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.

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.

ENTREPRENEURSHIP
Proud to be entrepreneur

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

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.

+ 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

24%
€2.8 million
EDUCATION

43%
€5 million
TRAINING & ACCESS TO EMPLOYMENT

26%
€3 million
ENTREPRENEURSHIP

8%
€1 million
SICKLE CELL DISEASE

* Commitments met on projects + management.
Editorial: 30 years sowing the seeds of the future ........................................ 3
The IECD in 2017 ......................................................................................... 4
The IECD's identity ..................................................................................... 7
30 years of actions in the field ................................................................. 8
Networking: the examples of MedNC and the FIP group ....................... 9
EDUCATION, it all starts at school ............................................................ 11
Education centers in Lebanon and in Palestinian Territories ................. 12
Inclusive education in Lebanon ................................................................. 13
"Child Protection" in Syria ..................................................................... 13
Focus on CERES/SESAME in Madagascar ........................................... 15
TRAINING AND ACCESS TO EMPLOYMENT, a profession at your fingertips to ensure your future and that of your country ................................. 17
Strengthening school-enterprise relations .............................................. 18
What public is targeted? ........................................................................ 19
A wide range of training courses ............................................................ 21
The 5 pillars behind the implementation of training .............................. 22
Certified long training ........................................................................... 24
Training young people in careers in industry, energy and maintenance (Seeds of Hope program - SOH) ................................................................. 25
The Maharat Li Loubnan project in Lebanon .......................................... 30
Training young people in careers in hospitality-catering ..................... 33
Training young people in agricultural professions (Family Farm Schools program - FFS) ................................................................. 37
Certified short training ......................................................................... 41
Meeting the needs of populations in great difficulty
On-going training .................................................................................. 45
ENTREPRENEURSHIP, proud to be entrepreneur ................................ 49
Supporting small entrepeneurs in urban environments ......................... 52
Supporting agri-food stakeholders in rural environments .................... 54
SICKLE CELL DISEASE, a fight that is close to our hearts .................. 58
GEOGRAPHY OF THE INTERVENTIONS ................................................ 61
Sub-Saharan Africa ................................................................................. 62
Middle East and North Africa ................................................................. 64
Indian Ocean (Madagascar) .................................................................. 66
Southeast Asia ......................................................................................... 67
MANAGEMENT REPORT .......................................................................... 68
Financial Report ................................................................................... 69
Balance Sheet ....................................................................................... 70
Profit & Loss .......................................................................................... 71
Governance .............................................................................................. 72
A word from the teams ......................................................................... 73
Acknowledgments .................................................................................. 74
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

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
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.

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
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 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 IECID’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 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 Training and Professional Integration 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 Cooperation 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.
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.

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.
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.

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.

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!”

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.

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

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.

---

**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.

---

**SYRIA**

**THE “CHILD PROTECTION” PROGRAM**

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.

“\nI have made my poverty a weapon of success”

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 Madagascar, 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, Tolara, 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 Madagascan national Ministry of Education called upon the IECD’s know-how in educational engineering in order to create the Initial Teacher Training (FIP) 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 FIP. Among the 36 students trained, more than 90% were certified by the National Institute for Vocational 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.

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.
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!"
A TRADE AT YOUR FINGERTIPS TO ENSURE YOUR FUTURE AND THE FUTURE OF YOUR COUNTRY

22% of young people in the world are inactive: they are not in education, employment or training. 3 out of 4 are young girls.

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.
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.

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.”

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:

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

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

WHAT PUBLIC IS TARGETED?

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 forefront of the most vulnerable populations. In Morocco, the CFA in Mkanssa 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 Malagasy minimum wage (nearly €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.
In order to meet the needs of people in great difficulty effectively and quickly, the IECD has developed several certified short training courses 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.

On-going training 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 1
DEVELOPMENT OF TRAINING CONTENT
Creation or updating of technical syllabuses, general subjects and personal development adapted to the world of work.

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 3
TRAINING OF TRAINERS
On-going training for trainers in teaching practices and new technical and behavioral skills.

PILLAR 4
SUPPORT FOR YOUNG PEOPLE
Monitoring of young people during and after training and support to help them find work.

PILLAR 5
SUPPORT IN SCHOOL MANAGEMENT
Support in the operational management of training centers and the setting up of a sustainable economic model.
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).

The training implemented by the IECID 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.
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.

**TRAINING YOUNG PEOPLE IN CAREERS IN INDUSTRY, ENERGY AND MAINTENANCE**

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 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 their studies in 2017
- 55 trainers followed technical and educational training courses in 2017

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 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 Onitsra), 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

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

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>884</td>
<td>Students trained in electrical engineering of which 115 obtained the baccalaureate.</td>
</tr>
<tr>
<td>3,015</td>
<td>Young people benefited from the services of a CGO in 2017.</td>
</tr>
<tr>
<td>97%</td>
<td>of the graduates from 2017 are working or continuing their studies.</td>
</tr>
<tr>
<td>61</td>
<td>Trainers followed technical and educational training courses in 2017.</td>
</tr>
</tbody>
</table>

### 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:** 2013  
**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

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,939</td>
<td>Young people benefited from the services of a CGO in 2017, namely 2.5 times more than in 2016.</td>
</tr>
<tr>
<td>88%</td>
<td>of the graduates from 2016 are working or continuing their studies.</td>
</tr>
<tr>
<td>1,006</td>
<td>Students trained in electricity professions in 2017.</td>
</tr>
<tr>
<td>60</td>
<td>Teachers (of which 28 women) followed technical and educational training courses in 2017.</td>
</tr>
<tr>
<td>500</td>
<td>Students from three partner schools benefited from updated training in 2017.</td>
</tr>
</tbody>
</table>

### 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

### 2017 Results

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,006</td>
<td>Students trained in electricity professions in 2017.</td>
</tr>
<tr>
<td>88%</td>
<td>of the graduates from 2016 are working or continuing their studies.</td>
</tr>
<tr>
<td>1,939</td>
<td>Young people benefited from the services of a CGO in 2017.</td>
</tr>
<tr>
<td>60</td>
<td>Teachers (of which 28 women) followed technical and educational training courses in 2017.</td>
</tr>
<tr>
<td>61</td>
<td>Trainers followed technical and educational training courses in 2017.</td>
</tr>
</tbody>
</table>

### 2017 Results

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,006</td>
<td>Students trained in electricity professions in 2017.</td>
</tr>
<tr>
<td>500</td>
<td>Students from three partner schools benefited from updated training in 2017.</td>
</tr>
<tr>
<td>728</td>
<td>Students trained in electricity and vehicle maintenance.</td>
</tr>
<tr>
<td>46</td>
<td>Trainers followed technical and educational training courses in 2017.</td>
</tr>
</tbody>
</table>

10 Years

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

---

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.
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 IEC 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.”

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.
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. 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.
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.

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.

LINE 1

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

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.

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.

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.

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.
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.

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.

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.
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.
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 training 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.

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: €340,000

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 at the school.

"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.

ANNUAL REPORT 2017 - CERTIFIED LONG TRAINING
THE ASSET-H&C PLATFORM IN SOUTHEAST ASIA

LOCATION
Cambodia, Laos, Myanmar, Thailand, Vietnam

LOCAL PARTNERS
14 member schools

PROJECT LAUNCH
2016

2017 BUDGET
€50,000

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.

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

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.

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 Phyoe Min
Vice-Principal of the IHHVTC
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 qualifications.

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.
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.

“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”.

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

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

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 FEFAK) 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 (Congolese 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 beekeeping 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).

More than 2,200 young graduates from FFS and IFER since the launch of the program.
CAMEROON
THE FAMILY FARM SCHOOLS PROGRAM (FFS) IS GOING GREEN

In my village of Kossehone, 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)

FOCUS ON ECO-RESPONSIBLE PRACTICES

A STUDENT FROM THE FFS IN NJOMBÉ.

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.
A young Syrian being presented with his vocational skills certificate.
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.

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.)

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

LOCATION: Beirut, Tripoli, Saida, 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: Saida 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 women.
56% of them found a job one month after completing their training.
50 trainers were trained in teaching practices and technical subjects during 11 sessions.

1. Figures for the regions of Saida 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

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.
SYRIA

HELP YOUNG ENTREPRENEURS TO CREATE THEIR OWN BUSINESS

The BRIDGES program

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.


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

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).

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).

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.
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.

**CONGO-BRAZZAVILLE**

**STRENGTHEN THE SKILLS OF HEALTHCARE STRUCTURES**

Support for Healthcare Structures (PASS)

- **Training of Healthcare Personnel in Order to Improve Care Practices**
  - 134 training sessions on hygiene, technical care, and teamwork and professional values, completed by daily support in the field.

- **Training of Administrative Personnel in Order to Improve Management Practices**
  - 4 private partner centers benefited from management training (accounting support, budgetary monitoring, pharmacy stock management improvement of the patient path).

- **Renovation of Equipment and Training in Its Use**
  - 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.

- **Community Stimulation**
  - Planning and organization of information campaigns for the population on public health issues (malaria, breast-feeding, Sickle Cell Disease - p.58).
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.

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.”

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

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).
Rémy Vaillot
Former head of Research and Development in Agronomy at the Bonduelle enterprise.
Volunteer for the APONH project.

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.”
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

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.

LOCATION

PROGRAM LAUNCH
1998

2017 BUDGET
€3,000,000

5,000 entrepreneurs supported in 2017.
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 fundraising.

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!
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.

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

**SUPPORT ENTREPRENEURS IN URBAN ENVIRONMENTS**

**the Support for Small Enterprises program**

**LOCATION**

**PROGRAM LAUNCH**
1998

**2017 BUDGET**
€2,300,000

**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.
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.

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.

Local Partner

Ivory Coast Entreprises Développement (CIED)

Program Launch

2015

2017 Budget

500,000 euros

IVORY COAST

Train 4,000 young entrepreneurs between 18 and 40 years old

Location

Abidjan, Bonoua, Toumodi and Bouaflé

Program Launch

2015

2017 Budget

500,000 euros

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 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.
SUPPORT AGRI-FOOD STAKEHOLDERS IN RURAL ENVIRONMENTS

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

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 products.

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.

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 products.

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.

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 products.

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.

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 products.

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.

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 products.

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.

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 products.
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.

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.

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.

52 jobs have been created since the launch of the project.
## THE SUPPORT FOR ENTREPRENEURSHIP PROGRAM AROUND THE WORLD

### SUPPORT FOR RURAL ENTREPRENEURSHIP IN IVORY COAST, TRANSFORM PROJECT

**Location:** Njombé, 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:** €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 CAMEROON

**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 IVORY COAST

**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 + 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 SMALL ENTERPRISES IN IVORY COAST + MPE project

**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:** Njombé, 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

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

### 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

**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 SMALL ENTERPRISES IN PALERMO TERRITORIES

LOCATION: Al-Aizarieh, Jerusalem-East
LOCAL PARTNER: Cooperative in Al-Aizarieh, 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 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.

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.
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-DRÉPANOXYTOSE association, he fights against ignorance and prejudice in order to guide sufferers towards adapted care and help them to accept their difference.
In 2006, the IECID 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 IECID 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.

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.

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

In 2006, the IECID 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 IECID 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.
ANNUAL REPORT 2017 - SICKLE CELL DISEASE, A FIGHT THAT IS CLOSE TO OUR HEARTS

INFORMATION, THE KEYSSTONE 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.

✓ 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.
✓ 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.

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.

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.

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.

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.

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

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

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

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

MADAGASCAR

Flanarantsoa
La Riatère Hospitality-Catering School

SOUTHEAST ASIA

Vietnam
Hồ Chí Minh City
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.

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, Saida, Bekaa
ENTREPRENEURSHIP
Support for Small (urban) Enterprises
Beirut, Tripoli
EDUCATION
Educational centers
Beirut, Tripoli, Al-Qaa and Rmeileh
Inclusive education
Saida

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

EGYPT 6%
TRAINING AND EMPLOYMENT
Seeds of Hope program
Cairo, Alexandria
ENTREPRENEURSHIP
Support for Small (urban) Enterprises
Cairo

MOROCCO 5%
TRAINING AND EMPLOYMENT
Seeds of Hope program
Kénitra, Greater Casablanca

Entrepreneurship
Education
Training and access to employment

13% 30% 57%
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 Bondonuelle 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.
Since 1991, 46,000 (+12.5%) beneficiaries (of which 37,000 in the Sickle Cell Disease program) of the total activity.

2017 Operating Budget: €4,500,000
Local partners: 26
Projects in progress: 18

**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, Bouaflé, 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, Njombe, 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.
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 Malagasy 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.

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.
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.

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.

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) Enterpises
Ho Chi Minh City.
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.

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.
**Certification of accounts**

The annual accounts, closed on 31 December 2017, were audited and certified by Mr Jacques Le Pomelec, 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.

### BALANCE SHEET

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>2,467,881</td>
<td>2,467,881</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>373,210</td>
<td>373,210</td>
</tr>
<tr>
<td>Vehicles</td>
<td>37,140</td>
<td>18,800</td>
</tr>
<tr>
<td>Office furniture and fitting</td>
<td>52,640</td>
<td>37,874</td>
</tr>
<tr>
<td>Depreciation</td>
<td>361,347</td>
<td>-290,429</td>
</tr>
<tr>
<td>Other securities holdings</td>
<td>601,524</td>
<td>600,000</td>
</tr>
<tr>
<td>Deposits and bonds</td>
<td>17,883</td>
<td>22,460</td>
</tr>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td><strong>3,188,933</strong></td>
<td><strong>3,229,817</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected subsidies</td>
<td>1,066,773</td>
<td>1,683,723</td>
</tr>
<tr>
<td>Other receivables</td>
<td>126,872</td>
<td>94,938</td>
</tr>
<tr>
<td>Depreciation of receivables</td>
<td>-34,482</td>
<td>-76,391</td>
</tr>
<tr>
<td><strong>TRADE ACCOUNT RECEIVABLE</strong></td>
<td><strong>1,158,963</strong></td>
<td><strong>1,702,270</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketable securities</td>
<td>1,112,775</td>
<td>2,669,030</td>
</tr>
<tr>
<td>Provision for depreciation on securities</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash in bank</td>
<td>4,261,318</td>
<td>1,412,336</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENT</strong></td>
<td><strong>5,374,093</strong></td>
<td><strong>4,081,366</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid expenses</td>
<td>32,861</td>
<td>40,965</td>
</tr>
<tr>
<td>Foreign exchange difference on assets</td>
<td>3,992</td>
<td>2,419</td>
</tr>
<tr>
<td><strong>ACCURALS</strong></td>
<td><strong>36,854</strong></td>
<td><strong>43,384</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,758,842</strong></td>
<td><strong>9,056,837</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES AND RESERVES

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable fund and reserves</td>
<td>300,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Association funds without right of reco</td>
<td>3,196,435</td>
<td>3,196,435</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>21,814</td>
<td>48,067</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>26,127</td>
<td>23,748</td>
</tr>
<tr>
<td><strong>CHARITABLE FUND</strong></td>
<td><strong>3,544,477</strong></td>
<td><strong>3,518,250</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for risks</td>
<td>236,422</td>
<td>222,505</td>
</tr>
<tr>
<td><strong>PROVISION FOR RISKS</strong></td>
<td><strong>236,422</strong></td>
<td><strong>222,505</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated public funds</td>
<td>1,415,859</td>
<td>1,177,221</td>
</tr>
<tr>
<td>Dedicated private funds</td>
<td>2,742,452</td>
<td>2,262,612</td>
</tr>
<tr>
<td>Dedicated endowment funds</td>
<td>1,224,413</td>
<td>1,321,315</td>
</tr>
<tr>
<td><strong>DEDICATED FUNDS</strong></td>
<td><strong>5,382,723</strong></td>
<td><strong>4,761,148</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial debts</td>
<td>11,060</td>
<td>11,060</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>217,351</td>
<td>148,837</td>
</tr>
<tr>
<td>Fiscal and social debts</td>
<td>205,973</td>
<td>172,841</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>152,882</td>
<td>221,912</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td><strong>587,267</strong></td>
<td><strong>554,651</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Foreign exchange liability</td>
<td>8,054</td>
<td>284</td>
</tr>
<tr>
<td><strong>ACCURALS</strong></td>
<td><strong>8,054</strong></td>
<td><strong>284</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,758,842</strong></td>
<td><strong>9,056,837</strong></td>
</tr>
</tbody>
</table>
### PROFIT AND LOSS

#### EXPENDITURE

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEVELOPMENT PROJECTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants paid to project</td>
<td>4,831,201</td>
<td>5,043,399</td>
</tr>
<tr>
<td>Real estate rental</td>
<td>362,177</td>
<td>289,971</td>
</tr>
<tr>
<td>Equipment purchase</td>
<td>564,472</td>
<td>429,687</td>
</tr>
<tr>
<td>Local technical assistance</td>
<td>3,679,743</td>
<td>3,451,681</td>
</tr>
<tr>
<td>Sundry project expenses</td>
<td>916,393</td>
<td>817,158</td>
</tr>
<tr>
<td>Building and construction</td>
<td>336,601</td>
<td>1,352,084</td>
</tr>
<tr>
<td>Missions and technical expertise</td>
<td>721,428</td>
<td>770,200</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>3,138</td>
<td>3,966</td>
</tr>
<tr>
<td>Exceptional expenditures on projects</td>
<td>16,479</td>
<td>13,354</td>
</tr>
<tr>
<td>Expenditure on projects</td>
<td>11,442,632</td>
<td>12,168,052</td>
</tr>
<tr>
<td>of which exceptional item</td>
<td>-</td>
<td>2,232,740</td>
</tr>
<tr>
<td>Total projects excluding exceptional item</td>
<td>10,822,146</td>
<td>9,935,311</td>
</tr>
<tr>
<td>Total projects excluding exceptional item</td>
<td>2,098,686</td>
<td>1,772,221</td>
</tr>
<tr>
<td>Commitments on private funding</td>
<td>1,495,158</td>
<td>1,752,113</td>
</tr>
<tr>
<td>Sub-total</td>
<td>15,037,475</td>
<td>15,097,386</td>
</tr>
<tr>
<td>Surplus on projects</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>15,037,475</td>
<td>15,097,386</td>
</tr>
</tbody>
</table>

#### LEGACIES MANAGEMENT

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants paid to projects</td>
<td>100,000</td>
<td>-</td>
</tr>
<tr>
<td>Fees on legacies and donations</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rental expenses</td>
<td>26,496</td>
<td>26,827</td>
</tr>
<tr>
<td>Allowance for depreciation on legacies</td>
<td>-</td>
<td>13,852</td>
</tr>
<tr>
<td>Allowance for provisions (securities depreciation)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net result of assets sold</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bank charges and diverses expenses</td>
<td>1,500</td>
<td>6,600</td>
</tr>
<tr>
<td>Commitments implemented</td>
<td>193,648</td>
<td>99,020</td>
</tr>
<tr>
<td>of which exceptional item</td>
<td>5,088</td>
<td>0</td>
</tr>
<tr>
<td>Commitments to be implemented</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>198,736</td>
<td>99,020</td>
</tr>
</tbody>
</table>

#### OPERATING EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent, fees and equipment</td>
<td>124,728</td>
<td>126,431</td>
</tr>
<tr>
<td>Payroll</td>
<td>827,878</td>
<td>618,245</td>
</tr>
<tr>
<td>Fees and missions</td>
<td>117,726</td>
<td>82,259</td>
</tr>
<tr>
<td>Communication</td>
<td>17,010</td>
<td>23,271</td>
</tr>
<tr>
<td>Other charges (contributions, etc.)</td>
<td>50,942</td>
<td>53,373</td>
</tr>
<tr>
<td>Depreciation allowance</td>
<td>11,966</td>
<td>24,989</td>
</tr>
<tr>
<td>Sub-total</td>
<td>1,150,249</td>
<td>928,568</td>
</tr>
<tr>
<td>Exceptional expenses</td>
<td>62,760</td>
<td>65,452</td>
</tr>
<tr>
<td>Allowance for exposure to risks (projects)</td>
<td>214,983</td>
<td>190,328</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>25,696</td>
<td>23,282</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>1,453,688</td>
<td>1,134,096</td>
</tr>
</tbody>
</table>

#### EXPENDITURE ON INTERNATIONAL SERVICE CONTRACTS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct project costs</td>
<td>117,402</td>
<td>232,780</td>
</tr>
<tr>
<td>External services</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect payroll</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Profit before income tax</td>
<td>508</td>
<td>2,304</td>
</tr>
<tr>
<td>Income tax</td>
<td>76</td>
<td>138</td>
</tr>
<tr>
<td>Net profit</td>
<td>431</td>
<td>466</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>117,910</td>
<td>243,834</td>
</tr>
</tbody>
</table>

**TOTAL**

16,807,809 16,574,335

#### EXPENDITURE ON PROJECTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and construction</td>
<td>3%</td>
</tr>
<tr>
<td>Purchase of equipment</td>
<td>5%</td>
</tr>
<tr>
<td>Missions and technical expertise</td>
<td>8%</td>
</tr>
<tr>
<td>Sundry project expenses</td>
<td>42%</td>
</tr>
<tr>
<td>Grants paid to partners</td>
<td>33%</td>
</tr>
</tbody>
</table>

#### RESOURCES USED ON PROJECTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations and fundraising</td>
<td>6%</td>
</tr>
<tr>
<td>Corporate funding</td>
<td>22%</td>
</tr>
<tr>
<td>Local funds and appeals</td>
<td>36%</td>
</tr>
<tr>
<td>Grants from foundations and charities</td>
<td>34%</td>
</tr>
</tbody>
</table>

#### INCOME

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEGACIES MANAGEMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public funding</td>
<td>4,692,004</td>
<td>3,986,624</td>
</tr>
<tr>
<td>Corporate funding</td>
<td>2,837,368</td>
<td>2,405,399</td>
</tr>
<tr>
<td>Grants from foundations and charities</td>
<td>4,464,209</td>
<td>6,072,434</td>
</tr>
<tr>
<td>Donations and fundraising</td>
<td>362,893</td>
<td>186,496</td>
</tr>
<tr>
<td>Local funds and appeals²</td>
<td>790,201</td>
<td>370,823</td>
</tr>
<tr>
<td>Financial income on projects</td>
<td>-</td>
<td>2,077</td>
</tr>
<tr>
<td>Exceptional items on projects</td>
<td>912</td>
<td>26,071</td>
</tr>
<tr>
<td>Resources used on projects²</td>
<td>13,097,386</td>
<td>13,233,899</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>16,574,335</td>
<td>16,574,335</td>
</tr>
</tbody>
</table>

#### LEGACIES MANAGEMENT

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacies and gifts received</td>
<td>5,088</td>
<td>-</td>
</tr>
<tr>
<td>Real estate rental received</td>
<td>79,018</td>
<td>79,018</td>
</tr>
<tr>
<td>Management fees on projects</td>
<td>-</td>
<td>5,869</td>
</tr>
<tr>
<td>Financial income on legacies</td>
<td>26,762</td>
<td>25,871</td>
</tr>
<tr>
<td>Reversal of provisions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds of disposal of assets</td>
<td>104,802</td>
<td>99,020</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>198,736</td>
<td>99,020</td>
</tr>
</tbody>
</table>

#### OPERATING INCOME

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members and directors contributions</td>
<td>224,099</td>
<td>88,329</td>
</tr>
<tr>
<td>Operating grants</td>
<td>121</td>
<td>6</td>
</tr>
<tr>
<td>Management fees on projects</td>
<td>989,246</td>
<td>869,873</td>
</tr>
<tr>
<td>Management fees on legacies</td>
<td>6,566</td>
<td>5,869</td>
</tr>
<tr>
<td>Financial income</td>
<td>14,858</td>
<td>13,496</td>
</tr>
<tr>
<td>Exceptional items</td>
<td>8,498</td>
<td>15,929</td>
</tr>
<tr>
<td>Reversal of exposure to risks (project)</td>
<td>210,799</td>
<td>190,391</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>1,453,688</td>
<td>1,134,096</td>
</tr>
<tr>
<td>Operating deficit</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

#### INCOME ON INTERNATIONAL SERVICE CONTRACTS

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service contracts</td>
<td>117,910</td>
<td>243,834</td>
</tr>
<tr>
<td>Disaster reimbursement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>SUB-TOTAL</strong></td>
<td>117,910</td>
<td>243,834</td>
</tr>
</tbody>
</table>

**TOTAL**

16,807,809 16,574,335

1 Subsidies that do not transit via the IECD and contributions in kind received locally.
2 Unused resources - public funding
3 Unused resources - private funding
4 Exceptional funding/exceptions on projects

ANNUAL REPORT 2017- MANAGEMENT
GOVERNANCE

The reasons for my for 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

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 SCHOEPFER
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

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 CHAZEAUX
Human Resources Director

THE TRUSTEES

THE EXECUTIVE COMMITTEE

THE MANAGEMENT COMMITTEE

ANNUAL REPORT 2017 - MANAGEMENT
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.”

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
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
Cassipée 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 Fondation
Jacobs Foundation
JJA
Lord Michelham of Hellingly Foundation
Mahmoud Shakarchi Foundation
Manos Unidas
Marguerite Fund
Matelec
Minister for Europe and Foreign Affairs (MEAE)
Murex
MVT Architectes
Nexans Foundation
Onyx Hospitality
Open Minds
L’Œuvre d’Orient
Orange Foundation
Perenco
Philippe Jabre Association
Pierre Fabre Foundation
Princely Government - Principality of Monaco (DCI)
RAJA Foundation – Danièle Marcovici
Region of Auvergne-Rhône-Alpes
Region of Pays de la Loire
Rexel Foundation
Safacam & Socapalm
Satran 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
Traliguria Foundation
Turing Foundation
UNICEF
United Nations High Commissioner for Refugees (UNHCR)
World Food Program (WFP)

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

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

Finally, we thank our teams and our partners which, for almost 30 years, have committed to their work in the field every day with great professionalism.
ANNUAL REPORT IECID 2017
© June 2018

Publication Director: Alexis Béguin.
Design and page layout: Florence Dominique.
Proofreading: Caroline Arsac, Pierre-Yves Bretonnière, Laurence Château de Chazeaux, Sara Gailly, Diane de Montessus.

Photo credits
Couver: Gwenn Dubourthoumieu.
Back cover: Paul Assaker.
Inside pages:
- Paul Assaker : p.10,13 [in the middle], 62, 75.
- Xose Bouzas : p.67.
- David Broutin : p.34.
- Gwenn Dubourthoumieu : p.7, 8, 37, 61 [2e], 64, 68.
- Groupe des francophones d’Alexandria : p.28 [bottom].
- La Croix : p.61 [top].
- Hugo Leenhardt : p.36 [bottom].
- Pierrot Men : p.34, 61 [3e].
- Adrienne Surprenant : p.45, 47 [right miniature], 58, 59.
- Schneider Electric : p.29 [bottom right].
- Solofo Tinah : p.16.

All the other photos are taken by the IECID teams.

Printing
Imprimerie Barré, 7 rue des Fontaines, 89100 Collemiers, France.
Recycled paper Cyclus Silk 100g.
Lebanese boy in electrical engineering training