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EDITORIAL
By Marie-Josée Nadal
President of the IECD

Dear Friends,

In 2016, the IECD was loyal to its mission to *Sow Seeds for the Future*. The vitality of the projects helped to meet the needs of a growing number of people around the world.

The dynamism of the eight flagship programs and the construction of lasting partnerships with strong roots in the IECD’s areas of intervention are the two main driving forces behind this growth. At the same time, the quality and the impact of the activities implemented are improving, as vouched for by the many assessments from which our projects benefited.

While education, training and the integration of young people remain priorities, 2016 was marked by the productivity of our initiatives: successful stepping up in some countries, continuation of the extension of programs and their implementation methodology, completion of new innovation sequences, including the development of models for social businesses.

The Institute’s vitality is obvious in the field through the increase in the number of beneficiaries, with 16,000 young people and adults trained, supported or professionally integrated. These results reflect the commitment of each person working in IECD’s teams and its local partners. It has also been made possible thanks to the loyalty of our financial partners which are participating in a long-term collaboration that is coherent with the nature of our projects.

In the future, in an uncertain socioeconomic climate, the first challenge will be to preserve the flexibility needed to adapt to increasingly rapide changes and to the evolution of beneficiaries’ needs. The IECD is ready to take up this challenge along with many others: firstly by placing the individual, as a whole, at the heart of the development dynamic. Then, by promoting multi-format collaborations that are close to the challenges in the field. And, above all, by investing more in what constitutes our expertise, our know-how, the area in which the IECD’s added value is the strongest.
Sowing seeds for the future
THROUGHOUT THE WORLD

€11.2 MILLION
OPERATING BUDGET
(excluding exceptional items)

91% OF RESOURCES DEVOTED TO
DEVELOPMENT PROJECTS

15 COUNTRIES
OF INTERVENTION

8 PROGRAMS AND 52 PROJECTS
1. SEEDS OF HOPE (SOH) - Training for careers in INDUSTRY, ENERGY and MAINTENANCE
2. FAMILY FARM SCHOOLS (FFS) - Training for careers in agriculture
3. Training for careers in HOSPITALITY-CATERING
4. SUPPORT TO SMALL URBAN ENTERPRISES
5. RURAL ENTREPRENEURSHIP
6. EDUCATION AND REMEDIATION CENTERS AND SUPPORT FOR HIGHER EDUCATION (CERES-SESAME)
7. SUPPORT FOR HEALTHCARE STRUCTURES
8. IMPROVEMENT OF CARE FOR PEOPLE SUFFERING FROM SICKLE-CELL DISEASE

4,000 children and teenagers in schools
14,500 young people and adults trained and employed
187 employees including 161 in the field

128 local partners

More than 50 technical experts

4,000 small businesses supported

3,000 patients cared for

More than 71,000 people benefiting from better quality health care
THE IECD’S IDENTITY

OUR VISION

Entrepreneurs in human and economic development in order to train the responsible stakeholders of the future

The IECD has a vision: since its creation in 1988, the IECD has supported human and economic development in the countries where it intervenes. The IECD bases its actions on a comprehensive approach to individuals. We are convinced that people who are well educated 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 their society as a whole. The IECD encourages young people, parents, professionals and local development stakeholders to play a responsible and active civic role.

OUR MISSION

To create environments which allow everyone to build their future and a more equitable society

The IECD has one ambition: to create favorable environments where each individual has the opportunity to reveal his or her talents. We want to create the necessary conditions that 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 become responsible stakeholders in their country. We believe that, in this manner, they will have a positive impact on society and help to make it more equitable.

OBJECTIVES

1. Give young people the means to train in order to gain access and integrate the labor market in a sustainable manner.
2. Offer vulnerable people educational and healthy environments in which they are able to reveal their potential.
3. Enable small entrepreneurs to acquire the tools needed to ensure the future of their activity and improve their living conditions, as well as those of their family and their employees.
4. Create new capacities for action for local partners by strengthening them on an institutional, financial and organizational level.

VALUES

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

VIRTUES

1. To dare to undertake.
2. The patience to implement.
Building lasting partnerships with local stakeholders who share the IECD’s vision

The IECD works with local organizations recognized for their competences and good governance in order to build lasting relationships with them and ensure the permanence of projects. They participate in implementation in the field and the IECD contributes to strengthening their institutional, financial and organizational structure.

Working closely with local and international economic stakeholders

Businesses are at the heart of local economic dynamics. By involving them in training projects, the IECD ensures that teaching is adapted to the labor market and, thus, fosters the employability of young people. National and international companies are asked to support projects that are in line with their values, sector of activity and geographic location.

Acting together with local authorities

The IECD cooperates with local authorities and public institutions in the projects that are implemented in their territories. It develops its actions in line with national policies and suggests lines of progress, particularly where education is concerned.

Relying on qualified expertise

The IECD relies on experts to ensure the quality of the projects implemented. They participate in the definition of the programs’ content, the transfer of know-how, training for trainers, project assessment and the strengthening of local partners’ skills.

Establishing lasting relationships with committed financial partners

The IECD uses the financial resources allocated to it responsibly and guarantees transparent reporting. The implementation of the IECD’s projects is based on management methods that are adapted to risks and controlled by regular monitoring procedures based on technical, operational and financial (evaluation and auditing) tools guaranteeing that projects are tightly controlled.

PROJECT CYCLE

1. Identifying needs
   In the field, opportunity and feasibility studies are conducted among all the stakeholders in order to identify the human, social and economic needs of vulnerable populations.

2. Defining the project
   A development project is defined with the local partners identified in phase 1 in the IECD’s areas of expertise: vocational training and professional integration, education, support to small businesses and access to healthcare.

3. Implementation
   The IECD supports its local partners or coordinates the project’s implementation. It calls upon experts and ensures the program’s financial and technical engineering.

4. Impact assessment and monitoring
   From the very beginning, projects are monitored and their impact is assessed. Once a project’s objectives are set, the IECD defines accurate and measurable indicators that are reassessed over time in order to readjust the action plan.

5. Long-term support for local partners
   In all phases of the project, the IECD works to strengthen the capacities of local partners.

IECD guarantees that its projects are managed strictly and efficiently and that they have a lasting impact for the beneficiaries.
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## EDUCATION

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Today, around the world, millions of children and young people are still deprived of primary and secondary education. There are many causes for this situation: wars, conflicts, poverty, disability, discrimination, isolation.

With its local partners, the IECD develops adapted measures that allow rural junior school students, young refugees who have dropped out of school, children with learning difficulties, or young disabled people to benefit from access to good quality education. In tough environments, the IECD is dedicated to ensuring that individuals have the opportunity to reveal their capacities and find their place in society.

Three types of responses are proposed by the IECD according to the target group:

- The CERES-SESAME program, deployed in Madagascar with the local association PROMES and 37 partner school and university institutions, supports poor rural junior school students from the region of Fianarantsoa in their studies. From junior school to higher education, the program ensures students the very best conditions for development and learning.

- The four education centers in Lebanon welcome more than 700 Syrian child refugees who encounter many difficulties in continuing their schooling and integrating the Lebanese state education system. Alongside remedial education classes, children benefit from psychological support and many extracurricular activities that help them to overcome the difficulties inherent to their situation. Following a similar model, the Al Hamawi Center in Bethany, East Jerusalem, offers children and teenagers living in extremely deprived conditions an environment that is favorable to self-fulfillment.

- Finally, a public that is forgotten all too often: the disabled. Since 2008, the IECD, along with its local Lebanese partner, the Foyer de la Providence, has supported the Mosaïk school and the Trait d’Union resource center, which offer specialist teaching and support for a program to enable the integration of children and young people into regular schools.

In each of these programs, the IECD offers a structured and complete response that meets all the needs of the children and young people. Educational remediation, extracurricular activities and personal development enable an inclusive and comprehensive approach which guarantees the success of these educational actions. Beyond integration into the education system, the aim is to support children and teenagers in the development of a life plan including, ultimately, their social and professional integration.

“Education is the weapon of Humankind.”

Young Syrian refugee in Lebanon housed at the center in Al Qaa

IECD - 2016 Annual report - OUR ACTIONS - Education
According to UNHCR and UNRWA statistical sources, there are about 500,000 Syrian child refugees aged between 3 and 18 years. Most of them experience many difficulties in continuing their schooling and integrating the Lebanese state education system. At the start of the 2016-2017 academic year, about 195,000 children were enrolled in Lebanese state schools, including in preschool classes. Lebanon has allowed Syrian refugees to enroll in state schools free of charge without any need for a residents’ permit: in 2015-2016, it also increased the reception capacity of its schools by introducing a second period in the afternoon for Syrian children in 238 schools. Despite the efforts made by the Lebanese Education Ministry and schools, 40% of these children still do not receive an education. Forced to accept casual work that is often necessary for their survival, the very oldest of them have very little hope of escaping their dire circumstances.

Since 2007, the IECD has partly met the educational and psychological needs of child refugees at the four education centers (Beirut, Tripoli, Al Qaa and Rmeilleh). The program includes basic education classes for children who are not in school and education remediation classes for those experiencing major learning difficulties and who are at risk of dropping out of the school system. It also offers extracurricular and personal development activities and psychosocial support to help them overcome the trauma they have experienced and reconnect with school after years outside of the system. Parents and adults from the community are involved in the life of the centers via the information sessions and parent-teacher meetings.

By providing an environment favorable to learning and personal development, the centers offer children and young people new prospects.
SCHOOL FOR ALL!

In 2016, the team of the Center in Janah actively participated, with other local and international solidarity organizations present in Lebanon, in the Back to school campaign. Launched by the Ministry of Education, with the help of the United Nations and the international community, it aims to raise awareness among families about the importance of schooling their children. Syrian and Lebanese refugees, in Lebanese state schools. Support was provided for parents during the enrollment period.

“...

I am in the last year of the primary school in Al Qaa and have been attending the Center for three years along with my twin brother. The Center helps me to catch up in Arabic and French. I am second in my class and my brother is first.”

Cheikha Hasan Amer, 13 years old, pupil at the Al Qaa center.

JANAH

Opened by the IECD in 2007 in order to provide assistance to Iraqi child refugees, most of whom have returned to their country, since 2011, the “Janah” center has mainly welcomed Syrian child refugees. It is located in the premises of the French Lebanese Technical Institute (ITFL). Nowadays, the educational team comprises a center coordinator, nine teachers, volunteers, and a psychologist and a social worker in order to support the families in monitoring the education of the 260 children welcomed every day.

TRIPOLI

On the basis of the experience of the “Janah” Center, the Education Center in Tripoli opened its doors in January 2013 in order to provide assistance for refugee populations in northern Lebanon. Classes are held at a state technical school which places its premises at their disposal in the mornings. The team comprises a center coordinator, 6 teachers, a psychologist and a social worker. In 2006, it welcomed 80 Syrian refugee students who were attending school but in great difficulty and at risk of dropping out.

AL QAA

The Education Center in Al Qaa in the Bekaa Plain, a region bordering Syria, is close to many informal camps where more than 7,000 refugees live in difficult conditions. Most of the children do not have access to the local schools owing to a lack of space. The center is managed by the Lebanese National Social Development Association, supported financially by the IECD since December 2013, and welcomes 175 children.

RMEILLEH

Finally, the Center in Rmeilleh opened its doors in March 2016 in the Saïda region of southern Lebanon. It welcomes about 200 children from 5 to 14 years and their families, Syrian refugees in very difficult situations and residing in “Iman Shelter” and “Naddaf Shelters” camps. In partnership with the Fratelli association, the IECD offers educational activities, support for schooling as well as psychosocial development activities.

2016 RESULTS

More than 700 children receive daily basic education or education support and participate in personal development activities.

50 teachers and activity coordinators benefit from training and support allowing them to improve their practices.

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ACCESS TO EDUCATION FOR CHILDREN WITH SPECIAL NEEDS
LEBANON (2008) - Saïda

In southern Lebanon, the IECD supports the Foyer de la Providence in the development of the Mosaik specialist school, the only establishment that welcomes children with complex learning and behavioral conditions. Supported by a multi-disciplinary team of 34 educators and specialists, the school provides good quality education for 82 pupils. Major construction and fitting works are in progress and will enable the reception of 40 additional children thanks to the opening of seven rooms designed for speech therapy and psychomotor activities.

In parallel, since 2010, in order to facilitate the integration of disabled children into regular schools, Trait d’Union’s training resource and guidance center has been coaching teachers from partner schools in an inclusive educational approach: this is based on the specific characteristics of each individual and respects and promotes difference with a view to equal opportunities for all. The center also raises awareness among parents and healthcare professionals about the various problems of learning and behavioral difficulties.

The IECD and the Foyer de la Providence are also working for children living in Palestinian camps around Beirut and Saïda. Since 2014, the program designed to improve the capacities of educators from 24 establishments provides: 1) training in the early detection of children with learning disorders, 2) training in adapted care based on an inclusive approach (see opposite).

Teachers noticed writing difficulties in my two children. Fadi was aggressive with his classmates and talked all the time. Today, this is no longer the case and Amina, his sister, has better grades. We didn’t expect such good results!”

Hanan SHREIDY
mother of Fadi and Amina

The inclusive approach helps schools to adapt to differences and promote diversity.
In 2016, the Al Hamawi Center, which means “protected place”, in Bethany welcomed more than 200 children and young people, boys and girls aged from 8 to 16 years, most of them from the poorest families in Bethany and its vicinity. Every afternoon, six days a week, they follow remediation classes in Arabic and mathematics, the programs of which are defined in agreement with the national Education Ministry. Extracurricular activities are offered: dance, drawing, painting, sculpture, photography, theater and Palestinian traditions.

In 2016, a garden was created and a small amphitheater was built, as well as a children’s play area. By offering a fun environment for children and young people who have known nothing other than conflict, the Al Hamawi Center creates a favorable and necessary context for learning.

Both of my parents are unemployed. They encourage me to work well. Since the start of the year, my grades have improved thanks to the mathematics classes. I have progressed from 8 to 12 out of 20. The teachers at school are happy.”

Lujain QAWASWI
9 years old

The Al Hamawi Center’s educational project has refocused on young teenagers by offering them personalized monitoring, the reorganization of activities which are greater in number, more coherent and of better quality, as well as a focus on language learning and a more systematic assessment of educators and teachers.

2016 RESULTS

72 pupils in the 2nd and 3rd years of state secondary schools in Bethany and Abu Dis benefited from remediation classes.

150 girls and boys benefited from extracurricular activities and summer and winter camps.

20 teachers benefited from training and support that enable them to improve their practices.
EDUCATION AND REMEDIATION CENTERS (CERES)
MADAGASCAR (2006) - Fianarantsoa

For the past 10 years, the IECD and the Madagascan association PROMES have been combating school failure among young rural students in the region of Fianarantsoa by supporting them from junior school through to higher education (bachelor’s degree level). The global support offered to them, through remediation education, extracurricular educational activities, reception in boarding facilities and personalized monitoring, allows them to flourish on a personal, intellectual and educational level in an environment that is favorable to learning. Thus, since the start of the project, about 6,000 students have been supported in the frame of the CERES program and the success rate in the BEPC mid-school exam and Baccalaureate are, on average, twice that in the region.

The CERES program has evolved throughout its 10 years of existence, in particular with the introduction in 2009 of a so-called “Preparatory Year” between the moment students obtain the BEPC mid-school exam and their entry into reputable high schools in Fianarantsoa, which used to be very difficult for young people from rural areas to access: thus, in 2016, 100% of the hundred or so students which benefited from the Preparatory Year were admitted to the six best high schools in Fianarantsoa. Since 2010, success rates in the Baccalaureate have continued to rise to reach 85% in 2016 (namely more than twice the regional level), thanks, in particular, to the setting up of the personalized monitoring of high school students. In 2016, 362 high school students benefited from this support. Finally, since 2013, the development of a post Baccalaureate solution with SUP-CERES and SESAME (p.18), has helped to support bachelor degree students in their higher education and their professional integration. SUP CERES is a hybrid local solution involving the monitoring of high school students and SESAME and concerned 39 students in 2016.

The student’s educational and family context is another concern of the CERES programs. With a view to educational coherence, information for parents (three meetings in 2016) and the training of teachers from 12 partner establishments (150 teachers participated in 10 days of training) are considered to be essential for the success of the mission.
2016 saw the creation of two independent associations which benefit from technical support by CERES and which are officially recognized:

1. The MEVA association, bringing together teachers from partner junior schools in order to encourage an increase in their skills: training, creation of educational resource centers in each village.

2. The parents’ associations in villages where the “incubators” are located in order to support all of the parents in their responsibilities.

I am the first member of my family to pursue my studies beyond the BEPC. It is a matter of great pride for all my family and a source of motivation for many young people in the village. I am currently studying in the best high school in Fianarantsoa and I want to become a computer engineer in order to participate in the economic development of my region. CERES is a unique opportunity for me to succeed in my personal and professional life.

Iavotra, 16 years old originally from Ambalakely

In Madagascar, most teachers in junior schools in the bush do not have special training. In order to remedy this situation, the Madagascan Education Ministry called upon the IECD’s know-how in educational engineering to create the Initial Teacher Training (FIP) course in 2014. In order to become a teacher in the frame of the CERES program, 14 apprentices followed this certifying course in 2016.

Most junior schools in the bush do not have certified teachers.

2,747 junior school students

941 of whom benefited from the global support of CERES, and 1,806 of whom benefited from a school canteen in the lean season during the 2015-2016 school year.

100% admission rate
to the first year of partner high schools in Fianarantsoa at the end of the CERES Preparatory Year.

85% success rate
in the Baccalaureate, more than half of which with a distinction (for a 40% average success rate in the region).
In extension of the CERES program, the SESAME program is a higher education preparatory and monitoring measure. It supports motivated bachelor degree students who are experiencing material or personal difficulties; these may be a result of a modest background, distance from the capital or even personal training that is insufficient for choosing a career and preparing for the complexity of student and urban life.

In order to achieve this goal, SESAME offers students a Preparatory Year (PY) at its new campus in Antananarivo, inaugurated in 2016 (see inset p.19). The program comprises educational and remediation lessons as well as personal development paths. At the end of the Preparatory Year, students present their “life plan” to a jury and sit their exams. 100% of PY students from the first three years of SESAME have joined a reputable higher education establishment in Antananarivo or Antsirabe.

During their higher education, the young people are monitored by reference educators and benefit from educational and professional guidance. They live in boarding accommodation and receive a scholarship which covers their school fees. “Living costs” are covered by their families.
THE NEW SESAME CAMPUS IN ANTANANARIVO

The new SESAME campus opened its doors in September 2016. Located in the heart of the Madagascan capital, it has two boarding units - girls and boys - and a three-storey main building for classes and administrative services. Thanks to this new campus, students benefit from modern tools to help them develop their skills: fully-equipped classrooms, amphitheater, laboratory, computer room and media library. At the start of the 2016 academic year, the campus welcomed 72 students in the Preparatory Year. In 2017, there will be 96 students with 120 students the following years.

2016 RESULTS

72 students integrated the Preparatory Year; 26 girls and 46 boys in two sections, literary and scientific.

113 students from the first three years of SESAME (2014, 2015 and 2016) were monitored in 2016-2017. They are following higher education in Antananarivo and Antsirabe.

100% of the 48 students from the third graduating class were admitted into higher education at the start of the 2016 academic year.

“...”

The personal development path allowed me to understand who I am, where I come from and where I want to go. Before, I thought that life was unfair, but with SESAME I have been able to discover my own personal qualities. Thanks to the classes, I am able to catch up in subjects where I was struggling in my last year of high school. The fact of having personal tutors is a great help, especially when I have difficulty making choices. I am very lucky compared to other young people because I have support. I am not going to make a mistake in my choice of career. With SESAME, my success will depend solely on my own effort!”

Christelle in Preparatory Year, Literature

“My mother was a farmer in the region of Fianarantsoa. She was a widow with six children. One day, a man arrived with some papers and ordered my mother to leave our land! We fought for two years to prove that the land belonged to our father. That was when I decided to become a legal advisor in order to help victims of theft and fraud. I really wanted to study in Tana, but my mother didn’t have enough money to send me there. When I heard about SESAME, I thought it was a miracle! I was afraid to go to a city that I didn’t know. I very quickly formed a close bond with the other students, especially thanks to group work. I discovered that there is a world beyond Fianarantsoa! But it isn’t easy to manage the freedom of student life. If it wasn’t for the support provided by SESAME, I might have been influenced by bad students and would probably still be in the first year!”

Pascal RANDRIANANDRAINY, 23 years old law student, supported by the SESAME program
VOCATIONAL TRAINING AND EMPLOYMENT

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SHORT TRAINING COURSES 38
ACCESS TO EMPLOYMENT 43
The IECD places the question of youth employment at the heart of its action. 34% of its activity concerns the implementation of vocational training and integration projects designed to strengthen the employability of young people in emerging or developing countries.

Every year, several dozen million people arrive on the labor market and out of those who are in employment, 42% of them are in a vulnerable situation; this figure is as high as 80% in developing countries\(^1\). Therefore, we are faced with a dual challenge: that of helping young people (half of the world’s population is under 30 years) to access employment, and what is more, employment that is decent and sustainable.

The mismatch between training courses and companies’ needs is one of the structural problems identified by the IECD in the countries where it intervenes. Vocational training in dynamic and job-creating sectors could offer openings to qualified young people. But, to date, technical training is often undervalued, too theoretical and removed from economic and professional realities.

Thanks to a variety of qualifying or certifying training programs, the IECD and its partners offer young people, who are either in a vulnerable situation or deprived of access to suitable training, the opportunity to acquire the skills required for their professional integration: these training courses ensure them a sustainable trade.

With a constant concern to being as close as possible to needs and progressing towards the independence of projects, the IECD privileges support for establishments that already exist in the field; it encourages the creation of sectors, participates in improving the educational offering and reinforces schools on an institutional level. When there is no suitable structure, the IECD may participate in the creation of a training center.

\(^1\) ILO report of January 2017

THE SECTORS COVERED

- Agricultural training and rural entrepreneurship.
- Industrial technical training: electricity, electrical engineering, mechanical engineering and vehicle maintenance, industrial maintenance, computer maintenance.
- Careers in hospitality-catering and bread and pastry making
- Careers in healthcare and personal care
- Careers in construction
- Careers in computing

These specialties are destined to change following the labor market’s needs.

FROM ON-GOING TRAINING (SHORT TRAINING COURSES) TO FRENCH EQUIVALENT BTS VOCATIONAL DIPLOMAS

The training levels covered range from junior high school to the BTS vocational diploma including the CAP vocational diploma and the Professional Baccalaureate as well as on-going training for specific careers. One of the priority objectives of the projects is the recognition of the diplomas which the IECD sets up in the national education system in order to ensure that they are valued by employers.

“\[quote\]
The training changed my life. My family and I will never be hungry again.\[quote\]

Jambo Jeremiah, graduate and major in the electrical engineering course in Nigeria in 2016, now employed by the company which hosted him for an internship.
In Cameroon, the Ivory Coast and the Democratic Republic of the Congo, most of the population lives from farming. However, with almost 60% of poverty in rural environments, agricultural careers are very undervalued and young people prefer to try their luck in the cities.

Yet, the growing demand for agricultural products generates a great need for a qualified workforce. Young people, who are often poorly trained (half of them leave school at the end of their primary education), are unable to seize these opportunities.

In these three countries, the IECD and its partners are building a network of Family Farm Schools (FFS) and Training Institutes for Rural Entrepreneurship (IFER-A) the aim of which is to train young people from 13 to 25 years in agricultural careers by means of a one to five-year training offering and an approach based on a part-time teaching syllabus.

**THE TRAINING CYCLE**

Each step corresponds to a skill level and allows each student to leave school and create an entrepreneurial project, even from the very first year.

- **EFA 1 year**
  - Students develop an Income-Generating Activity (IGR)
  - Target: 13 to 20 years

- **EFA 3 years**
  - Students present their MPE (My professional project)
  - Target: 13 to 20 years

- **IFER-A 2 or 3 years**
  - Students obtain a CAP level agricultural diploma
  - Target: 16 to 25 years

- **Exit FFS**
  - Monitoring of former students of FFS and IFER-A are supported through to their integration
**2016 RESULTS**

1,179 young people trained in the FFS and IFER network, including 46% of girls in 2015-2016.

38 FFS and 3 IFER-A

Family Farm Schools Training Institutes for Rural (and Agricultural) Entrepreneurship.

111 trainers trained in the part-time teaching syllabus.

85% of students from FFS and IFER are active six months after their training: 68% have a job and 32% are continuing their training.

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"I joined the FFS because I was interested in poultry farming. I started by managing the breeding work at my parents’ farm and presented my micro and small-scale enterprises (MSEs) project three years later. From the second year, I started my own farm with 50 animals and extended it when I finished training. I now live from this activity and continue to help my parents with their farm."

LELE FEKOU FRANCINE  
FFS student from Njombé

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**PART-TIME TEACHING SYLLABUS**

Learning through practice is one of the main lines of the IECD’s training programs. Training in FFS/IFER(A) alternates between cycles involving two weeks of theoretical lessons in the classroom (in red in the diagram below) and two weeks in the field or in an internship at local companies (in gray).

Today, 36 FFS (namely 95%) have an experimental garden or an educational farm which means that young people can practice and be assessed in a real-life context.

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**PRACTICAL EXAMS IN CONGO**

For the first time in Congo, exams organized around a skills-based approach (APC) were set up in June 2016 in Congolese FFS for 38 first and second year students.

These enabled an evaluation of the students’ capacity to use their resources (knowledge, know-how, life skills) in a real-life situation. The trainers understood what was expected from young people after their vocational training at FFS as well as the importance of practice in achieving this goal.
NEW STEPS TOWARDS THE RECOGNITION OF TRAINING COURSES

DRC

80% of the young people trained at the Family Farm Schools in DRC successfully validated the exams of the 2016 JUNACYP (Jury National des Cycles Courts Professionnels), a diploma recognized by the Congolese State! It is a major step towards the recognition of Family Farm Schools which, in this way, are able to increase their visibility and confirm their attractiveness among young people.

IVORY COAST

In the Ivory Coast, at the start of 2016, the first year group from IFERA obtained their end of training certificate in Agricultural and Breeding careers: the three years taken to implement this new CAP level vocational diploma now serves as a basis for negotiations with the METFP for the diploma’s official recognition.

FOLLOW-UP OF THE INTEGRATION OF YOUNG PEOPLE

A follow-up survey was carried out in 2016 among 84 students who had completed their training at FFS or IFER in 2015.

RESULTS OF THE SURVEY

- **85%** of the young people trained are active one year after their training (professional activity or continuation of studies).
- **83%** of the young people active are working in agriculture or livestock.
- **85%** of the young people trained believe that they have better technical knowledge of their activity.
- **59%** of the young people believe that they are better able to manage their budget.

I returned to my studies at IFERA after leaving school in the 2nd year of junior school. I really enjoyed this course because it includes many internships which allowed me to learn practical skills in the field. I specialized in laying hens and since graduation I have been managing a farm that breeds broiler hens, laying hens, sheep and goats. I am also thinking about developing vegetable crops.”

Arthur Martial AKE GBEOCHO
Graduate of the first year group of IFERA 2016 in the Ivory Coast

PROMOTE TRAINING AMONG YOUNG GIRLS

One of the program’s challenges is to reach as wide a female audience as possible. In Sub-Saharan Africa, it is traditionally women who work in the fields. However, they are also the least trained. At FFS, we have almost achieved parity.

Average number of young women and men attending school

IVORY COAST

In the Ivory Coast, at the start of 2016, the first year group from IFERA obtained their end of training certificate in Agricultural and Breeding careers: the three years taken to implement this new CAP level vocational diploma now serves as a basis for negotiations with the METFP for the diploma’s official recognition.

WOMEN 46%

MEN 54%
The IECD builds on the tremendous leverage for economic and social development provided by tourism to create or strengthen hospitality schools for young people who have limited access to education and who are forced to accept the most insecure jobs with a view to helping them to participate in the economic development of their country and integrate into society.

The students follow a comprehensive program designed to make them professional and responsible adults. In one or two years, they acquire a strong technical knowledge of the primary business aspects of the hospitality-catering industry (cooking, waiting, maid service, reception, bread and pastry making). At the same time, they benefit from general training focused on the acquisition of cross-cutting skills required for their personal development as well as for their integration into the world of work. This complementarity ensures them every chance of success.

The syllabus alternates between theoretical lessons in the classroom and practical training in the hotel-restaurant training center. The experience acquired during work placements and collaboration with sector professionals at all stages of the training ensure the young people’s employability at the end of the course.

2016 was marked by a major deployment of the program in Southeast Asia, where the IECD now supports 14 training structures, most of which have developed according to the model of social enterprises.

2016 RESULTS

291 young people

trained at a partner school of the IECD in 2016.

More than 75% of graduates

found a stable paid job within six months of completing their training.
THE HOSPITALITY-CATERING TRAINING CENTER in MAE SOT (HCTC) THAILAND (2009) - Mae Sot

In Northwest Thailand, on the border with Myanmar, the town of Mae Sot is home to a large Karen minority which is one of the most vulnerable populations in Thailand. In 2009, the IECD and its local partner, the Tak Border Child Assistance Foundation, opened the HCTC (Hospitality-Catering Training Center) in order to help underprivileged young people by offering them a chance to access promising jobs in the hospitality-catering sector.

Every year, the center offers about 30 young people the opportunity to learn all associated trades, from cooking to accommodation and reception to waiting, over a two-year period. Each student completes two internships and practices every week at "The Passport" application unit. The students all board and receive solid basic training in life skills, a guarantee of success for their adult life and professional integration. 2016 also saw the signature of a framework agreement with the Mae Sot Technical High School: now, new year groups will follow several general classes at this establishment. The entire course will be validated by a State diploma.

INNOVATIVE EDUCATIONAL RESOURCES

Two new educational spaces were created in 2016:
1. An educational garden
   It has a dual role of supplying the hotel-restaurant with fruit, vegetables, herbs and even flowers for decorating the dining rooms and of providing an educational space where students can develop their skills and knowledge in growing fruit and vegetables and flowers.
2. A resource center
   Comprising a library and a multimedia laboratory, it offers access to reading and culture for all, interactive training and provides students with a space where they can work and relax.

2016 RESULTS

81 young people were trained at the HCTC in 2016.
80% of young people who graduated in April 2017 are currently in work and 10% are continuing their studies.

Before training, I didn’t have any dreams. I couldn’t allow myself to have any. But the school motivated me and continues to support me. In October 2017, I will represent Thailand at the Worldwide Worldskills competition in Dubai. My dream is to become a great Chef!

Achara

In 2015, Achara, a graduate of the HCTC, took part in the ASEAN Worldskills competition in Malaysia and won 4th place. Thanks to this success, she obtained a scholarship from the Labor Ministry to continue studying for a Bachelor of Science degree (Culinary Technology and Service) at Suan Dusit University, one of the most prestigious schools in Thailand!
"LA RIZIÈRE" HOSPITALITY SCHOOL
MADAGASCAR (2012) - Fianarantsoa

Located in the highlands of Madagascar, Fianarantsoa lies on the road leading to the southern part of the country. This trading town has a high level of casual labor and a high level of poverty. Official statistics show that, in Madagascar, a large number of jobs in the hospitality-catering sector are not filled.

Since 2012, "La Rizière" hospitality school has allowed young people who find themselves in a vulnerable socio-economic situation to learn new vocational skills adapted to the needs of the hospitality sector. Three specialties, defined with professionals from the country, are offered: commis chef (2 years), waiter/bartender (2 years) or valet (1 year). A high quality hotel-restaurant next to the hospitality school allows students to practice in real-life conditions and, thus, increase their prospects of finding a job after graduation.

The school also favors the personal development of each student, in particular with the creation in 2016 of language, dance, singing, theater and even gardening clubs, themes that were chosen by the young people themselves. Finally, a monitoring, guidance and employment office now takes charge of supporting each young person individually during and after training.

THE EMERGENCE OF A NATIONAL VOCATIONAL TRAINING POLICY IN MADAGASCAR

On 6 February 2016, the first Certificat d’Aptitudes Professionnelles (CAP) vocational training certificate in hospitality-catering careers was awarded to students from "La Rizière". It is the conclusion of two years (2013-2015) of experimentation in new national syllabuses. These syllabuses are the result of coordinated work by the IECD, the Ministry of Employment, Technical Education and Vocational Training (MEETFP), and the National Tourist Office of Madagascar (ONTM) since 2012. After the passing of the law on the National Policy of Employment and Vocational Training (PNEFP) at the end of 2015, the IECD and its partners (the Italian NGO VIS and the International Francophone Organization), spent one year supporting the Madagascan Ministry (MEETFP) in the implementation of its policy. Thus, the first elements of a sustainable system for the development of technical and vocational skills have been set up.

2016 RESULTS

149 young people were trained at "La Rizière" in 2016.

100% success rate for the 46 students who sat their final exams in September 2016.

88% of graduates were in employment at the end of 2016.

My best memory of "La Rizière"? When the students from the first year group received the results of the CAP diploma! The success rate was 100%! They were so happy! The training at "La Rizière" has changed the life of many young people.”

Chef Tahina
Head Chef at La Rizière, 1st year student trainer.

LOCAL PARTNER
Saint François-Xavier school

PROJECT LAUNCH
2012

2016 BUDGET
€170,000

"LA RIZIÈRE" HOSPITALITY SCHOOL
MADAGASCAR (2012) - Fianarantsoa
BREAD-PAstry MAKING SCHOOLS

The Bread-Pastry Making School in Hué was created in 1999 in order to provide young orphan boys or young boys from very modest backgrounds with a career in a country with a strong tradition of bread. Every four months, the school welcomes two new young people for a 20-month training course, which includes a three-month internship at the end of the course. The apprenticeship-based training allows these young people to develop practical skills in the production laboratory. The products made are then sold at a tearoom in the center of Hué. Thus, the school constitutes a genuine social enterprise which is able to cover 95% of its operating costs! The IECD supports the team in certain specific areas, in particular the structuring of the training and the monitoring of students, as well as the evaluation and certification of skills, all subjects that were not really properly formalized. Furthermore, it supports the school in the construction of new buildings that, ultimately, will enable the reception of twice as many young people, in particular young women.

In 2017, the IECD plans to open a similar course in the country's economic capital, Ho Chi Minh City, in partnership with the Thu Duc College of Technology (TDC), a locally recognized institution that welcomes more than 4,000 students studying about 30 different subjects. On 18 October 2016, the IECD and the TDC signed a Memorandum of Understanding (MoU) for a 5-year period. This document and the successive acquisition of the local authorities' agreement offer the promise of a bright future. The first step in the project, a tender for the renovation and fitting out of the buildings designed to house the bread-pastry making course, was launched.

In Yangon, Myanmar, a country where the IECD has signed a partnership agreement with Lux Dev and the Hospitality and Tourism Ministry, the bread-pastry making school will welcome 10 to 15 underprivileged men and women for a 16 to 20-month period: with the promise of a certificate of excellence that will lead students into a fulfilling and gratifying first job. The school will also offer a short course for 20 employees from the industry.

2016 RESULTS (HUÉ)
14 young people in training in 2016.
100% of graduates have a job after training, some of which are in prestigious hotels where they were assigned for their internships.

EXTENSION OF THE MODEL TO HO CHI MINH CITY IN VIETNAM AND TO YANGON IN MYANMAR

I'm happy because now I can help my family. I want to spend a few more years working in cities in order to gain experience and learn more new techniques before returning to Hué and, why not, opening my own bakery!"

Luong, graduate of the school in July 2014, commis chef at the JW Marriott Hotel (Hanoi)
SUPPORT FOR THE INLE LAKE VOCATIONAL TRAINING CENTRE
MYANMAR (2016) - Inle Lake Region

The Lake Inle region in eastern Myanmar brings together several minority ethnic groups that live mainly from fishing and farming. In this country where tourism is growing very quickly, new professional opportunities are emerging. But, without training or skills, young people are only able to access unstable, temporary jobs with no career prospects.

The IECD supports the Inle Heritage Hospitality Vocational Training Center (IHHVTC) which welcomes young people from modest families in the region, mainly from the Shan ethnic group. Thus, every year, the school trains about 50 young people in cooking, service, waiting, reception and accommodation trades. This 10-month course places great importance on practice thanks to the presence of a training hotel-restaurant as well as an internship in a company. Following the full diagnosis carried out by the IECD, an action plan designed to strengthen the school’s capacities was drawn up. Thus, the IECD supported the school in three areas: the strengthening of training in cross-cutting skills or “life skills”, the setting up of a skills assessment tool and training in specific subjects for students and the team.

2016 RESULTS

48 young people
were trained in the school’s four subjects from September 2016.

6 teachers and supervisors
benefited from training.

Cross-cutting Competences

The methodology concerning the strengthening of students’ cross-cutting skills comprises several phases:

- Definition of a training syllabus in consultation with stakeholders (teachers, students, families, employers, community, etc.)
- Definition of training content and tools and training for teachers concerning the integration of the syllabus and how to conduct classes.

This course considers themes such as identity, personal development, communication and professional integration.
Since 2002, the IECD has supported a certain number of vocational training schools and centers in Southeast Asia that offer training in hospitality-catering careers with a view to openings in sustainable professions.

In 2016, the IECD took a further step with the creation of a network of schools aiming to favor exchanges throughout the entire profession: today, the ASSET-H&C network has 12 member schools and enables the sharing of experience, the pooling of resources, the optimization of good practices and, ultimately, the improvement of results at each of the schools.

A first regional seminar was held in Bangkok on 13 and 14 December 2016 and brought together all the member schools from Cambodia, Laos, Myanmar, Thailand and Vietnam. During these two days, each of the partners presented their institution and discussed specific subjects, such as the development of personal and life skills among students, dual-apprenticeship training systems, ASEAN (Association of South East Asian Nations) syllabuses, or the development of revenue-generating activities. The seminar concluded with a public conference to which representatives from the public sector, tourism professionals and local and international NGOs were invited.

"It is always beneficial to take a step back from everyday school life and exchange ideas with people working in the same sector. This seminar provided the opportunity to go even further and adopt a strategic vision of our mission. After these two days, I have a better understanding of our main challenges, such as the integration of ASEAN recommendations into our training syllabuses. Sharing good practices is a particularly enriching and fruitful exercise, in particular via the workshops designed, for example, to increase the amount of self-funding for our projects. I want to thank the IECD for taking the initiative to create this network and for the excellent organization of this meeting. I look forward to participating in future meetings and, in the long term, to being involved in common projects."

Philippe BÉS,
Director of the Sala Baï School (Cambodia)
quality training to unqualified young people and meet the needs of these growing sectors. It is organized around three themes: the modernization of technical training, the creation of partnerships with enterprises and support for young people in their professional integration. It includes the updating of syllabuses with the integration of practical internships and specific training that allow students to acquire key competences, the renovation of facilities for new technologies, on-going training of trainers and the setting up of guidance and employment services for young people aged from 15 to 25 years. In order to follow changes in the labor market and support the energy transition, training modules in renewable energies (solar and photovoltaics) are becoming more common in all the countries, especially through the organization of contests and educational projects on the subject: young people find this very motivating and are witness to the modernization of the profession. Thanks to the permanent interaction with enterprises, these courses facilitate the long-term integration of young people into the economic dynamics of their country. On the strength of the success of the “Seeds of Hope” program in Lebanon, the methodology was rolled out in Nigeria and Egypt in 2013, in Morocco in 2014, and in the Ivory Coast and Vietnam in 2016. The project’s positive impact results in the integration of young people into the world of work or the pursuit of higher education.

2016 RESULTS

3,768 students trained or in training in partner schools in 2016.

99 trainers trained in new technologies and educational techniques.

27 educational partners
12 in Lebanon, 3 in Morocco, 4 in Egypt, 3 in the Ivory Coast, 3 in Nigeria and 2 in Vietnam.

More than 70 partner companies

The “Seeds of Hope” program, specializing in the flourishing sectors of electricity, energy and maintenance, was launched in Lebanon in 2007 in order to offer high

IECD - 2016 Annual report - OUR ACTIONS - Vocational training and employment
The "Seeds of Hope" program was first created in Lebanon. In 2007, in partnership with Schneider Electric and a network of companies and schools, the IECD launched the first modernized training course that gave pride of place to practical training (internships and technical facilities), as well as the development of personal skills and know-how which ensure that young graduates are equipped for their entry into the world of work. Three years later, in 2010, the Electrical Technical Baccalaureate was recognized by the State and the quality of its teaching was hailed by Lebanese companies as well as the different stakeholders from the world of technical education. The number of students enrolled in the "Seeds of Hope" program continues to grow. This year, 10 schools out of 12 passed the official exam: thus, in summer 2016, 111 students from partner schools obtained the Baccalaureate in electrical engineering. This figure was 88 in 2015. 332 young people have been trained since the start of the program in Lebanon.

With more than 300 days of sunshine a year, Lebanon has a major asset for bridging its shortfall in electricity production. This is the objective of the SHAAM project, financed by the European Union, which aims to promote alternative energies in the Mediterranean, of which Lebanon is a partner. Thanks to this project, photovoltaic systems have been installed in all the schools that the IECD supports, thus allowing young people to train in this technology which will have to meet the growing demand.

Graduates in electrical engineering stand out for their great practical experience, their ability to work in a team and their communication skills. The skills acquired during the summer internships help them to adapt more quickly to companies’ needs and ensure that their work is of better quality.”

Cynthia KORKOMAZ, Human Resources Manager at Liban Câbles

DEVELOPMENT OF MODULES ON RENEWABLE ENERGY

With more than 300 days of sunshine a year, Lebanon has a major asset for bridging its shortfall in electricity production. This is the objective of the SHAAM project, financed by the European Union, which aims to promote alternative energies in the Mediterranean, of which Lebanon is a partner. Thanks to this project, photovoltaic systems have been installed in all the schools that the IECD supports, thus allowing young people to train in this technology which will have to meet the growing demand.
TRAINING YOUNG EGYPTIANS FOR CAREERS IN ELECTRICITY AND MECHANICS
EGYPT (2013) - Cairo, Alexandria

LOCAL PARTNERS
Don Bosco Technical Institutes
Cairo and Alexandria, El Wardian Technical High School for Girls, Ras El Soda Technical Public High School

PROJECT LAUNCH
2013

2016 BUDGET
€193,000

QUALIFICATION LEVEL
Equivalent of the French Technical Baccalaureate

On the basis of the project model developed in Lebanon, in 2013, the IECD undertook, alongside the Don Bosco Institutes in Alexandria and Cairo, to renovate their electrical engineering laboratories and provide schools with educational equipment that will allow them to offer high quality training. In parallel to updating training, the IECD is devoted to facilitating the professional integration of young graduates: company visits, presentations of careers in electricity, workshops with professionals and preparation for job interviews and writing CVs.

This very positive result, a sign of the project’s quality, enabled two new state schools to benefit from support from the IECD in 2016: the El Wardian Technical High School for Girls and the Ras El Soda Technical Public High School for Boys. In agreement with the Ministry of Education and Vocational Training, as well as the French Chamber of Trade and Industry in Egypt, two institutions with which the IECD signed a tripartite agreement on 9 June 2016, these high schools target, as a priority, young people who have dropped out of school or who come from underprivileged backgrounds.

THE TECHNICAL EMPLOYMENT FORUM: A FIRST IN EGYPT!

For the first time in Egypt, a technical employment forum was held on 28 May 2016 in Alexandria on the initiative of the IECD and in partnership with the French Chamber of Trade and Industry: 37 companies were invited to present their activity and more than 500 candidates, including 92 students from Don Bosco Alexandria, benefited from the opportunity to submit their CV.

2016 RESULTS

1,369 students trained in industrial careers in the partner institutes in 2016.

100% of the 107 students who sat their exam obtained their diploma in 2016.

62 teachers trained in teaching practices and technical subjects since the start of the program in the Don Bosco schools in Cairo and Alexandria.

99% of graduates from 2015 are working or are continuing their studies in order to obtain a higher level diploma.

During my training, I spent more than 6 months working for a company at worksites. I was very happy with my job because the hours fitted in with my studies. After that, I created my own maintenance contract company.”

Mark MAGED, Graduate of the Don Bosco Institute in Cairo (IPI), 2015 year group
The “Seeds of Hope” program was extended to Morocco at the start of 2014, in partnership with the L’Heure Joyeuse association, which works to integrate young people from underprivileged neighborhoods of Casablanca into the world of work. This fruitful cooperation enabled the creation of a Training Center for Apprentices in Construction Electricity (CFA) in Mkanssa, in the Greater Casablanca region. This CFA targets young people from underprivileged backgrounds who have dropped out of school and works closely with local companies.

In parallel, in Kenitra, the IECD supports the Juk Spel Institute and the Technical Training Center (CPT) in order to help them to improve the quality of their training courses. Since the 2016 school year, students from Juk Spel and the CPT benefit from new training modules and information about renewable energies.

In 2016, a sustainable development project was deployed at the CFA in Casablanca in collaboration with the WWF and the Schneider Electric Foundation. In this context, and based on the model of a first successful experience in Egypt, the IECD launched the “Green Talent” competition, the objective of which was to encourage students from partner training centers in Morocco to conceptualize green energy solutions and test them via prototypes. The first prize was awarded to Adnane Boulanouar for his “Autonomous Elevator”.

Thanks to the “Green Talent” competition, I heard about renewable energies and decided to continue my studies in this field. My current job at the ONEE is a step before the creation of my own company.”

Adnane BOULANOUAR, Graduate technician from the 2015/2016 school year in position at the ONEE (National Electricity Board of Morocco)
TRAINING YOUNG NIGERIANS FOR CAREERS IN ELECTRICAL ENGINEERING AND ELECTRICAL MECHANICS
NIGERIA (2013) - Lagos, Onitsha, Akure

Electrical engineering is a subject that did not exist in Nigeria until the IECD developed it in 2014 in partnership with the Institute for Industrial Technology (IIT) and industrial companies from the sector. Indirectly, the program was also beneficial to two other existing subjects at the Institute: electrical mechanics and mechatronics. On 18 November 2016, the IIT rewarded the first year group. 2016 also ended with the course syllabus being finalized.

The successful experience at the IIT enabled the program to be duplicated at two other schools: the Don Bosco schools in Akure and in Onitsha were provided with new equipment and benefited from technical training sessions and adapted know-how.

Major work on the professional integration of young people was also undertaken with the setting up of guidance and employment offices. An office’s role is to prepare young people for the world of work, build partnerships with companies and promote vocational training among the public.

**2016 RESULTS**

- **766** students benefited from the program at the IIT and Don Bosco partner centers in 2016.
- **55** students graduated from IIT in November 2016.

**Best innovation of the year**

In May 2017, the “Seeds of Hope” electrical engineering training in Nigeria received the prize from the “Business Day” newspaper for the best innovation in the field of education.

“

The IIT changed my life. I have become a man who is worthy of trust who is respected by his peers. My family will never be hungry again.”

Jambo JEREMIAH,
Graduate and major from the 2015/2016 school year in electrical engineering
The “Seeds of Hope” program is now operational in a country which the IECD knows well thanks to almost 20 years of experience there. The diagnosis by the Bonoua Technical Center helped to define the lines of improvement for existing courses: in particular, this involves the renovation of technical equipment, the regular monitoring of students, the introduction of vocational company internships into the training syllabus, the development of relationships with companies working in the sector, support for the administrative management of the school and on-going training for trainers in new technologies and teaching practices. Since December 2016, the “Seeds of Hope” program has been extended to the Artisanal and Rural Professional Center in Duékoué.

2016 RESULTS

210 students

12 teachers
trained in teaching practices and technical subjects in 2016.
TRAINING YOUNG VIETNAMESE FOR CAREERS IN ELECTRICITY AND CAR MECHANICS
VIETNAM (2016) - Ho Chi Minh City

In the frame of changes in vocational training policies, the IECD launched the “Seeds of Hope” program in Vietnam with two technical schools recognized in their field: the Thu Duc College of Technology and the Ho Chi Minh City Economy and Technical College.

Two subjects were selected: “civil and industrial electricity” and “vehicle maintenance”. The project will focus on a “Trung Cap” course (equivalent of the French CAP, comprising a qualifying 2-year course designed for young people aged 15 years and over), which, in particular, targets young people from underprivileged backgrounds.
In order to meet the needs of populations in great difficulty effectively and quickly, the IECD is developing several short training projects, in particular in Lebanon and Syria, which enable young people to acquire the skills needed for their social and economic integration. In Lebanon, market research helped to identify buoyant sectors and set up new courses in 2016, for example in welding and manicure-pedicure. The signature of an agreement with the French Development Agency (AFD) in January 2017 means a change in the scale of short training actions in Lebanon.

In parallel, the IECD has confirmed its determination to pursue its actions in Syria which rely on a network of local associations that work in the fields of vocational training and education throughout the territory. By strengthening the organizational capacities of associations and the teaching skills of trainers, the IECD is increasing its impact in Syria.
After initially welcoming Iraqi refugees the Vocational Training Center in Jaramana (outskirts of Damascus), created by the IECD in 2008, now welcomes internally displaced Syrians, including children who do not have access to education and young adults who have been unable to complete their training.

The Center in Jaramana offers short training courses that last three to four months in buoyant fields, such as domestic electricity, maintenance, secretarial work or personal care of the sick and elderly. More recently, in order to meet the needs expressed by families, the center started to offer activities especially designed for children: educational and extracurricular activities.

In parallel, psychological support and personal development workshops are organized in order to help young people suffering from the trauma of conflict to reintegrate society.

Sara is 19 years old. She and her family fled the fighting in Aleppo, her home town, and moved to Jaramana in the outskirts of Damascus. Since the move, Sara has found it hard to invest in a project and is in conflict with everybody. The Center in Jaramana welcomed her along with her family, who felt powerless. There, they received advice, support and training that helped to rebuild Sara’s confidence. She is now determined to take control of her life: she follows "secretarial" classes and is starting to make plans again. The center helps her to define her goals and her action plan.

2016 RESULTS

1,622 young people and children benefited from the activities offered by the Center in Jaramana, including 1,092 young people for the vocational training AND personal development sessions and 530 children for the dedicated activities.
In the disastrous economic and social climate of Syria, marked by more than six years of war, the IECD supports the BRIDGES training program (Building and Reinforcing Integration through the Development of Guidance, Employment and Skills) designed to equip young people with the skills needed to design, define and set up social or economic activities likely to improve their living conditions or deal with the difficulties encountered within their community.

17 local associations working in Damascus and in the outskirts of the city, were asked to present motivated candidates able to follow the training. The selected candidates took part in the first reinforcement of basic skills training sessions and more than half of them continued on to phase 2 of the program.

2016 RESULTS

280 young people from 14 to 24 years

54% of whom were girls, participated in phase 1 “Reinforcement of basic skills”.

"I dream about giving people some happiness through drawing and painting. I’d like to develop a business painting on walls. The course allowed me to have a clearer vision of how to go about doing this!"

Yaman, 16 years old followed phase 1 of the “Social entrepreneurship” course of the BRIDGES program
STRENGTHENING THE CAPACITIES OF THE ASSOCIATIVE NETWORK IN SYRIA

SYRIA (2013) - Damascus and its suburbs, Al-Salamieh, Lattakia, Homs and Aleppo

On the strength of its know-how in the field of vocational training, the IECD relies on a local network of associations to increase its impact and reach the largest number of beneficiaries in Syria. Since 2013, 67 associations have already benefited from this support and are able to run high standard vocational training centers which welcome thousands of young people.

Thus, in 2016, 27 local associations strengthened their organizational skills and the teaching skills of their staff.

On an organizational level, the courses look at themes adapted to the specific needs of the training center’s staff: accounting, financial management of a non-profit structure, professional communication in English, drafting of proposals and reports for financial sponsors, etc.

On an educational level, the teacher training includes a new interactive teaching approach, as well as personal development workshops designed to update a student’s capacities. These courses are adapted to certain subjects (computing, English) and certain careers (secretary, personal care of the sick and elderly, heating maintenance and domestic electricity). Because of the war, fewer men follow the course every year. In 2016, there were 10% less than in 2015.

2016 RESULTS

156 members from 27 local associations participated in the IECD training sessions. 67% were women.

“IT was the best time of my life as a student with incredible teachers and colleagues. We all worked together very hard. The IECD had helped me to build my confidence in myself. When I returned to Aleppo, I started two classes teaching English to about thirty people.”

Amjad HAMADEH, 30 years old, followed an English teacher course in order to make her lessons more interactive and entertaining.

TEACHER TRAINING

In parallel, the IECD occasionally responds to the need to increase the capacities of associations and NGOs, such as OXFAM or AKF, through a targeted short training offering: use of computer tools, drafting of proposals, etc.

2016 RESULTS

216 members from 17 local associations participated in the IECD short training sessions.
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, the IECD has gone some way to meeting the needs of the labor market and contributed to the coexistence of the different populations by offering young people living in uncertainty the chance to train in buoyant employment sectors: personal care, manicure-pedicure, welding, electricity and maintenance (computers and air-conditioning units). These short courses (from 2 to 5 months), which aim to ensure rapid integration into the world of work, also include activities designed to help people to find work (writing CVs, job interview simulations) in order to facilitate their integration into their economic and social environment. 20 courses were organized in 2016: 3 courses in personal care of the sick and elderly, 7 courses in manicure-pedicure, 2 courses in electricity, 2 courses in welding and 6 courses in maintenance.

In 2016, the training offering was greatly extended with the launch of three new subjects. Research into the local employment market helped to identify the sectors of electricity, welding and manicure-pedicure as being particularly buoyant. Today, these subjects represent more than half of the short training courses provided by the IECD in Lebanon and reach a wider audience, especially women: during the year, 109 young women between 16 and 35 years of age obtained their certificate in manicure-pedicure.

"The training was very beneficial for me. The theoretical part was not difficult despite the fact that the terminology was taught in English. The classes provided enough illustrations for them to be easily understood. I still have my notebook with my lessons and I consult it regularly, especially the diagrams and models taught. The practical aspect of the course was excellent. I didn't know anything about air-conditioning units beforehand. Thanks to the course, spending half an hour repairing an air-conditioning unit allows me to earn about $45."  
  
Rabih CHAMMA,  
Student from the "air-conditioning maintenance" course

2016 RESULTS

307 young people with few qualifications, including Lebanese and refugees, more than half of whom were women, acquired professional skills that allowed them to apply for a job (650 since the project launch).

258 young people participated in the 17 job search preparation sessions.

50% of beneficiaries found work three months after obtaining their certificate.
Youth employment is the desired result of most of the IECD’s projects. Efforts should focus on all the factors that influence the employability of young people and not only the mismatch between training courses and companies’ needs. Many studies show a weakness in the relationship between companies and young graduates, a lack of knowledge about careers and the vocational training that is available, as well as a lack of preparation among young people for the recruitment process, all of which represent obstacles to them being hired.

In order to remedy these failures, since 2012, the IECD has deployed the Guidance Employment Training (GET) project, which entered its second phase in 2016 (EGET), in partnership with the Drosos Foundation. It involves the setting up of a network of Career Guidance Offices (BOE) throughout Lebanon among the “Seeds of Hope” program’s partner technical schools. The publication of a manual for schools in 2016 will facilitate the creation of offices, the organization of employment forums and the setting up of job search workshops. In 2016, the network offered personalized support to more than 3,000 young people. This methodology, open to all technical sectors, will be deployed in all the countries where the IECD develops vocational training.

Furthermore, in continuity of the educational action for disabled children in Lebanon, the IECD is developing a professional integration program for the oldest students based on two lines of action:

- The adaptation of certain training syllabuses
- The opening of production workshops in 2016.

ACCESS TO EMPLOYMENT
PROMOTING ACCESS TO GUIDANCE EMPLOYMENT TRAINING (GET)
LEBANON (2012) - Countrywide

LOCAL PARTNERS
10 Lebanese state and private technical schools Semeurs d’Avenir Association

PROJECT LAUNCH
2012 - 2nd phase in 2016

2016 BUDGET
€300,000

2016 RESULTS

3,050 students from various technical subjects used the professional guidance activities at BOE.

452 students found an internship thanks to the BOE.

154 graduates found a job thanks to the BOE.

Implemented since 2012 throughout Lebanon in partnership with the Drosos Foundation, the GET project focuses on helping young people to access employment via a guidance service concerning existing training sectors, as well as support for the development of professional projects and job searches.

In January 2016, it entered a second phase (EGET) thanks to an agreement with the Education Ministry: 6 new state schools joined the four partner private schools already working on the project. Each of these schools has a Career Guidance Office (BOE) which advises students in training. In order to ensure the proper functioning of the offices, the IECD trained 12 BOE managers to use tools:

An impact study concerning the professional integration of young people from electrical engineering training completed by a study on the impact of BOE concerning the hiring of young graduates, all subjects combined, highlighted the fact that 86% of the 2013 year group were in employment.

Deployed initially in Lebanon, the project has been rolled out gradually in all the countries which implement the “Seeds of Hope” program according to a methodology formalized in the Guidance and Employment Manual.

How do we manage our recruitment needs? We call the guidance offices present at technical schools and tell them about the qualifications we are looking for. The offices take care of finding the suitable profiles.”

Hiba EL HARAKE, Human Resources Manager at Jubaili Bros SAL

THE GUIDANCE AND EMPLOYMENT MANUAL

The Guidance and Employment Manual, published in September 2016 (75 pages) with the support of the Drosos Foundation brings together all the career guidance and employment support activities that have been tested and implemented by the IECD’s teams in the different countries of intervention. Its objective is to provide schools and partner associations with practical tools that help to guide them in the setting up of vocational guidance services for young people.

In January 2016, the BOE organized a Guidance and Employment Forum in Beirut which brought together 38 companies and about 1,100 students, more than 300 of whom were job seekers, from various technical sectors.
In a Lebanese context, in which the professional integration of young people is a challenge, the situation of the most vulnerable among them, such as young people with disabilities or learning disorders, is almost impossible. **Young people with special needs**, all too often forgotten or, on the contrary, stigmatized, have very few opportunities to acquire professional skills in establishments adapted to their situation. In order to improve their professional integration, the IECD is developing a program based on three lines: the adaptation of training syllabuses to the needs of these children, thus allowing their integration into regular classes, the strengthening of their key skills (know-how), as well as information for public authorities and populations.

Thus, in the regions of Mount Lebanon and South Lebanon, five technical training syllabuses have been adapted:
- 1. Accounting (Foyer de la Providence, Saida)
- 2. Electricity (Foyer de la Providence, Saida)
- 3. Graphic art (Debs Technical Institute, Beirut)
- 4. Gastronomy (Al Kafaat Hotel School, Mansourieh)
- 5. Mechanical engineering (Mgr Cortbawi Institute, Jounieh)

In parallel, the opening of three production workshops in 2016 allowed these young people to develop professional skills and participate in an income-generating economic activity. These concern:
- 1. Computer repairs (Jama’iat al Muwasat, Saida)
- 2. Coffee packaging (Foyer de la Providence, Saida)
- 3. Bread making (Step Together Association – Riverside, Yarzé)

**2016 RESULTS**

- **270** young people benefited from 10 training courses and workshops.
- **2,000** young people participated in the different employment forums organized.
- **52** trainers benefited from sessions designed to reinforce their skills.

“We were delighted with the experts’ intervention on how to adapt our methods, which came at a time when we needed it most. We now have a very clear vision of what we want to do. The tools and counseling from which we benefited are pointing us in the right direction.”

Christine BECHARA, head of the cooking program for students with special needs from the Al Kafaat technical school.
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 Labor Organization). However, these activities are often not very viable. Without support, these businesses have very little hope of survival and growth.

Since the end of the 1990s, the IECD and its partners have implemented the Support Program for Very Small Enterprises (VSE), which helps heads of small businesses or start-up entrepreneurs to consolidate and expand their activity by improving their management skills. Basic Management Training (BMT) targets active entrepreneurs, but those wishing to start their own business are also supported by Start-Up Training (SUT). These two courses include theoretical sessions in the classroom and several hours of individual support for up to one year after training. This support plays a key role in the appropriation of management notions and tools by entrepreneurs.
After this, and in order to avoid the isolation of active entrepreneurs, the IECD and its partners came up with the idea of creating the Entrepreneurs Club, which offers thematic evenings, specialist training (management, marketing, financial analysis and IT), personal advice and access to a computer room. The Club favors the creation of a network and offers the opportunity to update or strengthen skills. The results are quickly visible and enterprises start to generate larger and more stable benefits and even create jobs. They contribute to improving the living conditions of entrepreneurs, their families and their employees.

The path of an entrepreneur at the Management and Services Centers

**2016 RESULTS**

3,747 women and men benefited from the activities organized in the eight countries of the VSE program, 40% of whom were women.

81% of entrepreneurs use at least one management tool (cashbook, stock cards, etc.) 6 months after the training (compared to 36% when signing-up).

76% of certified entrepreneurs have professional and/or personal savings and are working on developing their business six months after the training (compared to 52% when signing-up).

26% of VSE created at least one job six months after the training.

**MSE PROJECT - SUPPORT TO THE CREATION OF MICRO AND SMALL ENTERPRISES IN THE IVORY COAST**

Training for 4,000 young entrepreneurs between 18 and 40 years old

2016 BUDGET: €637,500

In the frame of the Debt-Reduction-Development Contract (C2D), a cooperation mechanism whereby the debt of poor countries is redistributed in the form of subsidies, the IECD-Ivory Coast was chosen to support small Ivorian enterprises.

Launched officially in April 2016 during a ceremony chaired by the Minister for the Promotion of Youth, Youth Employment and Civic Service, the Micro and Small Enterprises project (MPE) aims to train 4,000 young entrepreneurs between 15 and 40 years old. It allows the IECD to widen its activities for very small enterprises in the Ivory Coast with the launch of several year groups in rural areas and outlying towns of Abidjan (Bonoua) and Yamoussoukro (Toumodi and Bouaflé).

**2016 RESULTS**

1,669 entrepreneurs participated in the Basic Management Training or the Start-Up Training.

28% of start-up entrepreneurs created their company.

For the past 10 years I have had several businesses without really knowing how to go about things properly. My lack of organization meant that I was always tired and, before attending the training, I felt very pessimistic. Things started to change after the first few sessions I have progressed from selling three boxes of eggs a day to seven. And I now know how to ensure a relationship of trust with my customers thanks to three words that I will never forget: transparency, cordiality and confidence. But, my best reward is having learned how to organize myself so that I can take care of my child and my business”.

Salimata KOMENAN, Basic management student in 2016, Abidjan, Ivory Coast
TRAINING AND SUPPORT TO LOCAL ENTERPRISES/SME (FAEL) - CONGO

Launched in 2014, the FAEL project came to an end in August 2016. Its objective was to support the heads of SMEs in Pointe Noire in order to boost their businesses:

- Coaching to empower entrepreneurs and help them to identify their challenges and define their action plans.
- Thematic guidance by experts in financial management, marketing and human resources/management in order to help company owners put their action plans into practice.

Following this convincing experience, a spin-off of the coaching/support for SMEs project is being planned in other countries.

THE ENTERPRISES DEVELOPMENT NETWORK

The Enterprises Development Network (EDN) brings together local associations which have gradually been created in order to implement and supervise the activities of the Support Program for Small Enterprises in partnership with the IECD.

Since 2010, the collaborative work has led to the organization of annual seminars which enable exchanges concerning the definition of training content and common ideas about methodology. Together, the Network’s members undertake to develop, improve, expand and preserve the unity of the Support Program for VSEs. In October 2016, the 6th regional seminar of the EDN was held in Ebolowa, South Cameroon, and brought together more than 20 representatives of associations from Cameroon, Congo, the Ivory Coast and Madagascar, as well as the IECD’s VSE Program managers. The themes studied were business diagnosis, team performance management, training of vulnerable populations and impact assessment. Following the seminar, cross-cutting working groups will continue the projects initiated throughout the year.

For further information: http://reseaued.org/

"Before the training, I didn’t have any safeguards, I was just making my way without knowing where I was going or why. I am very successful now and am envied by others. I have become a sort of reference. Faced with my staff’s difficulties in understanding and progressing, I decided to send them on the same course as me and their outlook has changed. Often, "Bosses" think they know it all, a fatal error with serious consequences for them. They always go bankrupt and have to start all over again!"

Henry NSAME,
Fishing entrepreneur
supervised by Cameroon Enterprises Development (CED)
Street vendors represent 11% of informal non-agricultural jobs and 15% of the food offering in Ho Chi Minh City. Already very vulnerable, today, street vendors are even more threatened faced with the recent implementation of aggressive planning policies, in particular in certain tourist areas.

Alongside the training offering for street vendors available since 2013, the IECD has participated in the analysis of the role played by street vendors in the urban development of cities such as Ho Chi Minh City. In May 2016, a round table on the theme of the "sustainable development of subsistence resources for street vendors" brought together 115 participants, including representatives of local authorities, town planning experts, civil society (enterprises and associations) and street vendors. Following this debate, the IECD continued the work with the production of a White Book with a view to identifying and outlining original initiatives in the associative and business world; this work was completed by in-depth documentary work and interviews with experts and presents the solutions proposed by street vendors themselves.

WOMEN CENTER STAGE!

Based on the observation that two-thirds of businesses in the world are created by women, the IECD’s programs focus on their financial independence as a key vector for sustainable economic development. However, women face many obstacles and it should be highlighted that the income generated from their activities has a limited potential for growth.

The IECD is building relationships with local partners involved in the promotion and empowerment of women and is setting up many initiatives that help women to develop their activities: 40% of the beneficiaries of the IECD’s Support Program for VSEs are currently women and this percentage is particularly high in some countries (80% in Palestinian Territories, 78% in Lebanon, 76% in Vietnam, 64% in Madagascar).

Some projects are even reserved solely for women. Thus, in Palestine, the IECD supports the development of a women’s cooperative which currently employs about 20 workers and also offers an agri-food training course in order to provide women in the East Jerusalem region with marketing and management skills.

Since the end of 2015, the IECD has been working with the Women’s Union, a socio-political organization that helps and supports Vietnamese women. In 2016, the IECD trained about 50 women from this organization in the basics of management. In Congo-Brazzaville, 32 young street girls participated in the basic management training thanks to a partnership with the ASI association.

In line with these projects, the IECD has built a partnership with the Bel group which aims to support and train street vendors in the Ivory Coast, DRC and Vietnam, a majority of whom are women, in how to manage their business. The training content was reviewed in order to adapt to a less educated public and 276 people were trained in 2016.

When a woman grows, society grows with her.”

Nada al-Khoder, President of the Women’s Association in Hrar, beneficiary of the basic management training, Lebanon.
SUPPORT TO SMALL ENTERPRISES
IVORY COAST (2007)

LOCATION
Abidjan (Municipalities of Cocody and Marcory), Bouaké and Yamoussoukro

LOCAL PARTNER
Ivory Coast Enterprises Development (ICED)

2016 BUDGET
€311,000

In 2016, the IECD focused on training young people and vulnerable populations with literacy problems. It also encouraged the networking of entrepreneurs with the organization of “Local Entrepreneur Days (LED)”, which brought together more than 250 participants. In total, 648 traders, artisans, entrepreneurs and start-up entrepreneurs benefited from the Basic Management Training and Start-Up Training (SUT). They were then offered the chance to join the Entrepreneurs Club in order to benefit from Specialist Training in marketing and management.

2016 RESULTS

492 entrepreneurs
qualified in the Basic Management Training (BMT), including 83 street vendors, and 18 disabled people

156 start-up entrepreneurs
were trained in business creation thanks to the Start-Up Training (SUT), including 20 people with reduced mobility.

139 members
of the Entrepreneurs Clubs in which they were able to benefit from Specialist Training (ST) designed to strengthen their skills. 40 thematic evenings organized in the four centers with 850 participants.

SUPPORT TO SMALL ENTERPRISES
DEMOCRATIC REPUBLIC OF THE CONGO (2010)

LOCATION
Kinshasa (municipalities of Masina and Kalamu)

LOCAL PARTNER
DRC Enterprises Development (DRCED)

2016 BUDGET
€317,000

Since 2010, the team of DRCED has worked on the implementation of the Support Program for VSEs in poor neighborhoods of Kinshasa through its Management and Services Centers (MSC) and its mobile unit: created in 2015, in 2016, it organized 7 courses for street vendors and enabled the qualification of 72 people. Furthermore, in 2016, DRCED formed several partnerships with local associations in order to improve the management skills of their members. This led to a significant increase in the volume of business.

2016 RESULTS

260 entrepreneurs
qualified in Basic Management Training (BMT), including 72 street vendors.

1 basic management training was designed solely for women refugees from DRC’s neighboring countries (Central African Republic, Sudan, Angola, Burundi, etc.).

38 start-up entrepreneurs
were trained in business creation thanks to the Start-Up Training (SUT).

61 members
of the Entrepreneurs Clubs in which they were able to benefit from Specialist Training (ST) in order to perfect their skills.
SUPPORT TO SMALL ENTERPRISES
CAMEROON (1998)

LOCATION
Yaoundé, Douala, Bafoussam, Kribi and Garoua.

LOCAL PARTNER
Cameroon Enterprises Development (CED) since 2006.

2016 RESULTS
240 entrepreneurs qualified in Basic Managing Training (BMT).

24 start-up entrepreneurs
were trained in business creation thanks to the Start-Up Training (SUT).

84 members
of the Entrepreneurs Clubs in which they were able to benefit from Specialist Training (ST) in marketing, management, office skills and financial analysis.

2016 BUDGET
€382,000

The first country to develop the program, Cameroon has supported more than 5,000 entrepreneurs since 1998 and 264 in 2016 alone. The organization of company visits this year allowed entrepreneurs to compare their personal experience with that of a local company. The meetings encouraged observation, a critical analysis and interaction with entrepreneurs. Its objectives were to develop networking among entrepreneurs, create examples and promote emulation, draw inspiration from the experiences of others and developing potential synergies.

SUPPORT TO SMALL ENTERPRISES
MADAGASCAR (2013)

LOCATION
Antananarivo (“67 Hectares” and “Andravoahangy” neighborhoods.

LOCAL PARTNER
Madagascar Enterprises Development (MED)

2016 RESULTS
160 entrepreneurs qualified in Basic Managing Training (BMT).

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

66 members
of the Entrepreneurs Clubs in which they were able to benefit from Specialist Training (ST) in order to perfect their skills and 18 thematic evenings.

2016 BUDGET
€119,000

Developed since 2013 in two poor neighborhoods of the capital, Antananarivo, in 2016, the program adapted to new demand with the outsourcing of a training course to the rural environment and the construction of several partnerships with associations working towards the reintegration of vulnerable women. Furthermore, new specialist courses in IT, marketing, management and financial analysis were provided for Entrepreneurs Club members in order to strengthen their skills.
SUPPORT TO SMALL ENTERPRISES
CONGO-BRAZZAVILLE (2014)

LOCATION
Pointe-Noire and Brazzaville

LOCAL PARTNER
Pointe-Noire Industrielle Association (APNI)

2016 BUDGET
€181,200

2016 RESULTS

176 entrepreneurs qualified in Basic Managing Training (BMT).

28 start-up entrepreneurs were trained in business creation thanks to the Start-Up Training (SUT).

57 members of the Entrepreneurs Clubs in which they were able to benefit from Specialist Training (ST) in order to perfect their skills.

45 artisans with disabilities were supported in the management of cooperatives in the frame of a collaboration with the AVSI association.

More than 2,800 visitors and 24 entrepreneur exhibitors attended the Entrepreneurship Forum.

2016 was marked by the opening in January of the Entrepreneurs Club in Brazzaville, following in the footsteps of the one in Pointe-Noire opened in 2014. The organization of the 2nd Entrepreneurship Forum in September 2016 and the launch of the “Discussions around Work” (“Masolo ya Mosala”) in Brazzaville also helped to stimulate networking and the creation of partnerships.

SUPPORT TO SMALL ENTERPRISES
VIETNAM (2013)

LOCATION
Ho Chi Minh City

LOCAL PARTNER
Social Development Training Center (SDTC)

2016 BUDGET
€205,000

2016 RESULTS

264 entrepreneurs qualified from the 22 Basic Management Training (BMT) sessions, including 46% of street vendors.

44 start-up entrepreneurs were trained in business creation thanks to the Start-Up Training (SUT).

400 entrepreneurs took part in the thematic evenings.

In Ho Chi Minh City, the program supports small sedentary entrepreneurs and street vendors who are particularly vulnerable to the city’s planning policies. In 2016, increased synergies with local associations and public institutions offered a range of complementary services, such as access to funding or social services. Also, in 2016, the IECD worked on the drafting of a White Book concerning the situation of street vendors in Vietnam (see inset p.50).

In 2016, the IECD set up a new type of activity, “Coffee Talks”: a beneficiary explains to others how she managed to develop her company on the basis of the themes such as customer service, human resources, franchises, etc. The first Coffee Talks brought together 106 entrepreneurs.
**SUPPORT TO SMALL ENTERPRISES**

**LEBANON (2010)**

**LOCATION**
Tripoli, North Lebanon and Beirut

**LOCAL PARTNER**
Association Semeurs d’Avenir

**2016 BUDGET**
€93,000

**2016 RESULTS**

- **70 entrepreneurs** qualified in Basic Managing Training (BMT) and **162 personalized monitoring visits**.
- **84% of entrepreneurs** use the management tools one month after training (compared to 29% when signing-up).
- **66% of entrepreneurs** have a savings plan (compared to 42% when signing-up).

To date, more than **600 small entrepreneurs** from the city of Tripoli and the entire North region have benefited from Basic Management Training (BMT) and Start-Up Training (SUT). One of the specific features and strengths of the BMT is the **personalized monitoring** of each entrepreneur: Five visits were planned during the training. These ensured a good level of appropriation and use by the entrepreneurs of the tools learned during the classes. In 2016, 100% of the visits were implemented, highlighting the implication of the trainers.

**SUPPORT TO SMALL ENTERPRISES**

**PALESTINIAN TERRITORIES (2011)**

**LOCATION**
East Jerusalem, Al Aizarieh

**LOCAL PARTNER**
Al Aizarieh Development Cooperative.

**2016 BUDGET**
€260,000

**2016 RESULTS**

- **70 entrepreneurs** qualified in Basic Managing Training (BMT).
- **21 start-up entrepreneurs** were trained in business creation thanks to the Start-Up Training (SUT).
- **64 women** trained in food production (jams, wedding cakes, labneh).

Despite a deterioration in the political and security context in Palestine in 2016, the IECD trained **70 entrepreneurs** in basic management and supported **21 start-up entrepreneurs** in preparing their business plan, thus bringing to an end a project financed by the European Union. These entrepreneurs, 80% of whom are women, were able to improve their management skills in view of the very severe economic difficulties in the East Jerusalem and Anata region.

Since 2010, the IECD has also supported a **women’s cooperative in Al-Aizarieh**, active in food processing and textile production. In 2016, the cooperative in Al-Aizarieh, in partnership with Islamic Relief, prepared more than 1,300 food baskets for vulnerable Palestinian families, thus doubling its turnover.

Since the end of 2011, the activities have benefited more than **700 people**.
The IECD helps to structure agricultural sectors that create job opportunities by supporting several entrepreneurial initiatives in the agricultural and agri-food sector: this are the APONH project, which aims to improve the income of farmers in West Cameroon, and the TRANSFORM project, which develops new local food sectors through training and support for their main stakeholders. These actions target farmers as much as distributors, processors, transport companies and other stakeholders involved in the sectors concerned. By supporting all the links in the chain, the IECD aims to create a favorable economic environment in which entrepreneurs are able to roll out their skills and enjoy a sustainable activity that creates jobs. Through its intervention, the IECD wishes to offer a complete and global response to the problems encountered by entrepreneurs and farmers: strengthening of their technical and management skills, networking, logistical and material support, help with marketing.

![Carlos (left - see testimonial next page) and Calvain, participants in the APONH project, below the shelter built to reduce the impact of pests.](image-url)

**RURAL ENTREPRENEURSHIP**
APONH PROJECT
CAMEROON (2014) - Douala, Dschang

LOCAL PARTNERS
Young agricultural engineers working for integrated development in Cameroon (JAADIC). The Organic Women of Tsinbeu.

PROJECT LAUNCH
2014

2016 BUDGET
€193,000

SUPPORT FOR THE "MOINEAUX" SCHOOL

At the same time as structuring the agricultural sector, the APONH project supports the Moineaux School in Baléfè-Bafou and the adjoining orphanage by improving the schooling conditions of 230 children from 3 to 12 years old.

2016 RESULTS

200 children benefited from meals three times a week. 6 classrooms were paved in order to improve the cleanliness of the school. Over 25% children more attending school in 2015/2016.

The Aponh project aims to help to improve the living conditions of farmers in West Cameroon. Based on the social enterprise model, the project focuses simultaneously on the creation of commercial activities (production and sale), and the acquisition of technical skills (training and support for the sector’s different stakeholders) in order to create value, the benefits of which contribute to the social development of the environment (improvement of families’ living standards, meals delivered to a primary school). A social enterprise aims to find a balance between the revenue generated and the social impact on the local environment. The long-term goal is the eradication of poverty.

In 2016, local distribution channels for fresh vegetables were developed, including training of farmers, the programming of sowing, deliveries and sales. The network sells a range of 40 different products. The sale of vegetables by the farmers supported doubled. Five of them were provided with support to build a shelter which helped to reduce the impact of pests and integrated new production techniques (staking and pruning tomatoes, systematic ridging).

31 farmers were supported in their production activities and benefited from access to new markets.

21 tonnes of local fruit and vegetables were sold in Douala for a sum of €33,650.

at least 10 innovations tested successfully, such as the drip watering system, the construction of shelters, the introduction of new plant varieties, etc.

Carlos and Edwige TETTAN, beneficiaries of the APONH project in Cameroon.

“We have changed many aspects of our working methods: we sow crops less close together in order to leave enough room for each plant, we pay more attention to the amount of products used to treat crops and we form ridges around the crops several times in order to increase harvests. These results help our family a great deal. We have four children between 1 and 8 years old. The income we make allows us to buy rations of oil, some clothes, pay school fees and buy some books for the children at the start of the year.”
The TRANSFORM project contributes to structuring local agri-food sectors through training and support for their main stakeholders: Farmers, Small and Medium Companies specializing in food processing and informal very small food business; food stalls, Attiéché makers, donut sellers, etc. Farmers and managers of informal food businesses are guided individually at their workplace in order to improve their production and sales skills and the management of their activity. Entrepreneurs and start-up entrepreneurs in the food sector benefit from an innovative system to guide them in the marketing of new processed food products: an incubation program devoted to businesses in the sector, combining group training, individual coaching, specialist advice, laboratory testing and networking. Advice is provided at each step in the development and launch of products: market research, production tests, definition of retail price, development of marketing strategy, supply of raw materials and packaging, formalization of a viable business model and business plan, etc.

The business incubator is housed at a training and services center in rural areas as close as possible to farmers. With a containerized design and compliant with food production standards, these versatile centers make professional equipment available to entrepreneurs so that they are able to create and produce quality local finished products that can be sold directly.

After Cameroon, a second TRANSFORM center was opened in the Ivory Coast in June 2016. It has already enabled two incubation programs to be launched providing support for 19 entrepreneurs and start-up entrepreneurs. Three of them enjoy monthly growth of their turnover exceeding 10%.

As an entrepreneur, I had to really start to become a company manager. Participating in the incubator process allowed me to improve the quality of my products, conduct microbiological analyses, improve my labeling and packaging. TRANSFORM allowed me to access more markets, in particular by obtaining an authorization to sell at TOTAL stores and being referenced by Carrefour.

Aurelle Leblond, SIKKA SARL (production and sale of fresh fruit drinks), Ivory Coast.

2016 RESULTS

41 entrepreneurs integrated into the incubation program and supported in the launch or development of their food business project (22 in Cameroon and 19 in the Ivory Coast). Six months after the start of the procedure, 41% of them sell at least one processed product.

99 farmers trained and supported in order to become agricultural raw material suppliers for food companies and formal local distribution channels (63 in Cameroon and 36 in the Ivory Coast). Six months after training, 44% of them have at least one new client.

74 small food business owners (young people and rural women) trained in the basic management of their business and strengthened in manufacturing techniques (47 in Cameroon and 27 in the Ivory Coast). Six months after training, 68% of them have improved the quality of their product and/or the hygiene of their production.
HEALTHCARE

SUPPORT FOR HEALTHCARE STRUCTURES (PASS) 60

IMPROVEMENT OF CARE FOR PEOPLE SUFFERING FROM SICKLE-CELL DISEASE 62

SPECIAL SUPPORT 65
Sickle-cell disease is the leading genetic disease in the world. It affects the blood and causes intense pain, anemia and an increased risk of infection.

In Central Africa and Madagascar, about 20% of the inhabitants are healthy carriers of the sickle-cell disease gene. Every year, almost 2% of newborns 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 among the population about the disease.

However, a neonatal test and early treatment can help to improve life expectancy and their living conditions.
The Congolese healthcare system suffers from many shortages: inadequately or insufficiently trained teams, healthcare structures with obsolete and insufficient equipment, lack of management skills. Since 2012, the IECD has managed the Support for Healthcare Structures Program (PASS) in Pointe-Noire in order to improve care for women and vulnerable children within partner healthcare structures. In 2016, in a difficult economic climate, PASS continued to support eight healthcare structures in various neighborhoods in the city: 7 healthcare centers and a base hospital.

**The Four Components for Strengthening Healthcare**

**Technical Skills**

39 training sessions on hygiene, technical care methods, team work and professional values, completed by daily support in the field.

**Management Skills**

Four private partner centers benefited from management training (accounting support, budgetary monitoring, pharmaceutical stock management, improvement of the patient path).

**Renovation of Facilities**

In order to ensure a better reception for patients and an improvement of care: roofs, tiling, access to water, adapted medical equipment.

**Community Information**

Through awareness-raising campaigns on public health subjects (malaria, breast-feeding, sickle-cell disease).
Focused on a logic of the constant development and empowerment of healthcare centers, PASS brought several major innovations to its methodology in 2016:

• **Evaluation of staff competences**: the observation of healthcare staff practices helped to identify major lines of progress and assess the quality of care.

• **Creation of a training offering** for intermediate management staff in healthcare centers: organization of care in the services (management of teams, hygiene, planning of care) at the same time as the creation of adapted tools and support in the field.

• Finally, a **survey** was conducted at two maternity units in order to assess the **rate of infection** after giving birth. The results of the survey show a **sharp decrease**. This innovative work has enabled the production of reference data in Congo, in a context where few comparative studies are available in Africa.

**STRENGTHENING OF THE MOTHER-CHILD HOSPITAL IN MONKOLE (CHME)** in Kinshasa

**LOCAL PARTNER**
Congolese Center for Culture, Training and Development (CECFOR)

**PROJECT LAUNCH**
1991

**2016 BUDGET**
€33,300

The CHME, the reference hospital for the sub-region, is a technical partner of the IECD for PASS. It is also at the origin of the program designed to fight sickle-cell disease and a technical benchmark for the program’s four countries.

Since 1991, the IECD has provided continuous support to the Management Committee of the Mother-Child Hospital (CHME) in Monkole concerning hospital management, the identification of new financial partners, and occasionally supplies the CHME with biomedical equipment.

**2016 RESULTS**

830 births
handled at the Mother-Child Hospital in Monkole (**30% increase since 2015**).

87,000 patients
seen in consultations benefited from quality care (**6% increase since 2015**).
IMPROVEMENT OF CARE FOR PEOPLE SUFFERING FROM SICKLE-CELL DISEASE

The program aims to reduce mortality among children suffering from sickle-cell disease and improve their living conditions through support for different healthcare structures on the basis of the following lines:

- **Screening at birth**
- **Training of healthcare workers**
- **Monitoring and management of sickle-cell disease patients**
- **Therapeutic education for parents and awareness-raising among the general public**
- **Appeal to health authorities to make sickle-cell disease a public health issue**
- **Strengthening of the Network Study of Sickle-Cell Disease in Central Africa (REDAC) in order to promote scientific exchanges and good practices**

**THE REDAC CONGRESS** (Network Study of sickle-cell disease in Central Africa) - 25/27 May 2016 - Kampala (Uganda)

The congress, organized every two years, is becoming increasingly famous: in 2016, it brought together more than 500 participants from 18 countries in Africa, Europe and America. This high attendance bears witness to the importance of sickle-cell disease in terms of public health. Apart from sharing experiences, which improves practices when caring for the sick, this international congress offered a great opportunity to discuss the latest research and new therapeutic data. Thanks to the presence of several African health ministers, it was also an opportunity to continue to appeal for more attention from health authorities with regard to the situation of patients.

**Affiah is a child with sickle-cell disease.** Discover her story in the documentary filmed in DRC (on our website), the aim of which is to inform local communities about the disease and fight discrimination. A short version aims to encourage public authorities to become more involved in this public health issue.
The IECD has committed to the Support Platform for Protection against Sickle-Cell Disease (PAFOVED) in DRC in order to improve care of the sick and favor their integration into society; the screening of children has been deployed in 39 maternities and care is ensured in 12 healthcare centers.

In 2016, 25 information sessions in schools and universities allowed young people to learn about transmission methods and make them aware that they might be a healthy carrier without realizing it.

Among the patients we monitor, we have managed to reduce the frequency of attacks by 40% and halve the mortality rate among children under five. Also, thanks to the information initiatives, they now go to school and their teachers know how to support them.”

Professeur Léon TSHILOLO
pediatrician, hematologist director of the Health Training and Support Center (CEFA), Monkole Hospital, founder and President of REDAC

2016 RESULTS in DRC

1,350 sickle-cell disease patients benefited from quality care (consultations, vaccines, drugs) in the partner healthcare centers.

16,500 children were screened in order to facilitate the early treatment of sickle-cell disease.

21,000 people were informed about the disease.

300 healthcare professionals were trained in the screening and treatment of sickle-cell disease.

Initially established in four urban areas, the program was extended to four additional towns in 2016. In particular, it was strengthened on the east coast of the island, where there is a higher occurrence of the disease. In partnership with the LCDM patients’ association and the HJRA university hospital, the project helped to create an early screening procedure. In each of the eight towns, a reference doctor, in association with the local patients’ association, is responsible for medical care and information. “Available 24/7, they are very close to the families”, explains Monique Razafinimanana, the medical coordinator of LCDM. These doctors are aided by regular support missions and training.

In parallel, an information campaign in schools, the media and among the general public regularly helped to recall the key messages about sickle-cell disease: method of transmission, the importance of knowing your status and how to live with sickle-cell disease.

2016 RESULTS in MADAGASCAR

1,700 sickle-cell disease patients benefited from quality care (consultations, vaccines, drugs) in the partner healthcare centers.

9,800 children were screened in 7 partner maternity units, in order to facilitate the early treatment of sickle-cell disease.

12,000 people were informed about the disease.

92 healthcare professionals were trained in the screening and treatment of sickle-cell disease.

Among the patients we monitor, we have managed to reduce the frequency of attacks by 40% and halve the mortality rate among children under five. Also, thanks to the information initiatives, they now go to school and their teachers know how to support them.”

Professeur Léon TSHILOLO
pediatrician, hematologist director of the Health Training and Support Center (CEFA), Monkole Hospital, founder and President of REDAC
During the school fete, we organized a minute’s silence for a first-year student with sickle-cell disease who had died recently. A collection was made among his first-year classmates to help the family pay for the hospital fees. After the death of our classmate from sickle-cell disease, some students contacted the Health Club for more information about the disease. Since we had benefited from training on sickle-cell disease from the IECD team last year, we were able to answer their questions.

President and Vice-President of the Health Club at the High School in Ekounou

The program to improve care for sickle-cell disease was extended to Cameroon in 2015 in partnership with the GEDREPACAM and the Pasteur Center in Cameroon. Developed initially with four healthcare structures in Yaoundé, it was extended to Douala with three other maternity units. The IECD has enabled the setting up of several actions: systematic screening on birth in seven maternity units (pilot action), training of medical staff to diagnose and care for patients, support for families affected by sickle-cell disease and the setting up of preventive actions among a young audience.

EDUCATIONAL TALKS AND PRIMARY EDUCATION

A sick child is a drama in a family: in order to help parents and sickle-cell disease patients to overcome their difficulties, therapeutic education sessions, "educational talks", ensured discussions, advice and better quality of care for patients. In 2016, primary prevention started in high schools: students, future parents were invited to understand the disease and how it is transmitted. It was also the opportunity for students and teachers to accept another person’s illness, avoid stigmatizing children with sickle-cell disease and set up measures to help their integration.

ENCOURAGE PARENTS TO COLLECT SCREENING RESULTS

Healthcare centers work on finding as many screened sickle-cell patients in order to integrate them into the early treatment program. To encourage parents to come and collect their results, an SMS campaign was launched at the end of 2016: this system allowed the transmission of results to parents to be doubled.

LOCALISATION

CAMEROON

Yaoundé, Douala

LOCAL PARTNERS

GEDREPACAM (Research Group on Sickle-Cell Disease in Cameroon) and the CPC (Pasteur Center in Cameroon).

PROGRAM LAUNCH

2015

2016 BUDGET

€129,000

Information campaign at the Général Leclerc High School in Yaoundé, Cameroon.

2016 RESULTS in CAMEROON

<table>
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<th>63</th>
<th>7,700</th>
<th>20,600</th>
<th>335</th>
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<tr>
<td>sickle-cell patients</td>
<td>children</td>
<td>people</td>
<td>healthcare professionals</td>
</tr>
<tr>
<td>benefited from quality care (consultations, vaccines, drugs) in the partner healthcare centers.</td>
<td>were screened in 7 partner maternity units, in order to facilitate the early treatment of sickle-cell disease.</td>
<td>were informed about the disease.</td>
<td>were trained in the screening and treatment of sickle-cell disease.</td>
</tr>
</tbody>
</table>

Information campaign at the Général Leclerc High School in Yaoundé, Cameroon.
Sickle-cell disease neonatal screening activities started in 2016 in three partner healthcare structures in Pointe-Noire. A laboratory was equipped and put into operation for analyzing samples. About 100 staff members from maternity units were trained in sickle-cell disease, as well as in sampling and patient information techniques. During prenatal consultations, about 2,000 pregnant women were told about the need to screen their child at birth and were informed that this screening was free.

**2016 RESULTS in CONGO-BRAZZAVILLE**

- 1,900 children were screened at partner maternity units in order to facilitate the early treatment of sickle-cell disease.
- More than 2,500 people informed about sickle-cell disease, including 2,000 pregnant women during prenatal consultations.
- 94 healthcare professionals were trained in the screening and treatment of sickle-cell disease.

**THE ALEPPO ORTHOPEDIC CENTER**

Opened in 2003 thanks to the support of the IECD, the Aleppo Orthopedic Center (COA) is one of the last hospitals still working in the city. Devoted to orthopedic care before the war, its mission today has changed to deal with the needs of wounded civilians. At the end of 2016, the COA acquired a second-use scanner with the support of the IECD.

**THE MADAGASCAN APPLIED RESEARCH INSTITUTE**

Based in Antananarivo and supported by the IECD since 1989, the Madagascan Applied Research Institute (IMRA) has been carrying out research on Madagascan medicinal plants for the past 50 years. It develops its drugs with the active extract of plants and supplies them to the local population at affordable prices. A foundation recognized as being of public interest, in addition to its research laboratories, the IMRA also houses a healthcare center which welcomes about 20 patients a day, 6 days a week. The Institute is a member of the Francophone University Agency (AUF) and adjunct to the Health Ministry. As such, it welcomes pharmacy and life science undergraduate and PhD students.
INTERVENTION AREAS

SUB-SAHARAN AFRICA 68
INDIAN OCEAN 71
MIDDLE EAST AND NORTH AFRICA 72
SOUTHEAST ASIA 74
Sub-Saharan Africa is the region where the IECD has the majority of its actions with 47% of its activities undertaken in this area in 2016. In the 1990s, it built a network of Family Farm Schools (FFA) and supported the development of establishments offering training in hospitality-catering and electrical engineering careers. It was also in Africa that the Support to Small Enterprises (VSE) program started almost 20 years ago. Today, it is testing new methods of intervention, such as the implementation of some of the activities through support from social enterprises (e.g. SOFRULECAM) in the agricultural and food sectors, in particular with the APONH and TRANSFORM projects.

Finally the in the field of health, the IECD offers its support to more than 87 healthcare structures in order to improve patient care.

### Since 1991

- **5 Countries**: DRC, Cameroon, Nigeria, Ivory Coast, Congo-Brazzaville
- **Operating budget**: €4,370,000
- **21 Local partners**
- **68,000 Beneficiaries** including 60,000 in the frame of the Healthcare program
- **19 Projects in progress**
IVORY COAST
For 20 years, the IECD and its partner the PEFACI, has brought relevant solutions to the needs of young people in rural areas with the Family Farm Schools program which, today, involves 15 partner schools. For the past 10 years, it has also supported small urban enterprises (500 in 2016) with its partner CIED, through the Support to Small Enterprises program. In 2016, the launch of the Support to Micro and Small Enterprises (MPE, see p.47) program, thanks to the partnership with the BCPE (Ivorian public authority) marks the move to the scale of the VSE program focused, in particular, on training and support for young people.

Thanks to this project, and that of the training and support to small and medium agricultural enterprises program (MPEA), as well as the opening of a TRANSFORM center in a rural area, the Ivory Coast’s entrepreneurship sector is experiencing strong growth.

2016 was also the year of the launch of the “Seeds of Hope” program which aims to train young people in electricity, in partnership with two technical schools (Bonoua and Duékoué).

Finally, a study of the situation of sickle-cell disease in the Ivory Coast was carried out this year and should enable the Improvement of Sickle-Cell Disease program to be undertaken.

CAMEROON
In 2016, the IECD in Cameroon saw the deployment of a number of its actions in all sectors: agriculture, entrepreneurship and medical.

Since 1992, the Family Farm Schools (FFS) program has facilitated the professional integration of young farmers. Since 2014, two new projects designed to stimulate the rural economy have provided support to stakeholders in the market gardening (APONH project) and food sectors (TRANSFORM project): a new center located 1 hour from Doula opened its doors in 2016. This year, support for farmers was developed significantly alongside the launch of the social business SOFRULECAM, which offers new and higher revenue-generating openings for the farmers supported. The move into new markets generates local economic benefits that improve the population’s living conditions.

The Support to Small Enterprises program continued its development in 2016 with the deployment of the Start-Up Entrepreneurs training (SUT) with its partner CED and the extension of the partnership with the entry of the ICEP into the program in 2016, as well as the entrepreneurship information campaigns at high schools. It was in Cameroon that the annual meeting of the EDN (Enterprises Development Network) was held bringing together the partners of the VSE program in Africa.

Finally, the improvement of care for people suffering from sickle-cell disease program was rolled-out on a massive scale in 2016 with more than 7,000 children screened and more than 20,000 people informed, thanks in particular to the new partnership with the Pasteur Center in Doula.
CONGO-BRAZZAVILLE

The IECD has been working in Congo-Brazzaville since 2012, the year when it committed to supporting healthcare structures via the Support for Healthcare Structures Program (PASS), in a country where access to healthcare is a major public health issue. 2016 also saw the launch of the improvement of care for people suffering from sickle-cell disease program with the screening of about 2,000 children and the training of about one hundred healthcare staff.

The Support to Small Enterprises program has been deployed in Congo-Brazzaville since 2014 and after Pointe-Noire, a second Management and Services Center (CGS) opened its doors in 2016 in Brazzaville. Thanks to better communication (organization of the 2nd Entrepreneurship Forum and launch of the “Discussions around Work”), the program was extended to new audiences in 2016. The IECD deployed the FAEL project, which is a support methodology devoted especially to Small and Medium Enterprises (SME): it came to an end in 2016, but this fruitful experiment will soon be reproduced in other countries, including Cameroon.

DRC

The Democratic Republic of the Congo was the first country in Sub-Saharan Africa where, from 1991 the IECD supported its local partner, the CECFOR, in the development of the reference private hospital, the CHME in Monkole. Then, in 2006, the IECD committed to the Support Platform for Protection against Sickle-Cell Disease (PAFOVED) in the fight against the first genetic disease in the world.

In order to meet the needs of a rural population living in great poverty, the IECD has focused on other sectors of activity, such as the Support to Small Enterprises (VSE) in 2010 and the Family Farm Schools (FFS) in 2012. In 2016, the Support to Small Enterprises program focused on reaching new populations in new neighborhoods, in particular street vendors and women. The FFS Program obtained official recognition of its training courses in 2016. Thus, the Family Farm Schools increased their visibility and strengthened their attractiveness among young people.

NIGERIA

Although it was the first economic power in Africa up until 2016, Nigeria is a country where the riches are very unevenly distributed leaving a large majority of the population in extreme poverty. The economic crisis following the fall in the price of the barrel of oil since 2014 has only served to worsen the situation. In this country with a population of 180 million, half of which is under 18 years, young people are the first affected by unemployment. A recent study (2017) by an Employment Agency on a sample of 90,000 people in Lagos established that 45% of young graduates are unemployed. The quality of training is first in the line of fire. Furthermore, almost half of the population is illiterate.

Training in electricity deployed by the “Seeds of Hope” program in 2014, in partnership with the Institute for Industrial Technology (IIT) and industrial companies from the sector, targets young people from poor backgrounds. It allows them to access gratifying jobs and, at the same time, supply a qualified workforce for the energy sector and stimulate the local economy.
Madagascar is a major country for the IECD, which has implemented emblematic projects there since 1989 and focused almost 18% of its actions: for 10 years, it has been developing responses to the educational needs of children and young people from the rural high plateaus of Fianarantsoa with the CERES program, which supports children from junior school through to the Baccalaureate, and the "La Rizière" hospitality school. More recently, the SESAME program in Tananarive, has allowed motivated and deserving young people to continue their higher education in the capital, with the help of a complete program based on the model of the CERES program.

In parallel, and in order to help small entrepreneurs to escape the spiral of insecurity, since 2013, the IECD has deployed its Support to Small Enterprises program with its partner MED. In 2016, it outsourced its training in rural environments and built new partnerships with associations committed to the reintegration of vulnerable women: thus, 64% of the beneficiaries are women.

Finally, Madagascar is a country greatly affected by the first genetic disease in the world: sickle-cell disease. Since 2014, in partnership with the patients' association LCDM and the HJRA university hospital, the IECD has adapted its program to improve care for people suffering from sickle-cell disease. In 2016, it was extended to four additional towns, in particular on the east coast of the island, where there is a higher occurrence of the disease.
The Middle East & North Africa region is a strategic one for the IECD (almost one third of the operating budget in 2016) and it has had a strong presence there since 1989. Through its programs focused on the training and professional integration of young people, as well as support to small entrepreneurs, the IECD contributes at its own level to better social cohesion and helps to maintain the program by positioning itself as a vector for peace. In this area, the IECD also implements actions to allow vulnerable people, in particular children from Syrian refugee families and children with special needs, to benefit from access to education and healthcare. The delegation created in Lebanon in 2007 helps to ensure its influence throughout the region thanks to the people deployed in the field who implement projects alongside their local partners.
LEBANON
Lebanon, one of the first countries where the IECD based itself is a focus for almost 18% of its total activity. With a multi-disciplinary team of 35 people in three regions (Beirut, Tripoli, Saida), the IECD and its local partners work for young Lebanese people and Syrian refugees throughout the country thanks to technical training and professional integration projects, support to small enterprises and access to education. A regional platform in the Middle East, Lebanon is a pilot country where many innovative projects are initiated, such as the “Seeds of Hope” program that has since spread to seven other countries. Thanks to the very dense and varied network of partners (Ministries, municipalities, local associations, technical schools, confessional organizations, etc.), 2016 marked a change in gear with the development of short training courses and actions favoring access to employment, such as the creation of Career Guidance Offices. The IECD has now made it its mission to gradually transfer, in the long term, its competences to the Lebanese association Semeurs d’Avenir, a privileged partner.

SYRIA
In a context of constant violence and insecurity since 2011, children, teenagers and young people face a social and economic future that is severely compromised. Despite the difficulties, the IECD confirms its determination to maintain its actions in Syria. Via a local team comprising 42 people and the strengthening of the skills of 27 associations from civil society, the IECD’s actions have an impact throughout the territory. Their aim is the training and professional integration of young people, their psychological support and their personal development.

PALESTINIAN TERRITORIES
In a deprived economic and social climate with very few prospects for improvement, the IECD focuses its action on the East Jerusalem region. In response to the priorities of the population and families, two projects are implemented there in Bethany: the “Al Hamawi” education center and the Support to Small Enterprises program, which mainly targets women. This year, the prospect of a new project in the field of renewable energies, in partnership with the Salesians in Bethlehem, points at an extension of the IECD’s actions to other regions in the West Bank.

MOROCCO
Thanks to very fruitful partnerships with the Heure Joyeuse association and the Juk Spel Institute in Kenitra, the “Seeds of Hope” program has made a very good start: in 2016, it was extended to a third school, the Technical Training Center in Kenitra. These innovative impact assessment tools were developed in 2016 by a consortium of associations, including the IECD, and were tested for the first time in Morocco, with some very convincing results. Here, unemployment among young people affects about 40% of the population in rural areas and, every year, 400,000 young people drop out of school. With a recruitment rate of 74% after the Bac Pro in electricity, the “Seeds of Hope” program is a widely approved. Furthermore, the country forecasts that renewable energies and energy efficiency will require 50,000 jobs by 2020. A contest on the theme of renewable energies encouraged students to conceptualize green energy solutions and test them via prototypes. The contest winners presented their projects at the COP 22.

EGYPT
In a difficult economic climate where 25% of young Egyptians are unemployed, the IECD is successfully tackling the problem of young people’s access to employment. Egypt is one of the IECD’s most recent countries of intervention. In 2013, the “Seeds of Hope” program was deployed in Cairo and Alexandria in partnership with two Salesian schools. In agreement with the Ministry of Education and Vocational Training, as well as the French Chamber of Trade and Industry in Egypt, two new state schools are joining the program. They mainly target young people from poor backgrounds and mainly young girls. 2016 was also the year that the IECD obtained official recognition by the competent authorities to work in the country.
Although the unemployment rate is relatively low in Southeast Asia, it does hide some major disparities: part of the population - especially young people, women and ethnic minorities - remain on the margins of society, confined to the most unstable jobs. In view of this situation, vocational training and support to small entrepreneurs appears to be a suitable solution. The tourism sector is also identified as a major lever of economic development and social integration for these populations.

2016 was a critical year in the region with the more extensive deployment of IECD’s actions: in Vietnam, the “Seeds of Hope” program started with two subjects: “civil and industrial electricity” and “vehicle maintenance”. Since 2016, the IECD has also invested in Support to Small Entrepreneurs, in particular street vendors who are among the most marginalized. Furthermore, it supports the bread-pastry making school in Hué, a genuine social business which generates revenue from its sales that covers 95% of the school’s operating costs. In 2016, the IECD extended the model to Ho Chi Minh City, then to Yangon in Myanmar, a country where it also supports a vocational training center in the Inle Lake region.

In Thailand, the Karen minority, isolated in the mountains near the border with Myanmar, is excluded from the country’s economic development. The hospitality school in Mae Sot was created in 2009 to train young people mainly from this minority. The success of this school has encouraged the IECD to innovate with the creation of a regional platform (ASSET- H&C) which currently brings together about a dozen companies in the hospitality-catering training sector with a view to encouraging the exchange of good practices and improving the training offering.
**THAILAND**

The IECD has been working in Thailand since 2004 with vocational training programs for young Karen people, firstly in rural careers then, from 2009, in Hospitality-Catering. The Thai tourism sector represents 10% of GDP and employs several million people. Paradoxically, the training offering in this sector remains limited and relatively inaccessible. Therefore, in 2009, the IECD created the Hospitality School in Mae Sot, which really took off in 2011 with the development of training syllabuses, the creation of an application restaurant, the introduction of internships in companies and the construction of fruitful partnerships with many hotel groups, including AccorHotels and ONYX, allowing 80% of the students today to find a job after graduating.

In 2016, improvements to the project concerned the search for financial autonomy based on the social business model, as well as the official recognition of the training thanks to the signature of a framework agreement with the Mae Sot Technical High School: the HCTC’s syllabus is validated by the Ministry and certain general courses are taught at the technical high school.

**VIETNAM**

In this country with high economic growth, inhabited by more than 90 million people, the cities attract many rural dwellers looking for work opportunities and better living conditions. But, the urban environment often implies many challenges which the most vulnerable are not qualified to face. About ten million Vietnamese, artisans, traders, street vendors, live in very insecure conditions and, support a casual labor sector estimated to represent 20% of the GDP. In order to support this highly vulnerable population, the IECD’s team, based in Ho Chi Minh City, and its local partners are implementing the Support to Small Enterprises program. At the same time, a White Book was published about street vendors in HCMC. It presents the actions implemented by civil society in their favor, the recommendations of experts for a better understanding of their constraints in a more inclusive urban development plan and the solutions suggested by street vendors themselves.

2016 was also marked by the deployment of vocational training in Vietnam, with:
- The creation of a new training subject in bread-pastry making at the Thu Duc College of technology (TDC) in Ho Chi Minh City, which follows in the footsteps of the support provided for the bread-pastry making school in Huế (since 2015).
- The launch of the “Seeds of Hope” program in Asia with two partner schools in two technical disciplines: “civil and industrial electricity” and “vehicle maintenance”. For several years, the demand for technicians has continued to rise in Vietnam and the increase in enrollments in technical and vocational courses for the 2015-2016 school year reflects a change in the outlook of young people who understand that there are jobs at the end of it all.

**MYANMAR**

After several decades of economic and political isolation, Myanmar is currently experiencing one of the highest levels of growth in Southeast Asian countries. However, this situation hides a certain number of social and economic challenges which the country still has to face: although listed as one of the poorest countries in Asia, it is currently seeing the extremely rapid development of tourism, which the current facilities and workforce are unable to cater for. The hospitality-catering sectors need a qualified workforce more than ever, especially in basic trades.

In 2016, the IECD committed to supporting the Inle Heritage Hospitality Vocational Training Center (IHHVTC), a vocational training center devoted to hospitality-catering professions, which trains young people from modest families, mainly those from the Shan ethnic group. Also in 2016, the IECD finalized a partnership agreement with Lux Dev and the Hospitality and Tourism Ministry to develop a bread-pastry making school in Yangon.
2016 FINANCIAL REVIEW

In 2016, the IECD’s operating budget, excluding exceptional items, was €11.2 M compared to €10 M in 2015. On a comparable basis, the growth of the activity in 2016 was 12% compared to 8.5% in 2015. Therefore, 2016 marked a boost in activity with the continuation of the development of the IECD’s main programs, foremost among which:

- The VSE program (Support to Very Small Enterprises) and, in particular, the ramping up of the MPE project in the Ivory Coast financed by the C2D mechanism (Debt-Reduction-Development Contract),
- The GDE (Seeds of Hope) program which continues to spread to the Ivory Coast, Vietnam, Palestinian Territories and its ramping-up in Lebanon (GET project),
- The CERES-SESAME program and the ramping-up of SESAME in Madagascar,
- The Transform project in Cameroon and the Ivory Coast.

However, the FFS and PASS programs saw their operating budget fall in 2016.

In total, over the past year, 52 projects were implemented in 15 countries. The IECD develops most of its activities in Sub-Saharan Africa, the strong growth of which is led by the Ivory Coast and the MPE project, in the Middle East, marked by the growth of Lebanon compensated for by a decrease in Syria and in Palestinian Territories and Madagascar. The IECD is continuing its diversification in Southeast Asia (Vietnam, Thailand, Myanmar) and in North Africa (Egypt, Morocco) with 42% growth in 2016.

The share of operating costs in the total business figure stands at 8.3% compared to 9.8% the previous year, thus reflecting a controlled increase in operating costs, below that of the activity and within the management costs threshold established at 10%. The latter reflects the combined wish, on the one hand, to strengthen in numbers and seniority the supervisory support and operations control staff with a view to better risk management and, on the other hand, to ensure optimum use of the funds collected for development aid projects.

In 2017, the IECD’s activities will be based on the 8 flagship programs and should experience moderate growth.

When integrating exceptional items, the IECD’s overall budget is reduced from €14.2 M in 2015 to €13.4 M in 2016, marked by the end of an exceptional legacy project in 2015. The main exceptional item in 2016 is the continuation and delivery of the SESAME campus in the heart of Antananarivo.
Certification of accounts

The annual accounts, closed on 31 December 2016, 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.

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<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
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<td>Buildings</td>
<td>2,467,881</td>
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<td>Leasehold improvements</td>
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<td>Depreciation</td>
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<tr>
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<td><strong>Fixed assets</strong></td>
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<tr>
<td>Cash in bank</td>
<td>1,412,336</td>
<td>1,280,507</td>
</tr>
<tr>
<td><strong>Cash and cash equivalent</strong></td>
<td>4,081,366</td>
<td>3,957,966</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>40,965</td>
<td>23,357</td>
</tr>
<tr>
<td>Foreign exchange difference on receivables</td>
<td>2,419</td>
<td>5,908</td>
</tr>
<tr>
<td><strong>Accruals</strong></td>
<td>43,384</td>
<td>29,264</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,056,837</td>
<td>8,566,522</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND RESERVES</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable fund and reserves</td>
<td>250,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Association funds without right of recovery</td>
<td>3,196,435</td>
<td>-</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>48,067</td>
<td>54,783</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>23,748</td>
<td>43,283</td>
</tr>
<tr>
<td><strong>Charitable fund</strong></td>
<td>3,518,250</td>
<td>298,067</td>
</tr>
<tr>
<td>Provision for risks</td>
<td>222,505</td>
<td>206,415</td>
</tr>
<tr>
<td><strong>Provision for risks</strong></td>
<td>222,505</td>
<td>206,415</td>
</tr>
<tr>
<td>Dedicated public funds</td>
<td>1,177,221</td>
<td>1,586,956</td>
</tr>
<tr>
<td>Dedicated private funds</td>
<td>2,262,612</td>
<td>1,516,353</td>
</tr>
<tr>
<td>Dedicated endowment funds</td>
<td>1,321,315</td>
<td>4,551,404</td>
</tr>
<tr>
<td><strong>Dedicated funds</strong></td>
<td>4,761,148</td>
<td>7,654,713</td>
</tr>
<tr>
<td>Financial debts</td>
<td>11,060</td>
<td>11,060</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>148,837</td>
<td>170,784</td>
</tr>
<tr>
<td>Fiscal and social debts</td>
<td>172,841</td>
<td>199,327</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>221,912</td>
<td>24,060</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td>554,650</td>
<td>405,232</td>
</tr>
<tr>
<td>Deferred income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Foreign exchange liability</td>
<td>284</td>
<td>2,095</td>
</tr>
<tr>
<td><strong>Accruals</strong></td>
<td>284</td>
<td>2,095</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,056,837</td>
<td>8,566,522</td>
</tr>
</tbody>
</table>
## EXPENDITURES 2016

<table>
<thead>
<tr>
<th>DEVELOPMENT PROJECTS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants paid to projects</td>
<td>5 043 599</td>
<td>6 150 609</td>
</tr>
<tr>
<td>Real estate rental</td>
<td>289 971</td>
<td>287 358</td>
</tr>
<tr>
<td>Equipment purchase</td>
<td>439 687</td>
<td>429 443</td>
</tr>
<tr>
<td>Local technical assistance</td>
<td>3 451 681</td>
<td>2 979 821</td>
</tr>
<tr>
<td>Summer project expenses</td>
<td>817 158</td>
<td>938 591</td>
</tr>
<tr>
<td>Building and construction</td>
<td>1 352 084</td>
<td>-</td>
</tr>
<tr>
<td>Missions and technical expertise</td>
<td>756 590</td>
<td>721 586</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>3 986</td>
<td>6 514</td>
</tr>
<tr>
<td>Exceptional expenditures on projects</td>
<td>13 354</td>
<td>-</td>
</tr>
<tr>
<td>Expenditure on projects</td>
<td>12 168 052</td>
<td>11 513 922</td>
</tr>
<tr>
<td>of which exceptional item</td>
<td>- 2 322 740</td>
<td>- 2 942 140</td>
</tr>
<tr>
<td>Total projects excluding exceptional item</td>
<td>9 935 311</td>
<td>8 571 782</td>
</tr>
<tr>
<td>Commitments on public funding</td>
<td>1 177 227</td>
<td>1 356 956</td>
</tr>
<tr>
<td>Commitments on private funding</td>
<td>1 752 113</td>
<td>1 146 406</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>15 097 386</td>
<td>14 247 284</td>
</tr>
</tbody>
</table>

## LEGACIES MANAGEMENT

| Grants paid to projects        | - | 1 308 676 |
| Fees on legacies and donations | - | 261 |
| Rental expenses                | 26 827 | 27 216 |
| Allowance for depreciation on legacies | 65 452 | 59 689 |
| Allowance for provisions (securities depreciation) | - | - |
| Net result of assets sold      | 140 | 94 522 |
| Bank charges and diverses expenses | 6 600 | 4 505 |
| Commitments implemented        | 99 020 | 1 494 869 |
| of which exceptional item      | - | 1 308 676 |
| Commitments to be implemented  | - | 1 773 340 |
| **SUB-TOTAL**                  | 99 020 | 3 268 209 |

## OPERATING EXPENSES

| Rent, fees and equipment        | 126 431 | 125 972 |
| Payroll                        | 618 245 | 694 215 |
| Fees                           | 82 259  | 66 134 |
| Communication                  | 23 271  | 19 818 |
| Other charges (contributions, etc.) | 53 373 | 138 770 |
| Exceptional expenditures       | 42 987  | -      |
| Depreciation allowance         | 24 988  | 21 056 |
| Allowance for exposure to risks (projects) | 139 328 | 174 902 |
| **Sub-total**                  | 1 110 813 | 1 240 866 |
| Operating surplus              | 23 282  | 3 957  |
| **SUB-TOTAL**                  | 1 134 096 | 1 244 824 |

## EXPENDITURE ON INTERNATIONAL SERVICE CONTRACTS

| Direct project costs           | 232 780 | 225 564 |
| External services             | 0 5 091 |  |
| Indirect payroll              | 8 750  | 24 297 |
| Profit before income tax      | 2 304  | 46 266 |
| Income tax                    | 1 838  | 6 940 |
| Net profit                    | 466 | 39 326 |
| **SUB-TOTAL**                 | 243 834 | 301 218 |

## TOTAL

| 16 574 335 | 19 061 535 |

## INCOME 2016

<table>
<thead>
<tr>
<th>LEGACIES MANAGEMENT</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public funding</td>
<td>4 073 324</td>
<td>4 871 624</td>
</tr>
<tr>
<td>Corporate funding</td>
<td>2 406 399</td>
<td>1 579 402</td>
</tr>
<tr>
<td>Grants from foundations and charities</td>
<td>5 997 734</td>
<td>5 048 396</td>
</tr>
<tr>
<td>Donations and fundraising</td>
<td>148 469</td>
<td>694 135</td>
</tr>
<tr>
<td>Local funds and appeals</td>
<td>579 825</td>
<td>654 898</td>
</tr>
<tr>
<td>Financial income on projects</td>
<td>2 077</td>
<td>11 203</td>
</tr>
<tr>
<td>Exceptional items on projects</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Resources used on projects</strong></td>
<td>13 233 899</td>
<td>12 925 048</td>
</tr>
</tbody>
</table>

## OPERATING INCOME

| Members and directors contributions | 88 529 | 168 361 |
| Operating grants                  | 6 14 191 |
| Management fees on projects       | 869 875 | 828 345 |
| Management fees on legacies       | 5 869 | 34 454 |
| Financial income                  | 13 496 | 50 569 |
| Exceptional items                 | 15 929 | 5 305 |
| Reversal of exposure to risks (project) | 140 391 | 143 599 |
| **Resources not used**            | -     | 1 334 849 |

## INCOME ON INTERNATIONAL SERVICE CONTRACTS

| Service contracts               | 243 834 12 | 279 784 |
| Disbursement                    | -       | 21 434 |
| **Total**                       | 243 834 | 301 218 |

## TOTAL

| 16 574 335 | 19 061 535 |

---

1. Subsidies which do not come through IECD and locally received "contribution in kind".
2. Resources actually received during the year.
3. Exceptional expenditures on projects.
4. Resources used from prior years.
5. Deferral of unused resources from prior years.
The IECD aims 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 countries. These initiatives should contribute to human development and health for people from all races and conditions by supporting their intellectual and material needs."

Social objective in its statutes (article 2)

Founded on 8 January 1988, the Institut Européen de Coopération et de Développement (IECD) is a non-profit association governed by the laws of Alsace-Moselle and recognized as having a mission in accordance with public interest since 2010. The IECD is accredited to receive donations and bequests exempt from any inheritance rights.

The Board of Trustees

President: Marie-Josée Nadal - Project Manager AMF (French Securities Regulator)
Vice-President: Christian Malsch – Managing Director of SOMACOU (Madagascar)
Secretary General: Hervé Rudaux - Consultant
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Trustees

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Bernard Davoust - Veterinarian
Jean-Noël Lucas - Chief Financial Officer, L’Oréal
Alexandra Mallein – Administrative and Financial Manager at ARTEA COMMUNICATION
Hubert de Mestier – Professor, Tokyo and Waseda Universities (Japan)
Annick Rascar - Head nurse
Louis Schoepfer – Physician biologist
Marc Senoble - Chairman of SENINVEST

La Rizière Hospitality School - Fianarantsoa - Madagascar
THE IECD TEAM
What they say...

A graduate of HEC, Thomas left the world of finance after about ten years of experience in order to commit to a mission which he felt had more meaning. He joined the IECD in 2010, firstly as a regional coordinator of the Support to Small Enterprises program in Africa before being entrusted with the direction of operations in Southeast Asia. "The IECD is very professional, with very high standards, the same as any company that wants to obtain results. It is necessary to break down the division between the world of development and companies. Working at the IECD is a clear professional choice."

Thomas BEHAGHEL
Director of Operations Southeast Asia in Ho Chi Minh City (Vietnam).

A political science graduate, Caroline started her career in Africa in the private sector before joining the IECD six years ago. Based in Paris since 2014, she travels regularly in the field, on average 5 to 6 times a year, when missions allow her to monitor the progress of projects and support the partners. Today, she still enjoys working in an environment that demands precision as well as flexibility: "I enjoy interacting with various people and working together to find solutions so that our actions in the field have as much impact as possible at the healthcare centers and among the people that our partners support."

Caroline ARSAC
Manager of the Healthcare division in Paris

When Caroline committed to the IECD about ten years ago, she never thought that she would be here for so long. But, here she found more than she had hoped for: varied missions, the freedom to be enterprising, multicultural diversity, professionalism: "It’s true that it requires good adaptation skills: There is a great difference between talking to a child in the bush and defining strategies with the AFD!", she admits. But Caroline confirms that this is an advantage of an experience which, without a doubt, the private sector would never have offered her.

Caroline DE CARTIER
Manager of the Education, Training and Professional Integration division up until September 2016.

The commitment made to the IECD by Alexis and Marie is a professional one as well as a family one. When they applied to the IECD, they were looking for a joint professional experience that was strong and would last a long time. They were attracted to the idea of expatriation in Madagascar because "if you want to be credible, you have to live with the population you are helping. And for our family, the cultural treasures are a huge asset". As Manager of the CERES education program, Alexis coordinates large teams and promotes his experience as a former superior officer: "You have to be authentic in your relationship with others and demonstrate calm energy: my greatest joy is seeing my staff learn new skills, blossom and feel that they are of value. Humans are the main link in this chain and everything we do should help them to grow."

Alexis and Marie BOUTHÉON,
Manager and Assistant for the CERES program in 2016 in Fianarantsoa (Madagascar)

With a Masters degree in hotel management, Simon has been working for the IECD since 2012: "The thing I love about my position is the chance to meet other cultures, learning how to work with local teams, the satisfaction of seeing the fruit of our efforts through the results obtained by the apprentices. Here, I am in contact with environments that I probably never would have had the opportunity to meet in France."

Simon MARTIN
Director of the HCTC hospitality school in Mae Sot (Thailand) up until september 2016, then Manager of the hospitality-catering program in Southeast Asia
THROUGH THEIR SUPPORT, OUR MISSION TO SOW SEEDS FOR THE FUTURE HAS BEEN MADE POSSIBLE...

In view of the quantity of work accomplished in 2016, we wish to extend our immense gratitude to:

- ADM / World Cocoa Foundation
- Aga Khan Foundation
- French Development Agency
- Fondation d’Aide à l’Enfance et au Tiers Monde
- Air France Foundation
- Altdadis Foundation
- Alter & Care Foundation
- AnBer Foundation
- Antoine de Saint-Exupéry Youth Foundation
- World Bank
- Bureau de Coordination des Programmes Emploi, BCPE (Ivorian government)
- BEL
- Bolloré Africa Logistics
- Bonduelle
- Bourbon Foundation
- Cémoi
- CFao
- CIAM for Kids
- Compagnie Fruitière
- Congorep
- Cummins Foundation
- Drosos Foundation
- Emeraude Solidaire
- ENGIE
- Exo Foundation
- Fondation Fitia under the aegis of the Fondation de France
- Fondaher
- Frères de nos Frères
- Geogas
- Government of the Principality of Monaco
- The Helios Trust
- ICEP
- JJA
- L’Œuvre d’Orient
- Lord Michelham of Hellingly Foundation
- Mahmoud Shakarchi Foundation
- The Marguerite Fund
- Matelec
- MEAE (Crisis and Support Center)
- Murex
- MVT Architects
- Nexans Foundation
- Oléron Export
- Open Minds
- Perenco
- Philippe Jabre Association
- Pierre Fabre Foundation
- Puma Energy Foundation
- RAJA – Danièle Marcovici Foundation
- Region of Auvergne-Rhône-Alpes
- Region of Pays de la Loire
- Region of Provence-Alpes-Côte d’Azur
- Rexel Foundation
- Sam Daron
- Save the Children
- Schneider Electric Foundation
- Schneider Electric in Lebanon, Nigeria, Egypt and Morocco
- SIFCA
- Socapalm & Safacam
- Société Générale Foundation
- Solidarity AccorHotels
- Telma Foundation
- Total Congo
- Trafigura Foundation
- Turing Foundation
- UNICEF
- European Union

We want to express our immense gratitude to the companies and foundations that support the IECD’s projects and which have chosen to remain anonymous.

We also warmly thank everyone who, on a personal level, offers decisive support to the IECD’s actions.

Finally, we thank our teams and our partners which, for almost 30 years, have committed to their work in the field every day with great professionalism.