Dear friends,

The education and training of young people is our priority even more than before so they can build a future other than that of poverty or war and are carried by the hope for a more peaceful environment.

The need to act in local partnerships is particularly acute in field situations that are more complex and which require multidisciplinary and concrete responses: in particular, the development of training programmes that target the most promising employment opportunities.

Working in partnership is to experience the complementarity and interpersonal enhancement beyond the limits of our skillset. It is the breeding ground for real cooperation, all the stronger for the fact that it happens in a culturally distant land. A partnership dynamic helps to disseminate the values of hope and compassion throughout our actions.

To ensure that these collaborations are productive and that they enhance the individual and collective potential, we are required to show that we can listen, to be able to adjust our methods and openly measure the results of our actions.

Our local partners are the linchpins of project implementation. By strengthening them organisationally, institutionally and financially, we help them to obtain a greater capacity for action and autonomy. A particular mention goes to our «Seeds of Hope» and «Support to Small Enterprises» programmes: they interact in a multi-country network with our thematic teams at headquarters to share skills and best practices.

“ 
Young people are tomorrow’s actors of development: IECD and our partners are committed to them for the long term!”

Marie-José Nadal, President
PLANTING SEEDS FOR THE FUTURE THROUGHOUT THE WORLD

IECD IN FIGURES

• OVER 27 YEARS OF EXPERIENCE
• 8.5% INCREASE IN ACTIVITY COMPARED TO 2014 ON A COMPARABLE BASIS
• 10 MILLION EUROS OPERATING BUDGET (EXCLUDING EXCEPTIONAL ITEMS)
• PRESENT IN 14 COUNTRIES
• 125 EMPLOYEES INCLUDING 96 IN THE FIELD
• MORE THAN 50 TECHNICAL EXPERTS
• 141 LOCAL PARTNERS

OPERATING BUDGET BY REGION

- SOUTHEAST ASIA: 5%
- MADAGASCAR: 17%
- MIDDLE EAST & NORTH AFRICA: 32%
- SUB-SAHARAN AFRICA: 46%
- ASIA: 5%
- SOUTH AMERICA: 15%
- EUROPE: 37%

OPERATING BUDGET BY ACTION

- ENTREPRENEURSHIP: 26%
- VOCATIONAL TRAINING AND YOUTH EMPLOYABILITY: 22%
- HEALTHCARE: 15%
- EDUCATION: 17%
MIDDLE EAST & NORTH AFRICA
- Lebanon - since 1989
- Syria - since 2000
- Palestinian Territories - since 2007
- 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
- Myanmar - since 2015

INDIEN OCEAN
- Madagascar - since 1989

OVER
80,000
BENEFICIARIES WORLDWIDE

- 11,766 YOUTHS AND ADULTS TRAINED AND EMPLOYED
- 2,992 SMALL ENTERPRISES GUIDED
- 4,152 CHILDREN AND YOUTHS IN SCHOOLS
- 64,708 PATIENTS SUPPORTED IN PARTNER STRUCTURES

INTERNATIONAL PROGRAMMES
- Seeds of Hope (‘SoH’, training programme for industrial, energy and maintenance careers): 3,143 beneficiaries – 4 projects
- Family Farm Schools (‘FFS’, training programme for agricultural careers): 2,335 beneficiaries – 3 projects
- Training programme for careers in hospitality and catering: 974 beneficiaries – 2 projects
- Support to Small Enterprises (support in urban areas): 2,685 beneficiaries – 9 projects
- Support to rural development: 267 beneficiaries – 3 projects
- Educational and School reinforcement programmes (‘CERES’ and ‘SESAME’): 3,104 beneficiaries – 2 projects
- Support for Healthcare Facilities programme (‘PASS’): 33,000 beneficiaries – 1 project
- Tackling sickle-cell disease in central Africa and Madagascar: 26,370 beneficiaries – 4 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 27 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 2015, 36% of IECD’s resources came from public funds and 64% 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.

PRESENTING IECD \} IDENTITY

PROJECT CYCLE

REINFORCING LOCAL PARTNER CAPACITIES
PROJECTS

ACTION FOR EDUCATION  P.9

ACTION FOR VOCATIONAL TRAINING AND YOUTH EMPLOYABILITY  P.17
- P.19 CAREERS IN AGRICULTURE
- P.22 CAREERS IN HOSPITALITY-CATERING
- P.25 CAREERS IN INDUSTRY, ENERGY AND MAINTENANCE
- P.30 SPECIFIC CAREERS

ACTION FOR ENTREPRENEURSHIP  P.33
- P.34 SUPPORT TO SMALL URBAN ENTERPRISES
- P.40 SUPPORT TO RURAL DEVELOPMENT

ACTION FOR HEALTHCARE  P.42
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 rural junior school 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, looking after the requirements necessary to maintain education, preparation for further education. Training activities for teachers and trainers in pedagogy and learning skills are also included.

All the activities are characterised by:

- 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 their environment and in particular their family).
- 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:

**LOCATION**
Madagascar, Lebanon, Palestinian territories

**PROGRAMME LAUNCH**
2006

**2015 RESULTS**

More than 4,500 children and young people have had access to an education in the centres and partner schools.
THE AL HAMAWI COMMUNITY EDUCATION CENTRE IN BETHANY

In the first half of 2015, daily remedial classes in Arabic and mathematics were offered to struggling students or school dropouts in four Bethany partner schools. These classes are part of an agreement with the Ministry of Education. Moreover, extracurricular activities were held and open to all. The classes and activities have mainly occurred in the partner schools. As the renovation of the education centre was completed in late 2014, the activities were gradually transferred there.

Since the start of the 2015 school year, the Al Hamawi education centre in Bethany welcomes more than 248 children and youths seven afternoons a week. These girls and boys are aged between 8 and 16 years old and the majority of them come from the poorest families in Bethany and its vicinity. Some of them benefit from remedial classes in Arabic and mathematics (four classes of 15 students four days a week). For others, English classes and extracurricular activities are offered: dance, arts and crafts, theatre, photography, Palestinian traditions, etc. pending the start of new activities in 2016, especially music and sports.

By offering a unique environment for children and young people who have been damaged by the situation they have been in since birth, the centre opens up new prospects and offers them the opportunity to reveal their talents to one day become responsible actors in their community!

ANOUED ABU OWEIDA
14 YEARS OLD, TAKES PART IN REMEDIAL CLASSES AND IN THE « DISCOVERING PALESTINIAN TRADITIONS » AND « THEATRE » ACTIVITIES.

I am very happy to go to the Al Hamawi centre in a wonderful house with lots of activities and life! The workshops and classes are interesting and different to school. In the area we have no extracurricular activities and at the weekend we are lucky to make the most of such a place!”

2015 RESULTS

248 children from 8 to 16 years old for the 2015/2016 school year:
76 girls and boys benefit from remedial classes in maths and Arabic (13-14 years old).
172 girls and boys benefit from extra-curricular activities: art, sport, photography and theatre (13-15 years old).

147 girls and boys benefit from two summer camps (9-15 years old).
EDUCATIONAL AND REMEDIAL CENTRES (CERES)

Since 2006, IECD and the Madagascan 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, intellectual and educational level throughout secondary school and to bachelor’s degree level. For this, six Educational and Remedial Centres (CERES) have been added to 11 secondary schools in rural areas, in order to strengthen their pedagogical capacities and to individually assist the students. 480 students benefit each year in this way from a personalised strengthening of their education within the six rural CERES and for 360 of them, a home in one of the 12 boarding schools run by CERES. They are then prepared for a year during their preparation year for their final years of secondary school: in 2015/2016, 120 students went through preparatory year for urban independence and the entrance competition for the six best high schools in Fianarantsoa.

Finally, they are personally monitored during three years of high school and in higher education. In 2015, 320 students were individually monitored. This monitoring is further extended in higher education for 42 students who obtained a scholarship following a jury award.

CERES activities are mainly characterised by an integrated approach in order to create an enabling environment for all youth. So, the support of parents and teachers of the partner institutions gives greater coherence to the individual monitoring of each beneficiary. In 2015, 150 teachers and 12 teaching apprentices from 11 partner colleges strengthened their teaching skills through a one-year part-time teacher-training programme.

2015 RESULTS

- 86% of CERES students succeed in the BEPC (mid-school exam) (compared to 44% nationally).
- 100% admission rate at the end of preparatory year CERES.
- 82% success rate in the Baccalaureate (final school exam) (41% regional average).
- 80% teaching apprentices from the first class of the teacher-training programme have already found a job.
- More than 1,000 parents take part in parent school three times a year.
- Approximately 2,000 secondary school 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, IECD 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 success in their higher education. Following a selection from 30 partner schools, these students follow an innovative programme and benefit from personal guidance on both an educational and a personal level.

Following on from preparatory year, the students join some of the best higher education establishments in Madagascar, in sectors as diverse as economics, law, IT, communication, agronomy, paramedics, etc. They are personally monitored and receive a scholarship throughout their studies and are guided along the way until they start into their professional lives.

Since 2014, IECD has undertaken construction of a campus in the heart of Antananarivo, which will triple the capacity to 120 students per year.

For me it is lucky to have SESAME because it provides me with the opportunity to continue my studies. It challenges me to live up to my potential and give of my best. The programme provides us the tools to succeed and prepare ourselves better for the working world. I am convinced that this is the key that will open the doors to my success!

— FABIOLA
19 YEARS OLD, PRIOR PREPARATORY YEAR STUDENT IN LITERATURE.

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REFUGEE PROJECTS

PROJECTS \ ACTION FOR EDUCATION \ REFUGEE PROJECTS

IMPROVING ACCESS TO EDUCATION FOR CHILD REFUGEES IN LEBANON

Through three educational centres since 2007 (Beirut, Tripoli and Al Qaa in the Bekaa), IECD provides a solution to the educational and psychological needs of Iraqi and Syrian refugee children in Lebanon. Its work aims to enable beneficiaries to have access to quality education and ultimately to join or re-join the Lebanese school system, but also to overcome as best they can the trauma of exile and conflict and to personally develop themselves.

By offering an environment conducive to learning and personal development, the centres offer children and young people a new outlook and give them the opportunity to grow to become adults and responsible people. A specially adapted programme has been implemented, including basic education courses for children who have not been at school, and remedial classes for children enrolled in public schools that have serious academic difficulties and risk dropping out. It also offers extracurricular activities, staff development and psychosocial support to enable them to overcome their trauma.
Parents and adults in the community participate in the life of the centres through awareness sessions, parent/teacher meetings and the establishment of a parents’ committee. Teams of teachers (30 people) receive training and coaching to enable them to improve their teaching.

“The centre has given us confidence, hope and support. There we forget the war and we feel as if in our country. My children have benefited much from education but also the rules of courtesy. We mothers, we like to come to the meetings. We feel accepted; there is no discrimination or superiority.”

MME GHUFRAN N
MOTHER OF A STUDENT

2015 RESULTS

Almost 700 children receive daily basic education or education support and participate in personal development activities.
IECD has put itself at the service of the Foyer de la Providence welfare home since 2008 in order to contribute to the development of the specialised school Mosaik, the only facility of its kind in southern Lebanon and which caters to children with complex learning disabilities and behaviour. Supported by a multidisciplinary team of 34 specialists and educators, the school provides a quality education to 80 students in classes of six. This small staff ensures optimal care for the child by individualising and differentiating the syllabus according to the child’s needs.

In 2010, Trait d’Union, a resource and guidance centre, was created to promote the adoption of an inclusive educational approach within regular schools. By training and monitoring the teaching teams and sensitising the children and their parents about learning and behavioural difficulties, the partner schools are able to integrate special needs children under the right conditions. In 2015, three public schools from the Saïda region are taking part in the programme thanks to an agreement with the Lebanese Ministry of Education. For older students of the school as well as those with severe disabilities, two productive workshops were started in 2015: coffee packaging and object recycling. These workshops, which take place within the school, allow children to participate in productive activities under the supervision of a specialised trainer. In addition to developing the personality of the child, these workshops enable them to acquire technical skills that they can later apply in the labour market.

Continuing on with the mission of Trait d’Union, IECD and Foyer de la Providence launched a project in 2014 which seeks to improve the integration of children and young Palestinians with learning difficulties, particularly those prone to failure in school, into the formal and informal education systems. Teacher training, sensitising parents and professionals and a better detection and care system allow for significantly improved integration of these children.

**ACCESS TO EDUCATION FOR CHILDREN WITH SPECIAL NEEDS**

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**2015 RESULTS**

**108** teachers
from nine regular schools in the Saïda region are undertaking training, thanks to the activities of Trait d’Union.

**24** Palestinian refugee hosting facilities are participating in the skill strengthening programme: almost 250 teachers and educators have been trained how to make their teaching practice more inclusive.

**30** children have benefitted from the detection and care programme.

**50** healthcare professionals have been sensitised to the detection of learning difficulties and behaviour and family guidance via field trips.
Action for
VOCATIONAL TRAINING AND YOUTH EMPLOYABILITY
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 Cameroon, the Ivory Coast and the Democratic Republic of the Congo, 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 skills necessary to develop a revenue-generating business. This limits their career perspectives and with almost 60% of rural communities living in poverty, pushes them to move to urban areas.

For more than 20 years, IECD and its local partners have been developing a network of Family Farm Schools (FFS) in order to train rural youths in agriculture and animal breeding. Three Training Institutes for Rural Entrepreneurship (IFER) offer training to a Certificate of Professional Competence level post FFS. These centres propose part-time training, leading to the observation of agricultural practices and techniques while in training in the field, to their adoption in school, followed by their application in the field.

An external analysis of the network in early 2015 reaffirmed the relevance of the model and led to review the training system to better meet the needs of youth and communities. Since September 2015, a young school leaver at the end of primary school can follow a 1-year, 3-year or 5-year training programme depending on his/her motivation and professional goals. With each cycle, the student acquires new skills that can be used to get a job. From the first year of training at the FFS, the student learns to conduct an income-generating activity in plant or animal production. After two more years in a regional FFS, he/she is able to manage his/her «first company» independently or within the family farm. At the end of the fifth year of training at IFER, young people can start a business independently, get skilled employment or continue their studies.

For the implementation of this scheme, 38 FFS benefit from educational and technical support, and improved equipment, including 10 FFS within the framework of innovative financial and technical partnerships with local companies in the agricultural sector.

**2015 RESULTS**

1,592 young people between 13 and 19 years old who have dropped out of school (of which 54% are girls) were trained in agricultural trades within the FFS or IFER network at the end of the school year June 2015.

743 new students (of which 46% are girls) have begun a first year programme in September 2015.

135 trainers were coached and trained in alternating training programmes.

509 parents were trained to improve their agricultural production techniques.

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FAMILY FARM SCHOOLS

IN THE IVORY COAST

IIECD and its partner, the PEFACI, have been implementing the Family Farm Schools programme in the Ivory Coast since 1998. The Ivorian network of 14 FFS has trained over 300 young people since September. Since 2013, the network also offers a diploma course to CAP level for FFS graduates at the Training Institute for Rural Entrepreneurship (IFER) in Yamoussoukro.

The great agricultural potential in the Ivory Coast, particularly in perennial crops, has since 2012 led PEFACI to develop new partnerships with local agricultural firms, from which 50% of the FFS benefit today. Their proximity to one another allows close financial and technical support to schools and opens up new opportunities for young people.

In order to guarantee the quality of the training provided in schools, the PEFACI has been contributing to updating programmes and training materials (production techniques, raw materials, management) since 2013. It has also implemented a new training programme for trainers of a part-time teaching syllabus (alternating classroom with field experience), and with personal coaching. The first batch of 11 trainers completed this training in 2015.

“...The IFER taught me how to live with others. Through field placements, I discovered new techniques of production and management, I made contacts and I now have a better understanding of the professional environment and of the world of agriculture.”

EPIPHANIE ZEREGBE
SECOND YEAR AGRICULTURAL CAP STUDENT

2015 RESULTS

315 rural youths trained in a FFS/IFER by June 2015 to establish small production activities.

209 students started in the September 2015 class in a FFS/IFER.

39 trainers trained and coached in a part-time teaching syllabus and agricultural techniques.

164 students’ parents trained in new production techniques.

LOCATION
Ivory Coast - 11 regions: Tonkpi, Nawa, San-Pédro, Grands Ponts, Morahoué, Gôh, Bélier, Gbéké, Agnéby-Tissa, Mé and Indéné-Djuablin

LOCAL PARTNER
Ivory Coast Platform for FFS (PEFACI)

PROJECT LAUNCH
1998

2015 BUDGET
€519,000

‘‘...The IFER taught me how to live with others. Through field placements, I discovered new techniques of production and management, I made contacts and I now have a better understanding of the professional environment and of the world of agriculture.”

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IN CAMEROON

The Programme for Family Farm Schools (FFS) has been implemented in Cameroon by IEC and CNEFAC since 1992. The 20 FFS and two Training Institutes for Rural Entrepreneurship (IFER) in the network propose dual training to rural youths, so that they can seize their region’s opportunities by developing small farming businesses.

In 2015, the CNEFAC strengthened its advocacy for institutional recognition of these centres, as part of the Platform of the Network for the promotion of Educational Familial Centres in Dual Training (Pro-CEFFA).

IN THE DEMOCRATIC REPUBLIC OF THE CONGO

Because of its location (near Kinshasa and with access to the sea) and the fertility of its soil, the province of Bas-Congo has great potential for the agricultural development. The first FFS there were opened in 2012 in partnership with the Kisantu Diocese. Today, four schools offer the programme. The first graduating class finished their training in 2015 and successfully presented their final project to a panel: «the first company» (small processing production, animal breeding and plant nurseries).

2015 RESULTS

1,223 young people (of whom 55% are girls) who had dropped out of school were trained in rural trades in a FFS/IFER by June 2015.

478 students started in the September 2015 class in a FFS/IFER.

63 trainers trained and coached in a part-time teaching syllabus in FFS.

325 farmers in the FFS community were trained in new production techniques.

2015 RESULTS

54 rural youths (of whom 48% are girls) trained in a FFS by June 2015.

56 new students (of whom 54% are girls) started in the September 2015 class in a FFS.

10 trainers are taking part in training for a part-time teaching syllabus.

20 students’ parents trained on how to improve their production techniques.
Since 1992, IECD has been building on the tremendous social and economic development leverage provided by tourism to create or strengthen hospitality schools for young people who have limited access to education and who are limited to the most insecure jobs. This, so that they find lasting job opportunities and integrate into society.

The students follow a comprehensive programme aimed at making them professional and responsible adults. In one or two years, they acquire a strong technical knowledge of the primary business aspects of the hotel and catering industry (commis chef, waiter/bartender, valet, receptionist), and also receive general personal development training.

The syllabus is based on the acquisition and practice of skills that are defined in collaboration with industry professionals, ensuring the employability of graduates. During their studies, students alternate between time of theoretical learning and practice in the hotel-restaurant training centre; and training periods at the country’s restaurants and hotels, a model of genuine social enterprise.

IECD currently runs two training projects for careers in the hotel and catering industry in Madagascar and Thailand. New initiatives are also being launched in Myanmar, Vietnam and by extension in the Southeast Asia region.

2015 RESULTS

174 youths were trained in 2015.

More than 75% of graduates found a stable paid job a few months after their training.

800 students’ parents were trained in good nutritional practices for children and teenagers, in health and in the organisation of parental teaching.
THE HOSPITALITY AND CATERING TRAINING CENTRE

IN MAE SOT

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 centre trains 30 young people each year from the Karen minority in the hotel and catering trade over two years.

In 2015, the focus was on the redesign of personal development in collaboration with professionals, local communities and associations. Moreover, there are now 80 professional partners including AccorHotels and Onyx Hospitality, which now form the school’s hotel network, allowing each student to undertake two internships during their studies in high-end hotels.

2015 RESULTS

74 young people were trained in HCTC.

68% of the 16 2015 graduates are now working, more in high-end hotels with salaries well above the Thai minimum wage.

67% of graduates who had a job in March 2014 are still there today.

DEVELOPMENT OF IECD HOSPITALITY AND CATERING ACTIVITIES IN SOUTHEAST ASIA

The relevance and success of the Mae Sot experience has encouraged IECD to develop new initiatives from 2015 onwards:

• support for social enterprise training for disadvantaged youths in a bakery founded in 1999 in Hue (Vietnam). In 20 months this school trains young people in baking techniques, pastry or ice-cream making; products made in the context of the training are sold in a store in Hue city centre.

• duplicate this model in the Myanmar context;

• the creation or strengthening of two hotel schools serving disadvantaged youth in Myanmar;

• the creation of a regional platform, which brings together players involved in training in hospitality and catering to disadvantaged groups in Southeast Asia, and will promote innovative business models, good environmental practices and the defence of childrens’ right in tourism.
THE HOSPITALITY SCHOOL

“LA RIZIÈRE” IN FIANARANTSOA

Since 2012 in Fianarantsoa, La Rizière hotel school enables relatively unqualified or dropped out rural youths to learn professional skills which are adapted to the realities of the hotel sector through training which puts practice at the heart of the programme. Students choose a specialisation from three proposed, defined with the country’s professionals: commis chef (two years), waiter/bartender (two years) or valet (one year). After their training, the 52 students of each class receive a Certificate of Professional Skills or Certificate of Training Completed - diplomas that are recognised throughout the island.

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. This training hotel-restaurant enables the school to self-finance to the tune of about 70% in 2015, thanks to successful partnerships with travel agencies and national and international tour operators.

2015 RESULTS

100 students were trained in accommodation, service and cookery.

46 students obtained their Certificate of Professional Skills or Certificate of Training Completed in September 2015 (100% success). More than 85% of them had a job two months after their training ended.

About 800 parents in partnership with other streams in the SFX school, improved their living conditions thanks to practical training that is offered in home economics, nutrition for children and teenagers, etc.

“I am very happy to be at La Rizière. Everyone tells me it’s very good, and I agree. My parents are proud of me; my mother always wants to take a photo of me in my work uniform!”

JEAN-BOSCO
SECOND YEAR STUDENT IN THE WAITER/BARTENDER STREAM.

TECHNICAL ASSISTANCE MISSION FOR THE MINISTRY OF EMPLOYMENT, TECHNICAL EDUCATION AND VOCATIONAL TRAINING (MEETFP)

The participatory process initiated by the hotel school in Fianarantsoa project resulted in the passing of the law on the National Policy of Employment and Vocational Training (PNEFP) in December 2015. It is therefore natural that IECD and its partners, the Italian NGO VIS and the International Francophone Organisation, were chosen to support the MEETFP in the implementation of this law, for a technical assistance mission of one year, with financing from AFD.
Across the world more than 75 million young people are unemployed and their employability is proving to be a challenge for the future. In Egypt, Lebanon and Morocco almost one youth in three is unemployed, even though there are a million youths coming into the workforce each year. There are however dynamic and job-creating industry sectors in these regions: this is particularly the case for electrical engineering, renewable energies, construction, transport and the automotive industry who are looking for electricians, electro-mechanics and maintenance technicians. This paradox is explained mainly by a mismatch between technical training and business needs, including practical skills, theoretical and behavioural.

On the basis of this observation, in 2007 IECD launched the Seeds of Hope programme to allow young people to have access to a decent, interesting job with opportunities for development in the fields of electricity, energy and maintenance. In partnership with local firms and vocational training centres, the programme includes updating content, the overhaul of equipment, training of trainers and the development of guidance and employment services for young 15 to 25 year olds who wish to gain a professional qualification in this promising job sector. Through continuous interaction with the companies in the sector, training best meets the expectations of the labour market and makes it easier for the young trainees to gain lasting employment in the country’s dynamic industry sector.

Building on its success in Lebanon, the Seeds of Hope programme was branched out into Nigeria and Egypt in 2013 and then in Morocco in 2014. Vietnam and the Ivory Coast will follow in 2016.

**2015 RESULTS**

- **1,887** students trained in the fields of industry, energy and maintenance in partner schools during the 2014/2015 academic year.
- **1,256** new students started their first year of training in the 2015/2016 academic year.
- More than **200** teachers trained.
- **21** educational partners.
- More than **75** partner companies.
- **41** experts involved in the programme.
TRAINING YOUNG LEBANESE FOR CAREERS IN ELECTRICAL ENGINEERING

Since 2007, IECD and Schneider Electric, with a network of partner companies and schools, 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 facilities), they acquire the know-how and knowledge that companies need in order to help them to get stable, paying jobs.

The Electrical Technical Baccalaureate put in place through the Seeds of Hope programme nine years ago was recognised as a national diploma in 2010 and the quality of the training is commended by Lebanese companies and the various players in vocational training. In 2015, IECD launched a new partnership with a twelfth partner school, the first in the Bekaa region.

To this day, 210 students have qualified from the Seeds of Hope training programme in Lebanon.

2015 RESULTS

617 students trained in the field of electrical engineering in partner schools during the 2014/2015 academic year.

256 new students started their first year of training in the 2015/2016 academic year.

14 students also trained in an elevator specialisation in 2015.

98% of 2014 graduates have a job or have gone on to higher studies one year later. Almost a third of them are working, 29% are still studying and 37% are working and studying at the same time.

75% of graduates who are working found their job before or immediately upon graduation.

GUIDANCE EMPLOYMENT TRAINING (GET) PROMOTING ACCESS TO EMPLOYMENT IN LEBANON

Put in place in 2012 in three regions of the Lebanon and in partnership with the Drosos Foundation, the GET project 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 1,216 students in 2015. 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.

2015 RESULTS

1,216 students were followed by career guidance and employment offices during the 2014/2015 academic year: CV and interview training, company visits, post-diploma training, one-on-one interviews, etc.

2,496 students were made aware of vocational training and were counselled.
The Seeds of Hope programme has been implemented in Egypt by IECD since 2013 in partnership with the Don Bosco institutes in Cairo and Alexandria, who are recognised for their knowledge in the sector. Developed closely with companies in the sector to respond to their needs, this programme aims to modernise electrical and mechanical training and thus strengthen young people’s employability. Two career guidance and employment offices were opened in 2013, which bridge the gap between the candidates and the job market.

“The technical and language skills learned at Don Bosco enabled me to integrate the local branch of an international company, leader in railways and general construction. I started there 16 months ago as a technician and I am now site manager.”

FADY SHAWKY
GRADUATE OF THE 2014 GRADUATING CLASS IN DON BOSCO, CAIRO

2015 RESULTS

968 students were trained for industrial careers in partner institutes in the 2014/2015 academic year.

415 new students started their first year of training in the 2015/2016 academic year.

40 teachers trained in technical subjects and teaching practice.
IECD launched the Seeds of Hope programme in Morocco in March of 2014 in partnership with the Association l’Heure Joyeuse in Casablanca and then with the Juk Spel Institute in Kenitra. 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 Training Centre for Electrical Apprentices (CFA) in Mkanssa, which targets disadvantaged students who have dropped out of school, and then taken in as apprentices by companies. In parallel, IECD supports the Juk Spel Institute as it improves the quality of its training programmes.

In 2015, the IECD launched a third partnership with the Technical Training Centre located in Kenitra. IECD’s actions were particularly focused on business development, project sustainability, the pursuit of continuing education for teachers (15 teachers were undergoing training in 2015) and enhancement of the sector by improving training and communication activities.

The Electricity CFA welcomed its first intake of apprentices early 2015, before its official opening in February, in the presence of the delegate Minister of the Ministry of Vocational Training. The 31 students of this first intake received a diploma accredited by the Ministry of Vocational Training.

IECD has also finalised a pairing between the Juk Spel Institute and a French educational institution and through this has organised an educational exchange mission.

Since January, I have taken on three students from Mkanssa Training Centre for Electrical Apprentices. Serious, disciplined and always looking for new things, they are an integral part of the team. With the three months pre-training provided by the COIP, the youths were already operational at the beginning of their apprenticeship, facilitating their integration into the team and autonomy in their daily work.”

ABDELLAH GARA
SITE MANAGER AND TUTOR AT ELMBT

2015 RESULTS

129 students were trained for industrial careers in partner institutes in the 2014/2015 academic year.

375 new students started their first year of training in the 2015/2016 academic year.

64 students from disadvantaged backgrounds who had dropped out of school received a short training programme to strengthen their skills and guided towards employment.
With the Seeds of Hope programme, IECD launched in Nigeria a new electrical training sector, in collaboration with industrial firms and the IIT (Institute for Industrial Technology). With its partners, IECD has reworked the content, renovated and re-equipped technical workshops, trained instructors and helped the institute to place students in companies. Students were able to benefit from technical know-how and expertise that has been tailored to the working world, allowing them to get lasting employment. IIT trainers were trained to appropriate the new syllabus and new content, which were applied in all sectors of the Institute. In 2015, 33 teachers from four schools were trained in technical subjects and teaching skills.

Following analysis, the Seeds of Hope programme was spread further over the summer of 2015 with two new schools: the Don Bosco institutes of Onitsha and Akure.
Since 2008 in Lebanon and Syria, IECD has implemented several projects around training and youth employability, the assets and skills that they need to bounce back well in an unfavourable context.

The socio-economic integration of young people is a major issue in the region, with infrastructure and training facilities unsuited to the job market and to the precarious situation of these vulnerable young people. Such an observation is especially true in a context of a mass influx of displaced Syrian families inside the country and in Lebanon.

In 2008, IECD opened a professional training centre in Jaramana in the suburbs of Damascus. Initially conceived for young vulnerable Iraqi refugees who had dropped out of school, the project now primarily works with young internally displaced Syrians who find themselves without any access to education.

The centre provides a place to live where young people can acquire vocational skills that are necessary to fit buoyant sectors of the labour market (household electricity, maintenance, secretarial work, assistance to the elderly and sick), through skills training of three to four months. Personal development activities are also offered, as well as psychosocial support for young people and their families.
BRIDGES (BUILDING AND REINFORCING INTEGRATION THROUGH DEVELOPMENT OF GUIDANCE, EMPLOYMENT AND SKILLS)

The employability 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, the adaptation of technical training programmes and awareness building of the public and authorities.

One of the axes of the BRIDGES project enabled the creation of five technical training and three production workshops in the regions of Mount Lebanon and South Lebanon. These workshops are places of work and production in which people can develop professional skills and participate in an economic activity related to the jobs market. Ten soft-skills training courses were also organised to complement the practical skills acquired during the training sessions and workshops.

The BRIDGES project activities have enabled 320 students with special needs to benefit from soft skills training in order to enhance their employability. In addition, more than 2,000 students participated in various jobs forums that were organised, during which they were able to improve their knowledge of the working world and meet companies.

VOCATIONAL TRAINING AND SOCIO-PROFESSIONAL INTEGRATION FOR YOUNG LEBANESE AND SYRIAN REFUGEES IN NORTHERN LEBANON

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 the young people living in uncertainty or who have dropped out of school access to training, IECD is responding to the needs of the labour market and contributing to the coexistence of the different populations. Two to five month training programmes are proposed in different buoyant employment sectors: construction careers (tiling, painting, sanitation, electricity and masonry), personal care and maintenance (computers and air conditioners). Personal development activities are also proposed in order to help the young people to integrate better socially and economically into society. In 2015, 13 training programmes were organised: three in construction, three in maintenance and four in personal care of the sick and elderly.

2015 RESULTS

169 young people poorly qualified aged between 15 and 25, local and refugee, have acquired the professional skills necessary to find a job.

47 young people took part in three personal development trainings based on the theme of job search. 40% of them found a job afterwards.
STRENGTHENING THE CAPACITIES OF THE ASSOCIATIVE NETWORK IN SYRIA (TEAM PROJECT)

Building on the experience of the centre in Jaramana and driven by UNICEF, IECD works with local NGOs to share their knowledge of professional training and to strengthen them in their organisational capacity and for specific needs. Members of these local NGOs take part in trainer training at the centres, in sectors where there are jobs in their regions (English, construction, aid to the sick and elderly, IT, accountancy). Training programmes last between three days and three months, and in this way, the trained NGOs can then provide their own training.

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 the projects and to reach a greater number of beneficiaries across the country.

2015 RESULTS

47 NGOs

have strengthened organisational capacities.

309 NGO members

have been trained by IECD.

SALAMIEH VOCATIONAL TRAINING CENTRE

In partnership with the Aga Khan Foundation (AKF), in 2015 IECD led activities in support of AKF’s launch of the vocational training centre in the Salamieh region (Hama governorate). Support activities include the analysis of the local market, supervision of the installation and the operational organisation of the centres, training of trainers and syllabus design. This project was completed with an upgrade in skills of the entire staff of the AKF. The goal of the centres is to welcome young people from 15 to 35 years of age for technical training and soft skills training.
Action for ENTREPRENEURSHIP
Small informal businesses, artisans, traders and local services represent the main pool of employment and form the principal source of revenue for millions of people (90% of jobs created between 1990 and 2000 in Africa were informal businesses, according to the International Labour Organisation). However, these small businesses are fragile and without support they have little chance of survival or growth.

This is why, since the end of the nineties, IECD with its partners has put in place a programme of Support to Small Enterprises which assists the beneficiaries, heads of small business or start-up entrepreneurs, to strengthen their management skills in order to consolidate and expand their business. Over time, these successful companies generate more stable incomes and create jobs. They contribute to improving the living conditions of the entrepreneur, his/her family and employees.

IECD and our partners focus on management skills and the ability of the entrepreneur to develop his/her business, through training and a personalised follow-up. An initial training programme 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). These training programmes include many hours of personal guidance, up to one year after classroom sessions have ended. This support plays an essential role in the appropriation of concepts and management tools by entrepreneurs.

After this, the beneficiaries have the opportunity to join one of the Entrepreneurs Clubs, where themed evenings, specialised training (management, marketing, accounting-finance and IT) are proposed, personalised advice and access to computers is available. The Club allows people to meet, and favours the creation of a network for the beneficiaries who are often professionally isolated.

**2015 RESULTS**

More than 3,000 male and female entrepreneurs were trained in the 17 Management and Services Centres and six mobile units.

6 months after the end of the training:

83% of the beneficiaries use at least one management tool (cashbook, stock cards, etc.) compared to 26% on sign-up.

77% of the beneficiaries have personal or professional savings and are working on developing their business, compared to 50% on sign-up.

21% of the small enterprises have created at least one job.
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 Services Centres (MSC). Since 2006, it is the local association Cameroon Enterprises Development that implements the programme with the support of IECD.

Since the opening of the first centre in Cameroon, the programme has trained more than 5,000 small entrepreneurs and has assisted them in the development of their business. In 2015, 471 traders, artisans and other entrepreneurs have benefitted from the services and training programmes of the five MSCs: 28 in Basic Management Training, four in Start-Up Trainings and 14 in Specialised Training in Marketing, Management, IT and Financial Analysis.

2015 RESULTS

342 small entrepreneurs qualified in Basic Management Training.

40 start-up entrepreneurs were trained in business creation thanks to Start-Up Training.

89 members of the Entrepreneurs Clubs, who were able to benefit from Specialised Training programmes to polish their skills.

More than 750 participants in the Entrepreneurs Forum, organised by CED with the French Development Agency in November.

SUPPORT TO SMALL ENTERPRISES IN THE DEMOCRATIC REPUBLIC OF THE CONGO

Since 2013, it’s the local association DRC Enterprises Development who implements the programme with the support of IECD. RDCE is located in Kinshasa across two Management and Services Centres (MSC) and one mobile unit, all situated in underprivileged neighbourhoods.

The mobile unit opened in 2015 and has enabled the training of 40 former female street vendors as part of a collaboration with the company Bel.

In 2015, 266 traders, artisans and other entrepreneurs have benefitted from the services and training programmes of the two MSCs : 12 in Basic Management Training, two in Start-Up Training and four in Specialised Training in Marketing, Management and IT.

2015 RESULTS

192 beneficiaries qualified in Basic Management Training, including 40 female street vendors.

18 start-up entrepreneurs were trained in business creation thanks to Start-Up Training.

56 members of the Entrepreneurs Clubs, who were able to benefit from Specialised Training programmes to polish their skills.
SUPPORT TO SMALL IVORIAN ENTERPRISES

Since 2012, it’s the Ivory Coast Enterprises Development association who implements the programme of Support to Small Enterprises with the backing of IECO across four Management and Services Centres.

In 2015, CIED has focused on training young people and those in vulnerable situations and has also encouraged entrepreneurs to network with the «National Day of the Entrepreneur» where participants met at conferences. Four Local Entrepreneur Days were also established in each of the Ivory Coast MSCs to bring entrepreneurs, potential customers and employees together.

During the year, 612 traders, artisans and other entrepreneurs have benefitted from the services and training programmes of the four MSCs: 22 in Basic Management Training, eight in Start-up Training and eight in Specialised Training in Marketing, Management and IT.

2015 RESULTS

371 small entrepreneurs qualified in Basic Management Training, of whom 45 were vulnerable individuals (with disabilities or illiterate).

124 start-up entrepreneurs were trained in business creation thanks to the Start-Up Training.

117 members of the Entrepreneurs Club benefitted from Specialised Training to polish their skills.

MSE PROJECT – MICRO AND SMALL ENTERPRISES

Under the C2Ds (Debt Reduction-Development Contracts), mechanism for cooperation by which the debt of heavily indebted poor countries is redistributed as grants, the IECO has been chosen to support small Ivorian firms.

4,000 young people between 18 and 40 years old, small informal entrepreneurs and start-up entrepreneurs will be trained for two years in Abidjan and Yamoussoukro.

The project offers Basics Management Trainings, Start-Up Training and specialised trainings, as well as connections with financial players and occasional technical training.

In 2015, the entire system necessary for the project implementation was put in place and 90 beneficiaries started their training.
SUPPORT TO SMALL ENTERPRISES IN CONGO-BRAZZAVILLE

In 2014, IECD launched a support programme to small enterprises in the Congo under the name Congo Enterprises Development (CGED) in partnership with Pointe-Noire Industrial Association (APNI). The year 2015 was marked in particular by the opening in June of a second Management and Services Centre in Brazzaville, in addition to one in Pointe Noire that opened in May 2014. The organisation of the first edition of the Entrepreneurship Forum in June 2015 and the launch of three networking events, «Bimoko Kisalu Ya» («Talking about work») have also helped boost networking and the creation of partnerships.

During the year, 274 traders, artisans and other entrepreneurs have benefitted from the services and training programmes of the two MSCs: seven in Basic Management Training, three in Start-up Training and three in Specialised Training in Marketing, Management and IT.

2015 RESULTS

- 112 small entrepreneurs qualified in Basic Management Training in the two Management and Services Centres.
- 26 start-up entrepreneurs were trained in business creation thanks to the Start-Up Training.
- 60 artisans with disabilities were trained in management as part of a collaboration with the NGO AVSI.
- 40 young people undergoing vocational rehabilitation were trained in entrepreneurship in collaboration with the Don Bosco NGO.
- 36 members of the Entrepreneurs Club benefitted from Specialised Training to polish their skills.
- More than 1,200 visitors and 32 financial and non-financial support organisations were present at the Entrepreneurship Forum.
- 26 start-up entrepreneurs were trained in business creation thanks to the Start-Up Training.
- 60 artisans with disabilities were trained in management as part of a collaboration with the NGO AVSI.
- 40 young people undergoing vocational rehabilitation were trained in entrepreneurship in collaboration with the Don Bosco NGO.
- 36 members of the Entrepreneurs Club benefitted from Specialised Training to polish their skills.
- More than 1,200 visitors and 32 financial and non-financial support organisations were present at the Entrepreneurship Forum.

TRAINING AND SUPPORT FOR LOCAL COMPANIES

After the first phase of the project during which 25 business owners were trained and coached, an innovative system has been put in place to continue to support 15 entrepreneurs in defining their challenges and implementing their action plans.

The project offers a full support programme to entrepreneurs:
- **coaching** to empower entrepreneurs and help them to identify their challenges and define their action plans;
- **guidance theme by theme** by experts in financial management, marketing and HR/management to help each business owner to put their action plan into practice.

2015 RESULTS

- 25 SME business owners trained in the first phase of training and guidance.
- 15 SME business owners supported in 2015/2016 by a coach and three expert instructors.
- 3 expert instructors trained and their skills upgraded.
SUPPORT TO SMALL **LEBANESE ENTERPRISES**

In 2015, a new mobile unit was opened in Beirut in partnership with the Lebanese Ministry of Industry: a Basic Management Training pilot training programme was launched in September 2014 for 13 artisans. Given positive feedback from this training programme, a second session took place in October.

In the north of Lebanon, the two mobile units in Danniyeh and Akkar were of particular interest for small entrepreneurs who were trained and guided and felt supported and less isolated. Four Entrepreneurs Clubs were also created this year in Tripoli, in North Lebanon and in Beirut.

**2015 RESULTS**

- **117 entrepreneurs** participated in 10 classes of Basic Management Training.
- **23 young people** benefitted from two sessions of Start-Up Training.
- **111 members** of the Entrepreneurs Club, who could benefit from Specialised Training programmes.

**LOCATION**
Lebanon – Tripoli, North Lebanon and Beirut

**LOCAL PARTNER**
Semeurs d’Avenir Association

**PROJECT LAUNCH**
2010

**2015 BUDGET**
€160,000

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SUPPORT TO SMALL **MALAGASY ENTERPRISES**

In Madagascar, IECD launched the Support to Small Enterprises programme in 2013 in the disadvantaged neighbourhoods in the capital Antananarivo: 67 Hectares and Andravoahangy. It’s in this neighbourhood that the second Management and Services Centre opened in 2015, already welcoming more than 40 entrepreneurs in the first few months of activity.

In 2015, 127 traders, artisans and other entrepreneurs have benefitted from the eight Basic Management training programmes that were delivered. The Entrepreneurs Club of the 67 Hectares MSC offered its 19 members new services to polish their skills: Specialised Training (ST) in Management and Financial Analysis.

**2015 RESULTS**

- **108 small entrepreneurs** qualified in Basic Management Training in the two MSCs.
- **41 beneficiaries** in the new centre in Andravoahangy.
- **19 members** of the Entrepreneurs Club who could benefit from Specialised Training.
- **8 theme evenings** organised in the 67 Hectares Club.

**LOCATION**
Madagascar – Antananarivo (« 67 Hectares » and « Andravoahangy » neighbourhoods)

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

**PROJECT LAUNCH**
2013

**2015 BUDGET**
€80,000
SUPPORT TO SMALL PALESTINIAN ENTERPRISES

In and around Jerusalem the effects of the occupation on the economy are harsh. The movement of people and goods is severely limited, which makes access to salaried jobs in Israel impossible and penalises Palestinian businesses who cannot export to the other side of the dividing wall. In 2015, heightened tensions in Jerusalem, notably in the Old City, had negative repercussions on small business activities.

Palestine Enterprises Development (PED) supports small Palestinian enterprises through Basic Management Training (BMT), Start-Up Training (SUT), training in agribusiness with the Women Economic Empowerment in Jerusalem (WEEJ) and the monthly activities in the Entrepreneurs Club. The activities have benefitted more than 600 people since the end of 2011, of whom almost 80% are women.

In 2015, the Ramadan fair organised in July over three days brought together 20 exhibitors, members of the Entrepreneurs Club, and more than 2,000 visitors.

SUPPORT TO SMALL VIETNAMESE ENTERPRISES

As is the case for the majority of developing countries, the Vietnam economy is characterised by a large number of small family and informal enterprises. Since 2013, in Ho Chi Minh City, the programme supports small sedentary entrepreneurs and street vendors, who are especially vulnerable to changes brought about through the city’s urbanisation policy.

The year 2015 marks the full deployment of all components of the programme: Basic Management Training, Start-Up Training and the Entrepreneurs Club activities, including Specialised Training and thematic conferences (on transversal themes that are not addressed during the training). A total of 325 entrepreneurs have benefitted from this in 2015.
Through three initiatives in Cameroon and the Ivory Coast, IECD is involved in bolstering the development of agricultural channels that can create employment through supporting the development of entrepreneurial initiatives in agriculture or agribusiness. These activities target farmers and shopkeepers, food processors, transporters and other actors in these channels. In targeting the entire sector, IECD intends to create a favourable economic environment in which every entrepreneur will be able to leverage their capabilities to develop a sustainable activity and to create 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.

APONH PROJECT

Launched in 2014, the objective of the APONH project is 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 different actors in the various channels) and social activities (primary school).

In 2015, an agricultural chain of fresh produce with a short timespan was developed, including training of producers, planting forecasting, delivery and sales. The network now sells a range of 40 different products. The project also supports a rural school and the adjoining orphanage by improving schooling conditions: 180 children between 3 and 12 years old enrolled at the Baléfé-Bafou Moineaux school received a free meal twice a week, provided by the Douala project entrepreneurs.

2015 RESULTS

2 small entrepreneurs

were supported in the development of their food processing operations: + 50% growth in turnover of the first supported company over two years.

20 farmers

supported in their production operations and benefitting from access to new markets has enabled them to double their income.
TRANSFORM PROJECT (TRANSFERRING CAPACITIES TO SMALL ENTREPRENEURS IN FOOD-PROCESSING, RESEARCH AND MANAGEMENT)

Launched in 2014 in Cameroon and expanded to the Ivory Coast in 2015, the TRANSFORM project contributes to the structuring of local food chains through training and support of their main players: farmers, Small and Medium companies specialising in food processing and informal small food businesses (food stalls, attieke makers, donut sellers, etc.).

Producers and the managers of the informal food businesses are trained and then individually guided in their workplace as to the improvement of their production and sales practices, as well as in the management of their business.

Entrepreneurs and start-up entrepreneurs in the food sector benefit from an innovative system to guide them in the marketing of processed food products: an incubation programme dedicated to the sector, combining group training, individual coaching, specialised consulting, laboratory experimentation and networking. During this programme, entrepreneurs are monitored and counselled at every stage of the development and launch of their product: market research, production testing, price point setting, development of a marketing strategy, supply of raw materials and packaging, formalisation of a business model and a viable and relevant business plan, etc.

In each country, the business incubator is hosted in a Management and Services Centre: installed in rural areas closer to agricultural producers, innovative containerised design and working to food production standards, these versatile centres make professional equipment available to entrepreneurs so they can create and produce quality local finished products that can be sold directly. In Cameroon, the Centre has been fully operational since May 2015; another is being built in the Ivory Coast.

2015 RESULTS

13 entrepreneurs
integrated into the incubation programme and counselled in the launch or development of their food business in Cameroon (this will be launched in the Ivory Coast in 2016).

33 farmers
trained and guided to become suppliers of agricultural raw materials for food companies (18 in Cameroon and 15 in the Ivory Coast).

19 small food business owners
(young and rural women) trained in the basics of their business (in Cameroon), and strengthened in manufacturing techniques (work organisation, hygiene/security, innovation, etc.).

LOCATION
Cameroon
(Njombe, rural zone near Douala),
Ivory Coast
(Tiassalé, rural zone near Abidjan)

LOCAL PARTNERS
CED, CIED

PROJECT LAUNCH
2014 (Cameroon)
2015 (Ivory Coast)

2015 BUDGET
€386,000

‘‘The accompaniment and support of the TRANSFORM centre really helped us get through the various stages of testing the marketing of fruit juices. This allowed us to realise a project in a few months that would otherwise have taken much longer. Today, we sell our juice in two supermarkets in Douala, as well as in a small supermarket TOTAL, and on the online sales site KAYMU.’’

CALVIN PICKER
MANAGER OF AFRICA BIO, A COMPANY THAT PRODUCES, PROCESSES AND EXPORTS TROPICAL FRUITS THAT ARE CERTIFIED ORGANIC FOOD AND GLOBALGAP.
Action for HEALTHCARE
For over 25 years, IECD has been supporting healthcare structures as one of its primary axes of intervention in Africa and the Near East. In these regions, infant mortality rates remain high, a result of inadequate care for patients in failing healthcare facilities.

IECD works to improve the quality of hospital care and support of the most vulnerable patients, prioritising mothers and their children.

**OUR ACTION**

- strengthening health care facilities technically, operationally and financially
- the impetus of a sustainable momentum for improving care practices;
- awareness-raising among the population, to promote good health practices.

Today, IECD conducts two flagship programmes: Support to Healthcare Structures (PASS) in Congo-Brazzaville and the improvement of support for sickle-cell disease. 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.

**2015 RESULTS**

- **74** healthcare structures supported and strengthened (including seven health centres and one base hospital who receive daily support through PASS).

- More than **1,200** health professionals trained on improving care practice (including 330 trained caregivers and monitored daily through PASS).

- More than **130,000** patients have received quality care in partner centres.

**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
TACKLING 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 the programme was extended into other countries in close cooperation with the Pierre Fabre Foundation.

In 2015, activities in Madagascar were strengthened with the launch of new-born screening in four regions. The programme also began in Cameroon in four partner centres in Yaounde, and will spread to Congo-Brazzaville in early 2016.

WHAT IS SICKLE-CELL DISEASE?

Sickle-cell disease is the leading genetic blood disease worldwide. Complications from this disease can be serious and debilitating. It affects red blood cell haemoglobin and results in anaemia, painful episodes and increased risk of infections.

In Central Africa and Madagascar, about 20% 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. Those with sickle-cell disease also suffer from social exclusion because of a lack of awareness of the population about the disease.

However, a neonatal test, early treatment and monitoring of the patient allows for improvement in life expectancy and living conditions.
Sickle-cell disease destabilises many families. Initially we noticed some refusals to the screening, but mothers have now realised the importance of it. The screening rate has improved significantly: we are currently around 95%. It is revolutionary to start taking care of children so young. This project will bring a lot to the families affected by this disease.”

ODETTE WONJÉ
HEAD OF THE MATERNITY WARD AT CASS, YAOUNDE

IECD supports health structures through various activities:

- the screening of children at birth;
- training of healthcare workers on the management of sickle cell disease;
- monitoring and management of sickle-cell disease patients;
- educational therapy of the parents of sickle-cell disease patients;
- advocacy with health authorities to make sickle-cell disease a public health issue;
- strengthening of the Network Study of Sickle-Cell Disease in Central Africa (REDAC) to promote scientific exchange and share best practices.

2015 RESULTS

2,050 sickle-cell disease patients were to quality health care (consultations, drugs, vaccines) through partner health centres.

22,500 children were screened, enabling the management of sickle-cell disease at a young age.

29,000 people were made aware of the disease.

800 health workers were trained in the detection and/or management of the disease.
SUPPORT TO HEALTHCARE STRUCTURES PROGRAMME (PASS)

Since 2012, IECD has been leading the Support to Healthcare Structures Programme (PASS) in Pointe-Noire in order to improve the care for vulnerable women and children in partner healthcare structures. In 2015, PASS supported eight healthcare structures, of which two joined the programme during the course of the year.

The Congolese 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.

- **Strengthening technical competencies**: 40 training sessions were organised in 2015, on hygiene, and technical and relational care.
- **Strengthening management skills**: four partner centres continued to benefit from management training (accounting and finance, pharmacy inventory management).
- **Centre renovation** to ensure a better reception of patients and improved care: roofing, tiles, access to water, appropriate medical equipment, etc.
- **Community revitalisation** through awareness campaigns on public health issues (malaria, breastfeeding, sickle-cell disease).

The job as a trainer has taught me a lot. The themes selected by PASS are really welcome given the realities on the ground in Congo-Brazzaville. My willingness to work in public health comes from a desire to pass on my knowledge to improve the quality of care for the population. This work requires great patience to repeat the same things over and over again, in order to ensure that they are implemented. Also, we must ensure that those who have been trained in turn transmit their knowledge to trainees in their department.

LAUDRINE SAMBA
NURSING INSTRUCTOR WITH PASS SINCE 2015

2015 RESULTS

- **33,000 patients** of whom 29,000 are women and children, availed of quality healthcare in the partner centres.
- **330 healthcare professionals** (nurses, midwives, lab technicians, etc.) were trained and benefitted from weekly on-site monitoring.
- **+10%** in women and children consultations compared to 2014.
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, IECD in consortium with the International Health Unit (USI) of Montreal International Hospital was selected to bring technical assistance to the management committee of the Mother-Child Hospital in Monkole since 2013.

After an initial diagnosis, the service delivery of the consortium is organised around five axes:

- medical strategy
- financial management
- Human Resources management
- biomedical and hospital maintenance
- hospital hygiene

In addition to capacity building, IECD occasionally supports the hospital with equipment. In 2015, they provided the hospital with the components necessary to get their oxygen production plant started.

2015 RESULTS

650 births handled at Mother-Child Hospital in Monkole.

83,000 patients seen in consultations and benefitting from quality care.
THE ALEPPO ORTHOPAEDIC CENTRE

The Aleppo Orthopaedic Centre (COA), which opened in 2001 thanks to IECD 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.

2015 RESULTS

More than 5,000 patients cared for and operated on.

THE MALAGASY INSTITUTE OF APPLIED RESEARCH (IMRA)

This Antananarivo based institute has been conducting research on Malagasy medicinal plants for the past 50 years. It develops medicine from active ingredients of natural origins and makes them available to the public at affordable prices. The foundation, 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 (AFU) and adjunct to the Health Ministry. As such, it accommodates students and doctoral students in pharmacy and life sciences.
Intervention AREAS

SUB-SAHARAN AFRICA P.50
INDIAN OCEAN P.56
MIDDLE EAST & NORTH AFRICA P.58
SOUTHEAST ASIA P.64
EUROPE P.67
Sub-Saharan Africa is historically the region where IECD has concentrated the majority of its actions, with more than 40% of its activities having been undertaken in this area. 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 entrepreneurs 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 is 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 almost 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, etc.), 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 precariously.

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 (FFS 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. Finally, to respond to the needs of sickle-cell disease patients and the medical teams that work with them, IECD spread its programme for the improvement in sickle-cell disease care in 2014.
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 to small urban enterprises with its partner CIED, through the Support to Small Enterprises programme and the Family Farm Schools programme.

In 2015, the TRANSFORM project, already deployed in Cameroon, was spread to the Ivory Coast, with the goal of supporting entrepreneurs in the agribusiness sector in the preparation and realisation of their business.

“Strict management of my company resources allowed me to create a second store. My costs have been reduced and now I know my salary. My standard of living has changed and I have gained the respect of my peers.”

MS AMOIN RAYMONDE N’GUESSAN
BENEFICIARY OF BASIC MANAGEMENT TRAINING IN YAMOUSSOUKRO. SHE MANAGES A COSMETICS AND ACCESSORIES SHOP.
IECD IN THE DEMOCRATIC REPUBLIC OF THE CONGO

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 and 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 the 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 certain parts of the country. The majority of the rural population lives in extreme poverty, on less than $1 a day. That is why in 2012 the IECD has also committed to train and guide rural school dropouts in agricultural trades, through the Family Farm Schools programme.

A farmer myself, I received training on the use of management tools. This allowed me to better help young people to establish themselves in their activities. In their thesis defense of their professional projects. I was very proud of them!

JOVANY KISAKA MAKIYESE
27 YEARS OLD, TRAINER AT THE NGEBA FFS
SINCE SEPTEMBER 2014

ACTIVE PROJECTS...

• Family Farm Schools in the Democratic Republic of the Congo
  > page 21

• Support for small enterprises in DRC
  > page 35

• Tackling sickle-cell disease in Central Africa and Madagascar
  > pages 44-45

• Support to the Mother-Child Hospital in Monkole
  > page 47
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 skills. Today, IECD, through its local operational teams and partners implements the Support to Healthcare Structures Programme (PASS). In 2015, IECD also worked to put in place the sickle-cell disease care improvement programme, of which the first activities took place in the first semester of 2016.

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 Congo-Brazzaville in 2014, working with their partner APNI. The geographical proximity of the two countries facilitated the transfer of know-how and expertise and made for an effective implementation of the programme. The fabric of formal companies being more developed than in other countries of operation in Africa, IECD decided to expand its activities by setting up a project specifically dedicated to Small and Medium Enterprises (SMEs).

**A support structure was really important for us and we realised this after the training. It brought us through concrete steps in mounting a project, such as how to do market research and to estimate project costs, but also reduce costs, how to set up and manage our cash flow projections and plans, or even how to prepare a marketing strategy.**

**BIBI N’TSOUUMO PANKIMA AND HER COMPANION CHRISTIANE BAKEBA MATONDO**

**Beneficiaries of a Start-up Training in Pointe-Noire.**

**ACTIVE PROJECTS...**

- Support to small Congolese enterprises  > page 37
- Programme of Support to Healthcare Structures (PASS)  > page 46
- Training and Support to Small enterprises in Congo  > page 37
- Tackling sickle-cell disease in Central Africa and Madagascar  > pages 44-45
Present Since
1992
Location
Akure, Lagos, Onitsha
Active Projects
1
Beneficiaries
305
Local Partners
3
Operating Budget for 2015
€162,000

IECD in Nigeria

Involved in Nigeria since 1992, IECD implemented in particular two hospitality-catering projects that are now sustainable, and a support programme for very small enterprises. Since 2013, IECD has continued with its commitment to Nigeria with the Seeds of Hope programme, which improves the vocational training of young people in electrical careers.

In a country of more than 177 million people where unemployment affects 38% of the youth, a programme that enables them to strengthen their employability is extremely relevant.

Relationships developed by IECD with companies in Nigeria have allowed for the identification of two things:

- many job opportunities, notably in infrastructure, industry or renewable energies;
- a lack of skilled labour tailored to the needs of these companies.

After a successful launch of a new electro-technical training stream in a school in Lagos, the programme was spread to two new schools in 2015 in Akure and Onitsha.

“After high school, I did not have the financial means to continue my studies and did multiple odd jobs to support myself. One of my friends told me about the IIT school and its opportunities in electrical engineering. With the money I saved from odd jobs, I was able to pay the registration fee. A donor paid my tuition and I joined the school. And since July 2015, I have had the opportunity to do an internship with Cummins West Africa Limited. IIT has changed my life! My classmates have become very close friends, I am passionate about what I do, and my parents now call me «Engineer Jeremiah,» they are very proud of me.”

Jumbo Jeremiah
22 years old

Active Projects...

Seeds of Hope – Training young Nigerians for electrical careers
> page 29
Madagascar is a beacon for IECD who have been implementing projects there since 1989 and is the focus of almost 17% 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.
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 the youth. It is in this way that the CERES and SESAME programmes and the hospitality school La Rizière were launched, and which now represent the iconic programmes of IECD.

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 radiate throughout the Big Island with a concentration of its teams, its partners and its projects in the Fianarantsoa region, in Antananarivo and in Ambaja.

“...
I realise that the BMT has given me the skills to manage my business. This training allowed me to adopt an entrepreneurial attitude that I was not expecting to master.”

MR JOACHIM RANDRIANANTANDRO
OWNER AND MANAGER OF A NATURAL JUICE PRODUCTION BUSINESS AND OF A RESTAURANT IN THE 67 HECTARES QUARTER: BENEFICIARY OF THE BASIC MANAGEMENT TRAINING AT THE MSC IN 67 HECTARES.
MENA is a strategic region for IECD (almost a third of the 2015 operating budget), where it has had a strong foothold since 1989. Through its programmes focussed on training and the employability of young people and the support to small entrepreneurs, IECD contributes in its way to greater social cohesion and keeps dialogue open by positioning itself as a vehicle for peace. In this zone, IECD also takes action to enable vulnerable people, especially children of Syrian refugee families and children with special needs, to have access to education and to healthcare.

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 18%, or the largest IECD country excluding exceptional items), 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 the Lebanese association Semeurs d’Avenir together with their local partners lead several projects of vocational training and professional integration for the young, support for small enterprises and access to education across the country.

I took the Electrical Technical Baccalaureate in order to work for myself. I am proud to be able to say that I am now an independent technician. I have several projects running and I look after a school maintenance two days a week. I couldn’t dream of better!”

ANTOINE KOZAH
GRADUATE OF THE ELECTRICAL TECHNICAL BACCALAUREATE IN 2013 AT THE VOCATIONAL TRAINING INSTITUTE IN CORTBAWI.

ACTIVE PROJECTS...

• Seeds of Hope – Training young Lebanese for electrical engineering careers > page 26
• GET project (Guidance Employment Training) > page 31
• Vocational training and Youth Employability in Northern Lebanon > page 31
• BRIDGES project > page 31
• Support to 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 five 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 to be more employable and get jobs, and contributes to strengthening local actors across the country.

I could not continue my higher education for financial reasons and due to insecurity. After my training in Office Management/Secretarial skills, I found a job as a sales representative for the DTIC, a cleaning products company based near Sahnaya."

ELHAM
21 YEARS OLD, FORMER STUDENT IN THE CENTRE OF JARAMANA

ACTIVE PROJECTS...

- Professional training centre for vulnerable Syrian youths > page 30
- Strengthening the capacities of the associative network in Syria (TEAM Project) > page 32
- Salamieh vocational training Centre > page 32
- Aleppo Orthopaedic Centre > page 48
IECD has been operating in the Palestinian Territories since 2007. In a depressed economic and social context, without prospects for improvement, IECD has chosen to concentrate its activities in the East Jerusalem area. In response to the priorities of the population and families, 2 projects are implemented there from Bethany: the Bethany educational centre Al Hamawi and the Support to Small Enterprises programme that primarily targets women.

I have always dreamed of opening up my own shop to create, sew and sell clothes. Thanks to the Start-Up Training and the Basic Management Training, my dream has become a reality. The IECD trainer encouraged me a lot and supported and advised me. Thanks to her follow-up visits, I feel that I am not alone.”

AYDA FAROUN
ENTREPRENEUR IN AL AIZARIEH

IECD IN THE PALESTINIAN TERRITORIES

PRESENT SINCE 2007

LOCATION
Bethany (Al Aizarieh), East Jerusalem and the West Bank

ACTIVE PROJECTS
2

BENEFICIARIES
517

LOCAL PARTNERS
5

OPERATING BUDGET FOR 2015
€516,000

ACTIVE PROJECTS...

• The Al Hamawi Educational and Community Centre
  > page 11

• Support to small Palestinian enterprises
  > page 39
IECD IN EGYPT

Egypt is one of the most recent operating countries for IECD since the project Seeds of Hope started in 2013 with the goal of training young Egyptians for careers in electricity and energy.

In Egypt, the energy and maintenance sectors are facing growing demand and have a great need for a technically skilled workforce. These include careers related to the production and distribution of energy in industrial, domestic and tertiary sectors and in infrastructure. In addition, the country has a target to reach 20% renewable energy by 2020, an ambitious figure given the large population and very high electricity needs.

And yet, in this country where 62% of the population is under 30, and where, every year, 700,000 young people come into the workforce, unemployment affects more than a third of young people.

Thanks to partnerships with the Don Bosco schools in Cairo and Alexandria, the Seeds of Hope programme has been deployed to improve the vocational training offer, to recreate the link with companies, respond to their needs, enable young Egyptians to get a job and integrate socially into society and involve them in the development of their country.

“Four years ago, I started as Mechanic Assistant in an Italian textile factory based in the «Free Zone» of Alexandria. Evening classes at Don Bosco enabled me to complete my mechanical training and gain knowledge in the electrical field. Thanks to that, I was promoted to Maintenance Manager two years ago. Last summer, I was delighted to be the supervisor of a Don Bosco student during his internship in our company.”

MOHAMED MAREY

ACTIVE PROJECTS...

- Seeds of Hope – Training young Egyptians for careers in electricity

> page 27
IECD IN MOROCCO

IECD is involved in Morocco since 2014 with the Seeds of Hope project. In this country, youth unemployment reached 38.6% in urban areas and every year 400,000 young people drop out of school. Yet the needs for technical manpower is great in the fastest growing employment areas of the country: Greater Casablanca which represents 50% of the industrial base of the country, the Atlantic Free Zone in Kenitra that created 20,000 direct jobs, or Tangier Med Zones and the 650 companies that are based there. Major equipment programmes (construction, industry, transport), energy and electricity are also very promising in terms of jobs, since the Kingdom believes that the development of renewable energy and efficiency electricity will require 50,000 jobs by 2020.

As in many countries, the paradox between the large number of employment opportunities and the high rate of unemployment can be explained by a poor fit between the vocational training available and the needs of companies, both at an educational, quality and technical level and geographically.

In Morocco, the Seeds of Hope programme has been implemented in three centres. It aims to improve the vocational training offer, to recreate the link with companies, respond to their needs, enable young Moroccans to get a job and integrate socially into society and involve them in the industrial development of their country.

"I joined the Mkansa Training Centre for Electrical Apprentices in October 2014 and with the advice of the team of the COIP, I chose the electrical training in building. I took all the classes and workshops all year and I was awarded a score of 15/20 in my end of year exams. Network MAP, my host company for apprenticeship training, found me to be a good worker and the boss decided to recruit me."

YASSINE EL BAZE
17 YEARS OLD, FORMER STUDENT AT MKANSSA TRAINING CENTRE FOR ELECTRICAL APPRENTICES

ACTIVE PROJECTS...

• Seeds of Hope – Training young Moroccans for electrical engineering careers
> page 28
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. IECD has created a hotel school to train young people from the Karen minority and enable them to benefit from the booming tourism sector. In Vietnam, IECD supports vulnerable populations to develop and consolidate their own professional activity. Since July 2015, IECD is also supporting a bakery/French pastry training school in Hué.

In Myanmar, IECD is preparing to launch a new bakery training school and set up a support system for two hotel schools in the country.

Finally, during the course of 2016 IECD will launch a regional platform (Vietnam, Myanmar, Thailand and Cambodia) with the ambition of consolidating fifteen local training social enterprises in the field of hospitality and catering.
IECD has been present in the country since 2004 through vocational training programmes for young Karen, firstly 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 Myanmar 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. Almost 30 million tourists from around the world visited the country in 2015 (a new record) and paradoxically, there are very few quality hospitality schools. In spite of the political events that have affected the country in 2014 and 2015, IECD continues its mission and its actions to integrate disadvantaged young Karen into careers in the tourism sector, through the hospitality school in Mae Sot.

“I am very happy to have had the opportunity to go to the HCTC school and to have been elected student representative. I am convinced by my choice to work in hotels and I know that the school will help me to find a good job so that I will have a better life in the future.”

SUPHAWAN
STUDENT IN THE FIFTH GRADUATING CLASS, STUDENT REPRESENTATIVE.

ACTIVE PROJECTS...

• HCTC Hospitality School
  in Mae Sot
  > page 23
IECD has been acting 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 benefitting from this growth. These Vietnamese are forced to create their own jobs, fuelling 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 to Small Enterprises programme to support the actors of this informal economy.

Since July 2015, IECD is also supporting a bakery/French pastry training school in Hue. This school, which is in existence since 1999, has already trained and placed more than 80 disadvantaged youths in jobs.

I am 55 years old and I have been selling crab vermicelli soup from my home for the past 20 years, located in a small side-street in Ho Chi Minh City. With the encouragement of my trainer, I decided to professionalise my activity by renting a space in a shopping street. To be sure to cover my costs, I enlarged the menu, extended my working hours and I take care of my shop-front in order to attract passers-by. I am very proud of this decision because my husband and my sister-in-law came on board, and now after one year we have tripled our revenues.”

MS TRINH THU HUONG

ACTIVE PROJECTS...
In addition to projects led in emerging and developing countries, IECD has supported social, educational, academic and cultural projects in France and 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.

THE SCHOOL OF PERSONAL SERVICES (ESP)
Preparing for people-oriented careers

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

Thanks to rigorous management and a grant from the Walter and Germaine Mühlethaler Endowment Fund received in 2014, the ESP has reached a financial balance in 2015.
FINANCIAL REPORT P.69
2015 BALANCE SHEET P.70
2015 PROFIT & LOSS P.71
In 2015, the activity level of IECD, excluding exceptional items, increased to €10 million, compared to €9.5 million in 2014. On a comparable basis, by deducting €0.3 million of exceptional items in Madagascar that had been accounted for as not exceptional in 2014, the growth in activity in 2015 was 8.5%, against 27% in 2014. The year 2015 marks therefore the return to a certain «normalisation» of business growth (over the period 2010-2014 the average annual growth is 10%).

This growth was driven primarily by the continued development of IECD’s flagship programmes, foremost among them:

- the FFS programme, in particular in the Ivory Coast;
- PASS programme in Congo Brazzaville;
- the programme for tackling sickle-cell disease continues to spread in Congo Brazzaville;
- the Hospitality and Catering programme in Thailand, Myanmar and Madagascar.

It should also be noted:

- SESAME programme for which a significant investment (counted as exceptional) was made to build a dedicated campus in the heart of Antananarivo;
- the Support to Small Enterprises programme that distinguishes itself in part by strong growth in Vietnam and also a career focus in the Ivory Coast funded by the C2D (Debt Reduction-Development Contracts);
- the TRANSFORM project continues its development with its launch in the Ivory Coast in 2015.

In total over the past year, 46 projects were implemented in 14 countries. IECD develops most of its activities in Sub-Saharan Africa where the growth in 2015 is driven by the Ivory Coast and Congo-Brazzaville, in the Middle East with a strong development of projects in Lebanon, a stabilisation in Syria and the Palestinian Territories, and in Madagascar. IECD continues to diversify in Southeast Asia (Vietnam, Thailand, Myanmar) and North Africa (Egypt, Morocco).

The share of operating costs in the total business figure stands at 9.8% compared to 8.5% the previous year, under the 10% management threshold in accordance with the will to maintain an optimum use of funds collected for development aid projects, but also with the will from early 2014 to strengthen in numbers and seniority the supervisory, support and operations control staff in order to improve risk management.

In 2016, IECS’s activities will build on the basis of the eight flagship programmes and are expected to experience moderate growth.
## 2015 BALANCE SHEET

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td>Buildings</td>
<td>2 467 881</td>
<td>2 109 445</td>
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<tr>
<td>Leasehold improvements</td>
<td>381 630</td>
<td>377 471</td>
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<tr>
<td>Vehicles</td>
<td>31 800</td>
<td>31 800</td>
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<tr>
<td>Office furniture and fittings</td>
<td>71 661</td>
<td>68 907</td>
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<tr>
<td>Depreciation</td>
<td>-265 328</td>
<td>-235 435</td>
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<tr>
<td>Other securities holdings</td>
<td>600 000</td>
<td>600 000</td>
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<tr>
<td>Deposits and bonds</td>
<td>28 652</td>
<td>27 191</td>
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### FIXED ASSETS

<table>
<thead>
<tr>
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<th>2014</th>
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<tbody>
<tr>
<td>Expected subsidies</td>
<td>1 185 737</td>
<td>789 669</td>
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<tr>
<td>Other receivables</td>
<td>117 447</td>
<td>40 809</td>
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<tr>
<td>Depreciation of receivables</td>
<td>-40 129</td>
<td>-40 129</td>
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### TRADE ACCOUNT RECEIVABLE

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<tbody>
<tr>
<td>Marketable securities</td>
<td>2 677 400</td>
<td>2 583 364</td>
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<tr>
<td>Provision for depreciation on securities</td>
<td>0</td>
<td>-514</td>
</tr>
<tr>
<td>Cash in bank</td>
<td>1 280 507</td>
<td>1 020 094</td>
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### CASH AND CASH EQUIVALENT

<table>
<thead>
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<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Prepaid expenses</td>
<td>23 357</td>
<td>39 366</td>
</tr>
<tr>
<td>Foreign exchange difference on assets</td>
<td>5 908</td>
<td>80 411</td>
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### ACCRUALS

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Deferred income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Foreign exchange liability</td>
<td>2 095</td>
<td>54 309</td>
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</table>

### TOTAL

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Total</td>
<td>8 566 522</td>
<td>7 492 447</td>
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### LIABILITIES AND RESERVES

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Charitable fund and reserves</td>
<td>200 000</td>
<td>200 000</td>
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<tr>
<td>Retained earnings</td>
<td>54 783</td>
<td>27 126</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>43 283</td>
<td>27 657</td>
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</table>

### CHARITABLE FUND

<table>
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<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Provision for risks</td>
<td>206 415</td>
<td>200 703</td>
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</table>

### PROVISION FOR RISKS

<table>
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<tr>
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<th>2014</th>
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<tbody>
<tr>
<td>Dedicated public funds</td>
<td>1 586 956</td>
<td>954 662</td>
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<tr>
<td>Dedicated private funds</td>
<td>1 516 353</td>
<td>1 548 033</td>
</tr>
<tr>
<td>Dedicated endowment funds</td>
<td>4 551 404</td>
<td>4 096 312</td>
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</table>

### DEDICATED FUNDS

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial debts</td>
<td>11 060</td>
<td>15 644</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>170 784</td>
<td>99 169</td>
</tr>
<tr>
<td>Fiscal and social debts</td>
<td>199 327</td>
<td>135 921</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>24 060</td>
<td>132 910</td>
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### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
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<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred income</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31st December 2015, were audited and certified by M. 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.
## 2015 PROFIT & LOSS

### EXPENDITURES 2015 | 2014
--- | ---
Grants paid to projects | 6 150 609 | 5 361 819
Real estate rental | 287 358 | 201 516
Equipment purchase | 429 443 | 723 629
Local technical assistance | 2 979 621 | 2 275 380
Sundry project expenses | 938 591 | 652 647
Missions and technical expertise | 721 586 | 624 153
Fundraising expenses | 6 514 | 6 388
Expenditure on projects | 11 513 922 | 9 845 531
Commissions on public funding | 1 586 956 | 1 954 662
Sub-total | 14 247 284 | 11 996 113
Surplus on projects | 14 247 284 | 11 996 113

### LEGACIES MANAGEMENT
Grants paid to projects | 1 308 676 | 552 000
Fees on legacies and donations | 261 | 19 503
Rental expenses | 27 216 | 30 693
Allowance for depreciation on legacies | 59 689 | 28 864
Allowance for provisions (securities depreciation) | 0 | 0
Net result of assets sold | 94 522 | 0
Bank charges and diverse expenses | 4 505 | 3 031
Expenditure | 1 494 869 | 634 091
Commissions | 1 773 340 | 2 035 458
Sub-total | 3 258 209 | 2 669 549

### OPERATING EXPENSES
Rent, fees and equipment | 125 972 | 118 823
Payroll | 694 215 | 510 199
Fees | 66 134 | 62 289
Communication | 19 818 | 20 205
Other charges (contributions etc.) | 138 770 | 77 569
Depreciation allowance | 21 056 | 21 483
Allowance for exposure to risks (projects) | 174 902 | 194 714
Sub-total | 1 240 866 | 1 005 282
Operating surplus | 3 957 | 16 727
Sub-total | 1 244 824 | 1 022 009

### EXPENDITURE ON INTERNATIONAL SERVICE CONTRACTS
Direct project costs | 225 564 | 400 433
External services | 5 091 | 14 310
Indirect payroll | 24 297 | 29 384
Profit before income tax | 46 266 | 12 860
Income tax | 6 490 | 1 299
Net profit | 39 326 | 10 931
Sub-total | 301 218 | 456 987

**TOTAL** | **19 061 535** | **16 144 658**

1. Subsidies which do not come through IECD, and locally received «contribution 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. Deferred of unused resources from prior years

### INCOME 2015 | 2014
--- | ---
Public funding | 4 871 626 | 3 201 615
Corporate funding | 1 579 402 | 2 156 989
Grants from foundations and charities | 5 048 396 | 3 071 566
Donations and fundraising | 694 135 | 1 961 504
Local funds and appeals | 554 898 | 671 120
Financial income on projects | 11 203 | 0
Exceptional items on projects | 165 388 | 132 711
Resources used on projects | 12 925 048 | 11 195 505
Unused resources - public funding | 954 662 | 516 714
Unused resources - private funding | 1 195 920 | 1 038 380
Management fees/projects | 828 345 | 754 486
Sub-total | 14 247 284 | 11 996 113
Deficit on projects | 0

### DISTRIBUTION OF PROJECT EXPENDITURES 2015
- Purchase of equipment: 4%
- Real estate rental: 3%
- Missions and technical expertise: 6%
- Sundry project and fundraising expenses: 8%
- Local technical assistance: 26%
- 53% Grants paid to partners

### DISTRIBUTION OF PROJECT INCOME 2015
- Local funds and appeals: 4%
- Corporate funding: 12%
- Financial income and exceptional items: 39%
- Grants from foundations and charities: 38%
- Public funding: 4%
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)
After working for a few years in Africa in agricultural production, I joined IECD as head of FFS and rural development programmes. I am now responsible for the Entrepreneurship division. I find my daily motivation in projects that excite me, where we try new solutions to meet the challenges of development and where we see the real impact of our actions on the people we assist.

ARNAUD BRITSCH MANAGER ACTIONS FOR ENTREPRENEURSHIP AND MANAGER CAMEROON AND IVORY COAST

As Technical Advisor, I form the link between IECD and the local project partner. It is a daily challenge and a particularly rewarding mission, which allows for different views on the effective implementation of the projects. We support the partner for the long term sustainability of the project.

SOARY ANDRIANARISOA TECHNICAL ADVISOR FAMILY FARM SCHOOLS IN IVORY COAST

To be IECD representative in Syria is a huge responsibility and a huge challenge for me; I am convinced that with qualified employees and the right resources we are changing young people’s lives, the life of each person. We help them to find their way in the darkness, to a much brighter future.

NIDAL BITAR IECD COUNTRY REPRESENTATIVE IN SYRIA

After a year in headquarters I joined the IECD delegation in Cameroon in late 2013, first to control the opening of two new Family Farm Schools and, since late 2014, to initiate and coordinate the programme against sickle-cell disease. This project allows me to engage all my convictions to serve patients. The partnership with a large number of actors is key; be it the Pasteur Centre of Cameroon, medical experts, hospitals, local associations as well as government agencies and especially the Ministry of Public Health.

AUDREY POWELL PROJECT MANAGER HEALTHCARE PROGRAMME IN CAMEROON
Thanks
THROUGH THEIR SUPPORT, OUR MISSION HAS BEEN MADE POSSIBLE...

WE WISH TO THANK MANY WHO MADE THE WORK COMPLETED IN 2015 POSSIBLE, INCLUDING:

- ADM / World Cocoa Foundation
- Aga Khan Foundation
- Air France Foundation
- The Alasol Charitable Foundation
- Antoine de Saint-Exupéry Youth Foundation
- BEL
- Bolloré Africa Logistics
- Bourbon Foundation
- Cémoi
- CFAO
- Compagnie Fruitière
- Congorep
- Cummins Foundation
- Drosos Foundation
- Educandi
- Emeraude Solidaire
- ENGIE
- European Union
- Fondation Fitia under the aegis of the Fondation de France
- Fondation d’Aide à l’Enfance et au Tiers-Monde
- French Development Agency (AFD)
- Frères de nos Frères
- Geogas
- Department of International Cooperation of Monaco
- The Helios Trust
- Jacobs Foundation
- JIA
- L’Œuvre d’Orient
- Lord Michelham of Hellingly Foundation
- Mahmoud Shakarchi Foundation
- The Marguerite Fund
- Matelec
- Ministry of Foreign Affairs and International Development
- Missionszentrale der Franziskaner e.V.
- Nexans Foundation
- Oléron Export
- Perenco
- Association Philippe Jabre
- Pierre Fabre Foundation
- UNDP
- Puma Energy Foundation
- RAJA - Danièle Marcovici Foundation
- Region of Auvergne-Rhône-Alpes
- Region of Provence-Alpes-Côte d’Azur
- Roi Baudouin Foundation
- Save the Children
- Schneider Electric in Lebanon, Nigeria, Egypt and Morocco
- Schneider Electric Foundation
- SIFCA
- Sinopec-Addax Petroleum Foundation
- Socapalm & Safacam
- Solidarity AccorHotels
- Taawon
- Tamari Foundation
- Trafigura Foundation
- UNICEF

We are also so grateful to the many individuals who provided essential support to enable IECD to carry out its work.

Finally, we thank our teams and partners who, for more than 27 years, have committed themselves daily to our work in the field, with integrity, professionalism and dedication.
CREDITS

Conception: www.raphaelleda.fr

Photos credits: Agence Epitaphe (Morocco), Paul Assaker (Lebanon), Jonathan Gonzales (Thailand), Rijasolo (Madagascar). IECD: Caroline Arsac (Congo-Brazzaville, Madagascar), Marie-Alice Belmont (Lebanon), Anne Jourde (Madagascar), Claire-Marie Messier (Democratic Republic of the Congo), Luis Miguel Rodriguez (cover, Ivory Coast and Democratic Republic of the Congo).