Contents

Editorial p. 3

IECD Overview p. 4–9
IECD Around the World p. 4
2011 Key Data p. 4
2011 Key Facts p. 5
Identity of IECD p. 6
The Principles of Action p. 7
Cycle of the Project p. 7
The Programs p. 8

The Projects per geographical area p. 10–38

Sub-Saharan Africa p. 10–19
Cameroon p. 12
Ivory Coast p. 14
Kenya p. 15
Nigeria p. 16
Democratic Republic of Congo p. 17
Congo-Brazzaville p. 18
Central African Republic p. 19

Indian Ocean p. 20–23
Madagascar p. 22

Near East p. 24–33
Lebanon p. 26
Syria p. 30
Iraqi Kurdistan p. 32
Palestinian Territories p. 33

Southeast Asia p. 34–37
Thailand p. 36
Vietnam p. 37

Latin America p. 38
Colombia p. 38

Organizational Profile p. 39

Annual Accounts p. 42
Acknowledgments p. 45
Thematic Content p. 46
Organizational Chart p. 47
For more than 3 years now, the world has been going through a deep economic crisis, and the deterioration of the situation has been striking young people with full force. In developing countries where, every year, more people are entering the labor market, professional integration is a major challenge.

Since its creation in 1988, IECD has always worked to promote employment and, in the current situation, its economic development approach takes on its full meaning.

For IECD, there is a positive convergence between the academic sphere and the production sphere. This is why our teams and partners have been working to bring these two spheres closer for more than 20 years now. We are convinced that if schools and companies unite, frontiers will be changed and new opportunities will be created.

Therefore, companies should be the central focus of schools. The initial vocational training is an efficient answer to the challenge of unemployment if it meets the needs of economic actors with regards to competences. All studies show that a young qualified person will have more ease finding a promising and lasting job and facing the uncertainties of life in the long run.

On the other hand, schools should be the central focus of companies. Training small entrepreneurs concretely participates in the local economic dynamism. Craftsmen, tradesmen, farmers all create jobs locally. By reinforcing their management capacities, they will be able to have the essential tools to keep on developing their business and provide employment opportunities to young people.

We hope to contribute in the future to the emergence of an urban and rural middle class in the areas where we operate. The middle class is in fact a necessary step towards countries changing their development level.

Marie-José NADAL, President
2011 KEY DATA

- Development organization operating in 15 countries
- 37 projects:
  - 16 Technical and Vocational Training projects
  - 13 Support to Small Enterprises projects
  - 8 Access to Education and Health for Vulnerable Persons projects
- About 21,000 beneficiaries
- 53 local partners worldwide
- 93 employees (including 15 in Paris)
- 45 technical experts
- Operating budget: €7.5 million
IECD OVERVIEW

REGARDING THE PROGRAMS

IECD Pursued its Implementation Strategy

In 2011, IECD reinforced the 5 key programs that were defined in 2010 (CERES, Support to Small Enterprises, FFS, Hospitality Schools, Struggle Against Sickle-Cell Disease). It also structured a few other programs, such as Seeds of Hope. In our main areas of operations in Africa, Madagascar, the Near East and Southeast Asia, this strategy relies on a partnership, spin-off and networking dynamics.

We Reinforced Public-Private Partnerships

We continued working as a catalyst between public and private actors. For the Seeds of Hope program, for instance, such cooperation helped us draw new educational strategies that better meet the needs of companies and facilitate the integration of young people on the labor market.

We Encouraged the Spin-Off of the Programs

In 2011, IECD initiated the spin-off of the Family Farm Schools network in DRC and the program of handling sickle-cell disease in Central Africa. By replicating efficient methods in different countries, the spin-off fosters a transnational partnership logic, as IECD long-time partners convey their expertise to the new partner institutions.

A Network of Local Associations Was Developed

In 2011, IECD launched the Enterprises Development Network in Africa. It gathers the associations implementing the Support to Small Enterprises program in Cameroon, Ivory Coast and DRC. The Network supports their institutionalization process and encourages them to share their experiences.

REGARDING THE ORGANIZATION

IECD Continued its Organizational Structuring

In 2011, the IECD team in Paris was reinforced with the creation of a program coordination of Family Farm Schools and Support to Small Enterprises in Africa. 3 new poles – Corporate Partnerships, Communications, CSR – were created. Locally, the 5 delegations kept monitoring and implementing the projects. In some cases, they expanded their activities. Expert resources ensured the projects relevance on the technical and professional level.

The Creation of a CSR Pole Was Launched

IECD is increasingly sought by enterprises to help them define and apply their social responsibility policy. In 2011, the first foundations of creating a CSR pole were laid. In accordance with IECD expertise, its mission will be to conceive with enterprises projects that contribute to the local development and improve the living conditions in communities.

IECD FINANCIAL RESOURCES

In 2011, public funds accounted for 34 per cent of IECD resources, and 66 per cent came from private funding. This figures show the increasing support of philanthropic organizations, corporate foundations and not-for-profit associations to IECD projects.
6 GOALS

1. Give young persons the means to access a training that allows them to have an attractive and lasting job.

2. Allow small entrepreneurs to acquire the necessary tools to reinforce their activity and improve their living conditions as well as that of their employees.

3. Build up a living environment that helps vulnerable persons reach their full potential.

4. Create new capacities of actions for local partners by strengthening them on the institutional, financial and organizational level.

5. Strengthen family unity that is weakened by poverty, disability or exile.

6. Contribute to the emergence of a middle class that condenses the social and economic fabric.

Additionally, IECD guarantees that the projects are thoroughly and efficiently managed and have a lasting impact on the beneficiaries.
Bring the IECD Expertise to the Beneficiaries

For 25 years, IECD has developed a renowned expertise in vocational training, support to small enterprises and access to education and health for vulnerable persons. This tried and tested expertise has allowed IECD to conduct projects with a lasting impact on people, their families and the local community.

Build Lasting Partnerships with Local Actors who Share the Vision of IECD

IECD works in close collaboration with local organizations. Committed to their chosen field of intervention and renowned for their competences and governance, these organizations participate in the implementation of the projects on the field. IECD builds sustainable relationships with them and contributes to their institutional, financial and organizational reinforcement.

Work in Close Collaboration with Economic Actors

IECD promotes the involvement of enterprises in the projects, as they are major actors in local development. Local enterprises are permanently interacting with the training centers in order to adapt the teaching to the requirements of the labor market and foster the professional integration of young people. National and international enterprises are sought to support projects that are consistent with their values, their geographical location or their business sector. They can participate in the projects by helping in the management or showing support in a more specific aspect.

Involve Local Authorities

IECD informs and involves the local and national public institutions in the projects that are implemented on their territories. It elaborates its actions according to national policies, while suggesting areas for evolution, mainly in the fields of education and health.

Rely on Expert Resources

IECD relies on expert resources to ensure the relevance of the executed projects. The resources people contribute to defining and developing programs, transferring knowledge, training trainers, evaluating projects and reinforcing local partners institutionally.

Acting Transparently and Responsibly

IECD has established systems and procedures as well as technical, operational and financial tools to manage its projects. Strict planning and regular control (audit, evaluation) are carried out to ensure their effectiveness.

The Principles of Action

1. Identification of the Needs
Studies of opportunity and feasibility are conducted locally to identify human, social and economic needs.

2. Definition of the Project
On this basis, a development project is elaborated around the IECD 3 expertises: technical and vocational training, support to small enterprises and access to education and health for vulnerable persons.

3. Application
IECD controls and implements the project in cooperation with its local partners. IECD turns to expert resources and provides the financial and technical engineering of the program.

4. Impact Assessment and Follow-Up
The impact of the project is assessed. The project helps improve the living conditions of the beneficiaries, reinforces the capacities of local actors or supports local economic development.
IECD structures its activity around three main fields of work: technical and vocational training, support to small enterprises and access to education and health for vulnerable persons. Each practice includes several programs, through which IECD has been developing a renowned expertise for the past 25 years as well as innovative actions which respond to a local need.

TECHNICAL AND VOCATIONAL TRAINING

IECD develops qualifying trainings in promising fields that generate employment locally. These trainings focus on practice and professional learning. Whenever it is possible, they lead to a degree.

They are meant for young people – girls and boys – who have limited access to education or whose initial training does not address the real needs of the companies. Through the training they receive, the students acquire essential tools to be permanently integrated in the labor market and deal with the uncertainties of life.

IECD prefers to work with existing establishments and helps them improve their educational offer and reinforce institutionally. When there is no adapted school, IECD then participates in the creation of a training center.

**ACTIONS**
- The Family Farm School program (FFS)
- The Hospitality–Catering Schools program
- The Training program in Electrotechnics
- Specific actions (computer science, handcraft, continuing training of the healthcare professionals)

**16 PROJECTS**
- Cameroon, Ivory Coast, Kenya, Nigeria, Madagascar, Lebanon, Syria, Thailand, Vietnam, Colombia
SUPPORT TO SMALL ENTERPRISES

In Africa and the Near East, where the informal sector represents 80 – 90 per cent of the workforce, small entrepreneurs are major actors of local economic development. They often lack management skills and mid-term perspectives, which hinders their ability to stand the trial of time.

In urban areas, IECD offers a support program to small entrepreneurs, craftsmen and tradesmen. Participants receive training in management and a personalized follow-up. In rural areas, IECD supports the development of local economic fields that generate revenues (apiculture, vegetable production, food processing, rural tourism).

Thus, IECD gives urban and rural entrepreneurs the tools to develop their business, generate value, create jobs and ensure the sustainability of their enterprises. By increasing their income, they improve their families’ living conditions as well as that of their environment.

ACCESS TO EDUCATION AND HEALTH FOR VULNERABLE PERSONS

In the countries where IECD operates, the most vulnerable people seldom have access to quality care or education that are adapted to their needs or that allow them to reach their full potential.

IECD works to strengthen the existing health and educational institutions. In some cases, it creates adapted structures. These facilities are meant for the persons who have specific needs. On the education level, the goal is to give them a peaceful living environment where they can grow up and become autonomous. On the health level, the objective is to improve the care of the most vulnerable patients, such as the people suffering from sickle-cell disease, and take them out of isolation by changing the opinion of the society.

In the same time, IECD contributes to reinforcing the capacities of the institutions that welcome and take care of these vulnerable people. Training actions are conducted to promote good practices and ensure their sustainability.
With a 5.2% growth rate in 2011, Sub-Saharan Africa is one of the regions that have better withstood the global economic crisis. This dynamism has been stimulated by the export of raw materials and a domestic demand that keeps growing. Nevertheless, the region still faces an important challenge: maintaining a sustainable and balanced growth that constitutes a food security source and creates job opportunities for 856 million Africans. Since 1992, IECD has considered the professional integration of young people, the reinforcement of the small enterprises and the access to quality care for the vulnerable persons as strategic axes of its action in Sub-Saharan Africa.
What are the relations between Cameroon Enterprises Development and IECD?

They are very close indeed. CED was created in 2006 in order to implement the Support to Small Enterprises program launched by IECD in 1998. Today, CED is completely independent in its work. We guarantee the adequacy of the program with the local reality; we increase the awareness of small Cameroonian entrepreneurs; we organize trainings and follow-up; and we run the Management and Services Centers. IECD intervenes at two levels: technical assistance and financial engineering.

What does technical assistance mean?

It is a crucial point in our partnership, which is based on exchange and sharing. IECD provides us with its competences and methods at the institutional and pedagogical level. For example, this year, IECD organized two seminars on adult pedagogy and coaching techniques. This was very useful to our trainers! IECD also conveys us its associative experience. As a member of the CED Board, it accompanies us in our financial and institutional reinforcement.

Could you present what the Enterprise Development Network is?

This Network was launched in 2011 with the support of IECD. It brings together the associations that implement the support program for the benefit of small and micro enterprises, especially in Africa and the Near East. We are still at the beginning, but this network approach has already allowed us to make significant progress. First of all, we have created common content and methodologies. Secondly, by sharing our difficulties, we have been able to find efficient solutions together. Finally, we have become a more credible actor on the international stage. This is the key of sustainability in our model!

2011 KEY DATA

- Cameroon, Central African Republic, Congo-Brazzaville, Democratic Republic of Congo, Ivory Coast, Kenya, Nigeria
- 14 active projects:
  - 5 Technical and Vocational Training projects
  - 6 Support to Small Enterprises projects
  - 3 Access to Education and Health for Vulnerable Persons projects
- Operating budget: €2.7 million
- 10 local partners
- 13 employees
**Cameroon**

- In Cameroon since 1992
- 4 projects
- 4 local partners
- Operating budget: €893,000

### THE FAMILY FARM SCHOOLS NETWORK

#### THE CONTEXT
**Young People Forced into Rural Exodus**

In Cameroon, the increasing depreciation of agricultural labor is pushing more and more rural young people to move to cities. This migration causes loss of know-how and inhibits the farming development.

#### THE GOAL OF THE PROJECT
**Train the Rural Entrepreneurs of Tomorrow**

Since 1992, IECD and CNEFAC have been developing a Family Farm Schools network (FFS). Their goal is to train young unschooled people who come from the countryside, so they can build a future for themselves within their community.

#### MAIN ACTIONS IN 2011

- **Give the Students a Cooperative Education**
  
  In 2011, the FFS network welcomed 1,230 people, 60% of whom are girls. For 3 years, students receive a vocational training (agriculture, breeding, rural crafts, farm management). Every cycle lasts 3 to 4 weeks and includes 3 phases: empirical observation of the agricultural reality, theoretical and practice training in class, application in the family farm. In 2011, 130 trainers were trained to the FFS cooperative pedagogy.

- **Give Practice a Center Role in the Training**
  
  Students rely on studies of their professional experiences in the family farm, so they can tackle theoretical and practical notions at school. Some FFS have their own fields and small stockbreeding for the practice courses; this year, six of them were equipped with educational tools.

- **Train the Adults**
  
  FFS offer training in modules to adults who wish for it, most commonly to alumni and students’ parents. In 2011, 750 people were trained to master production techniques, FFS pedagogy and associations management.

- **Reinforce the FFS Capabilities**
  
  The FFS are autonomous associative structures. In 2011, priority was given to the capabilities reinforcement of the management teams and members of the board of directors (association management, human resources and institutional resources.)

### WHAT IS A FAMILY FARM SCHOOL?

It is a vocational training center for young rural people. For 3 years, students alternate between attending theoretical courses on agricultural techniques and putting their knowledge into practice in the family farms. The goal is to give them the tools to create a small agricultural enterprise or to develop their parents.'
Institut Européen de Coopération et de Développement - 2011 Annual Report

THE PROJECT
Give Small Entrepreneurs the Means to Reinforce their Activity

In Cameroon where the economy mostly relies on small informal businesses, CED has implemented a program with the help of IECD to support the local entrepreneurs.

MAIN ACTIONS IN 2011

> Train and Coach the Entrepreneurs

In 2011, 492 entrepreneurs attended the basic management trainings (e.g. cash journals, cash management, savings). They were organized in the 5 Management and Services Centers (MSC). During and after the training, the trainers went to the workplace of the trainees to make sure that the management tools were well adjusted to their professional context. In 2011, they did more than 3,000 follow-up visits.

> Support Entrepreneurs over the Long Run

The entrepreneurs who participated in the initial training can adhere to the MSCs. In 2011, 163 subscribers attended specialized trainings; and 111 were followed-up by a coach. They also participated in thematic evenings to exchange good practices.

SUPPORT TO CAMEROONIAN SMALL ENTREPRENEURS

In May 2011, an independent evaluation of 8 MUCADEC funds was conducted by Microfinance Without Borders, and showed that the project had improved the members’ access to credit and secured savings. In December, the MUCADEC network was officially acknowledged as a microfinance institution. IECD, MUCADEC and CICM plan to extend the network to rural zones.

SECTOR: SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2011:
866 entrepreneurs

Location:
Yaoundé, Douala (Akwa and Bonabéri), Bafoussam, Garoua, Mbouda (mobile unit)

Local Partner:
Cameroun Entreprises Développement (CED)

Project Start: 1998

Expenditures: 86%

2008-2012 Budget: € 1,030,000

Private Funds: 60%
Public Funds: 40%

HOSPITALITY SCHOOL AND PRACTICAL TRAININGS FOR WOMEN

In the rural area of Mehandan, women are uneducated and often live in poor conditions. In 2010, IEC and CEPS launched a global training project.

> Trainings in Villages in 2011

As of 2012, female villagers will receive practical trainings to improve their living conditions. In 2011, a field study was, thus, conducted to identify the women’s needs, and great awareness was spread among 14 villages.

> The Hospitality School in 2011

As of 2013, 45 young women will be trained in hospitality and catering. In 2011, the school’s restaurant and hotel were built and equipped, and the supervising team was trained to apply the competency-based education, a method that focuses on practice. The goal is to concretely train the students for their future job.

SECTOR: VOCATIONAL TRAINING

Local Partner:
Center for Social Promotion (CEPS)

Project Start: 2010

Expenditures: 43%

2010–2013 Budget: € 833,700

Private Funds: 70%
Public Funds: French Home Office

SAVINGS AND CREDIT COOPERATIVE NETWORK (MUCADEC)

In May 2011, an independent evaluation of 8 MUCADEC funds was conducted by Microfinance Without Borders, and showed that the project had improved the members’ access to credit and secured savings. In December, the MUCADEC network was officially acknowledged as a microfinance institution. IECD, MUCADEC and CICM plan to extend the network to rural zones.

Location:
Douala, Yaoundé

Local Partner:
Savings and Credit Cooperative Network (MUCADEC)

Project Start: 2009

Expenditures: 30%

2010–2013 Budget: € 833,700

Private Funds: 70%
Public Funds: French Home Office
Ivory Coast

- In Ivory Coast since 1997
- 2 projects
- 1 local partner
- Operating budget: €502,000

THE FAMILY FARM SCHOOLS NETWORK

THE PROJECT
Train Future Responsible Entrepreneurs in Rural Areas

In Ivory Coast, the lack of training compromises the integration of the rural youth on the labor market. Since 1988, IECD and PEFACI have fostered the development of the Family Farm Schools Network (FFS) to train the youth.

> Give the Students a Cooperative Education

In 2011, the FFS Network welcomed 475 young people. For 3 years, the students receive a training for rural jobs. Every alternate cycle lasts for 3 to 4 weeks and includes 3 phases: empirical observation of the agricultural reality, theoretical and practice training in class, application in the family farm.

> Train the Trainers

In 2011, 24 trainers participated in a technical training; 10 did observation internships in a pilot FFS; and 4 educational seminars were organized for the 60 FFS trainers.

> Reinforce the FFS Network

The regional coordination was transferred to 4 pilot FFS chosen for their dynamism and good practices. As regional training centers, they create synergies with the field. Additionally, the PEFACI continued its work on institutionalization. The objective is to integrate the FFS into the Ivorian rural and agricultural training system.

SECTOR: VOCATIONAL TRAINING

Beneficiaries in 2011:
475 young people aged between 14 and 25, 60 trainers

Location:
Ivory Coast

Local Partner:
Coordination Platform of Family Farm Schools (PEFACI)

Project Start: 1998

2009–2012 Budget: €1,865,000
Expenditures: 79%

SUPPORT TO IVORIAN SMALL ENTREPRENEURS

THE PROJECT
Reinforce the Management Skills of Small Entrepreneurs

In Ivory Coast, small enterprises hire 80% of the urban workforce, but they often bankrupt after 2 years. Since 2008, IEC has trained and supported small entrepreneurs, so they can foster a more sustainable growth and improve their living conditions.

MAIN ACTIONS IN 2011

> Train the Small Entrepreneurs

In 2011, 308 entrepreneurs attended the basic management trainings. The trainings were organized in the 4 Management and Service Centers (MSC). For a year, the trainers also go to the workplace of the trainees to ensure the good use of tools. In 2011, they paid more than a thousand follow-up visits.

> Broaden the Initial Training

In Cocody and Yamoussoukro, the entrepreneurs who participated in the initial training can adhere to the MSCs. In 2011, 10 members attended there IT trainings, and 28 were followed up by a coach.

SECTOR: SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2011:
308 small entrepreneurs (trades, crafts, restaurant businesses, local services)

Location:
Abidjan (Cocody and Marcory), Yamoussoukro, Bouaké

Project Start: 2008

2011–2015 Budget: €983,000
Expenditures: 14%
HOSPITALITY SCHOOL AND PRACTICAL TRAININGS FOR WOMEN

THE CONTEXT
The Difficult Lives of Women in Kilifi
In Kilifi, Northeast of Mombasa, the population experience unemployment and poverty. Women who are uneducated and often illiterate are the most affected by the situation.

THE GOAL OF THE PROJECT
Build Conditions for a Sustainable Future
Since 2010, IECD and Kianda Foundation have been carrying out a global training project. They created a hospitality and catering school in Kilifi in order to train young women and insert them into the local tourism dynamics. In the villages, they provide the women with practical tools to improve their living conditions.

1. THE HOSPITALITY SCHOOL IN 2011
> Train Young Women for a Promising Job
In 2011, 85 students were trained in cooking, services and accommodation. For the unschooled girls, the training lasts for a year; and for those who have a degree, it is 2-year long.

> Give Priority to Practice
In 2011, IECD expert trained 10 trainers from the school to the competency-based education, which focuses on practice. Students were trained in real conditions in the school’s hotel-restaurant. The 35 second-year students underwent a 4-month internship in a hotel in the region.

> Build Up Relationships with Local Professionals
In 2011, a steering committee gathered the educational team and the local hospitality professionals in a meeting. This helped adjust the program and better address the professional’s needs. It also fostered the students’ placement: 91% of the graduates from the one-year training found a job.

2. TRAININGS IN VILLAGES IN 2011
> Improve Living Conditions in 6 Villages
Trainings focus on alphabetization, sewing, cooking and agriculture, but they also educate the trainees on hygiene and nutrition. In 2011, 120 women participated in these trainings.

> Increase the Villagers’ Income
Further to the trainings, 60% of the participants created an income-generating activity (sewing, agriculture, cooking, natural detergents manufacturing), which allowed them to improve their living conditions.

SECTOR: VOCATIONAL TRAINING
Beneficiaries in 2011:
85 girls aged between 16 and 25, 120 female villagers
Location:
Kilifi (Mombasa region)
Local Partner:
Kianda Foundation
Project Start: 2010

2010-2013 Budget: €866,204
Expenditures: 72%
**Nigeria**

- In Nigeria since 1992
- 2 projects
- 2 local partners
- Operating budget: €414,000

### HOSPITALITY SCHOOL AND PRACTICAL TRAININGS FOR WOMEN

**THE CONTEXT**

**Hard Living Conditions**

As they could not get an education, most women in the region of Enugu have very precarious jobs, both in the city and in the villages.

**THE GOAL OF THE PROJECT**

**Build a Sustainable Future for the Women in the Region**

In 2007, IECD and Women’s Board launched a global training project. In Enugu, where business tourism is flourishing, they built a hospitality and catering school to promote professional integration for young women. In the villages, they offered practical trainings to women in order to improve their living conditions.

1. **THE HOSPITALITY SCHOOL IN 2011**

In 2011, the buildings were completed, and 11 instructors were recruited and trained. In November, the school was able to welcome its first class. It aims to ultimately train 90 students per year. The curriculum, which was developed with the support of an expert, focuses on professional practice (cooking, washroom). For 3 years, students will learn about the hotel and restaurant businesses. They will also complete an apprenticeship in a hotel or a restaurant in the region.

2. **TRAININGS IN VILLAGES IN 2011**

In 2011, 600 female villagers participated in the practical trainings (hygiene, nutrition, cooking), and more than 50 created an income-generating activity (selling snacks and detergents), therefore improving their everyday life. Additionally, the project promotes rural health. Every week, 3 doctors and a nurse go to villages to provide care services, spread awareness among women on hygiene and introduce them to health centers. In 2011, 400 consultations were made.

### SUPPORT TO NIGERIAN SMALL ENTREPRENEURS

In Egi in the Niger Delta, IECD and SME Development Network led a pilot project in 2011 to contribute to the reinforcement of local entrepreneurs, which is a source of employment locally. First, the trainers of SME Development Network were trained in the IECD educational approach. This approach focuses on practice, which facilitates the appropriation of tools by the entrepreneurs. Then, in July–August 2011, 22 entrepreneurs were trained to use the basic management tools, to maintain customer relationships, to gather savings and make investments. During and after the training, the trainers paid 132 visits to the trainees’ workplaces to make sure that the tools were well adapted to the professional context.

**SECTOR:**

**SUPPORT TO SMALL ENTERPRISES**

- Beneficiaries in 2011: 22 entrepreneurs, 4 trainers
- Local Partner: SME Development Network
- 2011 Budget: €70,000
- Private Funds: 100 %
The Context
Create a Small Enterprise to Improve Living Conditions
In DRC, creating a business has become a way of escaping poverty and facing the crises of the last decades. However, the lack of managerial skills often prevents the small entrepreneurs from sustaining their activity.

The Goal of the Project
Train Small Entrepreneurs to Reinforce their Activity
Since 2010, IECD and CECFOR have been training and supporting entrepreneurs or those who wish to create their own business. They have been given tools to build a valuable and lasting activity and, therefore, sustainably improve their living conditions.

Main Actions in 2011
> Open a New Training Center
The trainings are organized in the Management and Service Centers (MSC) of Kinshasa. In February 2011, a center was opened in Kasa Vubu, therefore complementing the Masina center, which was launched in 2010.

> Train the Entrepreneurs
In 2011, 210 entrepreneurs attended the trainings in basic management (e.g., accounting journal, selling price calculation, cash flow, savings, taxation). Dedicated trainings were also offered to 50 participants in order to accompany them in their business-creation project.

> Accompany the Entrepreneurs on a Regular Basis
For a year, the trainers go regularly to the entrepreneurs' workplace. They make sure that the tools are well appropriated and help them develop their activity. In 2011, around a thousand visits were paid.

> Broaden the Initial Training
The entrepreneurs can adhere to the MSC where they will get dedicated services. In 2011, 69 members attended trainings in office systems, marketing or accounting/finance, and 33 were followed up by a coach.

> Promote the Sustainability of the Program
In order to increase its financial autonomy, the team of the project provides external services. In 2011, 100 people (parents of sickle-cell patients, members of local NGO and young people from the street) attended such trainings.

Sector: Support to Small Enterprises
Beneficiaries in 2011: 349 small entrepreneurs, craftsmen and tradesmen
Location: Kinshasa (Masina and Kasa Vubu)
Local Partner: CECFOR
Project Start: 2010

10 Years of Experience in Supporting Small Businesses
IECD feedback in Africa showed that 85% of beneficiaries used the management tools they were trained in. After 6 months, their revenues increase 35%, which allows them to create jobs and improve their living conditions.
WHAT IS SICKLE-CELL DISEASE?
It is a genetic blood disease. The patients' red blood cells are deformed and lose their ability to circulate in the body. They get stuck in the vessels and cause painful crises and high sensitivity to infections.

THE CONTEXT
Sickle-Cell Disease, a Genetic Stigmatized Disease
Today, 20 to 30% of Congolese people are healthy carriers of the gene responsible for the sickle-cell disease, and every year, 50,000 new cases are detected. Poor medical follow-up and social exclusion cause 50 to 75 per cent of them to die before they are 5 years old.

THE GOAL OF THE PROJECT
Improve Healthcare for Patients
In 2006, IEC and CECFOR created PAFOVED, a sickle-cell disease support, training and watch platform. It aims to improve healthcare for patients and fight against the prejudices they are afflicted with.

MAIN ACTIONS IN 2011
> Generalize Patients' Treatment
A neo-natal diagnosis, an early treatment and a regular follow-up of the patient help reduce mortality by 50%. In 2011, PAFOVED carried out 13,000 free detections in 30 partner hospitals and health centers. In August, the Ministry of Health included the sickle-cell disease in the health protocols in 4 test areas, which will result in treating more patients.

> Train Healthcare Staff
PAFOVED organized trainings for 282 doctors, nurses and laboratory technicians. Once a week, the PAFOVED teams go to health institutions to support the healthcare staff on the job.

> Spread Awareness among the Population
PAFOVED fights against prejudices linked to the disease. In 2011, it published articles on the subject, participated in 6 TV shows, organized information sessions in high schools, and distributed the awareness prospectus.

> Build Up a Professional Future for Sickle-Cell Disease Patients
Finally, PAFOVED and DRC Enterprises Development offered entrepreneurial trainings to the patients and their families. Hence, they were able to develop their own activity and improve their living conditions.

Congo-Brazzaville
REINFORCING HEALTH STRUCTURES
In Pointe Noire, in the Southeast of Congo, health structures often lack means and qualified personnel that can ensure an optimal care to the patients. In 2011, IEC and its technical partner, CECFOR, led 2 technical missions to evaluate the opportunity of a project supporting health establishments. The project aims to train health personnel of the pediatric departments, to support the institutions and help them be organized, and to spread awareness among the population.
THE CONTEXT
Lack of Hygiene – Cause of Mortality
Infectious illnesses are one of the main causes of death in the Democratic Republic of Congo. They are increased by the disrespect of elementary rules of hygiene, like washing hands.

THE GOAL OF THE PROJECT
Promote Preventive Health
In 2008, IECD and CECFOR created the Good Hygiene Practices Promotion Cell (CEPPHY) to conduct trainings. The goal is to spread awareness on sanitary risks linked to lack of hygiene and promote efficient preventive health measures.

MAIN ACTIONS IN 2011
> Spread Awareness among the Population
In 2011, CEPPHY went to 15 primary and secondary schools, markets and neighborhoods. It published op-eds and produced educational spots on washing hands, food hygiene and domestic waste management. These spots were aired on television.

> Reinforce Hygiene in Hospitals
CEPPHY trained 350 doctors, nurses and janitors in 5 partner hospitals. In order to share good practices between health institutions, it also held 2 meetings with the hygiene committees in charge of making sure the norms are respected. Thanks to the work that was done, a decrease of healthcare-associated infections was noted.

> Train the Medical Staff of Tomorrow
Lastly, CEPPHY trained the teachers of 11 nursing schools to teach hospital hygiene to 1,200 students. This course became obligatory in October 2011. Thanks to the plea of CEPPHY, the Ministry of Higher Education approved its insertion in the nursing curriculum.

Central African Republic
SUPPORT TO CENTRAL AFRICAN SMALL FARMERS
In Bakouma, East of Bangui, IECD and the local Development Office launched an innovative project of a vegetable farming cooperative. In 2011, 47 small farmers adhered to the cooperative and were trained to maintain plant nurseries and to sensibly use pesticides. The first productions of tomatoes, onions and lettuce were harvested in the beginning of 2011. They were sold in the local market and generated a significant additional income for the members of the cooperative.
Hard hit by the global economic crisis, Madagascar faces important socioeconomic challenges. Poverty rate has increased since 2008, and 77% of the population live with less than 2 dollars per day. The situation is extremely difficult in rural areas, where access to education and health services is limited. Additionally, Madagascar is confronting the growing challenge of the youth integration on the labor market: 49% of the Malagasy are less than 15 years old. Since 1989, IECD has put education and training at the heart of its development activities in order to give the young people the means to build a better life.
3 Questions to

Setra Button

Why is it important to train school teachers?
Simply because this is a major educational challenge. In rural areas of Madagascar, the teachers’ level is often very low, and this affects the students’ education and their access to higher studies. Moreover, there is a multiplier effect: by training 140 teachers in 2011, the CERES was able to reach 5,000 students who benefited from a better education in major academic subjects (Malagasy, French, mathematics, physics-chemistry, English).

How do trainings take place?
Four times a year, we organize a 3-day training. We first work on sequencing the curriculum. This is essential to prepare good courses. That means we define the various sequences of a certain subject and decide on the number of sessions it requires. Other training sessions are meant to prepare and simulate courses. For the teachers, this is the chance to develop some aspects of the curriculum and to renew their teaching ways. Since the courses in Madagascar are taught in French, we insist on the importance of using accessible words to ensure the pupils’ understanding.

What do the teachers get from the trainings?
We give them tools that make their everyday job easier. As the trainers of CERES go to the teachers’ schools and give them personalized advice, they feel supported. In fact – they tell us – their students understand the concepts better. They realize it during evaluations in the end of each sequence. For the teachers, this is a great source of motivation!

2011 KEY DATA

- Madagascar
- 5 active projects:
  - 2 Technical and Vocational Training projects
  - 3 Access to Education and Health for Vulnerable Persons projects
- Operating budget: €1,641,000
- 5 local partners
- 7 employees
Madagascar

- In Madagascar since 1989
- 5 projects
- 5 local partners
- Operating budget: €1,641,000

**THE PROJECT**

Encourage the Schooling of the Rural Youth

In Malagasy rural areas, only 1% of junior high school students make it to the baccalaureate (as opposed to 15% in the city). The reasons are diverse: lack of educational means, a boom in the number of students, long distances from training centers, and precarious life conditions. Since 2006, IECD and PROMES have created 6 Centers for Education and Remedial Courses (CERES) that partner with 9 junior high schools of Fianarantsoa’s rural surroundings. They accompany students throughout their school education and reinforce the educational capacities of the institutions. In 2010, a prep class was opened to prepare the most deserving pupils for high school.

**MAIN ACTIONS IN 2011**

> Facilitate Access to College

In 2011, 3 new CERES incubators were built. Located close to the schools, they contribute to the schooling of the disadvantaged students. This year, they accommodated 315 boarders who live several hours away from the school; and 5,000 pupils benefited from a canteen during the 3-month hunger gap.

> Reinforce the Students’ Level

In 2011, 420 deserving and motivated pupils were accompanied. They received 10 hours per week of school tutoring (Malagasy, French, science, culture). On average, their grades were 45% higher than their schoolmates’, and the passing rate was equal to 99%.

> Prepare the Students for High School

The new CERES Campus welcomed 54 pupils selected according to their merits and motivation to prepare for the 10th grade entrance exam. Out of the 40 pupils who graduated from CERES prep class last year, 38 were accepted in the 3 best high schools in Fianarantsoa. 90% of CERES 10th grade students in 2010 made it to 11th grade.

> Train the Teachers and Educators

In 2011, CERES trained 140 teachers from partner schools in pedagogy. As for the 43 CERES educators, they underwent practical trainings.

**THE MALAGASY INSTITUTE OF APPLIED RESEARCH (IMRA)**

This research center is based in Antananarivo. It has been conducting researches on medicinal Malagasy plants for 50 years. It develops medicine from active ingredients of natural origin and makes them available at affordable prices to as many people as possible.

**SECTOR:**

ACCESS TO EDUCATION AND HEALTH

**Project Start:** 1989

**2011 Expenditures:** €15,000
**REINTEGRATION OF YOUNG ADULTS THROUGH HANDCRAFT TRAINING**

**SECTOR:** VOCATIONAL TRAINING  
**Beneficiaries in 2011:** 65 young adults  
**Location:** Antananarivo  
**Local Partner:** ASA (Association for the Homeless)  
**Project Start:** 2003

**THE PROJECT**  
Create Job Opportunities for Young Underprivileged People

In Madagascar, a lot of young rural people go to Antananarivo, where they often slip into a more precarious situation. In 2003, the Malagasy association ASA supported by IECD created a training and craft production center to ensure their social and professional reintegration.

**MAIN ACTIONS IN 2011**

> Continue Training in Handcraft  
In 2011, the training center welcomed a 7th class of 65 people. For one year, they trained in handcraft. As the training strongly emphasizes practice, the placement rate for graduates is high.

> Make the Center Sustainable  
The craft production center sells the products manufactured by the students. In 2011, the center carried out an important restructuring to face budget shortfalls. A Quality Manager was hired, and a business development and customer loyalty strategy was put in place. The turnover increased 67% compared to 2010: today, the center funds 27% of the training’s expenses.

**COLLEGE OF HIGHER EDUCATION OF VAKINANKARATA**

**SECTOR:** VOCATIONAL TRAINING  
**Beneficiaries in 2011:** 400 students  
**Location:** Antsirabe  
**Local Partner:** College of Higher Education of Vakinankarata  
**Project Start:** 2007

**THE PROJECT**  
Ensure the Degree’s Recognition

In Antsirabe where vocational training is hardly developed, many young people are forced to stop their education right after high school. Since 1999, ESSVA has trained 400 students a year for promising jobs (e.g., hospitality and catering).

> Improve the School’s Management  
In 2011, following IECD consultancy mission, the organizational chart was revised; the job descriptions were formalized; and the teachers’ evaluation was established. On the financial level, the analytical accounting was introduced, as the school is now 80% self-funded.

**THE MEDICAL AND SURGICAL CENTER OF SAINT DAMIEN**

**SECTOR:** ACCESS TO EDUCATION AND HEALTH  
**Project Start:** 1987  
**2011 Expenditures:** €23,000

In the region of Ambanja, the Medical and Surgical Center of Saint Damien is the only center that is reachable. It provides quality cares (general medicine, surgery, dentistry, ophthalmology). In 2011, new accounting tools were introduced.
In the Near East and North Africa, the working population will strongly grow in the coming years, up to 185 million people by 2020. Between 2000 and 2020, about 100 million jobs will have to be created to address the challenge of economic growth. In the Near East, industry, handcraft and trade are the growth engines and the source of job creation at the local level. This is why IECD focuses on vocational education and support to small entrepreneurs. By developing qualifying training and supporting entrepreneurial development, IECD aims at creating the conditions that allow to build up a better future. The access to education and healthcare for vulnerable people is the other pillar of IECD’s action in the region.
3 Questions to
Alexis Béguin

How do the partnerships stand in IECD’s strategy?

They are at the very heart of our action! In the regions where we operate, we work with local institutions, but also with enterprises and the public authorities. We also have financial partners. IECD is often a catalyst among all these actors because we build mechanisms that stimulate cooperation, especially between the public and the private sector.

What about the enterprises?

They are key partners. We are convinced that they play a vital role in local economic development, and that, without their commitment, no vocational training project could be carried out and sustained on the long run. We have moved beyond the logic of corporate patronage in order to build structured and sustainable partnerships. The Seeds of Hope project in Lebanon is representative of this approach. Schneider Electric shares our ideas on professional integration for the youth. From the beginning, we have worked together on elaborating a common project. Subsequently, Schneider Electric took a significant part in the relationships with other partner enterprises but also with public institutions, such as AFD or the Lebanese Ministry of Education. We believe that their commitment was the key to the project’s success, which led to the creation of a Lebanese training program in electrotechnics.

What is your idea of a partner relation?

First of all, at the IECD, we listen carefully to our partners on the field and try to understand precisely their requests and needs. On this basis and thanks to our accurate knowledge of the regions where we operate, our teams elaborate tailor-made projects that have a sustainable impact on the beneficiaries. Our role is to guarantee to those who trust us that the project is well managed, that it is efficient and controlled in terms of cost and duration.

2011 KEY DATA

- Lebanon, Syria, Iraqi Kurdistan, Palestinian Territories
- 14 active projects:
  - 5 Technical and Vocational Training projects
  - 7 Support to Small Enterprises projects
  - 2 Access to Education and Health for Vulnerable Persons projects
- Operating budget: €2 million
- 33 local partners
- 55 employees
Lebanon

- In Lebanon since 1989
- 6 projects
- 17 local partners
- Operating budget: €918,000

ACCESS TO EDUCATION FOR CHILDREN WITH SPECIAL NEEDS

THE CONTEXT
Children with Special Educational Needs

In Saida and its region, almost 4,000 children have learning disorders, behavioral disability or mild mental retardation. They are often not integrated and have difficulties to do well at school.

THE GOAL OF THE PROJECT
Value the Potential of the Children

Since 2007, IECD and Foyer de la Providence have been joining forces to offer these children a quality education and help them build a better future. By offering the most vulnerable an adapted education, Mosaik specialized School leads them towards autonomy. Also, by spreading awareness among teachers and public authorities, the Trait d’Union Center contributes in better integrating the pupils with mild disability into the school system.

MAIN ACTIONS IN 2011

> Reinforce the Capabilities of Mosaik Specialized School

In 2011, bigger buildings were opened, and 14 educators (psychologists, physical therapists, speech therapists) were recruited, which enabled the School to welcome 25 additional students. With the rest of the team, the newly hired educators were trained by the French Institute of Handicap and Adapted Teaching (INS HEA).

> Make the Child the Central Focus of the Education

The Mosaik School courses are adapted to the needs of the 68 children. With 6 students per class, the teachers can use educational tools that promote awakening and learning.

> Diagnose and Follow-Up

In 2011, the Trait d’Union Center welcomed 112 students with special needs. With the help of families, therapists and teachers, educators have built a complete personal and educational project for each child.

> Conduct Awareness Campaigns in Schools

In 2011, Trait d’Union worked with 6 regular schools to promote the integration of 13 children with special needs, and 106 teachers attended trainings on learning disorders that can affect some of their 3,000 students.
PROFESSIONAL INTEGRATION FOR THE YOUTH THROUGH TRAINING IN ELECTROTECHNICS (THE SEEDS OF HOPE PROJECT)

THE CONTEXT
Ill-Adapted Trainings
In Lebanon, vocational education is depreciated. According to many, it is the fate of failing students. In fact, the trainings are too theoretical, and do not address the challenge of professional integration for the youth. On the other hand, companies experience difficulties in finding qualified technicians.

THE GOAL OF THE PROJECT
Open Up the Job Market to the Youth
In 2007, in partnership with 4 schools and with the support of the Lebanese Ministry of Education, IECD launched Seeds of Hope, a project to modernize the trainings in electrotechnics. A new curriculum was designed to better meet the needs of enterprises. The baccalaureate in electrotechnics was accredited in 2010.

MAIN ACTIONS IN 2011

> Train Students for Electrotechnical Jobs
In 2011, 796 young people benefited from the new training. Thanks to a global approach, the students were trained in the know-how required by the companies. Workshops were also equipped with educational material, which allowed the simulation of real situations.

> Train the Teachers
The new curriculum promotes a competency-based teaching approach, which focuses on practice. In 2011, 90 teachers were trained in applying this pedagogy by the inspectors of French Ministry of Education; technical trainings were provided by ISAE-Cnam Lebanon and the Lebanese Institute for Pedagogical and Technical Education (IPNET).

> Bridge the Gap between Schools and Enterprises
Students did an internship in a company. This professional experience offered them in-depth practice and gave them the opportunity to get to know the labor market requirements.

> Value the Vocational Education in Lebanon
In 2011, Seeds of Hope carried out targeted awareness actions among 300 students in order to value the industrial and technical fields. There will be more actions in 2012.

> Foster International Cooperation
French vocational high schools have been associated with Seeds of Hope in order to encourage the exchange of good practices. In 2011, a 4th twinning agreement was signed.

This project was developed with Schneider Electric.

WHAT ARE THE JOBS IN ELECTROTECHNICS?
Electrotechnics is at the heart of many industrial and tertiary jobs, and its applications keep evolving. Electrical supply of buildings, home and industrial electricity, mounting of electrical networks, elevators, maintenance, and energy efficiency are examples of the fields targeted by Seeds of Hope.
Since 2006, IECD and Lebanese association PRODES have led a training project for women in the Maad region. In 2011, a second class of young women were trained in hospitality and catering. An entrepreneurial course was inserted into the curriculum. Additionally, more than a thousand women attended the practical trainings in tourism that were organized in the region. In 2011, IECD achieved 4 educational missions to train the trainers.

SECTOR: VOCATIONAL TRAINING
Local Partner: Social Promotion and Development (PRODES)
Project Start: 2006
2011 Expenditures: €100,000

THE CONTEXT
The Difficulties of Iraqi Refugees in Lebanon
2003 war forced into exile more than 2 million Iraqis. About 3,000 families took refuge in Sed el Bouchrie, Northeast of Beirut. For all of them, life has been very difficult.

THE GOAL OF THE PROJECT
Give the Youngest the Means to Build a Better Future
Since 2006, the Janah Center has been fighting against the academic failure of young Iraqi refugees, and has been following them up, so they can be better integrated. Most of them were traumatized by war and had to get used to a new educational system. Therefore, they have often been downgraded several levels. Half of them have dropped out of school and worked to help their parents.

MAIN ACTIONS IN 2011
> Improve the Children’s School Level
In 2011, the Janah Center welcomed 130 children, 58 of whom are girls; 95% of them passed and went up a grade. Every day, 8 teachers gave them remedial courses. They focused on English, which is one of the education languages in Lebanon.

> Promote Children’s Personal Development
Every Friday, fun and psychosocial activities were organized, so the children could express their feelings, channel their aggressiveness and restore their self-confidence. Those who were traumatized or who suffered from specific disorders were taken care of by a psychologist.

> Restore Parents’ Motivation in their Educational Role
In 2011, 150 families were followed up by a social worker who educated them on the dangers of dropping out of school for their children. They also participated in group discussions on their everyday lives.

SECTOR: ACCESS TO EDUCATION AND HEALTH
Beneficiaries in 2011: 130 children aged between 6 and 15, 150 families
Location: Sed el Bouchrie, Beirut
Local Partners: French-Lebanese Technical Institute, Arcenciel
Project Start: 2006
2011 Budget: €128,000
Expenditures: 100%
THE PROJECT
Reinforce the Management Skills of Small Entrepreneurs

Today, the economic dynamism of Tripoli, the second city in Lebanon, relies on small entrepreneurs, craftsmen and tradesmen. In 2008, IECD launched a program to train and follow them up to enable them to develop and reinforce their businesses. The ultimate goal is to improve their living conditions and their impact on employment.

MAIN ACTIONS IN 2011
> Train the Entrepreneurs in Management

In 2011, 109 entrepreneurs attended the initial training in management tools (cash journal, calculating selling price, cash flow, savings and investments). The trainings were organized in the Tripoli Management and Services Centre (MSC) that was inaugurated in 2010. A mobile unit was also created to allow the trainers to move around the rural surroundings of the city.

> Support the Entrepreneurs' Businesses

In 2011, the 2 MSC trainers paid more than 700 visits to the workplaces of the trainees. They made sure the tools were well adapted to the professional context. Thanks to this follow-up, 54% of the participants now use 3 management tools at least; and 48% have opened a savings bank account.

> Foster Association Dynamics

Entrepreneurs can adhere to the MSC that offers them dedicated services. In 2011, thematic evenings were held, so the members could share their good practices.

SECTOR:
SUPPORT TO SMALL ENTERPRISES
Beneficiaries in 2011:
109 entrepreneurs, 50% of whom are women
Location:
Tripoli and Northern Lebanon
Project Start: 2008

THE PROJECT
Reinforce the Capabilities of Small Farmers

In the South of Lebanon, farmers have started honey and aromatic herbs production to increase their income. Since 2010, IECD and its partners have worked in the deployment area of the French UNIFIL battalion. They have trained beekeepers and aromatic herbs growers to allow them to improve their living conditions.

MAIN ACTIONS IN 2011
> Train Small Farmers

The farmers’ lack of familiarity with the good practices limits their capacity of production and commercialization. That is why trainings in apiculture techniques, cultivation of oregano and management of cooperatives were organized in 2011. They allowed 90 participants to acquire better practices.

> Support the Production

In 2010, actions were implemented to fight against varroa, a parasitic mite that is ravaging beehives. Awareness continued in 2011 to be spread among 80 beekeepers. Moreover, assistance to 5 oregano plantations that were created in 2010 continued, and 5 more sites were launched.

SECTOR:
SUPPORT TO SMALL ENTERPRISES
Beneficiaries in 2011:
90 small farmers
Location:
Cazas de Bint Jbeil, Marjayoun, Tyr, villages of Rmeich, Touline, Kabrikha, Aynata and Al Tyri
Local Partners:
Rural Development Association (ADR), Istituto per la Cooperazione Universitaria (ICU Lebanon)
Project Start: 2010
Syria

- In Syria since 2000
- 5 projects
- 13 local partners
- Operating budget: €758,000

TRAINING FOR DISABILITY SPECIALISTS AND SUPPORT TO CARE CENTERS

THE PROJECT
Improve Healthcare to the Disabled

In Syria, there would be over 500,000 disabled people. Since 2009, IECD and 4 Syrian associations have worked to improve care for children and teenagers suffering from cerebral palsy, intellectual deficiency or other kinds of disabilities.

> Train Disability Specialists

In 2011, trainings in physical therapy, occupational therapy and specialized education were organized in Homs, Aleppo and Damascus. 100 local professionals took part in these trainings and were supported in their practice by the IECD trainers.

> Foster Regional Cooperation in the Field of Disability

In 2011, 8 physical therapists and educators did an observation internship in Lebanese facilities specialized in dealing with disability. The internship was an opportunity for Syrian professionals to be trained in good practices.

> Promote the Sustainability of Good Practices

The creation of a sustainable platform for handicap professionals was initiated. A pool of trainers started to be formed in 2011.

The project is conducted in partnership with Foundation Drosos.

CONTINUOUS TRAINING FOR NURSING STAFF

THE PROJECT
Give Nursing Staff the Tools to Improve the Quality of Care Services

As a result of the rural exodus, demographic growth and refugee influx from Iraq, demand for care has increased in Damascus. Since 2008, IECD has led a project in 5 hospitals to reinforce the capacities of the nursing staff, support them in their practice and improve the quality of care. Clinique du Levant Hospital in Beirut and Sainte Anne Hospital in Paris took an active part in the project.

MAIN ACTIONS IN 2011

> Train the Nursing Staff

In 2011, 350 people were trained in good practices (hygiene, relations with patients, treatment protocols). Additionally, 9 nursing executives were trained in pedagogical methods and could, therefore, create training units in 2 public hospitals.

> Train the Trainers

In 2011, IECD launched, in partnership with the Ministry of Health, a program to train the teachers in nursing schools, but also the trainers in charge with providing continuous training in public hospitals.
SECTOR: VOCATIONAL TRAINING

Beneficiaries in 2011: 479 young people, 20 trainers

Location: Jaramana

Local Partner: Syrian Arab Red Crescent

Project Start: 2008

THE PROJECT
Encourage the Unschooled Youth to Build the Future

In 2008, IECID opened a vocational training center in Jaramana in the suburb of Damascus. It welcomes unschooled young refugees or Syrians, and offers them practical trainings.

MAIN ACTIONS IN 2011

> Train the Young People

In 2011, 479 young people were trained in secretariat and electricity. They could also develop skills in computer science and English. Each training was divided in thematic classes that lasted for 2 to 6 months. Additionally, life skills sessions were organized.

> Focus on Practice in the Training

In 2011, 9 instructors were trained by IECID experts on competency-based approach, which promotes learning in real conditions. Internships and practice cases were also encouraged.

EXTENSION OF THE PROJECT

In Shabaa, near Damascus, a new training center is being built with the UNHCR support. It will open in 2012 and will offer trainings to young unschooled people (e.g., industrial electricity, hospitality, tourism, and home help).

2008-2011 Budget: € 520,000
Expenditures: 100%

- Public Funds: UNICEF

SUPPORT TO THE SMALL ENTREPRENEURS OF DEIR EZ-ZOR

SECTOR: SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2011: 169 craftsmen and tradesmen

Location: Deir Ez-Zor

Local Partner: Business Innovation Development Center (BIDC)

Project Start: 2009

In 2009, IECID and BIDC opened a Management and Service Center in Deir Ez-Zor to support the local entrepreneurs and enable them to structure their activities.

> Train the Entrepreneurs

In 2011, 169 entrepreneurs attended the trainings in basic management. During and after the training, the instructor paid 1,056 visits to the trainees to make sure the tools were well adapted to the professional context.

> Improve the Entrepreneurs’ Living Conditions

In 2011, 74% of the participants generated employments; and 32% saved money, compared to 2% earlier. The number of officially registered companies and those respecting tax payment increased by 18 and 6 points respectively.

The project was conducted with the support of Total E&P Syria.

2009-2013 Budget: € 499,183
Expenditures: 50%

- Private Funds: 56%
- Public Funds: AFD, UNDP

SUPPORT TO TOURISTIC DEVELOPMENT

SECTOR: SUPPORT TO SMALL ENTERPRISES

Project Start: 2009

2011 Expenditures: € 38,000

Private Funds: 79%
Public Funds: 21% (EU)

In 2011, IECID and the Friends of Maaloula Association trained 30 people in ecotourism to support the development of the village and its region. They also initiated a local economic dynamics based on tourism, in partnership with tourist center Provence Verte and Region Provence-Alpes-Côte d’Azur.
Iraqi Kurdistan

- In Iraqi Kurdistan since 2009
- 1 project
- 1 local partner
- Operating budget: €155,000

THE CONTEXT
A Region with Agricultural Potential

Once Iraq's breadbasket, Kurdistan’s agricultural sector has fallen apart since the 1960s. Local agriculture is having trouble with the competition of imported products, while the region has been facing since 2003 an influx of displaced people fleeing the violence in the South. The integration of these urban people has been difficult, and a lot of them live in precarious conditions.

THE GOAL OF THE PROJECT
Support Rural Development

Since 2008, IECD and the International School of Dohuk have conducted a rural development project in the North of Kurdistan. The objective is to reinforce fruit farming and vegetable production in order to provide both the displaced and sedentary people with the means to improve their living conditions.

MAIN ACTIONS IN 2011

> Support the Structuring of the Fruit Farming Sector
In 2011, 50 fruit farmers were trained and accompanied. They worked on improving the quality of fruit production (apples, stone fruits, pomegranates, grapes). For example, 29 tons of apples were commercialized on the local market this year.

> Improve Vegetable Production
Local vegetable growers benefited from technical advice, plant material and agriculture services. 25 farmers were trained in localized irrigation in order to better manage water resources. This technique was applied on winter and spring crops (garlic and onion) as well as summer crops (tomatoes, eggplants, melons, cucumbers). Experimental greenhouse and strawberry cultivations were also conducted.

> Develop Kitchen Gardens
In 2011, 53 families were trained in gardening and were able to create their own vegetable garden. They increased their fruit and vegetable consumption, and saved some 250,000 dinars (by comparison, the monthly salary of a young teacher is almost 350,000 dinars).

> Foster the Cooperative Logic
In 2011, farmers who were willing to could rent at cost price tractors and agricultural tools, which resulted in developing mechanization.
THE PROJECT
Foster the Development of a Sustainable Economic Activity

In Al Aizarieh, a city close to Jerusalem, unemployment affects almost 60% of the labor force, and women are the first victims. In 2010, IECD created a sewing and food processing cooperative. It aims at improving the women's living conditions by accompanying them in the development of a viable and sustainable activity.

MAIN ACTIONS IN 2011

> Increase the Women’s Revenue

The cooperative manufactures household linen, embroidery items and professional outfits. It also processes natural food products (jam, labneh, zaatar) made with traditional recipes. Today, it works with more than 40 clients. Fabric articles are sold to local hotels, restaurants, hospitals and enterprises, but also to fairs and exhibitions; food products are mainly commercialized on the local market. In 2011, the turnover amounted to €25,000, which allowed the women to improve the living conditions of their families.

> Reinforce Local Capabilities

The cooperative is completely managed by its members who received specific entrepreneurial trainings in 2011. Additionally, the cooperative’s suppliers were offered dedicated trainings and were provided with premises and material.

WHAT IS A MANAGEMENT AND SERVICES CENTER?

It is a center that offers dedicated services to small entrepreneurs who attended the initial training in basic management. Those who are willing to broaden their knowledge will adhere: they can have a coach follow them up, attend specialized trainings, participate in thematic evenings on enterprises and access computer and documents resources.
For nearly 10 years, Southeast Asia has been one of the most dynamic regions in the world. This economic growth goes hand in hand with a strong rural emigration and a growing income gap amongst the population. Young people tend to leave the rural areas to go to the city hoping to find a more remunerative job. They are often not trained enough to enter the labor market, and they only find precarious jobs in the informal sector. In Thailand and Vietnam, IECD chose technical and vocational training as the main field of its intervention in Southeast Asia.
3 Questions to Hoang Thi Hau

Why did you decide to participate in the IT Training program?
I come from a humble family: my father is a farmer and my mother sells the products in the market. I found out about the program during an information session at school. When I heard that I got accepted, I was so happy! For me, this is a real opportunity. My parents cannot afford to pay for my studies. In Vietnam, it is often very expensive to go to college: you have to pay for the university tuition and for the accommodation in the city. If I had not gotten accepted, I would have had to work to earn money.

How is the training going?
I love it! Of course, this is a lot of work: we have 8 hours of courses per day, but I am very motivated because I learn a lot about computer science. Moreover, I am fond of my teachers. They are practical and suggest actual exercises to help us understand the concepts. They also take the time to explain us what is difficult to understand. In general, at the university, there are 90 students per class. It is hard to study in such conditions. As for us, we are 20, and the teachers can, therefore, follow us closely.

What are your professional projects?
I have decided to major in programming. Next year, I will do a 2-month internship. I hope that I will be able to work as a developer in a big company in Da Nang! I think that the internship will help me find a job because I will have a real professional experience. For me, it is important to earn money because it will allow me to help my brother and sister to go to college.

2011 KEY DATA
• Thailand, Vietnam
• 3 active projects:
  – 3 Technical and Vocational Training projects
• Operating budget: €523,000
• 4 local partners
• 3 employees
Thailand

• In Thailand since 2004
• 2 projects
• 1 local partner
• Operating budget: €304,000

HOSPITALITY SCHOOL AND PRACTICAL TRAININGS FOR VILLAGERS

SECTOR: VOCATIONAL TRAINING

THE CONTEXT
Poorly Integrated Mountain Population
The mountain population from the Mae Sot region is among the poorest in Thailand. More and more young people go to the city. Ill-trained, not fluent in Thai, and not prepared to urban life, they face a lot of difficulties there.

THE GOAL OF THE PROJECT
Encourage the Integration of the Mountain People
In 2009, IECD and TBCAF launched a global training project. In Mae Sot, they built a hospitality school for the rural youth. In rural areas, they will organize as of 2012 itinerant trainings for the adults. More than 2,000 persons per year should eventually benefit from the trainings.

MAIN ACTIONS IN 2011
> Open the School to Students
2011 was marked by the inauguration of the school and the residency, which welcomed the first class in May. For 3 years, the students are trained in cooking, catering and hospitality by professionals. They also attend English classes. On December 16, 2011, an agreement was signed between the hospitality school and the vocational school of Mae Sot. The degree is now officially recognized and attested by a state diploma.

> Focus on the Competency-Based Approach
In June 2011, 3 professionals were trained on the competency-based approach by IECD experts. An equipped restaurant, kitchen and hotel allow the students to be trained in real professional conditions.

> Train Villagers
The project will organize trainings in the villages. In order to better define their needs, the principle of a field study was adopted in 2011. It will be conducted in 2012.

RURAL JOBS CENTER IN PONOUAYPOU

SECTOR: VOCATIONAL TRAINING

In 2011, the center located in Mae Sot Mountains pursued its practical trainings in order to encourage the youth to create income-generating activities. It also launched a training pilot project for adults. The sale of agricultural and handcraft products contributes to the financial sustainability of the center.

WHAT IS THE COMPETENCY-BASED APPROACH?
It is an educational approach that enhances the link between professional activity and the training process. While referring to the professional activity in itself, the student will acquire the competences that will allow him/her to successfully enter the workforce.
THE CONTEXT
The Difficult Access to Higher Education for Young Rural People

Central Vietnam is one of the poorest regions in the country. For young people from the most underprivileged rural families, lack of funding and long distance from training centers hinder their access to higher education.

THE GOAL OF THE PROJECT
Open Up the Job Market to the Rural Youth

In 2009, IECD and Passerelles Numériques created in the University of Da Nang, a vocational training center. The objective is to select the most deserving underprivileged rural bachelors and train them for IT jobs in order to allow them to quickly find a sustainable job, once they graduate.

MAIN ACTIONS IN 2011
> Encourage the Sustainable Professional Integration of Students
For two years, students undergo IT practical trainings (network administration and programming); they also attend English classes. They can apply their knowledge during a 2-month internship. In 2011, the 30 students of the first class worked in 12 enterprises in Da Nang.

> Welcome a New Class
This year, the center welcomed 60 new students that were granted a studies scholarship and accommodation in a residence. In order to allow them to study in the best conditions, computers were bought, and the pedagogical team was reinforced.

> Better Meet the Needs of Enterprises
In 2011, a study was conducted among 32 enterprises to assess the adequacy between the professionals’ needs and the training content. The results led to the integration of a programming course in the curriculum.

> Train the Trainers
All through 2011, the 9 trainers of the center were accompanied in order to develop new pedagogical methods and catch up with the latest technical innovations, such as cloud computing. Then, they trained 4 IT professors, each of them teaching to 90 students from the University of Da Nang.
Colombia

MODERNIZATION OF PEDAGOGICAL TOOLS IN THE TUNDAMA CENTER

THE CONTEXT
Uprooted Families
Over the last years, many families fled insecurity in the rural areas and took refuge in the capital city. Young girls were the first victims of this uprooting, and some of them have gotten into delinquency, drugs or prostitution.

THE GOAL OF THE PROJECT
Provide Teenage Girls with the Means to Build their Future
Since 1998, IECD has supported the pedagogical modernization of Tundama educational Center. The Center welcomes 300 young girls from La Estrada underprivileged neighborhoods in the Northwest of Bogota. From kindergarten to baccalaureate, it offers them a quality training and gives them the tools to build a better future. In 2011, IECD completed the project with a financial audit.

MAIN ACTIONS IN 2011
> Train Young Girls for a Promising Job
Tundama Center offers a general and technical training to 300 young girls aged between 3 and 18. When they turn 15, the students major in one of the 3 proposed fields: IT, hairdressing and cosmetics, sewing and design. This training is now recognized by the public office of technical training (SENA) and by Colombian enterprises.

> Encourage Higher Education
After schooling in Tundama, a lot of students choose to pursue their education. Many partnerships have been established with the universities of Bogota in order to accompany them.

> Promote Personal Development
Tundama students have often faced difficult situations. In order to help them, they are individually followed up by the teachers and a dedicated psychologist.

> Modernize the Teaching
IECD and SENA worked on modernizing the technical curricula. The competency-based approach was implemented, which means that the training focuses on practice. Tundama instructors were trained on this methodology by Colombian experts.

SECTOR:
VOCATIONAL TRAINING

Beneficiaries in 2011:
300 girls aged between 3 and 18

Location:
Bogotá

Local Partner:
Corporación Centro Tundama

Project Start: 1998

2011 Budget: € 10,000
Expenditures: 100%

50% Private Funds
50% Public Funds: AFD
The Institut Européen de Coopération et de Développement (IECD) is a not-for-profit organization that was created in 1988 and that is governed by Alsace-Moselle local law. The association is registered at the Tribunal d'Instance de Strasbourg. Since April 1st, 2010, IECD’s mission has been officially recognized of public interest objective and, therefore, benefits from articles 200 and 238 bis of the 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 "conceiving, developing and encouraging all kinds of social, educational, scientific, socio-economic and cultural initiatives or activities connected to health in France or abroad, especially in developing and emerging countries. These initiatives should contribute to human and health promotion of people from all races and conditions through supporting their intellectual and material needs." Besides, in order to carry out its actions, the association’s by-laws allow IECD to seek for any national or international funding, solicit any subsidy, accept any deposits, donations, legacies, etc.

The IECD by-laws define the association’s institutional framework and organization as follows:

- **The General Assembly** that gathers the active members once a year takes the decisions related to its responsibilities, i.e. elect the members of the board, approve the annual activities report presented by the President, deliver the certificate of correct record after the Treasurer presents the Accounts (previously audited and certified by the auditor,) validate the budget and the strategies proposed by the Board, etc.

- **The Board of Trustees** meets 4 times a year. It defines the association's strategy, i.e. selects the actions to be carried out, allocates the resources, monitors, and validates the financial reports, etc. It also controls the Executive Director, whose mandate is to manage all the association’s ordinary tasks. The Board is hold legally responsible for the association. It prepares the ordinary and extraordinary General Meetings.

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

  - **President:** Marie-José Nadal - Projects Manager, AMF (French Securities Commission)
  - **Vice-President:** Jean-Luc Schaffhauser - Consultant
  - **Secretary-General:** Patrick Blin – Lawyer registered with the Paris bar
  - **Treasurer:** Michel Baroni – Associate Professor, Academic Director of the MSc in Financial Techniques, ESSEC

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

- **There are currently 2 sub-committees.** They are in charge of transparency and finance and of human resources and organization. They are composed of Administrators, 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. The Executive Director has received the delegation of power for managing the association and monitoring the projects.

- **The Executive Committee** assists the Executive Director in the operational management of the organization. The Committee is composed of 3 members: the Executive Director, the Deputy Executive Director, and the Chief Financial Officer.
In accordance to our objectives, IECD activity went through a phase of stabilization in 2011, following a few consecutive years of consistent growth. Therefore, 2011 operating budget amounted to €7.5 million, compared to €7.3 million in 2010. As a reminder, the budget was up to €2.5 million in 2006.

The current international crisis has put great pressure on public and private funds to development projects. Hence, IECD priority for 2011 was to refocus the activity both on the actual projects and the structural reforms supporting the IECD strong growth in the previous years.

In 2011, the IECD action notably focused on the following programs:

- vocational training in hospitality and catering;
- the launch of the Enterprises Development Network and its expansion to the Near East;
- rural development and youth training for agricultural jobs;
- CERES program in Madagascar.

IECD continued to operate mostly in Sub-Saharan Africa, Madagascar and the Near East. We have also been willing to pursue vocational training projects in Syria, while adjusting their implementation to the local context.
Structural reforms have enabled us to reorganize our teams on the field and decentralize the decision-making process. On the other hand, an important work has been conducted by the headquarters teams in order to reinforce the thematic coordination poles, which subsequently improved the programs management in the regions where IECD operates.

Besides, operation and communications costs remained stable, representing 9.7 per cent of the total budget. The part of development projects (i.e. social missions) amounted to 87 per cent of the global activity in 2011 (see The Annual Resources Allocations Statement, page 43). These good ratios demonstrate our will to ensure the optimal use of the funds.

In 2012, we expect the activity to rise reasonably, compared to 2011, with the spin-off of IECD key programs in new geographical areas.

An excerpt from IECD 2011 accountancy book is attached below. An integral version of IECD annual financial statements is available on request.
### BALANCE SHEET AT 31ST DECEMBER 2011

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>347,376</td>
<td>347,376</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>5,620</td>
<td>5,620</td>
</tr>
<tr>
<td>Vehicles</td>
<td>25,300</td>
<td>25,300</td>
</tr>
<tr>
<td>Office furnitures &amp; fittings</td>
<td>57,082</td>
<td>52,646</td>
</tr>
<tr>
<td>Depreciation</td>
<td>- 151,662</td>
<td>- 126,377</td>
</tr>
<tr>
<td>Deposits and bonds</td>
<td>10,801</td>
<td>9,488</td>
</tr>
<tr>
<td><strong>FIXED ASSETS</strong>¹</td>
<td>294,517</td>
<td>314,053</td>
</tr>
<tr>
<td>Expected subsidies</td>
<td>629,379</td>
<td>754,092</td>
</tr>
<tr>
<td>Other receivables</td>
<td>28,972</td>
<td>67,716</td>
</tr>
<tr>
<td><strong>TRADE ACCOUNT RECEIVABLE</strong></td>
<td>658,352</td>
<td>821,808</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>3,404,454</td>
<td>2,049,020</td>
</tr>
<tr>
<td>Reserve for investment losses</td>
<td>- 39,338</td>
<td>- 28,817</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>970,532</td>
<td>1,404,388</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENT</strong></td>
<td>4,335,649</td>
<td>3,424,591</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>20,011</td>
<td>26,626</td>
</tr>
<tr>
<td>Foreign exchange asset</td>
<td>42,558</td>
<td>22,730</td>
</tr>
<tr>
<td><strong>REGULARISATION ACCOUNT</strong></td>
<td>62,569</td>
<td>49,356</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>5,351,087</td>
<td>4,609,808</td>
</tr>
</tbody>
</table>

#### LIABILITIES AND RESERVES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable funds and reserve</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>106,217</td>
<td>67,493</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>19,161</td>
<td>38,724</td>
</tr>
<tr>
<td><strong>CHAIRITABLE FUNDS</strong></td>
<td>195,378</td>
<td>176,217</td>
</tr>
<tr>
<td>Provision for risks</td>
<td>187,556</td>
<td>145,905</td>
</tr>
<tr>
<td><strong>PROVISION FOR RISKS</strong></td>
<td>187,556</td>
<td>145,905</td>
</tr>
<tr>
<td>Restricted public funds</td>
<td>691,599</td>
<td>563,500</td>
</tr>
<tr>
<td>Restricted private funds</td>
<td>1,726,279</td>
<td>1,214,821</td>
</tr>
<tr>
<td>Restricted endowment funds, donations</td>
<td>2,301,559</td>
<td>2,194,221</td>
</tr>
<tr>
<td><strong>RESTRICTED FUNDS</strong></td>
<td>4,719,438</td>
<td>3,972,542</td>
</tr>
<tr>
<td>Financial debts</td>
<td>18,761</td>
<td>19,695</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>78,083</td>
<td>123,839</td>
</tr>
<tr>
<td>Fiscal and social debts</td>
<td>122,829</td>
<td>125,200</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>25,517</td>
<td>38,192</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td>245,190</td>
<td>306,926</td>
</tr>
<tr>
<td>Deferred income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign exchange liability</td>
<td>3,525</td>
<td>8,218</td>
</tr>
<tr>
<td><strong>REGULARISATION ACCOUNT</strong></td>
<td>3,525</td>
<td>8,218</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>5,351,087</td>
<td>4,609,808</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:

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>256,954</td>
<td>264,213</td>
</tr>
<tr>
<td>Receivables</td>
<td>5,823</td>
<td>771</td>
</tr>
<tr>
<td>Cash and cash equivalent</td>
<td>1,764,984</td>
<td>1,769,767</td>
</tr>
<tr>
<td>Regularisation accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>2,027,760</td>
<td>2,034,751</td>
</tr>
</tbody>
</table>

#### LIABILITIES AND RESERVES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable funds</td>
<td>2,008,235</td>
<td>2,019,858</td>
</tr>
<tr>
<td>Restricted and other funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions for risks</td>
<td>19,525</td>
<td>14,893</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>2,027,760</td>
<td>2,034,751</td>
</tr>
</tbody>
</table>
## ANNUAL RESOURCES ALLOCATIONS STATEMENT

<table>
<thead>
<tr>
<th>ALLOCATION OF RESOURCES</th>
<th>2011</th>
<th>%</th>
<th>2010</th>
<th>%</th>
<th>INCOMING RESOURCES</th>
<th>2011</th>
<th>%</th>
<th>2010</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEVELOPMENT AID PROJECTS</td>
<td>6,656,731</td>
<td>87</td>
<td>6,399,276</td>
<td>87.4</td>
<td>PRIVATE FUNDING</td>
<td>5,390,357</td>
<td>63.6</td>
<td>4,161,512</td>
<td>50.9</td>
</tr>
<tr>
<td>Grants paid to the projects</td>
<td>4,144,544</td>
<td></td>
<td>3,960,631</td>
<td></td>
<td>Donations, fundraising</td>
<td>1,193,318</td>
<td></td>
<td>390,636</td>
<td></td>
</tr>
<tr>
<td>Real estate rental</td>
<td>111,744</td>
<td></td>
<td>94,674</td>
<td></td>
<td>Corporate funding</td>
<td>630,768</td>
<td></td>
<td>834,235</td>
<td></td>
</tr>
<tr>
<td>Equipment purchase</td>
<td>239,913</td>
<td></td>
<td>322,401</td>
<td></td>
<td>Grants from foundations and charities</td>
<td>2,814,477</td>
<td></td>
<td>2,308,286</td>
<td></td>
</tr>
<tr>
<td>Local technical assistance</td>
<td>1,235,071</td>
<td></td>
<td>1,208,548</td>
<td></td>
<td>Local funds and appeals</td>
<td>451,005</td>
<td></td>
<td>536,633</td>
<td></td>
</tr>
<tr>
<td>Sundry project expenses</td>
<td>358,944</td>
<td></td>
<td>283,971</td>
<td></td>
<td>Received legacies</td>
<td>300,789</td>
<td></td>
<td>91,722</td>
<td></td>
</tr>
<tr>
<td>Missions and technical expertises</td>
<td>475,505</td>
<td></td>
<td>529,050</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMUNICATIONS AND FUNDRAISING EXPENSES</td>
<td>34,982</td>
<td>0.5</td>
<td>26,576</td>
<td>0.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEGACIES MANAGEMENT</td>
<td>26,605</td>
<td>0.4</td>
<td>51,146</td>
<td>0.7</td>
<td>PUBLIC FUNDING</td>
<td>2,793,420</td>
<td>33</td>
<td>2,906,868</td>
<td>35.5</td>
</tr>
<tr>
<td>Rental expenses</td>
<td>19,341</td>
<td></td>
<td>32,660</td>
<td></td>
<td>EU and international organisations grants</td>
<td>906,176</td>
<td></td>
<td>1,370,931</td>
<td></td>
</tr>
<tr>
<td>Depreciation allowances</td>
<td>7,259</td>
<td></td>
<td>18,207</td>
<td></td>
<td>National and local government grants</td>
<td>1,637,124</td>
<td></td>
<td>1,442,020</td>
<td></td>
</tr>
<tr>
<td>Net results on asset disposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Other public funding</td>
<td>250,120</td>
<td></td>
<td>92,918</td>
<td></td>
</tr>
<tr>
<td>Other legacy costs</td>
<td>4</td>
<td></td>
<td>279</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPERATING EXPENSES</td>
<td>694,711</td>
<td>9.2</td>
<td>694,783</td>
<td>9.5</td>
<td>OTHER INCOME</td>
<td>118,285</td>
<td>1.4</td>
<td>985,393</td>
<td>12</td>
</tr>
<tr>
<td>Rent, rental fees and consumables</td>
<td>59,934</td>
<td></td>
<td>72,065</td>
<td></td>
<td>Member and patron contributions</td>
<td>29,982</td>
<td></td>
<td>49,935</td>
<td></td>
</tr>
<tr>
<td>Payroll</td>
<td>477,100</td>
<td></td>
<td>468,375</td>
<td></td>
<td>Operating grants</td>
<td>936</td>
<td></td>
<td>2,787</td>
<td></td>
</tr>
<tr>
<td>Fees and feasibility missions</td>
<td>95,464</td>
<td></td>
<td>95,770</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>23,429</td>
<td></td>
<td>27,291</td>
<td></td>
<td>Rental income received</td>
<td>46,940</td>
<td></td>
<td>29,123</td>
<td></td>
</tr>
<tr>
<td>Other costs (contributions etc.)</td>
<td>20,758</td>
<td></td>
<td>16,005</td>
<td></td>
<td>Financial income</td>
<td>38,660</td>
<td></td>
<td>53,719</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>18,026</td>
<td></td>
<td>15,277</td>
<td></td>
<td>Exceptional items</td>
<td>1,767</td>
<td></td>
<td>36,051</td>
<td></td>
</tr>
<tr>
<td>PROVISION ALLOWANCES</td>
<td>226,894</td>
<td>3</td>
<td>154,192</td>
<td>2.1</td>
<td>RECOVERY OF PROVISION</td>
<td>174,722</td>
<td>2.1</td>
<td>130,887</td>
<td>1.6</td>
</tr>
<tr>
<td>TOTAL ALLOCATION OF RESOURCES</td>
<td>7,548,922</td>
<td>100</td>
<td>7,325,973</td>
<td>100</td>
<td>TOTAL INCOMING RESOURCES</td>
<td>8,476,784</td>
<td>100</td>
<td>8,183,660</td>
<td>100</td>
</tr>
<tr>
<td>Unspent commitments</td>
<td>2,398,240</td>
<td></td>
<td>2,341,177</td>
<td></td>
<td>Unused resources(1)</td>
<td>1,489,539</td>
<td></td>
<td>1,522,213</td>
<td></td>
</tr>
<tr>
<td>Operating surplus</td>
<td>19,161</td>
<td></td>
<td>38,724</td>
<td></td>
<td>Operating deficit</td>
<td>19,341</td>
<td></td>
<td>33,2%</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>9,966,324</td>
<td></td>
<td>9,705,873</td>
<td></td>
<td>TOTAL</td>
<td>9,966,324</td>
<td></td>
<td>9,705,873</td>
<td></td>
</tr>
</tbody>
</table>

(1) Subsidies which do not transit through IECD and locally received gifts-in-kind (2) Deferment of previous financial years’ unused resources

### 2011 Revenue by Source

- Public Institutions (e.g. EU, AFD): 33%
- Appeals - Fundraising: 5.3%
- Foundations - Associations: 3.5%
- Corporate Donations: 3.5%
- Donations - Fundraising: 14.1%
- Other Income: 7.4%

### 2011 IECD Expenditures

- Development Projects: 87%
- Bequest Management: 9.2%
- Management and Administration: 0.4%
- Communications Fundraising: 0.5%
- Provision Allowances (projects): 3%
STATUTORY AUDITORS’ REPORT ON ANNUAL FINANCIAL STATEMENTS
(Translated from French to English)

For the year ended December 31, 2011

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 December 31, 2011, 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 December 31, 2011, 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 2011 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, June 12, 2012

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

Jacques Le Pomellec,
Associate technical manager
First of all, we would like to thank our teams and local partners who commit every day to conduct our projects with great professionalism. IECD development programs are also implemented thanks to the support of all our donors (public donors, associations, philanthropic establishments, corporate foundations, companies, and individuals).

**FRENCH PUBLIC DONORS**

Agence Française de Développement - www.afd.fr
Region Ile-de-France – www.iledefrance.fr

**INTERNATIONAL PUBLIC DONORS**

Agencia Española de Cooperación Internacional – www.aecid.es
Direction de la Coopération Internationale de Monaco – www.gouv.mc
Dutch Ministry of Foreign Affairs – www.minbuza.nl/en
European Union – www.europa.eu
UNICEF – www.unicef.org
The UN Refugee Agency (UNHCR) – www.unhcr.org

**ASSOCIATIONS & PHILANTHROPIC ORGANIZATIONS**

Drosos Foundation – www.drosos.org
Fondation Cécile Barbier de la Serre
Fondation FITIA
Fondation Frères de nos Frères – www.fdnf.org
Lord Michelham of Hellingly Foundation
Fondation Pierre Fabre – www.fondationpierrefabre.org
Feu Vert pour le Développement – www.feuvert-dev.org
Association Philippe Jabre – www.apj.org.lb
Save the Children – www.savethechildren.org

**CORPORATE FOUNDATIONS & COMPANIES**

Fondation Schneider Electric – www.schneider-electric.fr
Fondation Air France – www.fondation.airfrance.com
Fondation Air Liquide – www.fondationairliquide.com
Sinopec-Addax Petroleum Foundation – www.addhopefoundation.org
Traficura Foundation – www.trafigurafoundation.com
Addax and Oryx Foundation – www.addax-oryx-foundation.org
Seed Foundation – www.seed-foundation.org
Bourbon – www.bourbon-online.com
Bouygues Construction Thailand – www.bouygues-construction.com
Cargill West Africa – www.cargill.com
Holcim – www.holcim.com
Murex – www.murex.com
Perenco – www.perenco.com
Schneider Electric East Med – www.east-med.schneider-electric.com
Total – www.total.com
Total E&P Syrie – www.total.com
Vitol – www.vitol.com

**INDIVIDUALS**

We would like to warmly thank the individuals who have continuously trusted and generously supported our action for many years. They have, therefore, contributed to promoting training and education among the youth, helping the small entrepreneurs develop a sustainable activity, and opening up quality educative and health structures to the most vulnerable.
TECHNICAL AND VOCATIONAL TRAINING

> Training for Rural Jobs
Cameroon – The Family Farm Schools Network
Ivory Coast – The Family Farm Schools Network
Thailand – Rural Jobs Center in Ponouaypou

> The Hospitality Schools and Practical Trainings
Cameroon – Mehandan Hospitality School and Practical Trainings for Women
Kenya – Kilifi Hospitality School and Practical Trainings for Women
Nigeria – Eenugu Hospitality School and Practical Trainings for Women
Madagascar – College of Higher Education of Vakinankarata
Lebanon – Vocational Training in Tourism
Thailand – Mae Sat Hospitality School and Practical Trainings for Villagers

> Training in Electrotechnics
Lebanon – The Seeds of Hope Program

> Continuing Training
Syria – Training for Disability Specialists and Support to Care Centers
Syria – Continuing Training for Nursing Staff

> Specific Training Actions
Madagascar – Reintegration of Young Adults through Handcraft Training
Syria – Training for Young People in Vulnerable Situations
Vietnam – Vocational Training in IT Jobs
Colombia – Modernization of Pedagogical Tools in the Tundama Center

SUPPORT TO SMALL ENTERPRISES

> Support to Urban and Exurban Small Enterprises
Cameroon – Support to Cameroonian Small Entrepreneurs
Ivory Coast – Support to Ivorian Small Entrepreneurs
Nigeria – Support to Nigerian Small Entrepreneurs
Democratic Republic of Congo – Support to Congolese Small Entrepreneurs
Lebanon – Support to the Small Entrepreneurs of Tripoli
Syria – Support to the Small Entrepreneurs of Deir Ez-Zor
Palestinian Territories – Support to the Small Entrepreneurs of Al Aizarieh

> Support to Local Economic Fields in Rural Areas
Central African Republic – Support to Central African Small Farmers
Lebanon – Support to the Small Farmers in the South of Lebanon
Syria – Support to Touristic Development in Maaloula and its region
Iraqi Kurdistan – Support to Rural Development
Palestinian Territories – Al Aizarieh Cooperative for Women

> Access to Savings and Credit
Cameroon – Savings and Credit Cooperative Network (MUCADEC)

ACCESS TO EDUCATION AND HEALTH FOR VULNERABLE PERSONS

> Educational and School Reinforcement
Madagascar – The Centers for Education and Remedial Courses (CERES)
Lebanon – Access to Education for Children with Special Needs
Lebanon – School Integration for Children and Young Iraqi Refugees

> Healthcare Program
Democratic Republic of Congo – The Sickle-Cell Disease Support, Training and Watch Platform (PAFOVED)
Congo-Brazzaville – Reinforcing Health Structures
Democratic Republic of Congo – The Good Hygiene Practices Promotion Cell (CEPHY)
Madagascar – The Malagasy Institute of Applied Research (IMRA)
Madagascar – The Medical and Surgical Centre of Saint Damien