

Training of Trainers' Workshop

Gender and Entrepreneurship Together

(Northern Iraq, Lebanon, and West Bank and Gaza Strip)

Amman, 11 - 16 March 2008

Workshop Report

Local Area Development Programme (LADP) in Iraq implemented by:
United Nations Office For Project Services – Iraq Operations Center - (UNOPS)
International Labour Organization (ILO) Regional Office for Arab States (RO-Beirut)

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List of Acronyms:

GET	Gender & Entrepreneurship Together
ILO	International Labour Organization
LADP	Local Area Development Programme
NGO	Non-Governmental Organization
RO Beirut	Regional Office for Arab States, Beirut
TOTs	Training of Trainers
UN	United Nations
UNOPS	United Nations Office for Project Services
WBGS	West Bank and Gaza Strip
WED	Women’s Entrepreneurship Development
WEDGE	Women’s Entrepreneurship Development and Gender Equality

1. Background:

a. Local Area Development Programme (LADP)

The Local Area Development Programme (LADP) is an area-based initiative of seven United Nations (UN) agencies in three governorates in Iraq: the Governorates of Sulaymaniyah and Babel and the Marshlands region that started in 2007. The Programme has three interlinked objectives related to local development planning, local economic recovery and development, and enhanced access to essential services, to which all UN partner agencies contribute.

Within this programme, the United Nations Office for Project Services (UNOPS) and the International Labour Organization (ILO) Regional Office for Arab States (RO Beirut) are partners in leading a number of activities including those under the gender and entrepreneurship component. The programme focuses significant efforts on women’s entrepreneurship development through providing training in delivery of microenterprise development services to support Iraqi women’s acquisition of effective, appropriate and relevant entrepreneurship skills and income generating capacities.

In particular, the two key activities proposed by ILO and UNOPS under this component are:

- a. **Micro-level service to women entrepreneurs:** Training of women entrepreneurs in business development services through the adaptation of the GET Ahead for Women in Enterprise training programme that covers both the practical and strategic needs of low-income women involved in enterprise activities. It is undertaken using a training of trainers methodology for selected non-governmental organization (NGO) representatives, who will implement their learning through the NGO grants facility of the project.
- b. **Meso-level service to microenterprise development intermediaries:** Capacity building with microenterprise development intermediaries in designing, implementing and monitoring gender-responsive programs, using an adapted Women’s Entrepreneurship Development (WED) Capacity Building Guide. It is undertaken using a Training of Trainers (TOTs) methodology for selected NGO representatives and the NGO grants facility.

As part of this cooperation, ILO’s “GET Ahead for Women in Enterprise Training Package and Resource Kit” was adopted as a tool to build the capacity of institutions in Iraq to deliver gender and enterprise development training to grassroots organizations, networks and individuals. Through its presence in Iraq and in Jordan, the project team



identified 18 candidates from civil society and workers' and employers' organizations to work as advocates, planners, and trainers for targeted communities, and contribute to achieving concrete results in local area development in the target areas.

In addition to Iraq, ILO RO Beirut is working on local area development and gender equality and decent work in Palestinian Refugees' Camps and South Lebanon, as well as West Bank and Gaza Strip (WBGs). In an effort to maximize the benefit from the training of trainers and to allow for cross-fertilization of ideas and learning, participants from civil society, UN agencies, and grass-root organizations working in Lebanon, Jordan¹ and WBGs were invited to attend the workshop.

The Arabic version of the "GET Ahead for Women in Enterprise Training Package and Resource Kit" is now in its final stages of preparation and adaptation, and this workshop provided an ample opportunity to test the translation and adaptation, especially with the presence of Arabic speaking professionals working on social and economic development in Iraq, Lebanon, WBGs, and Jordan.

b. GET Ahead for Women in Enterprise: Contents

GET Ahead for Women in Enterprise is a training package that is aimed at assisting partner organizations to promote enterprise development among poor women, who want to start or are already engaged in small-scale business. The GET Ahead package highlights essential entrepreneurial skills from a gender perspective. It can be applied to starting or improving an individual, family, or group-based business. It can also be a valuable training tool for use with special target groups, such as women entrepreneurs with disabilities.

GET Ahead covers both the practical and strategic needs of low-income women involved in enterprise activities, and aims at strengthening their basic business and management skills. It shows women how to develop entrepreneurial skills and obtain support through groups, networks and institutions dealing with enterprise development.

The ultimate target beneficiaries for GET Ahead are low-income women, who intend to create, or are already running, small-scale business activities through individual, family or group-based enterprises.

The tool is complemented by three additional materials:

- ♦ Business Group Formation Trainer's Manual
- ♦ Gender Guide for Enterprise Development Training
- ♦ Training Guide on How to be a Trainer.

¹ Participants from Jordan represented international agencies working specifically with Palestinian refugees.



c. GET Ahead for Women in Enterprise: Rationale

Throughout the developing world, several challenges have been identified to be taken into account when designing support programmes for women and men entrepreneurs in low income communities:

- ♦ Conventional business training mainly looks at the knowledge gaps in establishing, managing or growing a business, but often does not address gender-specific constraints of low-income women in enterprise. This is disadvantageous to women as such services tend to be developed with a 'male perspective', which reinforces stereotyped images of men and women in enterprises.
- ♦ Women in many countries have fewer resources than men in terms of education, time and money to spend on training, and/or face mobility constraints. As a result, especially low-income women benefit less from general business development services than men.
- ♦ Within larger or family enterprises, or in business groups, decision-making, responsibilities, rights and resources may not be equally distributed. For example, women may be absent from the leadership structure of mixed-sex business groups. Even if the group is a women-only group, or if an individual business is owned or mainly run by a woman, the benefits generated can be controlled by other family or community members.
- ♦ Enterprise development may lead to an increase in women's workload and to an overburdening of women without necessarily empowering them, unless there is a simultaneous balancing of household work between wives and husbands.

2. Training of Trainers' (TOT) Workshop

a. Workshop Objectives

The overall objectives of the first TOTs Workshop on Gender and Entrepreneurship Together - GET Ahead for Women in Enterprise in Arab States in general and in three conflict/crisis settings (Iraq, WBGs, and Lebanon) in particular, was to:

- ♦ Prepare a team of trainers in the targeted countries;
- ♦ Guide training delivery in terms of content and process;

- ♦ Provide training inputs; and
- ♦ Build the capacity of organizations and individuals to develop, implement, support, and advocate for gender responsive enterprise development.

In line with the LADP's focus on women's entrepreneurship development, the specific objectives of the GET Ahead workshop were:

- ♦ To provide training to low-income women entrepreneurs and their families using the GET Ahead training package, highlighting:
 - **Content** – understanding why it is important to provide equal opportunities between men and women in enterprises, promoting women's economic and social empowerment among low income groups, and creating 'entrepreneurial spirit and a business mind' for profitable businesses;
 - **Process** – using action-oriented, participatory training methodology in skills training on basic business management to low-income women and their families;
 - **Review** – providing inputs on adapting the training package for optimal use in the projects of the partner organizations; and
 - **Value chain analysis** – as an economic literacy tool with low-income women entrepreneurs and their families in better understanding their position in the production process, the value of their labour and ways to improve returns to their products/services.
- ♦ To identify and promote talented trainers capable of delivering the participatory and gender-based approach to enterprise development in conflict and post-conflict areas with special focus on low-income women entrepreneurs and their families;
- ♦ To raise the awareness of policy-makers and project planners in conflict and post conflict areas on enterprise development;
- ♦ To conduct preliminary assessment of the Arabic language version of "GET Ahead Training Package and Resource Kit" with trainers, who would conduct the training with women and family owned microenterprises; and
- ♦ To gauge the opinions of regulatory bodies, civil society and grassroots organizations, workers' and employers' organizations and UN organizations on the next stages of implementation of the local area development program in conflict and post-conflict areas.



b. Workshop Programme

The training of trainers workshop took place at Amman Marriott Hotel in the period from 11 – 16 March 2008.

Agenda: The agenda of the workshop (Annex 1) was a constantly evolving document that focused on fundamental exercises on enterprise development, gender, and the value chain, and was tailored according to the feedback received from the participants during the daily exercises.

An intensive day of field visits was included in the training. The field visits included:

- ♦ Grassroots socio-economic facilities run by women;
- ♦ Medium scale industrial facility (Kwara ceramics factory) employing both men and women from underserved communities; and
- ♦ Alternative market places, i.e. Souk al Ard, displaying locally-produced goods were visited.

c. Training Materials (Annex 9)

Training documents: The "GET Ahead for Women in Enterprise Training Package and Resource Kit" English Edition of 2004 and 2006, as well as the Arabic draft version based on the 2004 English version constituted most of the workshop training materials. Additional handouts and materials were distributed to participants, in English and Arabic, including:

- ♦ Value chain analysis of traditional handicraft products from Northern Iraq;
- ♦ Women's Entrepreneurship Development and Gender Equality (WEDGE) Fact Sheets;
- ♦ Business Group Formation Trainer's Manual; and
- ♦ Gender Guide for Enterprise Development Training.

Standard Supplementary Training Material: These included flip charts, coloured paper, pens, note pads, markers, erasers, post-its, pencils, drawing pencils, and calculators.

Exercise-specific Training Material: In addition to the standard material, additional materials for the costing exercise were provided. These included materials from a lemon stand and a hair salon (lemons, mint, sugar, glasses, bowl, shampoo, hair dryer, and towel) and beads and thread for the production of necklaces.

Memory sticks containing all available digital copies of the training documents (including agenda and participants' information), supporting documents, and relevant external documents prepared for the purposes of ILO and UNOPS, as well as workshop photos were prepared and given to all participants.

d. Workshop Participants

Trainees: The eighteen participants from Northern Iraq came from Sulaymaniyah, Sayed Sadeq, and old and New Halabja (Annex 2). With a fair representation of men and women, Kurdish participants displayed great enthusiasm to learn and apply the different concepts.

The fact that there were a number of women participants from Northern Iraq, who had never travelled before outside their communities or participated in any international training workshops on their own, is an achievement in its own right. Securing their participation was no easy feat, but a result of numerous communications and visits to their homes and extensive discussions with their families answering questions on the purpose and relevance of the TOT, as well as the details of the logistics around the training workshop to secure the consent of their families.

The large diversity among the participants, in terms of nationalities, languages, age (21 to 56), and organizational background, allowed for numerous exchanges and extensive learning among the participants.

The diversity also extended to differences in levels of expertise and exposure to economic development knowledge, skills and know-how around training, business development and/or gender expertise.

As is often the case with a diverse group of trainees, those with expertise in one or more of these areas would have liked to have gained more skills in their specific fields, which was especially the case for the participants from WBSG and Lebanon.

Trainers: The trainers came from a variety of cultural and professional backgrounds, and invested extensive effort in providing the most



appropriate and effective facilitation of content and concepts to participants.

Ms. Neliën Haspels, one of the developers of the GET Ahead program, led the training team and conducted daily meetings to assess sessions and to plan for the next days.

Mr. Papa Diop from UNOPS developed the value chain component of the training (Annex 10), in addition to managing the training logistics, finances, and follow up actions.

Ms. Simel Esim from ILO participated in training on economic components and provided a great push to product development approaches for wider geographical access.

Mr. Khalid Qubaja from UNOPS volunteered to train on costing and pricing, and offered his field experience in developing socio-economic projects during the sessions and in social gatherings with participants.

Ms. Emanuela Pozzan from ILO also volunteered to train on some of the gender components and led groups in the implementation of exercises.

Ms. Najwa Barakat trained on different gender components and used that hands-on experience to assess her translation and adaptation of the Arabic version of the training manual.

Ms. Nigar Muhammed Sardar from UNOPS was both a participant in the training as well as a resource person that facilitated communication during the exercises and presented the value chain.

Mr. Jawdat AlButa, hired as a Kurdish – Arabic translator, literally stepped out of the booth to assist Kurdish-only speakers with most of the group exercises.

Mr. Yazan Majaj facilitated the workshop and trained on business idea development, costing, and marketing, and organized the field visits.

3. Workshop Methodology

The methodological approach to the TOT was as follows:

- ♦ It included a participatory and interactive training, which allowed for the participants to voice their opinions and engage actively. In fact, the participants repeatedly asked for more information and instructions on how to conduct workshops using such participatory training methods. In order to respond to their needs, it was agreed that a guide to participatory training would be made available in Arabic, in addition to

a follow up orientation course on how to conduct and deliver such training. For the resource people in the training team, it was rewarding to see the full and enthusiastic engagement of the workshop participants throughout all the sessions - arriving on time, taking rigorous notes, asking questions and actively participating in the individual and group exercises, i.e. some participants from Northern Iraq, who had not as much familiarity with the training topics, were found reviewing the Arabic training materials in conjunction with the English, each morning prior to the beginning of the workshop asking clarifying questions to their colleagues, who would help go through the materials with them.



- ♦ The ILO RO Beirut Gender Team selected a bottom-up training sequence, as is followed by the Gender Team in East Asia, i.e. starting with training the microenterprise development intermediaries on training women entrepreneurs followed by grassroots training with links to microfinance providers.
- ♦ This approach was selected especially because several participants seemed to want their organizations or enterprises to run one or more businesses with mainly women workers, rather than stimulate women to start and run their own enterprise. It will be important to further monitor this trend, because such trickle-down approaches do not often succeed in providing 'decent work' opportunities for women.
- ♦ Six-way interpretation was provided for this workshop: Arabic – Kurdish, English – Kurdish, and Arabic – English. Quality of translation was mostly good, but interpreters often had to leave their booths to participate with groups, seeing as the majority of the training exercises were group exercises that required having interpreters directly with the different groups. Additionally, the interpreters joined in the field visits and worked with the different groups during the different stages of orientation in the visited sites.
- ♦ A full filming crew composed of 4 people documented the workshop, the informal dinner, and the field visits. They conducted interviews with trainers, trainees, and local resources at the field visit sites. The full documentation is being made into a documentary that can be used for remote training, orientation, and preparation of coming similar trainings. Still and video cameras were used extensively by participants, ILO and UNOPS staff, and trainers; some of the pictures taken during the workshop were included in the memory disk distributed to the participants at the end of the workshop during the certificate ceremony.

4. Gender - Related Assumptions in Conflict Settings

While recognizing that interpretations of traditional and non-traditional gender roles may vary between the cultural, economic, political, social and religious contexts of the Northern Iraq, WBGS, South Lebanon, and Palestinian Refugee camps in Lebanon, the following were some of the working assumptions used for the TOT:

- ♦ In these settings of political struggle, occupation, national, ethnic and religious conflict, gender roles have gone through substantial transformations.
- ♦ Yet in some cases, such as WBGS, the radicalization and polarization of national struggles have meant a return to perceptions of women as wives, mothers and nurturers, whereas men are portrayed as fighters and soldiers.
- ♦ At the same time, there is also evidence of an increase in the number of women playing diverse and multiple roles as breadwinners, activists, fighters, political prisoners, and martyrs in the face of displacement, loss and destruction.
- ♦ The loss of many adult men's capacities as breadwinners (imprisonment, exile, disability due to injuries, and death) has changed power dynamics within families and communities.

5. Best Practices and Lessons Learned

- ♦ The preparatory value chain analysis conducted by the Northern Iraqi participants in their own local contexts with select products was deemed a useful exercise allowing them to reflect on the bottlenecks across the production process, realizing what may often seem like a market access issue might actually have its roots earlier in the process (i.e. input quality, production costs, product design/packaging, transport costs, value added, etc.) or might be related to gender concerns.
- ♦ Participants especially appreciated the field visits, in which they advanced their understanding of the value chain analysis. It was agreed that more of such product/market exposure visits would need to be integrated into the actual training with the women entrepreneurs in the local contexts, e.g. rural context.
- ♦ In the last day of the training, participants from Northern Iraq organized themselves in three main groups according to geographic areas

(Sulaymaniyah, Halabja and Sayed Sadiq). In addition to agreeing on means to adapt the training material, they prepared work plans that concentrate on:

- ❑ Preparing context and location specific exercises;
 - ❑ Pre-testing adapted materials with the target groups;
 - ❑ Identifying target groups (young women and men, people with disabilities, rural women/household enterprises, internally displaced populations, women and men members of agricultural cooperatives, etc.);
 - ❑ Involving local organizations – particularly women’s groups, and those that are membership based such as cooperatives, trade unions – in identifying target groups; and
 - ❑ Trainer orientation/tests (one trainer trains, the others provide comments).
- ♦ The commemoration of the 20th anniversary of the Halabja massacre on March 16 allowed for the participants all coming from crisis and conflict settings to openly share with each other their loss and suffering in coping with collective punishment of a people, be they Kurdish Iraqi, Palestinian or Lebanese.
 - ♦ While gender awareness among the TOT participants seemed rather high at a conceptual level, it is important for the trainers to ensure during the delivery of the training (with women entrepreneurs and their families), to the fact that there is a gender balance in participation, where women are participating as actively as men and encouraged to speak up if need be.
 - ♦ Even if it might be context relevant in local situations that NGOs or private sector organizations run small businesses with women workers as a way to support income earning opportunities, it is important to ensure that these workers have decent work terms and conditions and are socially and economically empowered. Several examples of this were observed in the case of the Northern Iraqi context during the TOT and similar trends have been observed in other countries of the region (i.e. Jordan, Yemen, and WBGs) and trainers should bear this in mind. This principle is important for any ILO intervention on enterprise development and should be emphasized in future training efforts.



6. Workshop Outcomes

The workshop succeeded in realizing these outcomes:

- a-** A core group of potential trainers on GET Ahead in Enterprise Development and on the value chain approach were identified in four countries.
- b-** The awareness of policy-makers, civil society members, workers’ and employers’ organizations, and UN staff on gender and enterprise development was raised.
- c-** Comprehension of gender concepts in enterprise was enhanced among participants.
- d-** Knowledge of participants on business idea development, feasibility, costing, pricing, and marketing was enhanced.
- e-** Initial direction on future course of action for the LADP was identified by UNOPS and ILO.
- f-** Future enterprise ideas to be implemented in Kurdistan Iraq were identified, and are eligible for financial and technical support by LADP.
- g-** The initial assessment of the Arabic translation and adaptation was conducted, and the feedback received is being used to fine tune the final version.
- h-** A package of all relevant training materials related to the ILO GET Ahead Women in Enterprise will be translated into Kurdish language.

The exchange of knowledge and skills amongst the participants, trainers, administrators, UNOPS and ILO staff, and other volunteers was a visible positive outcome of the training. Interactive relations established in the workshop need to be exploited when planning and implementing the follow up action of LADP.

7. Conclusions and Future Steps

Participants repeatedly underlined the user-friendliness and accessibility of the training materials, including the Arabic translation of the material.

- ♦ The training package was considered especially suitable for training illiterate/semi-literate women involved in rural and semi-urban businesses in Northern Iraq and in the Lebanese Palestinian refugee camp contexts.

- ◆ It was concluded that the training package would need to be translated into Kurdish and further adapted to the Northern Iraqi context.
- ◆ The participants suggested that more agro-business oriented examples would need to be built into the local adaptation of the GET Ahead materials for Northern Iraqi context. This request can be complemented with some of the local value chain analysis on agricultural products (i.e. tomatoes, beekeeping, etc.) built into the community level training through simplified presentations including visuals.
- ◆ Recognizing that more context-specific evidence is needed to understand the diverse roles and needs of women and men in the Northern Iraqi setting, a gender assessment will be supported throughout the project to inform the grassroots training phase of the initiative.
- ◆ As a part of the effort to capture the learning from the implementation of women enterprise development training in three crisis settings in Arab States, ILO RO Beirut gender team has committed to developing a brief on Gender and Enterprise Development in Crisis Settings in Arab States that will further equip the trainers about the multiple roles of women and changing gender roles and responsibilities for men and women across different stages of conflict.
- ◆ Follow up activities in the WBGS and Lebanon (Palestinian Refugee camps and South Lebanon) would benefit from readjusting the material to the appropriate knowledge-base on economic development, business/enterprise support and gender. Follow up meetings will be scheduled with the relevant project staff regarding the lessons learned for these specific contexts.
- ◆ Taking into account that there was only recent exposure to skills and knowledge on the part of some of the participants to training, business development and gender equality concepts and tools, it was agreed that it would be critical for the project to provide further support to the local organizations in conducting the training through technical assistance and funds via the Iraq LADP project, as well as through other funding sources in WBGS and Lebanon.
- ◆ A number of participants were keen to know about the accreditation process for the trainers of GET Ahead training package, and it was agreed that an accreditation process would be explored in close coordination and consultation with ILO Headquarters and Sub-regional Office–Bangkok (including training material adaptation, conducting of training, and assessment of trainer in terms of training contents and techniques via video tape and interview).



- ◆ Participants especially appreciated the field visits during which they tested their understanding of the value chain analysis and probed its usefulness. It was agreed that more of such product/market exposure visits would need to be integrated into the actual training with the women entrepreneurs in the local contexts.

8. Recommendations

For future trainings/socio-economic component:

- ◆ Integrate into the training:
 - ❑ field visits to mini-markets (exhibits in the local area) to see where products are sold, for how much, what designs sell, etc. as well as what imports are available;
 - ❑ product quality assessment role-plays, where the participants can play buyer and seller with the seller(s) providing inputs on the quality, the price, the design, etc. of the product;
 - ❑ value chain presentations using visual aids of different inputs and stages of value chain for specific products;
 - ❑ links with microfinance intermediaries during the training (bringing them in for business plan presentations, to make presentations on their own microfinance services); and
 - ❑ a session on business group formations (formal and/or informal) including transport cooperatives, and input cooperatives.

Cautionary Note: Even if it might be context relevant in local situations that NGOs or private sector organizations run small businesses with women workers as a way to support income earning opportunities, it is important to ensure that these workers have decent work terms and conditions and are socially and economically empowered. Several examples of this were observed in the case of the Northern Iraqi context during the TOT and similar trends have been observed in other countries of the region (i.e. Jordan, Yemen, and WBGS) and should be watched out by trainers. This principle is central to any ILO intervention on enterprise development and should be emphasized in future training efforts.

- ◆ Emphasize technologies, approaches, tools and strategies that:
 - ❑ mobilize community support structures and economic organizing (formal and informal); and

- ❑ establish special family support networks and voluntary social protection schemes.

For future trainings/gender component:

- ♦ Use case studies and examples that are evidence-based and build on what women and men producers, entrepreneurs are actually doing in the local context;
- ♦ Ensure that the perspectives on gender relations move beyond depicting women as victims (only) and men as perpetrators of violence (only) as can often be the perspective applied in conflict settings;
- ♦ Avoid representations of men's and women's roles in crises as adversarial, and present the advantages to men, families and communities of women's empowerment for reconstruction, rehabilitation and change;
- ♦ Focus on power imbalances reflected in the gender roles of women and men across class, ethnicity, religion and national struggles in conflict and post-conflict periods as well as beyond;
- ♦ Use the ILO Bangkok Gender Guide for Enterprise Development Training as a simultaneous complement to the revised 2008 GET Ahead training package allowing for business trainers to have more guidance on how to explicitly weave gender content into the actual exercises and provide them with more background information; and
- ♦ Follow the gender exercise sequence provided in the training package, especially with the trainees from Lebanon and WBGS (presenting exercise 3 in a more context appropriate manner).



For future GET Ahead training workshops in the context of conflict/post-conflict settings and across the region, it is recommended that:

- ♦ There is sufficient gender, social and economic assessments regarding the local context (gender analysis, institutional mapping of service providers and their approaches to women economic empowerment, gender-specific needs, etc.) reflected in the planning;
- ♦ Specific attention is paid to forming mixed working groups with different levels of knowledge from different areas/backgrounds to further enhance learning among the participants;

- ♦ The process of support to the local organizations, which will conduct the training for women entrepreneurs and their families, is designed to follow a sequence that would result in accreditation of trainers in delivering GET Ahead;
- ♦ The Training Guide on “How to be a Trainer” that has been translated into Arabic and Kurdish is a part of the training kit and integrated into the TOT, i.e. providing feedback and tips to participants when they present results from working groups, etc.; and
- ♦ The accreditation process is envisioned in a series of steps to allow trainers to gain practical experience and increase their knowledge and skills to train locally, nationally and internationally. In addition to the TOT, which equips them with tools to effectively carry out training of entrepreneurs using GET Ahead program, the trainers will be expected to conduct a number of training workshops for entrepreneurs, and also promote and market the program to their institutions as well as other institutions.

ANNEX 1

Workshop Programme

GET Ahead Training of Trainers' Workshop

Time	Exercises	Facilitator
DAY I – TUESDAY		
09:00 – 09:30	Opening Session	ILO/UNOPS Nelien
09:30 – 10:30	Ex. 1: Introduction to Program and Participants	
10:30 – 11:00	Coffee break	
11:00 - 11:30	Ex. 2: Expectations, contributions and localization	Yazan/Manu Nelien
11:30 – 13:00	Ex. 4: Life cycle of people and enterprises	
13:00 – 14:30	Lunch Break	
14:30 – 15:30	Ex. 4: continued	Nelien Khaled/Manu
15:30 – 17:00	Ex. 5: Top 10 traits for business success	
DAY II – WEDNESDAY		
08:30 – 09:00	Daily review	Yazan/Khaled
09:00 – 11:00	Ex. 9: Business mapping	
11:00 – 11:15	Coffee Break	
11:15 – 13:00	Ex. 12/13: Business ideas: brainstorming/screening	Khaled
13:00 – 14:30	Lunch break	
14:30 – 15:30	Ex. 8: Business building in her environment	Najwa
15:30 – 15:45	Coffee Break	
15:30 – 17:00	Ex. 18: Mini-market study – steps 1-3	Yazan
DAY III – THURSDAY		
08:30 – 09:00	Daily review	Team
09:00 – 10:00	Ex. 16: Marketing mix board game	
10:00 – 10:15	Coffee Break	
10:15 – 12:30	Ex. 19: All it Needs to Create a Product or Service	Yazan Team
12:30 – 13:00	Ex. 21: Managing your money	
13:00 – 14:30	Lunch break	Khaled
15:30 – 16:00	Ex. 22: Costing and Pricing	
16:00 – 16:15	Coffee Break	Nigar
16:15 – 18:00	Introduction to value chain	
DAY V – SATURDAY		
08:45 – 11:00	Field visit to Qwara ceramics production center	Yazan
11:15 – 12:00	Field visit to Beit Al Bawadi showroom	
12:30 – 15:30	Field visit to Iraq Al Amir production center	
DAY VI – SUNDAY		
08:30 – 09:00	Daily review & Field visit exercise round-up	Yazan Najwa
09:30 – 11:00	Ex. 26: The family business	
11:00 – 11:15	Coffee Break	
11:15 – 11:30	Commemoration of Halabja	Khaled/Nelien
11:30 – 13:00	Ex. 24: Self and group management	
13:00 – 14:00	Lunch break	
14:00 – 14:30	Ex. 3: Relay race	Yazan/Nelien Simel/Manu
14:30 – 15:30	Ex. 31: Action planning	
15:30 – 15:45	Coffee Break	Nelien
15:45 – 17:00	Ex. 32: Training evaluation and wrap-up	

ANNEX 2

List of Participants

NAME	ORGANIZATION	POSITION	LOCATION
NORTHERN IRAQ			
Sherwan Shawkat	Kurdistan Youth Organization	Youth Center Manager	Halabja
Marewan Wahbi Rashid	Roj Association for Handicapped	Office Manager	Halabja
Abu Bakir Hussain	Youth Dev. Organization	Coordinator	Halabja
Burhan Qadr Afandy	Farmers Union	Reo of Sharazur Farmers	Said Sadiq
Fatin Rasheed Mohamed	Business Women Association	Head of Organization	Sulaymaniyah
Mineera Rassul Salih	Chamber of Commerce	Management Director	Sulaymaniyah
Shilan Ali Salah	KEDO	Volunteer, Ag Engineer	Sulaymaniyah
Ranj Abdull Ali	KEDO	Coordinator Officer	Sulaymaniyah
Nahida Hamajan Mahmud	Kurdish Women Union	Social Coordinator	Sayed Sadiq
Hamida Jamal Muhamad	Women Training Center	Manager	Halabja
Shaima Hassan Hussaen	Paraw Organization for Rural Women	Head of Organization	Halabja
Rzgar Ali Abdullah	Economist Union Kurdistan	Representative	Sayed Sadiq
Saman Salih Faraj	Workers Union	Office Manager	Sayed Sadiq
Sabria R. Mohammed	Handcraft Women Association	Founder of Cooperative	Sulaymaniyah
Ibrahim Majid Faraj	Kurdistan Bee Prof. Association	Head of Organization	Sulaymaniyah
Nasrin Mohamed Ahmed	REACH	Program Supervisor	Sulaymaniyah
Sarteep Ali Mohammad	Civil Department Org.	Program Coordinator	Sayed Sadiq
Nigar Sadar	UNOPS	Program Coordinator	Sulaymaniyah
WEST BANK AND GAZA STRIP			
Shoaa Marrar	Riyadah Training	Director General	Ramallah
Dalia Othman	Business Women Forum	Project Coordinator	Ramallah
Laila Maree	ASALA	Training Coordinator	Ramallah
Reem Abboushi	ASALA	Executive Director	Ramallah
LEBANON			
Mariam Jaja'a	ILO	Project Officer	Beirut
Manal Hassoun	Al-Majmua	Program Officer	Beirut
Samir Radwan	UNRWA	Program Coordinator	Beirut
Sohair Rustom	UNRWA	Program Coordinator	Beirut
JORDAN			
Hala Al-Alami	UNRWA	Program Coordinator	Amman
Muhammad Salous	UNRWA	Program Coordinator	Amman

ANNEX 3

GET Ahead TOT Workshop (Iraq, Lebanon and WBGs)

Official title of the activity:
GET Ahead TOT Workshop (Iraq, Lebanon and WBGs)

Indicate the types of the activity (please check the relevant boxes):

Type	Regions covered	Style
International	Africa	Conference/symposium
Regional	X Americas	Seminar
Sub-regional	Arab States	X Workshop
National	Asia and the Pacific	Training
Provincial/local	Europe	Expert meeting
		Fellowships
		Other

Constituents involved	Budget
Single constituent	Regular budget
Bipartite	RBTC
Tripartite	x Extra-budgetary (T/C) x

Organising Unit: Gender team and UNOPS - Dates of activity: 9-18 March 2008

Place activity is held (country, city): Amman

Constituent Participants (number)	Women				Men			
	S	M	N	U	S	M	N	U
Government						1		
Employers' Organizations	1							
Workers' Organizations	1	1			1	1		
Total	2	1			1	2		
Others (e.g. International organizations, observers – except ILO staff, civil society organizations,experts)	5	6	1		3	9		

S : Senior Ranking Official

M: Middle Ranking Official

N : New* or Junior Ranking Official

U : Unable to determine.

*Newly recruited to the participating organisation.

ANNEX 4

List of TOT Trainers/Resource People/Project Staff

- Yazan Majaj

Consultant, Trainer & Facilitator

ymajaj@hotmail.com
- Najwa Barakat

Consultant, Facilitator

najwa@free.fr
- Nelien Haspels

Senior Specialist on Gender and Women Workers

ILO SRO-Bangkok

Haspels@ilo.org
- Emanuela Pozzan

Assoc. Expert Gender and Employment

ILO RO Beirut

pozzan@ilo.org
- Simel Esim

Gender & Women Workers' Specialist

ILO RO Beirut

esim@ilo.org
- Nigar Muhammed Sardar

Local Economic Development Specialist

UNOPS, Sulaymaniyah

nigars@unops.org
- Papa Diop

SME Development Specialist

UNOPS, Amman

papad@unops.org
- Khalid Qubaja

Project Officer

UNOPS, Amman

khalidq@unops.org
- Dijana Dubocanac

UNOPS, Amman

dijanad@unops.org
- Mohammad Sardar

UNOPS, Amman

alsardarm@unops.org

ANNEX 5

Participants’ Contributions and Expectations

CONTRIBUTIONS (how the participants will contribute to the training)	EXPECTATIONS (what the participants expect from the training)
Share experiences on working with women.	Enhance the scientific and vocational levels of competency and exchange professional experiences.
Assist in guiding my local community on proper steps for enterprise development.	Trained to be able to train individuals on proper methods of enterprise development.
Share my experience in the Nahr al Bared Palestinian refugee camp in Lebanon, which went through a war that destroyed all economic and social infrastructures in the area.	Highlight problems faced by women entrepreneurs as these obstacles are not usually clearly recognized.
Knowledge of training rural women and men on how to develop their enterprises.	Create a model that can be implemented in one’s country.
Introduce local experience and different backgrounds to the training.	Increase knowledge of the subject matter being trained.
Provide more effective training methods to women entrepreneurs.	Build the capacities of women to promote their independent economically and socially.
Pass the information provided through the training to participants that have their own small enterprises and provide them with ideas to improve their ventures.	Enhance one’s knowledge on women entrepreneurship from an economic perspective (as opposed to a welfare perspective).
Explain and describe the challenges and obstacles faced by women that want to start their own enterprises.	Exchange specializations and knowledge on the available opportunities and challenges of enterprise development in various countries.
Exchange experiences on training material and activities regarding enterprise development.	Raise women’s awareness on income generating and market-oriented approaches and methods.
Raise the community’s awareness on gender issues in enterprise development.	Learn how to achieve gender equity and learn to utilize tools toward women empowerment in society.
Conduct training sessions on gender equity to civil society organizations.	Able to develop a mechanism for establishing investment projects.
Transmit the seriousness and persistence of women in establishing, managing and committing to the success and sustainability of enterprises, and fulfilling financial requirements.	Learn methods that promote the spirit of women entrepreneurship and that encourage women to establish small handicraft projects.
Cooperate with and learn from other women and men participants in a field that is of interest.	Able to diagnose and analyze an economic environment in order to come up with projects that are more economically feasible for women.
Provide real life examples of successful small loans projects implemented by women who were empowered through their projects.	Obtain training material to train women in communities on income generating projects that will promote their economic and social independence.
Practice the information learned from the training in my daily work and on the field.	Exchange knowledge on enterprise development and training techniques and methods.
	Provide training opportunities in rural areas.
	Acquire new training tools and ideas that increase one’s competency as a trainer in this field.
	Gain the ability to identify and locate projects that are gender-responsive.
	Gain the knowledge on how to train women on starting their own projects despite existing obstacles.
	Obtain new ideas on projects that promote women’s participation in society.
	Acquire new ideas on investment projects that allow women in post-war societies to assist in the development of their social infrastructure and economy.

ANNEX 6

Questionnaire: Participants’ Profile

Assessment Tool for Selecting Participants for TOT

Augmented from GET Ahead for Women Entrepreneurs

1. Name, Address and Contact Phone Numbers
.....
.....

2. Sex: Male Female

3. Age: years

4. a. Name of your organization:
.....

 b. Address of your organization (including email, website if available, etc.)

 c. Brief description of your organization (type of organization-development NGO, research organization, professional organization, goals, how long it has been in existence, structure of the organization, number of members, staff, type of projects, activities, who are the beneficiaries, annual reports, etc.). You can also attach a brief summary write up on your organization (if you prefer).
.....
.....
.....
.....
.....
.....

5. Job title:
.....
.....

6. Project(s)/Activities you are currently involved in
.....
.....
.....
.....

7. Please describe the beneficiary groups you work with (sex, age, income level, urban/rural, micro/small, small/medium, women/men, level of literacy/education)

.....
.....
.....
.....

8. What kind of support are you providing to your beneficiaries in your work?

.....
.....
.....

9. What is your experience as a trainer?

- ☐ I have no experience as a trainer
- ☐ I have less than 1 year experience as a trainer
- ☐ I have between 1 to 3 years experience as a trainer
- ☐ I have between 3 to 5 years experience as a trainer
- ☐ I have more than 5 years experience as a trainer

10. What is the level of your exposure to gender mainstreaming/gender equality knowledge?

- ☐ I have been exposed through my own interest (reading, talking to people, applying it to project work, etc.)
- ☐ I have been exposed through orientation (seminars, conferences, workshops)
- ☐ I have been exposed through specific training and apply it in my work
- ☐ I have extensive training on these issues and feel comfortable being a resource person with some basic refresher/orientation
- ☐ I am a gender expert and currently work as one

11. How much experience do you have in enterprise development services provision?

- ☐ I have been exposed through my own experience (as an entrepreneur, employers' organization representative, formal tertiary education in business management, marketing, PR/advertising, etc.)

- ☐ I have been exposed through orientation (seminars, conferences, workshops, observation/site visits, exhibits, trade fairs, etc.)
- ☐ I have been exposed through specific training and apply it in my work
- ☐ I have extensive training on enterprise development services and feel comfortable being a resource person with some basic refresher/orientation
- ☐ I am an expert in enterprise development and currently work as one

12. What objectives do you have for this training programme?

.....
.....
.....
.....

13. What are your language skills?

- a.** Are you fully fluent in Arabic? ☐ Yes ☐ No
- b.** Are you fully fluent in Kurdish? ☐ Yes ☐ No
- c.** Do you understand/follow English? ☐ Yes ☐ No

14. a. Do you have a CV that summarizes your work experience and education?

b. Can you prepare/submit a CV that summarizes your experience in enterprise development, exposure to different tools, knowledge of gender equality issues in general and as they apply to the local context?

15. a. In one to three paragraphs, please identify and elaborate on the three obstacles/challenges to enterprise development/growth in the economy of your area?

b. In one to three paragraphs, please highlight three gender equality issues as they may relate to the successful integration of women into the local economy as entrepreneurs?

ANNEX 7

Results of the Workshop Evaluation

1. In general, how would you rate the content of the GET Ahead workshop?

Excellent	No use at all			
				
10	15	1		

2. In general, how would you rate the training methods of the GET Ahead workshop (e.g. lectures; documents; slides; games and role-playing; exercises and group work)?

Excellent	No use at all			
				
11	12	3		

3. Which three (3) topics or exercises were the most helpful or useful to you? Please explain:

The TOT workshop participants expressed interest in a number of exercises from the GET Ahead manual that were selected and presented during the workshop. In particular, several exercises were deemed very useful, namely:

- 5) “Discovering the top ten traits for business success”
- 12) “Business idea brainstorming”
- 16) “Marketing mix board game”
- 19) “All it needs to create a product or service”

Participants appreciated working in groups and performing in role-plays. They also enjoyed the field visits included in the training program. They indicated that the field visit was relevant for their understanding of the value chain analysis.

4. Which topics or exercises were the least helpful or useful to you? Please explain:

Most evaluation forms were returned without a response on this question. This is most likely due to the fact that the majority of the participants who were coming from Northern Iraq have not had hands-on experience in providing training to be able to clearly indicate what might actually prove to be least useful. For the participants coming from the WBGS and

Lebanon, module 3.4 on finance with exercises on costing and pricing were considered less useful since they had been previously trained on such topics and in fact have been working in microfinance service provision for some time. For participants coming from Kurdish Iraq, most of the topics presented in the exercises were new and were considered useful in terms of enhancing their capacities as trainers and improving the capacities of their organizations.

5. What additional topics would you like to include in this training?

Several suggestions were provided in the evaluation forms related to additional topics and improvement of the materials utilized. In particular, participants suggested:

- Including in the “GET Ahead” training manual a Training Guide with tips on “How to be a Trainer”;
- Further adapting the training materials to the specific context;
- Further incorporating and highlighting the obstacles that women face in becoming entrepreneurs; and
- Techniques and methodologies for project design and feasibility studies.

6. What are your views on the GET Ahead training manual in English/Arabic?

Excellent	No use at all			
				
5	13	6	2	

Only few participants suggested further revision and editing of the text of the GET Ahead manual. Among the suggestions were:

- Adding an introduction with an explanation of the chosen technical terms in Arabic; and
- Having a final version of the manual printed in colour with more pictures in order to make it more user-friendly and visually appealing.

7. How would you like to modify/adapt the training for your target groups?

Most participants suggested selecting exercises from the GET Ahead manual according to the target group that they will be training. Some participants suggested that further adaptation to the context of the targeted local communities will be needed, through use of local languages and dialects and integrating stories tailored for the local context.

8. In general, what are your views on the quality of the training team?

Excellent		Not good at all		
				
12	8	5	1	

9. What are your views on the mix of participants? (e.g. gender, age, and nationality)

All evaluation forms express appreciation for the mix of participants in terms of age, nationality and gender. All participants recognized the added value of a mixed group with a common denominator, which is the conflict situation they all live in, whether it is occupation, attacks from outside or civil strife. The exchange of professional, personal and collective knowledge, and experience was considered very enriching by all participants. However, some participants from Kurdish Iraq felt disadvantaged as it was the first time they were exposed to such knowledge and methodologies, while participants from the other countries were already familiar with part of the contents of the workshop. Similarly, the group from Lebanon and WBGS felt that the course could have given more and faster, but it had to be paced for the benefit of those who were being exposed to this type of information for the first time.

10. Please comment on the overall organization of the training (e.g. accommodation; breaks for refreshment; translation/interpretation; secretarial & administrative support, etc.):

All participants rated the overall organization of the training very good in terms of venue, length of the workshop, daily time schedule and interpretation. Participants from Iraq acknowledged and emphasized the usefulness of the administrative arrangements and technical preparations prior to the workshop. Translation into Kurdish was not always clear, but appreciation was expressed for the efforts and adaptation of the Kurdish translators.

11. Any further recommendations for improving future TOT workshops for GET Ahead for Women in Enterprise?

Some participants suggested trainers to provide more practical examples related to the rural context when delivering the training sessions and to diversify the sectors presented in the field visits, including for instance agro-industries. Some participants from Northern Iraq also felt that there was a need to extend the duration of the training to seven days in order to better assimilate the topics.

ANNEX 8

Action Plan for GET Ahead for Women Entrepreneurs

Aim of Activity	Target Groups*	TOT Workshop Follow up Activities	By Whom**	Timeline	Budget***
Example: Ensure institution is oriented on GET Ahead for Women in Enterprise Training	Example: Leadership, board members, staff and members	1.Preparatory Activity(ies) for Actual Training Example: Conduct orientation/briefing meeting with organizational stakeholders as indicated under target groups on GET Ahead for Women Entrepreneurs	Example: Put a training team together	By end April 2008	US\$
AND/OR Ensure target groups' needs for the GET Ahead for Women in Enterprise training are better identified	AND/OR Rural women, young educated unemployed women and men	AND/OR Conduct focus group interviews for better identification of the needs of the target groups	By the training team		
		2. Training Activity			15,000

*2/3 women, 1/3 men

*** Individuals, in groups of two and three, training teams of men and women

*** Maximum USD 15,000 for the whole action

ANNEX 9

Training Kits for Participants

Training Material & Language Kit components	Kurdish participants fluent in Arabic	Kurdish participants who cannot speak Arabic	Observers from Lebanon and Palestine	"Arabic to" translators	"English to" translators	Trainers in Arabic	Trainers in English
Training of Trainers Agenda – Arabic							
Training of Trainers Agenda – English							
Rules of Meeting – Arabic							
Rules of Meeting – English							
Objectives of Training – Arabic							
Objectives of Training – English							
GET Ahead Training Manual – Arabic							
GET Ahead Training Manual – English							
Relevant GET Head Training Aids – Arabic							
Relevant GET Head Training Aids – English							
Gender Guide for Enterprise Development Training – Arabic							
Gender Guide for Enterprise Development Training – English							
Business Group Formation – Arabic							
Business Group Formation – English							
Value chain material – Arabic							
Value chain material – English							
Required Stationary							
Flash disk with all electronic material							

ANNEX 10

Value Chain Flow Chart

