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There is no more beautiful result for IECD than to see all the personalities that have flourished and been built over the course of the year. During my last visit to Madagascar, I had the privilege of meeting young, happy and radiant Malagasy: the training that they had followed had enabled them to reveal the best of themselves. For example I think of Njara, an apprentice waiter in La Rizière, who was proud and delighted to welcome me in French and to take my order according to the rules of his art. These life stories and the maturity shown by graduates are regularly confirmed to us by the companies that hire them. Having a job not only allows the disadvantaged to access stability and to improve their incomes, but also to find their place in society.

Promoting youth access to employment - this is a fundamental issue to which we have provided effective and sustainable solutions for over 25 years! Education and training are at the heart of our programmes, in various sectors such as agriculture, tourism or electrical engineering. With our teams and partners, we offer innovative solutions to meet this major challenge, which perhaps will inspire public policy of tomorrow.

Over the course of 2014, IECD supported almost 10,000 young people in this way to valued and sustainable employment in countries which have been badly hit by inequality or devastating conflict. I think of Nigeria and Syria, where we pursue our actions despite the difficulties.

Driven by the desire to continuously improve our methods and practices, we continue to face many challenges. Thus, the coaching of teachers from partner institutions in the transformation of their practices, a real key to successful professional integration, is continuously being optimised. Another issue, assessing the impact of our programmes: our teams are mobilised to improve the systems that measure the success of our actions, including monitoring of young people over time once they embark on their careers.

That every girl and boy within the IECD community is aware of his or her value and takes charge of his or her future - that is our daily challenge!
PLANTING SEEDS FOR THE FUTURE THROUGHOUT THE WORLD

IECD IN FIGURES

• OVER 25 YEARS OF EXPERIENCE
• 9.5 MILLION EUROS OPERATING BUDGET (EXCLUDING EXCEPTIONAL ITEMS)
• 71% PRIVATELY FUNDED 29% PUBLICLY FUNDED
• PRESENT IN 14 COUNTRIES
• 103 EMPLOYEES, INCLUDING 76 IN THE FIELD
• 41 TECHNICAL EXPERTS
• 119 LOCAL PARTNERS

OPERATING BUDGET BY REGION

SOUTHEAST ASIA 4%
EUROPE 3%
MADAGASCAR 19%
MENA REGION 34%

OPERATING BUDGET BY ACTION

HEALTHCARE 12%
SUB-SAHARAN AFRICA 40%
ENTREPRENEURSHIP 26%
EDUCATION 28%
CAREERS 34%
MENA REGION
- Lebanon - since 1990
- Syria - since 2000
- Palestinian Territories - since 2007
- Iraqi Kurdistan - since 2008
- Egypt - since 2013
- Morocco - since 2014

SUB-SAHARAN AFRICA
- Cameroon - since 1992
- DR Congo - since 1991
- Congo-Brazzaville - since 2012
- Ivory Coast - since 1997
- Nigeria - since 1992

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

INDIEN OCEAN
- Madagascar - since 1989

OVER
50,000
BENEFICIARIES WORLDWIDE

9,330 YOUNG PEOPLE TRAINED AND EMPLOYED
2,913 SMALL ENTREPRENEURS GUIDED
6,862 CHILDREN AND YOUTHS IN SCHOOLS
34,850 PATIENTS SUPPORTED IN PARTNER STRUCTURES

INTERNATIONAL PROGRAMMES
- Seeds of Hope (training programme for industrial careers): 1,953 BENEFICIARIES – 4 PROJECTS
- Family Farm Schools (“FFS”, training programme for agricultural careers): 1,507 BENEFICIARIES – 3 PROJECTS
- Training programme for careers in hospitality and catering: 1,629 BENEFICIARIES – 2 PROJECTS
- Support to rural development: 643 BENEFICIARIES – 3 PROJECTS
- Support to Small Enterprises (support in urban areas): 2,230 BENEFICIARIES – 8 PROJECTS
- Educational and School Reinforcement programme (“CERÈS” et “SESAME”): 5,093 BENEFICIARIES
- Support for Healthcare Facilities programme (“PASS”): 20,000 BENEFICIARIES
- Sickle-Celle Disease Support, Training and Watch Platform (“PAFOVED”): 12,350 BENEFICIARIES – 3 PROJECTS
IECD’S
IDENTITY

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

Since its creation in 1988, IECD has followed the human and economic development in the countries where it has been involved. IECD bases its actions on a comprehensive approach to a person. We do this as we believe that well educated people, on an academic, technical, social and human level, will build not only a better future for themselves and their family, but also for their community and for society as a whole. IECD encourages the youth, parents, professionals and locally-based development stakeholders to play a responsible and active civic role.

OUR MISSION
To create environments which allow everyone to build their futures and a more equitable society

IECD has one ambition: to create environments conducive to the development of each person. We want to create the necessary conditions to allow those willing to do so to act on a social, professional and institutional level. By acquiring the necessary know-how, they will be able to transform their existence and to become responsible actors in their country. We believe that in this manner, they will have a positive impact on society and contribute to it becoming more equitable.

VALUES

5 OBJECTIVES
1. Give young people the means to train themselves in order to gain access to valuable work and integrate the labour market in a sustainable manner
2. Enable small entrepreneurs and their employees to acquire the necessary tools to strengthen their activities and improve their living conditions
3. Offer vulnerable people the necessary living conditions to reach their full potential
4. Create new capacities for action for local partners by strengthening them on an institutional, financial and organisational level
5. Support for the family unit weakened by poverty, disability or exile

In addition, IECD ensures that its projects are thoroughly and efficiently managed and will have a lasting impact for beneficiaries.

3 VALUES
1. A focus on the person
2. A principle of service
3. A professional commitment

2 VIRTUES
1. To dare to undertake
2. The patience to implement
Principles of ACTION

Providing IECD’s expertise to its beneficiaries
For more than 25 years, IECD has developed recognised expertise in vocational training, employability, support to small businesses and access to education and healthcare for people in vulnerable situations. This proven experience enables IECD to conduct development projects that have a lasting impact on the people, their families and the local community.

Building lasting partnerships with local actors who share IECD’s vision.
IECD works in close collaboration with local organisations. Committed to their chosen field of intervention and recognised for their competency and governance, they take part in the implementation of projects on the ground. IECD builds sustainable relationships with them and contributes to strengthening them institutionally, financially and organisationally.

Working closely with economic actors
IECD favours the involvement of local businesses, who are important actors of local development. Local companies permanently interact with training centres to adapt vocational training to labour market requirements and to foster young people’s employability. It also solicits national and international businesses to support projects that are coherent with their values, geographical location or their business sector. Partner companies can participate in project management or other kinds of support.

Act together with local authorities
IECD cooperates with local authorities and public institutions in the projects that are implemented in their territories. IECD expresses its actions in line with national policies while proposing lines of evolution, particularly where education is concerned.

Rely on skilled expertise
Qualified experts guarantee project relevance. They take part in the definition of programmes, in the transfer of know-how, in the training of trainers, in the evaluation of projects and in the enhancement of local partners.

Act transparently and responsibly
Technical, financial and operational tools, systems and procedures are in place for all IECD projects. Rigorous planning and regular monitoring through technical, operational and financial (evaluation and auditing) checks ensure that they are tightly controlled.

IECD’s FINANCIAL RESOURCES
In 2014, 29% of IECD’s resources came from public funds and 71% from private funding.

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 3 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 ensure the programme’s financial and technical engineering.

4. IMPACT ASSESSMENT AND MONITORING
From the early stages, projects are monitored and their impact is assessed. Once a project’s objectives are set, IECD defines accurate and measurable key impact indicators. In parallel, feedback is systematically used for monitoring over time.
PROJECTS

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ACTION FOR CAREERS P.17
P.19 CAREERS IN AGRICULTURE
P.21 CAREERS IN HOSPITALITY-CATERING
P.24 CAREERS IN INDUSTRIAL SECTORS
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P.40 SUPPORT TO RURAL DEVELOPMENT

ACTION FOR HEALTHCARE P.42
Action for EDUCATION
Today, across the world, more than 120 million children and youths are still deprived of primary and secondary education. Groups affected by poverty (especially in rural areas) or marginalisation (children with disabilities, refugees, street children, minority groups...) are most affected by exclusion from school.

Therefore, in Madagascar, Lebanon and the Palestinian Territories, IECD conducts projects with their partners that promote access to education for junior school rural students, young refugees who dropped out of school, children with special needs or teenagers who are failing at school. This in order for them to access a quality education adapted to their needs, so that they can develop and live up to their potential.

These plans take different forms in different contexts: academic remediation and strengthening, educational support, taking care of the necessary requirements to maintain education, preparation for further education, etc. All are characterized by:

- An evaluation which is first conceived as a training tool: identification of gaps allows for remediation through appropriate teaching strategies.
- A global approach to the person and the risk of marginalisation that is facing them. The answer given is also global: the educational project involves the person as a whole (personal development courses, relationship with the environment and the family in particular).
- Support of the beneficiaries which goes beyond the horizon of simply educational: it is in fact to assist them in developing a social and professional integration project.

These plans, in part or fully integrated into the education system, are based on the following model:

2014 RESULTS

- More than 2,300 children and young people have had access to an education in the centres and partner schools.
THE AL AIZARIEH (BETHANY) EDUCATIONAL AND COMMUNITY CENTRE

The project, put in place in partnership with Apprentis d’Auteuil and the Palestinian Education Ministry, is dedicated to the development of children and youths between the ages of 8 and 15 years old in East Jerusalem. It favours active teaching methods and a constant interaction between the teachers and the students.

While waiting for the educational centre to be built, classes and extracurricular activities have been taking place in three partner schools. Training programmes have been proposed to teachers in the region to promote innovative teaching methods. The inauguration of the Al Aizarieh Educational and Community Centre in December 2014 closes the first phase of the project.

2014 RESULTS

- 607 children from 8 to 15 years old:
  - 302 beneficiaries of remedial classes in maths and Arabic (13-14 years old);
  - 158 beneficiaries of extra-curricular activities: art, sport, photography and theatre (13-15 years old);
  - 147 beneficiaries of 2 summer camps (8-15 years old).
- 1 centre and 9 partner schools

"Thanks to the photography workshop organised by IECD, I have been able to notice how a smile never leaves the faces of the residents of Al Aizarieh. Everyone smiled when they saw us with the camera, I understood that our village merits to be visited and photographed!"

NADEEM ABU ZIAD
13 YEARS OLD, BENEFICIARY OF A PHOTOGRAPHY WORKSHOP
Since 2006, IECD and the Malagasy association PROMES are battling against rural school failure among the youth in the region of Fianarantsoa by bringing in overall assistance, which allows them to flourish on a personal and educational level throughout secondary school. For this, six Educational and Remedial Centres (CERES) have been added to 10 secondary schools in rural areas, in order to strengthen their pedagogical capacities and to individually assist the students. Then, these students are prepared for their final years of secondary education and personally guided for three years up to their final exams.

**2014 RESULTS**

- **480 secondary students** benefit every year from personal schooling assistance in one of the six rural CERES, and 360 of them are housed in one of the 12 boarding schools managed by the CERES.
- **96% of CERES** succeed in the BEPC (mid-school exam) (compared to 44% nationally).
- Currently **131 students** are prepared to adapt to autonomous city life and to the entrance competitions to the best schools in Fianarantsoa. 100% of students in the preparatory year for secondary school are accepted into the best schools in Fianarantsoa.
- **234 secondary students** are individually assisted for 3 years. More than 80% of students who come from the CERES programme obtain their baccalaureate. This assistance continues into higher education for 19 students.
- Almost **170 teachers** from 10 partner colleges have strengthened pedagogical skills. **12 teaching apprentices** are following a part-time one year programme to become teachers (FIP).
- **5,000 secondary students** benefit from a canteen in the lean season, the time before the harvest when the grain from the previous harvest may be lacking.
In Madagascar, in extension of the CERES programme, IEC and the Madagascan association PROMES created in 2013 a preparatory year for gifted and deserving students who come from a modest background far from the capital city, in order to help them to succeed in their higher education. Following a selection from fifteen partner schools, these students follow an innovative programme and benefit from personal guidance on both an educational and a personal level.

2014 RESULTS

• The second graduating class of 48 students follow a preparatory year programme to assist them in accessing the best higher level schools.

• The first graduating class had 100% success in that all students got into nine of the best institutions on Big Island. These 45 students benefit from individual guidance and scholarships.

• 15 partner schools are reinforced in their management methods and supported in the creation of post-baccalaureate tools in order to improve the orientation of the students towards higher-level education.

In eight years I would like to have a family and come back to live in Ambositra because it is my home, I would also like to develop it socially. I have ambition, and that’s why I am continuing my studies at least until I get my degree. I also dream of becoming an administrator later on because when I look at the newspaper listings, it’s almost the administration degree that is the most in demand. So I think there won’t be any unemployment afterwards. This stream is a bit scientific, but thanks to the preparatory year at SESAME I am sure that I won’t have any issues with that.”

JOSEPHINE
18 YEARS OLD, SESAME STUDENT
... EDUCATIONAL INTEGRATION OF YOUNG IRAQI AND SYRIAN REFUGEES

Opened in 2007 by IED, the Janah Education Centre in the north of Beirut welcomed Iraqi and now Syrian refugees in order to restart their education and help them to fit into Lebanese society and its education system. Faced with the influx of Syrian refugees, and to mitigate the lack of space in public schools, a second centre based on the first was opened in 2013 in Tripoli, and a third in Al Qaa in 2014, a village on the Syrian border where hundreds of Syrian refugees have gathered in informal and rudimentary camps.

The plan put in place aims to provide access to education for refugee children so that their schooling isn’t stalled, via a programme which has been adapted to enable them to ultimately join the Lebanese school system. The children take Arabic, English and French classes as well as maths and activities to build on their personal development, and to express the anxiety linked to what they have seen and what they live through on a daily basis.
Evelyne was desperate to go to school, but a friend told me that Lebanese schools were no longer accepting new Syrian children. Finally my children could go to Janah, and it allowed them to forget the war. What we like in this school, it is the respect, politeness and level of schooling which is very good. Many thanks to Janah and all those who finance the school. You bring us much comfort by allowing our children to continue their studies.”

NEYROUZ JABO
MOTHER OF EVELYNE WHO IS A STUDENT AT THE JANAH CENTRE. SHE COMES FROM ALEPPO AND HAS TAKEN REFUGE IN BEIRUT.

EMERGENCY MEASURES
FOR SYRIAN REFUGEE CHILDREN

Given the precarious situation of refugee families in camps in the Bekaa Valley, IECID has made a one-time material aid delivery, with donor assistance. Distribution of essential items (mattresses, blankets, clothes, shoes, food baskets, etc.) helped to meet the basic needs and improve the lives of families during the winter.

Thanks to the adoption of the Accelerated Education Programme (AEP), the putting in place of psychosocial activities and the organisation of a school bus, the children and their families are monitored by a team of teachers and benefit from psychologist and social aid. The teachers benefit from training and guidance, which enables them to improve their practices.

2014 RESULTS

• Almost 900 children receive education support, which allows them to continue their education.
• Almost 400 children take part in fun and psychosocial activities, which help them to thrive, develop personally and get past the trauma that they have experienced.
• 300 families take part in activities and receive psychosocial aid and guidance in healthcare.
**ACCES TO EDUCATION FOR CHILDREN WITH SPECIAL NEEDS**

IECD has put itself at the service of the Foyer de la Providence welfare home since 2008 in order to support and contribute to the specialised school “Mosaik”. Thanks to adapted education, the objective is to offer to special needs children, who are excluded from the traditional education system and often marginalised, the possibility to follow their schooling and to become autonomous. In parallel, Trait d’Union, a resource and guidance centre was created to promote the adoption of an inclusive educational approach within regular schools, by putting in place activities to sensitize the children in those schools and a teacher training cycle over three years. Visits and follow-ups are done twice a month in the schools in order to guide the teams in the adoption of these new pedagogical methods.

Strong from this experience, IECD and Foyer de la Providence launched a project in 2014 looking to improve the integration of children and young Palestinians with special needs, particularly exposed to failure in school, in formal and informal education systems. Teacher training programmes make the teaching approach more inclusive in 15 schools and informal teaching structures from preschool level. The children are quickly diagnosed, a teaching programme adapted to their needs is put in place, in addition to social guidance for their family. The residents of Saida, the families and public authorities are sensitised to the integration difficulties of these children.

**2014 RESULTS**

- Mosaik school welcomed **80 students** in classes of six.
- Through the action of the Trait d’Union centre, **70 teachers** from six regular schools in the Saida region are being trained.
- **144 educators** and teachers in five kindergartens, five primary schools and five vocational training centres are participating in the training cycle (year 1) in order to make their teaching practice more inclusive for young Palestinians.
Action for
CAREERS
IECD places the question of youth employment at the heart of its activities by putting in place training and professional integration projects, which aim to strengthen the employability of the youth in developing and transitioning countries.

Worldwide, more than 75 million young people are jobless, due to the general state of the economy and the labour market, but also the mismatch between their abilities and the needs of companies. The MENA region, with more than 60% of the population under 30 years old, has the highest level of youth unemployment, running between 25 and 40%. Every year in Sub-Saharan Africa 11 million young people enter the labour market. Training and employing the youth are therefore a priority in order to ensure the future for this population.

In these regions, the dynamic and job-bearing sectors could offer lasting solutions to qualified young people, but currently technical teaching is often too theoretical and so far removed from economic and professional realities that it leads to a downgrading of these sectors and a gap between young peoples’ skills and companies’ needs.

Through their projects, IECD and their partners enable young people to gain technical and transversal skills (notably in personal development) to perform a trade, which will allow them to have a sustainable job which is in line with the needs and realities of the labour market.
In the Ivory Coast, the Democratic Republic of the Congo and in Cameroon, the majority of the population depends on agriculture. Demand for agricultural products is on the rise, with opportunities both within the domestic market and for export. In rural areas, the young people are often poorly trained and are lacking the necessary skills to develop a revenue-generating business. This limits their career perspectives and prevents them from achieving their expectations, which in turn pushes them to move to urban areas.

Since 1992, IECO and their local partners have developed a network of Family Farm Schools (FFS) in order to train rural youths, who are often uneducated, in rural trades, primarily agriculture, with an emphasis on operations. The aim is to improve the status of these trades, to diversify the activities and increase the productivity in order to improve the living conditions within these rural communities and to make these young people the rural entrepreneurs of tomorrow.

The programme began in Cameroon in 1992, branching out to the Ivory Coast in 1998 and the Democratic Republic of the Congo in 2012. Continuing on in the same vein as the Family Farm Schools, three Training Institutions for Rural Entrepreneurship (TIRe) which offer degree-training programmes, came about in the Ivory Coast and in Cameroon in order to enable students from FFS to continue their training and strengthen their technical and management skills.

Since 2012, IECO and its Ivorian and Cameroonian partners are also developing ‘pilot’ FFS, a regional model of the school with a higher level of training for students and trainers alike. These FFS are mostly supported by local agricultural businesses who provide material support (infrastructure, production workshops...), financial support (provide for the trainers) and technical support (practical activities, internships). This innovative model builds territorial roots for the FFS and enables training and professional practice to come together.

**2014 RESULTS**

- 1,420 young people between 13 and 19 years old who have left school, of which 55% are girls, were trained in agricultural trades in 72 Family Farm Schools across the three countries. This provides them with the means to create a revenue-generating business and to become real economic actors within their communities.
- 87 young people, of whom half have come from FFS, further developed their entrepreneurial skills at the three Training Institutions for Rural Entrepreneurship (TIRe).
- 163 trainers were coached and trained in alternating training programmes.
- 759 parents were trained in production techniques.

**INDIRECT BENEFICIARIES:**

- Students’ families’ standard of living improves, increasing their revenues thanks to knowledge transfer of the new methods and techniques their children have learned.
- Current and future employers (business, co-ops etc.) benefit from the technical and management qualifications of their employees.

... IN CAMEROON

2014 RESULTS

- 1,073 young people between 13 and 19 years old who have left school, of which 61% are girls, were trained in agricultural trades in 38 FFS.
- 80 young people, half of whom came from FFS, further developed their entrepreneurial skills at the two Training Institutions for Rural Entrepreneurship (TIRE) situated in Mokolo (North) and Nkambe (North West). Here they developed their technical and entrepreneurial competencies.
- 650 students’ parents are trained in production techniques, in the pedagogy of the FFS and in the workings of associations so that they are involved in the management of the FFS.
- 108 FFS trainers were trained and coached. 12 of them obtained a qualification in alternating/dual education.
- Five new FFS opened their doors at the start of the school year.

... IN THE DEMOCRATIC REPUBLIC OF THE CONGO

2014 RESULTS

- 75 young people between 13 and 19 years old who have left school, of which 36% are girls, were trained in agricultural trades in the five FFS.
- 14 students’ parents were trained in production techniques, in the pedagogy of the FFS and in the workings of associations so that they are involved in the management of the FFS.
- 11 trainers were trained in alternating/dual education.

... IN THE IVORY COAST

2014 RESULTS

- 273 young people between 13 and 19 years old who have left school, of which 36% are girls, were trained in agricultural trades in the 29 FFS in the Ivory Coast.
- 17 young people, half of whom had come from the FFS, further developed their technical and entrepreneurial skills at the Training Institution for Rural Entrepreneurship (TIRE) in Yamoussoukro.
- 100 students’ parents are trained in production techniques, in the pedagogy of the FFS and in the workings of associations so that they are involved in the management of the FFS.
- 44 trainers were trained and coached. 14 of these trainers followed a new syllabus on the basis of an archive updated with the help of experts.
- Two new FFS opened their doors in September 2014.
The partnership with the Mae Sot school continues in fine style! The trainees have evolved in different brands (Novotel, Sofitel, Ibis...) in different places in Thailand to the satisfaction of our operational teams and human resources. We also hired a young graduate as a cook in our Ibis in Chiang Mai and two girls at Grand Mercure Fortune in Bangkok!

Mr. Christophe Lejeune
Director of Human Resources, Accor, Thailand, Vietnam, Cambodia, Laos, Myanmar and Philippines

Over the course of 20 years, IECD has participated in the framework of its hospitality and catering programme, in the creation or strengthening of 15 hospitality schools in countries where tourism and the need for qualified personnel is growing. These hospitality schools are geared towards those young people who have limited access to education and who are limited to the most insecure jobs, so that they can take part in their country’s dynamic tourism sector and have lasting job opportunities.

The students receive comprehensive training that looks at overall development, both professionally and personally. In one or two years, depending on the specialisation, they acquire a solid technical background in key jobs in the hotel and catering industry (commis chef, waiter / bartender, valet, receptionist). Moreover, they benefit from intensive foreign language courses (English and / or French) and a personal development programme addressing topics including health and hygiene, interpersonal relationships and entry in the workforce. The school pedagogy is based on a model of real working conditions, which combines theory and practice, through the integration of two work placements into the curriculum and the existence of a training hotel-restaurant equipped with high-end professional tools within the school. Open to the public, it is also contributing to recovering part of students’ training costs.

Currently IECD is running two solidarity training programmes in hospitality-catering in Madagascar and Thailand.

Each school works in close partnership with companies, both on a technical and professional material level: in 2014, more than 70 hotels and restaurants have contributed to the success of the training.

Building on the programme’s success and relevance, it will now be expanded into other countries that are currently seeing growth in the tourism sector in Asia, in the MENA region and in Africa.

In the model of a social enterprise, the hospitality schools try to find a balance between their social purpose and their economic viability.

Social purpose
- More than 150 young people in training every year

Economic viability
- Objective to cover training cost

IECD
Annual Report
2014
In 2009, IECD and their local partner Tak Border Child Assistance Foundation opened a hospitality school in Mae Sot, the HCTC (Hospitality and Catering Training Centre). This was done in order to assist the young people from the Karen minority so that they could work in the country’s dynamic tourism sector. The school offers young people, who all board at the school, an environment in which to establish and build their projects. Thanks to the training hotel-restaurant The Passport, which is open to local and international visitors, the students are exposed to the best conditions in order to later work in kitchens, catering, room service or reception. The strong implication of the hospitality partners in the training programme, notably from Accor group, is a further guarantee of the employability of the young trainees upon graduation and the success and sustainability of the project. The hotel school counts 50 hotels and 10 regional or international hotel groups among its partners.

2014 RESULTS

• At the end of the year, 47 youths were following a training programme at HCTC.
• Of the 25 youths who graduated in March 2014, 64% are currently working, mostly in superior level hotels and with salaries well above the Thai minimum wage, and 20% are pursuing further studies.

Having got my diploma, I found a job as a kitchen assistant in the four-star hotel Amari in Koh Samui. I have just completed my trial period and now I am a member of staff. If I hadn’t studied at the hotel school I wouldn’t have had the opportunity to go so far. I like my job and can save money to send to my brothers and sisters to help them to pursue their own studies.”

SUWANEE
GRADUATE IN MARCH 2014
LOCATION
Madagascar – Fianarantsoa

LOCAL PARTNER
Saint François-Xavier School

PROJECT LAUNCH
2012

2014 BUDGET
€193,000
Co-financed by the AFD

“La Rizière” in Fianarantsoa

Since 2012, in Fianarantsoa, IECID and the Saint François-Xavier school run a hospitality school programme for relatively unqualified rural youths to learn life and professional skills which are adapted to the realities of the hotel sector through lasting and integral training. The school “La Rizière” is conceived as a social business model, thanks to the presence of a hotel and training restaurant open to the public. This allows the students to practise in real-life conditions, which ensures their employability post-training and helps them to find a stable job in their country’s dynamic tourism sector.

In October 2013 I heard about the hotel school at Fianarantsoa. As I enjoy contact with people, I decided to try to get in so that I could become a waiter/barman. I really like the training modules in the first year. My favourite chapter was welcoming, with a smile!”

NJARA D’AMBALAVAO
20 YEARS OLD, STUDENT IN THE ‘SERVICE’ STREAM

2014 RESULTS

- 97 students were trained in accommodation, service and cookery.
- The first graduating class of the ‘accommodation’ stream completed their training (one year) in September 2014 with 100% success in their final exams. From among these eight graduates, seven of them have signed long-term contracts.
- In partnership with other streams in the SFX school, 1,460 parents, mostly women, improved their living conditions thanks to practical training that is offered in home economics, nutrition, hygiene and income-generating activities.
Across the world more than 75 million young people are unemployed and their integration into the workforce is proving to be a challenge for the future. Their unemployment rate is three times that of adults, while dynamic and job-creating industry sectors could offer lasting openings to qualified young people. This is particularly the case for electrical engineering, renewable energies and energy efficiency sectors, which are attracting significant investment. However, technical training has been devalued and its content is too theoretical and not adapted to the real needs of businesses in many regions of the world.

On the basis of this observation, IECD launched the programme “Seeds of Hope” in the Lebanon in 2007, in conjunction with Schneider Electric to allow young people to have access to a decent, interesting job with opportunities for development. Building on its success the programme was branched out into three countries where the problems converge: in Nigeria and Egypt in 2013 and then in Morocco in 2014.

Seeds of Hope is a programme to modernise electrical training and which aims to strengthen young people’s employability. It is targeted to those between the ages of 15 and 25 who wish to acquire a professional qualification in this sector where job opportunities exist. IECD establishes partnerships with private and public technical schools and helps them to strengthen their links with business and the ministries. In this way the training meets the market needs and enables the young trainees to gain lasting employment in the country’s dynamic industry sector.

Upcoming development of the Seeds of Hope programme will have three dimensions:

• branching out in current active countries by replicating the methodology with a growing number of education partners;
• putting innovative approaches in place: social entrepreneurial projects, e-learning, module on renewable energies and energy efficiency, making solidarity funds available to ensure the most disadvantaged people have access to the training;
• branching out into new geographies: three countries currently being studied (the Ivory Coast, Vietnam and Congo-Brazzaville).
Since 2007, IECD and Schneider Electric, with a network of partner companies and schools, have launched ‘Seeds of Hope’ in the Lebanon, a programme to modernise electrical engineering training which aims to strengthen young people’s employability. Thanks to a global approach centred around a simulation (internship and technical platform), they acquire the know-how and knowledge that companies need, in order to help them to get stable, paying jobs.

Today **122 students** have completed the ‘Seeds of Hope’ training in the Lebanon.

### 2014 RESULTS

- At the end of 2014, **537 students** are being trained.
- **11 public and private schools** are training in electrical engineering diplomas and one school trains in an additional elevators specialisation.
- The first graduating class received their diplomas in 2013. One year later, **83% of the students** who looked for a job post-training were gainfully employed.
- **Students who have entered into the workforce** work for the most part in the area they have studied: **80% of the programme’s graduates** work in the electrical engineering sector.

### GUIDANCE EMPLOYMENT TRAINING (GET)

Put in place in 2012 in three regions of the Lebanon and in partnership with the Drosos foundation, the project GET fosters access to jobs through orientation and guidance of young people across the project’s duration. The implementation of a network of career guidance offices within six technical colleges has offered personalised support to 3,392 students in 2014. The GET offices handle the student’s career path from their choice of specialisation up to their first job to help them with their professional integration.
... EGYPTIANS FOR ELECTRICAL AND MECHANICAL CAREERS

The ‘Seeds of Hope’ programme has been implemented in Egypt by IECD since 2013 in partnership with the Institute Don Bosco in Cairo and Alexandria, who are recognised for their knowledge in the sector. Developed closely with businesses to respond to their needs, this programme aims to modernise electrical and mechanical training and thus strengthen young people’s employability. Two career guidance offices were opened in 2013, which bridge the gap between the candidates and the job market.

2014 RESULTS

- 959 students are currently in training for industrial careers in partner institutes, of whom 616 for electrical careers.
- 27 teachers trained in new technologies (renewable energies, energy efficiency, security...).
- Two partner institutes with two workshops where the equipment has been renewed.

... NIGERIANS FOR ELECTRICAL AND MECHANICAL CAREERS

The ‘Seeds of Hope’ programme was launched in Nigeria by IECD in 2013 in collaboration with industrial partners and the Institute for Industrial Technology, a new electrical training institute. The content was defined locally with sectoral technicians through needs analysis workshops, and the first beneficiaries started the new training programme in April 2014.

By following this qualifying training programme, the students will gain the knowledge and know-how that they will need to get a stable job. Actions to strengthen the competencies of the entire IIT pedagogical team enabled trainers to take the new content on board, and it will be applied across all streams of the institute.

2014 RESULTS

- 156 students are currently in training for industrial careers, of whom 32 for electrical careers.
... MOROCCANS IN ELECTRICITY

I.E.C.D. (I.E.C.D.) launched the ‘Seeds of Hope’ programme in Morocco in March of 2014 in partnership with the Juk Spel Institute in Kenitra and the Association l’Heure Joyeuse in Casablanca. The goal is to modernise the existing training options in electricity and to create new ones through apprenticeship. The students at l’Heure Joyeuse are trained at the brand new Training Centre for Electrical Apprentices in Mkanssa, which targets students whose education has been stalled. In parallel, I.E.C.D. supports the Juk Spel Institute as it improves the quality of its training programmes.

**2014 RESULTS**

- 179 young people are currently following training programmes.
- 14 teachers in ongoing training in 2014.
- A new training curriculum in “Construction Electricity” was approved by the Direction of Professional Training of Morocco.

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*My name is Kawthar. I am 17 years old and I live in Mkanssa. My father is a fruit seller and my mother takes care of the family, as we are 10 in the house. I chose the training in construction electricity as I really want to outdo myself. Everyone around me tells me I won’t succeed but I want to prove them wrong. I am very satisfied with the training as the level is good and the professors are capable and go into a lot of detail.”*

**YOUNG FEMALE STUDENT IN HER FIRST YEAR OF TRAINING (CAP) AT THE TRAINING CENTRE FOR ELECTRICAL APPRENTICES**
In 2008, IECD opened a professional training centre in Jaramana in the suburbs of Damascus. Initially conceived for young vulnerable Iraqi refugees whose schooling had been stalled, the project now primarily works with young internally displaced Syrians who are suffering under the full force of the current situation and find themselves isolated, without any access to education.

The centre stands as a living space where young people not only have the opportunity to learn new professional skills, but also to express themselves, to build relationships and to work on their own personal development.

Short qualifying training programmes, of three or four months, enable these youths to gain the necessary skills to find a job in promising sectors: domestic electricity, maintenance of air-conditioning systems, IT maintenance, secretarial work and assistance to the sick and elderly.

Furthermore, the youths are personally fulfilled through their involvement in transversal activities, which aim to strengthen their life skills: entrepreneurship awareness building, sports, art workshops, community development projects etc. Youths who choose to benefit from psychosocial guidance can do so.

2014 RESULTS

• More than 550 young people, either refugees or internally displaced, benefit from training services in promising sectors where they can hope to achieve employment in the short and medium term.

Now I have an objective in my life. I have learned to organise my time and to have an action plan to build my future.”

SARA KHISWAN
17 YEARS OLD, STUDENT AT JARAMANA CENTRE
Northern Lebanon, one of the regions with the greatest number of Syrian refugees, is undergoing a real socioeconomic crisis: unemployment, rent inflation, community tensions. Since 2013, by offering access to training to the young people living in uncertainty or who have left school, IECD is responding to the needs of the labour market and contributing to the coexistence of the different populations. Two to five months training programmes are proposed in different employment sectors. These intensive training programmes, adapted to the needs of companies, bring together theory and practice while supporting the initiative and empowerment of the students. Their families also benefit from the knowledge gained by the students during their training.

**2014 RESULTS**

- 17 training programmes were organised: five in construction, eight in maintenance and four in care of the sick and elderly.
- More than 250 poorly qualified youths aged between 15 and 25, local and refugees, have acquired the professional skills necessary to find a job.
- Two personal development training programmes oriented towards job search permitted 32 young people to strengthen their skills in CV writing and to communicate better.

**AFKAR – SUPPORT FOR THE SOCIO-ECONOMIC INTEGRATION OF YOUNG PEOPLE IN LEBANON**

The professional integration of young people is an important issue for the Lebanon, in particular for the most vulnerable among them such as those with specific needs who have few possibilities to gain professional skills, or those who come from technical training who are too often stigmatised. In order to improve the professional integration of these young people, three axes of intervention have been implemented:

- **the strengthening of transversal skills** (preparation for job interviews, sensitisation to the job market and to labour laws, organisation of forums to bring students, schools and companies together);
- **the adaptation of technical training programmes** to accommodate young people with learning disabilities;
- **awareness of the public and authorities** in order to improve relevant legal frameworks.

**2014 RESULTS**

- 983 students and 266 jobseekers participated in the job forum,
- 174 Technical Baccalaureate students attended a session for career orientation and labour law.
STRENGTHENING THE CAPACITIES OF THE ASSOCIATIVE NETWORK IN SYRIA (TEAM PROJECT)

Building on the experience of the centre in Jaramana and driven by UNICEF, IECID works with local NGOs to share their knowledge of professional training and to strengthen them in their organisational capacity and for specific needs. This appropriation and ownership of good practices and expertise helps build strong local bases, key for the future of Syria.

Members of these NGOs take part in trainer training, giving them the skills to develop the abilities of vulnerable youths in sectors where there are jobs in their regions: English, construction, aid to the sick and elderly, and IT. In this way the trained NGOs can provide their own training and further the employability of local youths through their training teams across Syria.

IECD ensures the follow up to the implementation of these trainings in order to guarantee the proper replication of the developed methodologies. The goal is to develop a network of NGOs who are specialised in professional training in order to leverage the impact of projects conducted in Damascus by IECID up until now, and to reach a greater number of beneficiaries across the country.

2014 RESULTS

• More than 67 NGOs, of which the majority are based in the countryside, have strengthened organisational capacities.
• Almost 340 NGO members have been trained by IECID.

LINNA’S TESTIMONIAL

Lina is a member of the active and well-known « For Aleppo Association ». Before the crisis, she dreamt of travelling and studying abroad. This dream, like those of so many other young people, has been put on hold. Now she hopes that her country’s youth shall not be lost and that the war will end soon.

When we asked her what she had accomplished since she successfully passed IECID trainer training she replied: « I have learned a lot about different learning styles and teaching methods. The atmosphere of IECID was positive and optimistic. It resembled that of Syria in the past: a big and happy family, from every background and all horizons. I met people who have had a positive impact on my life. I hope to teach others what I have learned. I hope to have a positive impact on the lives of others. »
Action for ENTREPRENEURSHIP
In the zones in which IECd operates, small informal businesses, artisans and traders represent the main pool of employment and form the principal source of revenue for millions of people. However, these small businesses are fragile because their activities begin spontaneously, by necessity and without the necessary skills, particularly in terms of management. Most of these small businesses last less than five years.

This is why, since the end of the nineties, IECd with its partners has put in place a programme for support to small enterprises which assists the beneficiaries, heads of small businesses or start-up entrepreneurs, to use management tools and with the principles of management, primarily through training and a personalised follow-up. The objective is to promote a change in the beneficiaries’ mentality, so that they move from a logic of subsistence to a logic of sustainable development and growth which is structured and generates revenue. The proposed training programmes allow them to grow in confidence and to become aware of their status as a business owner, to be responsible and able to plan the development of their organisation.

At the heart of the Management and Service Centres and mobile units, initial training allows for the response to the needs of active entrepreneurs (Basic Management Training - BMT) or those who wish to develop their own business (Start up Training - SUT).

Following on from the initial training, the beneficiaries have the opportunity to join one of the Entrepreneurs Clubs, where themed evenings, specialised training (management, marketing, accounting-finance and IT) and personalised advice are proposed, and access to computers and a library is available. All of these activities allow people to meet, and favour the creation of a network for the beneficiaries who are often professionally isolated.

A survey of indicators is performed during the guidance counselling by trainers in order to measure the impact of the training in socio-economic terms and business management. Since the end of the training, 87% of beneficiaries have become aware of their entrepreneurial status. This change in mentality sets in motion a cycle that allows the entrepreneur to understand the development of his/her business in the longer term and take appropriate decisions.

Made official in 2013, the Enterprises Development Network (RED) brings together the four historic associations implementing the programme (CIED in the Ivory Coast, CED in Cameroon, RDCED in DRC and IECd) in order to create an exchange and cooperation platform between the different countries and to build the future developments of the SUT programme together. The RED has the ambition to become an essential actor in the non-financial support to small enterprises.
SUPPORT TO SMALL CAMEROONIAN ENTERPRISES

The programme for Support to Small Enterprises began in Cameroon and has progressively spread across the country to five Management and Service Centres (MSC). Since 2006, it is the local association Cameroon Enterprises Development which implements the programme with the support of IECD.

Since the opening of the first centre in Cameroon, the programme has trained more than **4,500 small entrepreneurs** and has assisted them in the development of their business.

**2014 RESULTS**

- More than 660 beneficiaries across the five MSC:
  - 460 small entrepreneurs participated in the around thirty classes given at the MSC (of whom 60% were under 30 years old). They also benefited from five individual monitoring visits to their company during the training and four visits post-training;
  - Close to 110 small and medium-sized entrepreneurs joined in the activities of the Entrepreneurs Clubs;
  - 100 club members participated in specialised training in IT, management and marketing.

**AUTONOMIFI PROJECT**

Implemented by the CICM in partnership with IECD, the Autonomifi project supports the network of mutual funds MUCADEC to strengthen its links with small entrepreneurs. IECD in partnership with Cameroon Business Development, supports the opening of new funds while training their managers in the management of customer relationships and the financial health of small businesses, so that they understand the challenges and operation of small businesses who are seeking credit. Three courses have trained tens of fund managers in Cameroon, Burkina Faso and Niger. The project was completed in July 2014.
SUPPORT TO SMALL IVORIAN ENTERPRISES

Since 2012 it’s the Ivory Coast Enterprises Development association who implements the programme with the support of IECD across four Management and Service Centres (two in Abidjan, one in Yamoussoukro and one in Bouaké).

In 2014, CIED hoped that the training programme could benefit a wider audience than the traditional target and set up training for this purpose to particularly vulnerable populations. BMT and SUT trainings were organised in dedicated locations in order that reduced mobility entrepreneurs and start-up entrepreneurs could participate; they had over 40 people in attendance. Furthermore, via a CIED local partner, literacy training programmes were offered to illiterate entrepreneurs, so they can subsequently join the training offered by CIED.

Classes were organised with flexible hours, allowing women to participate more easily in the trainings. This has increased the percentage of women beneficiaries from 20% in 2013 to over 40% in 2014.

Since the opening of the first centre in the Ivory Coast, the programme has trained more than 2,200 small entrepreneurs and has assisted them in the development of their business.

2014 RESULTS
- Over 770 beneficiaries across the four MSC in 2014:
  - more than 450 small entrepreneurs participated in the around thirty classes of Basic Management Training given;
  - almost 130 start-up entrepreneurs were trained in business creation thanks to the Start Up Training;
  - 120 small and medium entrepreneurs participated in the activities of the Entrepreneurs Clubs;
  - over 80 club members participated in specialised training in IT, management and marketing.

SUPPORT TO SMALL MALAGASY ENTERPRISES

In Madagascar, IECD launched the Support Programme to Small Enterprises in 2013 with the opening of the first Management and Service Centre in Antananarivo, in the heart of the disadvantaged neighbourhood of “67 Hectares”.

2014 RESULTS
- Over 50 beneficiaries in the Management and Service Centre in 67Ha in Antananarivo participated in the five classes of Basic Management Training given.
Since 2013, it’s the local association of Business Development of the DRC who implements the programme with the support of IECD. The programme is implemented in Kinshasa across two Management Service Centres situated in underprivileged neighbourhoods.

On 29 and 30 October 2014, the 4th annual seminar of the Enterprises Development Network (RED - which brings the IECD and all the associations and teams who implement the VSE Support Programme in Africa and Madagascar) took place in Kinshasa, organised by the team of RDCE. During the three-day seminar, participants took stock of the actions undertaken in their respective countries and discussed future goals, which they developed into an action plan at the end of the two days.

Since the opening of the first centre in the DRC, the programme has trained more than 1,640 small entrepreneurs and has assisted them in the development of their businesses.

2014 RESULTS

- More than 340 beneficiaries across the two Management and Service Centres in 2014:
  - more than 200 small entrepreneurs attended the Basic Management Training courses given. They were trained in and learned the basics of business management;
  - over 60 start-up entrepreneurs were trained in business creation thanks to Start Up Training;
  - almost 40 small and medium entrepreneurs participated in the activities of the Entrepreneurs Clubs;
  - almost 40 club members participated in specialised training in management and marketing.

“This change in mentality has also been valuable in my life as a woman, where I have gained in self-confidence. I feel like an entrepreneur in my own right and the gaze of men (husband and brothers) towards me has changed, seeing that I now can - and know how to - effectively manage a production unit as well as my household, that I have become a happy and independent woman and business owner.”

MRS ASSANI
BENEFICIARY OF THE BASIC MANAGEMENT TRAINING OF THE MSC IN MATONGE
SUPPORT TO SMALL ENTERPRISES IN CONGO-BRAZZAVILLE

In 2014, IECD launched a support programme to small enterprises in Pointe-Noire, in partnership with Pointe-Noire Industrial Association (APNI).

The Management and Services Centre of Pointe-Noire, opened in May 2014 and inaugurated in July, delivered its first trainings, and an Entrepreneurs Club was also opened.

2014 RESULTS

- 90 beneficiaries at the MSC in Pointe-Noire:
  - more than 50 small entrepreneurs participated in the four Basic Management training classes given;
  - almost 10 start-up entrepreneurs were trained in the Start Up Training;
  - almost 20 small and medium-sized entrepreneurs joined the Entrepreneurs Club and took part in the activities offered there;
  - almost 10 members of the Club participated in the first specialised marketing training course.

TRAINING AND SUPPORT FOR LOCAL COMPANIES IN CONGO

In 2014, IECD launched a training and support programme for industrial local SMEs, in partnership with AIDL. The programme aims to improve the skills of beneficiaries in management and administration in order to reinforce their entrepreneurial skills, strengthen local industry and contribute to the creation of sustainable jobs. The programme has three phases:

- analysis of the companies in order to have a complete view of their strengths and weaknesses and to identify training needs;
- training of entrepreneurs (financial management, human resources, sales and marketing, risk management) followed with onsite monitoring;
- coaching: individual support to business leaders over a period of four to six months.

2014 RESULTS

- 25 SME business leaders being trained and coached, representing 1,360 hours of training, 280 hours of monitoring and 100 hours of coaching in 2014.
- 8 consultants trained and assisted in the creation of training modules.
- 3 coaches trained.
SUPPORT TO SMALL VIETNAMESE ENTERPRISES

In Vietnam the programme aims to assist two categories of beneficiaries: stationary small entrepreneurs and street sellers, of whom there are many in Ho Chi Minh City in particularly vulnerable situations.

2014 RESULTS

• Over 200 beneficiaries in the Management and Services Centre:
  - more than 170 small entrepreneurs took part in the ten classes of Basic Management Training given, of which half were directed at street sellers;
  - more than 20 small and medium sized entrepreneurs took part in the activities of the Entrepreneurs’ Club;
  - more than 10 club members participated in the first specialised training course.

“Coming from a very poor family, I had to leave school very early to help my family financially. I borrowed money to buy my sewing machine and for the past 10 years I offer various alteration services on the corner of two shopping streets. Joining the IECD support programme has enabled me to join a group of micro-entrepreneurs like myself, and I feel less isolated. For the past year I have been taking part in all of the activities that are proposed by the Club such as theme evenings and in particular the consulting service in accounting and legal subjects, which takes place once a month. Encouraged by the programme trainers, I have grown more self-confident and I approach my business more calmly.”

MRS TRUONG
SEAMSTRESS
SUPPORT TO SMALL LEBANESE ENTERPRISES

In the Lebanon the deterioration in the economy and the security situation linked to the Syrian crisis have heavily affected the region’s small entrepreneurs. The training sessions take place in a Management and Services Centre in Tripoli but also in three mobile units in the north of the Lebanon, in the regions of Dannyeh, Akka and Bekaa. In 2014, two specialised training programmes in IT and marketing were updated and adapted to the needs of the Lebanese beneficiaries: they shall be given in 2015.

Since the opening of the first centre in the Lebanon, the programme has trained 380 entrepreneurs and has assisted them in the development of their business.

2014 RESULTS

- 60 entrepreneurs participated in five classes of Basic Management Training.
- 150 entrepreneurs participated in 10 organised themed evenings.

“Thanks to the training, I have been able to recalculate my prices based on cost price; this has enabled me to buy two new cars that I use for deliveries. Furthermore, I was also very inspired by the marketing session, which emphasised product renewal as a driver of growth. I have since developed an entire new range of products, which allows me to increase my turnover thanks to an increased average spend and a diversification of my clientele.”

JIHAD SADAKA
HE HAS A PASTRY BUSINESS IN TRIPOLI

LOCATION
Lebanon – Tripoli, North Lebanon and Bekaa region

LOCAL PARTNER
Semeurs d’Avenir

PROJECT LAUNCH
2010

2014 BUDGET
€171,000
Co-financed by the AFD
SUPPORT TO SMALL PALESTINIAN ENTERPRISES

In and around Jerusalem, the effects of the occupation on the economy are blatant: access to salaried jobs in Israel has become impossible for the people on the “other side” of the separation wall, export procedures are disadvantageous for Palestinians, whereas imports are flooding the local market, and circulation is seriously limited. Many men and women have turned to auto-entrepreneurship as their only source of revenue.

From Al Aizarieh, the activities have spread throughout the East-Jerusalem area as well as in some locations in the West Bank. The team offers Basic Management Training for working entrepreneurs, as well as Start Up Training, which is preceded by a phase of awareness and motivation about entrepreneurialism. Since 2013 the three Entrepreneurs Clubs offer further education, mentoring between entrepreneurs and coaching.

Beyond the East Jerusalem area, the project team has trained and accompanied three groups of women entrepreneurs grouped in cooperatives and young people in Jericho and in a village north of Ramallah, in partnership with the YWCA (Youth Women Association Centre).

2014 RESULTS

- Over 200 beneficiaries across the two mobile units:
  - almost 100 small entrepreneurs learned the basics of business management;
  - 95 start-up female entrepreneurs were trained in business creation;
  - more than 35 small and medium-sized entrepreneurs joined the Entrepreneurs’ Club and participated in the proposed activities.

"I attended Basic Management Training and I learned a lot of different things. Now I have a clear goal and know how to develop this objective and how to achieve it. It was a really positive experience for me, and I hope my business will be successful. A big thank you to IECD!"

AYSHA HAMAYEL
SHE HAS AN EMBROIDERY AND SEWING COMPANY IN JABA
SUPPORT TO RURAL DEVELOPMENT

Through three projects in rural areas, IECD is involved in supporting entrepreneurial initiatives in agriculture or agribusiness and in the development of agricultural channels that can create employment. These activities target all of the actors in these channels: farmers, shopkeepers, food processors, transporters, etc. In targeting the entire sector, the IECD-led projects intend to create a favourable economic environment in which everyone will be able to leverage their capabilities to develop a sustainable entrepreneurial activity and the creation of jobs.

Through this intervention, IECD strives to bring a complete and integrated response to the problems encountered by the entrepreneurs and farmers involved: strengthening technical and management skills, networking, logistics and equipment support, and marketing support. In order to achieve this, IECD relies on innovative schemes, bringing together partners with complementary expertise.

The Ard Al Amal project, which was completed in September 2014, helped contribute to the sustainability of agricultural industries in the highlands of Iraqi Kurdistan by accompanying their actors in the development and professionalisation of their market gardening, beekeeping, livestock and fruit growing.

2014 RESULTS

• 448 people (breeders, beekeepers, farmers...) were individually assisted in the development of their work.
TRANSFORM PROJECT (TRANSFERRING CAPACITIES TO SMALL ENTREPRENEURS IN FOOD-PROCESSING, RESEARCH AND MANAGEMENT)

In a food centre in Njombe, in the Western Region, the TRANSFORM project contributes to the professionalisation of local small and informal processing companies, and assists start-up agribusiness entrepreneurs in the preparation and the realisation of their project. The project is organised around three training and support paths and hosts a business incubator in which project sponsors can avail of guidance and various services: offices, expert advice, logistics, etc. The agribusiness centre provides these entrepreneurs with a technology centre, equipped with food processing equipment.

2014 RESULTS

• Project initiation phase, 2014 enabled the establishment of the plan and the preparation of training and coaching courses.

APONH PROJECT

IECD launched in 2014 the pilot phase of a new project, APONH, aiming to contribute to the improvement of living conditions of farmers in the region of West Cameroon. For this, the project is developing an innovative approach based simultaneously on commercial activities (social business), technical activities (training and support of those in the various channels: producers, transporters, weavers, processors...) and social activities (primary school).

2014 RESULTS

• 1 group of vegetable producers in the Dschang region received training and guidance to improve their farming techniques, and support for marketing their products.
• 2 small entrepreneurs / processors from Douala received individual monitoring that allowed them to increase their sales.
• 2 craftsmen weavers of the Western Region participated in packaging activities for agricultural products and were able to increase their income.
• 190 children aged five to 10 years enrolled in the Moineaux School in Baléfè-Bafou were distributed a free meal once a week, provided by the entrepreneurs supported by the project in Douala.
Action for HEALTHCARE
For over 25 years, IECD has been supporting healthcare structures as one of its primary axes of intervention in Sub-Saharan Africa, Madagascar and the Near East.

In these regions, infant mortality rates remain too high, a result of inadequate care for patients in failing healthcare facilities. Yet access to quality care is based primarily on the human relationship of the caregiver to the patient, combined with the technical expertise of staff.

Our objective is to improve the quality of hospital care and support of the most vulnerable patients, prioritising mothers and their children.

To carry out these activities, the IECD relies on a well-trained local team, promoting South-South exchanges, and partnerships with Nursing Training Institutes and hospital doctors in France.

Today, IECD conducts two flagship programmes: Support to Healthcare Structures (PASS) in Congo-Brazzaville and the improvement of support for sickle-cell disease in Congo-Brazzaville, the Democratic Republic of the Congo, Cameroon and Madagascar. Furthermore, it brings its support to several structures to improve access to healthcare in the Democratic Republic of the Congo, in Madagascar and in Syria.

**OUR ACTION**

This support is based on training nurses and strengthening hospital management skills managed through a local partner by:

- **continuous training** of caregivers and medical personnel, based on the principle of action-learning, through monitoring of practices in the field,
- **strengthening management capabilities**, including accounting, the patient’s circuit through the hospital, checkout and billing, in order to achieve an economic system of pricing within everyone’s reach,
- **awareness building** to promote the adoption of good hygiene practices and fight against misconceptions about certain diseases,
- a focus on **human resources management** (governance, organisational) in the service of quality of care.

**ANALYSIS of the health structure conducted by a local partner**

1. Develop a **continuing education curriculum** to improve care practices for caregiving and medical personnel

2. Improve the **economic management** of the structure to offer pricing that allows access to care for all

3. Optimise the **operational management** (pharmacy, procurement, patient circulation, information systems...)

4. Support **population awareness programmes for faster and more relevant access to care**
IMPROVEMENT IN THE CARE OF PEOPLE WITH SICKLE-CELL DISEASE IN CENTRAL AFRICA AND MADAGASCAR

Since 2006, IECD has committed to the Support Platform for the Protection against Sickle-Cell Disease (PAFOVED) in DRC in the battle against sickle-cell disease. Within a few years, the PAFOVED has contributed to the significant improvement of the care of the sick and helped them to integrate into society. In 2014, in close collaboration with the Pierre Fabre Foundation, the programme was extended into Madagascar, and will be further branched out into Cameroon and Congo-Brazzaville (2015).

The programme helps to improve access and care treatment through the training of health personnel in sickle-cell disease and by putting a neonatal screening process in place in partner maternity hospitals. The programme also works to sensitise parents about the correct reflexes they need in order to avoid crises and complications.

On a national level, advocacy work is being implemented with the four Health Ministries in these countries to include sickle-cell disease in their basic healthcare protocols. On a regional level, the programme seeks to strengthen the REDAC network (Sickle-cell Research Network in Central Africa) in order to gather common experiences and share best practices across the countries concerned.

SICKLE-CELL DISEASE:

Declared a public healthcare priority by the United Nations, sickle-cell disease is the leading genetic blood disease worldwide. Complications from this disease can be serious and debilitating. In Central Africa and Madagascar, 20 to 30% of the population are silent carriers of the sickle-cell gene. Every year, almost 2% of new-borns are affected by the disease and 50 to 75% of them die before they are five. However, a neonatal test, early treatment and monitoring of the patient allows for improvement in life expectancy and living conditions.
This activity appeals to me, as I comfort many families with affected children and who, through me, are also supported by the PAFOVED and live more peacefully than before. I cannot write this testimony without announcing the PAFOVED saved my life three times: in October 2012, in my fifth year of study, I had a strong attack and I was hospitalised for two weeks at the Mother-Child Hospital in Monkole. It was the same thing in March 2013 where I spent one week, and in May 2014, a month before the state exams, I was hospitalised for three weeks. It is thanks to this permanent care of PAFOVED that I am well now.”

CHRISTIAN MBUYI BAKANA
HE IS 23 YEARS OLD, HAS SICKLE-CELL DISEASE AND BENEFITED REPEATEDLY FROM THE SUPPORT OF THE PAFOVED. HE WAS TRAINED TO CONDUCT AWARENESS ACTIVITIES ABOUT SICKLE-CELL DISEASE WITH FAMILIES AND YOUNG PEOPLE WITH THE DISEASE.

2014 RESULTS

• 1,552 sickle-cell disease patients benefited from improved access to quality health care (consultations, drugs, vaccines) through the health centre network involved in the programme, training of personnel and the newborn screening.
• 10,517 children under age five were detected, enabling the management of the disease at a young age in 50 partner health structures.
• 1,500 parents of children with sickle-cell disease were educated in the monitoring and the basic daily care to be taken to avoid crises and complications, resulting in a decrease of the financial burden associated with the hospitalisation of their child.
• 13,000 people were made aware of the existence of the disease and its mode of transmission so that those with sickle-cell disease would no longer be rejected by the population and would enjoy greater social inclusion.
• 226 health workers were trained in the detection and/or management of the disease.
Since 2012, IECD has been leading the Support to Healthcare Structures Programme (PASS programme) in Pointe-Noire in order to improve the care for vulnerable women and children in partner healthcare structures. The healthcare system has been suffering from many deficiencies: teams that have been poorly or barely trained, obsolete and insufficient healthcare equipment and weak management skills. Even though the needs are great, these structures are not frequented much by the locals. There are four components that are implemented through this programme with the goal of reinforcing partner healthcare structures through training and monitoring teams in the field.

**4 components of Healthcare Structures**

- Technical competence
- Management skills
- Restoring equipment
- Community integration

**2014 RESULTS**

- More than 20,000 women and children have benefited from quality care in partner centres.
- 338 caregivers participated in classroom training and have benefited from weekly support by the PASS medical team in the field.
- 34 training sessions on the topic of hospital hygiene were performed.
- Partner centres have received management training (accounting and finance, inventory).
- To enable for better housing and welcome of patients and improved care, health centres were rehabilitated (boreholes and equipment).
- A collaboration between centres of expertise took place between Monkole hospital in Kinshasa and the Nurse Training Institute (IFSI) of Sainte-Anne in Paris.

"When we followed the training provided by PASS on the topic of hospital hygiene, we wanted there to be a follow-up in the Paediatric service and that everyone in the hospital would do it - to change our habits and adjust to good hygiene practices. So we had the idea of giving out taps and buckets in order to cope with the fairly regular water shortages. The managers and service chiefs endorsed this initiative."

**GEORGETTE GOMA AND LUCIENNE AMONGUI**

Health and Social Workers in Paediatrics, they have established a spontaneous initiative for washing hands in their Paediatric Ward of the Base Hospital Tié-Tié in Pointe-Noire.

**LOCATION**

Congo-Brazzaville – Pointe-Noire

**LOCAL PARTNERS**

6 health centres

**PROGRAMME LAUNCH**

2012

**2014 BUDGET**

€540,000
SUPPORT TO THE MOTHER-CHILD HOSPITAL IN MONKOLE

Within the framework of the Mother-Child Project of Kinshasa (PROMEKIN) led by the AFD with support from the DRC Health Ministry to fight against maternal and infant mortality, IECID in consortium with the International Health Unit of Montreal International Hospital was selected to bring technical assistance to strengthen the capacities of the Mother-Child Hospital in Monkole.

During the first phase in 2013, IECID-USI consortium conducted a research project in order to build a plan to strengthen management skills and the health service offering for Monkole Hospital (MCH).

The second phase consists in experts working with the MCH management committee along five axes:

• medical strategy
• financial management
• human resources management
• biomedical and hospital maintenance
• hospital hygiene

2014 RESULTS
• 700 births handled per annum at MCH.
• 85,000 patients seen in consultations and benefiting from quality care per annum.

THE ALEPPO ORTHOPAEDIC CENTRE

The Aleppo Orthopaedic Centre, which opened in 2001 thanks to IECID support, was created to respond to the needs for care and healing of orthopaedic disorders.

It offers a large number of children and adolescents the possibility to regain their autonomy and dignity thanks to corrective surgery allowing prevention, reduction or healing of the handicap.

Responding to the current emergency, their mission has evolved to respond to the needs of the injured. The COA is in fact one of the few hospitals which continues to offer care in Aleppo.

2014 RESULTS
• 2,500 patients cared for and operated on each year.
THE MALGASY INSTITUTE OF APPLIED RESEARCH

This Antananarivo based institute has been conducting research on Malgasy 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, recognised as a public interest, also houses a medical analysis laboratory and a health centre. The institute is a member of the Francophone University Agency and adjunct to the Health Ministry. As such, it accommodates students and doctoral students in pharmacy and life sciences.

THE MEDICAL AND SURGICAL CENTRE OF SAINT-DAMIEN

The Medical and Surgical Centre of Saint-Damien is Ambaja province’s leading hospital, in northern Madagascar. Accessible to vulnerable populations, it offers quality care in general medicine, surgery, stomology, ophthalmology, maternity and paediatrics. In 2014, IECD provided an operating grant to contribute to cover complete care for the most needy patients. IECD’s support also allowed it to continue institutional reinforcement and to improve its accounting system.
INTERVENTION

Areas

- SUB-SAHARAN AFRICA: P.50
- INDIAN OCEAN: P.56
- MENA REGION: P.58
- SOUTHEAST ASIA: P.65
- EUROPE: P.68
The SUB-SAHARAN AFRICA REGION

Sub-Saharan Africa is historically the region where IECD has concentrated the majority of its actions, with more than a third of its activities having been undertaken in this part of the world. From the very beginning, it initiated professional training programmes, first in rural trades, by putting in place the Family Farm Schools (FFS), and then in assisting in the launch of training establishments in hospitality-catering and in electrical engineering. It is also here that the support programme for small businesses began over ten years ago. On the other hand, IECD has continuously shown its strong commitment in the healthcare sector through projects destined to improve patient care in the region. Finally, it’s in this region that IECD is today launching new support projects to agricultural and agribusiness actors.

Its locally-based teams enable strong links to be maintained with local partners, in order to strengthen their skills and carry out projects well, in addition to the understanding of, and proximity to, the realities of each country or region.
IECD deploys numerous projects in Cameroon since 1992, and today they represent a third of its activity in Sub-Saharan Africa. In the absence of support and training adapted to rural producers, and confronted with significant socioeconomic constraints (access to the market, to land, to production facilities...), the youth of Cameroon are abandoning agricultural trades and often leave to take their chances in the towns and cities. However with a growing urban food market, the agricultural and agribusiness sectors have great potential.

The Cameroon economy relies 80% on the labours of small informal businesses, primarily small traders or local services, but the lack of management expertise prevents entrepreneurs from developing their businesses enough in order to live less precarious lives.

Faced with these needs, IECD has structured its response around two axes: support for small urban businesses (Support to Small Enterprises programme) with its partner CED and the professional integration of young people in rural areas (Family Farm Schools programme) with its partner CNEFAC. More recently IECD launched two new projects with the objective of putting support for market gardeners (APONH project) and agribusiness (TRANSfoRM project) in place. In addition, IECD has once again deployed itself for a historic topic, that of the assistance of sickle-cell disease patients.

"This training doesn’t only teach us that we are business owners who didn’t yet know how to fulfil that role properly, but also gives us hope in our businesses in a region that represents a big development potential for the whole country.”

MRS MOYO
BENEFICIARY OF THE BASIC MANAGEMENT TRAINING IN THE MANAGEMENT SERVICES CENTRE OF GAROUA, SHE HAS A SMALL SHOP IN THE YELWA MARKET

ACTIVE PROJECTS...

• Family Farm Schools in Cameroon > page 20

• Support to small Cameroon enterprises > page 33

• Support to production and marketing chains of market garden products > page 41

• Improvement of support to sickle-cell disease in Central Africa and Madagascar > pages 44-45

• Skills transfer to agribusiness entrepreneurs: TRANSfoRM > page 41
Along with Cameroon and the DRC, the Ivory Coast is one of the three countries where IECd has been involved for almost 20 years.

In the Ivory Coast, rural trades are devalued; the youth are abandoning agricultural activities to try their luck in the big cities. Family farmers practice subsistence agriculture, despite a high-potential sector where business opportunities in domestic markets and abroad are booming. Moreover, small businesses are often created in a rush to meet an immediate need and have little capital: strengthening their management skills is fundamental.

IECd provides relevant solutions to the needs of the rural youth with its partner the PEFACI and small urban enterprises with its partner CIED, through the Support for Small Enterprises programme and the Family Farm Schools programme.

“Until then, I encountered many difficulties in managing my business, particularly in the management of the resources that I generated. Frankly, the training completely transformed me! Tools like the cashbook changed my way of looking at my expenses. I found that my business was generating a significant profit that I could not evaluate properly before.”

MR. ASSUI
OWNER AND MANAGER OF A CYBER CAFÉ, BENEFICIARY OF THE FIRST BASIC MANAGEMENT TRAINING PROGRAMME FOR PEOPLE WITH REDUCED MOBILITY IN ABIDJAN

ACTIVE PROJECTS...

• Family Farm Schools in the Ivory Coast  > page 20
• Support to Ivorian enterprises  > page 34
The Democratic Republic of the Congo is the first Sub-Saharan African country where IECD in 1991 supported its local partner CECFOR for the development of a hospital of reference, the Mother-Child Hospital in Monkole. Then in 2006, IECD committed to the Support Platform for the Protection against Sickle-Cell Disease (PAFOVED) in the fight against sickle-cell disease. This programme aims to improve accessibility and the quality of care through the training of healthcare professionals and the management of the disease.

Strengthened by the experience in this country, IECD then decided, again in partnership with CECFOR, to respond to the needs of small entrepreneurs in urban and suburban Kinshasa by launching the Support for Small Enterprises programme in 2010, thereby strengthening many small entrepreneurs in the informal economy.

In DRC, agriculture is the main sector of the economy, yet the agricultural potential is little valued and under-exploited, as a result primarily of many years of conflict that resulted in a massive rural exodus in some areas of the country. The majority of the rural population lives in extreme poverty, with less than $1 a day. That is why in 2012, IECD has also committed to rural entrepreneurs to form small producers and help them develop their agricultural potential.

"My turnover is growing, thanks to the specialised training in accounting and finance where I learned essential elements for the development of my business."

MR. MOKE, BENEFICIARY OF THE SPECIALISED TRAINING IN ACCOUNTANCY-FINANCE AT THE MANAGEMENT SERVICE CENTRE IN MASINA
IECD has been in Congo-Brazzaville since 2012, when it pledged to support healthcare facilities in a country where access to care is a major public health issue. Indeed, the Congolese health system suffers from many shortcomings: poorly trained teams, obsolete equipment and inadequate health facilities, weak management capacity. Today, IECD, through its local operational teams and partners implements the Support to Healthcare Structures Programme (PASS).

Building on the success of the Support to Small Enterprises programme in the Democratic Republic of the Congo, IECD has extended its action to small entrepreneurs in the informal economy in 2014, working with its partner APNI. The geographical proximity of the two countries facilitated the transfer of know-how and expertise for effective implementation of the programme. The fabric of formal companies being more developed than in other countries of operation in Africa, IECD has decided to expand its activities by setting up a project specifically dedicated to Small and Medium Enterprises (SMEs).

“For us training is really the heart of everything, because without training we couldn’t do anything. The material may be there, but if you are not trained, nothing can be done.”

CARINE BOUTSANA
CARE COORDINATION NURSE IN TIE-TIE HOSPITAL

ACTIVE PROJECTS...

- Support for small Congolese enterprises
  > page 36

- Support Healthcare Structures Programme (PASS)
  > page 46

- Training and support for local companies in Congo
  > page 36
Involved in Nigeria since 1992, IECD implemented two hospitality-catering projects which are now sustainable, and a support programme for micro enterprises, now completed. Currently it is through the vocational training programme for electrical careers that IECD’s commitment in Nigeria is continuing, and also through its team on the ground.

Nigeria’s economy is particularly dynamic: in 2014, the country became the leading African economy ahead of South Africa. However, this growth masks many inequalities and unemployment affects 38% of young people. Despite the proposed training programmes, skills do not match the needs of businesses, which continue to depend on a foreign workforce.

Since 2013, IECD, in collaboration with its industrial partners and IIT, has branched out the Seeds of Hope programme in Nigeria to address the mismatch between training and business demand, and to promote the integration of young Nigerians into the dynamic industrial sector of the country.

“My father is a bus driver and my mother works as manager in the Park & Shop store in Lagos. I graduated from high school in 2010 and I did not have the means to go to school. I had several odd jobs to help my parents financially. One day a friend of mine looked at the website of the IIT and told me about the electrical engineering programme. As I have a passion for technical skills, I decided to try out for the electrical engineering programme. I passed the entrance examination.”

INYANG JUMBO JEREMIAH
20 YEARS OLD

ACTIVE PROJECTS...

- Training young Nigerians for careers in Electricity – Seeds of Hope

> page 26
Madagascar is a beacon for IECD, who has been implementing projects there since 1989 and is the focus of almost 18% of its activity. Originally it was a partnership with the IMRA (Malagasy Institute of Applied Research) and its founder, professor Ratsimamanga which brought IECD to the Big Island. Then IECD supported the ASA association in its work of rehabilitation of families in precarious circumstances...
At the business level, the changes made have enabled a sizeable increase in our activity and therefore our turnover. Customers are more numerous, we do more work but the reward is at the end of the road. I feel that we are all more motivated to work. In my personal life too, change is palpable. We have built a cushion, savings, as the trainer advised us. It’s very reassuring for the future. All family members are benefiting from these improvements, especially my children.”

MRS RAZAFISOA
MANAGER OF A FAMILY BUSINESS
DISTRIBUTING CHICKEN EGGS IN THE 67HA NEIGHBOURHOOD AND BENEFICIARY OF THE FIRST CLASS OF BMT AT MJC 67HA IN ANTANANARIVO

... Over time IECD has developed innovative solutions to meet the needs identified in the areas of access to education for children in rural areas and in vocational and technical training for young people. In 2013, IECD then started its programmes to support small enterprises in the outskirts of Antananarivo. The programme against sickle-cell disease was also branched out throughout the country during 2014.

Today IECD has activities that spread throughout the Big Island with a concentration of its teams, its partners and its projects in the Fianarantsoa region, in Antananarivo and in Ambaja.

ACTIVE PROJECTS...

- Fianarantsoa Hospitality School > page 23
- Support to small Madagascan enterprises > page 34
- Improvements in sickle-cell disease care in Central Africa and Madagascar > pages 44-45
- The Malagasy Institute of Applied Research (IMRA) > page 48
- The Medical and Surgical Centre of Saint-Damien (CMC) > page 48
- Educational and Remedial Centres (CERES) > page 12
- Support for higher education and access to a promising field (SESAME) > page 13
MENA, «Middle East and North Africa», is a strategic region for IEC, where it has had a strong foothold since 1989. Through its programmes focused on training and integrating young people into the workforce and the support to small entrepreneurs, IEC contributes in its way to greater social cohesion and keeps dialogue open by positioning itself as a vehicle for peace. In this zone, IEC also takes action to enable vulnerable people to have access to education and to healthcare.

The population of the MENA region, currently 450 million people, will be 560 million in 2025. In 2014, under-24s account for over 150 million people and one out of four of these young people is unemployed. These alarming figures confirm the relevance of the actions of IEC in this region, who have signed up for the long haul building on the logic of sustainable partnerships.

The delegation in the Lebanon is a platform for the region, and the field teams based directly in the various countries concerned implement the projects side by side with their local partners.
IECD IN LEBANON

The Lebanon is one of the primary operating countries for IECD, fundamentally due to the large concentration of IECD activity (almost 15%), its history and its role as a platform for the sub-region.

Present in the Land of Cedar since 1989, IECD initially assisted in the creation of a vocational and professional training school. Then in 1994 it initiated its hospitality-catering training programme by supporting the development of a vocational school in Beirut.

Since then, the substantial increase in activities has necessitated the creation of a delegation in 2007 in Beirut, in order to ensure the cohesion of the intervention of IECD teams across the country.

Today IECD and its local partners lead several projects of vocational training and professional integration for the young, support for small enterprises and access to education across the Lebanon.

I started working three months after graduating. I have since received two other job offers but I preferred to stay in my current company as this will help me accomplish my goals.”

JAWAD SAADEH
JAWAD GRADUATED IN 2014 FROM THE TRAINING PROGRAMME IN ELECTRICAL ENGINEERING. HE LOVES HIS JOB AND HAS ALWAYS BEEN PASSIONATE ABOUT ELECTRICITY. HIS CURRENT JOB IN A SMALL FIRM OF ELECTRICAL AND COMPUTER FACILITIES WILL HELP HIM ACHIEVE HIS GOAL, WHICH IS TO CREATE HIS OWN COMPANY.

ACTIVE PROJECTS...

- Training young Lebanese for Electrical Engineering careers – Seeds of Hope > page 25
- GET project (Guidance Employment Training) > page 25
- Vocational training and socio-professional integration for the youth in northern Lebanon > page 29
- AFKAR – Support for the socio-economic integration of young people in Lebanon > page 29
- Support for small Lebanese enterprises > page 38
- Educational Integration of young Iraqi and Syrian refugees > pages 14-15
- Access to education for children with special needs > page 16
IECD IN SYRIA

IECD has been involved in Syria since 2000 and has a team based in Damascus. For over four years, the war has been ravaging the country and the consequences for the people of Syria are disastrous. Millions of Syrians have been displaced and have taken refuge in neighbouring countries. In spite of the difficulties being faced, IECD confirms its determination to maintain its actions in Syria.

Today, IECD implements training programmes to help young people integrate into the workforce, and contributes to strengthening local stakeholders across the country.

“My father was ill and I could not finish my studies, I had to start working young in a laundromat to earn money. The manager paid me low wages that didn’t even enable me to cover my personal expenses. With my brother Rami we followed the domestic electrical training course at the center of Jaramana and we successfully completed it. We are now working in an electrical installation company with a good salary.”

RABEE MHIWA
21 YEARS OLD, STUDENT AT THE JARAMANA CENTRE

ACTIVE PROJECTS...

- Professional training centre for vulnerable Syrian youths > page 28
- Strengthening the capacities of the associative network in Syria (TEAM project) > page 30
- The Aleppo Orthopaedic Centre > page 47
IECD IN THE PALESTINIAN TERRITORIES

IECD has been operating in the Palestinian Territories since 2007. On the outskirts of Jerusalem, the separation wall isolates the city of Al Aizarieh and is impacting the local economy. The active population cannot enter the labour market on the other side of the wall and unemployment has reached 60% in Al Aizarieh (Bethany) and in nearby villages. It is in this context that young Palestinians are building their future, in spite of a deficient education system that fails to support them: schools lack resources and teachers are not adequately trained. Many young people are failing or dropping out of school.

The response of IECD to these problems is twofold: to support small enterprises and to strengthen the education of disadvantaged children and young people.

We have ambition now! I would like to open a genuine wedding and birthday cake section in our kitchen. That would enable us to create jobs and to generate income of the women of Anata. We will study the management and the organisation together with IECD in order to launch production.”

HADEEL ALIAN
IS A BOARD MEMBER OF THE WOMEN’S CENTRE OF ANATA. SHE DECIDED TO ORGANISE A “WEDDING CAKE” TRAINING PROGRAMME TO THE BENEFIT OF 32 WOMEN IN ANATA.

ACTIVE PROJECTS...

- The Al Aizarieh (Bethany) Educational and Community Centre > page 11
- Support to small Palestinian enterprises > page 39
IECD in Iraqi Kurdistan

IECD intervened in Iraqi Kurdistan between 2008 and 2014, where it conducted a project to support rural development with its partners. Iraqi Kurdistan imports most of its consumption of agricultural products. Despite significant potential for agriculture, the region faces huge challenges such as lack of competitiveness, lack of frameworks and lack of professional skills. The main objective of the project was to contribute to the creation and development of small farms and innovative and dynamic agribusiness, and to build the capabilities of the stakeholders in the sector.

“With the support of IECD, I could irrigate 3 dounums (0.75 ha) of vegetables. During four summer months, this activity has allowed me to gain an average of 900,000 IQD (675 €) per month.”

MR. MAHMOUN RACHID
BENEFICIARY OF A SYSTEM OF LEASING MATERIALS:

Among the activities to support farmers, IECD has implemented an equipment rental system (tractors, tools, irrigation system...) in Kurdistan. In order to cope with the shortage of water resources in the region of intervention, the project has enabled farmers to access drip by drip irrigation systems and to receive specific training in the use of such equipment.

ACTIVE PROJECTS...

- Support to rural development in Iraqi Kurdistan
  > page 40
IECD in Egypt

Egypt is one of the most recent operating countries for IECD since the project «Seeds of Hope» started in 2013 to promote the integration of young Egyptians into the workforce. In a country where 60% of the population is under 30, unemployment affects more than 30% of young people. Despite a large number of opportunities in industry, few young people meet the skills requirements of the market.

IECD started to prepare to operate in Egypt in 2008. Several feasibility studies were completed, as well as numerous meetings with local stakeholders in order to prepare for the development in Egypt of its other programmes (such as support for small businesses or vocational training in hospitality and catering).

New projects related to energy efficiency and renewable energy are also under consideration.

“...
At Don Bosco, we learn how to think and how to work. This summer I was lucky enough to do a four-week internship in Evapharma. For me it was the first time I worked in a large company like that. My plan for the future is to continue to study at university because I want to increase my education standards, I do not want to stop learning.”

GEORGE MEDHAT
19 YEARS OLD, STUDENT AT THE DON BOSCO INSTITUTE
Morocco is the most recent country of operation for IECD, with the project «Seeds of Hope» implemented since 2014. While every year, there are more than 300,000 young Moroccans between the age of nine and 15 years old who are leaving the education system, the youth unemployment rate in Morocco is of particular concern since it affects 21% of them in 2014 and nearly 40% in urban areas. Despite the development of the industrial sector, this unemployment rate is due to the significant gap between the existing vocational training and the reality of the needs of business. For example, markets for renewable energy and energy efficiency have great potential but have difficulty in hiring skilled labour.

“...
I worked with my brother in car maintenance for several years but I stopped because I want to work in electricity and concentrate on my studies. My dream is to get my degree and to find a job in an electricity company until I have the necessary capital to start my own business.”

OTHMANE
A 23 YEARS OLD STUDENT
The SOUTHEAST ASIA REGION

IECD IN SOUTHEAST ASIA

The first steps in Southeast Asia were taken in 2002 in Cambodia, where IECD was able to use its expertise in hospitality-catering training to support the creation of the Pour un Sourire d’Enfant (For a Child’s Smile) Association’s hotel school.

Building on this successful experience, IECD then responded to requests of local actors and committed in Thailand and then in Vietnam, to provide professional opportunities to people in vulnerable situations, young people and small entrepreneurs. In Thailand, the Karen, an isolated minority living in the mountains, are excluded from the country’s economic momentum. IECD has created a hotel school to train young people from this minority and enable them to benefit from the booming tourism sector. In Vietnam, IECD supports vulnerable populations including those from the rural exodus, to develop and consolidate their own professional activity.
IECD IN THAILAND

IECD has been present in the country since 2004 through vocational training programmes, firstly for young Karen in rural trades and then in the hospitality and catering sector. The Karen people are an ethnic minority living mainly in Northwest Thailand along the Burma border, and young people from this population have difficulty integrating into the country’s economic life.

Today, the Thai tourism sector accounts for 10% of GDP and employs millions of people. Over 25 million tourists from around the world visited the country in 2014 and paradoxically, there are very few quality hospitality schools. In spite of the political events that have affected the country in 2014, IECD continues its mission and its actions to integrate disadvantaged young Karen into the trades of the tourism sector, through the hospitality school in Mae Sot.

“Having graduated from HCTC, I was hired in the Hotel IBIS in Chiang Mai as a cook. My trial period has already been validated and I am proud to be able to say that now I am part of the team! We are six children in my family, I am the fifth. My parents are very happy with my job.”

SIRIPONG
COOK IN CHIANG MAI AND GRADUATE OF THE HOSPITALITY SCHOOL

ACTIVE PROJECTS...

• Hospitality School in Mae Sot
> page 22
IECD IN VIETNAM

IECD has been active in Vietnam since 2010. In this country of 90 million people, the population is urbanising: over the past 10 years, the urban population has increased by more than eight million people and in Ho Chi Minh City, the economic capital, the urban space is increasing by 4% per annum. Urbanisation is becoming a real challenge to development: Vietnam has enjoyed strong economic growth, attracting many rural people to the opportunities of the big cities, but the most vulnerable and the least educated are not benefiting from this growth. These Vietnamese are forced to create their own jobs, fueling an informal economy estimated at 20% of GDP and more than 10 million artisans, shopkeepers, street vendors, etc.

Today, IECD via its team based in Ho Chi Minh City and its local partners lead the Support for Small Enterprises programme to support the actors of this informal economy.

Three months on from the end of the training, I have already implemented what I learned to run my business more efficiently and more professionally. Today I am very confident about the success of my beverage shop. I have many ideas for the future. All of that will help my business to grow in a sustainable way.”

MR. PHO DUC KHIEM
39 YEARS OLD WITH THREE CHILDREN, MANAGER OF A CAFÉ

ACTIVE PROJECTS...

- Support to small Vietnamese enterprises
  > page 37
IECD IN EUROPE

TERRE DE CIEL PROJECT
Improving care of the elderly

Professionalising the health and social sector
TERRE de CIEL is a centre for further education based in Marseille and certified by IPERIA (formerly the Fepem Institute of Family Employment – IFEF). Specialising in the healthcare and social sectors, it develops courses that meet the needs for professionalisation and integration into these growing sectors.

Offering further qualifying education to medical care dependency professionals
In 2006, TERRE de CIEL launched a course at EMD, Marseille Business School. This stream particularly provides courses for the support of elderly or dependent people. TERRE de CIEL has developed a dynamic educational approach that emphasises personal accountability and respect for others. Each course offers nearly 20 hours of classes. In parallel, monthly tutorials have been put in place to guide students in their development. This training is approved and co-financed by the regional employment agency of the Bouches-du-Rhône.

Supporting TERRE de CIEL training
Each year, TERRE de CIEL receives a grant from the Walter and Germaine Mühlethaler Endowment Fund hosted by IECD. The 2013-2014 cycle, amounting to €40,000, contributed to equipment, furnishings and the provision of books to the school’s technical library, as well as €40,000 to co-finance the 2013-2014 training cycle.

PREPARING FOR PEOPLE-ORIENTED CAREERS
Preparing for people-oriented careers

Open for the 2014-2015 school year, the School of Personal Services (ESP) is a vocational school located in La Garennes-Colombes, which prepares students to Bac ASSP (Support, Care and Personal Services). The graduates may continue their studies or work from home, directly or via a human service structure, in a nursery or hospital with infants, children and elderly or disabled persons.

ESP benefited in 2014 from a grant of €336,000 from the Walter and Germaine Mühlethaler Endowment Fund hosted by IECD, which has rehabilitated the building, retrofit it in order to receive the public and equipped it with furniture and teaching materials; and an operating grant of €72,000 for the first year from 2014 to 2015.

In addition to projects led in emerging and developing countries, IECD has supported social, educational, academic and cultural projects in Europe since its inception. These projects are often due to requests of one or several donors who wish to allocate their funds for specific purposes.
FINANCIAL Report

2014 FINANCIAL REPORT  P.70
BALANCE SHEET  P.71
PROFIT & LOSS  P.72
STATUTES & GOVERNANCE  P.73
2014 FINANCIAL REVIEW

In 2014 the activity level of the IIEC increased by 27% to €9.5 million (excluding exceptional items), against €7.5 million in 2013, including:

- expanding the flagship programmes Seeds of Hope into Nigeria, Egypt and Morocco, and Support to Small Businesses into Congo-Brazzaville;
- the increase in momentum of the Support to Healthcare Structures Programme (PASS) in Congo-Brazzaville and the CERES-Sesame programme in Madagascar;
- starting-up the programme to fight against sickle-cell disease;
- growth of innovative activities to support rural entrepreneurship.

In total over the past year, 45 projects were implemented in 14 countries. IIEC develops most of its activities in sub-Saharan Africa, the Middle East and Madagascar and continues its geographic diversification in Southeast Asia and North Africa. IIEC closed its project in Iraqi Kurdistan.

The share of operating costs in the sales activity remained stable at 8.5% against 8.6% the previous year, reflecting the will to ensure optimum use of funds collected goes to development assistance projects.

In 2015, growth is expected to continue:

- the continued development of the four core actions of the IIEC (Entrepreneurship, Careers (training and Professional Integration of young), Education and Health);
- the construction site of Sesame campus in Madagascar;
- developing Asia and starting a programme for young people to gain access to employment in the hospitality-catering sectors;
- maintaining sustained activity in the Middle East.
## BALANCE SHEET
### ON DECEMBER 31ST 2014

### ASSETS

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<th>2014</th>
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<td>347 376</td>
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<tr>
<td>Leasehold improvements</td>
<td>377 471</td>
<td>8 420</td>
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<tr>
<td>Vehicles</td>
<td>31 800</td>
<td>44 800</td>
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<td>Office furnitures &amp; fittings</td>
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<td>61 262</td>
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<tr>
<td>Depreciation</td>
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<tr>
<td>Other securities holding</td>
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<td>Deposits and bonds</td>
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### FIXED ASSETS

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<td>Expected subsidies</td>
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<tr>
<td>Other receivables</td>
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<tr>
<td>Depreciation of receivables</td>
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### TRADE ACCOUNT RECEIVABLE

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<td>Marketable securities</td>
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<td>Provision for depreciation on securities</td>
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<tr>
<td>Cash in bank</td>
<td>1 020 094</td>
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### CASH AND CASH EQUIVALENT

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<td>Prepaid expenses</td>
<td>39 366</td>
<td>38 408</td>
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<tr>
<td>Foreign exchange difference on assets</td>
<td>80 411</td>
<td>84 393</td>
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### ACCRUALS

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<th></th>
<th>119 777</th>
<th>122 801</th>
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</thead>
</table>

### TOTAL

|                        | 7 492 447 | 4 596 381 |

### LIABILITIES & RESERVES

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<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable fund and reserves</td>
<td>200 000</td>
<td>70 000</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>27 126</td>
<td>133 192</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>27 657</td>
<td>23 934</td>
</tr>
</tbody>
</table>

### CHARITABLE FUND

<table>
<thead>
<tr>
<th></th>
<th>254 783</th>
<th>227 126</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for risks</td>
<td>200 703</td>
<td>195 093</td>
</tr>
</tbody>
</table>

### PROVISIONS FOR RISKS

<table>
<thead>
<tr>
<th></th>
<th>200 703</th>
<th>195 093</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated public funds</td>
<td>954 662</td>
<td>516 714</td>
</tr>
<tr>
<td>Dedicated private funds</td>
<td>1 548 033</td>
<td>1 289 013</td>
</tr>
<tr>
<td>Dedicated endowment funds</td>
<td>4 096 312</td>
<td>2 120 381</td>
</tr>
</tbody>
</table>

### DEDICATED FUNDS

<table>
<thead>
<tr>
<th></th>
<th>6 599 007</th>
<th>3 926 108</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial debts</td>
<td>15 644</td>
<td>16 194</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>99 169</td>
<td>58 143</td>
</tr>
<tr>
<td>Fiscal and social debts</td>
<td>135 921</td>
<td>109 814</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>132 910</td>
<td>57 176</td>
</tr>
</tbody>
</table>

### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>383 645</th>
<th>241 327</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Foreign exchange liability</td>
<td>54 309</td>
<td>6 727</td>
</tr>
<tr>
<td>Regularisation account</td>
<td>54 309</td>
<td>6 727</td>
</tr>
</tbody>
</table>

### TOTAL

|                        | 7 492 447 | 4 596 381 |

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### CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31st December 2014, were audited and certified by Mr. Jacques Le Pomellec, Partner HLP Audit, Statutory Auditor. They were prepared according to approved French principles and methods, in accordance with the accounting system applicable to associations and foundations.
**PROFIT & LOSS 2014**

### DEVELOPMENT PROJECTS

- Grants paid to projects: 5,361,819 in 2014, 3,221,814 in 2013
- Real estate rental: 201,516 in 2014, 143,086 in 2013
- Equipment purchase: 723,629 in 2014, 666,461 in 2013
- Local technical assistance: 2,275,380 in 2014, 1,520,900 in 2013
- Sunday project expenses: 652,647 in 2014, 395,113 in 2013
- Missions and technical expertise: 624,153 in 2014, 511,908 in 2013
- Fundraising expenses: 6,388 in 2014, 5,846 in 2013
- Expenditure on projects: 9,845,531 in 2014, 6,465,129 in 2013
- Commitments on public funding: 954,662 in 2014, 516,714 in 2013
- Commitments on private funding: 1,195,920 in 2014, 1,038,380 in 2013

### LEGACIES MANAGEMENT

- Grants paid to projects: 552,000 in 2014, 113,000 in 2013
- Fees on legacies and donations: 19,503 in 2014, 3,800 in 2013
- Rental expenses: 30,693 in 2014, 27,900 in 2013
- Allowance for depreciation on legacies: 28,864 in 2014, 7,259 in 2013
- Allowance for provisions (securities depreciation): 0 in 2014, 0 in 2013
- Net result of assets sold: 0 in 2014, 0 in 2013
- Bank charges and diverse expenses: 3,031 in 2014, 6,687 in 2013
- Expenditure: 634,092 in 2014, 158,646 in 2013
- Commitments: 2,038,457 in 2014, 66,299 in 2013

### OPERATING EXPENSES

- Rent, fees and equipment: 118,823 in 2014, 62,642 in 2013
- Payroll: 510,199 in 2014, 424,926 in 2013
- Communication: 20,205 in 2014, 49,600 in 2013
- Other charges (contributions etc.): 77,569 in 2014, 38,713 in 2013
- Depreciation allowance: 21,483 in 2014, 17,021 in 2013
- Sub-total: 1,005,282 in 2014, 756,339 in 2013
- Operating surplus: 16,727 in 2014, 21,156 in 2013

### EXPENDITURE ON INTERNATIONAL SERVICE CONTRACTS

- Direct project costs: 400,433 in 2014, 258,818 in 2013
- External services: 14,310 in 2014, 14,749 in 2013
- Indirect payroll: 29,384 in 2014, 19,802 in 2013
- Profit before income tax: 12,860 in 2014, 3,263 in 2013
- Income tax: 1,929 in 2014, 485 in 2013
- Net profit: 10,931 in 2014, 2,778 in 2013

### INCOME

- Public and private funding: 3,201,615 in 2014, 1,878,502 in 2013
- Corporate funding: 2,156,989 in 2014, 1,469,919 in 2013
- Grants from foundations and charities: 3,071,566 in 2014, 3,233,104 in 2013
- Donations and fundraising: 1,951,504 in 2014, 417,900 in 2013
- Financial income on projects: 0 in 2014, 2,220 in 2013
- Exceptional items on projects: 132,711 in 2014, 49,436 in 2013
- Resources used on projects: 11,195,504 in 2014, 7,420,531 in 2013
- Unused resources - public funding: 516,714 in 2014, 120,062 in 2013
- Unused resources - private funding: 1,038,380 in 2014, 1,074,431 in 2013

### LEGACIES MANAGEMENT

- Legacies and gifts received: 2,593,044 in 2014, 161,143 in 2013
- Real estate rental received: 46,940 in 2014, 46,650 in 2013
- Management fees: -26,858 in 2014, -9,432 in 2013
- Financial income on legacies: 46,862 in 2014, 13,128 in 2013
- Reversal of provisions: 9,561 in 2014, 13,166 in 2013
- Proceeds of disposal of assets: 0 in 2014, 0 in 2013
- Resources used: 2,669,549 in 2014, 224,945 in 2013
- Resources not used: 0 in 2014, 0 in 2013

### OPERATING INCOME

- Members and directors contributions: 81,136 in 2014, 64,031 in 2013
- Operating grants: 89 in 2014, 280 in 2013
- Management fees on projects: 754,486 in 2014, 594,801 in 2013
- Management fees on legacies: 26,858 in 2014, 9,432 in 2013
- Exceptional items: 4,290 in 2014, 3,430 in 2013
- Reversal of exposure to risks (projects): 147,248 in 2014, 97,568 in 2013
- SUB-TOTAL: 1,022,009 in 2014, 777,495 in 2013

### INCOME ON INTERNATIONAL SERVICE CONTRACTS

- Unused resources on service contracts: 201,516 in 2014, 15,977 in 2013

### TOTAL

- 2014: 16,144,658
- 2013: 9,319,296

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1. Subsidies which do not come through Iced, and locally received “contributions in kind.
2. Resources actually received during the year, except for one-time loss on projects that need financing and is covered by a convention agreement.
3. Resources actually received during the year.
4. Deferral of unused resources from prior years.
Statutes and GOVERNANCE

IECD’s operations 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.’

IN ACCORDANCE WITH THE CORPORATE OBJECTIVES FEATURED IN THE ASSOCIATION’S STATUTES (ARTICLE 2)

Founded on 8 January 1988, the Institut Européen de Coopération et de Développement (IECD) is a not-for-profit organisation governed by the laws of Alsace-Moselle and recognised as having a mission in accordance with public interest since 2010. It is able to receive donations and bequests exempt from any inheritance rights.

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
• Bernard Davoust – Veterinarian
• Jean-Noël Lucas – Finance Controller, Procter & Gamble
• Alexandra Mallein – Administrative and Financial Manager at ARTEA COMMUNICATION
• Hubert de Mestier – Professor, Tokyo and Waseda Universities, Japan
• Annick Rascal – Head Nurse
• Hervé Rudaux – Deputy Director of an investment management fund
• Grégoire de Saint Quentin – General Officer
• Louis Schoepfer – Doctor
• Marc Senoble – Chief Executive Officer, SENOBLE S.A.
**IECD TEAM**

After a first field experience as a Project Manager in order to launch the Support for Small Businesses programme, I joined the team in the headquarters in Paris. Today, I feel fully involved in the issue of vocational training and have wholeheartedly taken up the challenge of youth. In everyday life, I combine a stimulating work environment and the social impact of our activities.

What motivates me is above all the dynamism and versatility of the IECD representative position in the field. Representing the organisation, managing a team, recruiting the right people, ensuring proper accounting and budgetary management, seeking local financing, reporting activities... An exciting cocktail of responsibilities!

I had the opportunity to work in France in the traditional hotel industry as hotel manager and then to guide my career abroad towards management positions in prestigious international groups. In 2012, I joined the IECD team in Madagascar to build, equip and open a hotel school: a professional, social and human opportunity, that inspires me every day and gives a new meaning to my work.

It is as if I am a conductor and that I am juggling between the interests of different stakeholders and the reality on the ground. The most exciting challenge remains that of instilling passion in my team and ultimately to grow with them.

---

**IECD EMPLOYEES**

IN PARIS 27

IN THE FIELD 76

Expatiates 50

Local hires 26

TOTAL 103

**OUR POSITIONS AND THE DESIRED PROFILES**

3 kinds of positions:
- Thematic and operational coordination in Paris
- Operational management in the field
- Support functions

3 kinds of profiles sought:
- Generalists
- Specialists in Development
- Technical, according to our business sectors

---

CAROLINE DE CARTIER, MANAGER OF ACTION FOR EDUCATION AND CAREERS IN PARIS

OLIVIER BOUTOT, PROJECT MANAGER FOR THE CREATION OF A HOSPITALITY SCHOOL IN MADAGASCAR

THUY BLAIS, PROJECT COORDINATOR, SUPPORT TO SMALL BUSINESSES PROGRAMME IN VIETNAM
THANKS

IeCD’s actions would not have been possible without the assistance from the French Development Agency (AFD), the European Union, multilateral agencies (notably UNICEF, UNDP, UNIDO and OFID), the Ministry for Foreign Affairs, the Rhône-Alpes region and the Department of International Cooperation of Monaco.

We also wish to thank, among others, the foundations Alasol, AnBer, Cécile Barbier de la Serre, Drosos, Fitia-Fondation de France, Lord Michelham of Hellingly, Pierre Fabre, Puma Energy, Mahmoud Shakarchi, Roi Baudouin, Tamari, Trafigura, The Helios Trust and Welfare; the corporate foundations Accor, Air France, Addax-Sinopec, Cummins, Nexans, Schneider Electric and Société Générale; the endowment fund Emeraude Solidaire, The Marguerite Fund and SEED; the associations ACTEC, AFM, Frères de nos frères, L’Œuvre d’Orient, Association Philippe Jabre, Save the Children and Un enfant une Promesse, as well as the companies Bel, Bourbon, Cémoi, CFAO, Compagnie Frutièrè, Geogas, JJA, Matelec, Murex, Perenco-Congorep, 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

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