



Annual
REPORT
2017

ANNUAL REPORT IECD 2017
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Marie-José
Nadal

President of the IECD

The Institut Européen de Coopération et de Développement (IECD) is celebrating *30 years* of an adventure at the service of marginalized children who want to learn, fragile children looking for work, isolated men and women who want to ensure their future and develop their businesses.

This year, thanks to our efforts, more than **15,000 young girls and boys** have benefited from training that has allowed them to acquire the specific skills for accessing a profession and a meaningful job. **More than 80% of them are in work or continuing their studies one year after obtaining their diploma.** Beyond this impact, we also measure success in terms of new perspectives and new hope: every person whose life has been changed, the young person who has developed a taste for business, another who has found lasting employment and social recognition, the family that has been able to send its children to school.

When looking back at the path traveled by the IECD since the first seeds sown in 1988, I am reminded, above all, of the **loyal commitment of our donors** and the **tenacity of our teams** at the heart of the action. I wish to extend my warmest thanks to you all.

With great enthusiasm, the IECD continues to follow its vocation, to develop and implement **local solutions** integrated in the long term into a complete ecosystem. Three key words guide our action: **extend** the activities with convincing results in order to meet the needs of the greatest number of people; **innovate** in order to enlarge our range of services and improve our impact; **unite** energies by joining forces with all the stakeholders - enterprises, foundations, institutions, associations - in order to face the challenges of humankind hungry for **justice, peace and solidarity**.

The IECD in 2017

+ 25%
OF BENEFICIARIES

EDUCATION

It all starts at school

7,000 children and young people followed in our educational programs.

Read p.11

TRAINING & ACCESS TO EMPLOYMENT

A trade at your fingertips

15,000 young people trained in a profession and/or accompanied in their professional integration.

2,000 professionals who have benefited from on-going training to increase the capacities of partner structures.

Read p.17

ENTREPRENEURSHIP

Proud to be entrepreneur

5,000 entrepreneurs accompanied in the creation or consolidation of their activity.

Read p.49

SICKLE CELL DISEASE

A fight that is close to our hearts

44,000 children and adults screened.

3,600 children and adults cared for by the Sickle Cell Disease program.

Read p.58

+ 8%
OPERATING BUDGET

€12.3 million

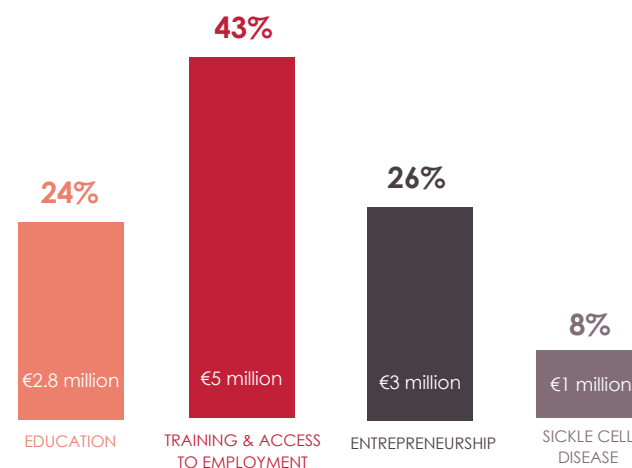
OPERATING BUDGET
excluding exceptional elements

89%

OF RESOURCES ALLOCATED
TO PROJECTS

44% OF PUBLIC FUNDS

OPERATING BUDGET*
BY SECTOR



* Commitments met on projects + management.



**15 COUNTRIES
OF INTERVENTION**



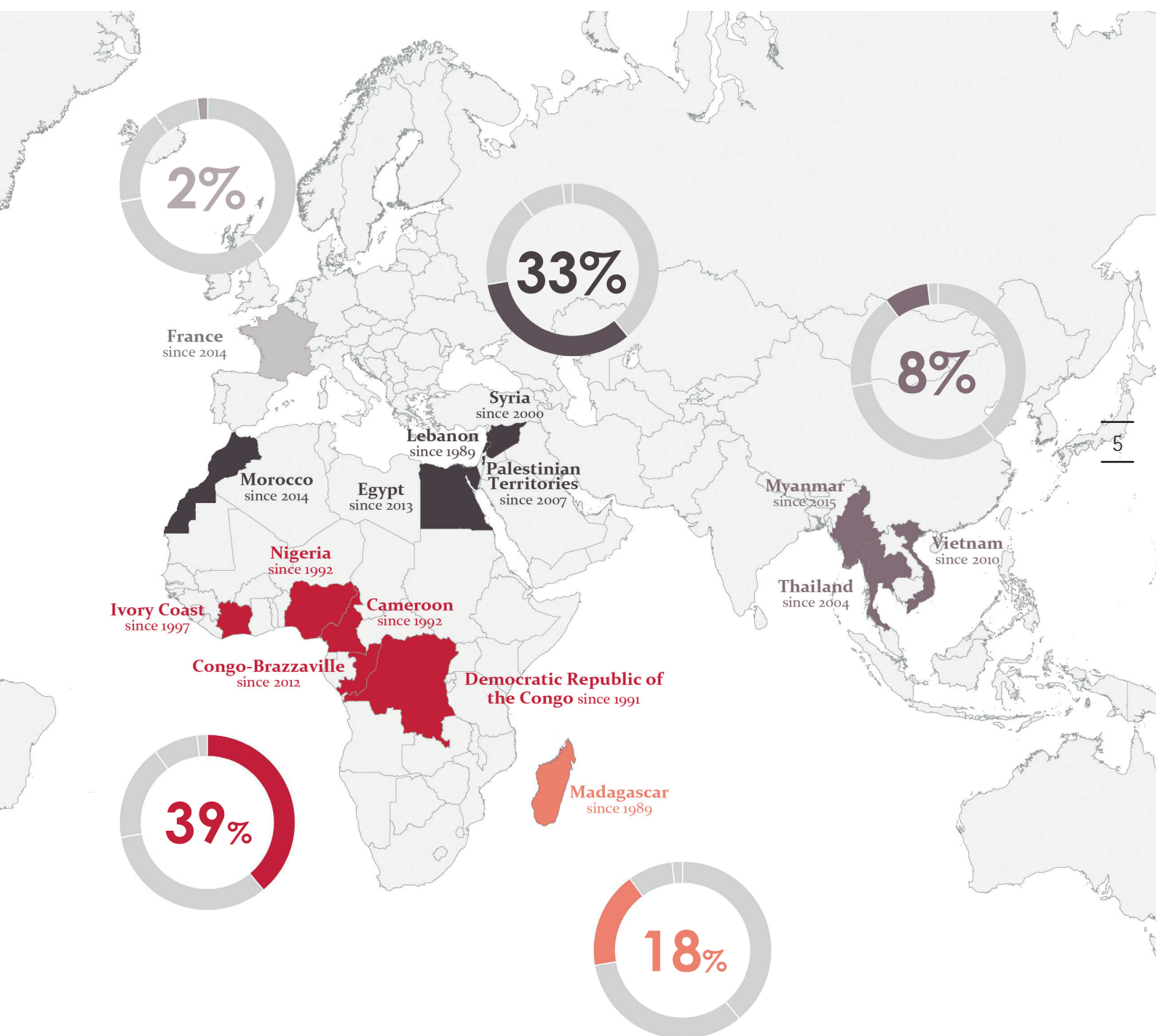
**240
STAFF MEMBERS**



100 PARTNERS



more than **50 EXPERTS**



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THE IECD'S IDENTITY

VISION

ENTREPRENEURS IN HUMAN AND ECONOMIC DEVELOPMENT
IN ORDER TO TRAIN THE RESPONSIBLE STAKEHOLDERS OF THE
FUTURE

MISSION

TO CREATE ENVIRONMENTS WHICH ALLOW
EVERYONE TO BUILD THEIR FUTURE AND A MORE
EQUITABLE SOCIETY

VALUES

- A FOCUS ON THE PERSON
- SPIRIT OF SERVICE
- A PROFESSIONAL COMMITMENT

VIRTUES

- DARE TO UNDERTAKE
- PATIENCE TO IMPLEMENT

7

PRINCIPLES OF ACTION

- FOCUS OUR ACTIONS ON YOUNG PEOPLE'S TRAINING
AND ACCESS TO EMPLOYMENT
- PROMOTE ENTREPRENEURSHIP AND CULTIVATE A SPIRIT OF
ENTERPRISE
- PLACE PEOPLE AT THE HEART OF PROJECTS WITH SPECIAL
ATTENTION TO THE MOST VULNERABLE
- USE OUR KNOWLEDGE OF THE FIELD TO BUILD LASTING
PARTNERSHIPS
- FAVOR PARTNERSHIPS WITH ENTERPRISES THAT WANT TO
BECOME INVOLVED IN PROJECTS
- ESTABLISH A PRIVILEGED RELATIONSHIP WITH OUR
FINANCIAL PARTNERS
- BUILD ALLIANCES BETWEEN PLAYERS WITH THE SAME GOAL
AND, THUS, BE MORE EFFICIENT



6 CHALLENGES IN THE IMPLEMENTATION OF PROJECTS



CHALLENGE No.1 - Diagnosis of the ecosystem

In the field, opportunity and feasibility studies are conducted among all the stakeholders in order to identify the human, social and economic needs of populations as well as those of enterprises and buoyant markets.

ADAPTED SOLUTION

CHALLENGE No.2 -

Development of the project

A development project is drawn up with local partners in the IECD's fields of activity.

CONCERTED SOLUTION

CHALLENGE No.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.

EFFECTIVE SOLUTION

CHALLENGE No.4 - Monitoring and evaluation

From the very beginning, projects are monitored and their impact is assessed. Once the objectives have been defined, the IECD establishes measurable and precise indicators that are assessed regularly.

ADJUSTED SOLUTION

CHALLENGE No.5 - Permanence of the project

In all phases of the project, the IECD works to strengthen the capacities of local partners. It also works on the recognition and integration of its programs into public policies.

SUSTAINABLE SOLUTION

CHALLENGE No.6 - Increased impact

Once the program has been modeled and is efficient, the IECD changes scale within the same country or disseminates it in new regions.

DUPLICATED SOLUTION

STRENGTH OF EXPERIENCE

For *30 years*, in **close partnership** with local players, the IECD has implemented **integrated actions** in education, training and the professional integration of young people, that are **adapted to needs** and **rooted in territories**. With its very first support actions in Madagascar (1989), Lebanon (1989), Democratic Republic of the Congo (1991) and Cameroon (1992), the IECD has remained loyal to its commitment to the education and training of young people with **more than 65% of its activities in these fields**. In 2017, **more than 80% of the 6,000 young people who benefited from certified long training found a job within less than a year after obtaining their diploma!**

In 1998, the launch of the **Support for Small Enterprises program in Cameroon**, and then in eight other countries, announced a need to see the permanence of employment as a second priority line. Nowadays, 5,000 entrepreneurs in urban and rural environments are supported by the program.

A CONFIRMED METHODOLOGY AT THE SERVICE OF LOCAL PARTNERS

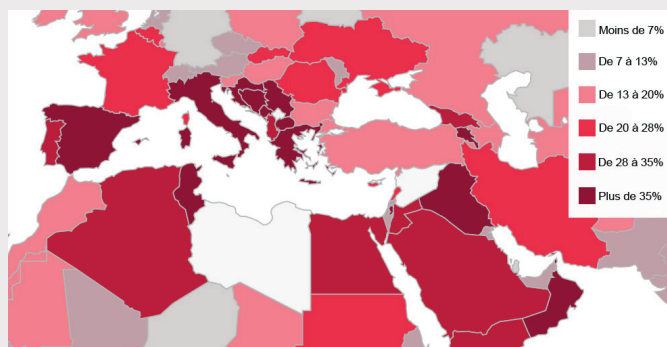
From full involvement to occasional support and advice, the IECD intervenes with a **wide range of services: an operator, technical support, network or a working group coordinator** (see opposite), the IECD responds to local demand and helps practices progress through modelling and feedback from experiences. With pragmatism, it helps local players to find their autonomy.

THE PLAYERS WITH WHICH THE IECD WORKS



TOGETHER FOR THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE

▶ THE NEW CHANCE MEDITERRANEAN NETWORK



Number of young people aged from 15-24 years looking for a job and not having found one in 2016



OBJECTIVE 1

Reconcile young people with training and work



OBJECTIVE 2

Improve young people's access to employment

According to the ILO, 71 million young people around the world, aged between 15 and 24 years, looked for but did not find work in 2017. This is particularly true in the Mediterranean Basin with a growing percentage of young people joining the Not in Education, Employment or Training (NEET) category. This concerns 1 young person out of 3 in Tunisia, 1 young person out of 4 in Italy and 1 young person out of 6 in France. It is urgent to set up solutions that allow young people to find a place in society and play an active role in it. In parallel, hundreds of thousands of jobs are not filled because of a shortage of qualified candidates.

The New Chance Mediterranean Network (MedNC) is made up of players from the Mediterranean Basin who, locally, have developed professional integration measures generating results that are above the national averages. However, these initiatives are still relatively unknown and insufficiently supported by the public authorities for the challenges that they face.

The New Chance Mediterranean network aims to strengthen the qualitative and quantitative impact of training and professional integration players in each country and inform about the state of these initiatives so that their good practices are integrated into policies.

The IECD's mission is to drive, coordinate, develop and optimize the results of this network. The members meet several times a year to discuss their experiences and improve their skills through targeted training. Communication actions are deployed that target public authorities and the sector's stakeholders, thus contributing to the extension of the most relevant models and innovations. One crucial objective is to form strong partnerships with the world of business as well as with institutional partners.



THE TRAINING AND PROFESSIONAL INTEGRATION GROUP



OBJECTIVE

Improve the practices of training and professional integration stakeholders

In order to be more effective, various organizations from civil society which obtain encouraging results are capitalizing on their experience with a view to improving their respective practices. This is the case of the **Professional Integration Training group (FIP)** created spontaneously and informally in 2013, then supported by the French Development Agency's (AFD) partnerships' committee. The group brings together five French organizations: Acting for Life, Apprentis d'Auteuil, ESSOR, GRET and the Institut Européen de Coopération et de Développement (IECD). These exchanges have given rise to practical sheets: "The profession of integration adviser"; "The monitoring and measurement of the integration of young people"; and, in 2017, two articles were devoted to the theme "The entrepreneurship of young people in developing countries".

Find these documents on our website www.iecd.org in the documentation space.





Student at the center in Rmeilleh in Lebanon.

EDUCATION

IT ALL STARTS AT SCHOOL!

263 million children and young people around the world between 6 and 17 years old do not attend school.

According to the UNESCO Institute for Statistics (UIS), about **263 million children and young people around the world between 6 and 17 years old do not attend school**. This figure includes 61 million children of primary school age (6-11 years), 60 million teenagers of junior secondary school age (12-14 years), and 142 million young people of senior secondary school age (15-17 years).

Yet, education is one of the best ways to put an end to poverty. According to the Observatory of French Education Aid in Developing Countries, **each extra year of school results in a 10% increase in a person's potential income**. On a national level, this implies a 1% increase in the annual GDP. An educated population is more resistant to all sorts of crises and increases its capacity for resilience. No country can progress in the long-term without investing in the education of its population.

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.

MUCH MORE THAN ACADEMIC LESSONS

The IECD's actions pursue an objective that goes beyond educational **improvement or remediation**. The educational program aims to **allow children, teenagers or young adults to forge their personality, fulfill themselves, reveal their talents, become decision-makers in their own lives and have an influence on the environment in which they live**. For this, tailored support is offered that encompasses all aspects of the person and his or her environment.



OBJECTIVE 1

Allow children and teenagers access to good quality education



OBJECTIVE 2

Favor the personal development of children and teenagers

THE IECD'S 4 PILLARS FOR EDUCATION

1

Favor the **acquisition of academic knowledge**.

2

Help each one to develop his or her personality, life skills and capacity to live alongside others via workshops and extra-curricular activities.

3

Accompany children, teenagers or young adults via psychosocial support and material support if necessary so that they are free to learn.

4

Act on the family and educational environment of the student through the involvement of parents, teacher training, inclusive education, training of trainers, information targeting public authorities.

RESULTS OF EDUCATIONAL PROJECTS IN 2017

7,000 children and young people who benefit from the educational programs.

More than **660** teachers trained in practices to improve management.

More than **83%** success rate in the BEPC examination and **86%** in the Baccalaureate in Madagascar.

LEBANON

EDUCATION CENTRES

WELCOMING SYRIAN CHILD
REFUGEES

LOCAL PARTNERS

The Lebanese National Social
Development Association (ANLDS)
Fratelli Lebanono Association
French Lebanese Technical Institute
(ITFL)

PROJECT LAUNCH

2007

2017 BUDGET

€670,000

Since 2007, the IECD has met the educational and psychosocial needs of child refugees at **4 education centers** located in Beirut, Tripoli, Al Qaa and Rmeileh. The program is based on the pillars described on the previous page and the supervisory staff benefit from specific training. **In April 2017, the centers were equipped with libraries** each of which received 500 books. Our partnership with the Biblionef, association that has facilitated access to books for underprivileged children and teenagers in more than 90 countries since 1992, has helped children to make new discoveries by reading.



Children from the Janah center in Beirut.

2017 RESULTS

630

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

32

teachers and activity coordinators benefited from training and support that helped them to improve their practices.



Guilnard Salloum

Maths teacher
at the Janah
education center
in Lebanon.

“

Teaching is different here: I don't teach just one subject. I also use my personal skills to give even more to children who have suffered from the trauma of war. It's a great opportunity!"

PALESTINIAN TERRITORIES

A **SCHOOL REMEDIAL CENTRE**
FOR CHILDREN AND
TEENAGERS WHO HAVE
DROPPED OUT OF SCHOOL

LOCAL PARTNERS

Bethany Charitable Association

PROJECT LAUNCH

2012

2017 BUDGET

€215,000

The Al Hamawi Center, which means "protected place", in Bethany welcomes young boys and girls from 6 to 18 years, most of them from the poorest families in Bethany and its vicinity. They follow a **school remediation** program and take part in **extracurricular activities** as well as summer and winter camps. In 2017, the launch of the **Hamawi Talents** project helped 20 young senior school students in their choice of career.



Children welcomed at the Al Hamawi center in East Jerusalem.

2017 RESULTS

75

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

240

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

20

female senior school students were supported in their professional integration.

LEBANON

INCLUSIVE EDUCATION SO
THAT DISABLED CHILDREN
INTEGRATE REGULAR
SCHOOLS

LOCAL PARTNERS

Foyer de la Providence (Trait d'Union and the Mosaik specialist school)

PROJECT LAUNCH
2008

2017 BUDGET
€215,000

2017 RESULTS

120 teachers

from 17 regular schools in the region of Saïda took part in inclusive education training (Trait d'Union) over 3 years, and **335** other teachers and educators were trained in practices.

141 children

benefited from screening and care.

58 healthcare professionals

were informed about the detection of learning and behavioral disorders.

The resource and guidance center **Trait d'Union** has trained teachers from partner **Lebanese and Palestinian schools since 2010 in an inclusive educational approach**: founded on a respect for differences, it is adapted to the specific characteristics of each individual. **In 2017, 15 trainers were certified by the INSHEA** (Institut national supérieur de formation et de recherche pour l'éducation des jeunes handicapés et les enseignements adaptés). Trait d'Union also trains the general public, parents, and healthcare professionals to detect learning and behavioral difficulties.

Hiyam Abu Salem

Teacher at the Beit Aftal al Somoud nursery school

“

After three years and 21 modules on inclusive education designed by the IECD, I can now suggest adaptations to the content taught, as well as educational techniques. We can now say that inclusive education is an integral part of our strategy and our daily practices!”



The IECD supports the **Foyer de la Providence** in the development of the **Mosaik specialist school**, the school for children with complex learning and behavioral disorders. Supported by a multi-disciplinary team of 34 educators and specialists, the school provides good quality education for **82 pupils**. The work carried out in 2017 completed the fitting out of 10 classrooms and special rooms for speech therapy and psychomotor activities. **The school will be able to welcome 40 extra students as of 2018.**



The Mosaik school in Saïda.

SYRIA

THE “**CHILD PROTECTION**”
PROGRAM

LOCATION

Jaramana and Sweida

LOCAL PARTNERS

Syrian Red Cross, Ministry of Social Affairs and Labor, Local associations.

PROJECT LAUNCH
2016

2017 BUDGET
€260,000


The centers in Jaramana and Sweida (which opened its doors in 2017) welcome **children** in the frame of the UNICEF “**Child Protection**” program and participate in fun and directed activities: “*We exchange with them on social issues such as child marriage, violence, or child labor*”, explains Majd, activity coordinator. “*Yesterday, we spoke about the importance of education*”, adds Fadi, a colleague. “*For this, we use different procedures such as drawing, painting, a story written together, or a sketch that we perform.*”



Majd Al-Khawa, activity coordinator at the center in Jaramana.

2017 RESULTS

2,820 children were integrated into the Child Protection program.



Mandimby, 22 years,
Malgasy teacher, former CERES
student from the 2008 school
year.

“
*I have made my poverty a
weapon of success”*

FROM STUDENT TO TEACHER: THE SUCCESS OF A YOUNG MADAGASCAN FOLLOWED BY CERES*!

Mandimby joined the CERES program when it was launched in 2008. From the 1st year to the final year, the program's personal and global support allowed him to successfully overcome various difficulties despite moments of doubt. Now, Mandimby wants to offer young people in difficulty the same chance as he had. In order to become a good teacher, he followed the Initial Teacher Training (FIP) set up by the same CERES program since 2014. He's come full circle!



MADAGASCAR

CERES/SESAME PROGRAMS

SUPPORT DESERVING AND UNDERPRIVILEGED CHILDREN FROM RURAL REGIONS FROM JUNIOR SCHOOL THROUGH TO HIGHER EDUCATION.

LOCAL PARTNERS

Promes (Association for economic and social promotion)

PROJECT LAUNCH

2006 (CERES), 2013 (SESAME)

2017 BUDGET

€800,000 for CERES
€700,000 for SESAME

The success rate in the BEPC mid-school exam and the Baccalaureate by students followed by the CERES program is, **on average, double that of students in the region.**

MADAGASCAN SCHOOLS IN GREAT DIFFICULTY

A report by the World Bank in June paints an alarming picture of primary and secondary education in Madagascar¹, revealing the major failures, in particular among teachers: a high rate of absenteeism among teachers (students only benefit from 39% of the scheduled teaching time), combined with a lack of academic and educational skills. In parallel, the education sector suffers from a shortage of material resources: insufficient number of classrooms, non-functional sanitation and electrical systems, lack of manuals. In 2017, the national success rate in the BEPC mid-school exam was less than 34%. The rate in the Baccalaureate also decreased with barely more than 40%. Furthermore, more than half of Madagascan students do not have access to higher education or promising fields. Training is expensive, centralized in Antananarivo and there are many sociocultural filters during the study path.

EDUCATIONAL AND REMEDIAL CENTERS (CERES): A COMPLETE AND EFFECTIVE RESPONSE

For the past 11 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 senior school (CERES program). Thus, since the start of the project, almost **9,000 students** have been supported in the frame of the CERES program with very positive results: **83% success rate in the BEPC mid-school exam (2016-2017) and 86% success rate in the Baccalaureate (2016-2017)** for students followed by the CERES, namely **more than twice the national success rate**. This success is partly due to the holistic approach of the program which takes account of the student and his or her environment.

¹ Survey conducted in May and June 2016. It covered 473 state and private primary schools, 4,600 teachers and 3,960 5th year primary students through major locations in the country, both rural and urban: Antananarivo, Fianarantsoa, Mahajanga, Toliara, Antsiranana and Toamasina.

► **The student's training:** through educational support, personalized monitoring and extracurricular educational activities, the students flourish on an intellectual, educational and personal level.

► **The student's educational and family environment:** training of teachers, administrative staff, reception in boarding facilities and the involvement of parents contribute to creating a studious and coherent environment.

STRENGTHEN THE SKILLS OF TEACHERS

Following the political events of 2009, only two initial training centers for junior school teachers have remained open in Madagascar. They are not enough to meet the needs of all the junior schools on the island, estimated to be more than a thousand. In 2014, the Madagascar national Ministry of Education called upon the IECD's know-how in educational engineering in order to create the Initial Teacher Training (FIT) course. At the same time as the training sessions already underway for the teachers from the 12 partner junior schools, the IECD will develop a dual-apprenticeship training course over a 10-month period. In 2017, three academic years benefited from the FIT. **Among the 36 students trained, more than 90% were certified by the National Institute for Vocational Training.**



The teachers certified in 2017 (Initial Teacher Training)



THE PREPARATORY YEAR

In 2009, three years after the launch of CERES, **an extra year** was added to the syllabus between the BEPC mid-school exam and entry into well-known senior schools in Fianarantsoa, often a difficult step for young people from rural environments. Thus, **in 2017, 100% of the 100 students who benefited from the preparatory year were admitted to the six top senior schools in Fianarantsoa.**



Young girls in the preparatory year of the CERES program

CERES RESULTS 2017

2,912 junior and senior school students were supported in their studies at junior and senior school in the frame of CERES.

105 teachers improved their skills.

More than **86%** success rate in the Baccalaureate and more than **83%** in the BEPC for students who were accompanied by CERES.

THE SESAME PROGRAM FOLLOWING IN THE FOOTSTEPS OF CERES

Since 2013, the development of a **post-baccalaureate solution** allows **baccalaureate graduates** to be supported in their higher education, then in their **professional integration**. As for the CERES program, SESAME offers students a **preparatory year on the new campus in Antananarivo** (inaugurated in 2016), in order to integrate the best schools in Madagascar. The preparatory year program comprises educational and remediation lessons, as well as personal development courses.

SESAME RESULTS 2017

90% of the 72 students in the preparatory year integrated a higher education establishment. **96** new students integrated the preparatory year.

173 students followed their higher education in Antananarivo and Antsirabe in 2017.



1st GUIDANCE FORUM FOR HIGHER EDUCATION INSTITUTES

More than a thousand senior school students and young baccalaureate graduates attended the 1st Guidance Form for Higher Education Institutes which was held at the SESAME campus in Antananarivo. 23 institutes presented their courses, diplomas and openings: vital information for young Madagascans who benefit from very little information for building their professional project.



TRAINING AND ACCESS TO EMPLOYMENT

Kasemsri,
23 years,
catering and
accommodation director
and training instructor
at the hospitality school
in Mae Sot, Thailand.
Student from the school's
very first year in 2010.

“

My greatest dream is to have a small restaurant and an amazing family, as I do now! In fact, I have almost fulfilled my dream!"

IN HER VILLAGE, SHE HAS BECOME AN EXAMPLE...

I come from the small Karen village of Poblaqui in the mountains, very far from the city. I am the third of five brothers and sisters. In Karen families, 3/4 of young girls from 15 to 20 years entrust their spouses with meeting the family's needs. When Kasemsri enrolled in the hospitality-catering course, her parents were faced with much criticism: "Some people from my village claimed that the hotel and catering business was a den of iniquity". Today, she has become an example for many mothers who seek her advice for their daughters. "The only thing they have to do is to start doing it!"



Electrical engineering student in Ivory Coast - Seeds of Hope program

A **TRADE** AT YOUR FINGERTIPS TO ENSURE YOUR **FUTURE** AND THE FUTURE OF YOUR COUNTRY



OBJECTIVE 1

Offer young people the chance to access a decent and sustainable job



OBJECTIVE 2

Contribute to local economic development

According to the International Labor Organization, “**71 million young people aged from 15 to 24 years were unemployed in 2017**”. The global estimate for the number of young people who are Not in Education, Employment or Training (NEET), a larger category than before, is 21.8%, a large majority of whom are women (76.9%).

The **inactivity of young people**, who are an intrinsically essential part of the future, prevents the economic development of countries and is also an obstacle for social cohesion and peace.

In order to put a stop to this phenomenon, it is essential to **boost the local economy**. In developing countries, many sectors are potential vectors for employment but **they struggle to find qualified local staff**. Training is often the problem. Unadapted to the needs of companies, too theoretical, often undervalued, it is not seen as a solution for youth employment.

22% of young people

in the world are inactive: they are not in education, employment or training.

3 out of 4 are young girls.



Charles Malek

Electrical engineering graduate
in Lebanon

“

The electrical engineering sector is in great demand in Lebanon. It allowed me to find a job quickly. I am very happy with my job at Beirut airport and it has made me forget my idea of emigrating.”

THE INTEGRATED PROJECT APPROACH

For *30 years*, the IECD has supported or created professional, modern and relevant training courses that meet the needs of companies and local markets. But, it is not enough to create a good quality training course (updating of content, training of trainers, equipment, etc.), it is also necessary to help young people to access courses, receive support from their families, learn the codes of the professional world, ensure that companies know the profile of the students who have followed the training, etc. **The IECD is able to obtain effective results through its efforts to remove all obstacles to youth employment** (see the 5 pillars p.23).

COMPLETE TRAINING

Companies need employees with as many technical skills as soft skills. In order to increase their chances, young people need to be operational and able to adapt to different environments. The IECD's training courses also include the acquisition of soft skills, including all the key skills required in the professional environment (respect for the hierarchy, punctuality, commitment, service to others, etc.). Furthermore, personal development modules allow young people to understand themselves better and refine their professional project. Finally, technical job search workshops are organized to help young people who want to write their CVs and prepare job interviews.



An enterprise/student meeting during a guidance and employment forum in Beirut.

REINFORCE THE LINKS BETWEEN SCHOOLS AND ENTERPRISES: A HUGE CHALLENGE

In order to bring together the interests of young people and those of companies, the IECD is devoted to building bridges between the two:



5,000 students
from the Seeds of Hope
program benefited from the
services of

The **Career Guidance Offices (CGO) project**, introduced in Lebanon in the frame of the **Seeds of Hope** program (p.19), was rolled out in other countries in 2017: this was the case of Morocco, which saw the creation of a CGO in 2017, and **Egypt**, where almost **2,000 students** from technical education benefited from the services of three CGO, namely, 3.5 times more than in 2016.

EXAMPLE OF LEBANON

CAREER GUIDANCE OFFICES IN ORDER TO STRENGTHEN SCHOOL-ENTERPRISE LINKS AND FACILITATE ACCESS TO EMPLOYMENT FOR YOUNG PEOPLE

LOCAL PARTNERS

12 Lebanese public and private technical high schools

PROJECT LAUNCH

2012 - 2nd phase in 2016

2017 BUDGET

€800,000

"The role of Career Guidance Offices (CGO) is to create a link between students and the labor market", explains Georges Makdessy Elias, head of CGO at the Arts and Trades School in Dekwaneh. "Job search techniques, work placements and training in preparation for the labor market provided by the CGO help students to acquire the skills needed for their integration into companies."

Since 2012, in partnership with the **Fondation Drosos**, the sole financial partner, the **Guidance Employment and Training project** facilitates access to employment by young people through the development of a **network of Career Guidance Offices (CGO) throughout Lebanon**. Present in 12 state and private technical schools, Career Guidance Offices advise young people about the courses that exist and their openings, prepare them for the world of work through targeted training courses (drafting of CVs, job hunting, preparation for job interviews, etc.), and provide them with support in their search for work placements and jobs.

In order to ensure advice and a quality service, the IECD constantly provides **training for Career Guidance Offices** and organizes events (seminars, employment forums, etc.) which bring together companies, schools and institutional partners. Thus, it strengthens ties between the ecosystem's stakeholders and promotes vocational training.

2017 RESULTS

more than **3,000** students benefited from the activities organized by the CGO.

1,200 students found an internship or employment (**138 students** found a job) thanks to the CGO.

12 CGO managers benefited from the IECD's training courses.

82% of the **graduates** from the Seeds of Hope program **have a job or have gone on to higher education one year after completing their course.**

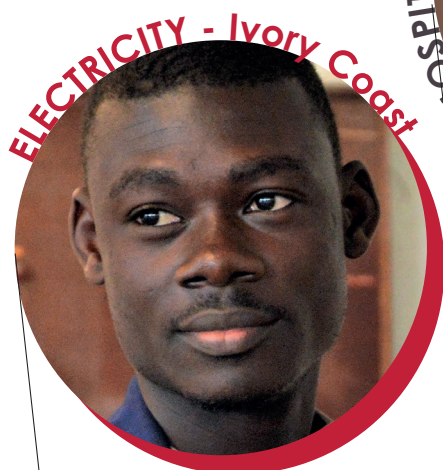
ACCESS TO A DECENT AND LONG-TERM JOB IS POSSIBLE!

The IECD's training programs obtain very good results, in particular thanks to the breaking down of barriers between companies and the world of training. More than **80% of the graduates of the Seeds of Hope program** deployed since 2007 (p.25), **have a job or are continuing their studies less than a year after obtaining their diploma**. In 2017, 86% were satisfied with their current position!

WHAT PUBLIC IS TARGETED?

The IECD's vocational program mainly targets **young men and women from 14 to 25 years from poor backgrounds and without any qualifications.**

The vocational training is generally followed by **students from poor families, who have dropped out of school and/or are deprived of access to training adapted to the labor market.** They have often chosen the vocational sector by default, in particular because of a lack of any other training opportunities. In Lebanon, this concerns between 20% and 40% of young people. But **many are also young graduates affected by unemployment.** In Egypt, 51% of young secondary school leavers are unemployed. Women are at the frontline of the most vulnerable populations. **In Morocco, the CFA in Mkanassa created with the local association the Heure Joyeuse,** trains about fifty young people a year in construction electricity (CAP level). Surveys show that **81% of the students were hired less than 6 months after leaving school** although when they started training they had no qualifications.



According to a study by the IECD carried out in 2017 among 103 young beneficiaries, **43% of the students from the Seeds of Hope program are the sons and daughters of planters living in very humble conditions.** They live with tutors who are just as poor as them or rent rooms in town and, in this case, are left to their own devices without any parental authority. About a quarter of the young beneficiaries do not have a father. In total, **67% of the young people from the training live in dire circumstances,** with an even higher level of vulnerability among young girls.



Every year, "La Rizière" hospitality school welcomes about a hundred young people **from 17 to 21 years old,** mainly from Fianarantsoa and its province. **75% of them are among the most vulnerable** and meet at least one of the following vulnerability criteria: have a level of education equivalent to the 4th year of secondary school; be staying in a foster home or a single-parent family; live in a hostel and with an income below the Madagascan minimum wage (namely €40 a month).



Following a survey in 2017 of 316 young people who have benefited from one of the certified short courses proposed by the IECD in different parts of Lebanon, it can be seen that **60% of them had not gone beyond junior school level and 55% were young women.**

A WIDE RANGE OF COURSES THAT MEET LOCAL NEEDS

1 - CERTIFIED LONG TRAINING COURSES (from CAP to BTS)

- CAREERS IN INDUSTRY, ENERGY AND MAINTENANCE p.25
- CAREERS IN HOSPITALITY-CATERING p.30
- CAREERS IN AGRICULTURE p.34

The IECD develops **certified long training courses** (p.24) over 1 to 3 years in the fields of industry, energy and maintenance, hospitality-catering and agriculture. The syllabuses for these courses include the acquisition of **technical skills and personal and behavioral aptitudes**. Their integration into national public policies is a constant concern for the IECD. The **diploma's recognition** guarantees the **long-term integration** of young people into the world of work.



2 - CERTIFIED SHORT TRAINING COURSES

- CONSTRUCTION PROFESSIONS (electricity, plumbing, painting, etc.)
- CARE AND PERSONAL SERVICE PROFESSIONS (care for the sick and elderly, manicure-pedicure, etc.)
- INDUSTRIAL AND DOMESTIC MAINTENANCE PROFESSIONS (vehicle maintenance, heating maintenance, computing, etc..)
- CAREERS IN HOSPITALITY-CATERING (service, cooking, etc.)

In order to **meet the needs of people in great difficulty effectively and quickly**, the IECD has developed several **certified short training courses** (p.38) that last from 2 to 12 months, in particular in **Lebanon** and **Syria**. These allow young people to quickly acquire the skills needed for their social and economic integration. The **fields covered meet the demand in buoyant employment sectors**: electricity, painting, maintenance of air-conditioning units, manicure/pedicure, care for the elderly and sick.



3 - ON-GOING TRAINING

- TEACHERS, TRAINERS, EDUCATORS
- HEALTHCARE PERSONNEL
- ADMINISTRATIVE AND MANAGEMENT STAFF OF PARTNER ESTABLISHMENTS

On-going training (p.42) targets people who are already in employment and who want to improve their practices or progress in their profession. For the IECD, it is an **opportunity to strengthen the capacities of local players and increase the impact of its programs in territories**. Since 1991, the IECD has supported medical personnel in the improvement of patient care. The on-going training has been then widened to include all the program's players (teachers and trainers, administrative staff, center managers), thus significantly improving the quality and impact of its actions.



THE FIVE PILLARS FOR IMPLEMENTING TRAINING

It is by strengthening the links between training and the world of business and acting on all the factors that help to adapt teaching to the needs of companies that the IECD helps young people to find employment and facilitates their long-term integration into the economic dynamic of their country.

PILLAR 2

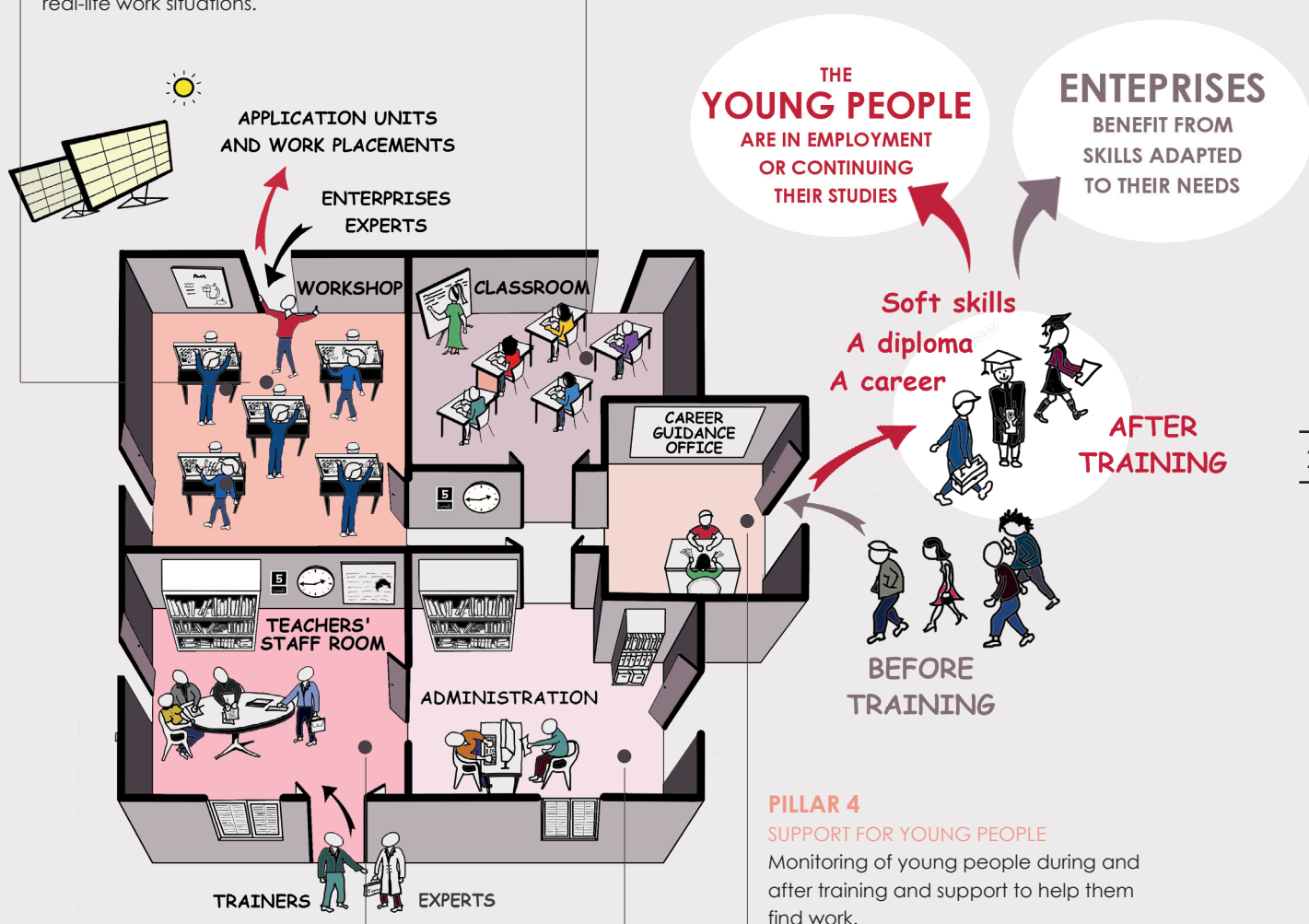
DEVELOPMENT OF PRACTICAL SKILLS THAT CAN BE DIRECTLY APPLIED IN COMPANIES

Renovation of premises, fitting out of practical workshops (technical platform, educational garden, application restaurant) and professional experience (work placement or dual-apprenticeship): **teaching based on practice**, adapted to real-life work situations.

PILLAR 1

DEVELOPMENT OF TRAINING CONTENT

Creation or updating of technical syllabuses, general subjects and personal development adapted to the world of work.



“

The work placement actually showed me how to rewind a motor and how to maintain air-conditioning units.”

Grâce Kéren,
electricity student at
the Technical center in
Bonoua (Ivory Coast).



TRAINING FOR RAPID INTEGRATION INTO PROFESSIONAL LIFE!

The training implemented by the IECD is based on professional experience which helps to make young people independent in a company very quickly. The school/enterprise collaboration allows adapted training courses to be developed. Thus, companies find qualified people who meet their needs and contribute to the development of buoyant sectors.

TRAINING YOUNG PEOPLE IN CAREERS IN INDUSTRY, ENERGY AND MAINTENANCE

The Seeds of Hope program

LOCATION

Lebanon, Egypt, Morocco,
Nigeria, Ivory Coast, Vietnam

PROJECT LAUNCH

2007

2017 BUDGET

€800,000

The unemployment rate for young people around the world is growing and yet certain dynamic sectors **cannot find a qualified workforce**: this is the case, for example, for the energy, public works, transport and automobile sectors. A **mismatch between vocational training courses that are too theoretical and the technical skills required by enterprises** is one of the main reasons for this.

The **Seeds of Hope program** was relaunched in Lebanon in 2007, in order to offer good quality training to young people without any qualifications and meet the needs of buoyant sectors. Introduced in the field of **electricity**, it has been adapted to local demand with other similar themes such as **electrical engineering and vehicle maintenance**.

10 years after its launch, the Seeds of Hope program has been extended to five other countries: Nigeria and Egypt in 2013, Morocco in 2014, Ivory Coast and Vietnam in 2016. The forthcoming deployment of the program in Palestinian Territories is very promising.

2017 TOTAL RESULTS

4,000 young people in training with the Seeds of Hope program in 2017.

242 trainers trained in new educational technologies and practices in 2017.

90% is the average success rate in exams in 2017.

82% of young graduates have a job or have continued their studies one year after obtaining their diploma.

25

LEBANON: 10 YEARS AFTER

THE ELECTRICAL ENGINEERING BACCALAUREATE HAS BECOME A PATH OF EXCELLENCE!

“

The electrical engineering technical baccalaureate has two qualities: it allows us to join the job market immediately or to continue our studies at an engineering school. We even have one huge advantage over those who have opted for a general baccalaureate because we have already studied technical subjects. Those who do not want to continue their studies have enough experience to find a job, which distinguishes us from other students who wait to get their diploma. Electrical engineering is the most recent specialty in the electricity sector and it opens the doors to many careers: all companies, even those in the mechanical sector, require electricity services.”



Jad El-Jammal

3rd year technical baccalaureate student
in Beirut

THE SEEDS OF HOPE PROGRAM AROUND THE WORLD

82% of the graduates from Seeds of Hope have a job or are continuing their studies one year after completing their course.

TRAINING YOUNG MALE AND FEMALE MOROCCANS FOR CAREERS IN ELECTRICITY

LOCATION: **Casablanca, Kénitra**

LOCAL PARTNERS: **The Heure Joyeuse Association (Casablanca), JUK SPEL Institute (Kénitra), Technical Training Center (Kénitra)**

PROGRAM LAUNCH: **2014**

QUALIFICATION LEVEL: **CAP / TECHNICAL BACCALAUREATE**

2017 BUDGET: **€170,000**

In Morocco, the IECD joined forces in 2014 with the Heure Joyeuse to create a CFA in construction electricity which welcomes young people from underprivileged backgrounds in the Greater Casablanca region. Three years later, it is showing excellent results with **81% of professional integration** for the young people, some of whom had not reached a 4th year of secondary school level. In parallel, the IECD accompanies the Juk Spel Institute and the Technical Training Center in Kénitra in improving the quality of their training and in supporting young people in the labor market: a **new Career Guidance Office (CGO)** has been operational since the start of the school year at the Juk Spel school and a study to identify educational needs in photovoltaics has been carried out by Énergies Sans Frontières (ESF) to help schools train young people in these new technologies. Among the 2018 objectives, the strengthening of ties with companies will be at the heart of our actions.

2017 RESULTS

574 students

trained in electricity professions in 2017.

90% of the

students obtained their diploma in 2017.

58% of the

graduates from 2016 are working or continuing their studies.

20 trainers

followed technical and educational training courses in 2017.

TRAINING YOUNG MALE AND FEMALE IVORIANS FOR CAREERS IN ELECTRICITY

LOCATION: **Bonoua, Duékoué, Abengourou**

LOCAL PARTNERS: **Technical center in Bonoua, Artisanal and Rural Professional Center in Duékoué, Vocational Training Center in Abengourou**

PROGRAM LAUNCH: **2016**

QUALIFICATION LEVEL: **CAP and VOCATIONAL QUALIFICATION CERTIFICATE**

BUDGET: **€145,000**

The Seeds of Hope program started in Ivory Coast in 2016 with two private centers: **the Technical center in Bonoua (CTB)** and the **Artisanal and Rural Professional Center in Duékoué (CPAR)** - Don Bosco. This support resulted in a **100% success rate in the CAP exam in July 2017**, namely 41 graduates at the end of their last year in CAP. In July 2017, a public school decided to join the Seeds of Hope program, the **Vocational Training Center in Abengourou (CFPA)**, in order to reinforce the training in CAP electricity.

At the same time, the IECD designed a **new short training course** (over 11 weeks) in construction electricity at the Technical center in Bonoua in summer 2017. Taking advantage of the premises that are not occupied during the summer holidays, this qualifying program targeted **20 young adults in a difficult employment situation looking for a qualification in the construction sector**. Out of the 16 people certified, **100% managed to generate new income thanks to this training**. The activities in the three schools will be continued and consolidated in 2018, in particular through the strengthening of partnerships with enterprises so that they are able to welcome even more students.

2017 RESULTS

377 students

trained in electricity professions in 2017.

100% of students

obtained their diploma in 2017.

75% of the

graduates from 2017 are working or continuing educational training in 2017.

55 trainers

followed technical and educational training courses in 2017.

TRAINING YOUNG MALE AND FEMALE NIGERIANS

LOCATION: **Lagos, Akure, Onitsha, Ondo**

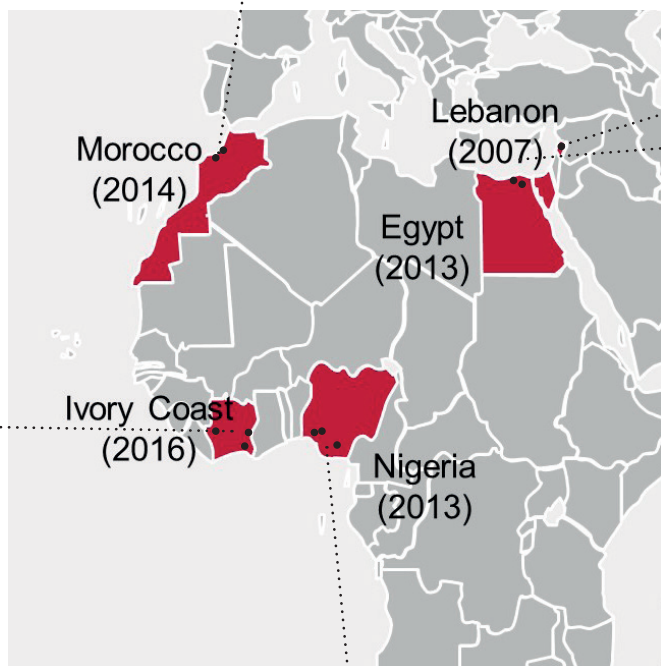
LOCAL PARTNERS: **Institute for Industrial Technology (Lagos), Don Bosco Institutes (Akure, Ondo et Onitsha)**

PROGRAM LAUNCH: **2013**

QUALIFICATION LEVEL: **TECHNICAL BACCALAUREATE and BTS**

BUDGET: **€2,000**

2017 was the year of the transfer of skills from the IIT (Institute for Industrial Technology) to three partner schools (Akure, Ondo and Onitsha), which, in particular, updated the



TRAINING YOUNG MALE AND FEMALE LEBANESE FOR CAREERS IN ELECTRICAL ENGINEERING

LOCATION: **the entire territory**

LOCAL PARTNERS: **12 partner schools.**

PROGRAM LAUNCH: **2007**

QUALIFICATION LEVEL: **TECHNICAL BACCALAUREATE**

2017 BUDGET: **€150,000**

10 YEARS

The Seeds of Hope program was first launched in Lebanon with the creation of an **electrical engineering baccalaureate** in 2007 and its **official recognition by the State in 2010**. Since the first academic year in 2013, 425 young people have graduated with an **integration rate of 98%**. 115 students obtained their diploma in summer 2017. On the strength of this experience, the IECD signed an agreement with the **AFD** in 2017 for the **creation of two new technical baccalaureates** (see MLL p.46). At the end of 2016, the IECD innovated with the creation of a **social enterprise** the objective of which is to continue the training of young Lebanese technicians by committing them to a production process. In January 2017, two technicians who had graduated with a technical baccalaureate in electrical engineering started working for the IECD's new **social enterprise**. Its main activities are the construction of educational and real models for partner schools, electric panels for enterprises, and service provision. Ultimately, the enterprise will have to meet its own financial needs.

2017 RESULTS

884 students trained in electrical engineering of which **115** obtained the baccalaureate.

3,015 young people benefited from the services of a CGO in 2017.

97% of the graduates from 2017 are working or continuing their studies.

61 trainers followed technical and educational training courses in 2017.

4,000 students in the Seeds of Hope program in 2017.

TRAINING YOUNG MALE AND FEMALE EGYPTIANS FOR CAREERS IN ELECTRICITY

LOCATION: **Alexandria, Cairo**

LOCAL PARTNERS: **Don Bosco Institutes Cairo and Alexandria, El Wardian Secondary Technical School and Ras El Soda Secondary Technical School, Alexandria; French Chamber of Commerce and Industry in Egypt.**

PROGRAM LAUNCH: **2013**

QUALIFICATION LEVEL: **PROFESSIONAL BACCALAUREATE**

2017 BUDGET: **€215,000**

Description: see *Focus* next page.

2017 RESULTS

1,006 students trained in electricity professions in 2017.

1,939 young people benefited from the services of a CGO in 2017, namely 2.5 times more than in 2016.

88% of the graduates from 2016 are working or continuing their studies.

60 teachers (of which 28 women) followed technical and educational training courses in 2017.

Vietnam (2016)

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FOR CAREERS IN ELECTRICITY AND MECHANICS

training syllabus in electricity, thanks to the collaboration of educational teams and experts from the sectors. The IIT had created the electrical engineering training sector for the first time in Nigeria in 2014, thanks to the IECD's expertise and the support of industrial enterprises from the sector.

2017 RESULTS

500 students from three partner schools benefited from updated training in 2017.

TRAINING YOUNG MALE AND FEMALE VIETNAMESE FOR CAREERS IN ELECTRICITY AND CAR MECHANICS

LOCATION: **Ho Chi Minh City**

LOCAL PARTNERS: **Ho Chi Minh City Technical Economic College, Thu Duc College of Technology**

PROGRAM LAUNCH: **2016**

QUALIFICATION LEVEL: **CAP**

2017 BUDGET: **€95,000**

In Vietnam, the IECD has accompanied **two technical schools** since 2016 in the preparation of the **CAP in civil and industrial electricity and vehicle maintenance**: the Thu Duc College of Technology and the Ho Chi Minh City Economy and Technical College.

2017 RESULTS

728 students trained in electricity and vehicle maintenance.

46 trainers followed technical and educational training courses in 2017.

FOCUS ON SEEDS OF HOPE IN EGYPT



Electricity students at the Don Bosco Institute in Alexandria

EGYPT

THE **SEEDS OF HOPE PROGRAM**
TRAINS YOUNG MALE AND
FEMALE EGYPTIANS IN
CAREERS IN ELECTRICITY

28

LOCATION

Cairo
Alexandria

LOCAL PARTNERS

Don Bosco Institute, Cairo
Don Bosco Institute, Alexandria
El Wardian Secondary Technical
School, Alexandria
Ras El Soda Secondary Techni-
cal School, Alexandria

PROGRAM LAUNCH

2013

QUALIFICATION LEVEL

VOCATIONAL BACCALAUREATE

2017 BUDGET

€215,000

In 2017, the IECD committed to favoring the socio-professional integration of **more than 1,000 young Egyptians by modernizing the training offering in electricity professions at a vocational baccalaureate level.**

THE OFFICIAL RECOGNITION OF THE VOCATIONAL BACCALAUREATE AND THE MODERNIZATION OF TRAINING

In June 2017, four years after the launch of the program in Egypt, the **new 3-year course was accredited by the Egyptian Minister for National Education and Vocational Training.** It was deployed in two public technical schools, namely the El Wardian senior school for young girls and the Ras El Soda senior school for boys. **Eight technical workshops in two partner senior schools were renovated and training was provided for trainers.** The IECD is devoted to facilitating the appropriation of the new course and the optimum use of the new facilities by the trainers. Thus, since the start of the 2017 school year, **198 students (including 143 girls) from public education** were offered the chance to join the first year of a recognized, modernized and updated training course. 566 students currently benefit from classes on equipment adapted to the needs of enterprises. This result is the product of collaborative work between the IECD, the Don Bosco Institutes in Alexandria and Cairo, the Ministry and the French Chamber of Commerce and Industry in Egypt (CCIFE).



Marwa, 16 years

1st year student in electricity at the El Wardian public senior school in Alexandria.

“Electricity is my passion. My father supports me in my studies because he believes that any new skill I learn will help me in my future career.”

SEEDS OF HOPE in EGYPT 2017 IN BRIEF

- **National recognition** of the 3-year training course in electricity.
- Renovation of **eight workshops** in two technical senior schools.
- Creation of a **3rd Career Guidance Office** in Alexandria.
- Organization of **two technical employment forums** with the presence of 45 enterprises.

FOCUS ON THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE

In parallel, a **Career Guidance Office** was opened at Ras El Soda public senior school following the model developed in Lebanon (p.19) based on the methodology described in the **Guidance and Employment Manual** published by the IECD in 2016. The role of the office is to support beneficiaries in their professional integration by forming relationships with enterprises that offer jobs or work placement opportunities. The number of students that benefit from the services proposed by the three offices continues to rise. In 2017, **1,939 young people** worked on their professional guidance, completed a work placement in an enterprise, or participated in the technical employment forums organized in Cairo and Alexandria in October, namely **3.5 times more than in 2016**.

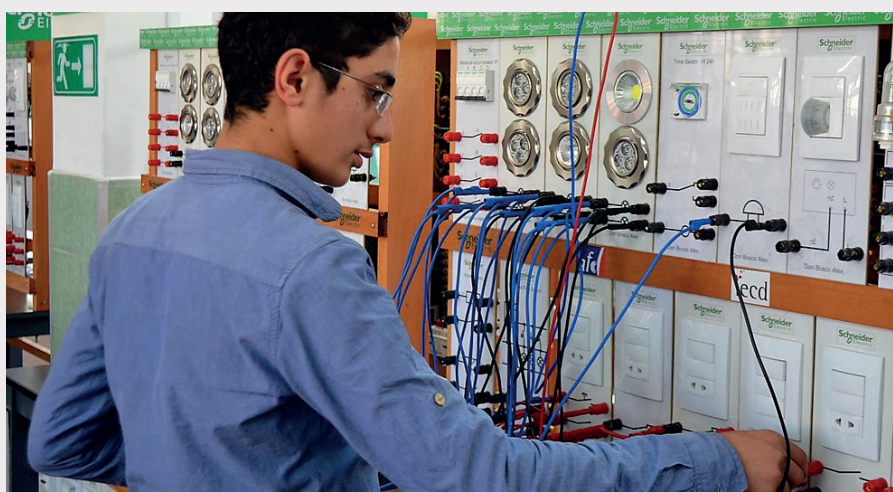
The first coordination meeting for **the deployment of the Seeds of Hope program in Egypt** was held at the Ministry of National Education and Vocational Training in the presence of the project's partners: the AFD, the Sawiris Foundation for Social Development, the French Chamber of Commerce and Industry in Egypt, and ministry representatives.



Ayman Badawi,
co-president of
the French
Chamber of
Commerce
and Industry in
Egypt.

“ I want to thank the educational and administrative teams for having adopted the new course in order to help young people to succeed their professional integration. This project meets the needs of enterprises that are looking for competent technical staff. I encourage all enterprises to cooperate with us in this project and to help young graduates find a job that corresponds to the level of this high quality training.”

29



2017 RESULTS

1,006 young people
trained in careers in
electricity in partner
schools in 2016.

1,939 young
people benefited from
the services of the CGO,
namely 3.5 times more
than in 2016.

88% of the
graduates from 2016 are
working or continuing their
studies.

60 teachers (including 28
women) followed training in
techniques and educational
practices in 2017.



MAHARAT LI LOUBNAN

LEBANON

MAHARAT LI LOUBNAN (MLL)
A MOVE TO A HIGHER LEVEL IN
LEBANON

30

LOCAL PARTNERS

General Directorate for
Technical and Vocational
Education (DGETP) at the
Ministry of Education Ministry of
Industry Ministry of Labor.
Ministry of Social Affairs
+ 12 technical senior schools

PROGRAM LAUNCH
2017

2017 BUDGET
€370,000

THE IECD AND THE AFD JOIN FORCES TO FIGHT YOUTH UNEMPLOYMENT

Over the past seven years, **more than 5.5 million people have fled Syria**, finding refuge in Lebanon, Turkey, Jordan and beyond. **Neighboring Lebanon alone has welcomed about a million Syrian refugees** for a total Lebanese population of 4.3 million. Life in Lebanon is a daily fight for the refugees, who find themselves with very little or no financial resources. About **70% of them live below the poverty line**¹. This massive influx of refugees has created a great deal of tension and is threatening the internal balance of a country in which the institutional climate remains fragile. Essential public services are saturated and difficulties are increasing in the labor market (rise in unemployment, development of a black economy). Young refugees and young Lebanese are particularly affected.

The **Maharat Li Loubnan project (Competences for Lebanon)**, entrusted to the IECD by the AFD over a 4-year period, aims to favor the employability of **vulnerable Lebanese populations and refugees** (especially young people and women). For this, it is focusing on training in developing professions. Indeed, the technical training system is unable to meet the needs of enterprises and the requirements for accessing these courses are not adapted to populations in extremely difficult situations. The Maharat Li Loubnan project aims to contribute to overcoming the structural and temporary difficulties of vocational training in Lebanon. Beyond a wish to offer young people the means to meet their needs and those of their families, the project aims to **strengthen solidarity between communities and facilitate social harmony**. It is deployed according to four lines of intervention (see following pages).



¹ UNHCR, Data updated on 7 December 2017.



LINE 1

IMPROVE THE SOCIO-PROFESSIONAL INTEGRATION OF VULNERABLE POPULATIONS THROUGH THE SETTING UP OF CERTIFIED SHORT TRAINING COURSES AND SUPPORT FOR INTEGRATION.

1,600 vulnerable young people (Syrian and Palestinian refugees, Lebanese and young women) will benefit from more than **120 certified short training courses** by 2021. Each student will receive personal support towards employment and will be monitored for one year. With a view to developing personal skills, a life skills program has been developed alongside the technical training and covers a variety of subjects: self-confidence, stress management, conflict management, living as part of a group, civic education, not to mention job search techniques. Four employment basins are targeted: the North, Bekaa, Greater Beirut (Mount Lebanon) and South Lebanon.

2017 RESULTS

112 young people benefited from certified short training courses, **57% of whom were women**, in the frame of MLL. **114 others** for the Tripoli project.

58% of them found a job one month after completing the training².

50 trainers were trained in teaching practices and technical subjects during 11 sessions.

OPENING OF 3 NEW REGIONS TO CERTIFIED SHORT TRAINING COURSES (SEPTEMBER 2017)

On the basis of the pilot project organized in Tripoli between 2013 and 2017, the IECD has extended its **certified short training program** to three new regions: Saïda and South Lebanon (2017), Beirut (2017) and Bekaa (2018). Partnerships were signed with local NGOs and three hospitals. The syllabuses for five courses were revised and adapted: electricity, painting, air-conditioning unit maintenance, manicure/pedicure, care for the elderly and sick.

1. Figures for the regions of Saïda and Beirut, training in Bekaa will only start in 2018.
2. Survey conducted on 5 of the 8 courses and among 83% of the young people.

LINE 2

ALLOW 300 VULNERABLE YOUNG PEOPLE TO TRY SELF-EMPLOYMENT.

Young people who are interested in entrepreneurship will be involved in a business creation support process. They will follow a specific training program and will benefit from personalized coaching over 6 to 12 months.



2017 RESULTS

8 young people out of 15 from certified short training courses in Tripoli benefited from the business incubator's first Start-Up Training project in December 2017.

LAUNCH OF A FIRST START-UP TRAINING (SUT) (NOVEMBER 2017)

About 15 young people from Tripoli, who have already benefited from certified short training in electricity, plumbing, air-conditioning unit maintenance, wanted to continue with the Start-Up Training (SUT) that will help them to set up their own activity. The training comprises nine theoretical sessions which take a look at the notions of products and services, competition, competitive advantage, customer segmentation and finance. To this is added three personalized coaching sessions that allow each beneficiary to work on the development of a business plan. The process provides for the monitoring of people after the training.



LINE 3

OVERHAUL OF TWO TECHNICAL BACCALAUREATE DIPLOMAS: PRODUCTION MAINTENANCE AND A SECOND SECTOR TO BE IDENTIFIED.

The overhaul is based on the updating of training syllabuses, the acquisition of modern equipment, the training of trainers, support for the management of establishments, and support for young people in their professional integration. Four establishments which, ultimately, will welcome **200 beneficiaries a year in each of the sectors**, will be accompanied before the tools and methodologies produced are disseminated to other technical schools.

The Lebanese association **Semeurs d'avenir**, founded in 2010, is the **privileged partner of the IECD** in Lebanon in the field of vocational training and access to employment by young people.

LAUNCH OF A NEW TECHNICAL BACCALAUREATE IN MAINTENANCE and STUDY TO EXTEND THE TRAINING OFFERING TO A NEW SECTOR (SEPTEMBER 2017).

The IECD and **Semeurs d'avenir** carried out market research among 50 industrial and maintenance enterprises. The study revealed a shortage of technicians able to ensure the good functioning of equipment and facilities. The estimated potential is **250 recruitments** a year for the industry sector alone, which represents 20.5% of the Lebanese GDP. Other sectors such as **construction, volume retailing, hospitals or hotel-catering** are also in demand.

2017 RESULTS

42 students

enrolled for training in maintenance for the 2017 academic year in the three pilot schools.

18 teachers

trained in teaching practices and technical subjects.

Two sectors requiring an overhaul were identified: **nursing care** and **computer programing**. The creation of a new technical baccalaureate is being studied.

Innovative training in careers in maintenance have been developed by the IECD and Semeurs d'Avenir, in collaboration with the Académie de Paris and the General Directorate for Technical and Vocational Education (DGETP). The instruction of this course will use the competence-based approach which helps to ensure that young people have acquired the practical know-how required by enterprises and, therefore, that they are quickly operational.

An **employment market study**, implemented from August 2017 to December 2017 among 130 people and 55 structures of different sizes (private enterprises, hospitals, nurseries, investment funds, associations), experts (local, international), private and public schools, and institutions (National Labor Office, the country's Investment authority, etc.) helped to identify the professional needs and profiles for different sectors: agriculture, agri-food, education, water and waste management, hotel-catering, health and information and communication technologies. Two sectors appear to be particularly in demand: **nursing care and computer programing**. A more detailed study of the latter was carried out resulting in the development of a sector devoted to programing professions.

LINE 4

STRENGTHEN THE CAPACITIES OF THE DIRECTORATE-GENERAL OF TECHNICAL AND VOCATIONAL TRAINING (DGETP) AND THE MINISTRY OF EDUCATION.

A study and support fund designed to support the process's stakeholders will be set up. A study will be carried out within two years after the start of the project with a view to identifying the levers on which support can be set up.



Students at the Hospitality and Catering Training Center (HCTC) in Mae Sot (Thailand)

TRAINING YOUNG PEOPLE IN CAREERS IN HOSPITALITY-CATERING

33

LOCATION

Vietnam, Thailand, Myanmar,
Cambodia, Laos, Madagascar

PROGRAM LAUNCH

1992

2017 BUDGET

€920,000

In countries where **tourism is a buoyant sector** and constitutes an incredible lever for economic and social development, the IECD offers its support for the **creation or improvement of hospitality-catering schools**. They welcome **young people from underprivileged backgrounds**, 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 schools supported offer students a comprehensive program designed to make them **accomplished professionals** 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, cuisine, maid service, reception, bread and pastry making)**. At the same time, they also benefit from general and human 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.

2017 TOTAL RESULTS

320 young people benefited from training in Hospitality-Catering in 2017.

82% of the young people who graduated in September found a job or are continuing their studies.

2,200 young people from schools that are members of the ASSET-H&C network benefited indirectly from the improvement of practices.

90 staff members from the teams benefited from training or support in 2017.



Student at "La Rizière" Hospitality School in Fianarantsoa (Madagascar).

Instruction alternates between **theoretical lessons** in the classroom and **practical workshops** in the training centers' **application laboratories** (hotel, restaurant, bakery, etc.), which, apart from developing students' skills, allow them an initial contact with actual customers. The experience acquired during **work placements** and collaboration with sector professionals at all stages of the training are all additional levers that ensure the young people's employability at the end of the course.

2017 was marked by the **opening of a new French bakery school in Ho Chi Minh City** and by the **development of the IECD's activities in Myanmar** (support for a new training center and launch of the project to create a French bakery school in Yangon). The IECD is also devoted to strengthening the economic model and, therefore, the **financial viability** of establishments, most of which are **social enterprises**. Thus, La Rizière Hospitality School in Madagascar had a self-funding rate estimated to be 82% at the end of 2017 (compared to 74% in 2016), thanks to the efforts of its hotel-restaurant.

Finally, the IECD has continued its support to the **ASSET-H&C network**, bringing together vocational training centers that combine a social objective and an innovative economic model in Southeast Asia. It welcomed **two new member schools in 2017** and deployed a range of actions on the theme of the **environment**.



Kim Tuyen, 19 years

Student at the Bread-Pastry Making School in Ho Chi Minh City (Vietnam)

“

After my parents divorced, myself and my little sister were brought up by our grandmother. I didn't think that I could continue my studies beyond the baccalaureate because we didn't have much money. Then I heard about the French bakery school and the fact that the expenses were paid. I was tempted, but I felt guilty about not being able to earn a living for another year and a half with my sister having given up her studies in order to be independent. Finally, with my grandmother's encouragements, who said that it was an opportunity for me, I decided to follow the training. After six months, I know that I made the right decision! The school is very professional, very demanding and I learn many things, including how to behave. I have changed and I know that with this training I am preparing a good future for myself: I will earn a good salary that will allow me to save money and build a house for my family. My dearest dream is to become the manager of a 5-star hotel in the center of Ho Chi Minh City: I would be so proud!

THE HOSPITALITY-CATERING PROGRAM AROUND THE WORLD

THE HOSPITALITY AND CATERING TRAINING CENTER (HCTC) IN MAE SOT IN THAILAND

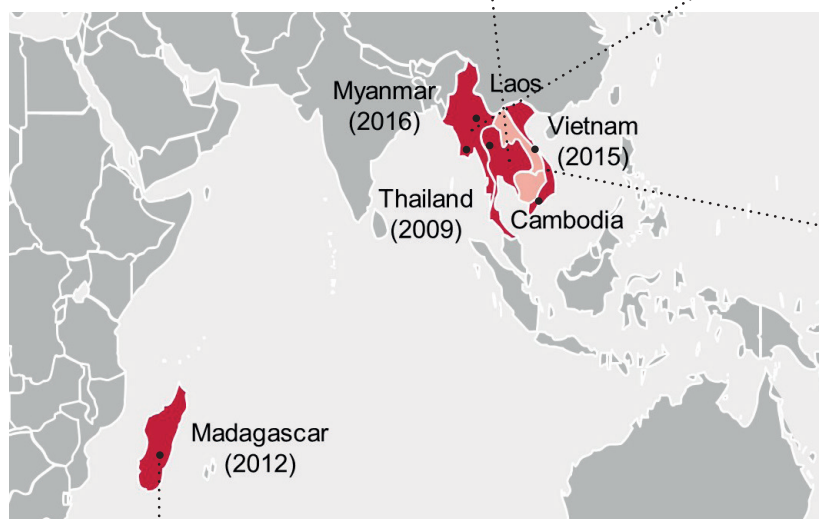
LOCAL PARTNER: **Tak Border Child Assistance Foundation (TBCAF)**
PROJECT LAUNCH: **2009**
2017 BUDGET: **€260,000**

Each year, the HCTC (Hospitality and Catering Training Center) trains young people, mainly from the Karen minority, in **cooking, food service, room service and reception careers**. The teaching is based on high-level practical training at "the Passport" application hotel-restaurant, as well as on general training and **human training**.

2017 RESULTS

92 students trained in 2017, **60%** of whom were young girls.

86% of the young people who graduated in April 2017 are currently in work and **10%** are continuing their studies.



"LA RIZIÈRE" HOSPITALITY SCHOOL IN FIANARANTSOA, MADAGASCAR

LOCATION: **Fianarantsoa**
LOCAL PARTNER: **Saint François-Xavier school**
PROJECT LAUNCH: **2013**
2017 BUDGET: **€180,000**

Since 2012, the 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).

2017 RESULTS

154 students benefited from training during 2017, **66%** of whom were young girls.

71% of the young people who graduated in September found a job or are continuing their studies 3 months after obtaining their diploma.

82% self-funding rate end of 2017 thanks to the application hotel and restaurant.

SUPPORT FOR 2 HOSPITALITY-CATERING TRAINING CENTERS IN MYANMAR

LOCATION: **Inle and Yangon (Myanmar)**
LOCAL PARTNERS: **Inle Heritage Hospitality Vocational Training Center (IHHVTC) and Yangon Bakehouse (YBH)**
PROJECT LAUNCH: **2016**
2017 BUDGET: **€70,000**

Since 2016, the IECD has supported Inle Heritage Hospitality Vocational Training Center (IHHVTC) in order to **favor the socio-professional integration of young people from poor backgrounds** from the Inle Lake region in hospitality-catering professions. In 2017, the IECD formed a new partnership with the Yangon Bakehouse (YBH), a **social enterprise created in 2013, in order to help it to improve its economic model and its training**. This organization offers **underprivileged Burmese women seven months of vocational training in catering**.

2017 RESULTS

40 people trained in 2017.

80% of young graduates in 2017 are in employment or continuing their studies.

70% of self-funding for the IHHVTC, thanks to the application restaurant.

THE ASSET-H&C NETWORK IN SOUTHEAST ASIA

See opposite page.

THE FRENCH BREAD-PASTRY MAKING SCHOOLS (VIETNAM AND MYANMAR)

LOCATION: **Hue (Vietnam), Ho Chi Minh City (Vietnam) and Yangon (Myanmar)**
LOCAL PARTNERS: **Thu Duc College of Technology in Ho Chi Minh City and LuxDev and the Ministry of Hotels and Tourism in Yangon.**
PROJECT LAUNCH: **1999 (Hue), 2016 (Ho Chi Minh City), 2017 (Yangon)**
2017 BUDGET: **€360,000**

Opened in 1999, the **Bread-Pastry Making School in Hue** offers young people from poor backgrounds a 20-month vocational course with a syllabus that helps them to gradually become more responsible. Based on the same model as the one in Hue, **a new bread-pastry making school was opened in Ho Chi Minh City in 2017. Finally, the IECD has started the process of reproducing the same model in Yangon (Myanmar): the school will open its doors in 2018 and will welcome 10 to 15 young people, at least half of whom will be girls.**

2017 RESULTS

34 young people trained in bread-pastry making in 2017, more than half of whom are young girls.

100% of the 10 graduates at Hue in 2017 found a job.

95% self-funding sur l'école de Hue en 2017 thanks to the tearoom at the school.

THE ASSET-H&C PLATFORM IN SOUTHEAST ASIA



The members of the 14 partner schools from the ASSET-H&C network met in Siem Reap, Cambodia, in December 2017.



OBJECTIVE 1

Enable the socio-professional integration of underprivileged young people and adults in Southeast Asia



OBJECTIVE 2

Improve the training offering in hospitality-catering training in Southeast Asia

36

LOCATION

Cambodia, Laos, Myanmar, Thailand, Vietnam

LOCAL PARTNERS

14 member schools

PROJECT LAUNCH

2016

2017 BUDGET

€50,000

The IECD's experience in Southeast Asia has helped to become aware of the shared challenges for Hospitality-Catering schools and, in 2016, it took the initiative to create a **regional mutual support network**: the ASSET-H&C network (Association of hospitality-catering social training enterprises in Southeast Asia). It now has **14 member schools in five countries and enables the sharing of experiences, the pooling of resources, the promotion of good practices and, ultimately, the improvement of the results of each of the schools.** Thus, every year, about 2,200 young people and adults in difficult economic, social and/or educational situations benefit from high quality training that helps them towards social and professional integration.

In 2017, the **ASSET-H&C annual seminar** was held in Siem Reap, Cambodia. It allowed the sharing of good practices concerning pre-training school guidance, the training of trainers, and the involvement of alumni. Thus, each one was able to identify its assets and the opportunities for improving its training offering. The seminar was also the opportunity to bring together partners for a conference promoting **responsible and sustainable tourism**, thanks to the intervention of tourism professionals and environmental experts. Also in 2017, the network launched the "**Ecospitality**" initiative that aims to reduce the ecological footprint of schools and encourage students' awareness of sustainable development.

2017 RESULTS

2,200

young people benefited indirectly from the improvement of the quality of training thanks to the network.

26

healthcare staff members from 14 schools benefited from the exchange of good practices and improved their skills.



“

As the ASSET-H&C's motto says: "alone we go faster, but together we go further". I now feel that the IHHVTC (see opposite) is no longer alone! We can share our experiences, exchange resources, and work hand-in-hand to build a better future for the young people of Southeast Asia."

Aung Phyo Min
Vice-Principal of the IHHVTC



Student at the FFS in Ngindinga (Democratic Republic of the Congo)

TRAINING YOUNG PEOPLE IN CAREERS IN AGRICULTURE

37

The Family Farm Schools program (FFS)

LOCATION
Cameroon, Ivory Coast, RDC

PROGRAM LAUNCH
1992

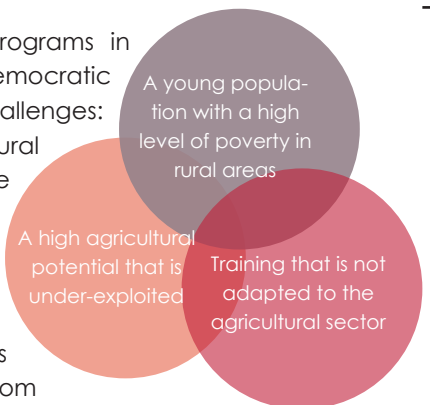
QUALIFICATION LEVEL
- 2nd year junior school level in the 30 Family Farm Schools (FFS)
- CAP level in the three Training Institutes for Rural Entrepreneurship (IFER)

2017 BUDGET
€1,000,000

The action of the agricultural training programs in Cameroon, the Ivory Coast and the Democratic Republic of the Congo faces three major challenges: although they have a strong agricultural potential, these three countries are characterized by high levels of poverty in rural areas. Young people are particularly affected and generally only have access to unstable and poorly paid jobs. The main cause of professional integration difficulties among young people in rural areas stems from the fact that the school education and vocational training offering is **not adapted to the needs of local economies** and the expectations of young people. Consequently, they tend to leave the education system at an early age and find themselves on the labor market without any real qualifications¹.

In order to deal with this problem, the IECD and its partners are developing a **network of dual-apprenticeship agricultural schools** in Cameroon, Ivory Coast and DRC in order to offer vocational training adapted to **young people from 13 to 25 years**. Thus, **30 Family Farm Schools (FFS)** offer one to three years of training at 1st and 2nd year junior school level and **3 Training Institutes for Rural Entrepreneurship (IFER)** offer a two to three-year CAP level course in agriculture.

1. In 2015, the completion rate for primary school studies on a global level was 90.1%, it was only 73.9% in Cameroon and 63% in the Ivory Coast that same year – UNESCO Institute for Statistics





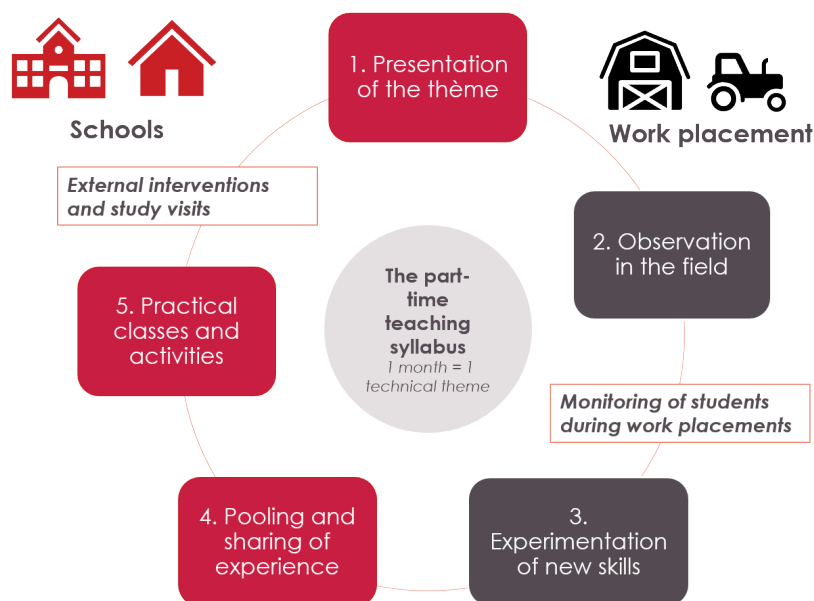
Ismaël Sawadogo,
18 years-old, former student from
the FFS in Toupah (Ivory Coast)

“

Before following this course, I didn't know what I was going to do with my life. But, after leaving the FFS in Toupah in 2016, I immediately wanted to put into practice what I had learned. I started with a few crops and three rabbits so that I could have some income. I built my first chicken coop (21m²) which allowed me to accommodate 240 hens I very quickly realized that if I invested 60,000 CFA Francs (about €90), I could earn almost 125,000 CFA Francs (about €190) one month later. Two years ago, I started with 60 chicks, I am now able to feed, care for and sell 400. I am very proud of what I can do and I thank my teachers for having trained me and encouraged me to set up my own business".

PART-TIME TEACHING SYLLABUS AT THE HEART OF TRAINING

The training proposed is based on a **part-time teaching syllabus**, active instruction that places young people at the heart of the training. They discover the agricultural entrepreneur profession through 2 to 4-week **periods of work placements**. Then, they share their knowledge when they return to school via a so-called "pooling" session and complete their knowledge with **theoretical classes, study visits and practical work** in the school's vegetable gardens and educational breeding workshops. Finally, the trainers invite local agricultural entrepreneurs and representatives from agricultural companies to take part in the training through **interventions** in their sector or profession.



This constant interaction between practice and theory enables the **rapid and effective assimilation of notions**. The end of each school year offers the opportunity for a review: students are evaluated by means of a **skills-based approach (APC)** and the exam is completed by an oral exam or a final exam for final year students. At the FFS, this project is called MPE – "Ma Première Entreprise" (My First Enterprise).

Finally, the schools mobilize **agricultural entrepreneurs and parents** throughout the course and organize ½-day or 1-day **modular training** on innovative farming and breeding techniques.

2017 TOTAL RESULTS

786 young people trained in 2016-2017, of which 658 in FFS and 128 in IFER.

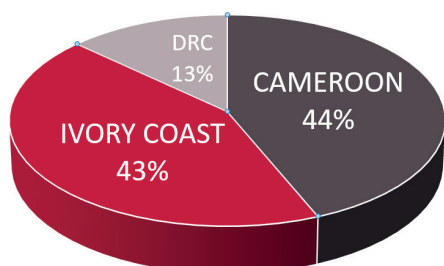
86% of young people are working and **9%** are continuing their studies after their training.

75% of former students are able to meet their daily needs.

1,267 entrepreneurs and parents trained in innovative farming techniques (1/2 to 1-day modular training).

1. Survey conducted in 2017 among 168 students at FFS and IFER who completed their training between 2013 and 2016.

THE FAMILY FARM SCHOOLS PROGRAM IN AFRICA



VOLUME OF ACTIVITY OF THE FFS PROGRAM BY COUNTRY

More than **2,200** young graduates from FFS and IFER since the launch of the program.

FAMILY FARM SCHOOLS IN IVORY COAST

LOCAL PARTNER: **PEFACI (Family Farm Schools Platform in Ivory Coast)**

SCHOOLS: **13**

PROJECT LAUNCH: **1998**

2017 BUDGET: **€450,000**

2017 in the Ivory Coast was marked by the organization of the program's 2nd Inter-country seminar. This seminar allowed progress to be made on the **drafting of the syllabus for the training of trainers at FFS and IFER and the development of a monitoring/evaluation process for trainers**. Thus, all trainers will be evaluated in 2018 by one to three members of the educational and technical services. These evaluations will be carried out in a professional context: during the preparation or coordination of a session in the classroom or in the practical workshops (training centers' gardens and chicken coops).

2017 RESULTS

164 young people trained in farming and breeding techniques (1 to 3-year course) in 2016-2017.

541 agricultural entrepreneurs and parents trained in innovative farming techniques (1/2 to 1-day modular training).

FAMILY FARM SCHOOLS IN CAMEROON

LOCAL PARTNERS: **3 parishes (SWC Kumbo, CDD Maroua, Nkongsamba), 2 associations (ACOHOF and SAMACCOL), 2 federations (FEFAL and FEFAL) and 3 enterprises (SOCAPALM, SAFACAM, PHP)**

SCHOOLS: **17**

PROJECT LAUNCH: **1992**

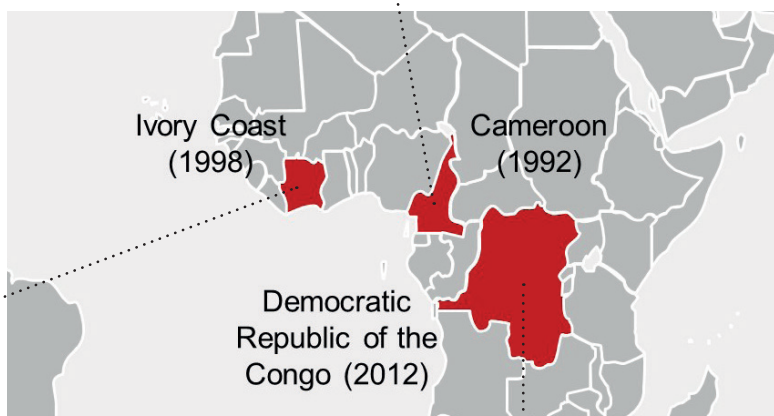
2017 BUDGET: **€460,000**

The agricultural vocational training situation has improved with the publication of CAP and agricultural baccalaureate syllabuses in 2016 by the Ministry of Secondary Education (MINESEC). At the start of the 2018 school year, the IECD and its partners will open a CAP course in two schools (Dizangué and Koza). The first CAP will be presented in 2020. Furthermore, a new theme has been introduced into the training course: **agroecology** (p.37).

2017 RESULTS

571 young people trained in farming and breeding techniques (1 to 3-year course) in 2016-2017.

688 agricultural entrepreneurs and parents trained in innovative farming techniques (1/2 to 1-day modular training)



FAMILY FARM SCHOOLS IN DEMOCRATIC REPUBLIC OF THE CONGO

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

ÉCOLES: **3**

PROJECT LAUNCH: **2012**

2017 BUDGET: **€140,000**

In DRC, the efforts continued in 2017 to improve training content. Thus, the education service was able to draft two new booklets in mathematics and bee-keeping in order to complete the existing offer. Furthermore, practical activities were improved in the gardens via the setting up of a crop calendar for the 2017-2018 school year. Thus, in the educational gardens, all the young people will be able to put into practice the knowledge acquired during work placements and in the classroom.

2017 RESULTS

51 young people trained in farming and breeding techniques (1 to 3-year course) in 2016-2017.

38 agricultural entrepreneurs and parents trained in innovative farming techniques (1/2 to 1-day modular training).



FOCUS ON ECO-RESPONSIBLE PRACTICES

A student from the FFS in Njombé.

CAMEROON THE **FAMILY FARM SCHOOLS PROGRAM** (FFS) IS GOING GREEN

“

In my village of Kossehonne, I started to apply the techniques I had learned at the FFS in my father's field (compost, organic soil improvers), and we have practically doubled last year's corn harvest! I also started a business selling natural pesticides and herbicides at the local market and even as far as Nigeria."

Jean Kodji,

2nd year student at the FFS in
Mokolo (Cameroon)

A COMMITMENT TO ENVIRONMENTALLY-FRIENDLY PRACTICES

In order to encourage sustainable and environmentally-friendly practices, a new theme has been introduced into the training course in Cameroon: **agroecology**. The content is in the process of being drawn up. Training was implemented for all the trainers during the national seminar in Yaoundé in July 2017. Thus, at the start of the school year in 2017, the students studied various subjects such as the **sustainable management of natural resources, the impact of humans on the environment, the integrated fight against disease and pests, and sustainable farming techniques** (preparation of biopesticides, use of green fertilizers, etc.). This new theme is being tested in schools in Cameroon and, ultimately, will be rolled out to all the countries. To support this dynamic, partnerships were also formed with sustainable development stakeholders in each location, such as the Limbe Wildlife Center and GIC Evergreen. These partnerships help to support the appropriation of agroecological practices by the young people, their trainers and their entourage.





MEETING THE NEEDS OF POPULATIONS IN GREAT DIFFICULTY EFFECTIVELY AND QUICKLY

PROGRAM LAUNCH
2008

LOCAL PARTNERS
14 members schools

THE SECTORS STUDIED

- CONSTRUCTION PROFESSIONS (electricity, plumbing, painting, small masonry work, etc.)
- CARE AND PERSONAL SERVICE PROFESSIONS (care for the sick and elderly, manicure-pedicure, etc.)
- INDUSTRIAL AND DOMESTIC MAINTENANCE PROFESSIONS (vehicle maintenance, heating maintenance, computing, etc.)

In order to respond to emergency situations for populations in great difficulty, the IECD has developed several **certified short training courses** lasting 2 to 12 months, in particular in **Lebanon and Syria**. The fields of training covered meet the demand in buoyant employment sectors (see opposite).

The **Maharat Li Loubnan (MLL) project**, resulting from the signature of an agreement between the IECD and the **French Development Agency (AFD)** in January 2017, offers certified short training courses, an **unprecedented development in Lebanon** (p.46).

In parallel, the IECD reconfirms its determination to pursue its actions in Syria by supporting a **dense local associative network**. As in Lebanon, vocational training targets **the rapid integration of people into work**. After seven years of fighting, the construction and personal care sectors, to mention just a few, are particularly in demand. At the same time, the **IECD encourages the creation of businesses** with the BRIDGES program (p.41).

Certified short training is a short-term solution adapted to populations in great difficulty. That is why the **IECD is testing ancillary modules alongside the certified short training courses**. This is the case in Ivory Coast (Technical Center in Bonoua): in summer 2017, a new 150-hour certified short training course in construction electricity allowed the **16 certified students to increase their income**.

LEBANON: VOCATIONAL TRAINING FOR UNDERPRIVILEGED YOUNG LEBANESE PEOPLE AND SYRIAN REFUGEES (see the MLL project p.46)

LOCATION: Beirut, Tripoli, Saïda, Bekaa
LOCAL PARTNERS: Semeurs d'Avenir Association, Labor Ministry
PROJECT LAUNCH: 2017
2017 BUDGET: €200,000

The IECD **extended its certified short training program** (see p.46 the MLL project) to **three new regions**: Saïda and South Lebanon (2017), Beirut (2017) and Bekaa (2018). Partnerships were signed with local NGOs and three hospitals. The syllabuses for five courses were revised and adapted: electricity, painting, air-conditioning unit maintenance, manicure/pedicure, care for the elderly and the sick.

2017 RESULTS

112 young people benefited from certified short training courses, **57%** of whom were women¹.
56% of them found a job one month after completing their training.
50 trainers were trained in teaching practices and technical subjects during 11 sessions².

1. Figures for the regions of Saïda and Beirut, with training in Bekaa starting in 2018.
2. Survey conducted for 5 of the 8 courses and among 83% of the young people.

SYRIA: VOCATIONAL TRAINING FOR YOUNG SYRIANS IN A VULNERABLE SITUATION

See page 40.



SYRIA: TRAINING AND SOCIO-ECONOMIC INTEGRATION THROUGH THE CREATION OF INCOME-GENERATING ACTIVITIES - BRIDGES PROGRAM

See page 41.

FOCUS ON SYRIA



Young Syrians training in air-conditioning unit maintenance at the center in Jaramana.

SYRIA

THREE **CENTERS** TRAIN
INTERNALLY DISPLACED
PERSONS AND OTHER
VULNERABLE PERSONS

LOCATION

Suburbs of Damascus (Jaramana: Shebab Center and I Can Center) and Sweida.

LOCAL PARTNERS

SARC (Syrian Red Cross),
Ministry of Social Affairs and
Labor, Local associations.

PROJECT LAUNCH

2009

2017 BUDGET

€90,000

2017 RESULTS

2,549 people

participated in the certified short
training courses in Syria in 2017.

Designed to help Iraqi refugees when it was created in 2008, the **Shebab Center** (meaning the “center for young people”) in **Jaramana** mainly welcomes **internally displaced Syrians from childhood** (p.13) through to **adulthood**, namely from 5 to 24 years. In a climate of constant violence, it offers a protective and secure environment. The young people have access to several types of services: a personalized welcome, the chance to be heard, and psychological support, but also a **varied training offering (14 fields studied)** lasting from **3 to 4 months**, which allows them to acquire professional skills in sectors in high demand: **help for the elderly and sick, management, household electricity, construction painting, computer maintenance, heating and air-conditioning maintenance, computing**, etc.

At the same time, **personal development and soft skills workshops** are offered to them: the aim is to facilitate their adaptation to their new living conditions and develop the skills required for their professional integration.

The **center in Jaramana has been open for 10 years**. It is now **a model that can be applied elsewhere**: in 2017, **two new centers opened their doors**: the I can Center, also located in Jaramana, and the Sweida Center in the south of the country, thus relocating the model to a new region. A 4th center is being studied in Aleppo in the north of the country.



“

Presenting my project to the funding commission was an exceptional moment in my life!"



Ahmad Fares (1995-2018), beneficiary of the BRIDGES training in Syria.

SYRIA

HELP YOUNG ENTREPRENEURS
TO **CREATE THEIR OWN
BUSINESS**

44

The **BRIDGES** program

LOCATION

Damascus (urban and rural areas), Hama, Tartous, Homs

LOCAL PARTNERS

SARC (Syrian Red Cross),
Ministry of Social Affairs and
Labor, local associations.

PROJECT LAUNCH

2016

2017 BUDGET

€330,000

In a tense economic climate, the IECD encourages young people to create their own business. Set up since October 2016, the **BRIDGES program** (Building and Reinforcing Integration through Development of Guidance, Employment and Skills) aims to **help young start-up entrepreneurs develop their entrepreneurial skills**. It comprises three sections: training in the creation and management of an enterprise, the attribution of funds, and support in the project's implementation.

Thus, Abd Alhadi dreams of helping children be able to study, after he himself was forced to leave school and work in order to meet his family's needs after they had to leave Homs; Farah and Waeed are two friends who want to help young people with learning difficulties; Amjad wants to recycle old furniture to give to Syrian families who have lost everything, offering them the chance to enjoy a minimum of comfort at an affordable price. **As for Ahmad, his project was to create a prototype of a wheelchair that could cross stairs on its own for people injured by the fighting. The war did not give him time to do it.**

Since the launch of the BRIDGES program in Syria, **57 projects have benefited from funding after being presented to a jury and are now in their launch or deployment phase**. The young prizewinners are being monitored by the IECD team. On the strength of its success, the BRIDGES program was launched in Aleppo in September 2017.

2017 RESULTS

614

young people
participated in the training of the
BRIDGES program.

57

projects
benefited from funding and
are currently monitored by the IECD.



ON-GOING TRAINING

IMPROVE THE SKILLS OF LOCAL STAKEHOLDERS THROUGH ON-GOING TRAINING



OBJECTIVE 1

Improve the quality of programs



OBJECTIF 2

Support local partners towards autonomy through the transfer of skills

EXAMPLE OF SYRIA

ON-GOING TRAINING TO STRENGTHEN THE SKILLS OF LOCAL ASSOCIATIONS



LOCATION: **Damascus and its suburbs, Salamieh, Lattakia, Homs, Tartous, Hasaka, Hama and Aleppo**

LOCAL PARTNERS: **10 local associations**

PROJECT LAUNCH: **2015**

2017 BUDGET: **€60,000**

In Syria, the IECD is increasing its impact in a large part of the territory by **transferring skills to the dense local associative network**. In previous years, 67 associations were able to benefit from training that helps them to run high level vocational training centers. In 2017, 175 members from 10 associations again improved their skills in teaching practices and the management of training centers: training adapted to certain subjects (computing, English), certain professions (household electricity, personal care), and the management of centers (management or use of software).

2017 RESULTS

175 trainers trained in teaching practices and technical subjects in 2017.

“

In order to increase our impact in the territory and improve the quality of training, we decided that the best solution was to transfer our skills to teachers, educators, and managers of associative centers.”

Nidal Bitar,
Director of the IECD in Syria.

On-going training (p.42) targets people who are already in employment, who want to improve their practices, or progress in their profession. For the IECD, it is **an opportunity to guarantee the quality of programs, strengthen the capacities of local players and increase the impact of programs in territories**. Since 1991, the IECD has supported medical staff in improving patient care. On-going training has gradually been extended to all of the program's players: thus, the IECD is developing training for **teachers and trainers, administrative staff and center managers, as well as care staff** (p.44), thus greatly improving the quality and impact of its actions. At the same time, for all the programs that involve young people, the IECD organizes **family information days** so as to encourage adhesion and create a favorable and coherent dynamic.

THE IECD'S ON-GOING TRAINING

Almost all of the IECD's projects include on-going training:

- **Training of trainers and educators** in educational programs (training of teachers and educational staff for the integration of children with special needs into regular schools in Lebanon (p.13), junior school teacher training in Madagascar (p.16).
- **On-going training for trainers** in teaching practices and new technologies:
 - In the three Certified long training programs: Seeds of Hope (p.25), hospitality-catering (p.30) and Family Farm Schools (p.34).
 - In the frame of certified short vocational training courses in Syria and Lebanon (p.38).
- **Training of the administrative staff** of educational institutes, training centers and healthcare centers for the improved management of establishments.
- **Training of healthcare staff** in order to improve practices and the quality of care (p.44).

FOCUS ON THE PASS



Hetouz, nurse at the Madeleine Mouissou health center (Congo-Brazzaville).

CONGO- BRAZZAVILLE

STRENGTHEN THE SKILLS OF HEALTHCARE STRUCTURES

Support for Healthcare
Structures (PASS)

The Congolese healthcare system suffers from many shortages: inadequately or insufficiently trained staff, healthcare structures with obsolete and insufficient equipment, lack of management skills. **Since 2012, in Pointe-Noire, the IECD has been developing the Support for Healthcare Structures programs (PASS)** which help to strengthen the skills of partner healthcare structures through the on-going training of their staff and the renovation of facilities, in such a way as to significantly **improve care for vulnerable women and children.**

47

TRAINING OF HEALTHCARE PERSONNEL IN ORDER TO IMPROVE CARE PRACTICES	TRAINING OF ADMINISTRATIVE PERSONNEL IN ORDER TO IMPROVE MANAGEMENT PRACTICES	RENOVATION OF EQUIPMENT AND TRAINING IN ITS USE	COMMUNITY STIMULATION
<p>134 training sessions on hygiene, technical care, and teamwork and professional values, completed by daily support in the field.</p>	<p>4 private partner centers benefited from management training (accounting support, budgetary monitoring, pharmacy stock management improvement of the patient path).</p>	<p>8 centers benefited from equipment renovation actions that help to improve the reception of patients and the care provided: adapted medical equipment, renovation of premises, access to water.</p>	<p>Planning and organization of information campaigns for the population on public health issues (malaria, breast-feeding, Sickle Cell Disease - p.58).</p>

LOCATION

Pointe-Noire

LOCAL PARTNERS

8 public and private healthcare centers.

PROJECT LAUNCH

2012

2017 BUDGET

€400,000

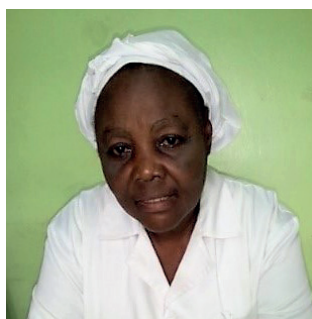
In 2017, in a consistently difficult economic climate, the **PASS supported seven healthcare centers and a base hospital**. 90% of the tenured professionals followed a full training cycle on hygiene, technical treatment, and teamwork. Specific support for supervisory staff (see below) was also proposed throughout the year (team management, service management, notion of responsibility, development of tools). All of these actions helped, in particular, to **guarantee the security of the care provided and to maintain a postnatal infection level that is as low as possible**.

2017 RESULTS

55,000 patients of which **50,000 women** and children, benefited from quality care in the partner centers.

345 healthcare staff members (nurses, midwives, laboratory technicians) were trained and supported on a daily basis.

8,500 births managed in 2017.



Gisèle Mboutou,

State-registered nurse and Matron in podiatry, base hospital in Tié-Tié.

“

I was appointed Matron of podiatry in July 2017 without receiving any support or guidance for the mission and without ever having occupied a management position during my career! The PASS helped me a great deal: thanks to the training, I now know what my tasks and responsibilities are and I have tools at my disposal. As the saying goes, “Better to teach a man to fish than to give him a fish already caught”. Nowadays, I feel supported and encouraged. I have improved my scientific knowledge and learned the correct professional reflexes. Also, I am appreciated by my team and I am proud to be in charge of a podiatry service.”

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

LOCAL PARTNER

Congolese Center for Culture, Training and Development (CECFOR)

PROGRAM LAUNCH

1991

Since 1991, the IECD has provided **continuous support** to the Management Committee of the CHME for hospital management and the identification of new financial partners, and also occasionally supplies the CHME with biomedical equipment. The CHME, the reference hospital for the sub-region, is a **technical partner of the IECD for PASS**. It is also behind the initiative of the **fight Sickle Cell Disease program** (p.58).

2017 RESULTS

96,400 patients received in consultation, namely a 10% increase compared to 2016.



ENTREPRENEURSHIP

Rémy Vaillot

Former head of Research and Development in Agronomy at the Bonduelle enterprise.

Volunteer for the APONH project.

“ I like people, meeting them and if I can help them in my own small way it's even better! ”

49

IECD-BONDUELLE: AN EXEMPLARY ASSOCIATION-ENTERPRISE PARTNERSHIP!

The APONH project (p.54) was set up jointly by the Bonduelle group in the frame of a review of the group's strategy and its ambition to become a global reference for *well-being through nutrition*. About 15 people from different professions have worked with the IECD on this federative project. The **sponsorship of skills** has already allowed many of the Bonduelle group's employees to provide hands-on assistance in the project. **Rémy Vaillot is one of them. He tells us about his experience:** “We greatly appreciate the way in which the IECD interacts with the company: we don't just invest money. There is also a human implication. And there is a genuine wish to make the project work and to obtain results.”



Mr. Talla (on the right), the director of a stationer's shop, with Sébastien (on the left), a CED trainer during a supervisory visit. He is participating in the Basic Management Training (BMT).

HELP ENTREPRENEURS TO ESCAPE INSTABILITY



OBJECTIVE 1

Allow entrepreneurs to acquire the skills needed to launch and/or ensure the permanence of their activity



OBJECTIVE 2

Create an ecosystem that favors the development of the activity of enterprises

LOCATION

Cameroon (1998), Ivory Coast (2007), Lebanon (2010), Democratic Republic of the Congo (2010), Palestinian Territories (2011), Madagascar (2013), Vietnam (2013), Congo-Brazzaville (2014), Egypt (2017)

PROGRAM LAUNCH

1998

2017 BUDGET

€3,000,000

5,000

entrepreneurs supported in 2017.

Small informal local craft, commerce and service enterprises represent the leading employment basin in the world and constitute the main source of income for millions of people. However these activities are very unstable. Without support, they have very little hope of survival and growth. Since 1998, the IECD's **Support for Small Enterprises** program offers solutions that allow local entrepreneurs to acquire the skills needed to launch and ensure the permanence of their activity. Thus, they can earn the income they need to meet their family's needs and improve their living conditions.

Through two programs, one in an urban environment (**Support for Small Enterprises** p.52) and the other in a rural environment (**Support for Agri-food Stakeholders** with the APONH and TRANSFORM projects p.54 and 55), the IECD has developed a systemic approach to supporting entrepreneurship based on two lines of action:

- 1 - Training and support for entrepreneurs.
- 2 - The construction of an ecosystem favorable to the development of local entrepreneurship.

TRAIN AND SUPPORT ENTREPRENEURS IN THE DEVELOPMENT OF THEIR ACTIVITY

The lack of **business management** skills and the lack of access to training is hindering entrepreneurs in the development of their projects. Thus, the IECD has built accessible **training paths** adapted to each entrepreneur profile, especially women. Furthermore, the IECD provides **personalized support** for each entrepreneur after training in order to supervise the development of their activity in the long-term.

DEVELOP AN ECOSYSTEM TO SUPPORT ENTREPRENEURSHIP

Isolation is now one of the main obstacles experienced by entrepreneurs in the casual labor sector. In order to overcome this isolation, the IECD participates in the **networking of different entrepreneurship stakeholders**, whether in order to facilitate the sharing of experience

or to create key partnerships that allow them to find new commercial openings. For example, **in 2017, the Société des Fruits et Légumes du Cameroun (SOFRULECAM) was created in the frame of the APONH project.** This social enterprise is providing new openings for vegetable farmers, allowing them to sell their products locally to a network of private and professional clients.

The IECD also relies on a **network of local associations, which work to implement and deploy programs.** Thus, in Africa, four local structures working together in the **Enterprise Development Network**, participate in the program's strategy. In 2017, **Madagascar Entreprises Développement was constituted as an independent Madagascan association** and became the fifth member of the Enterprise Development Network. The IECD continues to support the **empowerment of its local partners**, in particular by improving their human resources and through local fund-raising.

NEW CHALLENGES FOR 2018

Extension

With a view to reaching even more people, the IECD wants to extend its programs to new regions (West Africa, Central Africa, etc.). An innovative franchise system should be created in 2018 and will help to extend the program.

Self-funding

The IECD and its partners are devoted to developing new economic models that help to earn income which is reinvested in the projects' social activities. The aim of this is to maintain a system that should benefit from its own resources in order to grow.

WOMEN, ESSENTIAL PLAYERS OF ENTREPRENEURSHIP

Women who create their own businesses represent **half of the players in the casual labor sector.** However, they face many obstacles and the income generated from their activities has a limited potential for growth. Often in charge of the family budget in addition to their business, it is often them who, nevertheless, will have the greatest impact on the household. **The IECD's programs target their financial independence as an essential vector for lasting economic development.** To that end, the IECD is committed to understanding the problems of gender so as to offer adapted responses. The development of training, such as Top Sales, or support for agri-food enterprises, has already helped to reach a mainly feminine audience of entrepreneurs. Nowadays, women represent more than 45% of the entrepreneurs from the VSE program and 70% of those from the TRANSFORM program.

Hélène Eyatta,
beneficiary of performance
monitoring, Yaoundé,
Cameroon

“

I have been a dressmaker since 2001. When I followed the Basic Management training (BMT), I became aware of the challenges of entrepreneurship. I thought that marketing was for men, not for me! I understood that tailor-made dressmaking, as I was doing, means a great deal of work for very little profit. Therefore, I decided to focus on batch production: now I have five employees and lots of orders! My next goal is to have a proper brand. The first step: to invest in two new sewing machines and electric scissors to make the work less difficult and increase production, then to hire two more dressmakers!"





Laurentine makes bags in Antananarivo (Madagascar) and benefits from the support of the Support for Small Enterprises program.

SUPPORT ENTREPRENEURS IN URBAN ENVIRONMENTS

52

the Support for Small Enterprises program

LOCATION

Cameroon (1998), Ivory Coast (2007), Lebanon (2010), Democratic Republic of the Congo (2010), Palestinian Territories (2011), Madagascar (2013), Vietnam (2013), Congo-Brazzaville (2014), Egypt (2017)

PROGRAM LAUNCH

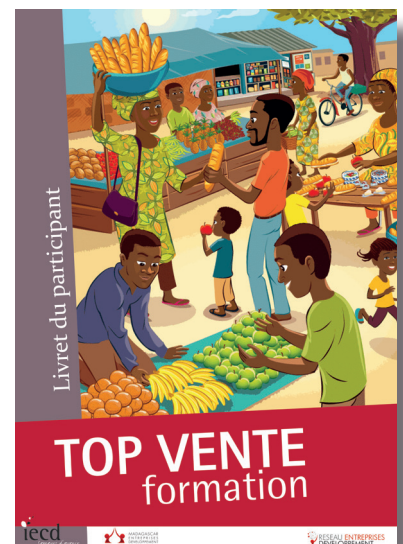
1998

2017 BUDGET

€2,300,000

Since 1998, the IECD and its partners have implemented the **Support for Small Enterprises program**, which accompanies heads of small businesses or start-up entrepreneurs in the creation, consolidation and permanence of their activity. It is now deployed in **9 countries**, the most recent of which is Egypt, which launched its activities this year. It was also implemented in Syria up until 2011.

The **results are quickly visible** and enterprises start to generate stable and lasting, or higher benefits. Some create jobs. They contribute to improving the living conditions of entrepreneurs, their families and their employees.



2017 RESULTS

About **4,500** entrepreneurs and start-up entrepreneurs were trained and accompanied, **45%** of whom were women.

60% of the entrepreneurs increased their turnover 6 months after the training.

25% of the entrepreneurs hired at least one person six months after their training.



IVORY COAST

**Train 4,000 YOUNG
ENTREPRENEURS BETWEEN 18
AND 40 YEARS OLD**

LOCATION

Abidjan, Bonoua, Toumodi and
Bouaflé

LOCAL PARTNER

Ivory Coast Entreprises Dévelop-
pement (CIED)

PROGRAM LAUNCH

2015

2017 BUDGET

€500,000

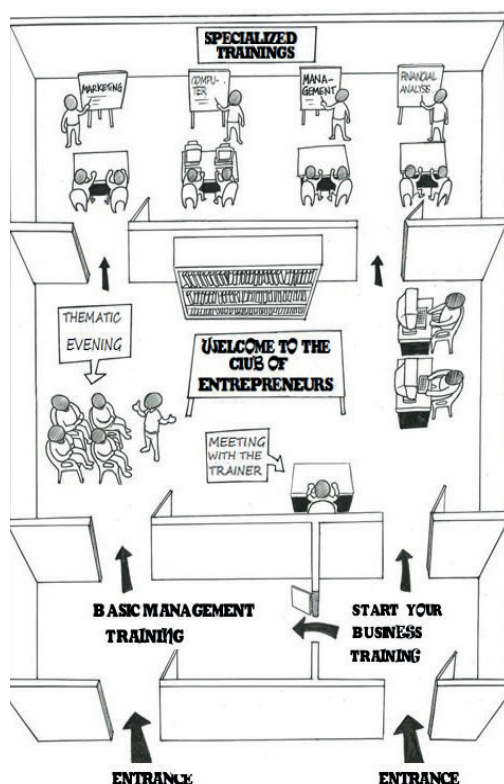
In the frame of the **Debt-Reduction-Development Contract (C2D)**, a cooperation mechanism whereby the debt of poor countries is redistributed in the form of subsidies, the IECD-Ivory Coast was chosen to support small Ivorian enterprises. In Abidjan and Yamoussoukro, as well as in areas around these cities, the project has helped to train and support about **4,200 young entrepreneurs and start-up entrepreneurs, 2,500 of which in 2017**, in order to favor access to employment and entrepreneurship.

This project represents a genuine change in scale for the program and has allowed its methodology to be transferred to **40 trainers and supervisors**. The Ivorian partner, CIED, trained and supported trainers, thus also proving its ability to implement a large-scale and high-quality project.

THE THREE LINES OF DEVELOPMENT OF THE VSE PROGRAM

1. Awareness of entrepreneurs: basic tools for the company's permanence

Basic Management Training (BMT) targets active entrepreneurs, and those wishing to start their own businesses 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 entrepreneurs' appropriation of management notions and tools. A new training course for street vendors, Top Sales Training (FTV), was designed and tested in 2017.



2. Professionalization of entrepreneurs: tools and an ecosystem for the company's growth

After this support, 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 improve skills.

3. Lucrative services: develop a lasting economic model via a complete service offering.

The IECD and its partners offer **tailor-made training, diagnosis studies and advice services for the largest structures** (public services, major groups, large local enterprises, etc.). They help to progress towards a better economic balance for the program by generating income whilst also allowing large companies to take advantage of the expertise acquired in the program. Therefore, the aim is the commercialization of activities 1 and 2 among other structures.

2017 IMPROVEMENTS

- A **new training and support path based on innovative teaching practices** targeting vulnerable street vendors was launched: **Top Sales**.
- During the annual seminar which was held in Brazzaville in November 2017, workshops helped to **improve the support and coaching methods, review the monitoring-evaluation process, and introduce a certification system for trainers**.



Hippolyte Nozawo, Chocolat Entreprise, beneficiary of the TRANSFORM PMEA training course in July 2017.

SUPPORT AGRI-FOOD STAKEHOLDERS IN RURAL ENVIRONMENTS

54



The processing center in Njombe (Cameroon)

Since 2014, the IECD and its partners from the Enterprises Development Network (EDN) **have been extending their expertise from urban areas to rural areas and from VSEs to SMEs**. The agricultural sector provides more than half the jobs in Africa, but its potential is still underexploited: many farmers do not find money-earning openings for their products and their processing enterprises struggle to develop. Agri-food is a major challenge for local economic development. For 3 years, the IECD has supported the structuring of the sector via two programs, APONH and TRANSFORM, in order to ensure an impact on all the sector's stakeholders.

CAMEROON IMPROVE THE LIVING CONDITIONS OF FARMERS

The APONH project

LOCATION

Dschang (West Cameroon) and
Douala (Coastal region)

PROJECT LAUNCH
2014

2017 BUDGET
€200,000

Launched by the IECD in 2014 in partnership with the Bonduelle group, the APONH project accompanies the economic development of the western region of Cameroon by supporting the activity of farmers. It comprises three sections:

1. Training of farmers in order to diversify their production and improve their yields.

- Diversify production: new types of crops such as cherry tomatoes, rocket, strawberries and melon, for a highly lucrative niche market.
- Improve yields: introduction of new techniques such as sustainable agriculture (dosing of fertilizers, personal protection equipment, construction of shelters, etc.). This approach also helps to disseminate **environmentally-friendly farming methods** and produce healthier food.

2. The development of the commercial sector: in order to increase the income of farmers, the project works to find new openings for their



Children from the Moineaux school in Bafou (Cameroon).

production. In 2017, the Société des Fruits et Légumes du Cameroun (SOFRULECAM) was created. This enterprise sells products grown by people who have benefitted from the program via local distribution channels. A brand was created in order to be more visible: the Potagers de Bafou.

3. Participation in the region's social development: as a social enterprise the SOFRULECAM re-injects all of its benefits into the project's social activities: training for farmers and the Moineaux school; this has already allowed the renovation of the school's infrastructure (channels around the building for better water drainage and construction of a fence around the schoolyard), as well as the distribution of meals to the school's 206 pupils.

2017 RESULTS

53 farmers were accompanied in their production activities and benefit from access to new markets.

€76 This is the monthly average income per farmer earned from the sale of production from the Potagers de Bafou. Namely 25% more than in 2016.

125% increase in sales in 2017 thanks to the improvement of sales practices.

CAMEROON IVORY COAST

STRUCTURE AGRI-FOOD SECTORS TO OFFER FARMERS NEW OPENINGS

The **TRANSFORM** project

52 jobs have been created since the launch of the project.

LOCATION

Njombé, Douala (Cameroon)
Tiassalé, Abidjan (Ivory Coast)

PROJECT LAUNCH

2014 (Cameroon), 2015 (Ivory Coast)

LOCAL PARTNERS

Cameroon Entreprises Développement et Ivory Coast Entreprises Développement

2017 BUDGET

€510,000

The **TRANSFORM** project is developing an **innovative** approach to supporting farmers and agri-food enterprises. Since 2015, it has participated in the structuring of local agri-food processing enterprises in Cameroon and Ivory Coast in order to ensure an impact on the entire value chain by supporting three types of players in the agri-food sector: farmers, small and medium agri-food enterprises (SMAE) and very small agri-food enterprises (VSAE). These entrepreneurs benefit from training in techniques (processing, hygiene standards, product packaging, etc.), and management, followed by personalized support to help them launch and develop their activity. TRANSFORM acts as a **business incubator and growth accelerator for the network's enterprises**.

In each country of intervention, **actual centers** have been built and equipped in order to provide a range of services: supply platform for agricultural raw materials, agri-food product development laboratory, production workshop available to rent on a daily basis.

In 2017, the IECD and its partners improved the project's **economic model** in order to **guarantee its financial future**. The hiring of TRANSFORM centers by entrepreneurs and other external services helped to generate about **€13,000, thus contributing to the program's self-funding**.

2017 RESULTS

240 entrepreneurs were supported in the creation of agri-food activities in 2017 (**528** since 2014).

32 entrepreneurs were able to launch their agri-food processing activity in 2017.

5 new partnerships with private and public structures.

THE SUPPORT FOR ENTREPRENEURSHIP PROGRAM AROUND THE WORLD

SUPPORT FOR SMALL ENTERPRISES IN IVORY COAST + MPE project (p.53)

LOCATION: **Abidjan (2 centers), Yamoussoukro, Bouaké**
 LOCAL PARTNER: **Ivory Coast Entreprises Développement**
 PROJECT LAUNCH: **2007**
 2017 BUDGET: **€300,000**

The activities in Ivory Coast in 2017 were marked by the **deployment of the MPE project**, which enabled a successful change in scale so as to train a large number of trainers and disseminate the program's methodology.

CIED also gave pride of place to **innovation and the quality of service** offered to entrepreneurs, with activities such as the **"Top Leader" seminar**, which allowed Entrepreneur Club members to work in greater depth on the problems that they themselves defined.

Finally, CIED introduced the **Top Sales training** for women who produce and sell attiéké (a traditional dish).

2017 RESULTS

536 entrepreneurs participated in the Basic Management Training or the Start-Up Training.

2,476 entrepreneurs (MPE) were trained and supported in 2017.

SUPPORT FOR RURAL ENTREPRENEURSHIP IN IVORY COAST, TRANSFORM PROJECT

LOCATION: **Njombe, Douala (Cameroon), Tiassalé, Abidjan (Ivory Coast)**
 LOCAL PARTNERS: **Cameroon Entreprises Development et Ivory Coast Entreprises Development**
 PROJECT LAUNCH: **2014 (Cameroon) and 2015 (Ivory Coast)**
 2017 BUDGET EN 2017 : **€510,000**

See previous page.

2017 RESULTS

240 entrepreneurs were accompanied in the creation of agri-food activities in 2017 (**528** since 2014).

SUPPORT FOR RURAL ENTREPRENEURSHIP IN CAMEROON, APONH PROJECT

LOCATION: **Dschang and Douala**
 PROJECT LAUNCH: **2014**
 2017 BUDGET: **€220,000**

See previous page.

2017 RESULTS

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

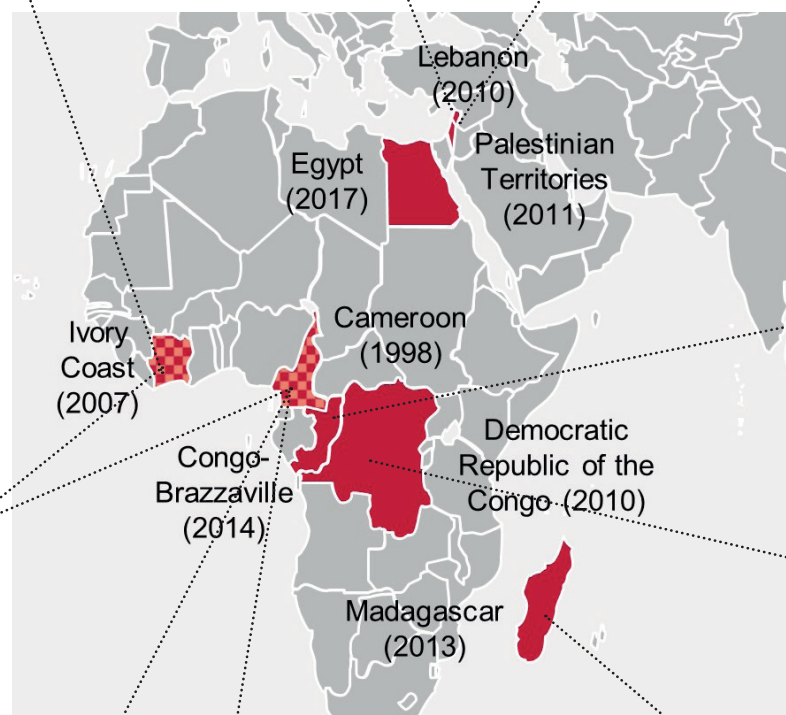
SUPPORT FOR RURAL ENTREPRENEURSHIP IN LEBANON

LOCATION: **Tripoli and its region**
 LOCAL PARTNER: **Semeurs d'avenir association**
 PROJECT LAUNCH: **2010**
 2017 BUDGET: **€150,000**

The program is implemented in the region of Tripoli, in particular in isolated areas and in villages, for rural and maritime activities such as fishing. In the frame of the MLL project (p.46), the first Start-Up Entrepreneur training was launched among young people who had followed certified short training courses in electricity, plumbing and air-conditioning unit maintenance.

2017 RESULTS

86 entrepreneurs participated in the Basic Management Training or the Start-Up Training.



SUPPORT FOR RURAL ENTREPRENEURSHIP IN CAMEROON

LOCATION: **Douala, Yaoundé, Bafoussam, Kribi, Garoua**
 LOCAL PARTNER: **Cameroon Entreprises Development**
 PROJECT LAUNCH: **1998**
 2017 BUDGET: **€330,000**

Cameroon is the first country to the Support for Small Enterprises program. The activities are now deployed in five centers allowing a network to be created in the country in order to reach entrepreneurs in all regions.

2017 helped to **reinforce the monitoring and performance process** implemented in the Entrepreneurs Clubs. The focus was also placed on new services, such as **awareness-raising about entrepreneurship in senior schools**.

2017 RESULTS

516 entrepreneurs participated in the Basic Management Training or the Start-Up Training.

SUPPORT FOR SMALL ENTERPRISES IN PALESTINIAN TERRITORIES

LOCATION: **Al-Azariéh, Jérusalem-Est**

LOCAL PARTNERS: **Cooperative in Al-Azariéh, East Jerusalem Chamber of Commerce**

PROJECT LAUNCH: **2011**

2017 BUDGET: **€220,000**

The geopolitical and security situation in the region has seriously affected the living and working conditions of Palestinians. A special focus was placed on support for small food processing cooperatives: the traditional program is combined with technical training as well as support for improving quality.

2017 RESULTS

65 women entrepreneurs participated in the Basic Management Training or the Start-Up Training.

SUPPORT FOR SMALL ENTERPRISES IN VIETNAM

LOCATION: **Ho Chi Minh City**

LOCAL PARTNER: **Social development training center**

PROJECT LAUNCH: **2013**

2017 BUDGET: **€125,000**

The program implemented in Ho Chi Minh City on the basis of the new Top Sales course, focuses on training for **street vendors (70% are women)** who experience a particularly unstable situation in Vietnam.

2017 RESULTS

202 entrepreneurs participated in the Basic Management Training or the Start-Up Training.

SUPPORT FOR SMALL ENTERPRISES IN CONGO-BRAZZAVILLE

LOCATION: **Pointe-Noire, Brazzaville, Dolisie**

LOCAL PARTNER: **APNI (Asso Pointe-Noire Industrielle)**

PROJECT LAUNCH: **2014**

2017 BUDGET: **€220,000**

In 2017, activities were launched in Dolisie, the 3rd city in the country. In partnership with APNI (Association Pointe-Noire industrielle), a new edition of the **Entrepreneurship Forum** was held in Pointe-Noire in September 2017, bringing together more than 1,000 participants. It was also the Congo which, this year hosted the **annual seminar of the Enterprises Development Network**.

2017 RESULTS

241 entrepreneurs participated in the Basic Management Training or the Start-Up Training.

SUPPORT FOR SMALL ENTERPRISES IN DEMOCRATIC REPUBLIC OF THE CONGO

LOCATION: **Kinshasa (2 centers)**

LOCAL PARTNER: **RDC Entreprises Development**

PROJECT LAUNCH: **2010**

2017 BUDGET: **€200,000**

The program is implemented by RDC Entreprises Development at the two centers and the mobile branch, all based in Kinshasa.

In 2017, the mobile branch set up the **Top Sales training for women who sell bread** in several areas of the city (in particular near large bakeries and markets). This training helped to effectively meet the needs of this vulnerable population by favoring fun teaching methods based on illustrated content and focused on the specific problems of these micro-entrepreneurs.

2017 RESULTS

305 entrepreneurs participated in the Basic Management Training or the Start-Up Training.

SUPPORT FOR SMALL ENTERPRISES IN MADAGASCAR

LOCATION: **Antananarivo (2 centers)**

LOCAL PARTNER: **Madagascar Entreprises Development**

PROJECT LAUNCH: **2013**

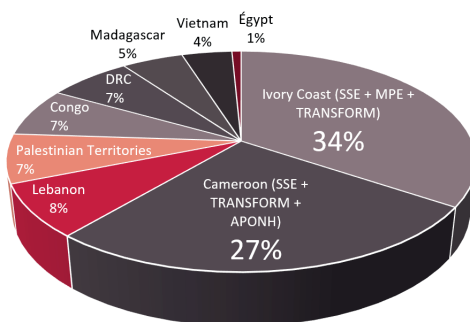
2017 BUDGET: **€150,000**


In 2017, the local partner, MED, constituted a **formal association under Madagascan law** and the activities are now transferred to it. The new President of the Board of Directors of MED was able to participate in the annual seminar of the EDN and sign the EDN's membership charter.

Furthermore, the **Top Sales training** helped to reach a new public, as well as new areas outside Antananarivo (Ambatolampy and Antsirabe).

2017 RESULTS

114 entrepreneurs participated in the Basic Management Training or the Start-Up Training.





Thierry Dong,
Secretary General of the
CONVERGENCE-DRÉPANOCYTOSE
association in Cameroon

58

“ In a house of a person with Sickle Cell Disease, nobody can sleep. I used to scream and sometimes even beg to die to put an end to the pain.”

SICKLE CELL DISEASE

A FIGHT THAT IS CLOSE TO OUR HEARTS

Thierry was diagnosed with his illness late on and suffered a great deal. Today, he places his experience at the service of people suffering from Sickle Cell Disease in order to help them overcome their difficulties. In the CONVERGENCE-DRÉPANOCYTOSE association, he fights against ignorance and prejudice in order to guide sufferers towards adapted care and help them to accept their difference.



Child cared for by the social and healthcare center (CASS) in Nkolndongo (Cameroon)

3 children with Sickle Cell Disease out of 4 in Africa die before the age of 5 years.

WHAT IS SICKLE CELL DISEASE?

Sickle Cell Disease is the **leading genetic illness in the world** and particularly affects African populations. 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 and pass it on without knowing. Every year, almost 2% of newborns are affected by the disease and 50 to 75% of them die before they are five if they are not treated.

In 2006, the IECD was one of the first international solidarity associations to commit to people suffering from Sickle Cell Disease. In 2014, the program took off with the support of the **Pierre Fabre Foundation** and is deployed in four countries. Four years later, the program has helped to **care for 3,800 patients, train 1,700 healthcare professionals in early screening, and screen 120,000 people**, mainly newborns.

This genetic disease mainly affects very young children. **Early diagnosis and care greatly help to improve their life expectancy and living conditions.** Whereas in France a person with Sickle Cell Disease has an average life expectancy of 65 years, in Africa, 3 children out of 4 die before the age of 5 years.

The IECD supports **more than 70 healthcare structures** in four countries and deploys its program according to the approaches below. With a view to the forthcoming extension of the program, a preliminary study was carried out in Ivory Coast. The first training and screening actions will start there at the end of 2018.

Screening
at birth

Training of
healthcare
workers

Monitoring and
management
of people

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 **Study of Sickle Cell Disease in Central Africa Network (REDAC)** in order to promote scientific exchanges and good practices

PROGRAM LAUNCH 2014

2017 BUDGET
€850,000



OBJECTIVE

Improve the living conditions of people with Sickle Cell Disease and reduce the mortality rate

CAMEROON

LOCAL PARTNERS: **GEDREPACAM, Pasteur Center.**
PROJECT LAUNCH: **2015**
2017 BUDGET: **€230,000**

2017 RESULTS

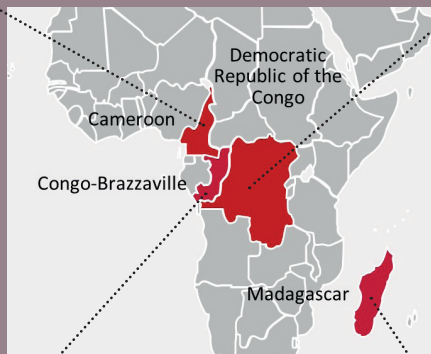
13,000 children screened.	19,000 people informed.
100 people treated.	160 healthcare professionals trained.

DEMOCRATIC REPUBLIC OF THE CONGO

LOCAL PARTNER: **CECFOR**
PROJECT LAUNCH: **2006**
2017 BUDGET: **€280,000**

2017 RESULTS

20,400 people screened.	24,000 people informed.
1,850 people treated.	340 healthcare professionals trained.



DEPLOYMENT OF THE PROGRAM IN AFRICA AND MADAGASCAR

CONGO-BRAZZAVILLE

LOCAL PARTNER: **CECFOR**
PROJECT LAUNCH: **2015**
2017 BUDGET: **€120,000**

2017 RESULTS

2,000 children screened.	3,000 people informed.
45 people treated.	10 healthcare professionals trained.

120,000 people screened (a large majority of whom are children): this was the number exceeded in 2017.

MADAGASCAR

LOCAL PARTNER: **IMRA**
PROJECT LAUNCH: **2014**
2017 BUDGET: **€200,000**

2017 RESULTS

8,700 people screened.	9,300 people informed.
1,700 people treated.	110 healthcare professionals trained.

130,000 people informed: this was the limit passed in 2017.

INFORMATION, THE KEYSTONE OF THE FIGHT AGAINST SICKLE CELL DISEASE

An estimated **500,000** sick children are born every year in the world. In Africa, the disease is relatively unknown and the majority of sufferers do not benefit from the correct care. Worse still, some believe that it is the result of a curse, thus maintaining beliefs that deprive patients of the appropriate care and encouraging discriminatory behavior. In 2017, the IECD wanted to focus on awareness-raising actions in order to provide more information about the disease and encourage early screening.



Animation film for informing the general public. Watch on Vimeo. com

- ✓ Production of two documentary films in Kinshasa (DRC) for an informed public in order to alert healthcare professionals and public authorities. *Sickle Cell Disease in Africa, a daily fight against an invisible disease* and *Against Sickle Cell Disease, act now!* To discover on Vimeo.
- ✓ Production of an animation film for the general public: *Sickle what...? Sickle Cell Disease"*

- ✓ Animations in primary and senior schools: 16,600 children and young people heard about Sickle Cell Disease.
- ✓ Several events for the general public in particular for the World Sickle Cell Awareness Day on 19 June: press conference, ceremonies, information meetings, distribution of flyers.
- ✓ Several million SMS sent to promote screening.

GEOGRAPHY OF THE INTERVENTIONS



MIDDLE EAST AND NORTH AFRICA

Palestinian Territories
Al-Hamawi Education Center



SUB-SAHARAN AFRICA

Democratic Republic of the Congo
Family Farm School in Kimpembo



MADAGASCAR

Fianarantsoa
La Rizière Hospitality-Catering School



SOUTHEAST ASIA

Vietnam
Ho Chi Minh City



MIDDLE EAST AND NORTH AFRICA

OVERVIEW

The activities deployed in the region represent **33% of the IECD's total activity**. **Several programs initiated in Lebanon are now extended to the rest of the world**, such as the Seeds of Hope program. Today, the tensions in the region are forcing us to double our efforts and move up a gear. This is the case of the **MLL project financed by the AFD**.

In **Syria**, in view of the situation faced by the population since 2011, the IECD is increasing its impact by **strengthening the capacities of many local players**.

In the **Palestinian Territories**, the educational center in Bethany continues to develop its activities at the service of the most deprived children.

In **Egypt**, the Seeds of Hope program continues its expansion with four partner schools in Cairo and Alexandria.

In **Morocco**, thanks to its local partnerships, the IECD is offering a response to the youth unemployment situation which is almost 40% in urban environments.

Finally, in order to fight youth unemployment in the **Mediterranean basin**, the **MedNC project** aims to coordinate and develop a network of effective partners (p.9).

NOTABLE EVENTS IN 2017

TRAINING AND ACCESS TO EMPLOYMENT

► **The launch of the Maharat Li Loubnan (MLL) program in Lebanon:** on the strength of its expertise spanning more than 10 years in the field of vocational training and the employability of young people in Lebanon, the AFD entrusted the IECD with the mission of rolling out its activities on a large scale. The MLL program (p.46), started in January 2017, enabled the **extension of certified short training to three new regions, the modernization of five training courses in buoyant sectors, the launch of a new technical baccalaureate in industrial maintenance and new training for business creation**.

► In support of the Seeds of Hope program, a **social enterprise selling electricity services** was created in Lebanon in 2017 and already has its first customers.

► The opening of two **new training centers in Syria** (suburb of Damascus and Sweida) greatly increased the **certified short training offering**.

► In **Morocco**, in partnership with **Heure Joyeuse, the CFA in Mkansa** obtained very positive results with **81% of professional integration** for the young people six months after obtaining their diploma.

EDUCATION

► The IECD is continuing its reception of **vulnerable child refugees and Lebanese children** in educational centers in Lebanon. The Al-Hamawi Education Center in Bethany in Palestinian Territories is pursuing the same objective for children from East Jerusalem.

► In Lebanon, the IECD is supporting actions in favor of **inclusive education** in Lebanese and Palestinian schools in Saïda and Beirut. The IECD also **financed the work of the "Mosaik" specialist school** at the Foyer de la Providence, which allowed **82 children** to be welcomed at the start of the 2017 school year.

ENTREPRENEURSHIP

► **The Support for Small Enterprises program was launched in Egypt in 2017**, in Cairo. A partnership with the EACD (Egyptian Association for Comprehensive Development) is being developed.

► In **Palestinian Territories**, the IECD started a new phase of the Support for Small Enterprises program in partnership with the Chamber of Commerce.

Since
1989

14,000
beneficiaries
(+ 40%)

33%
of the total activity

2017 Operating Budget
€4,000,000
(+27% in the Middle East)

Local partners
51

Projects in progress
20

LEBANON 54%

TRAINING AND EMPLOYMENT

Seeds of Hope program and access to employment

Beirut

Certified short training

Beirut, Tripoli, Saïda, Bekaa

ENTREPRENEURSHIP

Support for Small (urban) Enterprises

Beirut, Tripoli

EDUCATION

Educational centers

Beirut, Tripoli, Al-Qaa and Rmeileh

Inclusive education

Saïda

SYRIA 21%

TRAINING AND EMPLOYMENT

Certified short training

Jaramana, Sweida, Hama, Tartous, Homs

EDUCATION

Educational centers

Jaramana (suburbs of Damascus), Sweida

PALESTINIAN TERRITORIES 14%

ENTREPRENEURSHIP

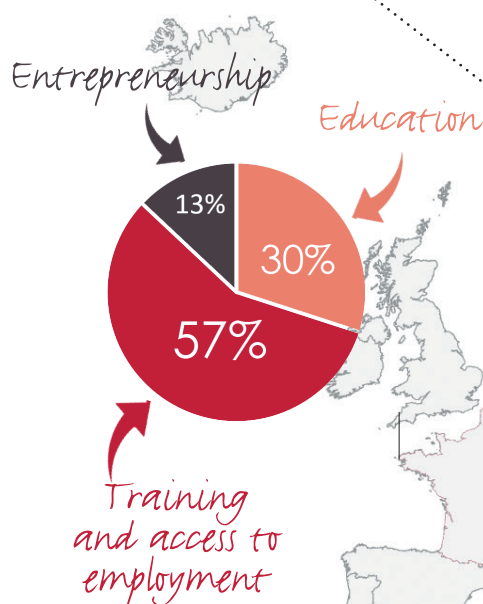
Support for Small (urban) Enterprises

East Jerusalem - Bethany

EDUCATION

Educational centers

East Jerusalem - Bethany



Kénitra
Casablanca

MOROCCO 5%

TRAINING AND EMPLOYMENT

Seeds of Hope program

Kénitra, Greater Casablanca



EGYPT 6%

TRAINING AND EMPLOYMENT

Seeds of Hope program

Cairo, Alexandria

ENTREPRENEURSHIP

Support for Small (urban) Enterprises

Cairo



SUB-SAHARAN AFRICA

OVERVIEW

Since its creation, the IECD has intervened in Sub-Saharan Africa, now its **first region in terms of commitments implemented**. The IECD relies on the strong development potential of this region to offer underprivileged young people training and access to employment opportunities in rural environments, with **training in agricultural careers** (about 30 schools in three countries); in urban environments with **training in industry, energy and maintenance careers**. At the same time, the IECD **supports entrepreneurial initiatives** with the **Enterprises Development Network (EDN)** and its different national partners in 14 business management training and support centers. In rural environments, the IECD is testing new intervention methods with the creation of **social enterprises** that offer new services to farmers and facilitate access to markets in the fruit and vegetable sectors (**APONH & TRANSFORM** projects). Finally, since its creation, the IECD has offered its support to more than 87 healthcare structures in order to improve patient care. Above all, it has become a **recognized player in Africa in the fight against Sickle Cell Disease**.

NOTABLE EVENTS IN 2017

ENTREPRENEURSHIP

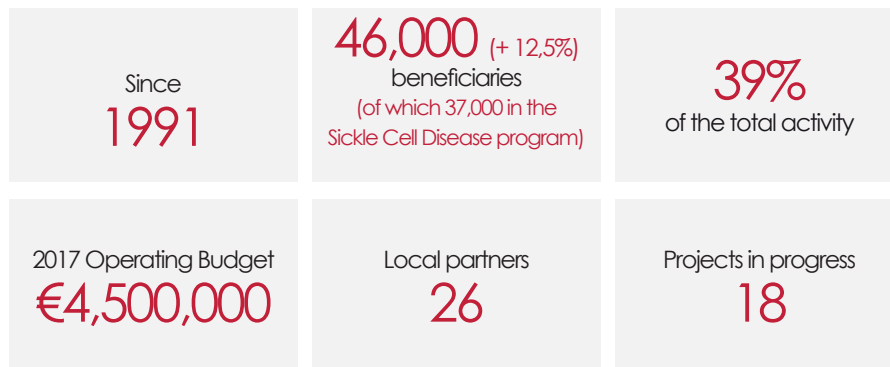
- ▶ The **move to a national level for the training/support offering for VSEs in Ivory Coast**, in the frame of a service requested by the Ivorian authorities: more than **4,200 start-up entrepreneurs were trained in this context**; this action will be followed in 2018 by a support activity for start-up entrepreneurs who benefit from a loan from the Ivorian State.
- ▶ The launch by the EDN of a much appreciated **new training/support path, "Top Sales"**, designed for vulnerable populations and mainly street vendors.
- ▶ The strong growth and success encountered by the **SOFRULECAM, a company with a social vocation** rolled out by the IECD in partnership with the Bonduelle group, offers income-generating openings for small farmers in western Cameroon.
- ▶ The **growing reputation of the TRANSFORM centers in Ivory Coast and Cameroon**, now partners of the public authorities in both countries, the CAM and the FIRCA.

TRAINING AND ACCESS TO EMPLOYMENT

- ▶ **Two new establishments** were supported by the IECD in Ivory Coast in order to update their **training in electrical engineering professions**.
- ▶ The prolongation of the **PASS project** to strengthen healthcare centers in Pointe-Noire.
- ▶ The gradual move of the Family Farm Schools network in Cameroon **towards certified long training courses**.
- ▶ In Ivory Coast, the **doubling of the workforce at IFERA, a training institute that issues the CAP in agriculture**, which now welcomes two school years at the same time.

OUR FIGHT AGAINST SICKLE CELL DISEASE

- ▶ ▶ The **threshold of 100,000 people screened was exceeded in 2017** in the African continent alone. In 2018, the program will be extended to Ivory Coast.



IVORY COAST 36%

TRAINING AND ACCESS TO EMPLOYMENT

Seeds of Hope program

Duékoué, Abengourou, Bonoua.

Family Farm schools program

Entire territory (13 villages).

ENTREPRENEURSHIP

Support for Small (urban) Enterprises

Abidjan, Yamoussoukro, Bouafle, Toumodi, Bonoua.

Rural entrepreneurship: TRANSFORM Project

Tiassalé.

NIGERIA 1%

TRAINING AND ACCESS TO EMPLOYMENT

Seeds of Hope program

Lagos, Ondo, Akure, Onistha.

CAMEROON 33%

TRAINING AND ACCESS TO EMPLOYMENT

Family Farm schools program

Entire territory (17 villages).

ENTREPRENEURSHIP

Support for Small (urban) Enterprises

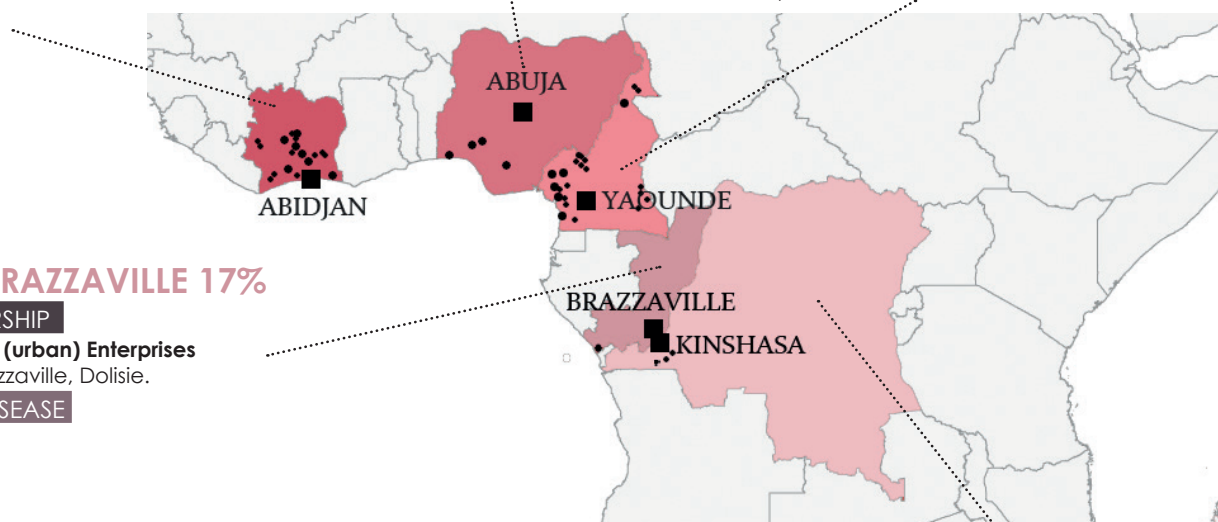
Yaoundé, Bafoussam, Douala, Garoua.

Rural entrepreneurship: APONH and TRANSFORM projects

Douala, Njombé, Dschang.

SICKLE CELL DISEASE

Douala, Yaoundé.



CONGO-BRAZZAVILLE 17%

ENTREPRENEURSHIP

Support for Small (urban) Enterprises

Pointe-Noire, Brazzaville, Dolisie.

SICKLE CELL DISEASE

Pointe-Noire.

DEMOCRATIC REPUBLIC OF THE CONGO 14%

TRAINING AND ACCESS TO EMPLOYMENT

Family Farm schools program

Kimpemba, Ngeba, Ngidinga.

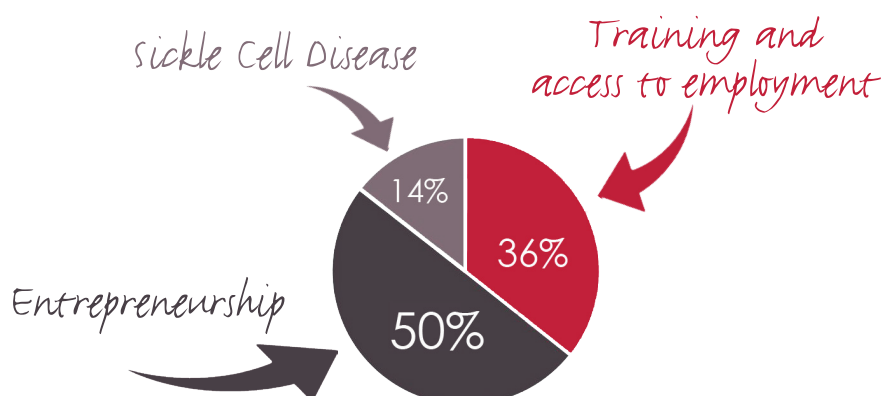
ENTREPRENEURSHIP

Support for Small (urban) Enterprises

Kinshasa, municipalities of Masina, Kalamu and Lingwala.

SICKLE CELL DISEASE

Kinshasa.



BREAKDOWN OF ACTIVITIES BY
SECTOR IN SUB-SAHARAN AFRICA



MADAGASCAR

OVERVIEW

Madagascar is **the only country in the world where the standard of living has fallen since 1960**. Three-quarters of its 25 million inhabitants live below the poverty line. In the same way as many countries in the African continent, the Madagascan population is also seriously affected by Sickle Cell Disease.

All of the IECD's fields of activity are represented in Madagascar: **access to good quality education** with the CERES/ SESAME programs (p.15) and **initial teacher training (FIP)**, which partly compensates for the lack of teachers and the lack of training that was identified by the World Bank. Furthermore, since 2013, the IECD has trained young rural people **in careers in hospitality-catering** (p.30). It also **supports the Ministry of Employment, Technical Education and Vocational Training** in its policy.

The **Support for Small Enterprises** program has been implemented since 2013.

Finally, since 2014, the IECD has been fighting Sickle Cell Disease with its program to improve care for people affected by the disease.

Since
1989

14,000
beneficiaries
(of which 10,000 in the
Sickle Cell Disease program)

18%
of the total activity

2017 Operating Budget
€2,000,000

Local partners
5

Projects in progress
7

NOTABLE EVENTS IN 2017

EDUCATION

▶ In 2017, the **CERES program** in Fianarantsoa obtained a **success rate of 83% in the BEPC and 86% in the baccalaureate**.

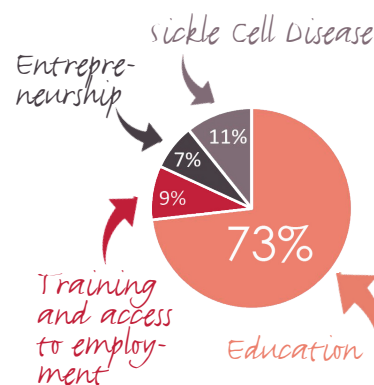
TRAINING AND ACCESS TO EMPLOYMENT

▶ In 2017, the benefits generated by "La Rizière" hotel-restaurant **financed the school by as much as 79%**.

▶ In July 2017, the **technical support mission to the Ministry of Employment, Technical Education and Vocational Training (MEETFP)** entered its second phase. In phase 1, it enabled the first CAP in hospitality-catering to be awarded in Madagascar.

ENTREPRENEURSHIP

▶ In order to reach highly vulnerable populations in rural environments, in 2017, the **Support for Small Enterprises** program provided a new mobile and simplified service offering.



BREAKDOWN OF ACTIVITIES BY SECTOR IN MADAGASCAR



SOUTHEAST ASIA

OVERVIEW

In Southeast Asia, **more than 50% of jobs were deemed to be unstable by the ILO in 2017**. This instability particularly affects **women** (+8.2% compared to men) who have limited access to casual work.

Furthermore, although young people's access to education has improved in recent years in Southeast Asia, it is still insufficient in underprivileged environments: for 20% of the poorest people, the **net rate of secondary school education is just 64% in Vietnam and 21% in Cambodia**.

Since
2002

1 220
beneficiaries

8%
of total activity

2017 Operating Budget
€950,000
(+ 46%)

Local partners
22

Projects in progress
8

67

NOTABLE EVENTS IN 2017

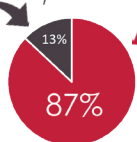
TRAINING AND ACCESS TO EMPLOYMENT

- ▶ Launch of a **second bread-making school in Ho Chi Minh City** with 20 students. A 3rd establishment will be opened in July 2018 in Yangon (Myanmar).
- ▶ The Seeds of Hope program launched at the end of 2016 allowed the updating of **training in electricity and vehicle maintenance at two partner technical training centers** in 2017.
- ▶ For its second year, the ASSET-H&C network brought together **14 vocational training establishments** which improved their practices through constructive exchanges. Six of them also benefited from an environment and energy audit.

ENTREPRENEURSHIP

- ▶ The threshold of **1,000 entrepreneurs supported was exceeded in 2017** in the frame of the VSE program launched in Ho Chi Minh City in 2013.

Entrepreneurship



Training and
Access to
Employment

MYANMAR 18%

TRAINING AND ACCESS TO EMPLOYMENT

Bread-making school

Yangon.

Support for two training centers

Inle, Yangon.

THAILAND 27%

TRAINING AND ACCESS TO EMPLOYMENT

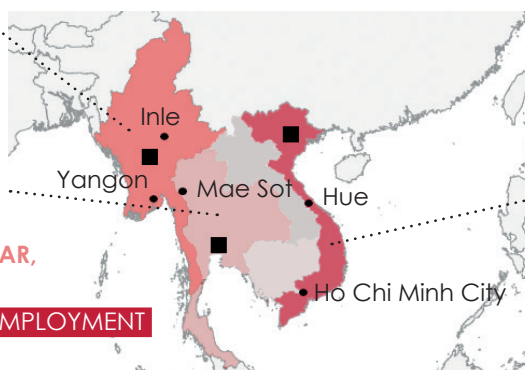
HCTC Hospitality School

Mae Sot.

VIETNAM, THAILAND, MYANMAR,
LAOS, CAMBODIA

TRAINING AND ACCESS TO EMPLOYMENT

ASSET-H&C Network



VIETNAM 55%

TRAINING AND ACCESS TO EMPLOYMENT

Bread-making schools

Hue, Ho Chi Minh City

Seeds of Hope program

Ho Chi Minh City

ENTREPRENEURSHIP

Support for Small (urban)

Enterprises

Ho Chi Minh City.

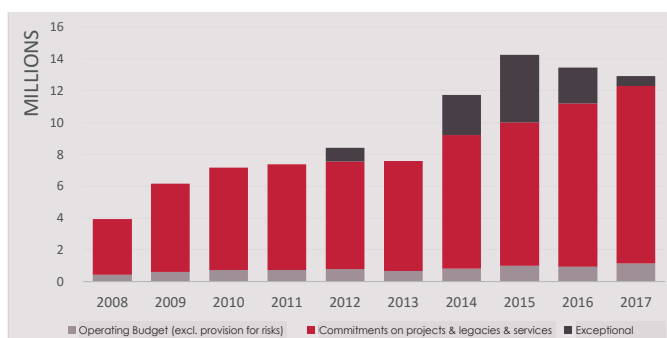


FINANCIAL REPORT

53 PROJECTS **15 COUNTRIES**

In 2017, IECD's **operating budget, excluding exceptional items, was €12.3 M** compared to €11.2 M in 2016. On a comparable basis, **the growth of the activity in 2017 was 8%** compared to 12% in 2016. This slowdown in growth can however be put into perspective in view of the average appreciation of the euro during the last financial year. The 2017 development dynamic was carried mainly by:

- the Maharat Li Loubnan project in Lebanon, launched in 2017,
- the Hospitality-Catering program in Southeast Asia which continued its ascent,
- the improvement of care for people suffering from Sickle Cell Disease program,
- the Education Centers in Lebanon and in Palestinian Territories,
- the Certified Short Training projects in Syria,
- the Support for Small Enterprises program in Lebanon.



EVOLUTION OF THE OPERATING BUDGET IN € SINCE 2008

Total Profit and Loss (€)	16,807,809
(-) Commitments on public funding	-2,098,686
(-) Commitments on private funding	-1,495,158
(-) Legacy commitments	-5,088
(-) Exchange losses allocated to operations	-44,075
(-) Exceptional project loss	-18,684
(-) Provision allowance (projects)	-214,983
(-) Operating surplus	-25,696
(-) Net profit	-431
Operating budget	12,905,008
(-) Exceptional private gifts and grants projects	-621,466
(-) Exceptional legacy projects	-
Operating budget excluding exceptional items	12,283,542

BREAKDOWN OF OPERATING BUDGET 2017

Inversely, after strong growth in 2016, the Support for Small Enterprises program in Africa, the Education program in Lebanon, and the Support for Micro and Small Enterprises project (MPE) in Ivory Coast, financed by the Debt-Reduction-Development Contract, saw their operating budget decrease in 2017. The PASS program continues its budgetary streamlining path already observed in 2016.

In total, over the past year, **about 50 projects have been implemented in 15 countries**. The IECD has always developed the majority of its activities in **Sub-Saharan Africa** (€4.5 M/-9%), the **Middle East** (€3.5 M/+27%), **Madagascar** (€2 M/+7%), **Southeast Asia** (€1 M/+46%), and **North Africa** (€400 K/-7%). The three main countries of intervention continue to be Lebanon, Madagascar and Ivory Coast, with an operating budget over €1.5 M. The countries that contribute most to the growth of the IECD are Syria, Vietnam and Lebanon. The countries with negative growth of their operating budget are Ivory Coast, Congo, DRC, Thailand and Morocco.

The share of **operating costs** in the total business figure stands at **9.4%** compared to 8.3% the previous year under the effect of a rise in operating costs greater than those for the activity, the consequence of a strengthening of the head office's support functions as well as a lesser reallocation of management functions to projects that have become more independent. The management limit, set at 10%, pursues the combined objective of stabilizing supervisory positions in terms of workforce and length of service, and controlling operations with a view to a greater control of risks, and ensuring the optimum use of the funds collected in development aid projects.

When integrating exceptional elements, the IECD's operating budget decreases from €13.4 M to €12.9 M in 2017 owing to the completion of the SESAME campus construction project in the heart of Antananarivo in Madagascar.

In 2018, the IECD's activities should experience moderate growth.

(*) The operating budget includes commitments made on projects (excluding management), legacies and services, as well as operating costs.

(**) The figures by geographic zone include the share of management.

BALANCE SHEET

Certification of accounts

The annual accounts, closed on 31 December 2017, were audited and certified by Mr Jacques Le Pomellec, partner HLP Audit, Statutory Auditor.

They were prepared according to approved French principles and methods, in accordance with the accounting system applicable to associations and foundations.

ASSETS	2017	2016
Buildings	2,467,881	2,467,881
Leasehold improvements	373,210	373,210
Vehicles	37,140	18,800
Office furniture and fitting	52,640	37,874
Depreciation	361,347	-290,429
Other securities holdings	601,524	600,000
Deposits and bonds	17,883	22,480
FIXED ASSETS	3,188,933	3,229,817
Expected subsidies	1,066,773	1,683,723
Other receivables	126,872	94,938
Depreciation of receivables	-34,682	-76,391
TRADE ACCOUNT RECEIVABLE	1,158,963	1,702,270
Marketable securities	1,112,775	2,669,030
Provision for depreciation on securities	-	-
Cash in bank	4,261,318	1,412,336
CASH AND CASH EQUIVALENT	5,374,093	4,081,366
Prepaid expenses	32,861	40,965
Foreign exchange difference on assets	3,992	2,419
ACCRUALS	36,854	43,384
TOTAL	9,758,842	9,056,837

LIABILITIES AND RESERVES	2017	2016
Charitable fund and reserves	300,000	250,000
Association funds without right of reco	3,196,435	3,196,435
Retained earnings	21,814	48,067
Operating surplus	26,127	23,748
CHARITABLE FUND	3,544,477	3,518,250
Provision for risks	236,422	222,505
PROVISION FOR RISKS	236,422	222,505
Dedicated public funds	1,415,859	1,177,221
Dedicated private funds	2,742,452	2,262,612
Dedicated endowment funds	1,224,413	1,321,315
DEDICATED FUNDS	5,382,723	4,761,148
Financial debts	11,060	11,060
Trade accounts payable	217,351	148,837
Fiscal and social debts	205,973	172,841
Other liabilities	152,882	221,912
LIABILITIES	587,267	554,651
Deferred income	0	0
Foreign exchange liability	8,054	284
ACCRUALS	8,054	284
TOTAL	9,758,842	9,056,837

PROFIT AND LOSS

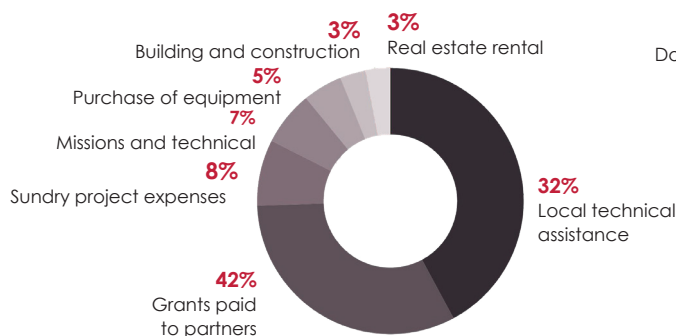
EXPENDITURE	2017	2016
DEVELOPMENT PROJECTS		
Grants paid to project	4,831,201	5,043,539
Real estate rental	362,177	289,971
Equipment purchase	546,472	439,687
Local technical assistance	3,679,743	3,451,681
Sundry project expenses	916,393	817,158
Building and construction	336,601	1,352,084
Missions and technical expertise	751,428	756,590
Fundraising expenses	3,138	3,986
Exceptional expenditures on projects	16,479	13,354
Expenditure on projects	11,443,632	12,168,052
of which exceptional item	-	621,466
Total projects excluding exceptional item	10,822,166	9,935,311
Total projects excluding exceptional item	2,098,686	1,177,221
Commitments on private funding	1,495,158	1,752,113
Sub-total	15,037,475	15,097,386
Surplus on projects	0	-
SUB-TOTAL	15,037,476	15,097,386
LEGACIES MANAGEMENT		
Grants paid to projects	100,000	-
Fees on legacies and donations	-	-
Rental expenses	26,696	26,827
Allowance for depreciation on legacies	-	65,452
Allowance for provisions (securities depreciation)	-	-
Net result of assets sold	-	-
Bank charges and divers expenses	1,500	6,600
Commitments implemented	193,648	99,020
of which exceptional item	-	-
Commitments to be implemented	5,088	0
SUB-TOTAL	198,736	99,020
OPERATING EXPENSES		
Rent, fees and equipment	124,728	126,431
Payroll	827,878	618,245
Fees and missions	117,726	82,259
Communication	17,010	23,271
Other charges (contributions, etc.)	50,942	53,373
Depreciation allowance	11,966	24,989
Sub-total	1,150,249	928,568
Exceptional expenditures	62,760	42,917
Allowance for exposure to risks (projects)	214,983	139,328
Operating surplus	25,696	23,282
SUB-TOTAL	1,453,688	1,134,096
EXPENDITURE ON INTERNATIONAL SERVICE CONTRACTS		
Direct project costs	117,402	232,780
External services	-	-
Indirect payroll	-	8,750
Profit before income tax	508	2,304
Income tax	76	1,838
Net profit	431	466
SUB-TOTAL	117,910	243,834
TOTAL	16,807,809	16,574,335

Operating budget	12,904,931
OB excluding exceptional Items	12,283,465
Ratio Operating expenses / OB	9.4%

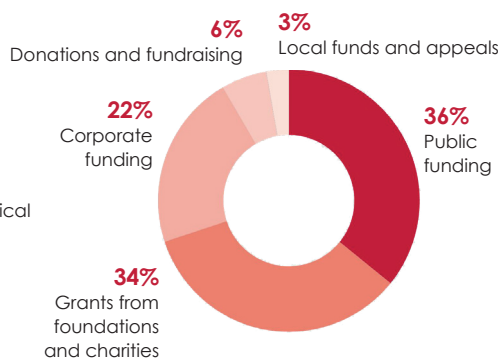
INCOME	2017	2016
LEGACIES MANAGEMENT		
Public funding	4,692,804	3,998,624
Corporate funding	2,837,368	2,406,399
Grants from foundations and charities	4,464,209	6,072,434
Donations and fundraising	362,893	148,469
Local funds and appeals ¹	739,201	579,825
Financial income on projects	-	2,077
Exceptional items on projects	912	26,071
Resources used on projects ²	13,097,388	13,233,899
Unused resources - public funding ³	1,177,221	1,586,956
Unused resources - private funding ³	1,752,113	1,146,406
Management fees/projects	-989,246	-869,875
Sub-total	15,037,476	15,097,386
Deficit on projects	-	-
SUB-TOTAL	15,037,476	15,097,386
LEGACIES MANAGEMENT		
Legacies and gifts received	5,088	-
Real estate rental received	79,018	79,018
Management fees on projects	6,066	5,869
Financial income on legacies	26,762	25,871
Reversal of provisions	-	-
Proceeds of disposal of assets	-	-
Sub-total	104,802	99,020
Resources used	104,802	99,020
Resources not used	93,934	-
SUB-TOTAL	198,736	99,020
OPERATING INCOME		
Members and directors contributions	224,099	88,529
Operating grants	121	6
Management fees on projects	989,246	869,875
Management fees on legacies	6,066	5,869
Financial income	14,858	13,496
Exceptional items	8,498	15,929
Reversal of exposure to risks (project)	210,799	140,391
Sub-total	1,453,688	1,134,096
Operating deficit	-	-
SUB-TOTAL	1,453,688	1,134,096
INCOME ON INTERNATIONAL SERVICE CONTRACTS		
Service contracts	117,910	243,834
Disaster reimbursement	-	-
SUB-TOTAL	117,910	243,834
TOTAL	16,807,809	16,574,335

¹ Subsidies that do not transit via the IECD and contributions in kind received locally.

EXPENDITURE ON PROJECTS



RESOURCES USED ON PROJECTS



GOVERNANCE

“

The reasons for my joy in recent years is above all because of the productivity of our work in the field, the impact of our projects on families, and the collaborative work implemented with people from all social, cultural and religious backgrounds. We have worked in depth, we have changed the lives of some people, we have improved the daily lives of families and we have even saved lives. All of this has been possible thanks to the support of those who have placed their trust in the IECD, who have faithfully supported it, donors or contributors, through their work and their competences. The IECD would be nothing without its partners, some of which have been present from the beginning. We sincerely thank them all!”

Xavier Boutin
Founding Director

COUNTRY DEPARTMENTS/ DELEGATIONS

Sub-Saharan Africa

Cameroon: Patrice Noa
DRC: Soary Andrianarisoa
Congo-Brazzaville: Vincent Jaeg
Ivory Coast: Patrick Sekongo

Middle East and North Africa

Lebanon: Nayla Ibrahim
Syria: Nidal Bitar
Palestinian Territories: Pascal Valette
Egypt: Nour Kamel
Morocco: Justine Beshers

Indian Ocean

Madagascar: Thomas Bourgninaud

Asie du Sud-Est

Vietnam: Thuy Blais
Thailand and Myanmar: Simon Martin

NB: organizational chart up-to-date on 1 June 2018.

THE TRUSTEES

BERNARD DAVOUST

Veterinarian

JEAN-NOËL LUCAS

Chief Financial Officer, L'Oréal

ALEXANDRA MALLEIN

Administrative and Financial Manager at ARTEA

HUBERT DE MESTIER DU BOURG

Professor of Universities in Tokyo and Waseda (Japan)

ANNICK RASCAR

Head Nurse

LOUIS SCHOEPPER

Medical Biologist

MARC SENOBLE

Chairman of Seninvest

THE BOARD OF TRUSTEES

MARIE-JOSÉ NADAL President

Project Manager French Securities Commission (AMF)

CHRISTIAN MALSCH Vice-President

Managing Director of SOMACOU

HERVÉ RUDAUX Secretary General Consultant

MICHEL BARONI Treasurer

Academic Director of the MSCs in Financial Techniques at ESSEC



Alexis Béguin was appointed **Director General** of the IECD in 2017, after having been Director of Operations and Deputy Director General. He takes over from **Xavier Boutin**, who continues to place his expertise at the service of the IECD and contribute to its development.



THE EXECUTIVE COMMITTEE

CAROLINE ARSAC

Head of the Training and Access to Employment division and the health programs

ARNAUD BRITSCH

Director of the Entrepreneurship and Education divisions and Sub-Saharan African Director

ANNE DE PUYBUSQUE

Head of Partnerships and Development

NICOLAS PINTON

Middle East and North Africa director

THOMAS BEHAGHEL

Southeast Asia director

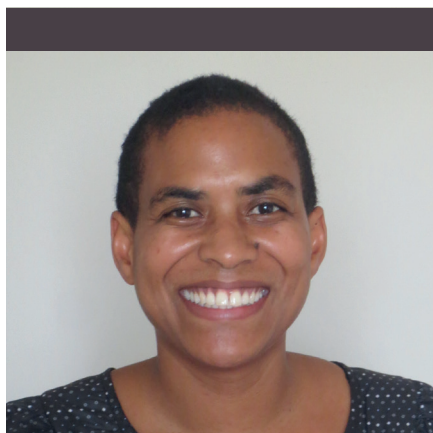
THE MANAGEMENT COMMITTEE

ALEXIS BÉGUIN Director General

TOBIAS HARTIG Administrative and Financial Director

LAURENCE CHÂTEAU DE CHAZEUX Human Resources Director

A WORD FROM THE TEAMS



**Soary
Andrianarisoa**

Head of Operations, IECD's
representative in DRC, Executive
Director RDCED

“The standards, the professionalism, the results-based policy, the approach to development based on local talent, all of this suits me perfectly. I sometimes come across as someone who is demanding, who lacks patience. This allows me to put things into perspective and be kinder and more flexible with people because it is up to be me to adapt to local life, not the other way round. Apart from being an enriching professional experience, it is also a lesson in life and humility.”



Tobias Hartig

Administrative and Financial Director
of the IECD based in Paris

“Because of the growing number of crises in the past 10 years and the need to place humans and the common good once again at the heart of things, when I joined the IECD three years ago, I wanted to make my contribution to an ambitious business project with a constant concern for coherence, efficiency and the accountability of all the positions, including back office ones that are not very visible but which are essential for the success of our projects.”



Nayla Ibrahim

Director of Semeurs d'avenir, partner
of the IECD in Lebanon and Director
of IECD Lebanon

“The IECD has provided me with the opportunity to manage a 50 person enterprise in the development sector. I am involved in all aspects of the organization - fund-raising, financial monitoring, operational management, legal matters and institutional partnerships. It is a rich, fulfilling and very meaningful experience. I feel privileged to be part of an organization that transforms young people's lives, helping them find purpose and a productive outlet for their talents.”

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François-Xavier Huard

Head of SESAME in Madagascar

“With the IECD, I take full advantage of the human and technical experience of my past in industry, but I have found something that I was missing, that is coherent with my beliefs and which combines daring, a human adventure, trust and a demand for results.”

400

staff members employed by
our local partners

210

IECD staff members
in the field

30 staff members in France

ACKNOWLEDGMENTS

THANKS TO YOUR **SUPPORT**, OUR **MISSION** OF *Semeurs d'avenir* HAS BEEN **POSSIBLE**

IN VIEW OF THE QUANTITY OF WORK ACCOMPLISHED IN 2017, WE WISH TO EXTEND OUR IMMENSE GRATITUDE TO:

Foundation of **Aide à l'Enfance et au Tiers Monde** (FAET)

Anber Foundation

Aga Khan Foundation

Air France Foundation

BEL

Bolloré Africa Logistics

Bonduelle

Bourbon Foundation

Cartier Philanthropy

Cassiopée Foundation

Cémoi

CFAO

CIAM for Kids

The **Compagnie Fruitière**

Colam Initiatives

Congorep

Drosos Foundation

ELLE Foundation

Emeraude Solidaire

ENGIE

European Union

EXO Foundation

FondaHer

Fitia Foundation under the aegis of the Fondation de France

The **France-Vietnam Initiative**

French Development Agency (AFD)

Frères de nos Frères

Geogas

The **Helios** Trust

ICEP

The **Robin des Bois** Institute

If International Foundation

Jacobs Foundation

JJA

Lord Michelham of Hellingly

Foundation

Mahmoud Shakarchi Foundation

Manos Unidas

Marguerite Fund

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Rexel Foundation

Safacam & Socapalm

Safran Foundation

Sam Daron

SAPH

Sawiris Foundation for Social

Development

Schneider Electric Foundation

Schneider Electric in Nigeria, in

Egypt, in Morocco and in Vietnam

Société Générale Foundation

Secours Islamique France (SIF)

Solidarity AccorHotels

Tamari Foundation

Telma Foundation

Trafigura Foundation

Turing Foundation

UNICEF

United Nations High Commissioner for Refugees (UNHCR)

World Food Program (WFP)

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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.



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Lebanese boy in electrical engineering training