learning

The first two phases were conducted fully online. Through EdApp, an online learning platform, the learners could complete bite-sized lessons at their own pace and engage with videos, quizzes, discussion forums, and additional resources and multimedia content to reinforce the learning.

“I really like how detailed the courses were and how it was animated on EdApp.”

Great Ideas Space online community

 **1,003 posts**
18,347 contributions

One of the key new features of the programme was the Great Ideas Space platform, which became a one-stop-shop for participants to easily access relevant training modules and resources and network with their peers. The platform was hosted on Mighty Networks, an online community platform

that can be accessed via a browser or mobile app. Over 40 case studies of innovative and successful private and private sector responses to COVID-19 from the MENA region were featured on the platform. The platform remains open to all participants following the programme completion; it currently has a total of 1,003 posts and 18,347 contributions.¹

Live webinars

Throughout the programme, the participants joined a total of nine live webinars (three in phase 1, six in phase 2, and one in phase 3). This included programme webinars facilitated by UNITAR staff (including onboarding, graduation, and orientation webinars) and topic-focused webinars facilitated by local and international subject matter experts.

Local and international expertise

Local coaches

Three local coaches – one each from Egypt, Iraq and Lebanon – and one lead coach were engaged to support the participants throughout the programme. The coaches played a crucial role by sharing their diverse experiences and resources as fellow youth entrepreneurs/leaders. They monitored participants' performance, moderated the Great Ideas Space online community, gave feedback on learner assignments, and informed the UNITAR team about any issues that needed to be resolved.

¹ As of 25 May 2023. “Total posts” refer to the total number of posts made by hosts and members. “Total contributions” refer to the sum of actions taken by members, moderators, and hosts, including Cheers, Posts, Comments, Shares, Chat Messages, Direct Messages, and RSVPs.

Subject matter experts

Three local and international subject matter experts guided and mentored the participants. The experts were:

- Fawad Akbari (Paediatrician and Director of Humanitarian Innovation at Grand Challenges Canada)
- Sameh W. Al-Muqdad (General Manager at GREEN CHARTER Foundation for Water and Environmental Consulting and CEO of SANAD for Economic Development)
- Clare Gately (Professor of Entrepreneurship and Innovation at South East Technological University, Ireland)

As the lead resource person, Dr. Gately led and oversaw the design, implementation, and evaluation of the entire programme. A leading expert in innovation and entrepreneurship, she facilitated online and in-person sessions and supported the development of the course content.

Partnership with Columbia University

Through a partnership with Columbia University (US), the programme incorporated public health and digital health content developed by Dr. Carri W. Chan, Professor of Business and Faculty Director for Healthcare and Pharmaceutical Management Program at Columbia Business School.

Strategic alignment: Sustainable Development Goals

This programme aligns with the United Nations 2030 Agenda for Sustainable Development and meaningfully contributes to the following SDGs:



Outcomes

The outcomes of the programme were measured by participant performance on the online learning platform and by three surveys that were administered to the participants after each phase. The surveys covered:

- Participant engagement
- Individual satisfaction
- UNITAR's standard programme evaluation indicators (new information, job relevance, intent to use, overall usefulness)

A total of 257 responses were collected across the three surveys (150 from phase 1; 87 from phase 2; 20 from phase 3).



“Very rewarding opportunity that I would recommend to my friends.”



Participant engagement

Knowledge and skill level changes before and after the programme

Participants rated their level of knowledge, skills or competency before and after the training programme. Respondents rated themselves on a scale of 1 (“Low”) to 5 (“High”) for each key theme.

Overall, the programme significantly contributed to increasing the participants’ knowledge and skill levels. In phase 1, the number of participants who rated their knowledge, skills or competency as either “Moderate” or “High” increased by at least 60 percentage points on five of the programme’s six key themes and at least 50 percentage points in the one remaining theme.

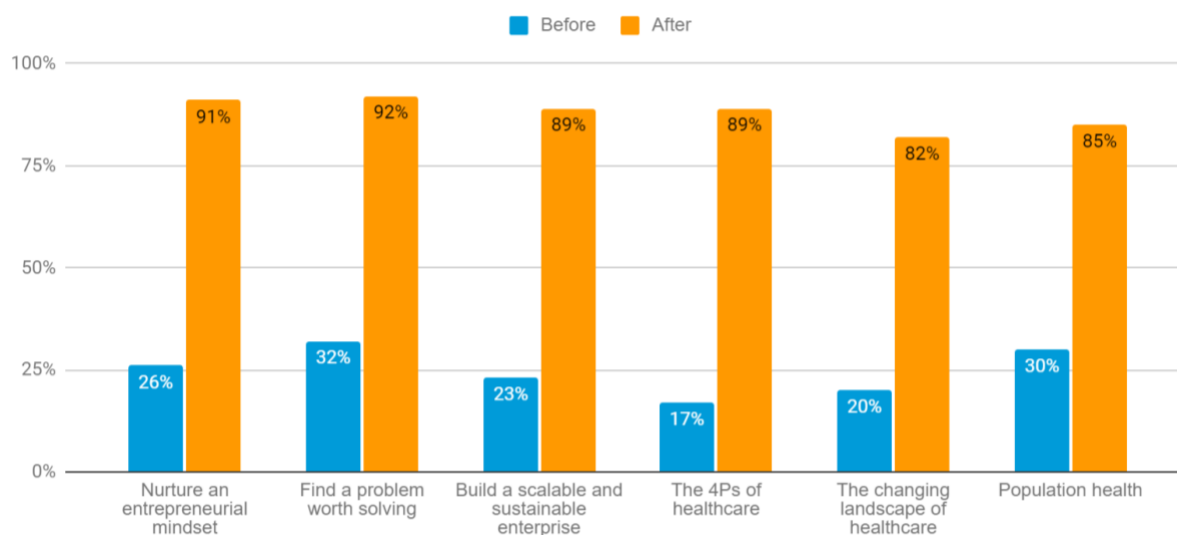


Figure 3 Percentage of participants that rated themselves with moderate or high level of knowledge, skills, or competency, by modules (before vs. after phase 1)

Phase 2 also showed significant growth in participant knowledge and skill levels. Most growth was seen in “Craft the competitive and risk strategy”, in which 95% of the participants rated their knowledge, skills, or competency to be moderate or high after the training, compared to 14% before the training (an increase of 81 percentage points).

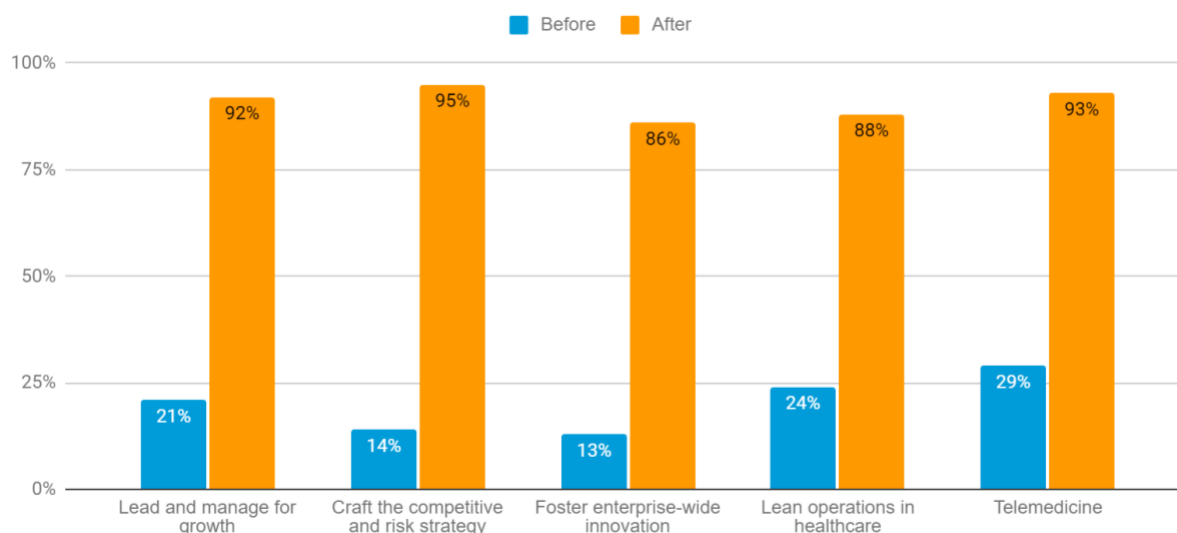


Figure 4 Percentage of participants that rated themselves with moderate or high level of knowledge, skills, or competency, by modules (before vs. after phase 2)

In phase 3, knowledge and skills relevant to the learning objectives of the in-person workshop in Japan were evaluated. Among these, “Craft a go-to-market strategy” achieved the most growth, with 100% of participants rating their knowledge, skills or competency to be moderate or high levels after the workshop, compared to 15% before.

The relatively low number of participants who rated themselves at a moderate or high level for “Frame an innovation ecosystem to drive new ventures and innovation in corporate settings” could be attributed to the last-minute change in the curriculum, based on the results of the needs assessment of the VentureLab participants, which removed some content relating to corporate innovation.

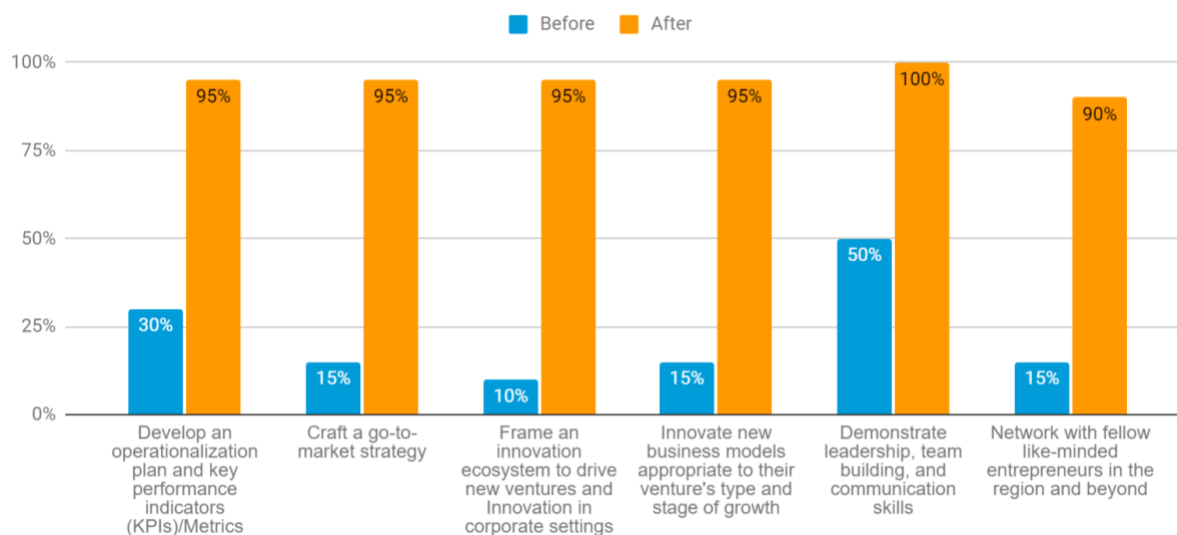


Figure 5 Percentage of participants that rated themselves with moderate or high level of knowledge, skills, or competency by modules (before vs. after phase 3)

Overall completion rates

Phase 1

In phase 1, **122 participants** (66% of participants enrolled) fulfilled the course requirements and received a certificate of completion.² Out of the 122 participants, 80 completed 100% of the online lessons. Eleven participants received a certificate of participation.³

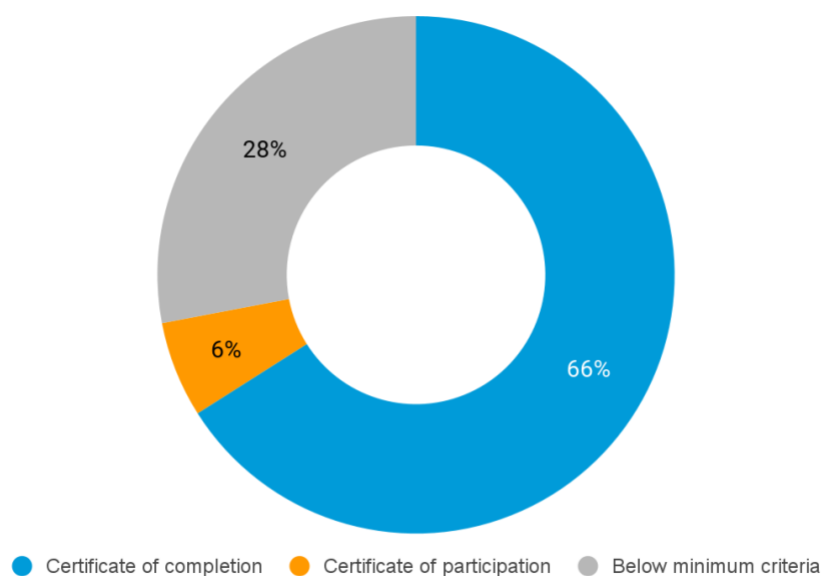


Figure 6 Phase 1 completion rate

Phase 2

In phase 2, **102 participants** (84% of participants enrolled) fulfilled the course requirements and received a certificate of completion. Out of the 102 participants, 101 completed 100% of the online lessons. Three participants received a certificate of participation.

Compared to the low completion and high dropout rates of online courses on average, the programme achieved remarkable results through close monitoring and individualized follow-up. The 2022 cycle had the highest completion rate of the online lessons since the programme shifted online in 2020.

² In order to receive a UNITAR certificate of completion, participants must complete 70% of the online lessons, complete and pass all assignments, and make weekly posts to the online discussion forum.

³ In order to receive a UNITAR certificate of participation, participants must complete 33% of the online lessons.

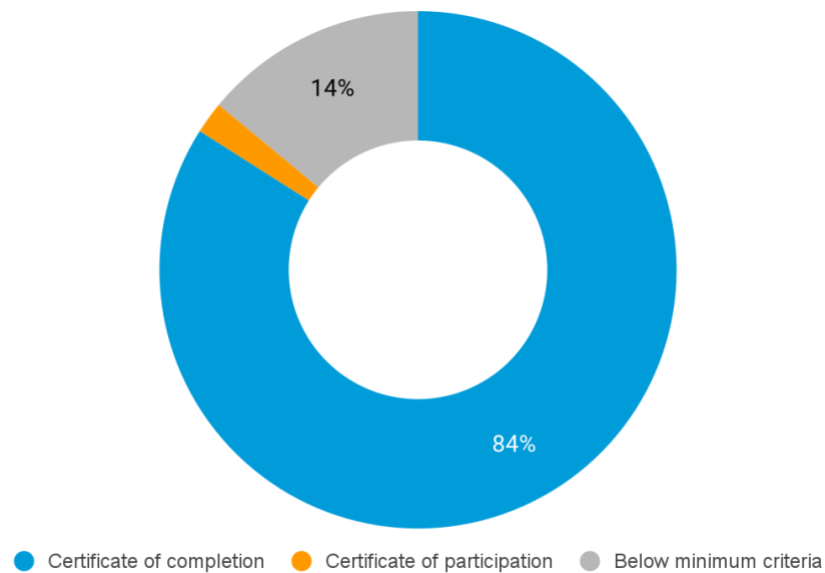


Figure 7 Phase 2 completion rate

Phase 3

In phase 3, **20 participants** (100% of participants enrolled) attended the online mentoring sessions and in-person workshop in Japan to receive a certificate of completion.

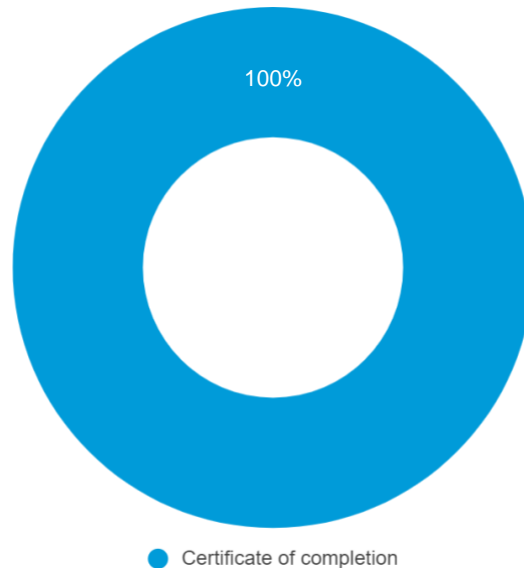


Figure 8 Phase 3 completion rate

Individual satisfaction

Learning objectives met: "I met the learning objectives of the course"

Across the three phases, **88%** either agreed or strongly agreed with the statement.

Network building: "I have made new contacts that will be of value to my career and/or in setting up a new enterprise"

The survey results indicate that the programme contributed to network building, which is one of the most fundamental aspects of entrepreneurship.

Across the three phases, **72%** either agreed or strongly agreed with the statement.

Overall satisfaction: "I would recommend this course to a colleague or a friend"

Across the three phases, **96%** either agreed or strongly agreed with the statement.

Job relevance, new information, intent to use and overall usefulness

UNITAR standard programme evaluation indicators include "Job relevance", "New information", "Intent use" and "Overall usefulness". The UNITAR minimum target is to receive positive feedback from more than 70% of the participants. For each question, the participants were asked to rate their opinion in the scale of 1 ("Strongly disagree") to 5 ("Strongly agree").



Job relevance: "The content of the course was relevant to my job"

Job relevance evaluates to what extent the programme was relevant to the participant's professional roles.

Across the three phases, **84%** either agreed or strongly agreed with the statement.

New information: "The information presented in this course was new to me"

New information evaluates to what extent the programme imparted new knowledge to the participants.

Across the three phases, **81%** either agreed or strongly agreed with the statement.

Intent to use: “It is likely that I will use the information acquired”

Intent to use evaluates to what extent the participants intend to use their newly acquired knowledge.

Across the three phases, **92%** either agreed or strongly agreed with the statement.

The participants were also asked to complete the statement “I am likely to use the knowledge and skills gained from this course by...”. The top responses across the three phases were “Sharing the knowledge through training/education in my workplace” (65%), “Developing/Implementing my own project/initiative that creates social/for-profit value” (65%), and “Sharing the knowledge through training/education outside of my workplace” (55%).

The responses confirm the participants’ appetite for not only using the knowledge and skills gained from the training to develop their own enterprises but to share with their peers within and outside their workplace. This has a potential multiplier effect for the impact of the training programme, as more participants support other entrepreneurs in their community.

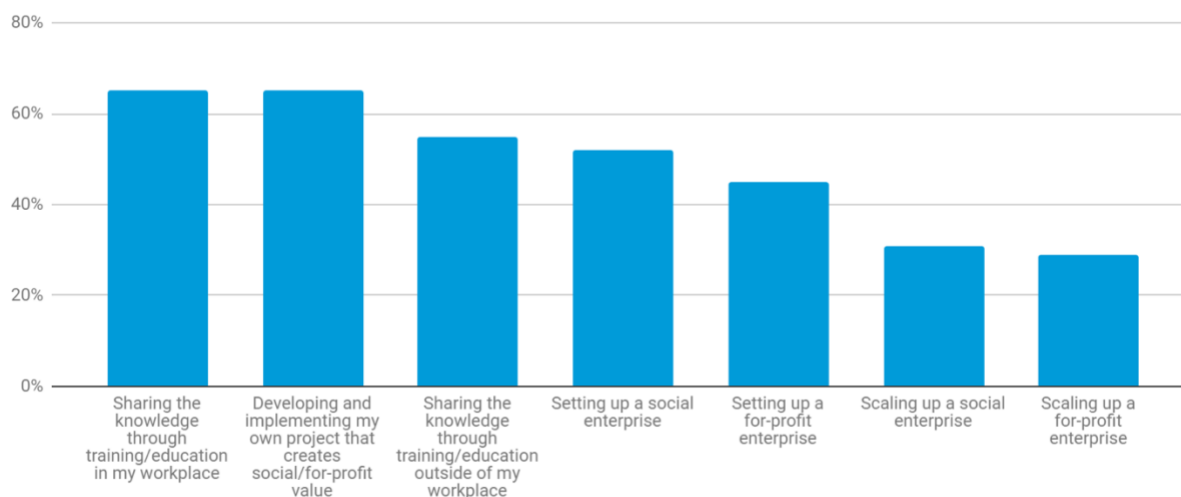


Figure 9 Application of knowledge and skills acquired (Phases 1-3)

Usefulness: “Overall, the course was useful”

Across the three phases, **94%** either agreed or strongly agreed with the statement.

The overwhelming majority of responses across all three phases of the programme agreed on the overall usefulness of this programme.

Lessons Learned

Opportunities

Close monitoring and individual follow-up by local coaches were effective in achieving high course completion rates.

One lead coach and three local coaches, each from Egypt, Iraq and Lebanon, with experience in entrepreneurship and/or health fields in the MENA region were engaged to monitor participants' performance and provide learning support. The coaches facilitated the Great Ideas Space online platform, reviewed and graded assignments, and consistently communicated with the participants to answer questions, follow up on course completion, and share local resources and tools. Based on their communications with the participants, the coaches provided weekly reports to the UNITAR team. The coaches significantly contributed to the high completion rates of the online courses and, in the evaluation surveys, the participants also highly rated the involvement of the coaches.



Thank you for this programme. We and youth really need such programmes, and the ideas should be followed up and not left as ideas.

Nour Nazar _ Coach, Lebanon



The online community platform created strong bonds among participants and fostered a supportive learning environment.

One of the key new features of the 2022 programme cycle was the addition of the Great Ideas Space platform, hosted on the online community platform, Mighty Networks. With features such as posts, comments, direct messages and polls, the online platform helped enrich real-time networking among the participants. The participants used the platform to ask questions and share resources and tools with each other, which fostered a positive and supportive online learning environment. As a result, many collaborations and friendships among participants were born.



The study tour at the innovation hub in Tokyo was engaging and allowed participants to network with young Japanese entrepreneurs.

During the workshop, the participants visited SHIBUYA QWS, which is a membership-based collaboration and innovation hub in Tokyo, Japan. The participants networked with Japanese start-ups and entrepreneurs, including founders and team members of SWITCH Association of Sustainability and THE PHAGE. The study tour was an important opportunity for participants to interact with like-minded peers from Japan and was favourably received by the participants. We aim to incorporate more networking opportunities like this in future programmes.

Local case studies and webinars by local experts were conducive to regionally contextualized learning.

The programme incorporated best practices and cutting-edge thinking from around the globe while also ensuring that the information was relevant and practical for entrepreneurs in the MENA region. Over 40 case studies from the region – showcasing successful and innovative responses to the COVID-19 pandemic – were featured on the Great Ideas Space platform. In addition, local experts, such as Mr. Moemen Nader from Egypt and Dr. Sameh W. Al-Muqdadadi from Iraq, hosted webinars and mentorship sessions.

The regional programme enhanced diversity and enriched peer-to-peer learning.

While UNITAR has been implementing entrepreneurship training programmes in Iraq since 2016, the 2022 programme expanded its scope and targeted participants from three countries, Egypt, Iraq and Lebanon. The participants shared and learned from both common and different experiences from their countries. The intercultural aspect added an important value to the programme.

Challenges

Strengthening post-programme follow-up will benefit participants in the long-run and extend the impact of the programme.

The hybrid modality and the three-phased approach proved effective in providing support and resources to the top-performing participants with businesses/projects that are highly likely to create a positive impact on public health and/or COVID-19 recovery in their countries. However, participants voiced a need for continued support after the programme, especially in fundraising. In order to extend the impact of the programme, we will explore ways to strengthen post-programme follow-up for the top-performing participants.

Engaging successful entrepreneurs and businesspersons will further enhance the usefulness of the programme.

The international and local experts that were engaged in the programme were highly experienced in their fields, but their expertise was often from an academic standpoint, rather than from real-life experience in entrepreneurship. We aim to engage more entrepreneurs and businesspersons currently operating in the entrepreneurial field to ensure that the training content is practical and up-to-date with the current best practices in the field.

Annexes

Annex I: Programme agenda

Phase 1: Fundamentals of entrepreneurship, innovation, and public Health

Module	Lesson		Module Overview
Nurture an Entrepreneurial Mindset	Week 1	Introduction Lessons 1-6	Identify your personal motivations to become a (social) entrepreneur; learn the key phases and processes of entrepreneurship; discuss entrepreneurship in the context of sustainable development.
Find a Problem Worth Solving	Week 2	Lessons 7-13	Learn the fundamentals of design thinking; learn how to formulate a value proposition; develop experiments to test key business assumptions.
Build a Scalable and Sustainable Enterprise	Week 3	Lessons 14-19	Design a business model for your enterprise; identify early adopters for your new product/service; develop inbound and outbound demand creation strategies; formulate financial projections and ratios; identify traditional and new forms of funding for your enterprise; pitch your business idea to investors and other stakeholders.
	Week 4	Lessons 20-24	
The 4P's of Healthcare	Week 4	Lessons 24-27	Define the four main components of healthcare systems
The Changing Landscape of Healthcare	Week 5	Lessons 28-30	Understand the different facets of the changing landscape of healthcare, including access to data, electric medical records (EMR) application, and market trends.
Population Health	Week 5	Lessons 31-34	Define population health and the factors that impact it; Identify the three factors that define a successful population health initiative; evaluate and discuss what it takes for an organization to be successful at population health and what role data and analytics play in that success

Phase 2: Leadership, strategy, and innovation in public health

Module	Lesson		Module Overview
Lead and Manage for Growth	Week 1	Introduction	Identify 9 key elements of the leadership system; appraise your own leadership style and reflect on your competencies and preferences in building teams and partnerships; explore Japan case study #1 on rebuilding a business in the post-war era
		Lessons 1-3	
Craft the Competitive and Risk Strategy	Week 1	Lessons 4-7	Learn how to appraise the competitive landscape and develop competitive strategies; outline different mechanisms of growth for start-ups; outline the risk management process; identify internal/external and known/unknown risks using different methods; analyse risks and create a risk priority matrix; explore Japan case study #2 on social entrepreneurship
	Week 2	Lessons 8-12	
Foster Enterprise-wise Innovation	Week 2	Lessons 13-18	Identify contemporary theories and types of innovation; learn international best practice in business model innovation; manage the innovation pipeline; evaluate innovation projects using metrics and measures; explore Japan case study #3 on starting small to build a long-standing business
Lean Operations in Healthcare	Week 3	Lessons 19-25	Define lean operations and the lean operations framework; identify the sources of waste in healthcare; discuss how the standardization and digitization of work can help mitigate waste in healthcare despite the variation in delivery
Telemedicine	Week 4	Lessons 26-32	Define telemedicine; identify the challenges of more widespread dissemination of telemedicine; identify which of the connected health strategies applies to different healthcare interventions; discuss the downsides of telemedicine and how to safeguard strategies so they can avoid these pitfalls

Phase 3: VentureLab workshop

Great Ideas Space 2022: Entrepreneurship for Public Health and COVID-19 Recovery in Egypt, Iraq and Lebanon workshop was held in Tokyo and Hiroshima Japan on 20 February – 1 March 2023.



UNITAR Hiroshima
Great Ideas Space 2022: Entrepreneurship for Public Health and COVID-19 Recovery in Egypt, Iraq, and Lebanon
20 February - 1 March 2023 | Tokyo & Hiroshima, Japan
WORKSHOP AGENDA - As of 13 Feb.



From
the People of Japan

	TOKYO Monday 20 February	TOKYO Tuesday 21 February Breakfast	TOKYO/HIROSHIMA Wednesday 22 February Breakfast	HIROSHIMA Thursday 23 February Breakfast	HIROSHIMA Friday 24 February Breakfast	HIROSHIMA Saturday 25 February Breakfast	HIROSHIMA Sunday 26 February Breakfast	HIROSHIMA Monday 27 February Breakfast	HIROSHIMA Tuesday 28 February Breakfast	HIROSHIMA Wednesday 1 March Breakfast
09:00 - 09:30		9:30 Gather at Hotel Lobby	9:00 Gather at Hotel Lobby	09:00 - 09:30 Introductory Session: Agenda Objectives Setting Expectations Setting Outline of Learning Journey	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	08:00 Bus for Hiroshima city	09:00 - 12:30 Session Fifteen: Participant Pitches - Hybrid Format Peer-to-Peer Feedback Panel Feedback Evaluation	Check-out Preparation for Travel
09:30 - 10:00				09:00 - 09:30 Session One: 09:30 - 11:30 Participants Presentations (2 mins project briefing by each participant)	09:30 - 12:00 Session Five: Business Experimentation 2 Product-Solution Fit, Iteration, Exercises in Running High Fidelity/MVP Experiments, Metrics and Unit Economics	9:30 - 10:30 Session Seven: Business Experimentation 3 Pivot, Pause, Persevere Decisions Business Model Validation, Recommending an Experimental 10:30 - 12:00 Session Eight: Scaling a Sustainable Business Model	9:30 - 11:00 Session Eleven: Driving New Ventures & Innovation 2 Innovation Frameworks, Design for Innovation, Business Model Design, Business Model Innovation	09:30 - 10:30 Hibakusha (UNITAR Office)		
10:00 - 10:30								10:30 - 12:00 Session Fourteen: Post-war Reconstruction of Hiroshima (Shamsul Hadi Shams)		
10:30 - 11:00										
11:00 - 11:30		10:00-12:00 Tokyo City Tour								
11:30 - 12:00	Flight from Baghdad / Beirut / Cairo to Tokyo		11:00 - 12:30 Courtesy Call: Iraq Embassy in Tokyo	11:30 - 12:00 Session Two: DISC Test						
12:00 - 12:30	EK2073R 19FEB BGWDXB 1935 2255	12:00 - 13:15 LUNCH (Milan Nataraj Shibuya)		12:00 - 13:00 LUNCH (HIP)	12:00 - 13:00 LUNCH (HIP)	12:00 - 13:00 LUNCH (HIP)		12:00 - 13:00 Lunch Meeting with MOFA Representatives (UNITAR Hiroshima Office)		12:00 - 13:00 LUNCH (Self-sourced)
12:30 - 13:00	EK 318R 20FEB DXBNRT 0255 1720									
13:00 - 13:30	TK 831U 19FEB BEYIST 0935 1240						12:30 - 13:30 LUNCH (HIP)		12:30 - 13:30 LUNCH (HIP)	
13:30 - 14:00	TK 50U 19FEB ISTNRT 1455 0750									
14:00 - 14:30	TK 691L 19FEB CAIST 1000 1330	13:15 - 17:00 Tokyo City Tour	14:00 - 15:00 Shibuya QWS (Innovation Hub) Study Tour	13:00 - 14:30 Session Three: Appraisal of Personal Leadership Style Using DISC, Personal Motivations, Reflections on Leading Enterprises, Profile of Successful Entrepreneurs	13:00 - 14:30 Session Six: Go-To-Market Strategy Outbound and Inbound Marketing, Communications Strategy, Marketing Tools and Techniques for the Healthcare and Public Health Sector	13:00 - 14:30 Session Nine: Driving New Ventures & Innovation 1 Innovation and Entrepreneurship Strategy, Innovation Horizons, Managing the Innovation Portfolio, Innovation Metrics and Unit	13:30 - 15:00 Session Thirteen: Investor Readiness Start-up Valuation, Financial Modelling, How Investors Assess Start-ups & the Venture Team	13:00 - 15:00 Hiroshima Peace Memorial Park and Peace Memorial Museum (Note: Audio guide pick-up at 14:00)	13:30 - 14:30 Session Sixteen: Workshop Wrap-up Certification Ceremony Key Takeaways and Lessons from Workshop	14:15 Bus Departure from HIP 15:00 Arrive at Hiroshima Airport
14:30 - 15:00	NOTE: UNITAR Staff will meet you at the airport to take you to the designated hotel			14:30 - 15:00 TEA BREAK	14:30 - 15:00 Bus for Eco Park	14:30 - 15:00 TEA BREAK				JL260 16:45 Hiroshima Departure 18:15 Haneda Arrival
15:00 - 15:30			15:15 Bus for Haneda	15:00 - 17:00 Session Four: Business Experimentation 1 Running Online Experiments	15:00 - 16:30 Study Tour Hiroshima Chuo Eco Park	15:00 - 16:30 Session Ten: Japan's Economic Development, Public Health, and Innovation (Professor Yamagata, Ritsumeikan Asia Pacific University, Japan)	15:00 - 15:30 TEA BREAK	15:00 Bus for Hiroshima Castle		Bus for Narita
15:30 - 16:00			16:00 Arrival at Haneda					15:30 - 16:00 Mentoring Session	15:15 - 16:15 Hiroshima Castle	Flight from Tokyo to Baghdad/ Beirut / Cairo
16:00 - 16:30					16:30 - 17:00 Bus for Hotel				16:15 Bus for HPG	EK 319T 01MAR NRTDXB 2230 0530 EK 943T 02MAR DXBGGW 1300 1430
16:30 - 17:00						16:30 - 17:30 Round Table Mentoring Session		16:45 - 17:05 Courtesy Call: Hiroshima Prefectural Government Office		TK 199U 01MAR HNDIST 2250 0625 TK 830U 02MAR ISTBEY 0755 0845
17:00 - 17:30			JL265 17:55 Haneda Departure 19:25 Hiroshima Arrival	17:00 - 18:00 Round Table Mentoring Session	17:00 - 19:00 Cultural Experience Yukata Experience			17:30 Bus for Hotel 18:30 Arrival at Hotel		TK 1990 01MAR HNDIST 2250 0625 TK 8000 02MAR ISTCAI 0755 0910
17:30 - 18:00			20:00 Bus for Hotel							
	18:00 - 20:00 Dinner (Self-sourced)		18:00 - 20:00 (Dinner at Bus)	18:00 - 20:00 Dinner (Self-sourced)	19:00 - 20:00 Dinner (Self-sourced)	18:00 - 20:00 Dinner (Self-sourced)	18:00 - 20:00 Dinner (Self-sourced)	18:00 - 20:00 Dinner (Self-sourced)	18:00 - 20:00 Dinner (Self-sourced)	

Annex II: Live webinars

#	Phase #	Date	Webinar
1	Phase 1	23 Sep 2022	Phase 1 Onboarding Webinar
2	Phase 1	7 Oct 2022	Exploring Post-COVID Entrepreneurship Opportunities (Dr. Clare Gately)
3	Phase 1	24 Sep 2021	Food Security and Sustainable Agribusiness in the MENA Region (Dr. Sameh W. Al-Muqdadadi)
4	Phase 2	4 Nov 2022	Improving Healthcare for Women, Migrants, and Vulnerable Communities (Mr. Moemen Nader, IOM Egypt)
5	Phase 2	18 Nov 2022	GIS 2022 VentureLab Application Briefing Session
6	Phase 2	25 Nov 2022	Public Health Issues in Low- and Middle-Income Countries: How Can Local Entrepreneurship and Innovation Be a Solution? (Part 1) (Dr. Fawad Akbari)
7	Phase 2	2 Dec 2022	Public Health Issues in Low- and Middle-Income Countries: How Can Local Entrepreneurship and Innovation Be a Solution? (Part 2) (Dr. Fawad Akbari)
8	Phase 2	16 Dec 2022	GIS 2022: Virtual Graduation Event
9	Phase 3	13 Feb 2023	GIS 2022 VentureLab Japan Workshop Orientation