CONTENTS

Editorial
IECD around the world

p. 3
p. 4-5

THE IECD OVERVIEW

IECD’s identity
Principles of Action
Programs
Testimonies

p. 6
p. 7
p. 8-11
p. 7

PROJECTS BY GEOGRAPHICAL AREA

Sub-Saharan Africa
Cameroon
Nigeria
Congo-Brazzaville
Ivory Coast
Democratic Republic of Congo
Kenya

p. 15-26
p. 17-19
p. 20
p. 21
p. 22-23
p. 24-25
p. 26

Indian Ocean
Madagascar

p. 27-32
p. 27-32

Near East
Lebanon
Syria
Iraqi Kurdistan
Palestinian Territories
Egypt

p. 30-41
p. 35-38
p. 39-40
p. 41
p. 42-43
p. 44

Southeast Asia
Thailand
Vietnam

p. 45-49
p. 47
p. 48-49

Europe
France

p. 50
p. 50

FINANCIAL REPORT

2013 Financial Report
Annual accounts
Statutes & Governance

p. 51
p. 52-53
p. 54
PLANTING SEEDS FOR THE FUTURE AGAINST ALL ODDS!

In 2013, the IECD continued planting seeds for the future in an unstable, uncertain and sometimes chaotic international environment. On this difficult mission to serve beneficiaries, we relied on the unwavering commitment of our teams and local partners working in the field. We have also continued to mobilize substantial funding in order to strengthen our public and private partnerships.

In a context where much remains to be done, we have chosen to maintain our focus primarily on countries in which we have developed solid expertise and on our flagship programs, particularly those focused on the continuum between education, vocational training and employment.

With a dedicated team facing formidable challenges, we have managed to maintain significant activity in Syria. We’ve also responded to emerging needs in Lebanon and began new operations in Egypt and Nigeria in addition to launching ambitious pilot projects in zones where we traditionally operate:
- In Madagascar, with the SESAME program (Support for Higher Education and Access to a Promising Career) which facilitates access for talented and deserving graduates from disadvantaged backgrounds to higher education.
- In sub-Saharan Africa, with support for health facilities (PASS) in Congo-Brazzaville. This program will provide access to quality health care for 200,000 people by 2017.
- In Cameroon, with a project to support production and processing in the agricultural industry in partnership with a leading French industrial group.

The year 2013 was also exciting due to the successful completion of several projects the IECD has been invested in for many years. The first graduates of the Center for Education and Remedial Courses (CERES) in Madagascar received their diplomas. Another highlight, the Seeds of Hope program in Lebanon, also saw their first graduates in the field of electrotechnics.

With the combined talents of our partners, for over 25 years IECD has operated in the heart of ecosystems, deploying our expertise to plant seeds for the future. A warm thanks to all our partners!

Marie-José Nadal, President

HIGHLIGHTS FROM 2013

► 40 projects implemented in 15 countries.
► New activities launched: PASS (Support for Health Facilities Program), Congo-Brazzaville – Hospitality School «La Rizièrè» and SESAME (Support for Higher Education and Access to a Promising Career), Madagascar - GET (Employment Training Guidance), Lebanon.
► Satellite projects starting a new phase of growth: support to small and medium enterprises (SMEs) in Madagascar and Vietnam; Seeds of Hope in Morocco, Nigeria and Madagascar.
BENEFICIARIES WORLDWIDE

- 8,500 young people trained & employed
- 5,500 small entrepreneurs guided
- 25,000 school children and patients supported

SEMEURS D’AVENIR IN THE WORLD

OPERATING BUDGET BY REGION €7.5 MILLION

- NEAR EAST €2.6 MILLION (37%)
- SOUTHEAST ASIA €0.4 MILLION (6%)
- MADAGASCAR €1.4 MILLION (20%)
- EUROPE €0.1 MILLION (35%)
- SUB-SAHARAN AFRICA €2.5 MILLION

IECD IN FIGURES

- Over 25 years of experience
- 3/4 privately financed
- Present in 15 countries
- 73 employees, including 56 in the field
- 32 technical experts
- 69 local partners worldwide

Around 40,000 beneficiaries worldwide
AFRICA
- Cameroon - since 1992
- DR Congo - since 1991
- Congo-Brazzaville - since 2012
- Ivory Coast - since 1997
- Nigeria - since 1992
- Kenya - since 2005
- Morocco - since 2012

SOUTHEAST ASIA
- Thailand - since 2004
- Vietnam - since 2010

INDIAN OCEAN
- Madagascar - since 1989

NEAR EAST
- Lebanon - since 1989
- Syria - since 2000
- Iraqi Kurdistan - since 2009
- Palestinian Territories - since 2007
- Egypt - since 2012

7 INTERNATIONAL PROGRAMS
- Seeds of Hope (training program for industrial careers)
  1 300 beneficiaries: 4 projects
- Family Farm Schools (‘FFS’ training program for agricultural careers)
  1 800 beneficiaries: 3 projects
- Training program for careers in hospitality, catering & tourism
  2 000 beneficiaries: 4 projects
- Support to small businesses (support in urban areas)
  2 000 beneficiaries: 8 projects
- Educational & school reinforcement program (‘CERES’ and ‘SESAME’)
  5 300 beneficiaries
- Support for healthcare facilities program (‘PASS’)
  18 000 beneficiaries
- Sickle-Cell Disease Support, Training and Watch Platform (‘PAFOVED’)
  7 000 beneficiaries

OPERATING BUDGET BY CORE ACTIVITIES
- Vocational training & integration ▶ €3,000,000 - 17 projects
- Support to small businesses ▶ €1,700,000 - 13 projects
- Education ▶ €1,400,000 - 5 projects
- Health ▶ €900,000 - 4 projects
IECD’S IDENTITY

OUR VISION
We are entrepreneurs in human and economic development dedicated to training tomorrow’s responsible actors

Since its creation, IECD has followed the human and economic development of the countries where it operates. IECD’s actions are based on a comprehensive approach to individuals. We believe that people who are well-trained on academic, technical, social and human levels build better futures for themselves, their families, their communities as well as for society as a whole. IECD encourages young people, parents, professionals and local actors in development to take on active, responsible roles.

OUR MISSION
Building environments that allow each person to construct their future and a fairer society

IECD aspires to build favorable environments where everyone has the opportunity to reveal his/her talents. We strive to create suitable conditions that allow persons of good will to act on social, professional and institutional levels. By acquiring the necessary know-how, they will be able to improve their lives and become responsible actors in their countries. We believe such individuals will have a positive impact on society and contribute to making the world a fairer place.

THE VALUES

5 OBJECTIVES
• Give young people the means to access comprehensive training which allows them to do valuable work and sustainably integrate the labor market
• Allow small entrepreneurs and their employees to acquire the necessary tools to reinforce their activities and improve their living conditions
• Offer vulnerable people the necessary living conditions to reach their full potential
• Create new capacities for local partner actions by increasing their institutional, financial and organizational strengths
• Support for the family unit weakened by poverty, disability or exile

Additionally, IECD ensures that its projects are thoroughly and efficiently managed and will have a lasting impact on beneficiaries.

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

2 VIRTUES
• The audacity to initiate
• The patience to implement
Putting IECD’s expertise at the service of beneficiaries

For the past 25 years, IECD has developed renowned expertise in vocational training, employability, support to small businesses, access to education and healthcare for vulnerable populations. This proven experience underlies IECD’s ability to lead projects that have lasting impact on individuals, their families and local communities.

Building lasting partnerships with local players who share IECD’s vision

IECD works closely with local organizations committed to their field of intervention and recognized for their expertise and governance. These organizations participate in the implementation of projects in the field. IECD builds sustainable relationships with them and contributes to their institutional reinforcement, both financial and organizational.

Working closely with economic players

IECD promotes the involvement of companies in projects as key players in local development. Local companies permanently interact with training centers to adapt vocational education to the requirements of the labor market and to foster beneficiaries’ professional integration. Partnerships with national and international companies are sought to support projects consistent with their values, geographical location or industry. Partner companies can participate in project management or offer other kinds of support.

Acting in concert with local authorities

IECD cooperates with local authorities and public institutions on projects implemented in their territories.

While IECD’s actions accord with national policies, suggestions for evolution, particularly in the fields of health and education, are offered.

Relying on skilled expertise

IECD relies on experts to ensure each project’s relevance. They participate in program definition and content creation, sharing knowledge, training trainers, project evaluation and reinforcing the institutional capacity of local partners.

Operating responsibly and with transparency

IECD has implemented procedures to carefully plan and regularly monitor projects through technical, operational and financial (evaluation and auditing) tools to ensure their effectiveness.

REINFORCING LOCAL PARTNER CAPACITIES

PROJECT CYCLE

1. IDENTIFYING NEEDS

Opportunity and feasibility studies are conducted locally to identify human, social and economic needs.

2. DEFINING 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 businesses;
- access to education and healthcare for vulnerable populations.

3. IMPLEMENTATION

IECD either leads or supports local partners in project implementation
Experts assure programs’ financial and technical engineering.

4. IMPACT ASSESSMENT AND MONITORING

From the early stages, projects receive impact assessment and monitoring.
Once a project’s objectives are set, IECD defines accurate and measurable key impact indicators.
Parallel to these evaluation practices, feedback is systematically monitored and used.

IECD’S FINANCIAL RESOURCES

In 2013, 26% of IECD’s resources came from public funds and 74% from private funding. These figures demonstrate increasing support from philanthropic establishments, corporate foundations and non-profit organizations for IECD’s projects.
Employment: a challenge for youth

As a result of today’s global economic and labor market context in addition to a mismatch between available skills and company needs, there are over 75 million unemployed young people in the world. Many young people, both rural and urban, perform precarious, low-skilled jobs in the informal economy. Nearly 40% of the world population is currently under age 20 and the active population is steadily rising. We observe the highest unemployment or underemployment rates in regions where the percent of the working-age population is rising faster. Access to employment is, even in this context, a right. Training and professional integration of young people is an obvious priority for the future.

This is why IECD treats employment for young people as a central issue, implementing training projects that enhance young people’s employability, especially in developing countries and countries under transition.

The regional context

In sub-Saharan Africa, two-thirds of the population is under age 25. Despite a decline in the birth rate - an average of 5.5 children per woman in 2012 - large numbers of young people enter the labor market each year. Unfortunately, the weakness of today’s economy is not providing sufficient opportunities for this population, many of whom take refuge in the informal employment sector. The rural population continues to dominate but rural youth benefit less from increasing access to education and training than urban dwellers. This situation hinders development in a number of growing sectors.

The working-age population of the Near East has experienced continuous growth, with over 60% now under age 30. This population increase puts significant pressure on education and training systems, and increases the risk of social instability. In Mediterranean Arab countries, on average, only 50% of the working-age population is in the labor market and only a third holds a suitable position. Instability and conflict in certain regions multiplies the number of displaced persons who often live in very precarious situations. Developing regions bear the heaviest load of providing asylum to uprooted people (more than 81% of the refugee population).

In South-East Asia, for example, Vietnam faces the arrival of nearly one million young people into the labor market every year. Job creation and training qualified young people are two priority axes of intervention for attaining economic modernization.

In Madagascar, the living conditions of the vast majority of the population have scarcely improved, 70% live below the national poverty line. Young people are particularly affected by unemployment and job insecurity which have expanded with the economic crisis that touches over 80% of workers, especially women in rural areas.

IECD’s approach

Today’s educational systems are often too removed from professional and economic realities. This factor increases dropout rates and the devaluation of specific technical fields. The introduction of effective, practice-based training by sandwich course or workplace learning, as well as adapting and developing of curricula, increase alignment with business needs and labor market realities.

Through its various programs, IECD implements several types of training for young people – young men and women with limited education or those with unsuitable training to meet the needs of companies:

- **Initial training**
  - long-term and graduate training (e.g. Seeds of Hope Program in Lebanon);
  - long-term and qualifying training (e.g. training for careers in Thailand’s hospitality industry);
  - short-term and qualifying training (e.g. socio-professional reintegration project and technical training for Lebanese youth)

- **Continuing Education**
  - for healthcare staff (e.g. Nursing Education in Syria)
  - for teachers and educators (e.g. CERES teaching education project in Madagascar)
  - for trainers and technicians in the industry (e.g. Seeds of Hope Program in Nigeria).

IECD gives priority to existing institutions; helping them to improve their educational offerings and to strengthen them on the institutional level. When there is no suitable structure, IECD participates in the creation of a training center.
1. Rural occupations

In many sub-Saharan African countries, the majority of the population lives from the agriculture industry (53% in Cameroon, for instance). 90% of this population consists of small family farms that produce mainly food crops for both home consumption and trade. While urban development offers growing business opportunities, the percentage of agricultural imports remains high in part due to local operators' weak capacity.

Today, the agricultural business seems unattractive to rural youth who commonly lack access to training. Acquiring skills allows them to build a future in their communities and, more broadly, to stimulate local development by promoting entrepreneurship in rural areas.

Addressing these issues since 1992, IECD and its local partners have developed Family Farm Schools (FFS) in Africa.

For 3 years, young, rural dropouts aged 14 to 25, attend a combined work/training program for rural careers (agriculture, livestock farming, handicrafts, farm management). Each alternating cycle involves 3 phases: empirical observation of agricultural reality, theoretical and practical training in a classroom and application on the family farm. FFS provides students with the necessary tools to create a small farm or to develop their parents' businesses.

2. Hospitality & catering careers

After carefully evaluating needs in this sector, IECD developed training programs in the hospitality industry for young people aged 16 to 22, drop outs and those without access to secondary education which provides sustainable employment opportunities.

Hospitality industry partnerships represent a gateway for integrating renowned structures via positions students select themselves such as apprentice chef, waiter, bartender, housekeeper or reception clerk. These professional springboards offer great prospects for young people. Training is firmly rooted in practice at training hotels and restaurants and through internships. Hotel partners, such as Accor, contribute to evaluating vocational training content to continuously improve and adapt to industry requirements.

3. Electrotechnics professions

In 2007, IECD launched ‘Seeds of Hope’, a project to modernize electrotechnical training in Lebanon. This project, co-built with Schneider Electric, aims to redress the mismatch observed between existing training and business needs plus the lack of interest in this career path in the Lebanese society.

After its initial success in Lebanon, the program expanded to three countries that share similar conditions: Nigeria and Egypt in 2013 and Morocco in 2014.

This diploma-granting course in electronics is designed for young people completing secondary education, primarily those from disadvantaged backgrounds. This framework developed by this project focuses on the acquisition of skills that satisfy the needs of professionals.

After a training cycle with teachers, students learn in real conditions with didactical materials provided by partner companies. Priority is given to practice in the professional workplace (internships, apprenticeships). Setting up guidance and employment offices promotes links between young people and companies. Other actions that stimulate careers in the industry occur simultaneously. The degree opens doors for careers in industrial, residential (general electrical) and building industries.

4. Healthcare employment

IECD is also committed to developing training for healthcare professions. With experts from the industry, it designs and delivers complete, continuing education modules for nurses and disability professionals. The aim is to improve their technical skills while helping them in their everyday practice which allows them to transmit their acquired skills to others. The ultimate goal is improvement in the level of care.

5. Specific careers

IECD conducts targeted actions in response to local needs in certain countries. Specific trainings have been developed for promising local employment sectors (IT, sewing, secretarial services, crafts, building and electricity jobs). These courses, often of short-term, are intended for people with very limited access to education. They focus on practical learning in order to facilitate the acquisition of skills and to enhance students’ employability.
SUPPORT TO SMALL BUSINESSES

In Africa, Asia and the Near East, very small enterprises (which are often part of the informal economy) represent a major source of employment and wealth creation. Long ignored, they represent a financial safety net for millions of workers. These entrepreneurs start activities spontaneously despite their lack of training, especially in management, which jeopardizes their activities and limits their economic scope and human potential.

Our target: small informal entrepreneurs

The Support Program to Small Businesses is designed for male and female entrepreneurs of small businesses (up to 5 employees) or individuals wanting to launch a new activity in the craft, trade or services sectors. Such activities include: hair salons, production or repair shops and retail grocery stores.

These entrepreneurs care for their relatives, averaging 4-5 dependents. For over 2/3 of them, their small business is the only source of income for their families. Due to the informal nature of their activities, most beneficiaries have no access to the most basic welfare services, for themselves or their employees. Since 2000, IECD has implemented a training program designed to provide the necessary tools and skills to informal workers to ensure the independent development of their businesses.

Trainings tailored to their needs

A varied range of training courses meets the needs of entrepreneurs corresponding to their level and expectations. In 2013, the reputation of the 17 Management and Services Centers (MSC) attracted over 2,000 entrepreneurs to attend Basic Management Training (BMT) or Start Your Business Training (SYBT). Once training is completed, Entrepreneur Clubs allow beneficiaries to continue learning through 4 types of Specialized Training and to expand their professional and commercial networks through many organized activities such as evening discussions, fairs, etc. Often recommended by word-of-mouth, the program has a very positive image among Small and Medium Enterprises (SMEs). The number of participants has risen and its launch in Madagascar and Vietnam in 2013 offers promising perspectives.

The program aims to promote changes in attitude of the beneficiaries, so that they move from a logic of subsistence to a logic of sustainable development, thus improving living conditions and creating jobs. In 2013, 35% of them have developed sustainable savings, 70% of them believe that their living conditions have improved and their ambition to create jobs has increased. Their mentality changes with increased confidence. They consider themselves true entrepreneurs, able to plan for the future and manage their structures.

As a result of its experience, the program attracts industry partners including local authorities as well as large companies like Bel, Total and KfW group, which favor its local integration.

A regional dynamic and strong local partners

IECD supports local partner associations that implement the Support Program to Small Businesses which increases institutional, operational and financial autonomy by sharing necessary skills and expertise. These local partners are recognized as experts in their support of SME’s and are regularly approached by companies or cooperatives wishing to train their employees, which increases their financial capacity. Formalized in 2013, RED: the Enterprise Development Network includes 4 existing associations that implement the program (Ivory Coast, Cameroon, DRC and IECD) in order to create a platform for exchange and cooperation between different countries and to capitalize on past experiences. RED is positioning itself to become a major player in the non-financial support of small businesses.

Discover the Support to Small Businesses program on video
ACCESS TO EDUCATION AND HEALTHCARE FOR VULNERABLE PERSONS

In countries where IECD operates, the most vulnerable people rarely have access to healthcare or quality education due to social and cultural barriers, geographic distance and/or lack of financial resources.

• 10 projects > Madagascar, Congo-Brazzaville, DRC, Lebanon and the Palestinian territories
• Nearly 600 professionals trained and accompanied in new healthcare practices; and over 18,000 patients receiving consultations and quality care
• Nearly 300 teachers and educators strengthened their skills and 6,000 students enrolled in school

STRENGTHENING CHILD EDUCATION IN VULNERABLE SITUATIONS

Today, the number of children worldwide unenrolled in primary schooling is estimated at 57.2 million, plus 69 million of high school age, despite progress made as a result of the Millennium Development Goals (MDGs). Madagascar is among the countries that will not be able to achieve the MDGs by 2015. The economic crisis rapidly annihilated efforts accomplished over a decade, particularly in terms of education. Parents are struggling to pay school fees and depend on family labor. The lack of infrastructure and difficult access due to the isolation of some villages make the task more challenging.

In the Near East, conflicts and tensions strongly increase family instability and put pressure on education systems that struggle to meet basic needs.

IECD works with vulnerable children to promote access to quality education and to meet their needs in spite of difficult life-contexts.

• The Sickle-Cell Disease Support, Training and Watch Platform (PAFOVED)

In 2006, IECD and CECFOR created PAFOVED in the DRC to improve the management of sickle-cell anaemia, a blood disorder that affects 20-30% of the population (genetic carriers). 2% of newborns carry sickle-cell disease and 50-75% of them die before the age of 5.

Through training and support to health professionals, the management of sickle-cell disease has improved (neo-natal diagnosis, treatment, patient monitoring) and the life expectancy of sufferers has improved with their living conditions.

The PAFOVED's approach was recognized in 2011 by the Ministry of Health. In 2014, the program will be extended to Madagascar and, in 2015, to Cameroon and Congo-Brazzaville.

• Good Hygiene Practices Promotion Unit (CEPPHY)

CEPPHY is now the benchmark for hospital hygiene in the DRC. Founded in 2008 with CECFOR, it trains health professionals in good hospital hygiene practices in healthcare centers and nursing schools. CEPPHY also conducts outreach regarding domestic hygiene in schools and with women.

• An innovative mode of action: IECD supplier of technical expertise

The Mother-Child Project in Kinshasa (PROMEKIN) is led by AFD with the support of DRC’s Ministry of Health in order to fight against maternal and child mortality. IECD, in consortium with the International Health Unit of Hospital of the University of Montreal, has been selected to provide technical assistance to build capacity at the Mother and Child Hospital Center of Monkole (HCMMC).

Between September and December 2013, Hospital Monkole consultants realized an in-depth study to create an operational plan based on six priority axes: hospital management, financial management, management of human resources, biomedical engineering, hospital hygiene and the information system. The 18-month training and support program will, in a second phase, help strengthen staff and technical resources for HCMMC opening in 2014.

HEALTHCARE ACCESS FOR VULNERABLE PEOPLE

In developing countries, access to quality healthcare is frequently a major public health issue. In the Near East, significant progress has been made over the past 10 years, marked by a substantial reduction in infant and maternal mortality rates. In Africa, the situation remains very serious, one in 30 women currently dies from childbirth and one in eight children dies before the age of 5. In both areas, there are large gaps in healthcare quality. The most vulnerable people are less likely to receive adequate care which is largely due to underqualified healthcare staff.

For the past 20 years, support of health facilities has been a major axe of IECD’s intervention in Africa, the Near East and the Indian Ocean. It works on improving healthcare for vulnerable persons, including mothers, children, the elderly and people with sickle-cell disease. IECD works to strengthen existing healthcare facilities on the institutional, financial and technical levels. In some cases, IECD creates structures tailored to meet particular needs.
INTERVIEW WITH MRS. MADELEINE TIÉHI, SHOPKEEPER (IVORY COAST)

Madeleine Tiéhi, former AETC (Animation and Educational Training Centre) teacher and current small business owner. She delivers food to resorts and sells homemade juice (ginger, tamarind etc.).

What is the history of your company?

My adventure began 20 years ago in the city of Aboisso near the Ivorian-Ghanaian border. I was a professor there and had a sideline delivering and selling juice (three employees made deliveries by bike). This activity brought me 15,000 FCFA (23€) per day, on average, but these revenues were not sufficient to permit me to save for investments. My resources were fully spent before the end of the month and were only used for my daily expenses. Therefore, I had to use my teacher’s salary to support my activities.

Later on, in Yamoussoukro, while I still was practicing as a teacher, I developed a secondary activity involving food delivery to state prisons.

Unfortunately, I managed this activity very badly although it offered a promisingly large number of clients.

How did you overcome these difficulties?

One of my colleagues and friends, with whom I used to discuss difficulties faced in our respective activities, told me about Basic Training in Business Management from Ivory Coast Enterprises Development (CIED). She had found solutions to all her management problems there and advised me to go. I noticed that her language had changed after her training. She had become more optimistic in speaking of her activity. That is why I was very motivated by the idea of also participating in the training!

What concrete benefits has the training brought you? What were your three biggest successes?

First, the training made me become an accomplished business leader with confidence in her abilities, someone who knows where she is going. My business vision became clearer and I am now able to set goals that allow me to better manage my business. I no longer «muddle through things,» I drive!

After the training, I was able to implement simple management tools (the cash journal, inventory management forms, customer and supplier files) and improve the strength of my business. Management of internal processes that I studied during CIED training was an important improvement because I managed to diversify my suppliers and better manage my product inventory. I have no more stress when I have large orders from my clients. The relationship with my clients, the city resorts, is also much better.

Finally, the financial management of my business is much more stringent today. I know how to calculate my income and I can make solid professional savings. Banking institutions now trust me and give me loans when I have cash flow problems. With the savings I made, I have recently been able to invest in real estate. The future now looks very promising! I have also made personal savings that allow me to better support myself and my family.
MEETING WITH A YOUNG LEBANESE GRADUATE OF THE SEEDS OF HOPE PROGRAM

Julien Sarkis, 20 years old, graduated in June 2013. He placed third after taking the official exams for the electrotechnical technician baccalaureate (TB electrotechnics) at Cortbawi Institute. He is continuing his studies in electromechanical engineering at CNAM Lebanon. At the same time, he has been working part-time for 9 months at a local subsidiary of a French electrical installation company.

What made you want to follow professional training in electricity careers offered by the Seeds of Hope program?

I reoriented myself toward the field of electricity at the end of year 11 (or 10th grade), since I had failed to pass that year. This choice came to me naturally; I was attracted to this area at a very young age. Some summers, I had the opportunity to work in my cousin’s electrical and computer equipment repair company, even before beginning technical training.

The establishment’s reputation encouraged me to enroll in this technical institute. Plus, Cortbawi Institute’s Director described the brand new training in TB Electrotechnics to me. The program met my expectations in terms of innovation, both on the educational and content levels, as it combines electricity and automation. This technical training enables me to study and focus directly on the most important subjects. It helps me sharpen my skills and come into quick contact with real-life situations in the field.

What did you learn during your training?

I appreciate the skills-based approach and the work on real systems which allowed me to adapt quickly to new developments and different equipment today. The mandatory internships also made me understand the importance of certain instructions, such as discipline and drafting intervention reports that enable me to take more responsibility in my actual job. To my regret, I didn’t put forth my best effort during the language courses (French/English) although they are very important in my career. My teachers taught me to be curious and always seek to learn more.

What professional opportunities were available at the end of your training?

I landed a job (my current job) only a few weeks after graduating. My employer is from France; he came to Lebanon to launch his company and specifically targeted technicians in electrotechnics. I was hired by the first company I applied for. My employment allowed me to pay my tuition fees to pursue my studies.

I have more and more responsibilities within this company. I’m already in charge of client relations and I manage a labor crew. Recently, I have begun working with the company manager on long-term strategy.

What kind of professional career do you envision?

I had decided, at the very beginning of my training, to pursue my studies beyond TB. I now follow courses at CNAM Lebanon every afternoon to become a robotics engineer or to specialize in automated industrial systems. Home automation is one aspect of my work that I like most. I am aware of the challenges it implies and I don’t hesitate to devote most of my free time to strengthening my technical and academic skills.

As I gain experience, I hope to evolve inside the company I currently work for. I want to actively take part in the development of its activities in Lebanon. I already have the ambition to recruit new graduates of TB electrotechnics to meet new market needs that I aspire to conquer.

What’s your family’s view regarding your professional approach?

My father works as a painter in a furniture making business and my mother is a beautician. They are both proud of what I have accomplished and fully support my choice to pursue my studies.
INTERVIEW WITH MASTER DARIUS TISHEY-A-TISHEY, LAWYER AND PRESIDENT OF THE BOARD OF RDCED (DEMOCRATIC REPUBLIC OF CONGO)

Master Darius Tishey-a-Tishey, lawyer at the Gombe / Kinshasa bar, assists and advises RDCED (Democratic Republic of Congo Enterprises Development) since its creation in 2010.

His expertise and commitment, personal and professional, have strengthened business training for small entrepreneurs.

He shares his view of progress achieved by the program since its start.

You have been a program advisor to support small businesses for a long time before becoming Chairman of the Board of Directors at the inception of RDCED. How has the program evolved since 2010?

As a witness of the program’s evolution since its inception, I see considerable momentum. No longer a small structure, we now represent a real solution for many Kinshasa entrepreneurs who hope to train and grow. I am satisfied with the development and increasing improvement of RDCED activities, especially when you consider the growing number of people trained, the excellent administration of Management and Services Centers, the great confidence placed in the program by many local partners and its reputation in the world of small businesses...

What problems do SMEs (Small and Medium Enterprises) face that RDCED can provide solutions for?

It seems to me that small Congolese entrepreneurs face three major problems: entrepreneurs lack managerial skills, administrative difficulties and concerns, and laborious access to financing. I’m convinced about the quality of training and teaching techniques provided by RDCED to small entrepreneurs. Basic Management Trainings (BMT) and Specialized Training provide the right tools to solve these issues.

In my opinion, individual accompaniment of entrepreneurs during and after training also represents an incredible springboard to success and the stabilization of knowledge. I am so pleased that the program helps to solve these problems and enhances entrepreneurs’ capacities.

You have hosted many theme nights on legal topics at the Entrepreneurs Club. What conclusions do you draw from these events?

The first observation concerns the lack of training and information that entrepreneurs face regarding legal, tax and administrative matters. The idea is to first educate entrepreneurs about the importance of their professional status (merchant, artisan, project leader, etc.), then to train them the best possible way. We provide all the essential information so they know and control their rights and duties. They also learn how to handle and use performance management tools and practices. It is, in fact, a program that truly builds capacity and bears fruit for those who have completed the trainings. For these reasons, I strongly recommend to all entrepreneurs wishing to deepen their knowledge and expand their network to join one of Kinshasa’s RDCED Entrepreneurs Clubs.

Starting «small» and becoming a successful SME, is it possible in Kinshasa? What’s the secret?

Of course it’s possible to grow in Kinshasa, even in a complex environment! The secret lies in hard work and a sustainable and responsible management of one’s business. Modest means are not an obstacle to progress and growth, on the contrary, especially when it comes to preserving and respecting the people we work with, when you carry out your work with professionalism, desire and will.
In 2013, sub-Saharan Africa registered vibrant economic growth which was spurred primarily by demographic vitality, urban growth and increasing domestic demand. Despite a 4.9% growth-rate in 2013 and strong resilience to the global economic context, sub-Saharan Africa’s future will depend on its particular growth patterns, particularly on its quickening capacity to integrate technologies in addition to the responsible and optimal use of its resources, both demographic and natural.

As such, IECD works primarily on youth employment access through professional training, support to small businesses and reinforcing health structures toward balanced socioeconomic development.
17 CAMEROON
- SINCE 1992
- 5 PROJECTS
- 4 LOCAL PARTNERS
- OPERATING BUDGET: €975,000

21 CONGO-BRAZZAVILLE
- SINCE 2012
- 1 PROJECT
- 6 LOCAL PARTNERS
- OPERATING BUDGET: €530,000

22 IVORY COAST
- SINCE 1997
- 2 PROJECTS
- 2 LOCAL PARTNERS
- OPERATING BUDGET: €530,000

24 DEMOCRATIC REPUBLIC OF CONGO
- SINCE 1991
- 2 PROJECTS (+1 presented on page 11)
- 3 LOCAL PARTNERS
- OPERATING BUDGET: €305,000

20 NIGERIA
- SINCE 1992
- 3 PROJECTS
- 3 LOCAL PARTNERS
- OPERATING BUDGET: €245,000

26 KENYA
- SINCE 2005
- 1 PROJECT
- 1 LOCAL PARTNER
- OPERATING BUDGET: €61,000
THE PROJECT
Harnessing potential
The Cameroonian economy relies primarily on the work of small, informal companies that represent over 80% of the country’s employment, mostly small businesses or neighborhood services. Related to their informal nature, these small businesses are structurally fragile. Entrepreneurs lack sufficient knowledge and reflexes to make their work bear fruit: 63% do not use any management tools and only 20% have savings. This lack of management knowledge slows their development and prevents them emerging from precarity.

ACTIONS IN 2013
Acting on the informal economy ecosystem
A network of six Management and Services Centers (MSC) allows entrepreneurs to attend customized trainings. 404 entrepreneurs were trained to use business management tools in 2013 via a methodology for adults. BMT (Basic Management Training) highlights the fundamental role of the company’s managing director and encourages entrepreneurs to anticipate the future. 6 months after completion of the training program, over 90% still used at least one management tool and 62% began saving, key elements to sustaining successful activities. These enterprises are also strengthened through the establishment of a network. In 2013, 116 beneficiaries became members of the 4 entrepreneurs’ clubs; an opportunity for them, through thematic evenings, meetings, conferences, to stimulate their commercial network and break their isolation.

Integrating the economic environment
IECD and CED’s actions in Cameroon correspond to its economic environment and position it as a pivotal actor supporting entrepreneurship. Conscious of the empowerment issue, CED also reinforces the visibility and credibility of the program through strong collaborative partnerships and by multiplying contacts with international agencies, ministries and large corporations. Some external partnerships, like financial support from GDF Suez and increased opportunities for small actors in the informal sector, maintain and reinforce the program. In 2013, CED proposed customized training services for company employees in partnership with Mucadec, Total and Perenco.
THE CONTEXT
The exodus of rural Cameroonian youth
The rural sector provides the highest level of employment in Cameroon and most food products are consumed there. However, without suitable support for small producers to professionalize the sector, particularly in the very isolated northern regions, a majority of the rural population lives below the poverty line and the agricultural potential of the country is still largely underdeveloped.

THE GOAL OF THE PROJECT
Training tomorrow’s farmers
IECD and CNEFAC have been working together for over 20 years to promote the professional training of young people and stimulate the emergence of economic activities in rural areas through the implementation of a Family Farm Schools network (FFS) nationwide. The alternation training offered by FFS seeks to provide rural youth with technical and entrepreneurial skills needed to develop productive activities that profit their villages. A first significant assessment of the FFS network, realized by an external agency in 2013, highlighted the positive impact of FFS training on youth, both from socioeconomic and personal points of view that were expressed through increased levels of self-confidence.

“The FFS taught me a lot of new techniques: row planting, various methods of plowing, harvest operations, storage and food preservation, compost manufacturing, fungicide or insecticide, the fertilization and conservation of soil”, Jacqueline Maihemsso, FFS of Doukoula.

Since 2012, two Rural Entrepreneurship Training Institutes (RETI) offer certified training post-FFS that enables former participants the opportunity to continue their education and acquire the skills required to implement more complex business projects.

MAIN ACTIONS IN 2013
Reinforcing FFS’s individualized advancement
In 2012-2013, nearly 1,100 young people had been trained in one of the 51 FFS of the Cameroonian network. The CNEFAC provided ongoing support to each of these schools, focusing on the training and the accompaniment of the trainers and the associations. The FFS are spread out across Cameroon, with a majority of them based in the north. To ensure optimal efficiency, priority was given to support of a limited number, around 40 FFS, selected for their dynamism and strong involvement of their village community.

Strengthening the capacities of FFS actors
Today, the Cameroonian network includes 46 FFS qualified trainers. On completion of their training, 18 FFS trainers gave presentations of their research and pedagogical experiments conducted during their FFS year before a jury of experts and professionals.

Ensure the continuation of RETI training
In 2012-2013, 59 young people completed their first year of training with RETI, in Nkambe, the anglophone northwest, and in Moloko, the French speaking north Cameroon. This training enabled them to discover new professional environments through several internships on large farms, in microfinance institutes and small, local businesses. The RETI in Nkambe welcomed a second class of 21 young people at the start of the new school year.

Developing and pooling new alternation tools at the regional level
Since the elaboration of quality guidelines defining the content of FFS training in 2013, IECD and its local partners initiated a significant collaborative work, producing and updating the FFS training materials (technical training booklets, alternation workbooks, trainers’ guides). This work reinforced exchanges between teams of local partners.
THE PROJECT
Expanding future prospects for rural women
The Mehandan population, a rural area near Yaoundé, lives from subsistence farming based on the cultivation of manioc and corn which generates irregular revenues, less than 1 USD per day. In 2010, IECD and the Center for Social Advancement (CEPS) launched a comprehensive training program to improve the employability of young, uneducated women in the hotel-restaurant field and to strengthen social cohesion toward development of this zone.

1. TRAINING COURSES IN VILLAGES
Training villagers and supporting local agriculture
In 2013, 1,063 women had access to the training cycle provided in 24 villages, through the participation of an additional village. Three trainers conducted practical trainings each week in every village focusing on different topics including health, hygiene, nutrition, domestic economy, education and literacy. In addition, 316 small farmers – 70% women – now benefit from technical support. An agricultural engineer made a field visit to provide them with individualized follow-up.

2. THE TRAINING UNIT
Welcoming the first students
51 young girls completed an internship in the Mehandan ‘training unit’ to acquire and validate technical and professional skills required to find qualified, stable employment. At the same time, they also completed theoretical hospitality training in a partner school that guides them towards finding employment.

THE PROJECT
Implemented by CICM (International Center of Credit Mutuel) in partnership with IECD, the Autonomifi project supports MUCADEC’s savings and credit cooperatives network by strengthening its links to small entrepreneurs. IECD, in partnership with the CED, supports the opening of new cooperatives while training its managers to understand the challenges and operations of small businesses seeking loans.

Enlarge the cooperative network
In 2013, 4 new cooperatives were opened. The launch of the mobile training center in Edéa was also initiated to provide management training to MUCADEC members. The opening and good functioning of new cooperatives enabled a 7% increase in savings and a 36% increase in credit.

Training the cooperatives’ managers
Several training courses were provided to 19 cooperative managers. These courses covered customer relationship management and the financial health of small businesses while considering the challenges faced by small businesses.

SUPPORTING VEGETABLE PRODUCTION AND PROCESSING
The Cameroonian agricultural-food chain is characterized by adverse inefficiency that is as harmful to consumers, who struggle to find quality products at fair prices, as it is to small producers who do not manage to sell their products at a good price. The food-processing industry is also underdeveloped. Following a feasibility study, at the end of 2013 IECD and the Bonduelle group decided to launch a project to improve small producers’ and processors’ incomes through an innovative approach that includes technical, economic and social components.
## SUPPOR TO SMALL NIGERIAN ENTREPRENEURS

**LOCATION**
Nigeria - Egi

**PROJECT LAUNCH**
2011

**BENEFICIARIES IN 2013**
- 115 entrepreneurs of small enterprises and 8 start-ups

**LOCAL PARTNER**
Small and Medium Enterprises Development Network (SME-DN)

**2011-2014 BUDGET**
€360,000

**EXPENDITURES**
88%

### THE PROJECT
**Strengthening the capacities of small entrepreneurs**

Making up 75% of the urban employment market, small enterprises play a key role in the Nigerian economy. Nearly 200 such enterprises exist in the Egi region but they remain fragile due to their founders’ lack of management skills. Since 2011, the IECD and the SME-DN work jointly to reinforce them.

### MAIN ACTIONS IN 2013
Thanks to training in basic management tools provided to 115 entrepreneurs and 8 start-ups plus 399 accommodation visits to their workplaces, a measurable impact was assessed after one year of training: revenue increase, employment creation, saving increase (for 33% of them) and maintenance of a petty cash book (from 15% at the beginning of the training to 85% at the end).

2013 was marked by the transfer of this methodology to the local partner to strengthen its expertise and its autonomy, and by two launches: the Entrepreneurs’ Club and a pilot training to promote the development of local entrepreneurship.

## PROFESSIONAL INTEGRATION OF THE YOUTH THROUGH TRAINING FOR CAREERS IN ELECTRICITY

**LOCATION**
Nigeria - Lagos

**PROJECT LAUNCH**
2013

**BENEFICIARIES IN 2013**
- 12 teachers

**LOCAL PARTNER**
Institute for Industrial Technology (IIT)

**2013-2016 BUDGET**
€500,000

**EXPENDITURES**
8%

### THE PROJECT
**Addressing training inadequacy**

With 6.7% growth in 2013 and 175 million inhabitants, the Nigerian economy is particularly dynamic, especially in the construction sector. Yet, young people trained to work in the electricity industry find themselves unemployed because their skills do not meet the needs of enterprises that rely on foreign labor. The Seeds of Hope project seeks to enhance young peoples’ employability in the electricity industry through various levers: long-term, short-term and tailored training that meet enterprises’ internal needs.

### MAIN ACTIONS IN 2013
Preparing to receive the first class in 2014

The IECD and the first partner school organized workshops to define training content with teachers and professionals. The skills profile of ‘service technician’ was developed in concert with local and international companies.
THE CONTEXT

Despite its middle-income country status, the Congo-Brazzaville health system suffers from numerous insufficiencies: poorly or untrained (para)medical teams, insufficient and obsolete health structure equipment, unstable drug and consumables supply, poor management capacity, public lack of awareness about common pathologies, etc., discourage local people from accessing health facilities and results in poor quality care.

THE GOAL OF THE PROJECT

Launched in 2012 in accordance with the social policy framework of the Congorep Enterprise, PASS aims to progressively accompany 10 to 12 Partner Health Structures (PHS) in their development. The goal is to offer 200,000 habitants, 20% of Pointe Noire’s population, primarily women and vulnerable children, access to improved primary health care by 2017.

PASS focuses on 4 main areas: strengthening technical medical and paramedical staff skills, strengthening the managerial capacities of health structures, rehabilitating and equipping the PHS; and integrating these health facilities within their communities.

MAIN ACTIONS IN 2013

Supporting health facilities according to their needs

Weekly monitoring and accompaniment for health professionals within their facilities were established. Four centers also benefited from IECD’s expertise to improve their accounting and financial management.

Essential topics such as hygiene, asepsis and the quality of care in the hospital environment were the subject of four training sessions organized with the regional technical partner and the hospital Center of Monkole (Kinshasa – DRC).

Working in cooperation with different actors

PASS works closely with local health authorities. In 2013, an agreement was signed with the Ministry of Health and Populations to be involved in health center selection and monitoring the program’s activities. In addition, a cooperation agreement on the development of training curriculum for nurses was signed in 2013 with St. Anne’s Hospital in Paris. The NGO, Electricians Without Borders, contributed its expertise to improve accessibility to sustainable water sources and electricity alternatives for Partner Health Centers.
THE FAMILY FARM SCHOOL NETWORK

LOCATION
Ivory Coast - 7 districts: Bas Sassandia – Montagnes – Comé – Sassandra-Marahoué – Lacs – Lagunes – Bandama Valley

PROJECT LAUNCH
1998

BENEFICIARIES IN 2013
461 rural youth (39% of girls), 59 trainers

LOCAL PARTNER
Coordination Platform of Family Farm Schools in Ivory Coast (PEFACI)

2011-2015 BUDGET
€1,250,000

EXPENDITURES
60%
Co-financed by the AFD and the EU

THE CONTEXT
Undervalued rural careers

The Ivorian rural fabric is comprised primarily of small, subsistence family farms despite the commercial opportunities of domestic markets and an expanding export sector.

THE GOAL OF THE PROJECT
Promoting the professional integration of rural youth

For 15 years, the IECID and PEFACI have accompanied the development of Family Farm Schools (FFS) in rural areas. These schools train young, unschooled youth for careers in the rural sector and accompany their professional integration. Agricultural and Rural Entrepreneurship Institute (AREI) offers additional degree training after FFS in order to develop their skills.

MAIN ACTIONS IN 2013
Strengthening FFS professional training

When the school year started in 2013, the 29 FFS welcomed 339 new students. To strengthen the professionalization of the FFS trainers, their training was completely revised with the support of an educational expert in alternance. A first class of trainers was welcomed for this cycle in 2013. Part of a three-year alternance program, this training includes pedagogical sessions as well as real-life implementation periods.

Developing diploma training

A first class of 16 former FFS students took a diploma-granting program in market gardening, poultry farming and management at Yamoussoukro’s AREI in 2013. At the same time, the IECID and the PEFACI developed a new training program for the agriculture ‘CAP’ (Youth Training) which, with the agreement of the involved Ivorian institutions, welcomed 19 students in October for a new apprenticeship cycle that includes professional internships.

OPENING OF 5 PILOT FFS
Since 2012, the IECID and its Ivorian and Cameroonian partners developed pilot FFS operations with stronger requirements for young people and trainers. These FFS are supported by local enterprises in the agricultural sector that provide material (infrastructures, production workshops …), financial (support to the trainers) and technical support (practical activities, internships). This model contributes to the local integration of the FFS and brings training and the professional world closer to each other. Based on this model, 5 FFS were opened in 2013.
THE PROJECT
In Ivory Coast, small businesses often created spontaneously in response to emergencies, are precarious and short-lived: they usually have less than 300 euros of capital, and 54% of them have been in existence for less than 10 years (35% of those for less than 5 years). This situation illustrates poor capacity for action which is emphasized by the weaknesses of entrepreneurs managing these production units. With IECD’s support, Ivory Coast Enterprises Development (CIED) trains entrepreneurs in business management techniques to help them switch from a logic of survival to sustainable growth. In the end, their living conditions, those of their family and their employees will be improved.

MAIN ACTIONS IN 2013
Constructing a stable presence to serve entrepreneurs
In 2013, Ivory Coast opened 4 operational Management and Services Centers (MSC). CIED’s efforts allowed the transformation of a mobile center into a real MSC, with new premises located in the neighborhood of Marcory, Abidjan, a place where numerous, small informal businesses are settled. Opening this new center improved the visibility of CIED and its entrepreneurial trainings to the area’s entrepreneurs. They also worked to increase contacts with the authorities. In 2013, 339 entrepreneurs were introduced to basic management tools.

Being a pillar to support small businesses
The activities carried out by IECD and CIED in 2013 focused on searching for strong partnerships. Thanks to quality trainings and good results, partnerships have been established with the European Union and the World Bank through the Ivorian national program of the PEJEDEC. These two partnerships represent important signs of credibility obtained by CIED’s action and IECD from mainstream development institutions which promises increasing autonomy for CIED.

Stimulating the local economy
On completion of their initial training, entrepreneurs have the opportunity to follow their interests by joining the Entrepreneurs Club. In 2013, 70 entrepreneurs benefited from dedicated services, coaching and thematic evenings. 62 have taken part in specialized trainings (office automation, marketing, management) which allows them to meet people, exchange and expand their commercial networks across the entire country.

JEAN-BAPTISTE OPENED A HAIRDRESSING SALON 7 YEARS AGO ...
Thanks to various trainings (Basic Management Training, Specialized Training in Marketing, Project Developer Training and Membership in the Entrepreneurs Club), I have a clear vision of my business. My personality as a company leader has grown stronger and I have changed my way of thinking. I now position myself towards a sustainable approach. I plan my activities and look ahead to the future to anticipate and foresee the long-term growth of my business. Improved management of my finances and development planning of my activities make my business much more profitable. Now, I am the real driving force of my salon. This improvement enables me to undertake projects and innovate. I wish to invest and launch a “Cleaning kit”, consisting of a branded electric trimmer and all related accessories for hair shaping. This equipment helps to prevent diseases compared to material that is used on many customers in most hairdressing salons today.

CIED introduced me to management techniques and project design, providing me with a solid theoretical and practical base. In subscribing to the Entrepreneurs Club, I benefit from the network of entrepreneurs; I have made more contacts and found new partners and clients for my project.
THE CONTEXT
Undervalued agricultural potential
With less than a dollar a day, the majority of the rural population of DRC lives in extreme poverty although there is tremendous natural wealth in the country. The lack of training and professionalization of small producers is one factor explaining this situation; the agricultural potential is very under-exploited.

THE GOAL OF THE PROJECT
Enhancing the professional integration of rural youth
Since 2012, the IECD and the CECFOR have been developing a network of Family Farm Schools in the Bas-Congo region. The professional training they offer benefits young family farmers and revalorizes rural professions, diversifying activities and increasing farm productivity, thus enhancing living conditions in these rural communities.

MAIN ACTIONS IN 2013
Expanding the perimeter of action
The development of the FFS network within a distance of 80 km around Kisantu in the Bas-Congo region continued with the opening of two new schools at the beginning of the school year in 2013, bringing the total number to 5. Important advocacy work and awareness-raising was realized in the region while recruiting new classes, particularly in primary schools, enabling the 5 FFS to welcome 148 new students.

Strengthening trainers’ capacities
By the end of 2013, 9 new trainers were recruited: trained farmers or teachers. These individuals participated in an alternance training program implementing FFS educational tools. This instructor training, organized in quarterly sessions, included many field visits. The national training manager accompanying the FFS instructors also benefited from a training inside the Ivorian network and received support from an international expert in alternance education methods.

Involving the community in the life of the FFS
This year, trainings were organized for the parents of students to enhance their involvement in the school life and to encourage the dissemination and appropriation of new practices learnt by the young people at the FFS. These trainings covered associative and technical topics (chicken farming, pork, bees, etc.).
THE CONTEXT

Starting a business to improve living conditions

Despite an 8% growth rate in 2013, DRC remains one of the poorest countries in Africa. In this context, the informal sector is struggling to create growth despite its weight – 80% of the economic fabric – and potential, is hindered by small entrepreneurs’ lack of management skills.

DRC Enterprises Development (RDCED), supported by IECD, trains and accompanies existing entrepreneurs or those creating their activity. The goal is to develop this human and economic capital by providing them with the necessary tools to build a lasting activity that sustainably improves their living conditions.

MAIN ACTIONS IN 2013

Stimulating the local economy by targeting entrepreneurs

The two Management and Services Centers (MSC), located in the popular districts of Kinshasa (Masina and Matonge), enabled RDCED to organize 10 Basic Management Training sessions for 171 entrepreneurs. These small entrepreneurs, the heart of Kinoise economic activity, were trained to use basic management tools such as treasury management and customer relationship management with a view to stabilizing and improving business performance thus stimulating the local economy which completely depends on the health of these small structures.

The failure of small, informal enterprises is often caused by premature launch of the activity. To allow nascent entrepreneurs to explore their projects’ feasibility and to ensure the successful launch of their activity, RDCED has accompanied 54 project bearers with the design and implementation of a business plan to determine whether the activity had a real economic opportunity.

Securing local recognition of its action

In 2013, RDCED considerably enhanced its visibility at the local level, both to small entrepreneurs and authorities. The Ministry authenticated its status. Today, RDCED is an independent association, known as a major actor in supporting small enterprises. This recognition comes with broader reach and a significant influence. With this growing visibility, RDCED is increasingly solicited by important economic actors to share its expertise and experience. Financial institutions (Advans Banque Congo, FPM), state agencies (French office for immigration and integration) and associations (War Child, Appui Congo, Ndako na Biso) have called upon RDCED for service delivery to train their employees, clients or beneficiaries.

THE FUNDING ACCESS FORUM

In collaboration with the German bank of cooperation KfW and the Microfinance Promotion Fund (MFP), RDCED organized the Funding Access Forum, a national event. Its goal is to create a link between entrepreneurs of Kinshasa and the surrounding area with adequate financial services to help them expand their businesses. This event also provides an opportunity to organize numerous conferences and round tables that address the most important aspects of enterprises’ financing needs. The strong interest of entrepreneurs and enterprise managers confirmed the event’s success. This day-long event welcomed around 100 representatives of financial institutions and more than 300 entrepreneurs. Numerous business leaders and state representatives also took part in this forum which became a sought-after event in the Congolese business sector.
THE CONTEXT
A springboard for Kenyan women
Northeast of Monbasa, in Kilifi, 65% of the population lacks of food security, 43% lives in extreme poverty on less than 1 dollar per day. Access to education is difficult and expensive, especially for women.

THE GOAL OF THE PROJECT
In 2010, IECD and Kianda Foundation created a hospitality school accredited by the Ministry of Education to train young women and integrate them in the dynamic tourism sector. Basic trainings and simple tools are given to women in villages to improve their living conditions.

1 – THE HOSPITALITY SCHOOL IN 2013
Providing training created with professionals
In 2013, 95 students attended a training program in cooking, service and lodging. Daily practice, carried out in the training hotel-restaurant, and internships enable young people to better understand the real conditions of their future professions. The training compliments theory-based courses over a period of 1-2 years. Over 30 hotel partners support the project (teacher training, improvement of training program, internship and employment offers).

Since 2010, 85% of program graduates have been employed by a regional establishment as receptionists, kitchen help or barmaids; a first step offering them new perspectives in this sector. The regular incomes earned, the sense of responsibility and the trust developed enable these young women to envisage a better future, to help their families materially and encourage their younger siblings to follow the same path.

2 – VILLAGE TRAININGS IN 2013
Improving living conditions with simple tools
Through links created with village chiefs, 219 women from 9 villages benefit each week from training in cooking, agriculture, hygiene and nutrition, sewing or literacy. The benefits for them and their family are tangible: reduced food costs, improvement of children’s health, better savings. Some of them, through the implementation of small income-generating businesses and group savings, bring a profound change to their families’ economic situation with an objective: to afford education for their children.
The political stalemate of the last 4 years and climatic shocks have made efforts to fight against poverty (and extreme poverty) that much more challenging for large numbers of Malagasy.

It is estimated that 92% of the population lives with less than 2$ PPP (Purchase Power Parity) a day which makes Madagascar one of the poorest countries in the world.

IECD has been present in Madagascar since 1989. This experience has provided significant knowledge of the country. IECD invests all its areas of expertise in Madagascar: education, professional training, support to small enterprises and healthcare.
29 CERES
- Project launch 2006
- Location: Fianarantsoa
- 9 local partners
- Operating budget: €663,000

30 SESAME
- Project launch 2013
- Location: Antananarivo
- 2 local partners
- Operating budget: €345,000

31 HOSPITALITY SCHOOL LA RIZIÈRE
- Project launch 2012
- Location: Fianarantsoa
- 1 local partner
- Operating budget: €289,000

32 THE MEDICAL AND SURGICAL CENTER OF SAINT-DAMIEN
- Project launch 1987
- Location: Ambanja

32 THE MALAGASY INSTITUTE OF APPLIED RESEARCH
- Project launch 1989
- Location: Antananarivo

32 SUPPORT TO SMALL MALAGASY ENTREPRENEURS
- Project launch 2005
- Location: Antananarivo
- Operating budget: €22,000
THE CENTERS FOR EDUCATION AND REMEDIAL COURSES (CERES)

**Project CERES**
- **LOCATION**: Madagascar - Fianarantsoa, Rural region of High Matsiatra
- **PROJECT LAUNCH**: 2006

<table>
<thead>
<tr>
<th>BENEFICIARIES IN 2013</th>
<th>€2013-2018 BUDGET</th>
<th>EXPENDITURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,000 pupils, 140 teachers, 55 educators</td>
<td>€4,200,000</td>
<td>17%</td>
</tr>
</tbody>
</table>

**LOCAL PARTNER**: PROMES and junior high school network

---

**THE CONTEXT**

Rural pupils deprived of secondary education

In the countryside, only 1% of junior rural students make it through the baccalaureate. The causes are diverse: lack of teaching materials, a boom in the number of students, the distance of training centers, and precarious living conditions.

**THE GOAL OF THE PROJECT**

Encouraging the education of rural youth

In 2006, the IECD and the Malagasy association PROMES (Association for Economic and Social Advancement) opened 6 Centers for Educational and Remedial Courses (CERES). In association with 10 junior high schools in the rural outskirt of Fianarantsoa, they accompany students throughout their education and strengthen the capacities of education institutions. Since 2010, the preparatory year has prepared the most deserving students for high school.

**MAIN ACTIONS IN 2013**

Facilitating access to junior high school for the underprivileged

In 2013, the 12 boarding schools run by the CERES program accommodated 360 students from remote areas. 2,000 junior high school students benefited from the school’s canteen during the three-month lean period. The program also helped build the capacities of partner schools by accompanying their teachers in their vocational training.

- **Improving the level of junior high school students**
  480 students were accepted to the six CERES centers. They received comprehensive support allowing them to achieve educational and personal fulfillment. With 10 hours of weekly support, their scores were 45% higher than those of other students. 99% of this group entered high school. Common academic exams were organized for 5,000 students from 10 partner schools.

- **Preparing students for high school**
  The CERES preparatory program welcomed 120 students selected on merit and their level of motivation to prepare for high school entrance examination. For a year, teachers focused on language classes, reinforcement of basic knowledge and cultural awareness. Thanks to this innovative teaching strategy, 87 students of the 2012-2013 promotion were admitted to Fianarantsoa’s top three schools.

- **Supporting CERES high school students**
  The CERES students received ongoing, personalized support which enabled 95% of them to pass to the next grade. In 2013, the first CERES students passed their baccalaureate: 13 students out of 15 succeeded (87%) and 11 pursued higher education.

**MARIE CHRISTINE, HIGH SCHOOL STUDENT AT CERES**

‘I would like to continue studying after my baccalaureate to become an accountant or a company secretary. CERES has been an eye-opener for my life project. Before, I was studying without thinking about my future. Thanks to CERES, I have perspectives for the future but it also depends on me.’
THE CONTEXT
A low achievement rate in post-secondary studies
The Malagasy education system’s dysfunctions are responsible for its poor performance in higher education attainment. Only 38% of students reach the second year of post-secondary studies. This rate is even lower for disadvantaged or provincial students who lack adequate financial, cultural and social support. Thus, opportunities to access decent trades and senior management positions are very limited for them.

THE GOAL OF THE PROJECT
Offer disadvantaged Malagasy high school graduates the chance to follow post-secondary studies
As an extension of the CERES program, in 2013, IEC and the Malagasy association PROMES implemented a preparatory year for 48 disadvantaged but capable and deserving students from modest origins isolated from the capital.

Supporting high schools and higher education establishments
SESAME provides its beneficiaries with pedagogical tools that facilitate the post-baccalaureate transition, student counselling, the implementation of LMD reform, etc.

MAINS ACTIONS IN 2013
Creating a preparatory year for disadvantaged but deserving high school graduates
The rehabilitation of the building, the creation of a team of teachers and educators, and the development of a comprehensive training program were accomplished in order to accommodate students for a year of preparatory education at the establishment.

Supporting 48 high school graduates to ensure their academic success
Since October 2013 in Madagascar, 48 students have followed a training program that conforms to LMD’s reform principles (credits, adoption of semesters, mentoring, personal work, etc.). This program’s students receive global counseling that allows them to prosper on educational and personal levels.

Supporting 13 high schools and 5 higher education establishments
The selection process provided the occasion for 13 high schools to formalize and render their management methods more transparent. The engineering training offered by the SESAME program also invites 5 higher education establishments to create post-baccalaureate liaison tools to facilitate implementation of LMD reform.

KOLOINA, A STUDENT FROM FIANARANTSOA
‘My parents and family were proud that I was selected. I wanted to study, study, keep studying to know what is going on in the world. When I arrived, I was very surprised; it was very big, everything was big. We had a warm welcome, everyone was smiling at us, I was very happy. Quickly, there was a strong cohesion with the other students and I made friends.
I feel like I got better in mathematics, physics and also in English. Now, English is easy for me. I also made progress in my relationships. Before I was shy and lonely, now I have friends. I like human relations. When I got back, my parents asked me a lot of questions. I was very happy, they supported me: being a student is having an employment. At first, the distance from home was difficult but now, I’m used to it. I would like to become a nurse or a pharmacist and work in Fianarantsoa or in the surrounding areas.’
THE CONTEXT
Young people who have no prospects for the future

Fianarantsoa is one of the poorest cities in Madagascar. A large number of families, deeply affected by unemployment, live in precarious economic conditions. Their children have limited access to education and, as a consequence, to qualifying trainings. In this region, tourism is growing but hotel industry professionals struggle to find qualified employees.

THE GOAL OF THE PROJECT
Ensuring the sustainable integration of school drop outs

In 2012, the IECID and the St. François-Xavier Junior School launched a hospitality school project in Fianarantsoa. The objective is to allow students to acquire professional skills that are adapted to the hotel industry’s realities and to find a place in the country’s tourism dynamic.

MAINS ACTIONS IN 2013
Building suitable premises

An old training center, ideally located at the foot of the historic city and overlooking a valley dominated by rice cultivation, was rehabilitated. The center consists of two clearly distinguishable areas: the buildings dedicated to initiation (classrooms, kitchen and training restaurant, dormitories) and the buildings devoted to practice which are accessible to clients, comprising a 10-room hotel, a 30-seat restaurant and a bar-lounge.

Acquiring professional skills

Technical education curricula were implemented in accordance with an overall, demanding, rigorous methodology. Numerous actors: hospitality industry experts, teachers and local authorities, took part in its development. For two years, young people receive a ‘CAP-level’ training in catering and hospitality. Hands-on practice was central to this educational program. Students learn in real conditions at the training hotel-restaurant and benefit from a 6-month internship program in regional companies.

Training 50 young people in catering and hospitality

La Rizière school opened in September 2013, welcoming 50 young people (65% women). 40% of the students study cooking, the rest study catering or hospitality. In addition to opening a new establishment, students benefit from an original pedagogy, a skills-based approach. Trainings are organized around three themes: general applied education, modular technical education (theory and practice) and service within the training hotel-restaurant.

Student interest in the service industry and their capacity to learn fast are very encouraging. By September 2014, the school will welcome 88 young people per year.

Improving the quality of professional training

The IECID assists the ministries of Tourism and Vocational Training to develop a national strategy for skill development in the hospitality industry. At the end of 2013, ‘CAP-level’ training curricula were officially validated at the national level, thus positioning the hotel management school as a pilot establishment.

Strengthening the capacities of the most disadvantaged

In 2012-2013, 110 families took part in a training cycle on nutrition, hygiene, domestic economy, parenting education and income-generating activity creation. The new promotion of 2013-2014 expects to reach 800 families. The beneficiaries gained valuable tools to improve their daily living conditions.
This Antananarivo based institute has been conducting research on Malagasy medicinal plants for the past 50 years. It develops medicine from active ingredients of natural origins and makes them available to the public at affordable prices. The foundation, recognized as a public interest, comprises a medical analysis laboratory and a health center. The institute is a member of the Agence Universitaire de la Francophonie (AFU) and auxiliary to the Minister of Health. The institute trains Ph.D. and lower level pharmacy students in its laboratories.

The Medical and Surgical Center of St. Damien is Ambaja province’s leading hospital. Accessible to vulnerable populations, it offers quality care in general medicine, surgery, stomatology, ophthalmology, maternity and pediatrics. In 2013, IECD supported the hospital through an operating grant to cover complete care of the neediest patients. IECD’s support also allowed it to continue institutional strengthening and to improve its accounting system.

The Medical and Surgical Center of Saint-Damién

**THE MALAGASY INSTITUTE OF APPLIED RESEARCH**

**LOCATION**
Madagascar – Antananarivo

**EXPENDITURES**
€67,000

**THE PROJECT**
Stimulating socio-economic development

Since 2002, successive economic shocks in Madagascar have strongly affected the labor market. Today, in Antananarivo, the informal economy accounts for 65% of non-agricultural jobs. Therefore, small businesses are very fragile: often less than 5 years old and have little regard for job creation. These businesses do not lead to the emergence of a wealth-generating sector because of low education attainment of their managers, despite their potential. The program aims to transmit the necessary skills to strengthen and consolidate their activity, but also to bring about a change in attitudes regarding their status as business leaders. Skills development lifts them out of a logic of survival into one of development.

**MAIN ACTIONS IN 2013**
Building the foundations

The 1st Management and Service Center was established in a working-class neighborhood of Antananarivo, a central location, thus reinforcing the program’s nascent reputation. A rehabilitation of the Center was necessary in order to offer entrepreneurs an appropriately welcoming environment.

After their recruitment, the project manager, the head trainer and his assistant were trained by IECD technical assistants and Madagascar Enterprises Development, creating a south-south dynamic that contributes to the program’s growth.

**Receiving the first beneficiaries**

At the end of 2013, the center welcomed its 1st promotion of 7 entrepreneurs, 80% women, who play a significant role in the informal Malagasy economy. Their enthusiasm is very encouraging and the upcoming classes are already full which inspires confidence in the program’s eventual spread.

**Supporting Small Malagasy Entrepreneurs**

**LOCATION**
Madagascar - Antananarivo

**LOCAL PARTNER**
Madagascar Enterprises Development (MED)

**EXPENDITURES**
€200,000

**Co-financed by the AFD**

**BENEFICIARIES IN 2013**
200 beneficiaries (projections 2016)

**PROJECT LAUNCH**
2013

**2013-2015 BUDGET**
€200,000

**Expenditures**
11%
Near East and Northern Africa are facing a constant increase in the working age population which creates major challenges in the realm of employment. A study of the employment basin in Arab Mediterranean countries revealed that the inactivity and unemployment rates of young people are very high with, on average, less than half of the working-age population actually working and only a third holding a decent position. To address these issues, IECD focuses its action on increasing youth employability through training and professional integration. Upstream, IECD is involved in strengthening vulnerable people’s access to education and downstream, supporting small entrepreneurs.
35 LEBANON
- Since 1989
- 7 projects
- 20 local partners
- Operating budget: €1,000,000

39 SYRIA
- Since 2000
- 4 projects
- 6 local partners
- Operating budget: €700,000

41 IRAQI KURDISTAN
- Since 2009
- 1 project
- 3 local partners
- Operating budget: €149,000

42 PALESTINIAN TERRITORIES
- Since 2007
- 3 projects
- 3 local partners
- Operating budget: €466,000

44 EGYPT
- Since 2013
- 1 project
- 3 local partners
- Operating budget: €43,000
**THE CONTEXT**

Integrating children with special needs

In the region of Saida, the classical education system is unable to integrate children with serious learning disorders, behavioral disability or mild retardation. The lack of specialized establishments leads to the marginalization of these children.

**THE GOAL OF THE PROJECT**

Enhancing the children’s potential

Since 2007, the IECD has worked with the Foyer de la Providence to support and develop the specialized school ‘Mosaik’. By offering an appropriate education, this establishment provides children with special needs the possibility to continue their schooling and guides them towards autonomy. By raising the awareness of educators, families and public authorities, the Trait d’Union Center contributes to a better integration of these children in the educational system and in society.

**MAIN ACTIONS IN 2013**

Offering suitable accompaniment

Mosaik welcomed 80 children at the beginning of 2013 school year with the opening of a new class. The premises’ expansion will soon facilitate improved childcare. 34 educators and therapists (remedial educationalist, psychologists, speech therapists and psychomotor therapists), mentor the students and provide them with adapted pedagogical tools to enhance stimulation and learning.

Raising awareness and improving instruction

The Trait d’Union Center aims to become the reference center for professionals and families. It implements training for school educators to help them adapt their teaching to students’ specific needs. The center carries out important work with teaching staff raising awareness about learning disorders and trains them to integrate children with special needs. In 2013, 5 Saida schools hosted this program which addresses the following subjects: screening, learning disorders, dyslexia, dyspraxia and case studies. Additionally, a training course with the UNRWA (United Nations Relief and Works Agency) was organized for 32 teachers from 3 other Saida schools. All in all about 180 educators benefited from specific trainings in 2013.

Awareness campaigns aimed at more general audiences were also organized in the Saida region.
THE CONTEXT

Inappropriate training

In Lebanon, technical training is belittled: most people perceive such training primarily as a path for high-risk students. Too theoretical, much existing technical training does not meet the needs of companies looking for qualified technicians. The percentage of unemployed youth that have received technical training is twice the rate of university graduates.

THE GOAL OF THE PROJECT

Enhancing students’ employability

The implementation of a technical baccalaureate in electrotechnics, accredited by the Minister of Education in 2010, and the creation of a specialization in lift manufacturing, in 2013, form part of the Seeds of Hope’s project launched by IECD. A network of companies and school partners seek to modernize the training sector in electrotechnics. By meeting the labor market’s needs, this training enables young people to access stable, remunerative jobs. With its considerable experience, the program was launched in Egypt, Nigeria and Morocco.

MAIN ACTIONS IN 2013

Training young people in line with the sector’s expectations

During 2013, the IECD pursued both the implementation and support of the technical baccalaureate in electrotechnics within 13 partner schools. This 3-year program prepares young people for trades that involve electricity (tertiary electricity, industrial electricity, maintenance and energy electricity). Students acquire skills required by companies through a practical approach focused on real world professional situations. In November 2013, the first graduates in electrotechnics in Lebanon (39 students from 3 pilot schools) obtained the technical baccalaureate diploma (TB), certified by the Paris Academy, with a success rate of 86.7%.

Developing the curriculum

In 2013, the IECD and CNAM launched a specialty for students desiring to become lift professionals. This one year training, post-baccalaureate, allows students to learn about the lift manufacturing profession. The partnership with the company Mitsulift guarantees a scholarship for the most successful students to finance their studies and a contract at the end of the training.

Favoring student placement

The establishment of 5 guidance and employment offices with 5 school partners in 2013 assured the promotion of technical training among 1,000 students through different events including three open houses and one orientation week. The guidance and employment offices also facilitate and encourage the placement of students in different companies for required internships or for employment after graduation. The Career Week organized in 2013, which brought together company partners and TB students, allowed TB students to connect with the professional world.

Training teachers

In 2013, 21 training sessions were held for over 100 teachers. These sessions, undertook by private companies or organisms such as the CNAM, Schneider Teachers, the Academy of Paris and the French Institute, dealt with technical content and pedagogy.
THE CONTEXT
Small Enterprises: a key part of the Lebanese economy
Due to small entrepreneurs’ lack of knowledge about management, the activities undertaken by them are often very vulnerable and not sustainable. Nevertheless, these enterprises play a vital role in the economy, a situation particularly influenced by the need to absorb a massive influx of Syrian refugees who seek employment and to integrate into Lebanese society. Supporting small enterprises is therefore crucial for the region’s socio-economic balance and the living conditions of these populations.

THE GOAL OF THE PROJECT
Stimulating the local economic base
Since 2008, the IECD has been engaged with its partner, Semeurs d’Avenir, to train and accompany entrepreneurs to help them to acquire the necessary management tools to develop their activity. This strategy aims to enhance the creation of more sustainable employment by reinforcing and consolidating small enterprises.

MAIN ACTIONS IN 2013
Enhancing the creation of small enterprises
In 2013, 4 entrepreneurship trainings were delivered to prepare and assist 37 individuals with their projects, giving them solid bases from which to launch their activities. These trainings demonstrate to nascent entrepreneurs methods for creating sustainable enterprises despite the difficult environment.
Broadening entrepreneurs’ skills according to their needs
To be able to contend with extreme shocks, 111 entrepreneurs were trained to use basic management tools and widened their commercial network thanks to the many activities offered by the Tripoli Entrepreneurs’ Club. A thematic evening on communication techniques for sellers attracted 14 participants, for example.
At the request of entrepreneurs, the program adapts its service delivery. Responding to such a request, one training covered exportation in agribusiness. These events provide entrepreneurs with new perspectives, such as entry into new markets. One of the participants has begun exporting his products to the United States.
Stable results despite a challenging environment
Small entrepreneurs fear a negative evolution of the situation in northern Lebanon which is already weakened by the Syrian crisis. The Tripoli Management and Service Center (MSC) and the mobile unit have, nevertheless managed to maintain their action throughout the year, for the benefit of 148 entrepreneurs, by delivering diversified training consistent with their needs. These projects encourage the pursuit of small business activities.

TRAINING (GET)
schools offers personalized accompaniment for students. GET’s offices assist young people with their professional careers, from specialization choice to first employment to help students realize the best possible professional integration. 68 students obtained a position in the labor market in 2013.
The Project
Giving young people the means to foster a sustainable future

Over one million Syrian refugees have joined Iraqi families already established in Lebanon. Many settle in the region of Beirut and Tripoli where living conditions are precarious and only one fourth of young Syrians attend school due to the lack of classroom space. Opened in North Beirut in 2006, Janah educational center welcomes these young people, traumatized by violence, fights against the dropout rate and helps students integrate into Lebanese society. Responding to the large influx of Syrian refugees, a second center was opened in Tripoli in 2013, drawing on Janah’s experience in Beirut.

Main Actions in 2013
Providing educational relay
In Beirut, 6 teachers provided school support to 138 students during the school year and 88 new students attended school in 2013. At the Tripoli Center, 8 teachers took the Accelerated Education Program delivered by the French Institute of Beirut and delivered remedial courses in English and French to 130 children daily.

Enhancing child development
Recreational and psychosocial activities, organized for children each Friday in Beirut to express their emotions, channel their aggression and regain self-confidence, were reinstated in 2013. During summer, 150 children took part in a program that includes courses and extracurricular activities.

Supporting parents
Since 2012, parents are involved in the activities and the educational program through the parents committee. The focus groups enable them to meet and express their difficulties.

Socio-professional reintegration and technical training of youth in Tripoli

The project
Enhancing the integration of at risk youth

The massive influx of Syrian refugees in northern Lebanon has dramatic repercussions on the region’s socio-economic balance which is already seriously affected by poverty and unemployment. In 2013, IECD and its partners launched an operation to strengthen the employability of youth in precarious living situations and drop outs. These trainings, combined with a social development component via the implementation of community activities, building general skills and supporting initiatives, will contribute to a decrease in community tensions in addition to improving youth employability.

Main Actions in 2013
Preparing professional curricula
In response to the needs of the labor market, 8 vocational trainings in 3 different sectors (building trades, maintenance and personal care) were developed to train 600 young people and 12 teachers. An awareness campaign about the program was conducted among young people who will be able to start their training in 2014.

Training teachers
At the end of 2013, the Rhône-Alpes region welcomed the teachers specialized in construction trades and industry leaders who will integrate apprentices, with an emphasis on their mentoring and role as knowledge disseminators who will sustain the program.
**THE CONTEXT**

Young people in extreme distress

For over 3 years, many internally-displaced persons have fled violence in the suburbs of Damascus. Teenagers bear the major brunt of this tragic situation: finding themselves isolated and without access to education, they lose hope in their future.

In 2008, the IECD opened a vocational training center in the suburb of Damascus. Initially designed for unschooled refugees (mainly Iraqis), today it welcomes a majority of young Syrians from displaced families.

**MAIN ACTIONS IN 2013**

- Allowing young displaced people and refugees to consider their future

In 2013, the center has welcomed 992 young people aged 14-25 from difficult living situations, offering them a safe place to go, meet and follow courses. The goal is to provide a stable living environment where they can express themselves, build relationships and pursue their personal development. The project also enables them to acquire useful technical skills and plan for a career. Since 2013, hot meals are offered to these young people.

**Strengthening existing training**

Trainings are organized in 2-6 months modules; they emphasize hands-on practice to meet current and future needs of artisans and local businesses. The students develop computer and English skills; they are trained for different trades including secretarial skills and electricity. Since 2013, new trainings were offered in the fields of Internet, photography, computer maintenance, assistance to elderly and sick people and air-conditioning installation and repair.

---

**BUILDING THE CAPACITIES OF THE SYRIAN CIVIL SOCIETY NETWORK (PROJECT TEAM)**

Financed by UNICEF, 2013-2015 budget: €730,000

International reports highlighted the need to improve education and professional training access to displaced persons to expand their perspectives. The local NGOs can be training and professional integration actors in a mid-term horizon. However, the latter are unable to function properly due to a lack of experience, training and suitable tools. The transfer of good practices is therefore essential.

Under the UNICEF initiative, IECD supports local NGOs by sharing knowledge about professional training, developing these structures' capacity-building and sharing field experience at the training center that opened in Damascus, 2013. The 48 trained NGO will be able to deliver educational programs at their institutions through a team of educators using internal resources, starting in 2014, across the entire Syrian territory. IECD will ensure the implementation of these tools directly within these NGOs, 70% of which are based in the provinces.
THE CONTEXT

Poor quality hospital care

Under the effect of rural exodus and demographic growth since 2012, the influx of refugees and displaced persons has tremendously increased demand for health care in Damascus. Poorly trained, the hospital staff struggles to handle this situation which affects the quality of patient care. Since 2008, IECD has worked to strengthen the skills of nurses to improve the quality of care. Its action was pursued until the end of 2013, the moment when IECD was forced to suspend these activities as a result of prevailing security tensions.

MAIN ACTIONS IN 2013

Completing instructor training in nursing care

Despite a difficult context, the motivation of students and instructors, and their adaptive capacities allowed the program to continue for 10 participants, including 8 nursing care instructors from the Director of nursing care from several districts and two instructors from the Health Ministry, until July 2013. Through monthly one-week training sessions, courses were maintained and delivered by two trainers, assisted by two IECD experts. The 8 nursing care instructors and the 2 trainers obtained diplomas validated by Sainte-Anne Hospital Center, Paris. The overall training program was subsequently adapted to facilitate its replication.

A lasting action

The training of these professionals contributes to the project’s long-term incorporation through the transmission of their knowledge to the Syrian nursing community. The nursing care department has expressed its willingness to renew this action to increase positive impact as soon as the context will allow it.

THE CONTEXT

The deteriorating situation of young disabled people

Before 2011, the number of people with disabilities in Syria was estimated at over 500,000. Since then, care needs have increased but the precarious security and political situation renders the work with professionals more difficult. With support from the Drosos Foundation, IECD together with Syrian associations has been carrying out a project to upgrade the care of children and adolescents suffering from cerebral palsy, mental retardation or other disabilities since 2009.

MAIN ACTIONS IN 2013

Support centers for care

In 2013, IECD pursued the technical and financial support of its partners in their actions in Homs and Aleppo. These centers maintained high quality mentoring and home-care visits to 173 disabled youth and people unable to move about.

Strengthening teachers’ skills

This 3-year training cycle was completed in 2013. Due to security conditions, the last training was delivered in Lebanon in partnership with the Cortbawi Institute. 6 physiotherapists mentored by 2 French specialists received orthopedic training aimed at reinforcing their technical knowledge and their ability to transfer these newly acquired skills to others.
THE CONTEXT
Poorly exploited potential
Once the breadbasket of Iraq, Kurdistan’s agricultural production now amounts to only 20% of local consumption despite its great potential. After several decades of conflict, this sector suffers from a lack of traditional skills.

THE GOAL OF THE PROJET
Supporting rural development
Initially dedicated to the displaced Christians of Iraq, the ‘Ard Al Amal’ (Land of Hope in Arabic) project has gradually widened since 2011 and now involves the Governorate of Dohuk. Today it addresses low-wage farmers aged 25-50, semi-professionals, including participants from all faiths, in three domains that show great economic potential: arboriculture, breeding, beekeeping. Its goal is to encourage the creation of income-generating activities in rural areas. In a context of increased internal tensions related to the emergence of poorly distributed oil rent, the project creates the means to anchor these populations that include a significant ethnic and religious patchwork.

MAIN ACTIONS IN 2013
Supporting the fruit-farming sector
In collaboration with the Dohuk Directorate of Agriculture, 11 training sessions on disease prevention and grafting were delivered to remedy to the shortcomings of 229 fruit growers.

Democratizing veterinary care for breeding
Access to veterinary care in some remote areas is limited which results in an ineffective surveillance of holdings which spells productivity loss and diminishes quality cattle. In partnership with the Directorate of Veterinary Services, IECD has developed a mobile veterinary clinic offering access to quality care for 250 breeders which equals 8,779 animals healed in 2013.

Professionalizing the beekeeping sector
Despite the success of local honeys, the beekeepers’ lack of skills hinders this sector’s potential. To better promote it, the IECD has trained 212 producers and offered general monitoring to 8 beekeepers to improve professional practices and strengthen their sanitary, technical and marketing skills.

Accompanying farmers
10 hectares of land were planted through a tractor hire service, enabling farmers of remote areas to attain access to machinery and increase their farms’ productivity.
THE CONTEXT

An education system lacking resources

On the outskirts of Jerusalem, Al Aizarieh is now isolated by the separation wall. The socio-economic conditions here have deteriorated, leading to growing insecurity and criminality. In this unfavorable context, young people must shape their futures although the education system is weak due to a lack of resources, and community spaces for children and youth to grow socially are missing.

THE GOAL OF THE PROJECT

Offer a proper environment with an eye on the future

In partnership with the French NGO Apprentis d’Auteuil, since 2012, the IECID has led a comprehensive educational project to reinforce low-achieving children’s educational level and provide them with a proper environment to build a bright future. By 2015, the education center will welcome up to 900 children and teenagers aged 6-18.

MAIN ACTIONS IN 2013

Expanding the activities of the education center

An old Palestinian house located near the wall, the center’s future home, is undergoing rehabilitation. Symbol of the past and the future, its traditional characteristics complement childcare in this lawless area which is vulnerable to drugs and criminality. Until the center is completed, educational reinforcement activities are undertaken in Al Aizarieh, at three partner schools.

To overcome the lack of guidance of school dropouts, the center delivers remedial courses adapted to their needs in core subjects (Arabic, their mother tongue, and mathematics). In 2013, 250 young people throughout the region benefited from this innovative approach, through the guidance of qualified teachers.

Creating recreational space for children

The center aims to fill the lack of cultural and recreational areas in Al Aizarieh. In July and August, 2 summer camps welcomed 112 children from the region’s schools. In addition, 240 children participated in sporting and artistic activities inside the different schools in 2013. The center has also introduced photography and drama workshops. These activities foster children’s personal development and give them the opportunity to mobilize their knowledge in a different context than the traditional classroom.

Supporting Teachers

Finally, the center offers training to the region’s teachers to promote innovative educational methods such as active learning and inclusive education. In partnership with the Palestinian Ministry of Education, 4 sessions organized in 2013 enabled the training of this pedagogy to 80 teachers.
THE PROJECT
Supporting women’s socioeconomic integration
Women in Al Aizarieh and their families are strongly affected by the region’s economic and social problems where 30% of the active population is unemployed. Women’s participation in household income has become imperative in a context of economic and social insecurity. The IECD has opened a cooperative in 2010, managed by women, specialized in sewing and food product manufacturing.

MAIN ACTIONS IN 2013
Pursuing the cooperative’s accompaniment
IECD has supported the cooperative to improve its competencies, with the implementation of a new board to ensure good governance, its local presence and its institutional sustainability. It ensured the technical and managerial training of new members.
In 2013, a new activity was launched with the rehabilitation of three, traditional small houses in the old town, near Lazare’s tomb which welcomes 300,000 visitors a year, aimed at commercializing the cooperative’s products through a bazar and a cafeteria.

Expanding agro-food activities
Upstream, IECD, the cooperative and Al Quds’ University worked together to identify the neighboring cooperatives requiring support and leading markets in food processing. Locally, 77 women took part in trainings to improve the quality and competitiveness of their products.

THE PROJECT
Supporting the skills of entrepreneurs
In the Palestinian territories, per capita GDP has decreased by 30% in 10 years and the unemployment rate is still very high (over 30%). The informal sector serves as an alternative for thousands of Palestinians. In 2011, to develop their activity and improve their living conditions, IECD launched a project to support small entrepreneurs by strengthening their management skills.

MAINS ACTIONS IN 2013
Supporting Entrepreneurs
Women are particularly eager to undertake the training; they were 64 out of 100 people trained in enterprise management in 2013. 36 entrepreneurs registered with the Entrepreneurs Club which welcomes trained graduates, enhances the networking of entrepreneurs, deepens their knowledge and opens new perspectives for a greater efficiency and increases resilience to external shocks.

Enhancing local economic initiatives
The innovative support program to small businesses, unique in the region, promotes entrepreneurship through partnerships which are not seen only as alternatives but as means to ensure growth. In this program, 25 Al Quds University students who are aspiring entrepreneurs studied their projects’ feasibility. In addition, 15 young people of Aqbet Jaber refugee camp initiated their project, launching an event agency through the ‘start-up’ training in 2013.
PROFESSIONAL INTEGRATION OF THE YOUTH THROUGH TRAINING FOR CAREERS IN ELECTRICITY

**LOCATION**
Egypt - Cairo and Alexandria
**PROJECT LAUNCH**
July 2013

**BENEFICIARIES IN 2013**
600 high school students, 50 teachers

**LOCAL PARTNERS**
Don Bosco Cairo and Don Bosco Alexandria

**€ 2013 – 2016 BUDGET**
€570,000
**EXPENDITURES**
8%
Co-financed by AFD

**THE CONTEXT**
Trainings inadequate to meet companies’ needs
Affected by an uncertain socioeconomic context, Egypt is a demographically young country (60% under age 30) with strong concern for employment opportunities. Despite low growth, well trained technicians are much in demand, especially in the industrial sector, but few young people possess the specific skills companies are looking for.

**THE GOAL OF THE PROJECT**
Training young people in accordance with the sector’s needs
On the basis of a methodology developed in Lebanon since 2006, the Seeds of Hope project was developed in Egypt to increase youth employability, responding to companies’ strong demand in electrical trades.

**MAINS ACTIONS IN 2013**
Laying the project’s foundations
In partnership with the Don Bosco institutes of Cairo and Alexandria, in close connection with the sector’s companies, IECD updated the content of electrotechnics trainings (5 curriculums readapted in 2013 for training sessions in electricity) for the Professional Baccalaureate and the Vocational Training Certificate levels. It also trains teachers (25 teachers trained during 7 organized sessions in 2013), provides equipment or ensures the modernization of technical platforms to guarantee that the training offered meets the business environment’s needs.

Accompanying students towards employment
Two orientation and employment offices were created to favor the professional integration of young people. 115 companies were put in contact with 330 candidates through a comprehensive database. In close cooperation with the companies, a research tool for very technical profiles is being created to build up a breeding ground for high quality skills. Actions promoting technical careers and its opportunities will also be implemented.

**SEEDS OF HOPE IN MOROCCO**
With 5.1% growth, Morocco is the most dynamic country of the MENA region. Renewable energy and energy efficiency markets are experiencing rapid growth. While youth unemployment’s rate has reached 38% in rural areas, 400,000 young people drop out of school each year.

Despite a framework developed for professional training, there is a significant gap between the existing trainings and companies’ needs. A detailed study of the electrical engineering sector has identified significant deficits in basic education, knowledge of the relevant regulations and the use of technical equipment. Students also lack practical training. The Seeds of Hope project will start in Morocco in March 2014, welcoming 80 young people each year at two partner schools, the Juk Spel Institute of Kenitra and the NGO l’Heure Joyeuse of Casablanca, two regions that benefit from a dynamic employment pool for electrical trades.
Despite a slowdown in economic growth, Southeast Asia remains the world’s most dynamic region but still vulnerable to regional and international shocks. Major structural reforms to reduce growing disparities and ensure sustainable growth are necessary. Significant economic gaps between rural and urban areas are increasing, as they are between provinces inhabited by different minorities. In order to stimulate the socioeconomic integration of disadvantaged youth through employment, IECD intervenes with professional training in Thailand and Vietnam.
47 HOSPITALITY SCHOOL FOR VULNERABLE YOUTH

- Project launch: 2008
- Location: Mae Sot, Thailand
- 1 local partner
- Operating budget: €190,000

48 VOCATIONAL TRAINING FOR IT CAREERS

- Project launch: 2010
- Location: Da Nang, Vietnam
- 2 local partners
- Operating budget: €161,000

49 SUPPORT TO SMALL VIETNAMESE ENTREPRENEURS

- Project launch: 2013
- Location: Ho Chi Minh Ville, Vietnam
- 1 local partner
- Operating budget: €61,000
HOSPITALITY SCHOOL FOR VULNERABLE YOUTH

LOCATION
Thailand - Mae Sot
PROJECT LAUNCH
2009

BENEFICIARIES IN 2013
43 young Karens aged 17-22
LOCAL PARTNER
Tak Border Child Assistance Foundation (TBCAF)

2013-2015 BUDGET
€530,000
EXPENDITURES
36%

THE CONTEXT
Poorly integrated mountain population
The Karen people are an isolated ethnic minority living in the western mountains of Thailand. To access economic opportunities, they are forced to move to big cities. With little or no training, they are unprepared for the market’s expectations so their living conditions are thus unlikely to improve.

THE GOAL OF THE PROJECT
Promoting the integration of highly vulnerable young people
In 2009, IECD and TBCAF launched a hospitality school for young Karens in Mae Sot that meets the needs of the hospitality industry. The HCTC – Hospitality & Catering Training Center – has a training restaurant-hotel that allows students to become operational immediately upon completion of their training.

MAINS ACTIONS IN 2013
Strengthening the quality of education
The training encompasses students’ all-round personal development: learning a trade, personal development and building his/her adult life.

In 2013, the school welcomed its third promotion of students. A total of 43 students followed a program that emphasizes hands-on practice (50%) at the training restaurant-hotel, internships at high quality hotels (4 / 5 stars), theoretical learning and English. In addition, students can take official examinations (at high school or university level) to obtain a general education certificate. This year, emphasis was placed on reinforcing the educational project through the organization of student life at the boarding school and the introduction of a tutoring system for all. During their two years of training, young people develop their professional projects and discover their potential.

Expanding the partnership network
Sustainable partnerships have been arranged with experts and highly reputed hospitality establishments such as Starwood, Four Seasons, Onyx, Hilton, Sheraton, Chedi and the Vatel hospitality school. These partnerships are keys to welcoming students for internships, offering them employment at the end of their training and continually strengthening the pedagogical team’s skills.
The Accor Group and its foundation provided significant support particularly that focused on the program’s improvement, to better adapt the program to the sector’s needs.

Discover Mae Sot’s Hospitality School on video
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, lack of money and the distance of training centers are both barriers to accessing higher education. Company needs in some sectors have exploded during the past few years. This is notably the case in the IT sector which, with the increase of subcontracts, is experiencing strong growth in Vietnam, thus creating a significant number of job opportunities. According to the Ministry of Information and Telecommunication, the information communications technology sector’s need for employees in the private and public sector is growing by 13% a year. But still, training capacities in this domain are limited in Vietnam.

THE GOAL OF THE PROJECT
Enhancing the employability of rural youth
In 2010, IECD and Passerelles Numériques created a training center at the University of Da Nang. The goal is to give disadvantaged rural high school graduates the chance to be trained for careers in IT and to find a sustainable, decent job in this promising sector in Vietnam.

MAIN ACTIONS IN 2013
Promoting training in rural areas
The recruitment process was expanded to 7 provinces in 2013 (compared to 5 the previous year); the selection team has consequently grown to improve the selection process. Out of more than 1,000 candidates that expressed clear interest and passed written tests, 29 disadvantaged young people were selected after an oral examination. A family visit was carried out to validate the social criteria.

Welcoming a new class
In September, the center welcomed 89 students (1st and 2nd year), who benefit from scholarships, as well as comprehensive personal and educational support. In order to provide good educational conditions, 30 new computers were purchased and investments were made to build computer networks that guarantee desktop security and provide optimal functioning of the laboratories.

Training students to enter a sector with considerable employment potential
Students follow a practical, 2-year, computer training program that covers network administration and programming. They also take English classes. They can apply their knowledge during a 2-month internship that must be accomplished midway through the program. With the support of 30 companies that have agreed to hire students, the training is a stepping stone to working life. In October 2013, 54 students attended a graduation ceremony also attended by the program’s partners.
THE CONTEXT
A growing but ignored informal sector
Asia’s Tiger, Vietnam has enjoyed very strong economic growth but the most vulnerable and less educated people are unable to profit from it sufficiently. Attracted by big cities’ opportunities, disadvantaged Vietnamese are forced to create their own employment, thus fueling the informal sector. The latter is estimated to represent 20% of GDP including over 10 million craftsmen, merchants, street vendors, etc.

THE GOAL OF THE PROJECT
Taking advantage of opportunities through knowledge and adapted tools
In 2013, the IECD launched a program to support small entrepreneurs with the goal of following 2 categories of fragile population by strengthening their activities: particularly vulnerable sedentary micro-entrepreneurs and street vendors, essentially women.

Meeting the needs of local actors as closely as possible
In 2013, the program developed strong partnerships with the Social Development Training Center, the department in charge of training and social development at the University of Ton Duc Thang, and with companies located in Vietnam.

MAIN ACTIONS IN 2013
Ensuring a successful introduction of the program
The program is locally anchored which improves its connections with public and private partners. Its stable institutional culture strengthens its effectiveness.

A team of 4 trainers was recruited and trained to respond to growing needs. The curricula has been translated and adapted to the local context which enabled the organization of 9 training courses through three centers spread over HCMC’s territory. These trainings attracted a total of 112 beneficiaries, 53% of whom are street vendors.

Promoting entrepreneurial success
On average, the entrepreneurs trained in 2013 reached 80% or more of their personal objectives agreed upon with their instructors at the beginning of the training. Their turnover increased from 4 to 11% from the first training sessions through the following 6 months. Entrepreneurs experience a change of paradigm: they set their own objectives to reach the long-term goals and consider themselves as company leaders.
In addition to projects led in emerging and developing countries, since its inception, IECD has supported social, educational, academic and cultural activities in Europe. These projects often respond to requests of one or several donors who wish to allocate their funds for specific actions.

**TERRE DE CIEL PROJECT**

**Improving care of the elderly**

**Professionalizing the health and social sector**

TERRE de CIEL is a continuous training organization based in Marseille, certified by 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 in a growing industry.

**Offering qualifying continuing education to dependency care professionals**

In 2006, TERRE de CIEL launched a course at Marseille Business School. This course offers continuing training in elder and dependent persons care. TERRE de CIEL has developed a dynamic educational approach that emphasizes personal accountability and respect for others. Each course offers nearly 20 hours of classes. In addition, monthly mentoring has been created to support students in their development. This training is approved and co-financed by the regional employment agency.

**Supporting TERRE de CIEL training**

Each year, TERRE de CIEL receives a grant from the Walter and Germaine Mühlrthaler Endowment Fund hosted by IECD. The 2012-2013 cycle, amounting to €40,000, contributed to equipment, accommodation and the provision of books to the school’s technical library.
FINANCIAL REVIEW

In 2013, IECD maintained a stable level of activity, totaling 7.5 million euros compared to 7.4 million in 2012 (excluding exceptional projects) and 7.5 million euros in 2011. In the past year, 40 projects were implemented in 15 countries. A few highlights include:

- The progression of significant activities such as the Support Program to Health Structures (PASS) in Congo-Brazzaville, the Hospitality School, La Rizière and the SESAME program in Madagascar or the Guidance Employment Training (GET) project in Lebanon.
- Two leading IECD programs, Support to Small Enterprises and Seeds of Hope, expanded to other territories which shows strong potential for future growth.
- Operationally and accounting wise, the set-up of a lucrative pole as part of IECD’s activity.

The percentage of operating costs compared to total spending declined from 8.6% in 2013 compared to 9.1% in 2012, reflecting the desire to ensure an optimal use of funds toward development aid projects.

In 2014, activity is expected to grow from 2013 levels. Spin-offs of the Seeds of Hope and Support to Small Businesses programs are planned, extension of the education and remedial courses program in Madagascar in addition to activities undertaken in Lebanon on education and professional training for youth will also be major contributors to this new growth phase.

IECD maintains its principal activities in sub-Saharan Africa, the Near East and in Madagascar. South-East Asia and North Africa offer interesting growth prospects.
### BALANCE SHEET - DECEMBER 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>LIABILITIES &amp; RESERVES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS (1)</strong></td>
<td></td>
<td></td>
<td><strong>CHARITABLE FUND</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td>347 376</td>
<td>347 376</td>
<td>Charitable fund and reserve</td>
<td>70 000</td>
<td>70 000</td>
</tr>
<tr>
<td>Leashold improvements</td>
<td>8 420</td>
<td>8 420</td>
<td>Retained earnings</td>
<td>133 192</td>
<td>125 378</td>
</tr>
<tr>
<td>Vehicles</td>
<td>44 800</td>
<td>44 800</td>
<td>Operating surplus</td>
<td>23 934</td>
<td>7 815</td>
</tr>
<tr>
<td>Office furnitures &amp; fittings</td>
<td>61 262</td>
<td>59 830</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-197 648</td>
<td>-178 510</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other securities holding</td>
<td>600 000</td>
<td>600 000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deposits and bonds</td>
<td>14 275</td>
<td>10 673</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>347 376</td>
<td>8 420</td>
<td>Charitable fund and reserve</td>
<td>70 000</td>
<td>70 000</td>
</tr>
<tr>
<td><strong>LIABILITIES &amp; RESERVES</strong></td>
<td></td>
<td></td>
<td><strong>CHARITABLE FUND</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td>878 485</td>
<td>892 589</td>
<td>Charitable fund and reserve</td>
<td>227 126</td>
<td>203 192</td>
</tr>
<tr>
<td>Expected subsidies</td>
<td>769 388</td>
<td>614 713</td>
<td>Provision for risks</td>
<td>195 093</td>
<td>201 317</td>
</tr>
<tr>
<td>Other receivables</td>
<td>46 935</td>
<td>39 136</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TRADE ACCOUNT RECEIVABLE</strong></td>
<td>816 324</td>
<td>653 850</td>
<td>Charitable fund and reserve</td>
<td>195 093</td>
<td>201 317</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>1 827 135</td>
<td>2 068 048</td>
<td>Dedicated public funds</td>
<td>516 714</td>
<td>203 004</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-9 561</td>
<td>-22 727</td>
<td>Dedicated private funds</td>
<td>1 289 013</td>
<td>1 267 812</td>
</tr>
<tr>
<td>Cash in bank</td>
<td>961 197</td>
<td>656 676</td>
<td>Dedicated endowment funds</td>
<td>2 120 381</td>
<td>2 115 377</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENT</strong></td>
<td>2 778 771</td>
<td>2 701 997</td>
<td>同心基金</td>
<td>3 926 108</td>
<td>3 586 193</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>38 408</td>
<td>8 005</td>
<td>Financial debts</td>
<td>16 194</td>
<td>16 777</td>
</tr>
<tr>
<td>Foreign exchange assets</td>
<td>84 393</td>
<td>64 011</td>
<td>Trade accounts payable</td>
<td>57 610</td>
<td>175 800</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fiscal and social debts</td>
<td>110 347</td>
<td>97 656</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other liabilities</td>
<td>57 176</td>
<td>23 643</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2 041 846</td>
<td>2 006 697</td>
<td>Dedicated funds</td>
<td>137 640</td>
<td>15 208</td>
</tr>
<tr>
<td><strong>REGULARISATION ACCOUNT</strong></td>
<td>122 801</td>
<td>72 016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENT</strong></td>
<td>2 144 246</td>
<td>1 163 911</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>4 596 381</td>
<td>4 320 452</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>LIABILITIES &amp; RESERVES</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td>842 435</td>
<td>849 695</td>
<td>Charitable fund and reserve</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TRADE ACCOUNT RECEIVABLE</strong></td>
<td>92 804</td>
<td>8 299</td>
<td>Provisions for risks</td>
<td>2 041 846</td>
<td>2 006 697</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENT</strong></td>
<td>1 244 246</td>
<td>1 163 911</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2 179 486</td>
<td>2 021 905</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figures in euros

### CERTIFICATION OF ACCOUNTS

The annual accounts, closed on December 2013, 31st, were audited and certified by the association’s auditor, M. Jacques Le Pomellec, Partner and technical manager of the HLP Audit S.A.S. (Statutory Auditor, Member of the Regional Company, Rennes). They were prepared according to approved French principles and methods, in accordance with the accounting system applicable to associations and foundations.
## PROFIT & LOSS 2013

### EXPENDITURES 2013 | 2012
<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DEVELOPMENT PROJECTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants paid to the projects</td>
<td>3,221,814</td>
<td>4,522,985</td>
</tr>
<tr>
<td>Real estate rental</td>
<td>143,086</td>
<td>143,119</td>
</tr>
<tr>
<td>Equipment purchase</td>
<td>666,461</td>
<td>345,908</td>
</tr>
<tr>
<td>Local technical assistance</td>
<td>1,520,900</td>
<td>1,424,068</td>
</tr>
<tr>
<td>Sundry project expenses</td>
<td>395,113</td>
<td>589,774</td>
</tr>
<tr>
<td>Missions and technical expertise</td>
<td>511,908</td>
<td>498,422</td>
</tr>
<tr>
<td>Funding expenses</td>
<td>5,846</td>
<td>11,663</td>
</tr>
<tr>
<td>Expenditures on projects</td>
<td>6,465,129</td>
<td>7,535,939</td>
</tr>
<tr>
<td>Commitments on public funding</td>
<td>516,714</td>
<td>203,004</td>
</tr>
<tr>
<td>Commitments on private funding</td>
<td>1,038,380</td>
<td>1,007,466</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>8,020,223</td>
<td>8,746,410</td>
</tr>
</tbody>
</table>

### LEGACIES MANAGEMENT

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved expenditures</td>
<td>158,646</td>
<td>98,505</td>
</tr>
<tr>
<td>Commitments</td>
<td>66,299</td>
<td>0</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>224,945</td>
<td>98,505</td>
</tr>
</tbody>
</table>

### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent, rental fees and consumables</td>
<td>62,642</td>
<td>81,717</td>
</tr>
<tr>
<td>Payroll</td>
<td>424,926</td>
<td>542,202</td>
</tr>
<tr>
<td>Fees and feasibility missions</td>
<td>54,090</td>
<td>48,672</td>
</tr>
<tr>
<td>Communication</td>
<td>49,600</td>
<td>53,402</td>
</tr>
<tr>
<td>Other costs</td>
<td>38,713</td>
<td>32,394</td>
</tr>
<tr>
<td>Depreciations</td>
<td>17,061</td>
<td>19,588</td>
</tr>
<tr>
<td>Provision allowances</td>
<td>108,489</td>
<td>154,225</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>21,156</td>
<td>7,815</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>777,495</td>
<td>940,015</td>
</tr>
</tbody>
</table>

### EXPENDITURES ON SERVICE CONTRACTS

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct costs</td>
<td>258,818</td>
<td></td>
</tr>
<tr>
<td>External services</td>
<td>14,749</td>
<td></td>
</tr>
<tr>
<td>Indirect payroll</td>
<td>19,802</td>
<td></td>
</tr>
<tr>
<td>Income Tax</td>
<td>485</td>
<td></td>
</tr>
<tr>
<td>Net profit</td>
<td>2,778</td>
<td></td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>296,632</td>
<td></td>
</tr>
</tbody>
</table>

### INCOME 2013 | 2012
<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public funding</td>
<td>1,878,502</td>
<td>2,046,929</td>
</tr>
<tr>
<td>Corporate funding</td>
<td>1,469,919</td>
<td>961,016</td>
</tr>
<tr>
<td>Grants from foundations and charities</td>
<td>3,233,104</td>
<td>3,623,793</td>
</tr>
<tr>
<td>Donations and fundraising</td>
<td>417,900</td>
<td>201,876</td>
</tr>
<tr>
<td>Local funds and appeals</td>
<td>369,452</td>
<td>442,452</td>
</tr>
<tr>
<td>Financial income</td>
<td>2,220</td>
<td>133</td>
</tr>
<tr>
<td>Exceptional items</td>
<td>49,436</td>
<td>4,601</td>
</tr>
<tr>
<td>Used resources on projects</td>
<td>7,420,531</td>
<td>7,280,801</td>
</tr>
<tr>
<td>Unused resources on public funding</td>
<td>1,074,431</td>
<td>1,442,680</td>
</tr>
<tr>
<td>Management fees on projects</td>
<td>-594,801</td>
<td>-668,671</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>8,020,223</td>
<td>8,746,410</td>
</tr>
</tbody>
</table>

### LEGACIES MANAGEMENT

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members and Directors contributions</td>
<td>64,031</td>
<td>54,265</td>
</tr>
<tr>
<td>Operating grants</td>
<td>280</td>
<td>966</td>
</tr>
<tr>
<td>Management fees on projects</td>
<td>594,801</td>
<td>668,671</td>
</tr>
<tr>
<td>Management fees on legacies</td>
<td>9,432</td>
<td>4,148</td>
</tr>
<tr>
<td>Financial income</td>
<td>7,953</td>
<td>24,730</td>
</tr>
<tr>
<td>Exceptional items</td>
<td>3,430</td>
<td>879</td>
</tr>
<tr>
<td>Reversal provision</td>
<td>97,568</td>
<td>186,356</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>224,945</td>
<td>98,505</td>
</tr>
</tbody>
</table>

### OPERATING INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources Service contracts</td>
<td>280,655</td>
<td></td>
</tr>
<tr>
<td>Unused resources on service contracts</td>
<td>15,977</td>
<td></td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>296,632</td>
<td></td>
</tr>
</tbody>
</table>

### TOTAL 2013 | 2012

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>9,319,296</td>
<td>9,784,929</td>
</tr>
</tbody>
</table>

---

1. Subsidies which do not transit through IECD, and locally received “contributions-in-kind”
2. Resources actually received in the course of the year and expected subsidies are covered by an agreement
3. Resources actually received in the course of the year
4. Reversal of previous financial years’ unused resources

---

**Figure in euros**

---

**DISTRIBUTION OF THE USE OF RESOURCES 2013**

---

**DISTRIBUTION OF RESOURCES 2013**
Statutes & Governance

Founded on 8 January 1988, the Institut Européen de Coopération et de Développement (IECD) is a not-for-profit organization governed by the laws of Alsace-Moselle and recognized as having a mission in accordance with public interest since 2010. It is able to receive donations and bequests exonerated from transfer duty free of allowances.

In accordance with the corporate objectives featured in the association’s statutes (article 2), IECD’s interventions aim to ‘conceive, develop and encourage 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 development and health for people from all races and conditions by supporting their intellectual and material needs’.

The Board
President: Marie-José Nadal - Project Manager, AMF (French Securities Commission)
Vice-President: Christian Malsch – Managing Director, SEBRO S.A.
Secretary-General: Patrick Blin - Former lawyer registered with the Paris Bar
Treasurer: Michel Baroni - Academic Director of the MSCs in Financial Techniques, ESSEC

The Trustees
Guy Azaïs – Minister Plenipotentiary, former Ambassador
Benard Davoust – Veterinarian
Jean-Noël Lucas – Finance Controller, Procter & Gamble
Hubert de Mestier - Professor, Tokyo and Waseda Universities, Japan
Annick Rascar – Head Nurse
Hervé Rudaux – Deputy Director of an investment management fund
Gegroire de Saint Quentin – General Officer
Louis Schoepfer – Doctor
Marc Senoble – Chief Executive Officer, SENOBLE S.A.

General Assembly
Board of Trustees, President: Marie-José Nadal
Chief Executive Officer Xavier Boutin
Deputy Executive Director Alexis Béguin
Communication Manager Charlotte Froment - Meurice

Director for the FFS & SMEs Program in Africa and South-East Asia
Thomas Behaghel

Coordinator for the SME program
Claire-Marie Massier

Coordinator for the FFS & Rural Development Program
Arnaud Britsch

Country Representative in Ivory Coast
Abidjan
Patrick Sekongo

Project Coordinator for the DRC
Kinshasa
Marie-Hélène Brasey

Coordinator for the Industrial Careers Program & Corporate Partnerships
Caroline de Cartier

Coordinator for the Hospitality & Catering Program
Hélène Lion

Coordinator for the Health Care & Education Program
Marie-Geneviève Leproux (Priscille d’Amarzit)

Director of Operations for the Near East
Paris - Beyrouth
Alexis Béguin

Country Representative in Lebanon & Project Representative for the Near East
Beyrouth
Delphine Compain

Project Coordinator for Syria
Damas
Nidal Bitar

Country Representative & Project Coordinator for the Palestinian Territories
Jerusalem
Gabriel Teissier

Country Representative for Madagascar
Antananarivo
Thomas Perrin

Country Representative in Cameroon & Nigeria for Local Development Projects
Douala
Paolo Sanguinini

Project Coordinator for Congo
Pointe Noire
Adrien Peyre

Finance, Administrative and HR Director
Cyril Rabeisen

Accounting Manager & Financial Controller
Hélène Arabyan

HR Officer
Sabine de Place

Expatriates and Nationals
THANKS
IECD’s actions would not have been possible without the assistance from the French Development Agency (AFD), the European Union, multilateral agencies (such as, UNICEF, UNHCR and OFID), the French regions Île-de-France, Provence-Alpes-Côte d’Azur and Rhône-Alpes as well as the Department of International Cooperation of Monaco.
We also want to thank, among others: the foundations Alasol, AnBer, Cécile Barbier de la Serre, Drosos, Fizza-Fondation de France, Helios Trust, Lord Michelham of Hellingly, Mahmoud Shakarchi Foundation, Sesam Foundation, Tamari Foundation, Tonga, Fondation Roi Baudoin and the Welfare Foundation; the corporate foundations Air France, Addax-Sinopec, Schneider Electric, Accor, Addax-Oryx, Société Générale and Trafigura; the endowment fund Educandi, Emeraude Solidaire, Marguerite and SEED; the associations AFM, Frères de nos Frères, Association Philippe Jabre and L’Œuvre d’Orient as well as the companies Bourbon, Total E&P Holcim, Murex, Matelec, CFAO, JJA, Bel, Perenco, Schneider Electric in Lebanon, Nigeria and Egypt, SIFCA, GDF-Suez, etc.
We also wish to warmly thank all those who, individually, provide essential support to IECD’s actions.
Finally, we thank our teams and partners who, for over 25 years, have committed themselves with professionalism in the field every day.

CREDITS
Conception: G. de Prémare / M.Fiessinger
Photo credits: Irina Randrianaly (cover and Madagascar), Yan Lerval (Congo-Brazzaville), Sololo Tinah (Madagascar), Isaure Lambert (Lebanon), Louis-Thibaud Chambon (Vietnam)