2010 ANNUAL REPORT

Institut Européen de Coopération et de Développement
AREAS OF INTERVENTION

KEY FIGURES

- IECD is a registered charity, active since 1988
- 37 active projects
- About 18,000 beneficiaries
- 56 local partners, worldwide
- 79 staff (out of whom 12 are in Paris)
- 45 technical experts
- Operating budget: 7.3 Million Euros
Committed to its mission to “sow for the future”, IECD continued to grow in 2010. This growth was fostered by our will to reach the highest standards of quality and by the acknowledgement of our added value by our partners.

In 2010, our teams devoted most of their time to implement the existing projects. They also helped develop the new flagship thematic programmes. These programmes show the IECD expertise and create a synergy, on which we capitalise for future projects.

IECD builds its programmes on grounds that guarantee the quality of its work and the added benefit of its interventions. We can emphasize the 5 pillars of our activity:

• Training, that is the core purpose of our action;
• Strengthen the local actors, that is our working principle;
• Be a catalyst for the various complementary actors involved;
• Take time into account – a well adjusted timeframe is a key success-factor for development projects;
• Put the person at the heart of our action in order to pave the way for an integral human development.

I thank all those who contribute to the success of IECD’s actions. IECD aims at revealing the skills of men and women who are experiencing difficult life conditions. Thousands of beneficiaries have, thus, been able to change their future and open up new horizons for their families, communities and countries.

Marie-José NADAL, President
PRESENTATION OF IECD

Vision
To plant the seeds of the future by giving every person skills to foster their self worth and act responsibly in the community.

Mission
To design, develop, finance and implement projects in line with local specificities. We lean on reliable and competent local partners who guarantee the long lasting impact of our projects.

Objectives
IECD contributes to the emergence of local development actors (organisations and people). Together we tackle 3 challenges to support the sustainable development of their countries:
• The social and job-market integration of the youth;
• The strengthening of small and micro enterprises;
• The access of vulnerable people to suitable education, social and health facilities.

Lines of action

TECHNICAL AND VOCATIONAL TRAINING
Centred on agriculture, hospitality-catering, healthcare and industry jobs:
• Instructional design;
• Reinforcement of vocational training centres’ capacities;
• Initial education for young people;
• Continuing education for trainers;
• Cooperation between training centres and enterprises;
• International school twinning.

SUPPORT TO SMALL ENTERPRISES
• Strengthening of small entrepreneurs’ management capacities;
• Creation of management and service centres;
• Support to mutual savings and credit networks;
• Support to production and trade (agriculture, craft etc.).

ACCESS OF VULNERABLE PEOPLE TO EDUCATION AND HEALTHCARE
• Training of education and hospital professionals;
• Creation of remedial courses and education centres;
• School inclusion and social integration of marginalised young people (disabled people, refugees etc.)
• Awareness raising on issues such as hospital hygiene and the fight against sickle-cell disease;
• Strengthening of healthcare centres’ management.
IECD Project Methodology

Guiding Principles

Strengthening local institutions through partnerships
- IECD establishes a solid cooperation with the local partner, based on common criteria of good governance, efficiency and non-discrimination. It supports the partner in the project’s conception and implementation.
- The local partner benefits from a long-term support, which strengthens its institutional, organisational and financial capacities, ensuring the projects’ sustainability.

Working closely with the enterprises
- The training centres permanently interact with the local businesses in order to adjust the teachings to the sectors’ requirements, thus facilitating the integration of young adults into the job market (through internships and job placements).
- National and international companies are invited to support projects that are consistent with their values, location or business sector. They may become involved in the projects on various levels, by participating in the project’s steering committee or by providing a more targeted support (for instance: financial support, equipments, skills sponsorship etc.).

Involving local authorities
Local authorities are invited to get involved in the projects. By giving the projects official recognition, local authorities facilitate their acceptance by all the stakeholders. The aim is also to influence the national policy in order to extend the programme’s impact on a national scale.

Counting on proven expertise
- To evaluate the projects’ relevance and to support their implementation, IECD relies on pools of international technical expertise.
- IECD capitalises on the expertise developed internally in order to benefit from experiences acquired in various contexts presenting similar issues.

Acting transparently and responsibly
- The project’s operating conditions are formalised in a contract, which is designed jointly by all the partners.
- Efficient reports on the projects’ progress, planning and evaluation guarantee their good implementation as well as capitalisation.
- Internal and external audits are regularly conducted in order to ensure the efficient management of human and financial resources.
Human Resources

Paris office

IECD team in Paris is composed of programme coordinators, cross-functional officers and the directorate (Executive Director, Operations Director, Finance and Administration Director). Since 2010, the responsibilities of the headquarters-based programme coordinators have been evolving progressively from a “project approach” (based on geographical criteria) to a “programme approach” (based on thematic criteria – a programme includes several projects within similar themes). The coordinators are in charge of steering the programmes strategically and financially as well as assessing and capitalising on the results (lessons learned).

Field operations

In order to support local teams in the projects’ implementation and management, IECD sends out technical assistants and project managers on the field. In certain regions or countries, if justified by substantial activities, IECD creates local representative offices. 4 are currently active: in the Near East, in Madagascar, in Cameroon and in Côte d’Ivoire. This devolution aims to deal with local issues more pragmatically, to improve the project’s rooting in the field and to work more closely with partners.

Technical expertise from professional networks

IECD relies on expertise pools to guarantee the projects’ technical and pedagogical relevance and to make sure they are consistent with the business sectors’ requirements. Institutions, which enjoy recognised authority in their field, contribute with their expertise to our projects: Académie de Paris (regional division of the Ministry of Education) for vocational training in electrotechnics, INS HEA (French national institute for the education of disabled people), EHL-Smile (teachers and alumni association of EHL, the Lausanne hotel school, Switzerland) etc.

In 2010, agriculture, hospitality-catering, electrotechnics, IT, craft, health, education, specialised education for disabled people, development of business activities, finance and construction experts have made contributions to the projects.

Financial resources

In 2010, public funding represents 42% of projects’ financial resources. They come from AFD (the French development agency), the French Ministry of Foreign and European Affairs, the European Union, as well as some French territorial authorities (the Regional Councils of Ile de France, Pays de la Loire, Provence-Alpes-Côte d’Azur and the General Council of Hauts de Seine department). The Dutch Ministry of Agriculture and international organisations like UNICEF and UNHCR also support specific projects.

In 2010, private funds make up to 58% of the projects’ financial resources. They mostly originate from privileged partnerships with:
• Companies and corporate foundations, such as Schneider Electric, Total, Air France, Air Liquide etc.
• Associations and other foundations, like the Michelham Foundation, the Drosos Foundation, Frères de Nos Frères, Acting for Life etc.
A growing number of private individuals contribute to a specific project or support IECD globally.

Most projects rely on co-financing associating private and public funds. This approach generates significant lever effects for donors.
Programmes

IECD's activities are organised along 3 lines of action: vocational and technical training, support to small enterprises and the access of vulnerable people to health and education. IECD has developed a specific expertise on these topics, and implemented programmes in these different fields. Examples of programmes by lines of action:

TECHNICAL AND VOCATIONAL TRAINING

**Rural jobs training programme**

Cameroon, Côte d'Ivoire and Thailand, (2011 extension: DR of Congo)

**Objective:** To provide rural youth with the means to build a better future in their own village by becoming responsible rural entrepreneurs.

The programme’s methodology is based on dual training programmes, switching between field experiments and classroom teaching. It is designed for unschooled rural youth who have no prospect in their village. Thanks to the trainings, young people become rooted in their own environment. They play an active role in the local development of their communities: improvement of food security, stimulation of the local market, skills devolution to parents and neighbours, job creations etc.

**Hospitality-catering jobs training programme**

Nigeria, Kenya, Madagascar, Thailand, Lebanon (2011 extension: Cameroon)

**Objective:** to train disadvantaged youth to jobs with dynamic employment opportunities and to support them towards a successful social and professional integration.

The IECD Hospitality and Catering training methodology has been designed with a network of European and local experts and is both theoretical and practical. The curricula meet with professional requirements of the Hotel Industry. Thanks to a comprehensive training (including theory, technical know-how, behavioural education for hospitality jobs etc.), trained young people find a qualified and recognised job. They are able to make free and responsible choices.

The hospitality training project IECD is launching in Mae Sot will answer the growing and crucial need in qualified staff faced by hotels and palaces in Thailand. The training takes place in a practical environment thanks to the application units (kitchen, laundry and restaurant) within the school premises. The project offers disadvantaged youth the opportunity to build a better future.

Mr Lejeune, ACCOR, Regional HR Director Thailand, Cambodia, Laos

**Electrotechnical jobs training programme**

Lebanon

**Objectives:** to facilitate young adults’ integration into the job market thanks to recognised skills in electrotechnics; to meet the technical business sector’s need in qualified professionals.

Technical trainings in Lebanon are inadequate to meet the needs of the industrial sector. Trained young people remain unemployed and the sector lacks qualified staff. The programme’s first step is to find out which skills companies miss the most. This analysis enables the programme’s team to design new, better-adapted courses. Then, the new curricula are officially recognised by the Lebanese Administration in order to extend eventually the impact of the programme to all technical schools. IECD also strengthens partner schools (administration, finance, pedagogy etc.). Finally, developing company-school relationships triggers a sustainable integration of young people.
SUPPORT TO SMALL ENTERPRISES

Support to small and micro enterprises in urban areas
Cameroon, Côte d’Ivoire, DR of Congo, Lebanon, Syria (2011 extension: Nigeria)
Objectives: To stimulate the small and micro enterprises sector; to contribute to alleviating poverty
In developing countries, craftsmen and small shopkeepers account for an important part of the economic life. However, their initiatives are short-lived and remain livelihood activities. Through management and trade-specialised trainings, the entrepreneur improves and sustains his/her business management skills. Management and Service Centres offer tailored individual follow-up sessions to entrepreneurs. The trainings result in the growth of SME’s turnover, the raise of entrepreneur's incomes and the creation of new jobs. They also lead to the formalisation (through tax payment) of most beneficiary SMEs.

Support to rural income-generating activities
Lebanon, Syria, Iraqi Kurdistan and Central African Republic
Objective: To support rural families' income-generating activities to help them improve their livelihoods.
Rural families often lack the means to contribute to local economy. The programme identifies the families' needs and their environments' to design adequate trainings. According to locations, the projects develop various rural activities like agriculture (gardening, olive-growing and beekeeping) or tourism. To rationalise these activities contributes to structuring production and trade on a broader scale. Families improve their livelihoods significantly.

ACCESS OF VULNERABLE PEOPLE TO HEALTHCARE AND EDUCATION

CERES Programme (remedial courses and education)
Madagascar
Objectives: To support rural youth continuing their studies until higher education; to bridge the gap between the difference of education in the bush and in the town.
In Madagascar’s bush, schools are overcrowded and teachers under-qualified. Students are thus deprived of better future prospects. The CERES Programme creates Remedial Courses and Education Centres nearby secondary schools in the bush where individualised school support is provided to selected talented students. The partner school’s teachers are also invited to attend trainings in order to extend the programme’s impact to all their students.

Healthcare Programme
Democratic Republic of Congo (DRC)
Objectives: To improve hygiene and quality of healthcare in hospitals; to contribute to the struggle against sickle-cell anaemia.
The Healthcare Programme has identified two major health issues in DRC. On the one hand the lack of information and training on hygiene rules lead to the development of infectious diseases, such as typhoid fever or measles – one of the 1st causes of child mortality. On the other hand sickle-cell anaemia, the 1st genetic disease in the world, is not properly known or cared for: the mortality rate of children under-5 suffering from sickle-cell anaemia peaks to 75%. The Programme’s first concern is to train hospital professionals in order to improve healthcare’s quality and patients' treatments, especially for sickle-cell anaemia patients. Thanks to national-scale awareness-raising activities, hygiene and healthcare good practices are spread throughout the country.
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ACCESS OF VULNERABLE PEOPLE TO HEALTHCARE AND EDUCATION

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IECD’s action in Sub-Saharan Africa started in 1992 in Cameroon with the launching of the “Family Farm Schools” (FFS). Today, 10 projects are run in Côte d’Ivoire, Nigeria, Cameroon, Central African Republic, Democratic Republic of Congo and Kenya. New activities are being developed throughout the region.

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Cameroon

IECD has been working in Cameroon since 1992 when it launched the “Family Farm Schools” (FFS) network. The local IECD country office opened in 1999 and 3 projects were supported throughout 2010.

The “Family Farm Schools” network (FFS)

Beneficiaries: by 2014, 3000 young people and 1620 parents will have been trained, 180 trainers will have their skills strengthened (ToT)
Location: whole Cameroon
Local Partner: Coordination nationale des Ecoles familiales agricoles au Cameroun (CNEFAC - National Family Farm Schools Coordination)
Project Start: 1992

Young people forced into rural exodus
In rural areas, 75% of adolescents do not integrate secondary school. Looking for a job, young people leave their villages for towns where they often find nothing but unemployment and destitution.

Technical education to train rural entrepreneurs
The FFS are characterised by a community-based process. Managed by village associations, they offer a comprehensive education to young people between 14 and 25. The training is 3-year long, allowing the transmission and the improvement of technical know-how. Schooling and rural work training combine theory and practice. Thanks to this dual training, young people gain the opportunity to accomplish a successful socio-professional integration in their villages of origin by becoming responsible small rural entrepreneurs. IECD supports the FFS network through the CNEFAC - National Family Farm Schools Coordination-, which helps the FFS on organisational, technical and academic issues.

Main activities in 2010
- Reinforcing skills of CNEFAC teams (continuing training, recruitment of a technical assistant and an accountant assistant);
- Academic and technical support to trainers and FFS members;
- Prospection and creation of new FFS;
- Training in management and rural development at Yaoundé vocational training centre (higher education for FFS students);
- 9000 training supports were produced and distributed to FFS;
- Initial Pedagogic Training of Trainers (ToT);
- Structuring and effective launching of alumni’s follow up in Northern Cameroon.

Achievements and impact
- 51 FFS including 10 new schools are supported by CNEFAC.
- 1100 young people are trained in FFS.
- 680 parents have benefited from trainings.
- 16 trainers have completed their education to teach with the dual-training methodology.
Support to Small and Micro Enterprises

Beneficiaries: Cameroonian small and micro entrepreneurs
Location: Yaoundé, Douala, Soa, Bafoussam, Garoua
Local Partner: Cameroun Enterprises Development (CED)
Project Start: 1998

Fragile small enterprises
Small craftsmen and shopkeepers within the informal sector do not survive long. Their businesses remain survival activities instead of becoming chances to avoid insecurity and exit poverty.

An adapted strengthening for small entrepreneurs
The association Cameroon Enterprises Development (CED) aims at strengthening actors of the informal sector and at leading them towards sustainability. Through the work of its Management and Services Centres (MSC), it offers basic management training and a personalised follow up of entrepreneurs.

Main activities in 2010
• Training and follow up visits to those micro entrepreneurs in order to help them in the development of their activities;
• Network extension: rural antenna in Soa, Yaoundé suburbs;
• Development of new services: technical training of former beneficiaries of the management courses.

Achievements and impact
• Training of 545 micro-entrepreneurs to basic management and 133 to in-depth management studies;
• 62 micro-entrepreneurs registered to MSC and followed in the long-term;
• Among trained persons, an impact study has showed:
  - An increase of 34% of tax payment (formalisation);
  - An increase of 27% of income savers;
  - An increase of 20% of hiring.

The savings and credit co-operative network

Beneficiaries: Cameroonian small and micro entrepreneurs (3200 end of 2010)
Location: Yaoundé and Douala
Local Partner: Mutuelles camerounaises d’épargne et de crédit (MUCADEC)
Project Start: 2009

Small entrepreneurs out of the banking system
The informal sector holds for three quarters of the Cameroonian workforce. A large part of the population excluded from the banking system has to resort to usury.

A savings and credit co-operative network in support of local populations
Since 2005, IECD and the Centre international du Crédit mutuel (CICM) have developed and strengthened a savings and credit co-operative network in order to help entrepreneurs secure their savings, to ease access to credit, and to assist beneficiaries in managing their own funds. The network helps small entrepreneurs to develop their activities.

Main activities in 2010
• Internal restructuring of the network: set up of new central services (trainings, control...) and strengthening of field teams;
• Network expansion: business promotion revival; settlement in Douala; effective launching of the partnership with “Mutuelles congolaises d’épargne et de crédit”;
• Development of new products and services: Western Union money transfer, public market loans ...

Achievements and impact
• 3200 members in 2010;
• Increase of the deposits (580 000 Euros for 310 000 in 2009);
• Credits raise;
• Trust of members and network fame increase.
Côte d'Ivoire

IECD has been working in Côte d'Ivoire since 1997 when it opened its country office and launched the Family Farm Schools (FFS) network. 2 projects were supported in 2010.

The Family Farm Schools (FFS) network

Beneficiaries: by 2014, 1675 young rural people and 945 parents will have been trained and 105 trainers will have reinforced their capacities.
Location: whole Côte d'Ivoire
Local partner: La Plateforme des Ecoles familiales agricoles de Côte d'Ivoire (PEFACI- the national FFS coordinating body)
Project Start: 1997

Impoverished and depreciated rural areas
In Côte d’Ivoire rural areas, rural jobs are depreciated. Consequently, as young people want to leave their villages to settle in town, crop outputs and production quality decrease.

Vocational schools to train young rural entrepreneurs
The FFS are supported by village associations and offer technical trainings for rural youth (between 14 and 25 years old) that are often out-of-school and sometimes illiterate. Thanks to the training, the students can become small rural entrepreneurs and responsible actors of their communities’ development.

The FFS programme in Africa is developed in partnership with Cargill.

Main activities in 2010
• Extension of the FFS network with prospection in the Bandama valley;
• Seminar organisation in poultry farming, entrepreneurship, pedagogy and personal development;
• Launching of activities in Yamoussoukro second level training centre (IFERA).

Achievements and impact
• 25 FFS were followed on a regular basis by the PEFACI; as well as 9 FFS under restructuration or creation;
• 700 students (including 30% girls) trained in the FFS and 96 adults trained at IFERA;
• 73 FFS employees attended continuing education sessions.

Story
François LOUKOU KOUASSI

I left school when I was 12. A few years later, I heard about the FFS and was instantly motivated: I started a small market gardening activity to fund my registration fees. FFS helped me realise my dream: to launch a poultry farming enterprise. The practical workshops helped me increase my cabbage and tomato production outputs. I could save money and thus finance my project. Moreover, thanks to simplified accountancy lessons I felt confident enough to launch my enterprise. I drafted a business plan with my tutor Léonce. In July 2010, I bought and grew a bunch of 50 young cockerels. In October, I bought 105 chickens. The activity has some potential as the existing offer for chicken in the local and regional markets does not address the high demand. Today I want to take part in the economic life of my region and motivate young people who do not believe there is a future in their villages.
Support to Small and Micro Enterprises

**Beneficiaries:** Ivorian small entrepreneurs (450 since the launching of the project)
**Location:** Abidjan and Yamoussoukro
**Local partner:** PEFACI
**Project Start:** 2008

**Economic initiatives to survive**
For most of the people of the city, the only way to exit poverty is to create their own business. The informal sector accounts for 80% of the urban workforce and is characterised by a great instability: small enterprises have short lifetime expectancy.

**Trainings to reinforce Small and Micro Enterprises (SMEs)**
The “SME programme” trains small entrepreneurs to management. Strengthening the management skills of informal small entrepreneurs through trainings and individual follow up favours the good development of their activities. It improves their life conditions as well as their families’ and employees’.

**Main activities in 2010**
- 13 basic training sessions for small entrepreneurs;
- Prospecting for the opening of a Management and Service Centre (MSC) in Bouaké;
- Management trainings provided to soldiers’ widows (soldiers deceased in duty before 2007), in partnership with a microfinance institution, the CICE (Ivorian Credit and Savings Bank).

**Achievements and impact**
- 182 micro-entrepreneurs followed the basic-management training course. However, the election campaign and further electoral crisis impeded the set up of forecasted in-depth specialised trainings;
- More than 1000 monitoring and follow up visits were undertaken;
- 55 widows were followed up in order to present their business project to a micro-finance institution.

Central African Republic

**Support to income-generating market gardening activities**

**Beneficiaries:** 60 producers
**Location:** Bakouma, 500 km East of Bangui
**Local Partner:** Development Office of Bakouma
**Project Start:** September 2010

In the small town of Bakouma the crops production do not cover the growing demand of the local market. In order to revitalise the production and to adapt it to local needs, the project covers two indivisible aspects: small farmers’ trainings and market gardening production.

The objective is threefold:
1) improve the small producers’ livelihoods;
2) practise a sustainable agriculture;
3) increase the production to respond to the growing demand in order to prevent a raise of food prices.

The first activities of market gardening and fruits and vegetables growing trainings were launched at the beginning of October 2010.
Kenya

IECD launched a project in Kenya in 2005, when it started a partnership with the Kianda Foundation. 1 project was supported in 2010.

**Tewa Hospitality Training Centre for Women**

**Beneficiaries:** 100 girls and 200 women from Kilifi district per year  
**Location:** Kilifi district (Mombasa)  
**Local partner:** Kianda Foundation  
**Project Start:** 2005

Vocational trainings for women to build their future  
IECD and Kianda foundation have decided to create a training centre in Kilifi region to allow disadvantaged young women to improve their livelihoods. On the first hand, a qualified education allows the integration of young people into the local hotel industry, a sector that lacks qualified workforce (2 possible curricula: 1 or 2 years studies). On the second hand, basic trainings allow village women to improve their life conditions (literacy tuition, domestic economy, nutrition, cooking) and to develop income-generating activities in sewing and agriculture.

Achievements and impact in 2010  
- 38 young women followed the first year of the two-year curriculum in hospitality. They will achieve their training in 2011.  
- 10 young women followed the one-year curriculum. Some of them have already found a job.  
- 100 women benefited from basic training including 58 who received their diplomas.  
- The training centre buildings are finished and operational.

**Nigeria**

IECD has been partnering with the Nigerian association Women’s Board since 1992. 1 project was supported in 2010.

**Enugu Hospitality School for women**

**Beneficiaries:** teenagers and women from Enugu district  
(300 persons in 2010)  
**Location:** Enugu  
**Local partner:** Women’s Board  
**Project Start:** 2007

A comprehensive training at Enugu Hospitality School  
IECD and Women’s Board decided to create a vocational training centre in Enugu where young girls would be trained in hospitality and catering. The centre already offers basic training courses (cooking, craft, hygiene, adult literacy tuitions, etc.) targeting 1,200 women in Nike, a rural area near Enugu.

Achievements and impact in 2010  
- More than 300 beneficiaries benefited from basic trainings (3 sessions of 3 months achieved so far)  
- A social worker follow-up allows a better understanding of the needs and difficulties encountered by women. The trainings are adjusted to contribute at best to livelihoods improvement.  
- Trainings also allow women to save money and to create their own income-generating activities.
In response to the increasing poverty these last years in DRC, an important network of informal structures has risen. Support small entrepreneurs through daily management
The project team coaches the entrepreneurs throughout the development of their activities thanks to basic management trainings. Proposed trainings include interactive courses and field visits. Thanks to the daily support of trainers, small entrepreneurs improve their management and income significantly.

Achievements and impact in 2010
• In depth study before the programme’s setting up;
• Launching of a first centre in Kinshasa Masina in April: training to basic management of 107 micro-entrepreneurs and 11 persons who want to create their own business;
• More than 600 follow-up and support visits towards a good development of the beneficiaries’ business activities;
• First steps towards the creation of an independent association dedicated to the project: DRC Enterprises Development.

IECD has been operating in the Democratic Republic of Congo since 1991. 3 projects were supported in 2009.

Support to Small and Micro Entreprises

Beneficiaries: Congolese small entrepreneurs (150 in Kinshasa in 2010)
Location: Kinshasa
Local Partner: CECFOR
Project start: 2010

2010-2012 budget: € 600,000
Expenditures: 23%

50% Private funds
50% Public funds

AFD

Cléophas KULA KUZANZIKA
Student in Kinshasa’s class 2

I have been an oxen-wholesaler for three years. Before attending the training, I didn’t know what my business was really worth. I would buy and sell with money that I kept in my pocket without caring about the profitability of my business. My sales were stable for three years, I made approx. 3000$ per year. As the business income was mixed with my own funds, each time a money request was made to me, I had no problem to satisfy it. Today the enterprise’s funds are separated from my personal money and all expenses are decided according to my activity-planning grid. In less than two months after I started the training, the turnover increased from 3000$ to 4.500$ and 2010 is not finished yet!
A population that neglects hygiene rules
The Congolese population knows high rates of infectious diseases contamination whereas primary hygiene rules protect against those same diseases. Within healthcare structures the ignorance of such rules increases the risk of infection of patients and staff.

Promoting good hygiene practices
The objective of this project is to raise public awareness on the risks related to poor hygiene, consequently promoting daily preventive healthcare measures within the targeted population, hospitals, and nursing schools.

Main activities in 2010
• Raising awareness of the population through media, schools, markets and door to door communication;
• Continuing education of teachers from 10 nursing schools and of staff from 7 partner hospitals (hygiene committee, doctors, nurses, cleaners);

The sickle-cell disease, one of the first genetic diseases in the world is still little known
20 to 30% of Congolese people are healthy carrier of the gene responsible for the sickle-cell disease (or sickle-cell anaemia). However, this disease is still neglected in the country even though an early diagnosis allows a cure that reduces significantly mortality risks.

A raising awareness and training platform for a better support
PAFOVED aims to enhance healthcare and medical support as well as to improve awareness and avoid social exclusion for people suffering from sickle-cell disease.

Achievements and impact in 2010
• Training of 20 hospitals and health partners staffs (260 nurses, 69 doctors and 28 laboratory technicians);
• 5,000 detections of newborns (40,000 since the beginning of the project);
• 450 people suffering from sickle-cell disease followed (consultation made on a regular basis, medicines, vaccinations);

• Raising awareness of approx. 8,650 persons;
• Trainings of people suffering from sickle-cell disease or their parents to management and creation of small enterprises (cf. p.17);
A reduction of 50% mortality rate is observed within people suffering from sickle-cell disease inside the project (compare to patients outside the project) as well as an increase of young people sent to school and a progression in school grades.

La Plateforme d’appui, de formation et de veille sur la drépanocytose (PAFOVED) – The Sickle-Cell Disease Support, Training and Watch Platform

Beneficiaries: followed patients, detected children, trained hospital staff, educated population
(in 2010: 450 / 5000 / 355 / 8650 individuals)
Location: Kinshasa and Lubumbashi
Local Partner: CECFOR (Centre congolais de culture, de formation et de développement)
Project Start: 2006

La Cellule pour la Promotion des Pratiques d’Hygiène (CEPPHY)
The Good Hygiene Practices Promotion Cell

Beneficiaries: Hospital staffs, trained students and educated population (since 2008: 3725/26 000)
Location: Kinshasa, Bas-Congo and Lubumbashi
Local partner: CECFOR
Project Start: 2008

• Raising awareness of approx. 8,650 persons;
• Trainings of people suffering from sickle-cell disease or their parents to management and creation of small enterprises (cf. p.17);
A reduction of 50% mortality rate is observed within people suffering from sickle-cell disease inside the project (compare to patients outside the project) as well as an increase of young people sent to school and a progression in school grades.

Beneficiaries: Hospital staffs, trained students and educated population (since 2008: 3725/26 000)
Location: Kinshasa, Bas-Congo and Lubumbashi
Local partner: CECFOR
Project Start: 2008

2010–2012 budget: € 354,000
Expenditures: 32%  
Private funds: 43%  
Public funds: EU 57%

2008–2011 budget: € 729,000
Expenditures: 65%  
Private funds: 21%  
Public funds: EU-AFD 79%
IECD has been active in Madagascar since 1989 with its historic partner, the Malagasy Institute of Applied Research (IMRA). In 2010, IECD opened a representative office in order to manage all the 5 active projects and to be closer to the local issues and partners. The delegation continues to develop IECD’s activities in Madagascar.

Madagascar  p. 20
Madagascar

Igor has been active in Madagascar since 1989. 5 projects were supported in 2010.

The Centres for Education and Remedial Courses (CERES)

Beneficiaries: the students in the rural partner-schools (in 2010: 2,000 young people including 300 who have access to personalised education)
Location: the region of Haute Matsiatra – City of Fianarantsoa
Local Partner: PROMES association (Education and Social Promotion)
Project Start: 2006

A deficient educational system for the young Malagasy in need
The educational system in Madagascar is very affected by the under-qualification of its teachers, the lack of educational means and the explosion of the number of pupils. School failure is frequent, particularly in rural areas where the families’ life conditions are very poor. The pupils’ potential is sacrificed and they have very few prospects for the future.

Adapted remedial courses and educational support
Since 2006, the Malagasy association PROMES and IECID create Centres for Education and Remedial Courses (CERES) close to rural public and private schools. The programme, developed in partnership with the Regional Directorate of National Education and the Directorate of Catholic Education (Malagasy institutions), monitors the pupils in the partner-schools throughout their schooling period:
• Education and remedial courses as well as boarding on the partner-schools for the pupils selected according to their potential;
• Follow up for the best pupils in high school (in the city of Fianarantsoa): preparatory year before high school and remedial courses for the high school pupils;
• Teachers’ training in the partner-schools;
• A school meal system established for all partner-schools’ pupils during the hunger gap period.

Main activities in 2010
• Remedial courses for 240 pupils in the CERES;
• Construction and launching of a third dormitory for girls and of the three first dormitories for boys;
• Preparation of 38 former alumni of the CERES to integrate the high school system and launching of a special remedial course for pupils entering the first year of high school;
• Quarterly training courses and individual visits for 30 teachers of the 3 schools supported by the programme.

Achievements and impact
• The CERES pupils’ grades are 40% superior to the rest of their schoolmates;
• The 180 pupils who have the longest journey to school are boarded in the dormitories;
• The 20 pupils who have presented the entrance examination to the best high schools in Fianarantsoa (1st CERES class) have passed with a 100% success rate at the beginning of the 2010 school year.

Story

Setra BUTTON
In charge of education and quality at the CERES

The main concern that rural children have is: “will I eat at least one meal today?”. To work for the strengthening of their academic level in order for them to assume social, family and professional responsibilities could seem pretentious. However, it is the vision of the CERES to which I profoundly identify myself to, because counting on our children’s education is the best way to develop our country.

Our work is a challenge as we are swimming against the tide: we are witnessing a general reduction of education standards, whereas we favour a merit approach adapted to each pupil; most NGOs usually abandon their projects after 3 years, but the CERES commits itself with the families to help their children aged 11 to 18 years old, throughout their education. The congregations have closed their dormitories, whereas we have 3/4 of our pupils in ours. Thanks to the dorms, the pupils avoid a daily and hazardous 2-hour-walk and benefit from a daily 3-hour-study session as well as quality education.

Our pupils overcome their issues with great courage, as they are conscious that they are the biggest hope of their family. I even believe that the CERES pupils are Madagascar’s biggest hope!
Integration of homeless families through craft trainings

**Beneficiaries:** 80 new people trained and reintegrated per year  
**Localisation:** Antananarivo  
**Local Partner:** Malagasy charity « Accueil des sans-abri » (ASA – Accommodating the homeless)  
**Project Start:** 2003

Families in poor living conditions with bleak prospects  
Each day, rural families flee to Madagascar’s capital. This extensive migration is due to a growing insecurity as most families do not own their land, and therefore don’t manage to live on agriculture and farming activities. This population increases the number of homeless people in Antananarivo.

A craft training to reintegrate families in poor living conditions  
The Malagasy association ASA, supported by IECD, launched in 2003 a social and vocational reintegration programme for homeless families in Antananarivo. ASA works as a network with numerous local NGOs which lead, when appropriate, homeless people to craft trainings. The Training Centre in Handcraft (CFA) trains people for one year to craft industry jobs, a major employment sector in Madagascar. Seven courses are offered: horn, basketry, embroidery, marquetry, weaving, leather and sewing. All interns are followed individually in order to favour a sustainable integration. A craft production centre aims to progressively fund the CFA.

Main activities in 2010  
**Training Centre in Handcraft (CFA):**  
- Training of 135 interns at the CFA (6th and 7th classes);  
- Continuing education of craft trainers.

**Craft and Production Centre:**  
- Extension of the Craft and Production Centre building;  
- Set up of new marketing and internal management tools.

Achievements and impact  
- Improvement of the workshops’ internal management (quality, production, stock management);  
- 84% of 352 craftsmen trained since the beginning of the project achieved a stable socio-professional integration;  
- In 2010, ASA has become an “association reconnue d’utilité publique” in Madagascar (a non-profit organization whose public interest objective is officially recognized).
The ESSVA Hospitality and Catering Section

Benefits: 400 students at ESSVA
Location: Antsirabe
Local Partner: ESSVA (Specialised school in Vakinankaratra)
Project Start: 2007

A young Malagasy population in search of a future
The limited offer in terms of vocational training as well as expensive school fees forces the young population of the Antsirabe region to stop their studies after the baccalaureate, which significantly limits their professional opportunities. And yet, many sectors such as hospitality and catering, electromechanics and ecotourism that are expanding in the country lack qualified personnel.

A diversified and adapted vocational training
ESSVA, with the support of the Fondation Avenir Madagascar, aims to fight against poverty by integrating the young population into the professional sectors that offer important job opportunities. It offers six 3-year technical training courses: Communication & Journalism, Ecotourism, Electro-mechanics, Business Management, Hospitality and Catering (HC), Science and Methods of Education. After supporting the creation of the HC section, IECD has been dedicated to ESSVA’s institutional capacity building.

Main activities in 2010
More than 40 days of expert missions were carried out by IECD in partnership with Fondation Avenir Madagascar in order to help ESSVA to improve its accountancy management, academic efficiency and organisation process.

Achievements and impact
The organisational, administrative and financial management of the school has improved. Training curricula (education programmes) are being harmonised and remain adapted to the local labour market. Thus, 400 ESSVA students are trained in an adequate environment and their professional integration is better prepared.

2010-2011 budget: € 73,000
Expenditures: 62%

Private funds: 50%
Public funds: MAEE: 50%

L’Institut malgache de recherche appliquée – IMRA (The Malagasy Institute of Applied Research)
Sector: Access to healthcare and education
Local Partner: l’Institut malgache de recherche appliquée
Project start: 1989
2010 Expenses: € 24,000

Le Centre médicoc chirurgical de Saint-Damien (St Damien Medico-surgical Centre)
Sector: Access to healthcare and education
Beneficiaries: staff and patient from CMC de Saint-Damien
Local Partner: le Centre médicoc chirurgical de Saint-Damien
Project start: 1987
2010 Expenses: € 55,000
IECD’s operations in Lebanon started in 1989 when it created 2 vocational schools that are now self-reliant. The first activities of IECD in Syria date back to the beginning of the 2000s. Today, 15 projects are developed in the region and run from the Near East Delegation that opened in Beirut in 2007, as well as from representation offices in Syria and in Iraqi Kurdistan.

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- Syria p. 27
- Iraqi Kurdistan p. 30
IECD has been involved in Lebanon since 1994. 8 projects were supported in 2010.

“Seeds of Hope”: Electrotechnical training

Beneficiaries: 3,700 young people trained between 2008-2010
Location: Lebanon
Local partners: Foyer de la Providence, Institut Cortbawi, Etablissement Jebel Amel, Ecole technique Amlixe, Institut Technique Orthodoxe, Ecole St Joseph Bhersaf, Ecoles Publiques de Dekwaneh, Bir Hassan et Tripoli, and IPNET (Lebanese National Institute for Pedagogical and Technical Education)
Project start: 2007

Disparity between training and business needs
Technical and vocational training in Lebanon is neglected and undervalued; as a consequence the existing trainings do not meet current business needs. At the end of the training course, only 10% of the young Electricity BT (Technical Baccalaureate) graduates find a job. The industrial sector lacks in qualified technical personnel, which slows down its development.

Strengthening of the young Lebanese’s skills through the provision of technical training
In order to strengthen the level of training, the skills of the students and their professional integration, the project has set 5 axes of work:
• Development of a new curriculum in adequacy with the business needs and validated by the Lebanese Ministry of Education;
• Training of teachers to the new electro-technical BT curriculum;
• Modernisation of the workshops in partner-schools;
• Development of company-school relationships (steering committees, internships etc.);
• Promotion of vocational training in Lebanon.
The aim is to reach 12 schools by 2013.

“Seeds of Hope” benefits from the technical expertise of: the Academy of Paris (regional division of the French Ministry of Education), Schneider Electric East-Med, Lycée Jean Baptiste de La Salle (Saint-Denis, France) and of the Lycée Technique St Nicolas (Paris, France).

Main activities in 2010
• Official accreditation of a new electro-technical course for the BT certificate;
• Technical and educational continuing training for teachers in 9 partner-schools;
• Installation of modern technical equipment in the schools;
• Setting up of structured internships to consolidate the companies-schools ties;
• Signing of twinning agreements between 2 French technical schools and 2 Lebanese ones;
• Organisation of a national seminar for the promotion of technical training in Lebanon.

Achievements and impact
• More than 1,600 beneficiary students;
• Training of 50 trainers on skills-based approach;
• Monitoring of a 100 students during their structured internship in the summer 2010 in large or medium size companies specialised in equipment, construction, electrical installation, lift installation etc.
• Official accreditation of a new electro-technical course for the BT certificate;
• Close collaboration with the Lebanese Ministry of Education and with the DGETP (General Directory of Technical and Vocational Training).

The professional training centre in rural tourism activities for young girls
Sector: Vocational training
Beneficiaries: the centre can host 45 students; short-term training sessions for women in the region (1,000 in 2010)
Location: Maad, Jbeil/Byblos
Local partner: PRODES (Lebanese association “Promotion and Social Development”)
Project start: 2006
Expenses in 2010: 14,000 Euros
Support to Small and Micro Enterprises in Tripoli

Beneficiaries: 130 small entrepreneurs in North Lebanon per year (from 2011)
Location: Tripoli
Beginning of the project: 2009

Deterioration of the socio-economic situation in the region
The economic situation in Tripoli, which is Lebanon’s second biggest city, is deteriorating. The economic dynamics depend on the small and micro enterprises (SME) which are the largest job-providers.

Strengthen and sustain small enterprises
The provision of basic management training and personalised coaching enable the small entrepreneurs of Tripoli to strengthen their activities and increase their income.

Main activities and achievements in 2010
• Carrying out a pilot-training in the centre of Tripoli (the training centre opened in October 2010) and a mobile unit pilot-training in Anfeh;
• Prospection with 300 entrepreneurs to refine the preparatory field-study;
• Adaptation to the local context of IECD-developed MSE training modules;
• Hiring of 3 trainers specialised in the training fields (i.e. finance/accountancy, human resources/management, management tools/marketing).

Support to the beekeeping sector

Beneficiaries: the South Lebanese beekeepers (90 of them in 2010-2011)
Location: South Lebanon (cázas of Bint Jbeil, Marjayoun and Tyre, villages of Rmeich, Touline, Kabrikha, Aynata and Al Tyri)
Local partners: ADR (Rural Development Support Association); ICU Liban
Project start: 2010

Beekeepers lack competences
The production of honey and the culture of aromatic plants allow the farmers in South Lebanon to diversify their sources of income. However, the lack of knowledge in terms of beekeeping techniques restricts the production and marketing of the product.

Strengthen the competences of small producers
IECD is part of a programme to strengthen the technical and management competences of beekeepers and producers of aromatic plants in the UNIFIL (United Nations Interim Force in Lebanon) zone in South Lebanon, and specifically in the French battalion deployment zone. The aim is to contribute to decrease poverty as well as to improve the relationship between UNIFIL and the local population.

Main activities and achievements in 2010
• Setting up of 2 missions led by experts from the technical partner on the project, Apiflordev Association;
• Implementation of trainings for 80 beekeepers and 10 farmers (trainings included cultivation and beekeeping);
• Preparation of plots for the cultivation of aromatic plants with the help of a farming technician and distribution of equipment to the cooperatives of small producers’ in the 4 beneficiary villages;
• Creation of bonds between UNIFIL and the beneficiary villages.

Support to Olive-Growing Cooperatives

Beneficiaries: 250 members of the 4 olive growing cooperatives
Location: South Lebanon
Local Partners: Farming cooperatives of Bourj Kalaweh, Debel, Kounine and Richaf
Project start: 2008

The farming sector in trouble
Olive growing provides a complementary income to most families living in South Lebanon, a region that was impoverished by the successive wars who took place in the region. This income will significantly improve the life conditions of these families if good practices are applied.

Strengthening of 4 olive growing cooperatives
IECD is responsible for the component “strengthening of management competences” within a larger programme, which aims to strengthen 4 olive growing cooperatives in South Lebanon. The objective is to improve the income and status of the olive growers and thus participate in the development of rural areas that are marginalised from dynamic Lebanese cities.

Main activities and achievements in 2010
• Implementation of an accountancy and management training programme for members of the cooperative;
• Follow-up visits to the cooperatives;
• Design of an accounting application programme adapted to the cooperative needs and computerisation of the cooperatives’ accounts as well as of the follow up of activities;
• Evaluation of the programme by an international expert.


**Access to education for mentally disabled children**

**Beneficiaries:** Annual aim is 100 children with minor disability, 30 children with learning disabilities and 90 teachers  
**Location:** Saida and its surrounding region  
**Local Partner:** the school Mosaik (Foyer de la Providence)  
**Project start:** 2007

A quality education for a large number of children

The project has two components:
- Improve the capacity and rehabilitative means of the partner’s specialised school – Foyer de la Providence – called “Mosaik”;  
- Set up a Resources and Counselling Centre – “Trait d’Union” (i.e Hyphen) – to increase awareness and train the families and personnel of regular schools on the children’s educational and social integration. The centre follows the Mosaik pupils’ progressive integration in regular schools. The project benefits from the technical and educational expertise of INS HEA (French National Institute for the Training and Research on Education to Young Disabled People, based in Suresnes, France).

**Main activities and achievements in 2010**

**Activities at Mosaik specialised school (Foyer de la Providence):**
- Continuing education for 20 educators and specialists;  
- Furnishing of Mosaik School with equipment adapted to the children and construction work to extend the centre in order to welcome an increasing number of pupils.

**Activities at the Resources and Counselling Centre Trait d’Union:**
- Partnership with 2 private schools and 2 public schools in order for these schools to integrate the children with an adapted educational programme;  
- The parents in families welcoming a disabled child benefit from monitoring and follow up sessions.

**Education integration for young Iraqi refugees**

**Beneficiaries:** the Iraqi refugees in the area of Sed El Baouchrieh (100 children, 200 young people and 100 families a year)  
**Location:** Sed El Baouchrieh, Beirut  
**Local Partner:** Institut Technique Franco-Libanais (ITFL)  
**Project start:** 2006

Adapted educational programmes for young people who have dropped out of school

Since 2006, IECD supports trainings for young Iraqi refugees. The children and young people find it very difficult to integrate the Lebanese educational system: they barely know French and English, which are the languages used in the Lebanese system, and most young refugees have not been sent to school since they left Iraq. Several solutions are provided to answer these shortcomings:
- Schooling and literacy tuition to help drop-out children re integrate school; education reinforcement and personalised follow-up in partnership with the schools in which the other children are schooled;  
- Professional trainings for young refugees and adults;  
- Monitoring and follow-up services for the refugee families.

**Main activities and achievements in 2010**

**Adapted educational programmes**
- Remedial classes, games and cultural activities for the refugee children;  
- Noted improvement at school and in group behaviour for the 100 children;  
- Intensive professional training sessions in IT, English, sewing and cosmetics, as well as counselling sessions for 230 adult and young refugees;  
- Psychosocial monitoring and follow-up of 150 families as well as counselling and directing them towards the relevant support services.

**Support for the vocational training of young people and children living in the street or in conflict with the law**

**Sector:** Access to education and healthcare  
**Beneficiaries:** 77 young people, students at the technical school of the Fondation Osseiran  
**Location:** Fanar (in the suburbs of Beirut)  
**Local Partner:** Fondation Osseiran  
**Project start:** 2007  
**Expenses in 2010:** 56,000 Euros
Under-qualified nurses
In Syria, the lack of qualifications of the nursing staff compromises the quality of the hospital care as well as the capacity in terms of patients’ support. Moreover, the nurses – mostly women – lack social and professional recognition.

Training provided for nurses in both public and private sectors
A resources centre, created by IECD with experts from the Groupe Hospitalier Paris Saint Joseph (Hospital complex in Paris) and from the Clinique du Levant in Beirut, provides continuing education for nurses. In order to extend this methodology to the public sector, a training programme for trainers in nursing care was prepared by the Hospital Centre Saint-Anne in Paris. A MoU was signed in December 2010 between the Syrian Ministry of Health and IECD that made the institutional cooperation official.

Main activities and achievements in 2010
• Pursuing of the nursing personnel’s training by Lebanese nurses in private hospitals partners of IECD (180 beneficiaries);
• Definition of the main axes for cooperation with the Syrian Ministry of Health;
• Development of the public hospitals’ curricula and of the future specialisation certificate in training of trainers;
• Some improvement and encouraging results were monitored and evaluated in terms of the quality of provided nursing care, especially in hygiene and sanitation/asepsis.

Syria
IECD has been present in Syria since 2000. 6 projects were supported in 2010.

Continuing education for nurses

**Beneficiaries:** the nurses working in the partner-hospitals (180 in 2010) and their patients

**Location:** Damascus and its suburbs

**Local private partners:** Saint-Louis Hospital, Italian Hospital and Dar al-Shifa Hospital

**Local public partners:** Ministry of Health, central school for nursing education in Damascus, Daraya National Hospital, Kidney Disease Hospital

**Project start:** 2008

**2009–2011 budget:** € 230,000

<table>
<thead>
<tr>
<th>Expenditures</th>
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<td>70%</td>
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<td>89%</td>
<td>Public funds:</td>
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<td>11%</td>
<td>French Senate</td>
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**Damascus**

Expenditures: 70%

2009-2011 budget: € 230,000

Private funds

230,000

Public funds:

French Senate

89%

11%
Support to Small and Micro Enterprises in Deir Ez-Zor

Beneficiaries: the small entrepreneurs in Deir Ez-Zor (98 in 2010)
Location: Deir Ez-Zor
Local Partners: Business Innovation Development Centre (BIDC) & BIDAYA (microcredit association)
Project start: 2009

Fragile small enterprises
In Deir Ez-Zor, the main city in the east of Syria, the economic activity is 80% lead by small and micro enterprises whose growth is often slowed down due to a lack in management skills.

A practical training for micro-entrepreneurs
With Total E&P Syria’s support and in partnership with the United Nations Development Programme (UNDP) and the State Planning Commission, IECD created in April 2009 in Deir Ez-Zor a “training and support centre” for small and micro enterprises. Business management training and individual monitoring allow each beneficiary to implement the necessary tools which help them improve the management of their enterprise.

Main activities and achievements in 2010
• Training of trainers;
• Basic business management training for 98 beneficiaries;
• 315 personalised follow up visits made at the beneficiaries’ workplace during and after the training session;
• Launching of trainings in rural areas thanks to the centre’s mobile unit;
• Development of new courses for 2011: training in enterprise creation and advanced training in computerised accountancy.

Support for the touristic development of Maalula and Mount Qalamoun

Beneficiaries: the inhabitants of Mount Qalamoun villages
Location: Maalula and Mount Qalamoun
Local Partner: Friends of Maalula Association
Project start: 2009

An exceptional cultural and natural heritage
Located in an exceptional natural setting, in the heart of Mount Qalamoun, Maaloula village has a rich religious and cultural heritage. Hence, tourism represents a large potential for the economic revival of a region that suffers from declining rural activities. Unfortunately local tourism lacks organisation and diversity.

Structuring and diversifying the tourism offer
The objective is to create jobs and new sources of income for the local population thanks to the development of local actors’ capacities in the tourism industry. IECD and its partners aim at strengthening the organisation of the existing offer and encouraging new initiatives: promoting the local culture and protecting the natural environment.

Main activities and achievements in 2010
• Establishment and equipment of a tourist information centre;
• 2 training sessions for local institutions in collaboration with a European inter-municipal tourism office, la Provence Verte (from South of France touristic region);
• 12 project owners and local professionals supported for the development of tourist activities;
• Increased visibility of Mount Qalamoun tourism opportunities thanks to the development of a database and a website (www.visitmaaloula.com).
Vocational training programme for young Iraqi refugees

**Beneficiaries:** the young underprivileged refugees in the Jaramana neighbourhood, Damascus
**Location:** Jaramana, suburb of Damascus
**Local Partner:** Syrian Arab Red Crescent (SARC)
**Project start:** 2008

Young refugees with no vision of their future
There are more than 1 million estimated Iraqi refugees in Syria, including 500,000 in the suburbs of Damascus. A large number of the young refugees, who have not been able to integrate the Syrian education system, are uncertain about their future.

Train the young refugees to help their social and professional integration
At the Jaramana centre, south of Damascus, young people from 15 to 25 years old, receive a vocational training and personalised tutoring that allows them to prepare their future. Several types of training are provided:
- Two successive 6-months modules in electricity and reception/secretarial work;
- 2 or 3-months modules to initiate the students to IT and English;
- Educative activities in the following fields: self-esteem, creativity, communication and conflict resolution.

Main activities and achievements in 2010
- Extension and strengthening of the educational skills of the trainers;
- More than 500 young refugees successfully graduated and received a certificate;
- 8 of the best students did an internship in a company;
- 6 Life Skills workshops welcomed about 20 people each.

Extension of the project
At the end of 2010, the SARC initiated the construction of another centre in Shabaa, suburb of Damascus. The UN Refugee Agency (UNHCR) funds this extension. IECD is in charge of the implementation of the centre’s activities. Activities for 2010 include: equipment purchase and 2 expertise missions: one in tourism management and one in electricity, in order to prepare the trainings’ curriculum.

Training of disability and rehabilitation professionals in Syria

**Beneficiaries:** rehabilitation and healthcare structures, the disabled children and their family (in 2010: 123 professionals trained and 908 children followed)
**Location:** Homs and Aleppo
**Local Partners:** Boustan al Diwan Centre, al Angile li Riayat al Mussinin Centre, al Ard Centre, al Wourud al Saghira Association
**Project start:** 2009

Strengthening of the training for rehabilitation professionals
In the framework of a partnership with the local handicap professionals, the project aims to improve the situation of children and young people with cerebral palsy or another form of intellectual deficiency in the Homs and Aleppo regions. This project is done in partnership with the Drosos Foundation.

Main activities in 2010
- Capacity strengthening of 4 partner-associations;
- Development and implementation of a training programme for physiotherapists and specialised educators in 30 associations;
- Implementation of a training programme in occupational therapy for 2 partners’ personnel;
- Opening of a Resources, diagnosis and competences centre (CRDC) in Homs and development of its action plan for 2011.

Achievements and impact
- A physical medicine training programme was provided for 38 physiotherapists who are in charge of a total 643 children with mobility impairment;
- A specialised education training programme was provided for 85 educators who are in charge of a total 265 children with intellectual deficiencies;
- The CRDC’s activities benefited to 30 associations (including the project’s 4 partners).
Iraqi Kurdistan

IECD has been present in Iraqi Kurdistan since 2009. 1 project was supported in 2010.

Small enterprise support in rural areas

**Beneficiaries:** the displaced population and sedentary inhabitants of the Dohuk region (in 2010: 15 villages)

**Location:** Kurdistan region, Dohuk Governorate

**Project start:** 2008

A region with a large farming potential

Since 2003, the autonomous Kurdistan region in northern Iraq became a host region for a large number of displaced people. Coming from the large Iraqi cities, their social and professional integration in this rural area is difficult and the large majority of them live in great precariousness. The region represents a large farming potential, but the inhabitants – may they be local or displaced – lack means and skills to make the most of it.

Develop the farming sector in order to improve the local development

IECD, with the support of the French Home Office (former M3IDS) and the Œuvre d’Orient, started an association with the international school in Dohuk in order to implement an economic and social development project in rural areas. The aim of the project is to help the emergence of rural micro entrepreneurs in order to increase the income of the displaced Iraqi population in the region and of the sedentary Kurdish population. Thus, the project can help them to improve their living conditions. On a larger scale, the objective is to implement initiatives that will stimulate the farming development in the targeted villages and promote the region’s stability.

**Main activities in 2010**

- Refurbishment of the water facilities: tanks and water pipes in villages;
- Training to fruit-farming methods;
- Purchase of farming inputs and equipment, a refrigerated truck and a greenhouse;
- Selection of 8 new villages to benefit from fruit-farming training and one new village to start a market gardening production;
- Production, harvest and sale of the vegetable and fruit production.

**Achievements and impact**

- 95 families have had their income increased thanks to the project;
- The families of a total 15 partner-villages benefit from the project (stimulation of economic activities equipment made available to the beneficiaries, water facilities etc.).
Activities in South-East Asia started in 2002 when IECD launched a hospitality and catering school in Cambodia; the school is now self-run. IECD currently implements 2 projects in Thailand, 1 new project in Vietnam, and continues developing new activities in the region.

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Vietnam    p. 34
Thailand

IECD has been working in Thailand since 2004. 2 projects were supported in 2010.

The Rural Activities Training Centre

**Beneficiaries:** the young Ponouaypou villagers  
**Location:** Karen country, Mae Sot region  
**Local Partner:** The Rural Activities Training Centre  
**Beginning of the Project:** 2004

The isolated and deprived Karens in North-West Thailand

The Karens are one of the most destitute minorities in Thailand. The youngest are strongly impacted by the rural-urban migration. Once in the city, their lack in professional and language qualifications turns them into an easily exploitable workforce.

A training centre for rural activities to fight rural exodus and reduce the Karens exclusion

The Rural Activities Training Centre provides young Karens with a modern technical and vocational training adapted to their needs and environment. Based on a dual-training system (2 years of a theory-practice dual-training and 1 year of monitoring while they launch their own activity), this training aims to the sustainable professional integration of the young rural population.

**Main activities in 2010**

- Farming training: vegetable production and livestock farming;
- Opening of a training workshop for sewing and training of a local worker to manage the workshop;
- Reputation building of the centre and its work methods by selling its products.

**Achievements and impact**

- The students have been involved from production to sales, which enable them to experiment the challenges they will face during their professional life;
- The centre and its modern, but easy methodology have been acknowledged by the community (the neighbours come to buy products and can see the results of the centre).
Mae Sot Hospitality and Catering Training Centre

**Beneficiaries:** the young disadvantaged population from 16 to 20 years old of the Mae Sot region (the centre will be able to welcome 70 students)

**Location:** Mae Sot, North West Thailand

**Local Partner:** Tak Border Children Assistance Foundation (TBCAF)

**Beginning of the project:** 2008

A training that helps the socio-economic integration of the young population

IECD, in partnership with the Tak Border Children Assistance Foundation (TBCAF), a Thai NGO, launched a training centre in the city of Mae Sot. The centre provides a 3-year professional training to meet the hotel industry’s needs in kitchen, catering and hospitality. The young students’ professional projects are monitored in order to ensure their sustainable socio-economic integration in a sector that represents a large potential in Thailand.

**Main activities in 2010**
- Construction of a training centre: dorms, classrooms, IT room, training workshops (a 40-seats restaurant, three kitchens and a 5-bedroom hotel, a 30-seat meeting room and a reception);
- Design and implementation of a continuing training course for technical trainers thanks to the mission of three French experts;
- Development of a course programme based on the European 5th level (technical high school level) and adjusted to the Thai education curriculum;
- Implementation of a pilot-training for a group of students in the centre’s premises;
- Recruitment of the hospitality, restaurant and kitchen trainers.

**Achievements and impact**
- The school premises are built. They welcome the 16-student pilot group and are ready to host the 20 other students of the 1st class in May 2011, official start of the school year.
- The 3 Thai teachers have been trained by 3 French experts on the curriculum and on educational methods. They are ready to train the 1st class.

**Story**

Marie-Thérèse AUDOUX
Hospitality expert

I have been a hospitality-catering (HC) expert for IECD since 2004. To support an IECD project, I rely on all my experience in: hotel management, teaching (professional secondary and higher education degrees), training of trainers (at the French teacher training institute - IUFM - of Versailles) and creation of degrees (bachelor in hospitality).

To create the Mae Sot Centre, IECD relied on a team of 3 experts. Our preliminary study revealed that Thailand has various good post-baccalaureate HC management training courses but lacks in secondary level trainings. The professionals we met emphasised the fact that there was a lack of qualified personnel. Thus, the IECD project in Mae Sot answers a real need and many professionals in the hotel management sector in Thailand support it.

We developed a curriculum to train the students for cooking, catering and hotel careers. There was then a further mission to train the trainers. In order for the skill transfers to be sustainable, I encourage my trainees to perform what they learn, while adjusting my methods to their culture. They will thus be able to pass good standards, skills and personal development onto their students.

Expenditures: 50%

Private funds

2008–2012 budget: €1,020,000

100%
Vietnam

IECD launched its action in Vietnam in 2010.
1 project supported in 2010.

IT training for the young underprivileged in Central Vietnam

The young people from disadvantaged families in the remote regions of Central Vietnam do not have access to higher education because of poverty and distance. Even very good pupils at school are forced to look for unqualified work. Girls are particularly concerned by this situation: their parents prefer to invest in the boys’ training as they will be the ones staying in the family and supporting their retired parents.

A two-year degree for the young underprivileged

An IT training centre welcomes the young disadvantaged people of Central Vietnam, in partnership with the Da Nang University. The project is implemented thanks to a strong partnership with Passerelles Numériques that brought its recognized expertise. The student selection is made upon social (they come from a poor family and live mostly far from the city) and academic criteria (tests are organised in the villages). The network administrator profession was chosen because it offers good work opportunities in Central Vietnam. It is a two-year training, which allows the young students to quickly integrate the job market once graduated. The emphasis during the training is put on English language, practical training, corporate life and internships.

Thanks to the training and the job opportunities it provides, the young graduates will be able to have a stable income quickly and to support their families.

Main activities and results in 2010

- Design and context adjustment of the training curriculum;
- Trainers recruitment: corporate life trainer, English teachers, system and networks teachers, programming teachers;
- 30 students were selected and currently follow a training, launched in September;
- 30 scholarships (for day-to-day life and studies) were awarded to them;
- 19 companies and organisations are involved in the project (advice, donations, volunteering, internships, committee, student selection etc.); 31 other companies were involved in the market research (analysis in terms of human resources needs in the IT sector).
**Institut Européen de Coopération et de Développement**

**- 2010 Annual Report**

**Latin America**

**Colombia**

IECD has been operating in Latin America since 1994, with projects in Colombia and Peru. In 2010, a vocational training project for teenager girls took place in Colombia.

**Tundama Centre: modernisation of the educational tools**

**Beneficiaries:** the 300 adolescent girls who study at the Tundama Centre  
**Location:** Bogota  
**Local Partner:** Corporación Centro Tundama  
**Beginning of the project:** 1998

A comprehensive training centre for adolescent girls

Since 1968, the Corporación Centro Tundama is in charge of 300 girls coming from La Estrada – a poor neighbourhood in the north west of Bogota – and provides them with a general and vocational training, from kindergarten to baccalaureate. In addition to the training, the professors and a psychologist follow each student individually. When the pupils reach adolescence, they are to choose a vocational training field amongst the provided trainings: IT, hairdressing, cosmetics, sewing or model making.

**Achievements and impact**

- 300 young girls are currently being trained (from kindergarten to baccalaureate) and 23 graduated in 2010;
- The certificates are now recognised by the SENA – the government authority in terms of technical training – and thus by the companies;
- Partnerships were implemented with various Colombian universities in order to help the girls who are willing to continue studying;
- Basic IT and sewing trainings were provided to 54 adults, allowing them to become more autonomous, especially financially.
2010 FINANCIAL REPORT

Project expenses per geographical area (chart)  p.36
Expenses per lines of action (chart)  p.37

FINANCIAL REPORT
Evolution of the project expenditures breakdown per geographical area (chart)  p.38

FINANCIAL STATEMENTS
Statutory auditors' report on annual financial statements  p.39
Balance sheet at 31st December 2010  p.40
Annual resources allocation statement  p.41
Funding sources breakdown (chart)  p.41
Allocation of funds (chart)  p.41

Project expenses per geographical area

- Africa: 35%
- Near East: 30%
- Madagascar: 18%
- Europe: 9%
- South-East Asia: 7.5%
- Latin America: 0.5%
Expenses per lines of action

Vocational Training: 36%
- 12% RURAL BUSINESSES (3 PROJECTS)
- 11% HOSPITALITY – CATERING (5 PROJECTS)
- 3% ELECTROTECHNICS (1 PROJECT)
- 10% OTHER PROJECTS (6 PROJECTS)

Support to small enterprises: 22%
- 9% SME PROGRAMME (5 PROJECTS)
- 8% RURAL INCOME-GENERATING ACTIVITIES (6 PROJECTS)
- 5% OTHER PROJECT (1 PROJECT)

Access to health and education: 32%
- 15% CERES PROGRAMME (1 PROJECT)
- 8% DISABILITY PROGRAMME (2 PROJECTS)
- 6% HEALTHCARE PROGRAMME (5 PROJECTS)
- 3% OTHER PROJECTS (2 PROJECTS)

Miscellaneous: 10%
Financial report

Resources evolution
In 2010, after its activity turnover has been growing for 4 consecutive years, IECD managed to maintain enough resources to sustain the growth of the activities in its intervention areas. Our public donors have renewed their trust. Public subsidies (granted mostly by Agence Française de Développement and the EU) contributed to 36% of IECD’s global resources, which represents a 22% increase compared to 2009. Companies, corporate foundations or philanthropic foundations are our main private donors. Private funding has increased 26% in 2010.

Activities
IECD’s activity (measured by the turnover) experienced an 18% increase in 2010 up to 7.3 M€. Among this, 6.4 M€ are operational commitments (dedicated to projects), which represents a 25% rise. The growth of development activities in 2010 is mainly due to the following programmes:
- Hotel management and catering vocational training: TEWA project in Kenya (p.16) and Mae Sot in Thailand (p.33);
- Setting up of a vocational training centre for IT technicians in Danang, Vietnam (p.34);
- Setting up of a centre to support small and micro enterprises in Democratic Republic of Congo (p.17);
- Access to quality education for vulnerable populations, CERES programme in Fianarantsoa, Madagascar (p.20);
- Implementation of specialised education programmes for disabled people in Saida, Lebanon (p.26) and in Homs, Syria (p.29).

Operating costs
In addition, the operating and communication costs are stable, amounting to 10% of the turnover. These costs came with the global growth experienced by IECD. These costs include the strengthening of the headquarter team to improve the thematic coordination of the programmes and to reinforce the financial follow up of the projects. The share of development projects (social missions) within IECD global activity represents 88% in 2010 (cf. Allocation of funds p.41). IECD aims at maintaining this balance next year. In 2011, we expect a stable volume of activities compared to 2010. This stabilisation reflects the current structuring strategy and the sustainability of existent actions.

An excerpt from IECD 2010 accountancy books is attached. An integral version of the annual financial statements is available upon demand to IECD secretariat.

Evolution of the project expenditures breakdown per geographical area

- South-East Asia
- Europe
- Near East
- Madagascar
- Africa
- Operating expenses
Financial statements

Statutory auditors' report on the annual financial statements
(Translated from French to English)

For the year ended 31st December 2010

To the Members

In compliance with the assignment entrusted to us by your annual general meeting, we hereby report to you, for the year ended 31st December 2010, on:

• the audit of the accompanying financial statements of Institut Européen de Coopération et de Développement – I.E.C.D.;
• the justification of our assessments;
• the specific verifications and information required by law.

These financial statements have been established by the Board of Trustees. Our role is to express an opinion on these financial statements based on our audit.

I – Opinion on the financial statements

We conducted our audit in accordance with professional standards applicable in France; those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit involves performing procedures, using sampling techniques or other methods of selection, to obtain audit evidence about the amounts and disclosures in the financial statements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Association as at 31st December 2010 and of the results of its operations for the year then ended in accordance with French accounting principles.

II – Justification of our assessments

In accordance with the requirements of article L. 823-9 of the French Commercial Code relating to the justification of our assessments, we bring to your attention the following matter:

- Donations and grants registered during the year 2010 as products in the financial statements have not been fully used during this year. They led to a specific booking of the commitments taken towards financiers. We have validated that the elements booked in dedicated funds comply with the conditions imposed by the legislation, meaning they come from resources related to specific projects, which could not yet be used in accordance with commitments.

These assessments were made as part of our audit of the financial statements taken as a whole, and therefore contributed to the opinion we formed which is expressed in the first part of this report.

III – Specific verifications and information

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law.

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Trustees and in the documents addressed to members with respect to the financial position and the financial statements.

Nantes, 16th June 2011

HLP AUDIT S.A.S.
Statutory Auditor
Member of the Regional Company of Rennes

Jacques Le Pomelec,
Associate technical manager
Balance Sheet at 31st December 2010

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIXED ASSETS</td>
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<td></td>
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<tr>
<td>Buildings</td>
<td>347 376</td>
<td>784 634</td>
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<tr>
<td>Leasehold improvements</td>
<td>5 620</td>
<td>10 300</td>
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<tr>
<td>Vehicles</td>
<td>25 300</td>
<td>44 451</td>
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<tr>
<td>Office furnitures &amp; fittings</td>
<td>- 126 377</td>
<td>- 283 395</td>
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<tr>
<td>Depreciation</td>
<td>9 488</td>
<td>4 722</td>
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<tr>
<td>TRADE ACCOUNT RECEIVABLE</td>
<td>821 808</td>
<td>1 063 018</td>
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<tr>
<td>Expected subsidies</td>
<td>754 092</td>
<td>717 274</td>
</tr>
<tr>
<td>Other receivables</td>
<td>67 716</td>
<td>345 745</td>
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<td>CASH AND CASH EQUIVALENT</td>
<td>3 424 591</td>
<td>2 380 114</td>
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<td>Marketable securities</td>
<td>2 049 020</td>
<td>1 703 466</td>
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<tr>
<td>Reserve for investment losses</td>
<td>- 28 817</td>
<td>- 38 642</td>
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<tr>
<td>Cash at bank and in hand</td>
<td>1 404 388</td>
<td>715 290</td>
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<tr>
<td>REGULARISATION ACCOUNT</td>
<td>49 356</td>
<td>19 895</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>26 626</td>
<td>16 633</td>
</tr>
<tr>
<td>Foreign exchange asset</td>
<td>22 730</td>
<td>3 262</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>4 609 808</td>
<td>4 023 739</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND RESERVES</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHARITABLE FUNDS</td>
<td>176 217</td>
<td>137 493</td>
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<td>Charitable funds and reserve</td>
<td>70 000</td>
<td>50 000</td>
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<tr>
<td>Retained earnings</td>
<td>67 493</td>
<td>66 172</td>
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<tr>
<td>Operating surplus</td>
<td>38 724</td>
<td>21 321</td>
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<tr>
<td>PROVISION FOR RISKS</td>
<td>145 905</td>
<td>92 244</td>
</tr>
<tr>
<td>Provision for risks</td>
<td>145 905</td>
<td>92 244</td>
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<tr>
<td>RESTRICTED FUNDS</td>
<td>3 972 542</td>
<td>3 343 579</td>
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<td>Restricted public funds</td>
<td>563 500</td>
<td>501 562</td>
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<tr>
<td>Restricted private funds</td>
<td>1 214 821</td>
<td>1 309 434</td>
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<tr>
<td>Restricted endowment funds</td>
<td>2 194 221</td>
<td>1 532 584</td>
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<td>LIABILITIES</td>
<td>306 926</td>
<td>426 120</td>
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<tr>
<td>Financial debts</td>
<td>19 695</td>
<td>5 060</td>
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<tr>
<td>Trade accounts payable</td>
<td>123 839</td>
<td>215 360</td>
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<tr>
<td>fiscal and social debts</td>
<td>125 200</td>
<td>90 035</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>38 192</td>
<td>115 665</td>
</tr>
<tr>
<td>REGULARISATION ACCOUNT</td>
<td>8 218</td>
<td>24 302</td>
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<tr>
<td>Deferred income</td>
<td>24 302</td>
<td></td>
</tr>
<tr>
<td>Foreign exchange liability</td>
<td>8 218</td>
<td></td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>4 609 808</td>
<td>4 023 739</td>
</tr>
</tbody>
</table>

(1) Including a provision resulting from a personal donation allocated to projects that provide healthcare to the elderly. This provision uses specific methods of allocation. Its simplified Balance sheet is available below:
## Annual resources allocations statement

### ALLOCATION OF RESOURCES

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>%</th>
<th>2009</th>
<th>%</th>
<th>INCOMING RESOURCES</th>
<th>2010</th>
<th>%</th>
<th>2009</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development aid projects</strong></td>
<td>6 399 276</td>
<td>87,7</td>
<td>5 110 877</td>
<td>82,3</td>
<td><strong>PRIVATE FUNDING</strong></td>
<td>4 161 997</td>
<td>51</td>
<td>3 312 886</td>
<td>55,5</td>
</tr>
<tr>
<td>Grants paid to the projects</td>
<td>4 094 079</td>
<td></td>
<td>3 320 685</td>
<td></td>
<td></td>
<td>391 121</td>
<td></td>
<td>633 710</td>
<td></td>
</tr>
<tr>
<td>Equipment purchase</td>
<td>322 401</td>
<td></td>
<td>473 344</td>
<td></td>
<td>Corporate funding</td>
<td>834 235</td>
<td></td>
<td>1 584 915</td>
<td></td>
</tr>
<tr>
<td>Local technical assistance</td>
<td>1 208 548</td>
<td></td>
<td>662 435</td>
<td></td>
<td>Grants from foundations and charities</td>
<td>2 308 286</td>
<td></td>
<td>808 007</td>
<td></td>
</tr>
<tr>
<td>Sundry project expenses</td>
<td>245 198</td>
<td></td>
<td>148 323</td>
<td></td>
<td>Local subsidies and contributions¹</td>
<td>536 633</td>
<td></td>
<td>280 985</td>
<td></td>
</tr>
<tr>
<td>Missions and technical expertise</td>
<td>529 050</td>
<td></td>
<td>506 091</td>
<td></td>
<td>Received legacies</td>
<td>91 722</td>
<td></td>
<td>5 270</td>
<td></td>
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<tr>
<td><strong>Communications and fundraising expenses</strong></td>
<td>26 576</td>
<td>0,4</td>
<td>50 800</td>
<td>0,8</td>
<td></td>
<td></td>
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<tr>
<td><strong>LEGACIES MANAGEMENT</strong></td>
<td>51 146</td>
<td>0,7</td>
<td>380 532</td>
<td>6,1</td>
<td><strong>PUBLIC FUNDING</strong></td>
<td>2 905 868</td>
<td>35,6</td>
<td>2 384 584</td>
<td>40</td>
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<tr>
<td>Rental expenses</td>
<td>32 660</td>
<td></td>
<td>17 138</td>
<td></td>
<td>EU and international organisations grants</td>
<td>1 370 931</td>
<td></td>
<td>573 906</td>
<td></td>
</tr>
<tr>
<td>Depreciation allowances</td>
<td>18 207</td>
<td></td>
<td>48 796</td>
<td></td>
<td>National and local government grants</td>
<td>1 442 020</td>
<td></td>
<td>1 417 860</td>
<td></td>
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<tr>
<td>Net results on asset disposal</td>
<td>281 323</td>
<td></td>
<td>281 323</td>
<td></td>
<td>Other public funding</td>
<td>92 918</td>
<td></td>
<td>392 818</td>
<td></td>
</tr>
<tr>
<td>Other legacy costs</td>
<td>279</td>
<td></td>
<td>33 275</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>694 783</td>
<td>9,5</td>
<td>573 964</td>
<td>9,2</td>
<td><strong>OTHER INCOME</strong></td>
<td>984 908</td>
<td>12,7</td>
<td>161 500</td>
<td>2,7</td>
</tr>
<tr>
<td>Rent, rental fees and consumables</td>
<td>72 065</td>
<td></td>
<td>58 471</td>
<td></td>
<td>Member and patron contributions</td>
<td>49 450</td>
<td></td>
<td>46 060</td>
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</tr>
<tr>
<td>Payroll</td>
<td>468 375</td>
<td></td>
<td>399 699</td>
<td></td>
<td>Operating grants</td>
<td>2 787</td>
<td></td>
<td>9 618</td>
<td></td>
</tr>
<tr>
<td>Fees and feasibility missions</td>
<td>95 770</td>
<td></td>
<td>57 768</td>
<td></td>
<td>Gains on sales of assets</td>
<td>865 111</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunication</td>
<td>27 291</td>
<td></td>
<td>33 195</td>
<td></td>
<td>Rental income received</td>
<td>29 123</td>
<td></td>
<td>54 554</td>
<td></td>
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<tr>
<td>Other costs (contributions etc.)</td>
<td>16 005</td>
<td></td>
<td>12 726</td>
<td></td>
<td>Financial income</td>
<td>53 719</td>
<td></td>
<td>44 990</td>
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<tr>
<td>Depreciation</td>
<td>15 277</td>
<td></td>
<td>12 105</td>
<td></td>
<td>Exceptional items</td>
<td>- 15 282</td>
<td></td>
<td>6 278</td>
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<tr>
<td><strong>Provision allowances</strong></td>
<td>125 375</td>
<td>1,7</td>
<td>192 244</td>
<td>1,5</td>
<td><strong>RECOVERY OF PROVISION</strong></td>
<td>102 069</td>
<td>1,3</td>
<td>109 241</td>
<td>7,8</td>
</tr>
<tr>
<td><strong>Total allocation of resources</strong></td>
<td>7 297 155</td>
<td>100</td>
<td>6 208 417</td>
<td>100</td>
<td><strong>Total incoming resources</strong></td>
<td>8 154 843</td>
<td>100</td>
<td>5 968 211</td>
<td>100</td>
</tr>
<tr>
<td>Unspent commitments</td>
<td>2 341 177</td>
<td></td>
<td>3 343 579</td>
<td></td>
<td>Unused resources²</td>
<td>1 522 213</td>
<td></td>
<td>3 605 107</td>
<td></td>
</tr>
<tr>
<td>Operating surplus</td>
<td>38 724</td>
<td></td>
<td>21 321</td>
<td></td>
<td>Operating deficit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9 677 056</td>
<td>95,7</td>
<td>9 573 318</td>
<td>94,5</td>
<td><strong>Total</strong></td>
<td>9 677 056</td>
<td>95,7</td>
<td>9 573 318</td>
<td>94,5</td>
</tr>
</tbody>
</table>

¹Subsidies which do not transit through IECD and locally received gifts-in-kind
²Deferred from previous financial years' unused resources

### Funding sources breakdown

- **5,9%** Public grants (EU, AFD etc.)
- **13,4%** Grants from foundations and charities
- **35,6%** Corporate funding
- **31,5%** Donations, appeals and fundraising
- **13,6%** Other income

### Allocation of funds

- **87,7%** Development aid projects
- **9,5%** Operating expenses
- **1,7%** Allocation to contingency provisions
- **0,7%** Legacies management
- **0,4%** Communications and fundraising
THE ASSOCIATION’S STATUTES AND GOVERNANCE

The Institut Européen de Coopération et de Développement (IECD) was established in 1988 as a non-profit organisation governed by Alsace-Moselle local law. The association is registered at the Tribunal d’Instance de Strasbourg. Since the 1st April 2010, IECD’s mission has been recognised as “d’utilité publique” (a French legal term meaning the mission has an officially-recognised public interest objective) therefore benefitting from article 200 and article 238 bis of the Code général des impôts (French General Tax Code) – notably, tax exemption on donations and bequests.

In accordance with the corporate objective featured in the association’s statutes (article 2), IECD’s interventions aim at “designing, developing and encouraging all social, educational, scientific, socio-economic, cultural or health-related initiatives in France and abroad, especially in developing countries, that contribute to promoting humanity and good health in persons of all races and condition, providing for their intellectual and material needs.”

Besides, in order to carry out its actions, the association’s statutes allow IECD to look for any national or international funding, to solicit any subsidy, to accept deposits, donations, legacies etc.

IECD’s statutes define the association’s institutional framework and organisation:

- **The General Assembly**, gathering the active members yearly, takes the decisions related to its responsibilities: electing the trustees, approving the annual report presented by the Chairman, delivering the certificate of correct record after the Treasurer’s presentation of the Accounts (previously certified by the auditor), validating the budget and the strategies proposed by the Board of trustees etc.

- **The Board of trustees** meets 4 times a year. It defines the association’s strategies: selecting the actions to be carried out, allocating the resources, monitoring, validating financial reports etc. as well as controlling the assignment attributed to the Executive Director for all the association’s ordinary management tasks. The Board of trustees is held legally responsible for the association. It prepares ordinary and extraordinary General Meetings.

- **The Board** (President, Vice-President, Secretary-General, and Treasurer) meets every 2 months, and as often as necessary. It is responsible for the follow-up of the proper implementation of the Trustees’ decisions.

  - **President**: Marie-José Nadal - Head of Projects with the AMF (Autorité des marchés financiers – Securities Commission)
  - **Vice-President**: Jean-Luc Schaffhauser - Consultant
  - **Secretary-General**: Patrick Blin – Lawyer at the Barreau de Paris
  - **Treasurer**: Michel Baroni – Associate Professor of ESSEC, Academic Director of the MSc in Financial Techniques and the MSc in Insurance-Finance

- **The trustees**
  - Guy Azaïs – Envoy Extraordinary and Minister Plenipotentiary, former Ambassador
  - Bernard Davoust - Veterinarian
  - Mireille Heers - President of the Administrative Court of Châlons-en-Champagne
  - Jean-Noël Lucas – Finance Controller, Procter&Gamble
  - Hubert de Mestier - Professor at Meiji Gakuin University, Japan
  - Christian Malsch – Chief Executive Officer of SEBRO S.A
  - Annick Rascar – Nursing Administrator
  - Hervé Rudaux - Deputy Director of PARAVILLA S.A.S.
  - Grégoire de Saint Quentin - Field Officer
  - Louis Schoepfer – Doctor
  - Marc Senoble – Chairman of SENOBLE S.A

- **The 2 specialised commissions** are in charge: the 1st of transparency and finance and the 2nd of human resources and organisation. They are composed of trustees, the Executive Director, qualified individuals and members of the executive team.

- **The Executive Director** is appointed by the Board, which defines his/her attributions, powers and remuneration. He/She implements the association’s strategies. He/She has received delegation of power for managing the association and monitoring the projects.

- **The Executive Committee** assists the Executive Director in his/her operational management functions. The Committee consists of 3 members: the Executive Director, the Operations Director and the Finance and Administration Director.

GLOSSARY OF ACRONYMS USED IN THE CHARTS

- **AFD**: Agence française de développement
- **HCR**: UN Refugee Agency
- **M3IDS**: Former name of the French Home Office
- **MAEE**: French Ministry of Foreign and European Affairs
- **DMA**: Dutch Ministry of Agriculture
- **PACA**: Regional Government of Provence-Alpes-Côte d’Azur
- **UNDP**: UN Development Programme
- **EU**: European Union
- **UNICEF**: The UN’s Children Fund

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IECD ORGANISATIONAL CHART

GENERAL ASSEMBLY

Board of Trustees
President: Marie-José Nadal

Executive Director
Xavier Boutin

Operations Director
Alexis Béguin

Finance and Administration Director (Paris)
Emeric de Nomazy

Accountant (Paris)
Isabelle Goulay

In the field:
6 local accountants

Human Resources Officer
Sabine de Place

Communications Officer
Liesse Tardy

Hospitality and Catering Coordinators (Paris)
Justine Gaubusseau-Barbot
Marie de Largentaye

SME Programme Coordinator (Paris)
Agathe Delouvrier

Rural Businesses Training and Rural Development Coordinator (Paris)
Arnaud Britsch

Vocational Training and Health Coordinator (Paris)
Priscille d’Amarzit

Communications Officer
Liesse Tardy

SME Programme Coordinator for Africa (Yaounde, Cameroon)
Thomas Behaghel

Cameroon Representative Office (Douala)
Paolo Sanguanini

Côte d’Ivoire Representative Office (Abidjan)
Lionel Axel Kadja

Near East Representative Office (Beirut, Lebanon)
Ramzi Saade

Madagascar Representative Office (Fianarantsoa)
Thomas Perrin

Projects Coordinator (Beirut, Lebanon)
Delphine Compain

Syria Projects Coordinator (Damascus)
Cyril Rabeisen

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