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At the source of the IECD, there is an aspiration, which is to train the youth and promote their sustainable integration in the labor market. Today, as we know, this issue is a hot topic. In countries where we operate, those who are under 25 represent more than 40% of the population and in some regions, nearly half of them are inactive or survive with precarious jobs...

Because we cannot fight alone against the scourge of unemployment and as, for us, solidarity must allow each person to be the architect of their future, IECD has chosen to work hand in hand with the actors of local development. Since 1988, we have built partnerships with associations, companies, training institutes and public authorities which, like us, want to give young people the means to build a better future.

While IECD prepares to celebrate its 25th anniversary, I want to say "thank you"! It is thanks to our partners, their involvement and their local knowledge that we develop projects that make sense. They guarantee the relevance of our actions, allow young people to gain real skills and act every day for the beneficiaries.

For its part, IECD provides its expertise and tools so they can create new capacities of action. By training our partners to proven methodologies and innovative teaching approaches, we help them to strengthen on the operational, organizational and institutional level.

Ultimately, our goal is that our local partners pursue in the long run the projects we initiate together. Through their commitment, they contribute to a fairer society. By their example, they disseminate – across their region or country – good practices, thus creating conditions for a virtuous and sustainable momentum.

Marie-José NADAL, President
2012 KEY DATA

• 16 countries of operation
• 38 projects:
  − 18 Vocational Training and Professional Integration projects
  − 11 Support to Small Enterprises projects
  − 9 Access to Education and Health Care for Vulnerable Persons projects
• About 24,000 beneficiaries
• 56 local partners worldwide
• 67 employees, including 53 in the field
• 30 technical experts
• Operating budget: €8.5 million
IECD pursued its implementation strategy launched in 2010

In 2012, IECD continued to structure its key programs (CERES, support to small enterprises, FFS, hospitality schools, Seeds of Hope, fight against sickle-cell disease). Geographically, IECD focused on the core regions where it operates. In Syria, it reduced its activities in a dramatic context, and in Southeast Asia it gradually expanded its presence.

Starting new major actions

In Madagascar, IECD launched a hospitality school project to promote the professional integration of disadvantaged teenagers in Fianarantsoa; in the Palestinian territories, the Al Aizarieh education center opened its doors and has welcomed young people who fail to succeed at school; and finally in Congo-Brazzaville, the Support Program to Health Structures entered its operational phase. In addition, IECD prepared the expansion of the Seeds of Hope program in Egypt, Morocco and Nigeria as well as the Support to Small Enterprises program in Vietnam and Madagascar.

IECD strived for excellence in its programs...

Significant work was conducted to improve the key programs’ training standards (FFS, support to small enterprises, Seeds of Hope, hospitality schools). Besides, IECD strongly invested in evaluation and impact monitoring of its actions. For example, a major external study was conducted to assess the Support to Small Enterprises program in Africa.

... And its local partners were the primary beneficiaries

IECD invests in sustainable partnerships. It has thus contributed to the emergence of new local actors (three in 2012), reinforced its historical partners by transferring them operational, organizational and institutional skills, and offered technical assistance to local authorities.

"In 2012, public funds accounted for 27% of IECD’s resources and private funds for 73%. These figures show the increasing support of private donors, philanthropic organizations, corporate foundations and associations to IECD's projects."

Xavier BOUTIN
Executive Director
6 GOALS

1. Give young persons the means to access a comprehensive training that allows them to have a valuable job and sustainably integrate in the labor market.

2. Allow small entrepreneurs to acquire the necessary tools to reinforce their activity and improve their living conditions as well as those 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 economic and social actors who are responsible and sustainable.

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

THE IDENTITY OF IECD

OUR VISION

Entrepreneurs in human and economic development to train the responsible actors of tomorrow

Since its creation, IECD has followed the human and economic development of the countries where it has been involved. IECD bases its action on a comprehensive approach of the person. We are convinced that people who are well trained on academic, technical, social and human level will build a better future for themselves, their family, their community, and – more broadly – for the society. IECD encourages young people, parents, professionals and local actors of development to take an active and responsible part in the life of the city.

OUR MISSION

Building environments that allow every person to construct their future and work for a fairer society

IECD aspires to build favorable environments where each person has the possibility to reveal their talents. We want to create promising conditions to allow willing people to act on a social, professional and institutional level. By acquiring the necessary know-how, they will be able to improve their existence and become responsible actors in their country. We believe that they will thus have a positive impact on the society and will contribute to make it fairer.

3 VALUES
- A focus on the person
- The service spirit
- A professional commitment

2 VIRTUES
- Audacity to undertake
- Patience to implement
Provide IECD’s Expertise to the Beneficiaries
For the past 25 years, IECD has developed a renowned expertise in vocational training and professional integration, support to small enterprises and access to education and health care for vulnerable persons. This time proved and tested expertise has allowed IECD to conduct projects with a lasting impact on people, their family and the local community.

Build Lasting Partnerships with Local Actors who Share IECD’s Vision
IECD works in close collaboration with local organizations. Committed to their chosen field of intervention and renowned for their expertise and governance, these organizations participate in the implementation of the projects in 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 the local and national public institutions and involves them in the projects that are implemented on their territories. Actions are elaborated according to national policies, while areas of evolution are suggested, mainly in the fields of education and health.

Rely on Skilled Expertise
IECD relies on experts to ensure the relevance of the executed projects. They contribute to define and develop programs, transfer knowledge, train trainers, evaluate projects and institutionally reinforce local partners.

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.

Project Cycle
1. Identification of 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 IECD’s three areas of expertise: vocational training and professional integration, support to small enterprises and access to education and health care for vulnerable persons.

3. Implementation
   IECD conducts or supports the implementation of the project by its local partners. It refers to experts 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 to 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: vocational training and professional integration, support to small enterprises and access to education and health care for vulnerable persons. Each field of work 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.

**VOCATIONAL TRAINING & PROFESSIONAL INTEGRATION**

IECD develops qualifying trainings in promising sectors that generate employment locally. These trainings focus on practical 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, 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 them institutionally. When there is no adapted school, IECD then participates in the creation of a training center.

**ACTIONS**
- Training program for agricultural careers
- Training program for careers in hospitality, catering and tourism
- Training program for careers in the industry
- Specific careers (in health care, IT, crafts)

**18 PROJECTS**
- Cameroon, Ivory Coast, Kenya, Nigeria, Democratic Republic of Congo, Madagascar, Lebanon, Syria, Thailand, Vietnam
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 sectors that generate revenues (apiculture, vegetable production, food processing, rural tourism).

Thus, IECD gives urban and rural entrepreneurs the tools to fit into a long-term strategy, develop their business, generate value, create jobs and ensure the sustainability of their enterprises. By increasing their income, they improve their family’s living conditions as well as those of their environment.

**ACTIONS**
- The Support to Small Enterprises program in urban areas
- Development of local economic sectors in rural areas

**11 PROJECTS** > Cameroon, Ivory Coast, Nigeria, Democratic Republic of Congo, Iraqi Kurdistan, Lebanon, Syria, Palestinian Territories

ACCESS TO EDUCATION AND HEALTH CARE FOR VULNERABLE PERSONS

In the countries where IECD operates, the most vulnerable persons 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 designed for persons who have specific needs. On the educational level, the objective is to give them a peaceful living environment where they can grow and become autonomous. On the level of health, the objective is to improve access to care for the most vulnerable patients, such as people suffering from sickle-cell disease, and take them out of isolation by changing the opinion of the society.

At the same time, IECD contributes to reinforce 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.

**ACTIONS**
- The Education and School Reinforcement program (CERES)
- The Sickle-Cell Disease Support, Training and Watch program
- Support programs to health structures
- Specific actions for refugees or disabled persons

**9 PROJECTS** > Congo-Brazzaville, Democratic Republic of Congo, Madagascar, Lebanon, Palestinian Territories
With a 4.6% growth in 2012, Sub-Saharan Africa confirms its economic vitality. This year, growth has been driven by favorable commodity prices and increasing domestic demand, which accounts for over 60% of the continent’s GDP. However, if poverty begins to decline, Africa still faces the challenge of "inclusive" growth. Achieving shared prosperity requires increasing agricultural productivity, creating jobs, reaching food security, strengthening communities and improving primary health care. This is why IECD has considered vocational training, support to small enterprises and the reinforcement of health facilities as strategic axes of its action in Sub-Saharan Africa.
What is the role of the CNEFAC?

For the past 20 years, the CNEFAC has supported the Family Farm Schools (FFS) network, which was initiated by IECD in Cameroon in 1992. We work on the program’s implementation and particularly on the development of schools and training of trainers. IECD supports us in the project management, but also on institutional and financial level.

You put parents at the heart of the FFS model. Why?

They are the first educators of our students and, as such, we want to involve them widely. Today, all the FFS are run by parents who are in charge of the equipment as well as the financial management of the school. Above all, they play a key educational role by supporting their children in their learning practice, which often takes place in the family farm. We offer them technical and pedagogical training, so they can better stand by their children.

What is the impact of the FFS on local communities?

By opening in rural areas, the FFS allow the schooling of the most disadvantaged. Moreover, thanks to the cooperative educative approach, they give them the necessary tools to get a firm foothold in the labor market. When they leave school the students have been trained for three years under real conditions. For them it is a real plus, whether they choose to be employed or start their own business. In the longer run, the FFS create a virtuous circle. Through their children, adults learn new production methods; best practices spread; and the whole community benefits from better living conditions.

2012 KEY DATA

- Cameroon, Congo-Brazzaville, Ivory Coast, Kenya, Nigeria, Democratic Republic of Congo
- 14 active projects:
  - 6 Vocational Training & Professional Integration projects
  - 5 Support to Small Enterprises projects
  - 3 Access to Education and Health Care for Vulnerable Persons projects
- Operating budget: €2.3 million
- 13 local partners
- 8 employees
Cameroon

- In Cameroon since 1992
- 4 projects
- 4 local partners
- Operating budget: €961,000

THE FAMILY FARM SCHOOLS NETWORK

THE CONTEXT
The Exodus of the Rural Youth
In Cameroon, the poverty rate is up to 60 per cent in rural areas. Without education, more and more young people decide to migrate into town. Their departure causes the disappearance of know-how and hinders the farms’ development.

THE GOAL OF THE PROJECT
Train the Economic Actors of Tomorrow
Since 1992, IECD and the CNEFAC have developed a Family Farm Schools network (FFS) nationwide. The goal is to train rural unschooled youth so they can build a stable professional future within their community and become involved in local development.

MAIN ACTIONS IN 2012
> Train the Students for Rural Entrepreneurship
In 2012, the FFS network welcomed 1,230 young people, 59% of whom are girls. During three years, they are trained in agriculture, breeding and crafts, but also in business management.

> Give Practice a Central Role in the Training
The FFS provides a cooperative education. Each cycle includes three phases: empirical observation of the agricultural reality, general and technical education, and application by developing a personal activity in the family farm. At each step, the trainer guides the student through exercises.

> Support the Trainers
In 2012, the FFS network worked to harmonize the teaching practices. The standards were finalized, and 128 trainers were trained. In addition, support was strengthened, thereby ensuring the proper implementation of teaching methods.

> Train the Adults
The FFS offer modular courses for adults who desire to improve their knowledge, mostly alumni or students’ parents. In 2012, 400 people were trained in production techniques, cooperative teaching and association management.

> Structure the FFS Network
The FFS are autonomous associative structures and are now organized into six regional federations. These federations are platforms for exchange and representation.

WHAT IS A FAMILY FARM SCHOOL?
It is a vocational training center established by the initiative of the local community and for the rural youth. During three years, students alternate between theoretical courses on farming techniques and practice in the family farm. The goal is to give them the tools to find stable employment or create a small agricultural enterprise.

SECTOR: TRAINING & PROFESSIONAL INTEGRATION
Beneficiaries in 2012:
1,230 young people aged 14 to 25,
400 adults, 128 trainers
Location:
Cameroon
Local Partner:
National Family Farm Schools Coordination in Cameroon (CNEFAC)
Project Start: 1992

2011-2015 Budget: €1,425,000
Expenditures: 39%

- Private Funds
- Public Funds: AFD

Cameroon

• In Cameroon since 1992
• 4 projects
• 4 local partners
• Operating budget: €961,000

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THE CONTEXT

Entrepreneurs Without Management Skills

In Cameroon, the economy is based on a variety of informal activities (trade, crafts, food, services). As they lack management skills, entrepreneurs remain in a survival and subsistence strategy and often bankrupt.

THE GOAL OF THE PROJECT

Give Small Entrepreneurs the Means to Strengthen their Activity

Association Cameroon Enterprises Development (CED) with the assistance of the IECD implements a support program for small entrepreneurs. The objective is to teach them the basics of management, accompany them to structure their business and improve their living conditions.

MAIN ACTIONS IN 2012

> Train Small Entrepreneurs

In 2012, 419 entrepreneurs attended the initial training that was organized in all six Management and Services Centers (MSC) in Cameroon. During the sessions, many aspects of business management are discussed: cost calculation, inventory management, cash or customer relations.

> Ensure Actual Follow-up

During and after the training sessions, the trainers regularly visit the entrepreneurs to their workplace. Thus, they ensure the proper use of the tools, help them structure the development of their business and direct them to the appropriate services (specialized trainings, access to banked savings networks). In 2012, nearly 80% of the entrepreneurs received at least six visits.

> Support Entrepreneurs in the Long Run

Following the initial training, entrepreneurs can join the MSC’s Club of Entrepreneurs. In 2012, 86 enrolled and had access to dedicated services, such as specialized trainings, coaching, thematic evenings, and a computer room. Meetings with microfinance institutions were also organized to promote access to financial services.

> Sustain the Program

To increase its autonomy, CED also offers paid services. In 2012, 196 entrepreneurs and cooperative managers attended the trainings, which were funded by Syngenta, Total and Perenco.

SECTOR: SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2012: 820 entrepreneurs

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

Local Partner: Cameroon Enterprises Development (CED)

Project Start: 1998

Expenditures: 47%

2010-2015 Budget: €1,521,000

Private Funds 50%

Public Funds: AFD 50%

MUCADEC further developed their network, with the opening of two new branches in Douala (New Deïdo and Ndomki). The network also began to spread outside big cities: in 2012, an office was opened in Mbanga and in January 2013, a branch will be launched in Ngoulemakong. These two offices participate in the CICM plan to develop a mutual network in Africa, which is co-financed by the European Union. At the local level, IECD and its partner CED will train the managers of the new MUCADEC offices. A mobile unit will also be set up to train members in management tools.

SAVINGS AND CREDIT COOPERATIVE NETWORK (MUCADEC)

SECTOR: SUPPORT TO SMALL ENTERPRISES

Location: Douala, Yaoundé, Mbanga

Local Partner: Savings and Credit Cooperative Network (MUCADEC)

Project Start: 2009
THE CONTEXT
Precarious Living Conditions
Mehandan is a very poor rural area near Yaoundé. Women live in difficult conditions as they are uneducated and do not have access to training.

THE GOAL OF THE PROJECT
Provide Rural Populations with the Means to Build a Better Future
In 2010, IECD and the Center for Social Advancement (CEPS) launched a comprehensive training project. In 2012, they organized practical training sessions in villages to improve the living conditions of the population. From 2013, the hospitality school will allow every year 45 girls aged 16 to 25 to get a degree giving them access to skilled employment in hotels and restaurants. Therefore, they will be able to get a firm foothold in the economic dynamics of the region.

1. TRAININGS IN VILLAGES IN 2012
   > Provide Trainings Tailored to the Needs
   In 2012, three trainers conducted practical trainings in 23 villages. The courses focused on health, hygiene, nutrition, home economics and education of children. They also included a literacy component. A total of 916 women participated.

   > Support Local Agriculture
   182 small farmers – including 138 women – benefited from practical advice to strengthen their activity. Pig and chicken breeding as well as tomato, cassava, corn, banana and cocoa crops were given special attention.

2. HOSPITALITY SCHOOL IN 2012
   > Develop Training Standards
   The programs were finalized. The training will be based on a highly innovative educational approach, recognized by the Ministry of Employment. Centered on practice and adapted to the learning pace of each person, it will allow the students to actually train for their future career and gain professional qualification.

   > Train the Trainers
   The capacities of the teaching staff were reinforced. The two teachers, who were recruited and trained in competency-based education in 2011, were able to take additional technical training (accommodation, evaluation).

WHAT IS THE COMPETENCY-BASED EDUCATIONAL APPROACH?
It is an educational approach that articulates the work and the training process. Referring to the occupation itself, the students acquire the skills that will allow them to achieve their integration in the labor market and throughout their career.
THE CONTEXT
Impoverished Health Facilities

In Congo-Brazzaville, access to care is a major public health issue. Health facilities often lack resources and qualified personnel to ensure proper care of patients, especially the most vulnerable. In addition, there are some ideas, such as the cost of care which discourage the local people from seeking treatment.

THE GOAL OF THE PROJECT
Improve the Quality of Care for Mothers and Children

In 2012, IECD and its technical partner, Monkole Hospital in Kinshasa, launched the Support Program to Health Structures (PASS) in Pointe-Noire. The goal is to improve the accessibility and quality of care for vulnerable women and children in the region. Ultimately, the PASS should train and accompany the personnel of a dozen institutions.

MAIN ACTIONS IN 2012

> Launch the Project

In 2012, the PASS team was dedicated to the operational phase of the project. Partnerships were signed up with two health centers which mostly take care of mothers and children. Extensive audits were conducted in each structure to identify precisely their needs in skills, management and equipment. Besides, Monkole Hospital seconded a doctor/trainer on the project.

> Train Health Workers

Nurses, midwives, laboratory and medical technical assistants of the partner organizations will be trained to good medical and paramedical practices. In addition to hospital hygiene which was already discussed in 2012, the focus will be on maternity care and pediatrics. The sessions will be followed by on-site support by the experts of PASS, who will thus ensure the proper use of tools by trained personnel.

> Accompany Health Centers in Day-to-Day Management

Diagnostic tools were developed, as the PASS seeks to improve the partners’ organization (including management of medication stocks, data collection and reception of patients). In parallel, structures in need will be rehabilitated and will receive material support.

This project is funded by Congorep.
Ivory Coast

- In Ivory Coast since 1997
- 2 projects
- 2 local partners
- Operating budget: €457,000

THE FAMILY FARM SCHOOLS NETWORK

THE CONTEXT
Undervalued Rural Careers
In Ivory Coast, the lack of training in rural areas undermines the employability of the youth and leads them to insecure and poorly paid work.

THE GOAL OF THE PROJECT
Train Future Responsible Rural Entrepreneurs
Since 1998, IECD and the PEFACI have supported the development of Family Farm Schools (FFS) in Ivory Coast. The FFS trains young people for careers in breeding, agriculture and rural crafts, therefore expanding their job prospects.

MAIN ACTIONS IN 2012
> Give Students a Cooperative Training
In 2012, the FFS network welcomed 550 young people aged 14 to 25, 40% of whom are girls. During three years, they receive a vocational training in agriculture, breeding, crafts, and farm management. Each cycle lasts between 3 and 4 weeks and includes three phases: empirical observation of agricultural reality, theoretical and practical training in class, application in the family farm or in a local company.

> Support Alumni
Students are accompanied in the long run. This year, 16 alumni participated in additional trainings (vegetable production, poultry farming, sales, management) at the Training Institute for Rural and Agricultural Entrepreneurship (IFERA), which opened its doors in October.

> Train the Trainers
In 2012, 36 trainers attended technical training sessions (cocoa, vegetables, poultry). They were also trained in the development of practical activities and in students follow-up. 13 of them did an internship in a pilot FFS.

> Strengthen the Capacities of the FFS
The smooth functioning and sustainability of the FFS is based on their good governance. In 2012, five seminars were organized to enhance the management skills of 99 local administrators.

> Accelerate the Institutionalization of the FFS
In 2012, the FFS network was divided into two federations. Thus, the PEFACI accelerated the institutionalization work on the regional level. It also confirmed its willingness to enter and strengthen the Ivorian system of agricultural and rural training, as it will soon offer degree programs to future entrepreneurs.

SECTOR:
TRAINING & PROFESSIONAL INTEGRATION

Beneficiaries in 2012:
550 young people, 50 trainers

Location:
Ivory Coast

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

Project Start: 1998

2011-2015 Budget: €1,250,000
Expenditures: 38%
THE CONTEXT
Fragile Enterprises
In Ivory Coast, informal businesses employ 80 per cent of the urban labor force, but these activities are fragile and often fail after a few months. Therefore, they do not allow entrepreneurs to permanently get out of poverty.

THE GOAL OF THE PROJECT
Strengthen the Entrepreneurs’ Management Skills
With IECD’s support, Ivory Coast Enterprises Development (CIED) trained Ivorian small entrepreneurs in business management. The goal is to enhance their skills so that they move from survival logic to a sustainable and structured growth. Ultimately, their living conditions as well as those of their families and employees will be improved.

MAIN ACTIONS IN 2012
> Train Entrepreneurs in the Basics of Management
In 2012, 328 entrepreneurs enrolled the initial training sessions organized in the four Management and Services Centers (MSC) in Ivory Coast. They were trained in the basics of business management, i.e. management tools, market research, legal and tax.

> Support Entrepreneurs at the Workplace
In 2012, nearly 80% of entrepreneurs received at least six follow-up visits during and after the training sessions. During these visits, trainers come to the participants’ workplace and make sure of the proper use of the tools.

> Deepen Initial Training
Following the initial training, the participants can join the Club of Entrepreneurs. In 2012, 81 persons benefited from dedicated services (coaching, thematic evenings); and 74 participated in specialized trainings (computer skills, marketing, management).

> Promote the Sustainability of the Program
CIED is an independent local association and was created in October 2012 to implement the Support to Small Enterprises program in Ivory Coast. By organizing trainings and mobilizing experts, IECD has contributed to enhance its capacities in building up at institutional, operational and technical level.

SECTOR:
SUPPORT TO SMALL ENTERPRISES
Beneficiaries in 2012:
476 entrepreneurs
Location:
Abidjan (Cocody and Marcory), Yamoussoukro and Bouaké
Local Partner:
Ivory Coast Enterprises Development (CIED)
Project Start:
2008

2010-2015 Budget: €1,090,000
Expenditures: 40%

A POSITIVE IMPACT ON THE SMALL ENTERPRISES
In 2012, an independent evaluation of the Support to Small Enterprises program in Africa showed that six months after the training, turnover has usually increased by 15–30% depending on the country, and the impact on employment is significant after one year. Additionally, the program develops an entrepreneurial culture among the participants. They now have a more entrepreneurial approach to their business, its development and its challenges.
Kenya

• In Kenya since 2005
• 1 project
• 1 local partner
• Operating budget: €172,000

HOSPITALITY SCHOOL AND PRACTICAL TRAININGS FOR WOMEN

THE CONTEXT
The Precarious Lives of Women in Kilifi
In Kilifi, northeast of Mombasa, women who are often illiterate and affected by economic difficulties, are looking for projects or initiatives to lift their families out of poverty.

THE GOAL OF THE PROJECT
Build the Conditions for a Sustainable Future
Since 2010, IECD and Kianda Foundation have led a comprehensive training project. In Kilifi, they created a hospitality school to train girls and insert them in the tourist dynamics of the region. In the villages, they give women practical tools to improve their living conditions.

1 – HOSPITALITY SCHOOL IN 2012

> Increase Access to Training
With the extension of buildings and a strong awareness-raising campaign in the villages, 98 students enrolled the school in 2012. 18 unschooled young girls attended the one-year training, and 80 high school graduates followed the one in two years.

> Provide a Recognized Training
Trained for careers in food, service and accommodation, students practice in real-life conditions in the school’s hotel and restaurant. The second-year students also have to do a 4-month internship. In 2012, the school was accredited by the Ministry of Education.

> Strengthen Links with Professionals
In 2012, the school has stepped up its partnership policy, and 30 companies provided support (scholarships, internships, jobs). This involvement facilitates the integration of students in the labor market. Indeed, 88% of the 42 graduates found stable employment six months after the training was completed.

2 – TRAININGS IN VILLAGES IN 2012

> Provide Training in Eight Villages
In addition to literacy, these courses focus on sewing, cooking and agriculture. They also provide an introduction to health and nutrition. In 2012, 168 women participated in the trainings to gain practical tools to emancipate themselves.

> Improve the Living Conditions
Following the training sessions, participants increased their household income, either through better management of every day’s life or the creation of income-generating activities.
In Nigeria since 1992
- 2 projects
- 2 local partners
- Operating budget: €141,000

HOSPITALITY SCHOOL AND PRACTICAL TRAININGS FOR WOMEN

THE PROJECT
Empower Local Women to Improve their Living Conditions
Without access to education, Enugu women often get precarious jobs. This is why IECD and Women’s Board launched in 2007 a comprehensive training project in the region.

1. HOSPITALITY SCHOOL IN 2012
In Enugu where business tourism is growing, IECD and its partner opened a hospitality school to promote young girls’ employment. Opened in February, 58 students enrolled the school to receive a 3-year training tailored to the needs of professionals. The latters were involved in the educational program of the school.

2. TRAININGS IN VILLAGES IN 2012
In villages, practical trainings are offered to women to emancipate themselves. In 2012, 700 people were able to improve their living conditions, either by better managing their daily life or by creating income-generating activities. They also received medical consultations.

SECTOR:
TRAINING & PROFESSIONAL INTEGRATION
Beneficiaries in 2012:
- 58 girls, 13 trainers, 700 villagers, 60 hospitality employees
Location:
- Enugu and Nike rural area
Local Partner:
- Women’s Board
Project Start:
- 2007

Expenditures: 100%
2007-2012 Budget: €1,162,000
Private Funds: 85%
Public Funds: 15%

SUPPORT TO NIGERIAN SMALL ENTREPRENEURS

THE PROJECT
Strengthen the Capacities of Entrepreneurs
In Nigeria, small and medium enterprises employ nearly 75% of the urban labor force. In order to support and strengthen the entrepreneurs in their capacities, the SME-DN Center was created in 2010 in Egi in the Niger Delta. IECD has accompanied the center on the educational level since 2011, therefore transferring its expertise to the trainers.

MAIN ACTIONS IN 2012
> Support Entrepreneurs
In 2012, 60 entrepreneurs participated in management trainings. They also received regular support at their workplace. This follow-up, which contributes to ensure the proper use of tools, promotes the dissemination of an entrepreneurial culture. Quickly, trainees begin to streamline their accounting and management, and to formalize their organization.

> Become a Venue for Local Entrepreneurs
IECD has strengthened the SME-DN Center’s services. In 2013, a Club of Entrepreneurs will open and dedicated trainings will be offered to project holders.

This project is supported by Total E&P Nigeria.

SECTOR:
SUPPORT TO SMALL ENTERPRISES
Beneficiaries in 2012:
- 60 entrepreneurs, 5 trainers
Location:
- Egi
Local Partner:
- Small and Medium Enterprise – Development Network (SME-DN)

Expenditures: 77%
2012-2013 Budget: €130,000
Private Funds: 100%
Democratic Republic of Congo

- In the Democratic Republic of Congo (DRC) since 1991
- 4 projects
- 2 local partners
- Operating budget: €472,000

THE CONTEXT

Undervalued Agricultural Potential

The agricultural potential of the DRC is largely untapped and the majority of the rural population lives on less than one dollar a day. This situation is aggravated by the lack of training for young people, many of whom do not complete primary school.

THE GOAL OF THE PROJECT

Enhance the Employability of Rural Youth

In October 2012, IECD and CECFOR opened the first Family Farm Schools (FFS) in the Bas-Congo region. Their mission is to train young people from 13 to 20 years old to rural jobs. The goal is to give them the tools they need to build a sustainable future within their community.

MAIN ACTIONS IN 2012

> Launch the Project

2012 was devoted to the launch of the project. A team of four people was recruited and three of the identified villages decided to open a FFS. In July, a campaign was launched in local communities to promote the FFS training. In September, classes and parents’ committees responsible for the management of schools were established.

> Strengthen the Capacities of Trainers

Six trainers were recruited by the FFS associations to conduct courses. They took a program of continuous training in cooperative teaching.

> Give Students a Cooperative Education

Three FFS opened their doors in September 2012. They welcomed 50 unschooled young people, 50% of whom are girls. During three years, they are trained in agriculture, breeding and crafts, but also in rural enterprise management.

> Focus on Practice

The FFS offer a cooperative training. Each cycle lasts four weeks and includes three phases: empirical observation of agricultural reality, theoretical and practical training in the classroom and application in the family farm. At each step, the trainers accompany the students in their analysis and reflection. They also encourage them to develop a personal income-generating activity.
SUPPORT TO CONGOLESE SMALL ENTREPRENEURS

THE CONTEXT
Start a Business to Improve Living Conditions
In the DRC, creating a small enterprise is a way out of poverty and has helped many people deal with crises in recent decades. But the lack of management skills often prevents these small entrepreneurs, craftsmen and merchants to sustain their business.

THE GOAL OF THE PROJECT
Train Small Entrepreneurs to Increase their Activity
IECD and DRC Enterprises Development (RDCED) train and accompany entrepreneurs and those who wish to start their own business. The goal is to give them the tools to build a sustainable activity and permanently improve their living conditions.

MAIN ACTIONS IN 2012
> Train Entrepreneurs
In 2012, 154 entrepreneurs were trained in the basics of management, and 70 projects holders participated in a special training session, during which they were taught how to draft a business plan.

> Support Entrepreneurs on a Daily Basis
In 2012, 98% of participants received five follow-up visits during their training. Trainers can thus ensure the good use of the tools and help entrepreneurs structure the development of their business.

> Strengthen the Skills of Entrepreneurs
Those who have completed the initial training can join the Club of Entrepreneurs, where they receive dedicated services. In 2012, 59 participated in the training sessions in computer skills, marketing, management and accounting/finance.

> Promote the Sustainability of the Program
In 2012, IECD initiated the creation of RDCED, the local association in charge of the implementation of the program. It also proposed paying services to financial institutions (Advans Bank, KfW), public agencies (French Office for Immigration and Integration) and local associations (War Child, Support Congo). A total of 93 additional small entrepreneurs were trained and received personal support.

SECTOR: SUPPORT TO SMALL ENTERPRISES
Beneficiaries in 2012: 440 entrepreneurs
Location: Kinshasa (Masina and Kasa Vubu)
Local Partner: DRC Enterprises Development (RDCED)
Project Start: 2010

ENTREPRISES DEVELOPMENT NETWORK
In 2012, IECD and the three associations which implement the Support to Small Enterprises program in Africa created the Enterprises Development Network. Thus, they will be able to pool their expertise and share best practices. They will also contribute to national and international economic policies.
WHAT IS SICKLE-CELL DISEASE?

Sickle-cell disease is a genetic blood disorder. In patients, red blood cells are deformed: they lock into the vessels, causing painful crises and high susceptibility to infection. A neonatal diagnosis, early treatment delivery and patient monitoring allow a 50% decrease in mortality.

THE CONTEXT

Sickle-Cell Anemia, a Stigmatized Genetic Disease

Today, 20 to 30% of Congolese are healthy carriers of the sickle-cell gene and each year 50,000 new cases are identified. Due to poor medical care and social exclusion, 50 to 75% of them die before they are five years old.

THE GOAL OF THE PROJECT

Improve the Care of Patients

In 2006, IECD and CECFOR created the Sickle-Cell Disease Support, Training and Watch Platform (PAFOVED). It aims to improve the care of patients and allows them to better integrate in the Congolese society.

MAIN ACTIONS IN 2012

> Generalize the Treatment of Patients

In 2012, PAFOVED completed over 12,000 neonatal diagnoses and followed directly 701 patients. It also strengthened its advocacy with the Ministry of Health to put the sickle-cell disease in the protocol of basic health.

> Train Health Care Personnel

PAFOVED also organized 11 training sessions. These courses, which provide coaching in the workplace, allowed 241 doctors, nurses and lab technicians to acquire the necessary tools to diagnose the disease and better care for patients and their families.

> Raise Awareness Among the Population

PAFOVED fights against stigma attached to the disease. In 2012, it led actions in communities, schools and enterprises. Nearly 19,000 people were sensitized directly.

> Increase Economic Integration of Sickle-Cell Disease Patients

PAFOVED, in partnership with DRC Enterprises Development, trained 35 patients and their families to develop income-generating activities. Thus, they will be able to become independent, finance medical care and improve their living conditions.
THE CONTEXT

The Lack of Hygiene, Cause of Death
Infectious diseases are a leading cause of death in the Democratic Republic of Congo. Their spread is facilitated by the non-compliance with basic hygiene, such as washing hands.

THE GOAL OF THE PROJECT

Promote Preventive Health Care
In 2008, IECD and CECFOR created the Good Hygiene Practices Promotion Unit (CEPPHY) to conduct training activities. The objective is to raise awareness on health risks associated with poor hygiene and promote effective preventive health measures.

MAIN ACTIONS IN 2012

> Promote Hospital Hygiene
In 2012, CEPPHY trained 461 doctors, nurses and janitors. In order to encourage the assimilation of good hygiene practices, it uses the training-action methodology. In addition to classroom sessions, health personnel are accompanied at their workplace. They can thus adapt the tools to their own professional context.

> Create a Sustainable Dynamic
The establishment of health committees is encouraged within partner organizations. They play a key role in maintaining good practices in the long run. In 2012, CEPPHY attended meetings of 10 committees in order to assist them in their monitoring role.

> Assess the Partner Organizations
CEPPHY evaluates hospitals where it operates. Assessments were conducted in 2012 and showed that six months after the training the staff masters the protocols and the general level of hygiene had improved. A decrease in nosocomial infections was also noted.

> Strengthen the Capacities of CEPPHY
Today, CEPPHY is the referent structure for hospital hygiene in the DRC. However, it is committed to a continuous improvement policy. In 2012, a trainer was sent to France to take the degree of Hospital Hygiene at Toulouse hospital.

SECTOR:

ACCESS TO EDUCATION & HEALTH CARE

Beneficiaries in 2012:
461 hospital staff, 632 nursing students, 10,892 pupils

Location:
Kinshasa, Bas Congo and Lubumbashi

Local Partner:
CECFOR

Project Start: 2008

2008–2012 Budget: €729,000
Expenditures: 100%

79% Public Funds
21% Private Funds

21% Public Funds:
EU-AFD
Facing a chronic political instability and deep economic crisis, Madagascar is one of the poorest countries in the world, ranking 151st out of 187 in the Human Development Index (UNDP, 2012). Today, 77% of households live below the poverty line, compared to 69% in 2005. This depletion leads some families to withdraw their children from school: they would be 1.5 million to leave school, due to the lack of financial resources. Ultimately, it is the sustainable integration of these young people in the labor market that will be penalized. This is why IECD has made education and training priority areas of its work in Madagascar.
3 questions to
Olivier Razafimandimby

Why did you want to participate in the CERES program?
Because I love school! I was in sixth grade when I heard about the program. I immediately wanted to participate, because my parents are farmers and cannot help me in my studies. For four years, after class, I went to the Nasandratrony center. With the other CERES students, we received weekly 10 hours of remedial courses. It allowed me to become one of the best in my class and the first in my family to graduate from junior school!

How is the preparatory year going?
I am very happy! This year, we have reviewed the entire program of the junior school. We study Malagasy and French, but also mathematics and science. For me, it’s really useful! Especially as we are only 20 per class, our teachers take the time to answer our questions or help us when we do not understand. In addition to classes, I did an internship in a company and I even participated in the speaking competition which takes place every year. Today, I am much more comfortable in speaking!

What has the preparatory year brought you so far?
What I like is that we are given the tools to learn by ourselves. Our teachers tell us that the most important is to understand. A code is used to review our lessons: we put a “❤” to what needs to be learned by heart, a “✚” before concepts and examples that must be understood and a “★” before the examples. It’s very simple, but it helps me to remember my lessons. Thanks to the preparatory year, I am confident in the future: if I pass the high school entrance examination, I can surely fulfill my dream and become a doctor!

Olivier Razafimandimby
is a student of the preparatory year of CERES program. During a year, the disadvantaged and deserving junior school graduates prepare the entrance exam for high school. Olivier who is 15 years old comes from the rural town of Nasandratrony, near Fianarantsoa.

2012 KEY DATA

- Madagascar
- 5 active projects:
  - 2 Vocational Training and Professional Integration projects
  - 3 Access to Education and Health Care for Vulnerable Persons projects
- Operating budget: €1.5 million
- 5 local partners
- 8 employees
**THE CENTERS FOR EDUCATION AND REMEDIAL COURSES (CERES)**

**THE PROJECT**

**Encourage the Education of the Rural Youth**

In Madagascar, only 1% of junior school rural students make it to the baccalaureate. The causes are diverse: lack of teaching materials, a boom in the number of students, distance of the training centers, and precarious living conditions. Since 2006, IECD and PROMES have opened six Centers for Education and Remedial Courses (CERES) associated to nine junior schools of the rural outskirts of Fianarantsoa. They accompany students throughout their education and strengthen the capacities of educational institutions. Since 2010, the preparatory year has prepared the most deserving students for high school.

**MAIN ACTIONS IN 2012**

> Facilitate the Access of the Underprivileged to Junior School

This year, the 12 boarding schools run by the CERES program accommodated 360 students living in several hours walk from the school; and 5,000 junior school students received a canteen during the 3-month hunger gap. The program also contributed to build up the capacities of partner schools, by training the teachers and building new classrooms.

> Strengthen the Level of Junior School Students

In 2012, 480 students enrolled the six CERES centers. They received comprehensive support that allowed them to achieve educational and personal fulfillment. In particular, they received a 10 hour per week support. On average, their scores were 45% higher than those of the other students.

> Prepare the Students for High School

The CERES preparatory year welcomed 87 students, selected on merit and motivation to prepare for high school entrance examination. During a year, teachers focus on language classes (official Malagasy, French) and basic knowledge. The 54 students of the 2010-2011 Promotion were all admitted in the top three schools of Fianarantsoa.

> Support the CERES High School Students

The students received personalized support throughout the year. This support contributed to their success: 95% of those who entered high school in 2011 moved to the next grade.

**SECTOR:**
**ACCESS TO EDUCATION & HEALTH CARE**

Beneficiaries in 2012: 5,000 pupils, 140 teachers, 45 educators

Location: Rural region of High Matsiatra – City of Fianarantsoa

Local Partner: PROMES (Association for Economic and Social Advancement)

Project Start: 2006

2010-2014 Budget: €5,286,812
Expenditures: 73%

**Private Funds**

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

**SECTOR:**
**ACCESS TO EDUCATION & HEALTH CARE**

The institute based in Antananarivo has led during the past 50 years research on Malagasy medicinal plants. It develops medicine from active ingredients of natural origin and makes them available to the public at affordable prices. In November 2012, the IMRA was recognized as a charity foundation.

Project Start: 1989

2012 Expenditures: €29,098
THE PROJECT
Promote the Employability of the Unschooled Youth

Fianarantsoa is one of the poorest cities in Madagascar. Without access to education, many young underprivileged are hit by unemployment. This is why IECD and St. François-Xavier Junior School launched a hospitality school project in 2012. The school will open its doors in September 2013; ultimately, it will enable 104 young boys and girls per year to fit into the dynamics of tourism of the country.

MAIN ACTIONS IN 2012

> Acquire Professional Skills

A former training center, located in a Malagasy house, was chosen to host the school. While rehabilitation and construction works began in July, the training standards were developed with the support of public authorities, experts, teachers and local professionals. During two years, the students will be trained in accommodation, service and cuisine. They will practice in real conditions in the hotel and restaurant open to the public. They will also do a six-month internship.

> Strengthen the Capacities of the Poorest

In 2012, 110 families participated in a training cycle on home economics, nutrition, hygiene and the creation of income-generating activities. They were able to acquire practical tools for improving their living conditions.

> Improve Vocational Training at the National Level

IECD worked with the Ministries of Tourism and Vocational Training to develop a national strategy for skills development in hospitality industry. In 2013, common standards will be used in pilot schools.

SECTOR: TRAINING & PROFESSIONAL INTEGRATION
Beneficiaries in 2012: 110 families
Location: Fianarantsoa
Local Partner: St. François-Xavier Junior School
Project Start: 2012

2012–2015 Budget: €698,000
Expenditures: 29%

Private Funds
Public Funds: AFD

50% 50%

REINTEGRATION OF YOUNG ADULTS THROUGH HANDCRAFT TRAINING

In Madagascar, many young people leave the poor and insecure rural areas 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 the social and professional reintegration of these people. In 2012, 65 persons enrolled the training. During one year, they were trained in handicraft. As practice is strongly emphasized, the placement rate of the trainees is high. Besides, the center of craft production (CCP) sells products made by students, and sales revenues are used to finance training. In 2012, the CCP continued the work of restructuring and marketing initiated last year. This strategy has paid off: the CCP is now profitable and covers part of the cost of the training center. For the rest, funding is provided by a local partner.

SECTOR: TRAINING & PROFESSIONAL INTEGRATION
Beneficiaries in 2012: 65 young adults
Local Partner: ASA (Association for the Homeless)

2008–2012 Budget: €776,187
Expenditures: 100%

Private Funds
Public Funds: MAEE-AFD

49% 51%

THE MEDICAL AND SURGICAL CENTER OF SAINT-DAMIEN

In the Ambanja region, the medical and surgical center of St Damien offers to the most vulnerable quality care in general medicine, surgery, dentistry and ophthalmology. In 2012, the hospital continued its work on institutional and financial strengthening.

SECTOR: ACCESS TO EDUCATION & HEALTH CARE
Project Start: 1987
2012 Expenditures: €21,938
In the Near East and North Africa, the working population is expected to reach 185 million people in 2020, and around 100 million jobs will need to be created to absorb the influx of the youth in the labor market. The International Labor Organization estimates that in the coming years, the Near East will be the most affected region by the unemployment of the young people under 25. Therefore, IECD has worked primarily on the training and professional integration of the youth and young adults, as well as on the support to small enterprises. By developing qualifying trainings and supporting business development, it aims to create conditions for a better future. Access to education and health care for vulnerable persons is the other part of IECD’s action in the region.
Why is teachers’ training important?

It is a major educational issue, especially in vocational training programs. Generally, it is essential that a teacher is technically up to date, because it affects the level of students and their future employability. In a project like Seeds of Hope, it is also important that teachers assimilate a new training standard, based on innovative teaching methods.

How is the training organized?

Every other Saturday, we organize a training session on a given subject, which usually involves several electrotechnical applications. Each session lasts between 5 and 6 hours, and 95% of the training is devoted to practice. The trainer gives participants the necessary materials and tools, so they can make the full system by themselves. Our approach is based on an inductive and skills approach. We consider that the trainees should experience a subject by themselves to really master it. On the other hand, we want them to know all the aspects, as it is required in the industry.

What does this training bring to the teachers?

It allows them to train in the latest techniques of a sector that is constantly evolving. Mostly, we give them the tools to help their students more effectively. These young people were often failing at school; and today they develop skills valued by companies. Not only will they find a stable job, but they will also have the necessary knowledge to progress throughout their career. For teachers, it’s very motivating!

2012 KEY DATA

- Lebanon, Syria, Iraqi Kurdistan, Palestinian Territories
- 17 active projects:
  - 8 Vocational Training & Professional Integration projects
  - 6 Support to Small Enterprises projects
  - 3 Access to Education and Health Care for Vulnerable Persons projects
- Operating budget: €2 million
- 34 local partners
- 33 employees
The Projet

Enhance the Employability of Students

In Lebanon, technical education is depreciated. Indeed, trainings are too theoretical and do not meet the skills needs of companies looking for qualified technicians. This is why IECD and its partners launched in 2007 the Seeds of Hope project to update the training in electrotechnics, meet the needs of enterprises, and enhance the employability of young people. Today, 9 high schools prepare students for the new technical degree recognized in 2010 by the Lebanese Ministry of Education.

Main Actions in 2012

> Train Students for Careers in Electricity

In 2012, 672 students were trained in electrotechnical applications (tertiary electricity, industrial electricity, elevators, maintenance and energy efficiency). Through a comprehensive approach, based on real-life practice, they acquire the skills required by companies.

> Train Teachers

In 2012, 33 courses were organized. 99 teachers were trained in competency-based pedagogy by the inspectors of the French Ministry of Education; technical trainings were conducted by ISAE CNAM-Lebanon, the National Teaching Institute for Technical Education (IPNET) and local companies.

> Encourage the Placement of Students

In May, 18 companies participated in the Forum of Industrial Careers, organized with the Ministry of Industry to promote vocational training to 850 young people. In addition, 60 organizations have welcomed interns. For some, the internship was followed by a promise of employment.

Expanding the Seeds of Hope Program

Based on the good results of the methodology used in Lebanon and the findings of feasibility studies, IECD decided to expand the Seeds of Hope program. From 2013, projects will be launched in Egypt, Nigeria and Morocco, where the electricity industry provides employment opportunities. The program aims to link unemployed young people and companies seeking skills.

This project was developed in partnership with Schneider Electric.
In addition to the Seeds of Hope project, IECD and its partners launched in November a project for professional integration. Eventually, employment offices will be opened in five technical schools to encourage the youth’s access to the labor market. Moreover, specific support will be offered to vulnerable people through the employment office of the Arcenciel association. Finally, entrepreneurs and project holders will benefit from a support, whose aim is to stimulate local activity.

**SECTOR:**
TRAINING & PROFESSIONAL INTEGRATION

Local Partners:
Semeurs d’Avenir, Arcenciel

Project Start: 2012
2012–2015 Budget: €990,000

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**GUIDANCE, EMPLOYMENT AND TRAINING (GET)**
FOR THE YOUTH AND VULNERABLE PERSONS

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**THE PROJECT**
Give Entrepreneurs the Means to Expand their Activity

Today, the economy of Northern Lebanon is based on local small entrepreneurs who sometimes lack management skills. Since 2008, IECD has organized trainings to help them develop their business. Ultimately, the goal is to improve their living conditions and foster job creation.

**MAIN ACTIONS IN 2012**

> **Support Local Economic Initiative**

In 2012, 76 entrepreneurs attended management trainings organized by IECD. During and after the sessions, trainers visited the participants at their workplace to ensure the mastering of the tools and support the structuring process of their business. Besides, in response to a strong demand – especially in rural areas – IECD started training in business creation. In 2012, 18 project holders attended the course.

> **Extend the Skills of Entrepreneurs**

The Management and Services Center in Tripoli opened its Club of Entrepreneurs. 45 graduates from the initial degree attended specialized trainings (accounting, online marketing, business plan), and 74 participated in thematic evenings.

> **Sustain the Project**

IECD supported the creation of the Lebanese association Semeurs d’avenir that will be responsible for managing the project by the end of 2014. Partnerships were also signed with local and international organizations to strengthen the economic model of the center.

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**SUPPORT TO SMALL FARMERS IN SOUTHERN LEBANON**

Since 2010, IECD and its partners have trained beekeepers and aromatic herbs growers in Southern Lebanon to help them improve their living conditions. Oregano growers from four villages participated in the two-year training program. Accompanied on the technical level, they took advantage of new opportunities and increased their income. More than 100 beekeepers were also trained in good practices. Emphasis was put on the fight against varroa and American foulbrood. Following the training, they were able to significantly increase their output and income. Finally, the project contributed to strengthen the skills in accounting, management, marketing and sales of five partner cooperatives.

**SECTOR:**
SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2012: 96 farmers

Location:
Cazas de Bint Jbeil, Marjayoun, Tyr, villages of Rmeich, Toulina, Kabrikha, Aynata and Al Tyri

Local Partners:
Rural Development Association (ADR), Istituto per la Cooperazione Universitaria (ICU Lebanon)

Project Start: 2010

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**2009–2013 Budget:** €518,628
Expenditures: 57%

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**2010–2012 Budget:** €240,000
Expenditures: 100%
THE PROJECT
Help Children with Special Educational Needs Reach their Potential
In the region of Saida, nearly 4,000 children have learning disorders, behavioral disability or mild mental retardation. Since 2007, IECD and Foyer de la Providence have worked together to help these children build a future for themselves. By providing the most vulnerable a suitable education, Mosaik School brings them to autonomy; and Trait d’Union Center contributes to a better school integration of students with mild disabilities.

MAIN ACTIONS IN 2012

> Strengthen the Capacities of Mosaik Specialized School
30 educators, psychologists, physical and speech therapists were trained by the French Institute for Disability and Adapted Education (INS HEA) and Lebanese experts. The courses are tailored to meet the specific needs of the 75 children. With six students per class, teachers use educational tools that foster awareness and learning.

> Encourage Appropriate Teaching
In addition to the monitoring of children, Trait d’Union Center accompanied 39 teachers to adjust their courses to the needs of students with mild learning difficulties; and 68 teachers of five partner schools enrolled the annual training cycle that began in September. Among these schools, one opened a specialized class.

> Educate the Public about Learning Disabilities
In 2012, brochures on dyslexia and dyspraxia as well as a short film were made to promote the activities of Mosaik and Trait d’Union Center to the general public.

SCHOOL INTEGRATION OF CHILDREN AND YOUNG REFUGEES

THE PROJECT
Give the Youngest the Means to Build a Future
Since the war in 2003, about 1,000 Iraqi families have settled in northeast of Beirut. In 2012, they were joined by thousands of Syrian families fleeing violence in their country. For all of them, the living conditions are very difficult. Janah Center opened in 2006 to fight against school failure of the young refugees and support them in order to be better integrated in the Lebanese society. Most of them have been traumatized by violence, have had to adapt to a new system taught in English, and have often been downgraded several levels. Half of them dropped out of school and now work to help their parents.

MAIN ACTIONS IN 2012

> Enhance the School Level
During the 2012 school year, 130 children enrolled the center and almost all of them passed to the next grade. Since school resumed in September, Syrian children, along with Iraqi students, have also been taken care of. Four times a week, eight teachers give them remedial courses. They focus on English, which is one of the languages of teaching in Lebanon.

> Promote the Personal Development of Children
Every Friday, recreational and psychosocial activities are organized for children, so they can express their emotions, channel their aggression and regain self-confidence. Those who are traumatized or have specific problems – about 40 in total – are supported by a psychologist.

> Strengthen Links with Parents
A committee of parents was created to better involve families in the educational project and in the center’s activities. The most vulnerable were accompanied by a social worker.
THE CONTEXT
Young People in Extreme Distress

Many internally-displaced persons have moved to the suburbs of Damascus to escape violence. Teenagers have coped with the full force of this tragic situation: isolated and without access to education, they lose all hope for the future.

THE GOAL OF THE PROJECT
Provide a Place and Training to Young Refugees and Displaced Persons

In 2008 and 2012, IECD opened two vocational training centers on the outskirts of Damascus. Many displaced young Syrians now enroll these centers that first welcomed unschooled refugees. In these places, they can once again express themselves, build relationships and further their personal development. They also have the opportunity to gain valuable skills, by which they project themselves into a future career.

MAIN ACTIONS IN 2012
> Allow Young People to Build Up Themselves

In 2012, the two centers welcomed 526 young people to whom they provided a stable place to live. To enable them to verbalize their experiences and help them rebuild up themselves, discussion groups were organized, as well as personal development activities. In 2013, hot meals will be offered to the students who all live in very difficult conditions.

> Enable Students to Develop Valuable Skills

The students were trained in secretariat and electricity. They were also able to develop computer and English skills. Each course was organized in 2 to 6 month modules and focused on practice in order to meet the current and future needs of local artisans and professionals. In addition, assistance training to the elderly or sick person was developed, as these skills are increasingly needed in Syria.

SUPPORT TO SMALL ENTREPRENEURS

In 2009, IECD and Business Innovation Development Center (BIDC) opened in Deir Ez-Zor a Management and Service Center. In the first half of 2012, the center organized five courses in the basics of management, business creation and computer accounting. As long as the necessary conditions were met, 89 entrepreneurs and project holders were trained and supported. After the dramatic deterioration of the local situation, activities were suspended in the summer.
THE PROJECT

Improve the Care of Children and Teenagers with Disabilities

Prior to 2011, the number of people with disabilities in Syria was estimated at more than 500,000. Today, their needs are very important, but the current crisis makes even more difficult the work of professionals. Since 2009, IECD has led with Syrian associations a project to improve the care of children and adolescents who suffer from cerebral palsy, mental retardation or other disabilities.

MAIN ACTIONS IN 2012

> Support the Care Centers

In Homs and Aleppo, IECD provided a technical and financial support to partner organizations which continue to offer quality care to disabled children.

> Train the Trainers

In 2012, 34 professionals from 15 associations of Homs and Aleppo participated in the program of specialization. They did short internships in one of the five Lebanese partner institutions. Therefore, they strengthened their skills in specialties which are still not developed in Syria (orthopedics, occupational therapy, respiratory physiotherapy).

> Promote the Sustainability of Good Practices

These professionals provide a pool of trainers and participate in the creation of a national network for continuous training. Eventually, they are intended to convey their knowledge to their Syrian counterparts.

TRAINING FOR NURSING STAFF

THE PROJECT

Give Nurses the Means to Improve the Quality of Health Care

Under the impact of rural depopulation, population growth and – in 2012 – the influx of refugees and internally displaced persons, the care demand rose sharply in Damascus. Poorly trained, hospital staff struggles to handle the situation, which affects the care of patients. Since 2008, IECD has worked to strengthen the skills of nurses to improve the quality of care.

MAIN ACTIONS IN 2012

> Train Nurses in Good Hospital Practices

In early 2012, 84 nurses, mostly women, were trained in good hospital practices (hygiene, relationships with patients, treatment protocols). They were also supported in their practice, directly at their workplace. The goal is to ensure the permanent ownership of protocols by caregivers.

> Train the Trainers in Nursing Care

Since 2011, IECD has led a unique training program for trainers in nursing care to improve the quality of initial training provided in the Syrian nursing schools. In 2012, a dozen trainers from Damascus, Homs and Sweida attended the course. The session will be completed in summer 2013, and the degree will be validated by Sainte-Anne Hospital Center in Paris.
Iraqi Kurdistan

- In Iraqi Kurdistan since 2009
- 1 project
- 4 local partners
- Operating budget: €183,000

THE CONTEXT
A Region with High Agricultural Potential

Once the breadbasket of Iraq, Kurdistan has suffered from an unstructured agricultural sector since the 1960s. Local agriculture barely copes with competition from imported products, while the region is still absorbing many internally-displaced persons. In 2012, it also had to deal with the influx of Syrian refugees.

THE GOAL OF THE PROJECT
Support Rural Development

Since 2008, IECD has led a rural development project in the north of the country. The objective is to promote the sustainable growth of promising agricultural sectors. Today, IECD and its partners focus on fruits and vegetables production, providing the means for rural entrepreneurs or collective structures to build the entire value chain - from production to sales.

MAIN ACTIONS IN 2012

> Support the Structuring of the Fruit-Farming Sector

In 2012, 50 fruits growers received technical trainings. They were trained in tree-cutting and disease prevention. As a result, they were able to improve their production both quantitatively and qualitatively, and their profits were up about 29%.

> Improve Vegetables Production

15 farmers received individual support. The experimental crops (strawberries, greenhouse crops) launched in 2011 were extended because they yielded significant revenue. New crops of sunflower, potato and alfalfa were introduced.

> Encourage the Creation of Income-Generating Activities

In 2012, 220 villagers were trained in gardening and poultry farming. These activities helped each family generate a €100 indirect monthly income and increase the consumption of eggs, fruits and vegetables.

> Provide Agricultural Services

The tractor rental service at cost was maintained. It allowed ten farmers to cultivate 200 square kilometers of additional plots.

> Build Links with Public Actors in Agriculture

A partnership was built with the Directorate of Agriculture of Dohuk to strengthen the capacities of its agricultural and veterinary services. In addition, training in good beekeeping practices involving 115 industry representatives was held at the College of Agriculture.

SECTOR:
SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2012:
220 villagers, 115 representatives from the beekeeping industry, 57 tree growers, 50 poultry farmers, 16 farmers, 15 market gardeners

Location:
27 villages in the region of Dohuk

Local Partners:
Directorate of Agriculture, Directorate of Veterinary Services, College of Agriculture, Beekeepers Association

Project Start: 2008

2008-2014 Budget: €1,300,000
Expenditures: 69%
**Palestinian Territories**

- In the Palestinian Territories since 2007
- 3 projects
- 3 local partners
- Operating budget: €332,000

---

**THE AL AZARIEH EDUCATION CENTER**

**THE CONTEXT**

**Education System That Lacks Resources**

In Al Azarieh on the outskirts of Jerusalem, the number of young people who fail to succeed at school has increased. The education system does not manage to support them, because schools lack resources and teachers are inadequately trained. Additionally, there is no space where children and teenagers can achieve personal fulfillment.

**THE GOAL OF THE PROJECT**

**Build the Conditions for a Sustainable Future**

Since January 2012, IECD and association Apprentis d’Auteuil have conducted in Al Azarieh a comprehensive educational program designed to support young people with learning difficulties and to provide them a framework in which they can enhance their grade level, reach their potential and build a better future. By 2015, 900 children and teenagers aged 6 to 18 will enroll the education center.

**MAIN ACTIONS IN 2012**

- **Launch the Activities of the Education Center**
  
  In 2012, a team of three teachers and three educators were recruited and trained. A traditional house was also identified to host the education center. Rehabilitation works will begin in 2013 and until then the activities take place in a partner school.

- **Support Young People in Need**
  
  In Al Azarieh, students with learning difficulties receive no support that would allow them to catch up. This is why the center offers remedial courses (Arabic, mathematics). In 2012, 64 young people were accompanied by qualified teachers.

- **Create a Place of Recreation for Children**
  
  The center aims to address the lack of cultural and recreational space in Al Azarieh. In July, a summer camp was organized and accommodated 111 children. Since September, 43 young people participated in sport, music and art activities.

- **Support Teachers**
  
  Finally, the center provides training for the local teachers to promote innovative educational methods, such as an interactive pedagogy. The first sessions will be held in 2013, in partnership with the Palestinian Ministry of Education.
THE PROJECT

Give Entrepreneurs the Tools to Build their Business

In the Palestinian Territories, where unemployment affects a large number of the working population, informal businesses are the engine of job creation. Therefore, IECD launched in 2011 a project to support small entrepreneurs to strengthen their management skills, develop their activity and improve their living conditions.

MAIN ACTIONS IN 2012

> Support Entrepreneurs

In 2012, 155 people attended the management trainings organized by IECD. During and after the sessions, trainers went to the entrepreneurs’ workplace to assist them in adapting the tools and developing an entrepreneurial approach. In addition, to encourage local economic initiative, a pilot training in business creation was organized, and 25 graduates of Al Quds University participated.

> Create a Network of Entrepreneurs

82 people registered to the Club of Entrepreneurs that opened in 2012. For them, it was an opportunity to get involved in a network of entrepreneurs, meet potential investors and receive advice from a coach.

WHAT IS THE MANAGEMENT AND SERVICES CENTER (MSC)?

The MSC is a venue where small entrepreneurs and project holders can come and receive trainings and services. It provides them training in the basics of management. The graduates of the initial degree can join the Club of Entrepreneurs, where they can attend specialized trainings, participate in thematic evenings and have access to computer and library resources. Some also receive personalized coaching.

SECTOR: SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2012: 228 entrepreneurs, craftsmen and tradesmen

Location: Al Aizarieh

Local Partner: Al Aizarieh Municipality

Project Start: 2011

Expenditures: 100%

2011-2012 Budget: €180,000

Private Funds

Public Funds: EU

SECTOR: SUPPORT TO SMALL ENTERPRISES

Beneficiaries in 2012: 53 women, 1,000 indirect beneficiaries (families, suppliers)

Local Partner: Al Aizarieh Cooperative for Rural Development

Project Start: 2011

Expenditures: 100%

2009-2012 Budget: €370,000

Private Funds

Public Funds: EU-AFD

In Al Aizarieh, the situation has been difficult since the construction of the separation wall in 2004. Therefore, IECD opened in 2010 a craft cooperative, run by women. It produces natural food products, but also linen, embroidery articles and professional uniforms. In 2012, the products range was expanded and the organization strengthened (production, management, quality). Today, items are sold to hotels, restaurants, hospitals and companies, but also at fairs, exhibitions and on the local market. They are also available in the new coffee shop by the tomb of Lazarus. With a turnover of €25,000, the cooperative is autonomous, and its members receive a monthly income.
With a growth rate of 5.3% in 2012, Southeast Asia remains one of the world’s most dynamic regions. If this vitality has drastically reduced poverty in recent decades, it has also created new challenges, such as the sharp rise in inequality. Even today, the mountain minorities in Thailand and rural population in Vietnam live in very precarious conditions, with a lack of access to basic public services. IECD has therefore put vocational training at the heart of its intervention in the region in order to promote equality of opportunity and socio-economic integration of these disadvantaged young people.
3 questions to Lalita Yasakul

Why are companies important for the Mae Sot hospitality school?
Because they are the future employers of our students! In Thailand, the training is very theoretical and away from reality. We focus on the acquisition of skills and behaviors. As we operate in a sector that is constantly changing, we organize roundtables with local hospitality professionals. By involving them in our reflection, they help us adapt our training to their real needs.

How do the professionals contribute to the project?
Mainly, we ask them to provide internships that are mandatory for our 2nd-year students. For these young people from rural families, it is an important step. It allows them to discover the reality of their future job, but also to refine their career plans. When they enter the school, they all want to work as a cook; during the internship, they find out about other jobs, such as service, reception or housekeeping. The other part in which companies may be involved is continuous training. We regularly send them our trainers, so they can be updated on the industry developments.

Do companies contribute to the sustainability of the school?
Absolutely! If the hotel-restaurant remains a priority in our sustainability strategy, we will nevertheless develop in 2013 trainings for local staff. Our goal is to generate revenues to finance the operating costs of the school and, therefore, ensure the sustainability of this project for disadvantaged youth.

2012 KEY DATA
- Thailand, Vietnam
- 2 active projects:
  - 2 Vocational Training and Professional Integration projects
- Operating budget: €400,000
- 4 local partners
- 4 employees
Thailand

- In Thailand since 2004
- 1 project
- 1 local partner
- Operating budget: €135,000

THE CONTEXT
Poorly Integrated Mountain Population
In the region of Mae Sot, in Northwest Thailand, Karen people are among the poorest of the country. The youth leaves the area to the city hoping for a better life. Ill-trained, not fluent in Thai and unprepared for urban life, they face many difficulties there.

THE GOAL OF THE PROJECT
Promote the Integration of Highly Vulnerable Young People
In 2009, IECD and TBCAF launched in Mae Sot a comprehensive training project for disadvantaged youth. In the hospitality school which opened its doors in 2011, students acquire technical skills and general knowledge. They also develop life skills that will enable them to find a stable and valuable employment.

MAIN ACTIONS IN 2012

> Train Disadvantaged Youth for Careers in the Hospitality Industry
In 2012, the school welcomed 42 students divided into two promotions. During three years, they are trained in cuisine, service and accommodation. They also enhance their skills in Thai and English.

> Put the Students in Real-Life Situations
Since January, students have been trained under real conditions in the school's hotel and restaurant which are open to the public three days a week. They must also do internships in a work environment. For these young people, it is an opportunity to discover the reality of their future job.

> Build Links with Professionals
In September, a roundtable was organized to bring together the training team and several hotel facilities. Establishing a regular exchange with local professionals is essential because it allows the school to adjust the training to their actual needs, while promoting the placement of students for internships.

> Strengthen the School Team
The project focuses on the continuous training of the team. This year, the trainers were trained to the management of a multi-level class by a specialist. They also enhanced their skills, by doing internships (accommodation, pastry) with other professionals. Finally, the school's team was trained in the administrative and financial procedures that were put in place in early 2012.

SECTOR: TRAINING & PROFESSIONAL INTEGRATION
Beneficiaries in 2012: 42 young people aged 16 to 20
Location: Mae Sot
Local Partner: Tak Border Child Assistance Foundation (TBCAF)
Project Start: 2008

2008-2013 Budget: €1,200,000
Expenditures: 86%
100% Private Funds
THE CONTEXT
Difficult Access to College for Rural Youth
Central Vietnam is one of the poorest regions in the country. For young people from poor rural families, the lack of money and distant training centers are both barriers to access to higher education.

THE GOAL OF THE PROJECT
Enhance the Employability of Rural Youth
In 2010, IECD and Passerelles Numériques created a training center within the University of Da Nang. The goal is to give to disadvantaged but deserving rural graduates the opportunity to train for careers in IT and find a sustainable job.

MAIN ACTIONS IN 2012
> Promote the Training in Rural Areas
For six months, the project team visited five provinces to inform high school students, organize the selection procedure and visit families. Out of 860 candidates, 60 disadvantaged young people passed both written and oral tests.

> Welcome a Third Class
In September, 120 students enrolled the center and were divided into four residences. They received a scholarship, as well as a comprehensive support on the personal and educational level. In addition, in order to provide good educational conditions, a new computer lab was equipped and the teaching team was strengthened.

> Train Students for a Sector with Employment Opportunities
During two years, students receive practical computer training (network administration, programming); they also have English classes. They can apply their knowledge during the 2-month internship they have to do. With the support of 20 partner companies which accept to hire students, the training is a stepping stone to working life. Out of the first 28 graduates, 85% found a job four months after they finished the training.

> Train Teachers
Technical and educational workshops were held to build the capacities of the teachers at the University of Da Nang. In total, more than 60 teachers attended the trainings.
THE CONTEXT
Uprooted Families
La Estrada neighborhood, northwest of Bogotá, is one of the poorest areas of the Colombian capital. In the 2000s, many families moved there to escape the dangers of the countryside. Since then, they have lived in very difficult conditions.

THE GOAL OF THE PROJECT
Empower Young Girls to Build their Own Future
Since 1998, IECD has supported Tundama school center. Located in the heart of La Estrada, 300 girls enroll the school. From kindergarten to high school, they receive a quality education and are given the tools to build a better future. In 2012, IECD provided the center with institutional support, by identifying sustainable financial partner.

MAIN ACTIONS IN 2012
> Train Young Girls for a Promising Job
In 2012, Tundama center offered general and technical education to 300 students. When they reach the age of 15, they major in one of the three proposed courses: IT, hairdressing and cosmetics, fashion and modeling. The center’s teaching is now recognized by the public agency for vocational training (SENA) as well as by Colombian companies.

> Create Bridges Between Courses
Since 2012, students have had the opportunity to choose elective courses in addition to their major. This allows them to expand their skills and reorient themselves if they wish to do so.

> Focus on Practical Training
During their studies, students are trained in real-life conditions. They can thus develop professional skills, by practicing their future profession in workshops or salons of Tundama center.

SECTOR:
TRAINING & PROFESSIONAL INTEGRATION

Beneficiaries in 2012: 300 girls aged 3 to 18
Location: Bogotá
Local Partner: Corporación Centro Tundama
Project Start: 1998
In addition to projects in emerging and developing countries, IECD has supported since its inception social, educative, academic and cultural activities in Europe. These projects are often due to the will of one or several donors who wish to allocate their funds to actual actions.

**TERRE DE CIEL PROJECT – IMPROVE THE CARE OF ELDERLY**

**Professionalize the Health and Social Sector**

TERRE de CIEL is a continuous training organization based in Marseille and certified by the Iperia (formerly the Fepem Institute of Family Employment – IFEF). Specializing in health and social sectors, it develops courses that meet the needs of professionalization and insertion of a growing industry.

**Offer a Qualifying Continuous Education to Dependency Care Professionals**

In 2006, TERRE de CIEL launched a course at Marseille Business School. This course offers continuous training in assistance to the elderly or dependent persons.

TERRE de CIEL has developed a dynamic educational approach that emphasizes personal accountability and the sense of the other. Each course offers nearly 20 hours of classes. In addition, a monthly mentoring has been developed to support students in their development.

This training is approved and co-financed by the regional employment agency.

**Support the TERRE de CIEL Training**

Each year, TERRE de CIEL receives a grant from the Walter and Germaine Mühlethaler Endowment Fund hosted by IECD. The 2011-12 cycle was worth €40,000.
In 2012, the IECD maintained a good level of activity in line with the three previous years. The 2012 operating budget amounted to €8.5 million (including €1.1 million related to exceptional projects), compared to €7.5 million in 2011 and €7.3 million in 2010.

In 2012, IECD’s action focused particularly on:

- mature programs, such as: the CERES program in Madagascar, the Family Farm Schools and the Support to Small Enterprises programs in Africa, and Seeds of Hope (vocational training in electrotechnics) in Lebanon;
- ending projects, especially in the field of vocational training in hospitality;
- new activities, mostly: the Support Program to Health Structures in Congo-Brazzaville and the vocational training project in hospitality in Fianarantsoa (Madagascar);
- significant development work, such as: the expansion of the Seeds of Hope and the Fight Against Sickle-Cell Disease in Africa programs and the deployment of activities in partnership with companies.

IECD continued to operate mostly in Sub-Saharan Africa, Madagascar and the Near East. We note the reduction in the number of projects in Syria because of the deep crisis since 2011.
Operating and communication costs remained stable, accounting for 9.1% of the total budget. The development projects (the so-called social missions) amounted to 88.6% in IECD’s overall activity in 2012 (see *The Annual Resources Allocations Statement*, page 47). These good ratios reflect IECD’s will to ensure the optimal use of the funds.

In 2013, the volume of activity should rise moderately compared to 2012 (excluding exceptional projects). The Support to Small Enterprises program will be extended to Madagascar and Vietnam, while the training activities of rural youth in Africa will be accelerated through the Family Farm Schools program. We can also emphasize, among other things, the deployment in 2013 of the Support Program to Health Structures (PASS) in Congo-Brazzaville, or new vocational training activities in electrotechnics in Egypt and Nigeria.

An excerpt from IECD’s 2012 accountancy book is presented below. The integral version of IECD’s annual financial statements is available on request.
## Figures in Euro

### ASSETS | 2012 | 2011
--- | --- | ---
Buildings | 347,376 | 347,376
Leasehold improvements | 8,420 | 5,620
Vehicles | 44,800 | 25,300
Office furnitures & fittings | 59,830 | 57,082
Depreciation | -178,510 | -151,662
Other securities holding | 600,000 | 0
Deposits and bonds | 10,673 | 10,801
**FIXED ASSETS** | **892,589** | **294,517**

### LIABILITIES & RESERVES | 2012 | 2011
--- | --- | ---
Charitable fund and reserve | 70,000 | 70,000
Retained earnings | 125,378 | 106,217
Operating surplus | 7,815 | 19,161
**TOTAL LIABILITIES** | **4,320,452** | **5,351,087**

### TRADE ACCOUNT RECEIVABLE | 2012 | 2011
--- | --- | ---
Marketable securities | 2,068,048 | 3,404,454
Reserve for investment losses | -22,727 | -39,338
Cash at bank and in hand | 656,676 | 970,532
**CASH AND CASH EQUIVALENT** | **2,701,997** | **4,335,649**

### CHARITABLE FUND | 2012 | 2011
--- | --- | ---
Expected subsidies | 614,713 | 629,379
Provision for risks | 201,317 | 187,556
**PROVISION FOR RISKS** | **201,317** | **187,556**

### RESTRICTED FUNDS | 2012 | 2011
--- | --- | ---
Restricted public funds | 203,004 | 691,599
Restricted private funds | 1,267,812 | 1,726,279
Restricted endowment funds | 2,115,377 | 2,301,559
**TOTAL LIABILITIES** | **4,320,452** | **5,351,087**

### TOTAL ASSETS | 2012 | 2011
--- | --- | ---
**TOTAL ASSETS** | **4,320,452** | **5,351,087**

---

(1) Including a provision resulting from a personal donation allocated to a project that provides care to the elderly. This provision uses specific methods of allocation. Its simplified balance sheet is available below:

### ASSETS | 2012 | 2011
--- | --- | ---
Fixed assets | 849,695 | 256,954
Receivables | 8,299 | 5,823
Cash and cash equivalent | 1,163,911 | 1,764,984
**TOTAL ASSETS** | **2,021,905** | **2,027,760**

### LIABILITIES AND RESERVES | 2012 | 2011
--- | --- | ---
Charitable funds and reserve | | |
Restricted and other funds | 2,006,697 | 2,008,235
Liabilities | 15,208 | 19,525
**TOTAL LIABILITIES** | **2,021,905** | **2,027,760**

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Figures in Euro
### Figures in Euro

#### ALLOCATION OF RESOURCES

<table>
<thead>
<tr>
<th>Year</th>
<th>Development Projects</th>
<th>%</th>
<th>Incoming Resources</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>7,590,776</td>
<td>88.6</td>
<td>5,257,220</td>
<td>68.7</td>
</tr>
<tr>
<td>2011</td>
<td>6,656,731</td>
<td>87.0</td>
<td>3,589,772</td>
<td>62.6</td>
</tr>
</tbody>
</table>

- Grants paid to the projects: 4,589,485 (2012), 4,144,554 (2011)
- Equipment purchase: 345,908 (2012), 239,913 (2011)
- Local technical assistance: 1,424,068 (2012), 1,235,071 (2011)
- Sundry project expenses: 589,774 (2012), 358,944 (2011)
- Missions and technical expertise: 498,422 (2012), 475,505 (2011)

### LEGACIES MANAGEMENT

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>34,982 (0.5)</td>
</tr>
<tr>
<td>2011</td>
<td>1,424,068 (0.5)</td>
</tr>
</tbody>
</table>

- Rental expenses: 24,701 (2012), 19,341 (2011)
- Net results on asset disposal: 0 (2012), 0 (2011)
- Other legacy costs: 44 (2012), 4 (2011)

### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>748,238 (8.7)</td>
</tr>
<tr>
<td>2011</td>
<td>694,711 (9.2)</td>
</tr>
</tbody>
</table>

- Rent, rent fees and consumables: 81,717 (2012), 59,934 (2011)
- Payroll: 542,202 (2012), 477,100 (2011)
- Fees and feasibility missions: 48,672 (2012), 95,464 (2011)
- Other costs (contributions, etc.): 32,394 (2012), 20,758 (2011)
- Depreciation: 19,588 (2012), 18,026 (2011)

### PROVISION ALLOWANCES

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>154,225 (1.8)</td>
</tr>
<tr>
<td>2011</td>
<td>226,894 (3.0)</td>
</tr>
</tbody>
</table>

### TOTAL ALLOCATION OF RESOURCES

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>8,566,444 (100)</td>
</tr>
<tr>
<td>2011</td>
<td>7,548,922 (100)</td>
</tr>
</tbody>
</table>


### 2012 Revenue by Source

- Public Institutions (e.g. EU, AFD): 26.8%
- Foundations & Associations: 5.8%
- Corporate Donations: 4.5%
- Donations & Fundraising: 48.0%

### 2012 Resources Allocations

- Development Projects: 26.8%
- Operating Expenses: 5.8%
- Legacy Management: 11.9%
- Communications & Fundraising: 0.4%
- Provision Allocations (Projects): 0.4%
- Other Income: 0.5%
FINANCIAL STATEMENTS

STATUTORY AUDITORS' REPORT ON ANNUAL FINANCIAL STATEMENTS
(Translated from French to English)

For the year ended December 31, 2012

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, 2012, 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, 2012, 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 2012 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 13, 2013

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

Jacques LE POMELLEC,
Associate technical manager
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, socioeconomic 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, sollicit any subsidy, accept any deposits, donations, legacies, etc.

IECD’s 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. elects the members of the board, approves the annual activity report presented by the President, delivers the certificate of correct record after the Treasurer presents the Accounts (previously audited and certified by the auditor), validates the budget and the strategies proposed by the Board, etc.

- **The Board of Trustees** meets four 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 legally hold responsible for the association. It prepares the ordinary and extraordinary General Meetings.

- **The Board Office** (President, Vice-President, Treasurer, and Secretary General) meets every two months, and as often as necessary. They are responsible for the follow-up of the proper implementation of the Board’s decisions.

- **The Trustees**
  - Guy Azaïs - Envoi Extraordinaire 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 Waseda Universities, Japan
  - Christian Malsch - Managing Director, SEBRO S.A
  - Annick Rascar - Head Nurse
  - Hervé Rudaux - Deputy Director, PARAVILLA S.A.S.
  - Grégoire de Saint Quentin - General Officer
  - Louis Schoepfer - Doctor
  - Marc Senoble - Chief Executive Officer, SENOBLE S.A.

- **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 three members: the Executive Director, the Deputy Executive Director, and the Finance, Administrative and HR Director.
VOCATIONAL TRAINING & PROFESSIONAL INTEGRATION

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