



ANNUAL REPORT 2018

IECD ANNUAL REPORT 2018
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Student at the IFER in Afféry, Ivory Coast
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Marie-José
Nadal

President

Writing a review of 2018 firstly means taking pleasure in seeing the path followed by each beneficiary: young girls or boys with a profession in their hands, teenagers who have found their place in good quality educational structures, entrepreneurs that have improved their business and are now able to plan for their future.

This progress made on a personal and professional level and the **growth that these life plans reveal** are subjects of pride for the IECD's teams and its partners who see their efforts truly rewarded. This in-depth work is accompanied by a wish to **reach the greatest number of people** so as to offer them the chance to access the solutions available.

2018 also offered us the chance to draw on the experience of what the IECD's past 30 years has taught us and to define an updated strategy based on several key lines: improve our **know-how** by focusing on our core business, **extend this know-how to other geographic areas** and structure large projects in order to **scale up**; speed up innovation to increase the **added value** of our service offering; invest in the organization and setting up of new systems so as to meet our commitments and cross a threshold in our growth; finally, build **alliances** and **partnerships** based on the long-term.

More than ever, our priority is **access to youth employment** through vocational training and the **stimulation of urban and rural economic activity**. Our action is based on the idea of **education open to the freedom and responsibility** that we believe young people need to meet the challenges of our century!



Alexis Béguin

Executive Director

THE IECD IN 2018

BENEFICIARIES BY SECTOR

12.7 MILLION EUROS
OPERATING BUDGET*

*Excluding exceptional elements

TRAINING AND PROFESSIONAL INTEGRATION

16,000

BENEFICIARIES

+ 4%

OPERATING BUDGET*

SUPPORT TO ENTREPRENEURSHIP

6,000

BENEFICIARIES

90,5%

ALLOCATED DIRECTLY TO
PROJECTS

EDUCATION

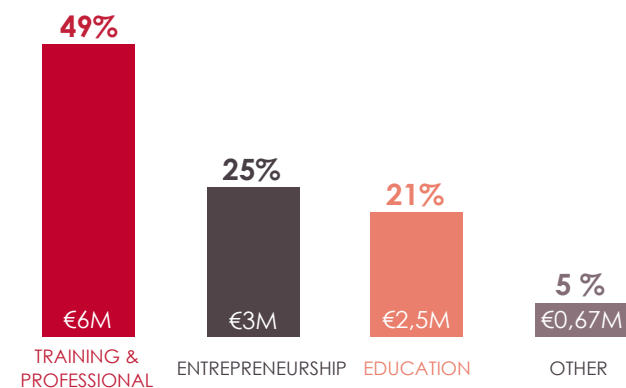
8,300

BENEFICIARIES

40%

OF PUBLIC FUNDS

OPERATING
BUDGET*



*Commitments achieved on projects + management



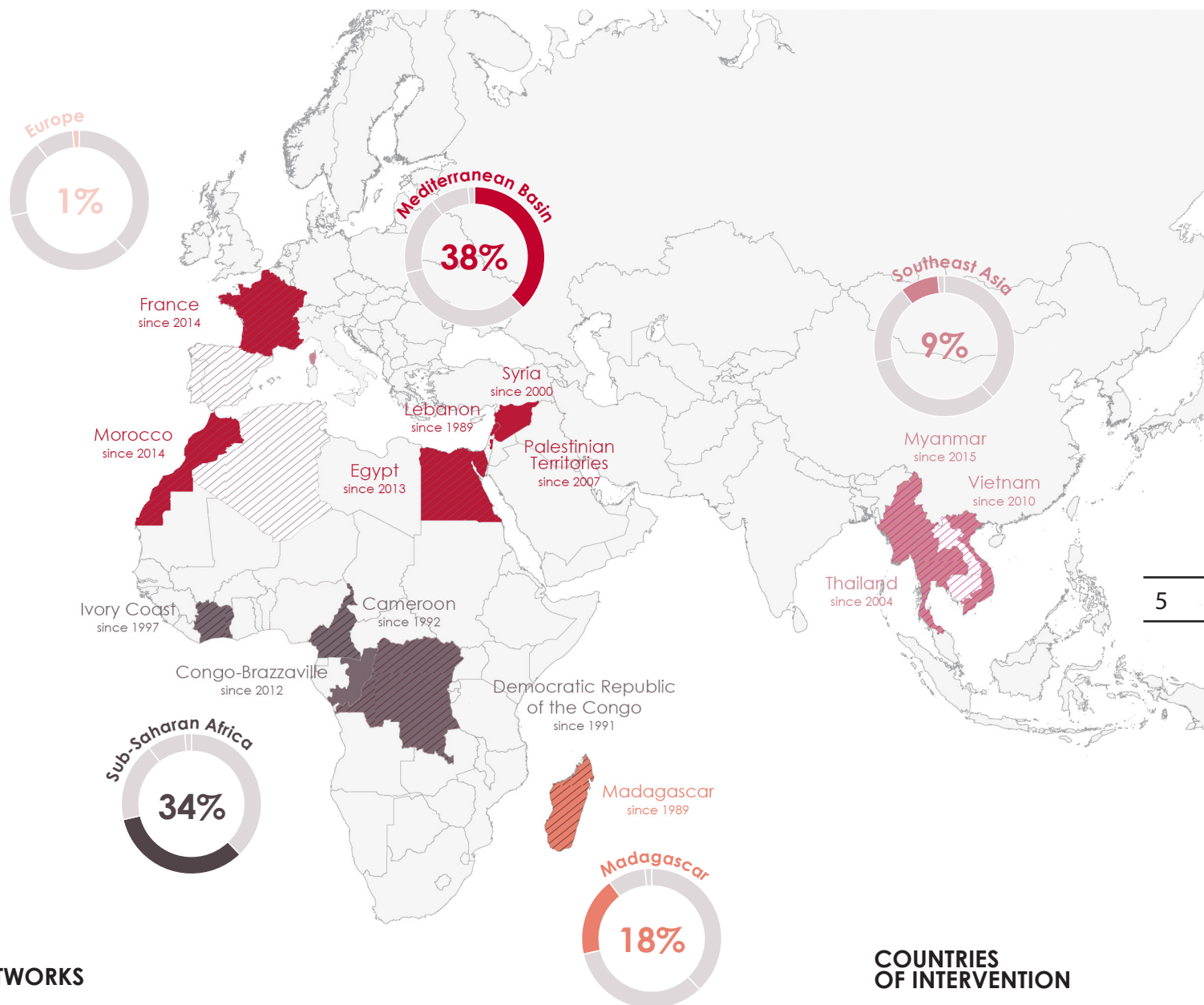
14
COUNTRIES
OF INTERVENTION



271
STAFF MEMBERS



100
PARTNERS



NETWORKS

Member countries of the ASSET-H&C network (Southeast Asia)



Member countries of the New Chance Mediterranean network (Mediterranean Basin)



Member countries of the Enterprises Development Network (Sub-Saharan Africa)



COUNTRIES OF INTERVENTION

- Mediterranean Basin
- Sub-Saharan Africa
- Madagascar
- Southeast Asia

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IECD'S IDENTITY

VISION

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

MISSION

TO CREATE ENVIRONMENTS WHICH OFFER ALL
A CHANCE TO BUILD THEIR OWN FUTURE AND A
MORE EQUITABLE SOCIETY

VALUES

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

VIRTUES

- DARE TO UNDERTAKE
- PATIENCE IN IMPLEMENTATION

PRINCIPLES OF ACTION

- FOCUS OUR ACTIONS ON TRAINING AND ACCESS TO
EMPLOYMENT FOR YOUNG PEOPLE
- 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 THAT SHARE A
COMMON GOAL AND, THUS, BE MORE EFFICIENT



31 YEARS OF ACTION IN THE FIELD

For the past **31 years**, the IECD has implemented **integrated solutions** for the education, training and the integration of young people and support for entrepreneurship in close partnership with local players **in line with the needs of territories**. Since its creation in 1988, the IECD has remained loyal to its commitment with **more than 65%** of its activities in the sector of the education and training of young people. It is now a **recognized player** in these areas.

The IECD has supported developing countries for the past 31 years in the fields of **Education, Training and Professional Integration and Support for Entrepreneurship**.

In 1998, the launch of the **Support for Small Enterprises program** in Lebanon, now extended to 8 other countries, meets a double wish to encourage young people to develop their own income-generating activities and ensure the permanence of small existing enterprises: thus, in 2018, **3,300 entrepreneurs** were supported in the creation, consolidation, or growth of their enterprise.

A CONFIRMED METHODOLOGY AT THE SERVICE OF LOCAL PARTNERS

From full involvement to occasional support and advice, the IECD offers a **wide range of services**: creation or renovation of training sectors; strengthening of the skills of training centers; integration into the labor market (see p.11). Whether as an operator, a provider of technical support, a coordinator of networks or focus groups, the IECD meets local needs and ensures that practices evolve by means of modeling and the exchange of experiences. With pragmatism, it supports local players towards autonomy.

WORKING AT ALL LEVELS OF THE ECOSYSTEM

- **Beneficiaries**: children, teenagers, young people, adults.
- **Institutional partners**: public authorities, ministries, municipalities.
- **Local partners**: enterprises, schools and training centers, civil society

6 STEPS

FOR THE IMPLEMENTATION OF PROJECTS



STEP 1 - Study of the ecosystem ► adapted proposition

Opportunity studies are carried out in the field so as to identify the human, social and economic needs of populations in line with those of enterprises and buoyant markets.

STEP 2 - Define the project ► concerted proposal

A development project is drawn up in consultation with local partners, enterprises, and public authorities

STEP 3 - Implementation ► added value proposal

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.

STEP 4 - Monitoring and evaluation ► adjusted proposal

The monitoring and evaluation of the project are planned from the outset. Once the objectives have been defined, the IECD establishes measurable indicators that allow the results to be evaluated.

STEP 5 - Permanence of the project ► sustainable proposal

The IECD works at all times to increase the skills of local partners. It also works on the recognition and integration of its programs into public policies.

STEP 6 - Extension of the impact ► proposal extended

Once the project has been modeled and is efficient, the IECD proceeds to the extension phase to new partners or new geographic areas.



Students preparing a baccalaureate in electronics at the Dekweneh high school - northern suburb of Beirut (Lebanon)

TRAINING & PROFESSIONAL INTEGRATION

A TRADE AT YOUR FINGERTIPS

CERTIFIED LONG TRAINING

p. 17

CERTIFIED SHORT TRAINING

p. 32

ON-GOING TRAINING

p. 39



Industrial maintenance technical training students - Dekwaneh - Beirut (LEBANON)

A TRADE AT YOUR FINGERTIPS... TO ENSURE YOUR OWN FUTURE AND THAT OF YOUR COUNTRY

10

LOCATION

All the countries in which the IECD intervenes

NUMBER OF BENEFICIARIES

10,600 young people in training
1,400 supervisory staff trained

QUALIFICATION LEVEL

- Certified long training (from CAP to BTS)
- Certified short training
- On-going training

NUMBER OF PROJECTS

33

2018 BUDGET

€6,600K

1 OBJECTIVE

Offer young people the opportunity to access a decent and sustainable job.

2 OBJECTIVE

Contribute to local economic development.

AROUND THE WORLD, 71 MILLION YOUNG PEOPLE BETWEEN THE AGE OF 15 AND 24 ARE UNEMPLOYED¹

The global estimate for the number of young people who are not in education, employment or training (NEET²) is 21.8%, a large majority of which are women (76.9%). The inactivity of young people prevents the economic development of countries, but it is also an obstacle to social cohesion and political stability.

In developing countries, many sectors of activity with a potential to create jobs struggle to develop because of a local shortage of qualified personnel to meet the needs of markets and enterprises. Training courses are often the problem and especially vocational training that is too theoretical, unsuitable, undervalued and neglected by young people and families.

1. Source: International Labor Organization
2. Not in Education, Employment or Training

VOCATIONAL TRAINING: A SOLUTION FOR THE FUTURE!

To overcome this problem, the IECD is counting on the development of vocational training. Much acclaimed by enterprises, it must meet their needs and those of the populations, and be designed in partnership with local players. In order for technical professions to again be considered as important, it is essential for the training provided to be of good quality. For this, the IECD focuses on three pillars: creation or renovation of training sectors, strengthening of the skills of training centers, integration of young people into the labor market.



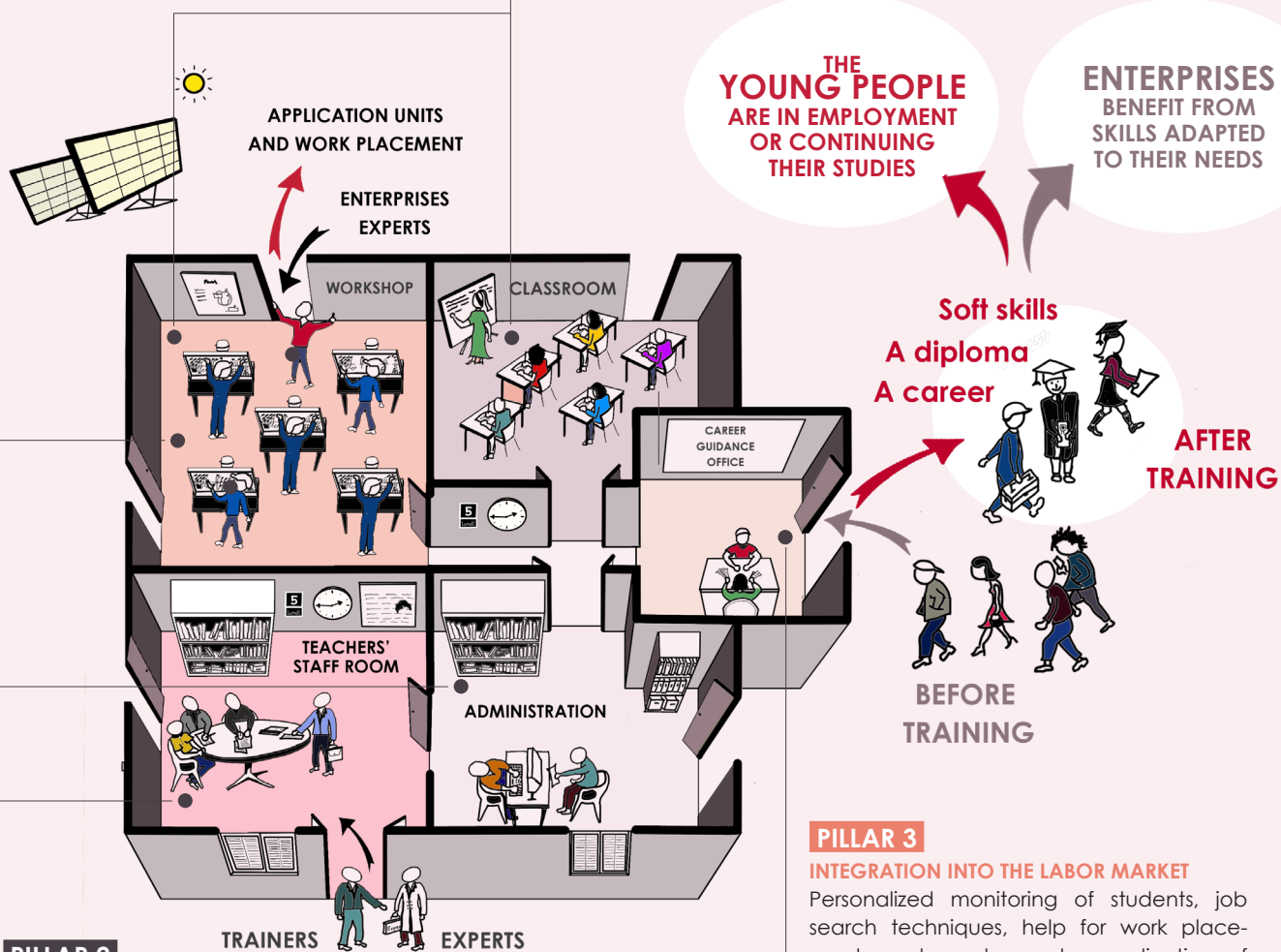
PILLAR 1

CREATION OR RENOVATION OF TRAINING COURSES

Revision of training programs in line with market needs; introduction of active teaching methods based on practice and an approach based on competences; creation or updating of technical syllabuses, general subjects and personal development adapted to the world of work.

A UNIQUE APPROACH: SCHOOL IN ITS ENTIRETY

Technical support for ministries; institutional recognition of training courses and certifications. This recognition should help it to progress to a national level.



A LARGE SPECTRUM OF TRAINING COURSES

CERTIFIED LONG TRAINING (from CAP to BTS)



The IECD develops certified long vocational courses lasting **1 to 3 years** in specific fields that offer great potential for employment. Beyond the acquisition of technical skills, the training courses develop the personal and behavioral skills of young people for better integration into the world of work. The IECD works to ensure that these courses are recognized by the competent ministries.

ON-GOING TRAINING



On-going training is necessary for strengthening the skills of local players and ensuring the long-term impact of programs in the territories. It targets people who are already in employment and who want to improve their practices, or progress in their profession.

CERTIFIED SHORT TRAINING



In order to meet the needs of populations in great difficulty in a swift and effective manner, the IECD develops certified short training courses lasting 2 to 12 months. The fields covered meet the demand in buoyant employment sectors and allow very vulnerable populations to find a place in the labor market quickly.

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

The IECD's training programs obtain very good results, in particular thanks to the removal of obstacles between companies and the world of training.

RESULTS IN 2018

82% of young graduates from the training in the **hospitality-catering** are in work 6 months after obtaining their diploma.

83% of the 2017 graduates of the technical **baccalaureate in electronics** in Lebanon (Seeds of Hope program) are in work one year after.

59% of the beneficiaries of short training in **Lebanon** have enjoyed a positive outcome within 6 months.



Moustafa Haddara,
16 years, Lebanese beneficiary of the certified short training in electricity in Saida (Lebanon).

"AS SOON AS I FINISHED
THE TRAINING, I WAS HIRED!"

“

I left school when I was 12. I spent my days doing nothing. I heard that the IECD was offering training for careers in electricity. As soon as I finished the training, I was hired at a store selling electrical equipment. In parallel, I created a small business as a freelance electrician. If I had started working before doing this course, I would not have been able to establish myself in this profession so quickly. Now, at the age of 16, I'm running my own business!"

2018 IN
BRIEF!

- Setting up of **CAREER GUIDANCE OFFICES** (BOE) within establishments.
- Creation in 2019 of a **CAREER GUIDANCE OFFICER TRAINING COURSE**.
- Schools **OPEN THEIR DOORS TO ENTERPRISES**.
- **PERSONALIZED SUPPORT** for young people.
- Organization of **GUIDANCE AND EMPLOYMENT FORUMS**.

about **7,300** young
beneficiaries of integration
activities in 2018.

1 OBJECTIVE

Facilitate young people's access to
employment.

2 OBJECTIVE

Strengthen the school-enterprise
relationship.

Guidance and integration actions play a **central role** in the IECD's vocational training projects. They accompany young people in their choice of training course, the definition of their professional project, and, then, in their search for a work placement or a job. They prepare them for the world of work.

24 partner schools implementing the Seeds of Hope program are now committed to integration actions and are open to enterprises: visits by young people to enterprises, interventions by professionals at the school. **Guidance and employment forums** have also become key annual events much awaited by young graduates as well as by enterprises looking for qualified technicians.



Career Guidance Forum - Morocco

LOCATION

14 partner schools

PROJECT LAUNCH

2012

2018 BUDGET

€425K

EXAMPLE OF LEBANON

In 2012, the IECD created the first **career guidance offices** (BOE) in Lebanon at 14 partner technical high schools. In 2018, 2 forums were organized in Tripoli and Beirut with more than 3,500 visitors. 2019 will see an extension of the BOE network with the setting up of 9 new offices. Their gradual extension to all partner establishments that develop the Seeds of Hope program will help to improve integration prospects for young people.

2018 RESULTS

more than **3,500** young
beneficiaries of the activities
organized by the BOE.

1,200 young people on a
work placement or in employment
thanks to the BOE.

12 BOE managers trained by
the IECD.



The members of the New Chance Mediterranean network at the second chance school in Matosinhos, Portugal.

MEDITERRANEAN BASIN

LOCATION

Countries of the Mediterranean Basin

PARTNERS

Union for the Mediterranean, French Development Agency, Drosos Foundation, European Union via the Erasmus+ program+

NETWORK MEMBERS

8 countries (Algeria, Egypt, Spain, France, Lebanon, Morocco, Portugal, Tunisia) - 11 structures

PROJECT LAUNCH

2018 (for the IECD)

2018 BUDGET

€130K

TOGETHER FOR THE INTEGRATION OF YOUNG PEOPLE! THE NEW CHANCE MEDITERRANEAN NETWORK

In 2018, **1 young person out of 4 was not in education, employment or training (NEET)** in the North Africa region. According to the ILO, young people from the Euro-Mediterranean area aged between 15 and 24 years are those most affected by unemployment (36% in Tunisia, 34% in Egypt and Spain).

COMBINING OUR STRENGTHS

In order to deal with the scale of the problem, the New Chance Mediterranean network (MedNC), led by the IECD, brings together training stakeholders from the Mediterranean basin in order to identify and increase **concrete and effective solutions adapted to the contexts**. Many local initiatives obtain very good results but struggle to develop because of a lack of resources and recognition. By pooling the strengths and expertise of the players, the network aims to improve their capacity for action, increase their impact and encourage the support of local authorities.

THE MEDNC NETWORK REPRESENTS:

26,000 young people
100 centers

THE NETWORK'S RISE IN POWER

The **network's first conference** was held in Marseille in November 2018. More than 80 participants, including ministerial representatives, local authorities, experts, and corporate foundations, were present. The network's members benefited from **training and visits to local operations**. The event provided the opportunity to present the first **Guide to good practices** in socio-professional integration.

2018 IN BRIEF!

■ STRUCTURING OF THE NETWORK

- Adhesion criteria
- Consolidated figures

■ GROWTH OF THE NETWORK

- 2 new countries (Lebanon, Portugal)
- 2 new partners: Drosos Foundation and European Union

■ 1ST CONFERENCE OF THE NETWORK IN MARSEILLE



Mrs. Louisa Salgueiro,
Mayor of Matosinhos (Portugal)

“

The MedNC network offers the opportunity to learn from the experiences of other socio-professional integration players. As a national coordinator, I have informed the Portuguese government of the importance of offering a relevant and concrete response to youth unemployment.”



Mr Zouheir EL ANSARI,
Operations Director
Heure Joyeuse, (Morocco)

“

For the past 10 years, L'Heure Joyeuse has seen the professional distress experienced by young "NEETS". From underprivileged backgrounds, they have no qualifications: we go and find them in their neighborhoods and we help them to build a professional project and a life plan.”



Young person preparing the technical baccalaureate in industrial maintenance (Lebanon)

CERTIFIED LONG TRAINING

1. CAREERS IN **INDUSTRY AND ENERGY** p. 17
2. CAREERS IN **HOSPITALITY-CATERING** p. 23
3. CAREERS IN **AGRICULTURE** p. 29



TRAINING YOUNG PEOPLE IN CAREERS IN INDUSTRY AND ENERGY

THE SEEDS OF HOPE PROGRAM

LOCATION

Lebanon, Egypt, Morocco, Ivory Coast, Vietnam

PROJECT LAUNCH 2007

TRAINING LEVEL CQP, CAP, BAC

2018 BUDGET €1,280K

The Seeds of Hope Program was launched in Lebanon in 2007 in order to offer high-quality training to young people without any qualifications and meet the needs of the labor market; originally launched in the field of **electricity**, the program was later extended to other fields, such as **electronics**, **vehicle maintenance** and **industrial maintenance**. In 2018, a new sector was explored: computer programming. Today, it offers 3 levels of qualification: vocational qualification certificate (CQP), professional aptitude certificate (CAP), and technical baccalaureate (Bac T).

The Seeds of Hope program has been extended to 5 other countries (Nigeria and Egypt in 2013, Morocco in 2014, Ivory Coast and Vietnam in 2016) and 2 new countries are currently being studied: Myanmar and Madagascar.

STRENGTHEN THE PROGRAM'S FOUNDATIONS TO INCREASE ITS IMPACT

11 years after the launch of the Seeds of Hope program, the IECD is studying the possibility of moving up a gear in order to reach even more young people. 2018 served to consolidate the program's **foundations** with a view to its **diffusion**:

■ STRENGTHENING OF PARTNERSHIPS WITH ENTERPRISES AND INSTITUTIONS

MOROCCO: signature of a partnership with FENELEC (see p.19).

IVORY COAST: a new public high school becomes a partner.

■ EXTENSION OF THE TRAINING OFFERING with the creation of new training levels and contact with new sectors of business.

LEBANON: launch of a new technical baccalaureate in computer programming; opportunity study for the creation of a superior technician level in electronics.

MOROCCO: design of educational tools for the installation and maintenance of photovoltaic systems.

■ INCREASE IN THE SKILLS OF PARTNERS and greater autonomy thanks to the setting up of new tools that formalize good practices, such as impact assessment and organization methods for key events for the program's partner schools.

2018 RESULTS

4,550 young people trained in 5 Seeds of Hope program countries.

6,900 young beneficiaries of integration actions.

24 partner schools in 6 countries.

88% of the 2017 graduates are enjoying a positive outcome (employment or continued studies).

282 trainers followed technical and educational training courses.



“

With my diploma in electronics, it is easy for me to find work and even create my own company.”

Christian Salameh

Electronics student at the Ecole des Arts et Métiers in Dekwaneh (Lebanon)



Students at the technical training center in Kénitra (Morocco)

MOROCCO

THE PROGRAM'S RISE IN POWER SEEDS OF HOPE

CERTIFIED LONG TRAINING

18

LOCATION

Casablanca, Kénitra

LOCAL PARTNERS

The Heure Joyeuse Association (Casablanca); Juk Spel Institute (Kénitra); Technical Training Center (Kénitra); Fédération nationale d'électricité, d'électronique et des énergies renouvelables (FENELEC)

TRAINING LEVEL

CAP / BAC PROFESSIONNEL

2018 BUDGET

€240K

With more than one young city dweller in four out of work, Morocco is one of the countries in the Mediterranean the most affected by unemployment. Graduates but often underqualified, young people suffer from the shortfalls in the education system and its lack of suitability to the labor market. Since 2014, the IECD has developed training courses in the fields of energy, a sector that is enjoying strong growth. It joined forces with **Heure Joyeuse** to create a **CFA in construction electricity** in 2015 which welcomes young people from underprivileged backgrounds in the Greater Casablanca region. With **88% of professional integration**, the CFA is an example. The IECD also supports the **Juk Spel Institute** and the **Technical Training Center** in Kénitra in improving the quality of their training courses as well as in supporting young people towards employment.



Mrs Leïla Benhima Chérif
President of the Heure Joyeuse association



Réda, 24 years
1st year student at the Technical Training Center in Kénitra

2018 RESULTS

587 students trained in electricity.

96% success rate in the exam.

83% of graduates from 2017 are in work.

18 trainers followed technical and educational training courses.

“

We target marginalized young people who have dropped out of the school system, who live in underprivileged neighborhoods, and who have lost all confidence in themselves. To help them escape this vicious circle, we encourage them to work on their motivations, on their life plan. Progress is measured through assiduity: we now have a very low abandonment rate, about 1% to 2%, something which really makes us admire these young dropouts.”

“

I have a diploma as a specialist technician in industrial automation. But when I started to look for work, I only found positions as an operator. Then, I met some former students from the Technical Training Center (CPT) who encouraged me to follow a course in electricity. Although it takes me an hour and a half to get there, I learn other skills and gain experience thanks to apprenticeships. After completing my diploma, I intend to create a computing, automation and electricity firm with my friends.”

1 MOBILIZE STAKEHOLDERS

27 February 2018, Casablanca: the IECD **mobilized vocational training and employment stakeholders** during a **round table** on the integration of young Moroccans into the world of business. Thus, the IECD has become more visible in the Moroccan institutional landscape and now positions itself as a federating stakeholder.



Round table on the integration of young Moroccans in the world of business in Casablanca in February 2018.

2 REINFORCE SCHOOL-ENTERPRISE PARTNERSHIPS

25 October 2018: on the occasion of the opening ceremony of the 12th Elec Expo electricity forum, the IECD and the Heure Joyeuse association signed a **partnership agreement** with the Fédération Nationale de l'Electricité et de l'Electrotechnique in Morocco (FENELEC). This aims to favor the professional integration of young people in energy sectors. The FENELEC in particular has committed to supporting the action of the



Signature of the tripartite partnership agreement between the IECD, Heure Joyeuse, and FENELEC. From left to right: Justine Beshers, IECD Project Manager, Leïla Benhima Chérif, President of Heure Joyeuse and Reda Sekka, President of FENELEC.

IECD and Heure Joyeuse among its network via the mobilization of member enterprises. It will participate in defining the project for the **new Training Center for Apprentices (CFA)** and will provide its technical support for the selection of educational equipment and material as well as for the training of trainers. This ceremony was attended by the Minister of Energy, the Director general of the Office National de l'Electricité et de l'Eau Potable (ONEE), and the new Director of the OPPT (Office of vocational training and the promotion of work).

3 MODERNISING TRAINING

October 2018: the IECD asked the French association Énergies Sans Frontières (ESF), a specialist in access to energy for underprivileged populations, to design **educational supports for the installation and maintenance of photovoltaic systems**. This initiative follows on from the creation in 2016 of theoretical training modules concerning photovoltaic systems designed in partnership with Schneider Electric. It is in line with the government's wish to increase the percentage of renewable energies in the country's energy offering.



12 trainers from 3 partner schools were trained in photovoltaics.

4 ACCOMPANYING YOUNG PEOPLE TO EMPLOYMENT

14 November 2018: for the first time, the IECD organized an **Employment Forum** in Morocco devoted to careers in industry and energy at the Juk Spel Institute in Kénitra. More than 700 young people from partner schools and other training centers in the region met the 19 enterprises present and learned about job opportunities. Coaching workshops, help with finding work, preparation for job interviews and writing CVs were offered to the young people, under the supervision of the National Agency for the Promotion of Employment and Skills (ANAPPEC), staff from Schneider Electric, and representatives of the association Education for Employment.



Poster for the employment forum in Kénitra



2018 IN 5 STEPS

5 REACH EVEN MORE YOUNG PEOPLE

December 2018, Tangier: an opportunity study was carried out in order to prepare an extension of the Seeds of Hope program. The conclusions of this study will be furthered in order to offer concrete lines of action in 2019.

THE SEEDS OF HOPE PROGRAM AROUND THE WORLD

4,450 young people
in training in the program in 2018.

MOROCCO: THE PROGRAM'S RISE IN POWER

See page 18

IVORY COAST A NEW SCHOOL IN ABENGOUROU

LOCATION: Bonoua, Duékoué, Abengourou
LOCAL PARTNERS: 4 establishments (Technical center in Bonoua, Artisanal and Rural Professional Center in Duékoué, Vocational Training Center in Abengourou, Institut Pédagogique National de l'Enseignement Technique (IPNET))
PROJECT LAUNCH: 2016
TRAINING LEVEL: VOCATIONAL QUALIFICATION CERTIFICATE, CAP, CERTIFIED SHORT TRAINING IN CONSTRUCTION ELECTRICITY
2018 BUDGET: €170K

The students studying for a CAP in electricity at the Vocational Training Center in Abengourou completed their **first school year in 2018!** This center is the first public high school to join the Seeds of Hope program in Ivory Coast, which has been deployed in two private schools since 2016: **the Technical center in Bonoua (CTB) and the Artisanal and Rural Professional Center in Duékoué (CPAR)** - Don Bosco.

Furthermore, **55 people** without any qualifications participated in the **certified short training in construction electricity** at the Technical center in Bonoua over the summer. A certificate was presented after the 10 weeks of training on 28 September in the presence of the Regional Council of South-Comoé, the municipality of Bonoua, the Don Orione congregation, the Youth Employment Agency, and partner enterprises Nexans, Sogelux, and SOTRA.

2018 RESULTS

415 young people (8% of which were young women) trained in electricity.

96% of the students obtained their diploma.

65% of the graduates from 2017 are in work.

44 trainers improved their technical and educational skills.

EGYPT: NEW PARTNERSHIPS WITH PUBLIC ESTABLISHMENTS IN VIEW

LOCATION: Alexandria, Cairo
LOCAL PARTNERS: 4 establishments (Don Bosco Institutes in Cairo and Alexandria, Professional high schools El Wardian for girls and Ras El Soda for boys, Alexandria); **Ministry of National Education and Vocational Training; French Chamber of Commerce and Industry in Egypt.**
PROJECT LAUNCH: 2013
TRAINING LEVEL: TECHNICAL BACCALAUREATE
2018 BUDGET: €220K

Following the **official recognition** of the Electricity technical baccalaureate by the Egyptian Ministry of National Education and Vocational Training in June 2017, the IECD is working to extend the program to other public high schools. It is currently deployed in **two public technical schools**, namely the El Wardian high school for young girls and the Ras El Soda high school for boys, and **two Don Bosco institutes** in Alexandria and Cairo.

For the first time, the Hilton group welcomed 6 students from the El Wardian technical high school (Alexandria) in summer 2018 for a work placement in electrical maintenance. It was impressed by the **assiduity and professionalism of the young women** and want to repeat the experience next year.

2018 RESULTS

1,163 (+20%)
41% of which were young women trained in careers in electricity.

100% of the students obtained their diploma.

98% of the 2017 graduates are active (52% of which are continuing their studies).

47 teachers improved their technical and educational skills.

Morocco (2014)

Lebanon (2007)

Egypt (2013)

Ivory Coast (2016)

LEBANON

11 YEARS LATER, INNOVATION STILL ON THE PROGRAM!

LOCATION: **the entire territory**

LOCAL PARTNERS: **Semeurs d'Avenir association; General Directorate for Technical and Vocational Education; 12 partner schools**

PROJECT LAUNCH: **2007**

TRAINING LEVEL: **TECHNICAL BACCALAUREATE**

2018 BUDGET: **€170K**

The "Seeds of Hope" program was first launched in Lebanon with the **creation of an electrical engineering technical baccalaureate in 2007** and its **official recognition by the State in 2010**. Following the agreement signed between the IECD and the AFD in 2017, designed to favor young people's access to employment in Lebanon, **two new technical baccalaureates were created** in buoyant sectors: industrial maintenance (2017) and computer programming (2018). In 2018, an **opportunity study for the creation of a superior technician level (bac + 2)** in electronics was launched.

2018 RESULTS

998 students trained in careers in three sectors (electronics, maintenance and computing).

99% of the students obtained their diploma.

85% of the 2017 graduates are active (**67%** of which are continuing their studies).

100 trainers improved their technical and educational skills.

A SOCIAL ENTERPRISE TO HELP YOUNG GRADUATES INTEGRATE THE JOB MARKET

The aim of the **social enterprise** created in 2016 by the IECD is to continue the training of young Lebanese technicians by engaging them in a production process. Its main activities are **the construction of instructive and practical models for partner schools, electric panels for enterprises, and the provision of services**. Ultimately, the enterprise should finance itself. In 2018, the team was able to develop targeted products and commit to large-scale and strategic projects. The number of beneficiaries progressed from 2 in 2017 to 8 in 2018. Eight client enterprises helped to generate a turnover of €41,000.

“



During this year, in the social enterprise, I am proud to say that I learned to be truly professional. Nowadays, many employment opportunities await me."

Alaa Abdel Khaled, 21 years, apprentice at the social enterprise

VIETNAM: A FRUITFUL TWINNING PROJECT BETWEEN THE ACADEMIE DE PARIS AND TWO HIGH SCHOOLS IN HO CHI MINH CITY

LOCATION: **Ho Chi Minh City**

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

PROJECT LAUNCH: **2016** TRAINING LEVEL: **CAP**

2018 BUDGET: **€170K**

In Vietnam, since 2016, the IECD has accompanied **two technical schools** in the preparation of the **CAP in civil and industrial electricity in vehicle maintenance**. In 2018, a twinning project resulted from a partnership agreement with the Académie de Paris involving two Vietnamese high schools and two Parisian establishments: the Lycée Camille Jenatzy for the CAP in vehicle maintenance and the Lycée Gaston Bachelard for the CAP in civil and Industrial electricity. These educational exchanges between experts, teachers and students are a source of improvement.

2018 RESULTS

1,083 students trained in electricity and vehicle maintenance.

73 trainers improved their technical and educational skills.

“



Olivier Le Hen
Mechanics and logistics teacher at the Lycée Camille JENATZY in Paris

The students in Vietnam are regularly required to observe methods and practices and practical teaching is based on educational models. They don't have any vehicles in the workshop, it's very surprising. However, I was amazed by the quality of their models. The teachers are very ingenious and helped me to review my teaching approach. When I returned, I saw my students differently and especially those who had recently arrived in France. I realize that they have a rich personal history and culture that should be recognized and valued".

Vietnam
(2016)



MENU DU JOUR

Eg. Eventail de Tomate aux crepes
dur

- Tarte aux légumes à la
mangale

Salade aux petits
de Fianar

Tomate douce

de porc

Isandra et

Stie au Vin du

aux fruits secs.

Farine 100g

blanc 3

Sucre

beurre



TRAINING YOUNG PEOPLE IN CAREERS IN HOSPITALITY-CATERING

LOCATION

Madagascar, Myanmar, Thailand, Vietnam, Cambodia, Laos

PROJECT LAUNCH

1992

2018 BUDGET

€940K

2018 IN BRIEF!

- **OPENING OF A NEW** French bread-making school in Myanmar.
- **CERTIFIED SHORT TRAINING** for the first time at the hospitality school in Mae Sot, Thailand.
- **INTRODUCTION TO THE ENTREPRENEURIAL THEME** at hospitality schools.
- **PUBLICATION OF AN ECOGUIDE** and information about how to take account of the environment.

PROJECTS

- Three French Bread-Making Schools (Vietnam and Myanmar).
- Two hospitality schools: the Hospitality & Catering Training Center in Mae Sot (Thailand), and La Rizière in Fianarantsoa (Madagascar).
- Direct support for two vocational training centers (Myanmar).
- The ASSET-H&C network (Southeast Asia) and its 14 schools.

1 OBJECTIVE

Favor the socio-professional development and integration of young people from underprivileged backgrounds.

2 OBJECTIVE

Improve the living conditions of young people, as well as those of their families and their communities.

In countries where tourism is a buoyant sector and constitutes an incredible opportunity for economic and social development, the **IECD is developing vocational training** at hospitality-catering schools for vulnerable young people. Its action is based on three lines:

1. The **creation of training centers** in partnership with local structures.
2. The **strengthening of the skills of existing training centers**.
3. The **coordination of a network of social enterprises** devoted to vocational training: the ASSET-H&C network.

COMPLETE TRAINING FOR YOUNG PEOPLE FROM UNDERPRIVILEGED BACKGROUNDS

The schools supported by the IECD offer **young people** with **limited access to education** a complete course that aims to make them **consummate professionals** and **responsible adults**. In 1 to 2 years, they acquire solid technical training in **cooking, bread-pastry making, food service, room service and/or reception**. The training content includes **general subjects** and **personal development workshops** in order to increase the chances of the long-term integration of young people into the corporate world and society. The teaching alternates between **theoretical lessons** in the classroom and **practical workshops** in the application laboratories (hotel, restaurant, bakery) that offer them an initial contact with 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.

The IECD is also devoted to **improving the financial viability** of establishments through the development of income-generating activities. Thus, the Boulangerie Française in Hué covers **85%** of its costs from the sale of bread and pastries.

2018 RESULTS

351 young people trained in hospitality-catering.

82% of young graduates in work.

114 staff members from the schools benefited from training or support.

INNOVATIVE TEACHING METHODS

The business game: a game to raise students' awareness of entrepreneurship



Javier Almagro,
English teacher at the hospitality school in
Mae Sot (Thailand) since 2015

In 2018, **6 schools (namely 159 students)** benefited from the expertise of 2 doctors in management science who organized a Business Game. This activity, which takes place over 3 to 5 days, puts young people in the situation of creating their own company. In a group, the students are introduced to the basic concepts of entrepreneurship (calculation of costs, budget management, creation of the concept and menu, communication, etc.). They develop their creativity and critical spirit as well as their ability to work in a team. This activity completes the entrepreneurship awareness course developed by the IECD's Entrepreneurship division in 2018. The module will be adapted and integrated into all the hospitality-catering vocational training projects.

Role playing for learning English

“

It is my 4th year teaching English at the hospitality school in Mae Sot. When they arrive here, the students are used to very strict teaching methods in which participation, discussion, critical thinking and learning through practice are completely absent. Once you offer them the opportunity to try these things, their motivation increases along with their confidence. It is possible for them to explore and discover their potential, which will be very useful for their career.”



Hospitality & Catering Training Center in Mae Sot (Thailand)



La Boulangerie Française school in Ho Chi Minh City (Vietnam)

VIETNAM / MYANMAR

LOCALISATION

Huế (Vietnam), Ho Chi Minh City (Vietnam) and Yangon (Myanmar)

LOCAL PARTNERS

Three schools: 2 in Vietnam and 1 in Myanmar, Thu Duc College of Technology in Ho Chi Minh City and LuxDev and the Ministry of Hotels and Tourism in Yangon

PROJECT LAUNCH

2015 (Huế)
2016 (Ho Chi Minh City)
2017 (Yangon)

2018 BUDGET

€380K

FRENCH BREAD-PASTRY MAKING SCHOOLS HAVE THE WIND IN THEIR SAILS!

2018 marked a boom in the development of French bread-making schools in Southeast Asia: after the inauguration of the one in Ho Chi Minh City in December 2017, a **new school opened its doors** in July 2018 in Myanmar.

“



This program can change your life! I had the opportunity to study with very kind teachers in a safe environment. I learned how to behave properly, something you never learn in other schools. Because our future also depends on our life skills and our motivation!"

May Myat Thu,

Student from the first academic year of the French bread-making school in Yangon

In Vietnam, the school in Huế benefited from the **expertise of a professional baker-pastry chef** who updated the skills of the trainer on site. With a view to constantly improving the quality of the training offered, the three schools committed to a **process of capitalization** and **standardization of the programs**.

2018 RESULTS

47 young people trained in bread-pastry making.

100% of graduates found a job.

85% self-funding rate at the school in Huế thanks to the tearoom at the school.

THE FIRST GRADUATES OF THE BREAD-MAKING SCHOOL IN HO CHI MINH CITY ON THE JOB MARKET!

Out of the 20 young people who started the training in December 2017, 10 sat their final exam (type CAP), evaluated by professionals from the sector: all the students passed. "I am genuinely impressed by what I saw. I'm certain that after their training, these young people will be able to find work anywhere", explains Vincent Goulard, baker and member of the jury. During the work placement at the end of their course in bakeries, cake shops, chocolate shops and hotels, 80% of the students received a job offer in the establishment where they were working. The second half of the class will follow the same path in May 2019!



Watch the video

LOCATION

Cambodia, Laos, Myanmar,
Thailand, Vietnam

LOCAL PARTNERS

14 member schools

PROJECT LAUNCH

2016

2018 BUDGET

€80K

2018 IN BRIEF !

THE NETWORK FOCUSED ON THREE PROBLEMS

- ENTREPRENEURSHIP
- GENDER
- SUSTAINABLE TOURISM

THE SCHOOLS FROM THE ASSET-H&C NETWORK GO GREEN!



The ASSET-H&C network promotes responsible and sustainable tourism: the "Ecospitality" initiative launched in 2017

aims to reduce the ecological footprint of schools and encourage students' awareness of sustainable development.

In June 2018, the network published an **Ecoguide** for Hospitality-Catering professionals and training centers in order to encourage eco-responsible practices.



◀ Download the guide

1 OBJECTIVE

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

2 OBJECTIVE

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

The IECD in Southeast Asia took the initiative in 2017 of creating a **regional network of hospitality-catering schools** based on mutual support: the ASSET-H&C network (Association of hospitality-catering social training enterprises in Southeast Asia). It aims to improve the quality of training and increase its impact. 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 each of the schools' results. Through the member schools, about 2,400 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 2018, the network focused on three subjects:

1. **Entrepreneurship:** organization of *Business Games* (see p.24) for 87 students in training in the network's schools.
2. **Gender:** organization of a round table on the theme of gender and the levers that allow women to access positions of responsibility.
3. **Sustainable tourism:** support for schools towards a sustainable management method and publication of an *Ecoguide* (see opposite), focus on the need to take account of the issue of gender as well as environmental protection in their activities. It also welcomed a new member in Cambodia.



2018 RESULTS

2,400 young beneficiaries of the improvement of the quality of training thanks to the network.

41 members teaching and administrative staff (26 in 2017) of the 14 schools that benefit from the training.

13 missions (environment and entrepreneurship).

THE HOSPITALITY-CATERING PROGRAM AROUND THE WORLD

HCTC HOSPITALITY SCHOOL IN MAE SOT, THAILAND

LOCAL PARTNER: **Tak Border Child Assistance Foundation (TBCAF)**

PROJECT LAUNCH: **2009**

2018 BUDGET: **€250K**

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**. This year, for the first time, **100% of the graduates found work**.

In 2018, the HCTC launched a **certified short training** for refugees and migrants from Myanmar in partnership with the International Rescue Committee (IRC) and the International Organization for Migration (IOM). This program provides theoretical and practical training for young people for 12 weeks at the school completed by a 3 to 6-month work placement at partner hotels. In 2018, 24 young people benefited from the program, more than half of which were young women. 9 students completed the program (the others are currently on a work placement) and found a job with the Thai group Onyx Hospitality.

Finally, the **twinning** with the Savoie-Léman Hotel school in Thonon-les-Bains (France) was renewed for the 3rd year running and, for the first time, allowed students from the hospitality school in Mae Sot to travel to France.

2018 RESULTS

100 students trained and in training
60% of which were young women.

100% of graduates from April 2018 are working in the hospitality-catering sector.

24 students trained in the frame of short training.

6 trainers who benefited from the expertise of professional partners in order to improve their skills.

FRENCH BREAD-PASTRY MAKING SCHOOLS IN VIETNAM AND MYANMAR

See p.25

THE ASSET-H&C NETWORK

See p.26

THE TRAINING CENTERS IN MYANMAR

LOCATION: **Inle and Yangon**

LOCAL PARTNERS: **Inle Heritage Hospitality Vocational Training Center (IHHVTC) and Yangon Bakehouse (YBH)**

PROJECT LAUNCH: **2016**

2018 BUDGET: **€60K**

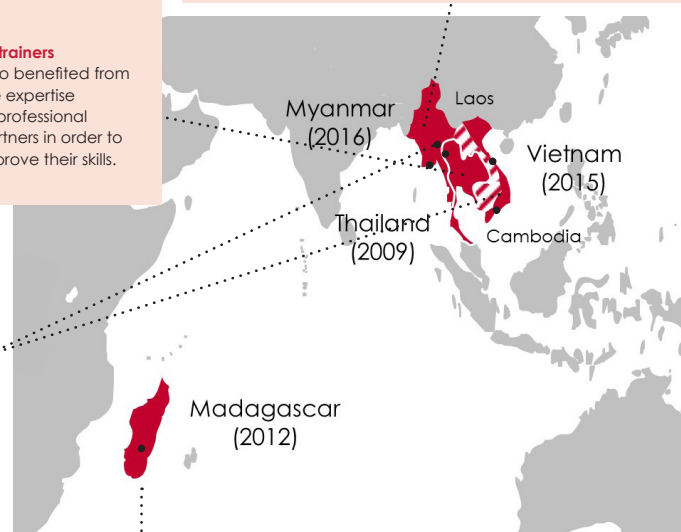
The IECD supports two vocational training centers in Myanmar: the **Inle Heritage Hospitality Vocational Training Center (IHHVTC)** since 2016, which aims to favor the socio-professional integration of young people from poor backgrounds in the Inle Lake region, and the **Yangon Bakehouse (YBH)** since 2017, a social enterprise that trains women from very underprivileged backgrounds or women with disabilities.

In 2018, the IECD participated in the creation of a system for monitoring IHHVTC alumni in order to support them in their integration. It also contributed to strengthening the teaching skills of the Yangon Bakehouse's trainers.

2018 RESULTS

80% of graduates from 2017 are in work.

43 members of staff improved their skills.



"LA RIZIÈRE" HOSPITALITY SCHOOL IN FIANARANTSOA, MADAGASCAR

LOCAL PARTNER: **Saint François-Xavier School**

PROJECT LAUNCH: **2012**

2018 BUDGET: **€175K**

The school has allowed young people from rural areas who find themselves in a vulnerable socio-economic situation to learn new vocational skills adapted to the needs of the hospitality sector. Three specialties are offered: commis chef (2 years), waiter/bartender (2 years) or valet (1 year).

In 2018, the focus was placed on **strengthening the teaching skills of trainers**, who were supported in the preparation of their lessons and the appropriation of more participative methods.

Furthermore, in partnership with ECPAT, the IECD contributed to the creation of a module raising awareness of the **fight against sexual tourism involving children**. Designed for hospitality-catering students, it provided information about the signs and advice about the attitudes to adopt in the event of being faced with this type of behavior in their future profession. The module was integrated into the training provided by "La Rizière" school. It was transferred to the ASSET-H&C network in order to be **adapted to the Asian context** and **distributed in the member schools** in 2019.

2018 RESULTS

152 students who benefited from training, 66% of which were young women

83% of the young people who graduated in September found a job or are continuing their studies three months after obtaining their diploma.

71% of former students claim to be very satisfied with their training and earn on average 1.5 times the minimum wage in Madagascar.

14 trainers and **4** members of the administrative staff improved their skills.



TRAINING YOUNG PEOPLE IN CAREERS IN AGRICULTURE

LOCATION

Cameroon, Ivory Coast, Democratic Republic of the Congo

LOCAL PARTNERS

IVORY COAST: PEFACI (Family Farm Schools Platform in Ivory Coast)

DRC: CECFOR (Congolesse Center for Culture, Training and Development)

CAMEROON: 3 parishes (Kumbo, Maroua, Nkongsamba); 2 associations (ACOHOF and SAMAC-COL); 2 federations (FEFAL and FEFAL); 3 enterprises (SOCA-PALM, SAFACAM, PHP)

26 SCHOOLS

PROJECT LAUNCH
1992

QUALIFICATION LEVEL
- CQP
- CAP

2018 BUDGET
€1,140K

1 OBJECTIVE

Allow young people from 13 to 25 years to work in the agricultural and breeding sectors.

2 OBJECTIVE

Allow young people from 13 to 25 years to participate in the development of their region and their country.

Although the primary sector in Cameroon and Ivory Coast dominates in terms of resources (respectively 23% and 18% of the GDP) and employment (50% and 62% of the active population), the training associated with it is still under-represented. For example, in Ivory Coast, the primary sector only represents 0.2% of technical teaching and vocational training, namely 200 people trained per year out of the 100,000 young people identified¹. Young people from 12-24 years are particularly affected by poverty: 35%² of them are not in education, employment or training³. The school and vocational training offering appears insufficient to meet the needs of employers and young entrepreneurs.

The **agricultural training** program is at the crossroads of these major challenges and offers a complete dual-apprenticeship training for young people from 13 to 25 years: it constitutes an opportunity in a rural environment and allows them to reveal their potential and find a place in buoyant careers in agriculture and animal breeding.

A RELEVANT PROGRAM THAT IS CONSTANTLY BEING IMPROVED

An external evaluation carried out in 2018 confirmed the **relevance of training actions** in rural environments in the agricultural sector. The surveys that monitored former students showed **positive integration rates** (self-employment mainly) and revenue generated by the young people's activities that allow them to **meet their daily needs**.

2018 IN BRIEF!

- **EVALUATION** that confirms the relevance of the program.
- **OPENING OF A NEW CENTER** in Affery, Ivory Coast.
- **OFFICIAL RECOGNITION** of training courses in Cameroon.
- Participation in the study of the development of a **COHERENT AGRICULTURAL TRAINING OFFERING** in Ivory Coast on request of the public authorities.

2015 - 2018 RESULTS

1,860
young people
trained (33% of which
were young girls)

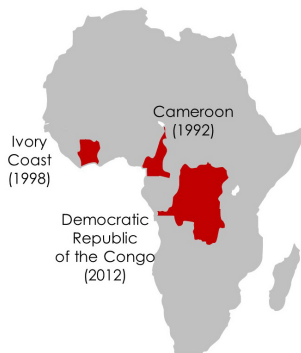
82% of former students working and **70%** of them are running their own business.

75% of former students meet their daily needs.

1. According to the figures of the Ministry of National Education, Technical Teaching and Vocational Training in Ivory Coast (MENEFP).

2. Ivory Coast Youth Employment Agency, National survey on the employment situation in the informal sector, 2016.

3. Not in Education, Employment or Training (NEET).



Léonce, 24 years,
Student at the Njombé agricultural
training center (Cameroon)

“

I was born into farming, but I saw that the school's students had practices that were different from my own. Therefore, I decided to follow a training course with a view to doing even better than them.

After three years of training, I started farming pineapples, papaya and bananas. I also breed pigs. I put into practice what I learned at school: keeping a record of my earnings and spending. Therefore, I always know if I am losing or making money. Without this, it is difficult for a farmer to save. There are people who are on work placements with me and I try to pass on to them what I have learned. You start the school poor, but you finish rich! Rich in terms of money, but also in terms of knowledge...

My project for the future is firstly to buy a small piece of land to build a house, then to find a wife with whom I can found a family.”

Inauguration of the agricultural training center
in Afféry (Ivory Coast)

“

In my small field, I have planted, Ndjango, maize, waterlily, and black nightshade. It earns me a great deal of money. If I had one piece of advice to give, it would be that regardless of your past, you must never give up and you must believe in yourself!”

Dorothée, 14 years,
student at the Dizangué
agricultural training
center in Cameroon



© Rodrigue Mback

2018 RESULTS

546 young people in training
208 of which in Ivory Coast, 304 in
Cameroon, and 34 in DRC, 32% of
which are young women.

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

OPENING OF A NEW AGRICULTURAL TRAINING CENTER IN AFFÉRY (IVORY COAST)

Thanks to the support of the TRECC program, set up by the Jacobs Foundation and financed by Barry Callebaut/Carma and the Confiserie Bachmann, a new CAP level rural and agricultural entrepreneurship training institute opened its doors in October 2018 in Afféry, Ivory Coast. In October 2018, the IFER welcomed its first academic year with 26 students, 10 of which were young women. These modern and well-equipped facilities allow them to test different farming techniques. The students follow 6 dual-apprenticeship courses lasting 6 weeks (3 weeks on a work placement and 3 weeks at the IFER) based on the following main themes: cocoa farming, pig breeding, banana farming, chicken farming, hevea, and fish farming.





Student at the agricultural training center in Cameroon

FROM DREAM TO REALITY: RECOGNITION OF AGRICULTURAL TRAINING COURSES (CAMEROON)

The recognition of agricultural training requires its **accreditation**: in 2018, almost all the centers in Cameroon offered a **Vocational Qualification Certificate (CQP)** or a **Professional Aptitude Certificate (CAP)**. Since September 2018, two of the training centers in Cameroon, Dizangué and Koza, opened **Agricultural CAP** courses that are in the process of being recognized by the Ministry of Secondary Education (MINESEC). Thus, the teaching teams work in close collaboration with other centers offering the CAP - the Bullier junior school in Yaoundé and the high school in Yabassi - in order to pool the development of content (technical guides on animal and plant farming). The diploma obtained in 4 years will, in the final year, offer the chance to specialize in vegetable and cereal crops, or pig or chicken farming.

PARTICIPATE IN THE STRUCTURING OF A COHERENT AGRICULTURAL TRAINING OFFERING ON A NATIONAL LEVEL (IVORY COAST)

In December 2018, the IECD's agricultural training team (France and Ivory Coast) took part in an opportunity study commissioned by the Ministry of National Education, Technical Teaching, and Vocational Training (MENETFP) alongside the SupAgro Montpellier and experts from the agro-agency FERT. This study offers a coherent territorial development model for Vocational agricultural and rural training (FPAR) based on a comparison of the visions expressed by the national and international guidelines (government, financiers) and by local and regional stakeholders directly concerned by the FPAR. It allowed the relevance of an agricultural and rural vocational training measure to be assessed on the level of the rural community and on a national level.

WOMEN AND AGRICULTURE

The agricultural training organized by the IECD welcomed **32% of young women**. A student and a teacher at the Training Institute for Rural Entrepreneurship (IFER) in Yamoussoukro, Ivory Coast, give their account.



Jemima Teguai, 25 years, 1st year student at the IFER in Yamoussoukro.

“

After my training I'd like to become a chicken farmer. For me, being a woman and becoming a chicken farmer is amazing because very few girls have this sort of project. I think it could offer me a great future. Women often tell themselves that farming is for men and that their place is in the home, or, in a shop. But I don't agree. Anyone can be a farmer provided that they have the energy! You need a good technical base, and, above all, you have to love the land and animals because that's what gives you the strength to achieve what you want to do.”



Minhinta Coulibaly, 30 years, teacher at the IFER in Yamoussoukro.

“

For me, farming is a career and a choice of a way of life. Its main advantage is that it feeds the population, it plays a crucial role in Africa and the Ivory Coast. Farming is not reserved for me. Many women do better than men because they invest in their work in order to achieve their goals and often manage their budget better. What I like at the IFER is that we offer all the young people who join us the chance to make a success of their life!”



© Schneider Electric

Young electricity students at the CFA in Mkansa, suburb of Casablanca (Morocco)

CERTIFIED SHORT TRAINING

1. **MAHARAT LI LOUBNAN**
(LEBANON) p. 34
2. **THREE TRAINING CENTERS**
(SYRIA) p. 37
3. **ELECTRICITY**(IVORY COAST) p. 38
4. **HOSPITALITY-CATERING** p. 38

MEET THE NEEDS OF POPULATIONS IN GREAT DIFFICULTY

LOCATION

Lebanon, Syria, Thailand,
Ivory Coast

PROJECT LAUNCH

2008

2018 BUDGET

€1,450K

1 OBJECTIVE

Help very vulnerable young people and adults to quickly acquire professional skills in order to integrate the labor market and meet their most basic needs.

2 OBJECTIVE

Favor the personal development of young people in order to turn them into responsible adults who participate in the development of their society.

THE TRAINING SECTORS

• CAREERS IN CONSTRUCTION

(electricity, plumbing, welding, painting, small masonry works, etc.)

• CAREERS IN PERSONAL CARE

AND SERVICES (care for the sick and elderly, manicure-pedicure, etc.)

• CAREERS IN HOSPITALITY-CATERING

(service, cooking, etc.)

• CAREERS IN INDUSTRIAL AND

DOMESTIC MAINTENANCE (vehicle maintenance, maintenance of air-conditioning units, computing, etc.)

With a view to responding to the emergency situations of populations in great difficulty, the IECD has developed several certified short training courses lasting 2 to 12 months. They are deployed on a large scale in Lebanon and Syria in order to tackle the crisis affecting the region over the past 8 years.

Opportunity studies are carried out in the field to identify the human, social and economic needs of populations as well as those of enterprises and buoyant markets.

With the relevance of certified short training having been shown among the most vulnerable populations, the IECD is also developing them in other countries, relying on existing partner schools and associating them with the programs already implemented: this is the case of the **short training in hospitality-catering in Mae Sot, Thailand**, and the **short training in electricity in Bonoua, Ivory Coast**.

2018 RESULTS

5,000 people trained in a profession.

71 trainers improved their technical and educational skills.

Yehya is the youngest of a family of seven children. His father, a construction worker, lost his job about six years ago following an explosion which destroyed their neighborhood. Since then, he has struggled to meet the needs of his family. Yehya stopped attending school in the 4th year of secondary, but his family convinced him that it was important to have a minimum level of education. One of Yehya's sisters followed the IECD's training in Personal Care of the Elderly and Sick. It was she who advised Yehya to enroll on the course in heating and air-conditioning equipment maintenance.

“



One of his brother-in-laws works in this field and explained the advantages of this profession which could help him to earn a living. I take full advantage of this class. The tutor is fascinating and teaches us lots of interesting things. I try to put into practice what we learn and that way I hope to have a trade at my fingertips.

Yehya Jamoul, 15 years,

Student in technician in maintenance of heating and air-conditioning equipment, Jaramana (Syria)



Certified short training in electricity in Tripoli, Nijmeh (Lebanon)

LEBANON

MAHARAT LI LOUBNAN (MLL) IMPROVE THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE

1 OBJECTIVE

Help vulnerable Lebanese populations and refugees acquire the professional and personal skills that favor their access to employment.

2 OBJECTIVE

Strengthen solidarity between local communities and refugees so as to facilitate "cohabitation".

The unemployment rate among young Lebanese is 30% and 50% for young refugees (LCRP 2018). The cause of this is mainly a lack of suitability between the training available and buoyant employment sectors and the large influx of young people on the market. The High Commissioner for Refugees (UNHCR) still believes there to be 1.5 million refugees in Lebanon in December 2018, namely 1/4 of the population.

The *Maharat Li Loubnan* project (literally meaning "skills for Lebanon"), aims to increase the employability of vulnerable people through vocational technical training, personal development and support in their search for work. It is the result of an agreement between the IECD and the **French Development Agency (AFD)** signed in January 2017 which provides for the project's deployment over five years.

“



I wasn't lucky enough to be able to continue my studies after school. I have 8 brothers and sisters and I had to work so that they could benefit from a minimum of education. My work was not motivating and there was very little prospect of change. One day, I read an advertisement on Facebook for an IECD training course at La Bekaa hospital. It was far from my home, but I decided to enroll. There were 15 of us and we developed a very close bond with each other despite our differences in age, religion and region. The training made me stronger. I felt that I could be useful to my society. Since then, I have decided to follow the IECD's course in "Care for the Sick and Elderly" and I have regained confidence in my own abilities."

Fatima Toaimi,
"Care for the Sick and Elderly" student in La Bekaa (Lebanon).

LOCAL PARTNERS

General Directorate for Technical and Vocational Education (DGTEP) at the Ministry of Education Ministry of Industry Ministry of Labor. Ministry of Social Affairs + 3 technical high schools

PROJECT LAUNCH
2017

2018 BUDGET
€980K

LOCATION

North Lebanon, La Bekaa, Greater Beirut (Mount Lebanon), South Lebanon

OBJECTIVE: 1,600 young people trained in a profession

2018 RESULTS

567 young beneficiaries of 39 certified short training courses.

89% success rate.

59% of the young people enjoyed a positive outcome after obtaining their diploma¹ (80% of which in work and 20% continuing their studies)²

57% of stable salaried jobs, 6% of occasional missions paid per job, and 37% self-employed.

71 trainers trained in teaching techniques since the start of the project (2017).

1. Survey carried out on a sample of 92 people.
2. With an equal share of women and men. However, young Syrian and Palestinian refugees have more difficulty finding work than young Lebanese.

120 certified short training courses will be deployed by 2021. After their training, students are accompanied individually for one year to help them find a job. Their life skills are developed alongside the technical training and cover 8 modules: self-confidence, planning/organization, communication (with others), team work and leadership, stress management, financial/budgetary management, decision-making, time management.

2018 ACHIEVEMENTS

All the courses obtained certification by the National Center for Vocational Training (NCVT), or the Lebanese Ministry of Social Affairs (MoSA) in 2018 on the condition that they benefit as many Lebanese students as refugee students.

Short training courses were **launched in the region of La Bekaa**.

Studies in the field carried out in 2018 helped to identify 35 new specializations. One of the studies specifically concerned the work of **women** in the northern region. **Three new specializations were identified and will be deployed in 2019** (food service, mobile telephone maintenance, chocolate decorating).

Finally, the program focused on improving the **recruitment** of young people thanks to the IECD's greater visibility on social media and among key partners. **Monitoring tools** were improved to ensure better follow-up and more precise impact assessment. Certain criteria were added to better qualify jobs and the "positive outcome".

2018 IN BRIEF !

- **CERTIFICATION** of all the short training courses.
- **EXTENSION OF TRAINING** to the region of La Bekaa.
- **ACCREDITATION OF THE TECHNICAL BACCALAUREATE** in computer development.
- **1/3 OF YOUNG** beneficiaries of "Skills for your business" **STARTED THEIR OWN BUSINESS**.
- **INSTITUTIONAL EXCHANGES AND TWINNING** between France and Lebanon.



"Welding" student in Tripoli (Lebanon).

LOCATION
Beirut, Tripoli

OBJECTIVE: **300 young start-up entrepreneurs accompanied**

2

2018 RESULTS

44 young beneficiaries from training courses (3 in Beirut/4 in Tripoli), **25% of which are young women.**

1/3 of the young beneficiaries started their own business

5 trainers trained in the implementation of the syllabus.

Many young people with technical skills struggle to find paid employment. In order to remedy this situation, the IECD created the Skills for your business project which offers support courses in self-employment. It allows young people to acquire the skills needed to start their business. Following the training, personal monitoring and support is provided for them for one year.

2018 ACHIEVEMENTS

A majority of young people in this program had already followed an IECD training course (73%), mainly certified short training courses (64%).

3

LOCATION
Greater Beirut, South Lebanon

OBJECTIVE: **400 young graduates in two new courses** (See p.21 Seeds of Hope Program Lebanon)

2018 RESULTS

86 students training in industrial maintenance careers in the 3 partner technical high schools.

20 teachers trained in teaching practices and technical subjects.

1 pilot project for training in computer development careers at the Mgr Cortbawi Institute.

In consultation with local and institutional players and experts, the IECD designs training syllabuses, equips training centers with modern material, trains teachers to use them and apply new methodologies, supports staff in the management of establishments, and develops support modules for young people for their professional integration. The technical baccalaureate in maintenance careers was implemented in 2017.

2018 ACHIEVEMENTS

The General Directorate for Technical and Vocational Education (DGETP) **approved the training in computer development careers.** Three training modules have been developed and tested since November 2018 with the teachers at the Mgr Cortbawi Institute. 9 students took part in this pilot training course.

4

LOCATION
Beirut, Tripoli

OBJECTIVE: **the General Directorate for Technical and Vocational Education (DGETP) and the Ministry of Education and Higher Education are supported in their mission**

2018 ACHIEVEMENTS

The participation of Mrs. Salam Younes, General Director of the DGETP at an **exchange and twinning mission** with the Pays de la Loire Region and the Académie de Nantes reflects a wish to support the increase in skills of the DGETP. A meeting with the Rector, the head of Inspectors, the DAREIC and inspectors, visits to establishments, visits to industrial sites were on the program. Six teachers from the maintenance specialty discussed good teaching practices with their French peers.



SYRIA

TRAINING CENTERS FOR YOUNG DISPLACED PEOPLE AND OTHER VULNERABLE PEOPLE

LOCATION

Suburbs of Damas (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

Shebab Center, 2009
I Can Center, 2017
Sweida, 2017

2018 BUDGET

€490K

The **Shebab Center** and **I Can Center**, both located in the suburb of Damas in Jaramana, as well as the **training center of the municipality of Sweida** located further south, are reception and training centers for young internally displaced Syrians and other vulnerable people. The varied training offering (14 fields studied) lasting 3 to 4 months allows them to acquire professional skills in sectors in high demand: **help for the elderly and sick, business management, domestic electricity, construction painting, computer maintenance, heating and air-conditioning maintenance, computing**. The centers also offer a personalized welcome, an open ear, and psychological support. Personal development workshops help them to overcome their difficulties, define a professional project and facilitate their integration into the world of work.

With a constant wish to **support people towards employment**, the IECD facilitates their networking with companies: thus, the IECD offered job opportunities to more than 600 people at the "I Can" center in 2018 and more than 350 of them signed an employment contract.

2018 RESULTS

4,138

beneficiaries of certified short training in the three centers, Shebab Centre, I Can and Sweida.



Mouna Abd Alnour, 22 years, beneficiary of the IECD's Administrative Management training at the Shebab Center in Jaramana.

“

I followed this course hoping to acquire enough skills to find a job. The programs proposed here are essential for integrating the labor market. After my training, it was the IECD that helped me to find a job by offering me a secretarial position at Abu Rumaneh! I am now HR and finance assistant with the IECD in Syria!”

SHORT TRAINING ALONGSIDE CERTIFIED LONG TRAINING COURSES

In parallel to the certified short training in Lebanon and Syria, the IECD is testing ancillary modules alongside certified long training courses. This is the case of the training in electricity in Ivory Coast (Bonoua technical center, see p.20) and in hospitality-catering in Thailand (see p.27).

IVORY COAST

CERTIFIED SHORT TRAINING IN ELECTRICITY



Serge Alain N'Gatta, 29 years

“

After the training, I decided to set up my own business with some friends. We are currently negotiating to work on school workshops and I am in charge of the electricity aspect. In the meantime, I have already helped on a building site in Abidjan where other electricians were working. We did the connections.”

After the success of the first **certified short training in construction electricity (FQEB)** at the Bonoua technical center in summer 2017, a second year comprising **55 people** benefited from 150 hours of training in summer 2018, organized in workshops renovated and equipped by the IECD. Additional modules allowed students to discover photovoltaic solar installations, to work on air-conditioning units, and to benefit from information about entrepreneurship.

A certificate was presented after the 3-month training in the presence of the Regional Council of South-Comoé, the municipality of Bonoua, the Don Orione congregation, the Youth Employment Agency, and partner enterprises Nexans, Sogelux, and SOTRA. After the course, the students carried out installation and domestic and tertiary maintenance work and also worked with intermediaries specializing in wiring electrical cabinets.

2018 RESULTS

55 young beneficiaries of the certified short training followed a work placement.

THAILAND

FIRST CERTIFIED SHORT TRAINING IN HOSPITALITY FOR YOUNG BURMESE REFUGEES



The Mae Sot hospitality school in Thailand, located on the border of Myanmar, developed short training courses for the first time this year for the populations of Burmese refugees living in camps in the surrounding area.

The launch of a certified short training program for Burmese refugee populations present in the region is proving to be very promising: 24 students followed a 12-week training course completed by a work placement with the Thai hotel group ONYX Hospitality.

2018 RESULTS

24 young beneficiaries of the certified short training followed a work placement.



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Training of healthcare staff in hygiene practices (Congo)

ON-GOING TRAINING

1. **SUPPORT FOR HEALTHCARE STRUCTURES (PASS) IN THE CONGO** p. 41
2. **PARAMEDICAL SCHOOL IN POINTE-NOIRE (CONGO)** p. 42
3. **SICKLE CELL DISEASE** p. 43

REINFORCE THE SKILLS OF LOCAL PARTNERS

ON-GOING TRAINING

1 OBJECTIVE

Improve the quality of programs.

2 OBJECTIVE

Support local partners towards autonomy.

Almost all the IECD's projects include on-going training: It 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 skills of local players and increase the impact of its programs on territories.**

Since 1991, the IECD has supported **medical staff** in improving patient care. The on-going training courses have gradually been extended to all the players of the programs implemented: thus, the IECD develops training courses for **teachers and trainers** and the **administrative and management staff of the centers**. Through the setting up of networks (ASSET-H&C in Southeast Asia for hospitality-catering training players and the MedNC network in the Mediterranean for youth training and integration players), the IECD is optimizing its ability to **improve the skills of local partner structures.**



THE IECD'S ON-GOING TRAINING

- Training of **teachers and educators** in educational programs (improvement of the skills of the Janah center's educators in Lebanon, training of teachers in inclusive training in order to facilitate the integration of children with special needs in regular Lebanese schools, training of junior school teachers in Madagascar.)
- Training of **trainers** in active instruction, a skills-based approach and teaching in new technologies.
- **Training of the administrative staff** of educational institutes, training centers and healthcare centers for the improved management of establishments.
- Training of the **network's members** (MedNC, ASSET-H&C networks, Enterprise Development Network) in the management and development of their establishment, the improvement of their practices, the increase in their visibility.
- **Training of healthcare staff** in order to improve practices and the quality of care.



CONGO-BRAZZAVILLE

LOCATION
Pointe-Noire

LOCAL PARTNERS
8 public and private
healthcare centers

PROJECT LAUNCH
2012

2018 BUDGET
€290K (renovation of the Made-
leine Mouissou health center)

2018 RESULTS

48,000 patients
(including 43,000 women and
children) benefited from quality care
in the partner centers.

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

9,600 births
in the partner centers.

SUPPORT FOR HEALTHCARE STRUCTURES (PASS) IMPROVE CARE PRACTICES

The Congolese health system suffers from many shortages: inadequately or insufficiently trained staff, healthcare structures with obsolete and insufficient equipment, and management difficulties. Since 2012, the IECD has led the **Support for Healthcare Structures (PASS)** program which supports **7 healthcare centers and a base hospital** in Pointe-Noire.

THE 4 PILLARS OF PASS

1 IMPROVE CARE PRACTICES

Daily support for healthcare staff and supervisory staff. **Theoretical and practical training** on hygiene, technical care, team work, management of services, and professional values.

2 IMPROVE MANAGEMENT

4 private partner centers benefited from **management training** (accounting support, budgetary monitoring, pharmacy stock management, improvement of the patient circuit).

3 RENOVATION OF FACILITIES

8 centers benefited from renovation actions: adapted medical equipment, renovation and fitting out of premises, access to water. A major renovation project was launched at the Madeleine Mouissou healthcare center at the end of 2018.

4 COMMUNITY STIMULATION

Organization of **information campaigns** for the population on public health topics and, in particular, for the World Sickle Cell Day in June (see p.43).

2012 - 2017 RESULTS

■ ABOUT 60% OF THE CARE OBSERVED IN 2018 IS WITHOUT ANY DANGER COMPARED TO 0% IN 2012.

■ 500 PEOPLE TRAINED.

■ 3,000 DAYS OF SUPPORT for healthcare staff.

2018: A POSITIVE RESULT AND NEW HORIZONS!

Six years after the launch of the program, 2018 provided the opportunity to review the results. Since 2012, more than **500 healthcare staff** have been trained. Today, there is a **clear improvement** in patient care: **60% of the care observed is without danger compared to 0% in 2012. The postnatal infection rate has already been reduced drastically and has remained low for more than two years.** Nevertheless, the work needs to be continued and the results made viable, in particular concerning the most technical gestures such as those of midwives.

This **review and modeling** work carried out in 2018 now allows us to plan the **opening up of the program to new geographic zones in the coming years.**



“

Thanks to PASS and the tools that have been transferred to us, I do many things that I didn't know about before. Now we provide good quality care and we know how to behave with patients. They come from far away to be treated at our center! I am very proud of this!”

Victorine Bimpoundou,
Care Coordinator at the Integrated Healthcare center (CSI) in Loandjili, Pointe-Noire (Congo)



Training of healthcare staff in hygiene practices (Congo)

REPUBLIC OF THE CONGO

LOCATION
Pointe-Noire

LOCAL PARTNERS
Jean Joseph Loukabou paramedical school in Pointe-Noire

PROJECT LAUNCH
2018

2018 BUDGET
€20K

PARAMEDICAL SCHOOL IN POINTE-NOIRE

With regard to the work carried out since 2012 in the frame of PASS and the observations made about the level of training of healthcare staff, the IECD positions itself on the strengthening of initial training on request of the Ministry of Vocational Training.

A complete diagnosis was carried out among **18 teachers, 20 administrative staff members and 400 students from the paramedical school in Pointe-Noire** during the second half of 2018. This helped to define different lines of work for the coming months and the project should continue until 2020.

THE 4 AREAS SELECTED

1. Support in the management and organization of the school
2. Educational support
3. Strengthening of ties with healthcare centers
4. Equipment and modernization of the school



Information for women about sickle cell disease (Congo)

MULTI-COUNTRY

LOCATION

Democratic Republic of the Congo (Kinshasa, Lubumbashi), Madagascar (8 towns), Cameroon (Yaoundé, Douala), Republic of the Congo (Pointe-Noire), Ivory Coast

LOCAL PARTNERS

CECFOR (DRC)
IMRA (Madagascar) GEDREPA-CAM, Pasteur Center (Cameroon)
Ministries of Health and the Population
More than 70 healthcare structures

PROJECT LAUNCH

2006

2018 BUDGET

€620K

SICKLE CELL DISEASE: IMPROVE THE LIVING CONDITIONS OF SUFFERERS



OBJECTIVE

Improve the living conditions of people with sickle cell disease and reduce the mortality rate.

WHAT IS SICKLE CELL DISEASE?

Sickle cell disease is the **leading genetic illness in the world** and particularly concerns African populations. The illness affects the blood and causes intense pain, anemia and an increased risk of infection. In Sub-Saharan Africa, about 20% of the inhabitants are healthy carriers of the gene and pass it on to their child without knowing. Every year, 2% of newborns are affected by the disease and about 75% of them die before they are five. **Early diagnosis and care greatly improve the life expectancy of sickle cell sufferers and their living conditions.**



Find out more

4,000 PATIENTS CARED FOR SINCE THE START OF THE PROGRAM

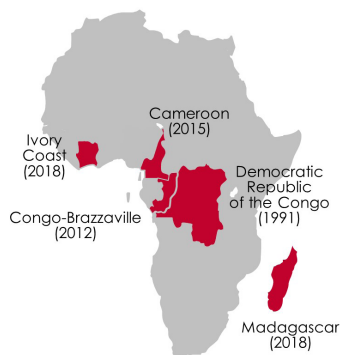
In 2006, the IECD was one of the first international solidarity associations to commit to people suffering from sickle cell disease with the launch of a project in the Democratic Republic of the Congo. In 2014, the program was rolled out in three additional countries. **A fifth country, the Ivory Coast, joined the program in 2018.**

SINCE 2014 (start of the project)

4,000 patients cared for.

2,100 healthcare professionals trained in early screening and care.

158,000 people screened, mainly newborns.



2018 RESULTS

+ 400 healthcare professionals trained.

39,000 people (mainly newborns) screened.

+ 4,000 patients cared for.

64,000 people informed.

THE IECD SUPPORTS 70 HEALTHCARE STRUCTURES: THE 6 AREAS OF INTERVENTION

1. **Training** of healthcare workers

2. **Screening** at birth

3. **Monitoring and management** of sickle-cell disease patients

4. **Therapeutic education** for parents

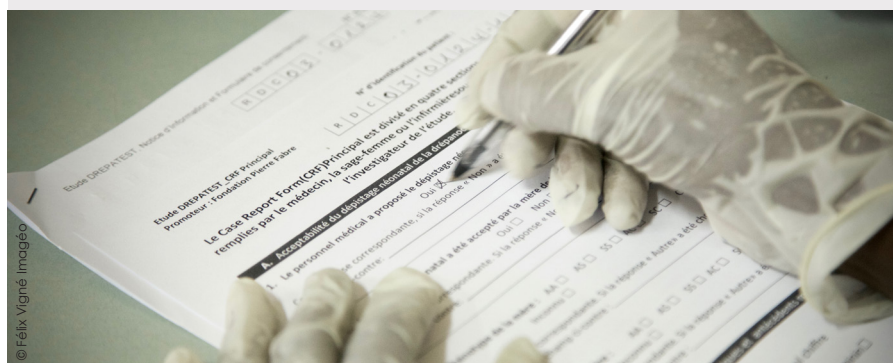
5. **Information** for the general public

6. **Appeals** targeting health authorities

2018, THE BIRTH OF A DUPLICABLE METHODOLOGY

One of the priority lines of development in the fight against sickle cell disease program is its extension to new countries. 2018 was devoted to large-scale work on capitalization based on experience in the field. It has led to the development of a guide aimed to facilitate the implementation of the care improvement program for sickle cell disease sufferers. The 42 sheets were presented to the five countries at the annual seminar held in Yaoundé in December 2018.

THE DYNAMISM OF THE PROGRAM IN CAMEROON



In 2018, Cameroon innovated:

- **SELF-TRAINING:** Cameroon sickle cell disease specialists organized a monthly meeting in order to discuss cases and update their knowledge.
- **ANNOUNCING THE ILLNESS:** training on how to announce positive results was provided at the annual seminar with managers in charge of implementing the program, but also the staff of the partner centers and associations in Yaoundé.

2018 IN BRIEF !

- **DEVELOPMENT OF THE "IMPLEMENTATION GUIDE"** for the program with a view to its extension.
- **7th CONGRESS OF THE SICKLE CELL DISEASE RESEARCH NETWORK IN CENTRAL AFRICA (REDAC)** from 13 to 15 June 2018 in Madagascar.
- **TRAINING ON ANNOUNCING POSITIVE RESULTS.**



ANNOUNCING RESULTS



HOW TO ANNOUNCE A CHILD'S ILLNESS TO ITS PARENTS?

Healthcare staff are often not prepared for the psychological dimension of sickle cell disease in Africa. The IECD decided to talk about this with the staff at the partner centers and associations in Cameroon: not free themselves of the burden by announcing the results too quickly, respecting reaction times which may be as much as 4 minutes, recognizing emotion, using simple words, etc., are all techniques to help families accept the diagnosis.

REDAC, A TOOL FOR SHARING AND APPEALING

The 7th congress of the **Sickle Cell Disease Research Network in Central Africa (REDAC)**, organized every two years, was held in June 2018 in Antananarivo (Madagascar) and brought together more than 200 participants from 16 countries in Africa, Europe and America, on progress made in the fight against sickle cell disease. REDAC has two objectives:

1. **Promote scientific exchanges and share experiences which improve care practices for sufferers.**
2. **Continue to make appeals** in order to attract the attention of health authorities about patients' situations.

“



Very few mothers are aware of the likelihood of passing on the illness to their children and fathers often do not want to take the test. Since the launch of the project, I have noticed a clear improvement in knowledge about the illness among families. Whether mothers who agree to screening more easily, or others who have refused screening but who come back for more information, awareness-raising by the media, schools and associations which is bearing its fruit. Furthermore, the "care treatment" prescribed helps to delay attacks or minimize them. Children's schooling and lives benefit from it. Families are supported and follow-up is better."

Odette Wonje Ndema,

Head of the maternity unit at the CASS Nkolndongo (Cameroon)



Beneficiary of the APONH "Vegetable gardens of Bafou" project (Cameroon)



ENTREPRENEURSHIP

PROUD TO BE ENTREPRENEUR!

SUPPORT FOR SMALL ENTREPRENEURS PROGRAM

p. 48

TRANSFORM
ENCOURAGE THE EMERGENCE OF LOCAL AGRI-FOOD
PROCESSING ENTERPRISES

p. 54

BRIDGES
HELP YOUNG SYRIANS TO CREATE THEIR OWN BUSINESSES

p. 56

APONH
SUPPORT CAMEROON FARMERS

p. 57



Salma Yammine manages a retail fashion store in Zgharta (North Lebanon). She benefited from support training for her small business and later opened a new branch in Jdeide

PROUD TO BE ENTREPRENEUR! SUPPORT FOR ENTREPRENEURSHIP PROGRAM

48

1 OBJECTIVE

Create an ecosystem that favors the development of local entrepreneurship.

2 OBJECTIVE

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

LOCATION

Cameroon, Ivory Coast, Lebanon, Democratic Republic of the Congo, Palestinian Territories, Madagascar, Vietnam, Congo-Brazzaville, Egypt, Syria

PROJECT LAUNCH

1998

2018 BUDGET

€3,000K (25% of the turnover)

SUPPORT ENTREPRENEURS IN URBAN ENVIRONMENTS AND AGRI-FOOD STAKEHOLDERS IN RURAL ENVIRONMENTS

Small informal local craft, commercial and service enterprises represent the leading employment basin in the world and constitute the main source of income for millions of people. However the situation of small entrepreneurs is often very unstable because they are unable to stabilize their income and ensure the permanence of their activity. In order to help them to reinforce their business, in 1998, the IECD launched the Support for Small Enterprises (VSE) program. Initiated in Cameroon, it is now extended to eight other countries and serves as a basis for the development of innovative activities in rural environments.

more than **15,000** entrepreneurs accompanied since the start of the program.

2018 RESULTS

6,000 beneficiaries of the program's actions.

**RESEAU ENTREPRISES
DEVELOPPEMENT**

The IECD relies on a network of local associations, the role of which is to deploy the Support for small enterprises in urban environments program. In Sub-Saharan Africa, they joined forces within the Enterprise Development Network (EDN).



FROM TRAINING TO NETWORKING

Through two programs, one in an urban environment (**Support for Small Enterprises**) and the other in a rural environment (**Support for agricultural and agri-food sector stakeholders**), the IECD has developed a **systemic approach** to supporting entrepreneurship based on three lines of action.

1 TRAINING ADAPTED TO THE NEEDS OF EACH PERSON

In 2018, the program offered a **very varied** and **modular training offering adapted to different profiles**. Designed especially by the IECD in association with the teams in the field and educational and thematic experts, the training courses are based on concrete case studies and call upon the **active participation** of entrepreneurs.

Support for entrepreneurship section: the service offer for entrepreneurs

	 STREET VENDORS	 START-UPS	 VSE, SME, FARMERS	 VSAE, SMAE
OBJECTIVE:	Stabilize the income-generating activity	Start a business	Improve practices and management	Develop an agri-food SME
INTERVENTION AREAS	9 countries: Mediterranean: Egypt, Lebanon, Palestine; Sub-Saharan Africa (Cameroon, Ivory Coast, DRC, Congo, Madagascar), Southeast Asia (Vietnam)			Sub-Saharan Africa (Cameroon and Ivory Coast)
CONTENT	"Top Sales" Sales, very basic management tools, family budgets, understanding the challenges of IGR	"Start-Up training" "Top Départ" Definition of objectives, market research, financial forecasts, feasibility	"Basic management training" Sales, stock management, accounting, management, basic management tools	TRANSFORM Transformation process, marketing, new openings, management, administration
EXTRAS	Illustrated supports, participative and fun sessions (games, work in groups)	Complete business plan, support for launch	Practical tools, participative sessions, viewpoint of a company director	Full support for the entrepreneur, speeding up of growth



Entrepreneurs participating in the TOP SALES training (Democratic Republic of the Congo)

2

PERSONALIZED SUPPORT

A coach supports the entrepreneur for up to one year after the training. This support allows entrepreneurs to set up management tools adapted to their activity, but also to develop a strategic vision, and identify their own solutions to the problems faced by their enterprise.



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3

NETWORKING TO ESCAPE THE ISOLATION

Isolation is now one of the main obstacles experienced by entrepreneurs from the informal sector. To break with this isolation, the IECD facilitates the sharing of experience and the creation of partnerships that help them to increase their skills or find new sales opportunities. The **Entrepreneurs Club** in urban environments, and the **TRANSFORM centers** in rural environments are platforms for discussion, advice and encounters between professionals. In the frame of the **APONH project**, the **Société des fruits et légumes du Cameroun (SOFRULECAM)** allows vegetable farmers to sell their products via a short distribution circuit targeting a network of private and professional customers.

2018 IN BRIEF !

- **EGYPT: LAUNCH OF THE SUPPORT FOR SMALL ENTERPRISES PROGRAM** with a new partner (EACD).
- **LAUNCH OF THE TOP DÉPART** training for a very vulnerable public.
- **TRANSFER OF KNOW-HOW** from urban to rural environments.
- **IVORY COAST: ECONOMIC RELAUNCH OF THE WOMEN'S COOPERATIVE** in the village of Donvagne.

IVORY COAST: FAVOR ECONOMIC DEVELOPMENT VIA THE ENERGY EQUIPMENT OF THE DONVAGNE COOPERATIVE.



the development of new agri-food processing activities, and the structuring of the cooperative.

THE IECD, Ivory Coast Entreprise Développement (CIED) and the Schneider Electric Foundation were contacted by the French Development Agency in 2018 with a view to **supplying solar energy to a women's cooperative** in the village of Donvagne, 470 km from Abidjan. The 25 kWc miniature solar grid powers the cold rooms, mills, mixers. In 2019, a first session with about fifty people, mainly women, were supported in the correct management of the solar equipment,

VIETNAM 2,000 PEOPLE, MAINLY WOMEN, SUPPORTED BY A NEW PROGRAM BY 2020

In the province of Tien Giang in Vietnam, the IECD joined forces with the **Women's Union**¹, an influential public organization, and the **NMAV**, a Norwegian NGO with an extensive field of action in the Mekong Delta, including a micro-credit organization, with a view to supporting women entrepreneurs.

The NMAV aims to financially support two thousand people, the large majority of whom are women, by 2020. It also wants those likely to acquire these loans to have attended one of the training courses organized by the IECD. To achieve this goal, the IECD is offering to train new trainers at the Women's Union in educational content and techniques so as to duplicate the courses throughout the Tien Giang region.

On the one hand, this partnership allows the geographic **extension** of the program, and, on the other hand, the **transfer of skills to a local authority**. Since November 2018, 2 new women trainers provided two courses in basic management (FBG) with an average of 15 women per session.

¹ The Women's Union, present in all districts and all cities in Vietnam, was created to help women and defend their rights and legitimate interests in a number of areas: education, health, work, legal support, employment, training.



Mrs. Pham Thi Tuyet Ly is one of these trainers:

“By joining the Women's Union, I wanted to help women from the region to become more independent. We support those who want to create their own business, We help them to prepare administrative files and

applications for financial aid. We also teach them how to manage their business.”

Her opinion of the training received by the IECD in October 2018. Mrs. Pham is delighted:

“This training was very intense and not only concerned content but also teaching techniques: how to teach adults, how to handle difficult cases, etc. At the beginning, I had no self-confidence and didn't think I would be able to stand up and teach an entire class! But, with the support of the IECD's trainers, I really enjoy passing on what I have learned.”

THANKS TO THE BASIC MANAGEMENT TRAINING 51 BY THE IECD, MRS. BAY SAVED HER BUSINESS!

Mrs. Bay has been running a restaurant with her son and daughter-in-law for the past two years at their home in Chau Thanh. At the Women's Union in the region of Tien Giang, Mrs. Bay found solutions to her problems, in particular thanks to the Basic Management training course created by the IECD.

“

Recently, my business had not been doing very well and I was no longer earning enough to meet the needs of the family, my husband and myself, my eldest son, his wife, and their baby, as well as my younger daughter who is still a student. It was at the Women's Union that I found help. I followed a course that helped me redesign my offer and adjust my sales prices according to the cost price. I also improved the packaging of my product to offer something that is of a higher quality and more attractive. Thanks to the training, I obtained a micro-credit and I installed a proper sign that attracts more customers!”

Mrs. Bay,
Restaurant owner in Tien Giang, Vietnam



SUPPORT FOR ENTREPRENEURSHIP PROGRAM

IVORY COAST

LOCATION: **Abidjan (2 centers), Yamoussoukro, Bouaké**
LOCAL PARTNER: **Côte d'Ivoire Entreprise Développement (CIED)**
PROJECT LAUNCH: **2007**
2018 BUDGET: **€210K**

RESULTS 2018

957 entrepreneur beneficiaries of the training.

In 2018, Ivory Coast Entreprise Développement (CIED) pursued high added value activities for entrepreneurs, such as the **"Top Leader" seminar**, which allows the members of the entrepreneurs clubs to work in a more detailed manner on issues that they themselves define. Following on from the Support for Medium Enterprises (MPE) project, in 2018, the IECD continued to support young entrepreneurs in launching their businesses in Abidjan and Yamoussoukro.

PALESTINIAN TERRITORIES

LOCATION: **Al-Aizarieh, East Jerusalem**
LOCAL PARTNERS: **Cooperative in Al-Aizarieh, East Jerusalem Chamber of Commerce**
PROJECT LAUNCH: **2011**
2018 BUDGET: **€320K**

2018 RESULTS

81 entrepreneur beneficiaries of the training, **62** of which were women.

Quality and impact were at the heart of the 2018 activities in Palestinian Territories, with a training of trainers process, a review of the methodology, and an adaptation of the training content to the Palestinian context.

CAMEROON / IVORY COAST THE TRANSFORM PROJECT

See p.54

CAMEROON THE APONH PROJECT

See p.56

CAMEROON

LOCATION: **Douala, Yaoundé, Bafoussam, Kribi, Garoua**
LOCAL PARTNER: **Cameroun Entreprise développement (CED)**
PROJECT LAUNCH: **1998**
2018 BUDGET: **€290K**

Cameroon is the **first country** to implement the Support for Small Enterprises program. The activities are now deployed in five centers making it possible to reach entrepreneurs in all regions. In 2018, the focus was placed on improving the quality of services with the launch of a training of trainers process aimed to increase the impact of the training.

2018 RESULTS

523 entrepreneur beneficiaries of the training.

CONGO-BRAZZAVILLE

LOCATION: **Pointe-Noire, Brazzaville, Dolisie**
LOCAL PARTNERS: **APNI (Association Pointe-Noire industrielle), Congo Entreprise Développement (CGED)**
PROJECT LAUNCH: **2014**
2018 BUDGET: **€370K**

In 2018, the integration of a new **Top Départ** training for the most vulnerable helped to reach a public with very little training. In the same way as Top Sales, it implements an illustrated and accessible methodology that allows all types of public to acquire the basic skills for starting their own business.

2018 RESULTS

288 entrepreneur beneficiaries of the training.

DEMOCRATIC REPUBLIC OF THE CONGO

LOCATION: **Kinshasa (2 centers)**
PARTNER: **RDC Entreprise développement (RDCED)**
PROJECT LAUNCH: **2010**
2018 BUDGET: **€315K**

The emphasis placed on vulnerable populations is continuing in DRC with adapted training courses such as **Top Départ**, available in several working-class neighborhoods of Kinshasa that specifically target street vendors.

2018 RESULTS

264 entrepreneur beneficiaries of the training.

SYRIA

See p.57

EGYPT AND PALESTINIAN TERRITORIES: SAFIRLAB

Designed as an incubator, SafirLab targets young social innovation project start-ups in North Africa and the Middle East. The project works under the initiative of the Institut Français and is deployed in 11 countries. In 2018, the IECD was entrusted with providing personalized coaching for 4 young entrepreneurs in Egypt and the Palestinian Territories.

LEBANON

LOCATION: **Tripoli and its region**

LOCAL PARTNER: **Semeurs d'Avenir Association**

PROJECT LAUNCH: **2010**

2018 BUDGET: **€290K**

The program is implemented in the region of Tripoli, in particular in isolated areas and in villages, and concerns rural and maritime activities such as fishing. In Tripoli too in the frame of the MLL project in Lebanon (see p.34), **44 young people** were integrated into the Skills for your business operation, which allows them to benefit from specific training inspired by Start-Up training. They are then accompanied for 6 to 12 months in the creation of their business.

2018 RESULTS

109 entrepreneur beneficiaries of the training.

EGYPT

LOCATION: **Cairo**

LOCAL PARTNER: **Egyptian Association for Comprehensive Development (EACD)**

PROJECT LAUNCH: **2018**

The program's activities started in 2018 with the **recruitment and training of 2 trainers**. In partnership with the Egyptian Association for Comprehensive Development (EACD), training courses for entrepreneurs were launched in the working-class district of El-Marg with a large number of women this first year.

2018 RESULTS

39 entrepreneur in Basic Management Training (BMT).

Vietnam
(2013)

VIETNAM

LOCATION: **Ho Chi Minh City LOCAL**

PARTNER: **Social Development Training Center**

PROJECT LAUNCH: **2013**

2018 BUDGET: **€145K**

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.

In 2018, work started on adapting training content for **young people**. It will be completed in 2019.

2018 RESULTS

171 entrepreneur beneficiaries participated in the Basic Management Training (FBG) and/or the Start-Up training (FPP).

MADAGASCAR

LOCATION: **Antananarivo (2 centers)**

LOCAL PARTNER: **Madagascar Entreprise développement (MED)**

PROJECT LAUNCH: **2013**

2018 BUDGET: **€180K**

Madagascar Entreprise Développement (MED), created in 2017, implemented its **governance process** in 2018, with the active participation by the board of directors in the strategic decisions and activities. As in the entire network, quality was at the heart of the activity in 2018, with the launch of training for trainers designed to strengthen their skills and increase the impact among beneficiaries.

2018 RESULTS

292 entrepreneur beneficiaries of the training.



Training in good production and hygiene practices at the TRANSFORM Center in Tiassalé (Ivory Coast)

CAMEROON / IVORY COAST

THE TRANSFORM PROJECT

LOCATION

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

PROJECT LAUNCH

2014 (Cameroon)
2015 (Ivory Coast)

LOCAL PARTNERS

Cameroun Entreprise
Développement
Côte d'Ivoire Entreprise
Développement

2018 BUDGET

€460K



OBJECTIVE

Encourage the emergence of local agri-food processing enterprises in Cameroon and Ivory Coast in order to ensure an impact on the entire value chain.

The TRANSFORM project accompanies two types of players in the agri-food sector: **farmers, small and medium agri-food enterprises (SMAE)**. According to the public concerned, TRANSFORM offers **technical training** (production techniques, food-processing procedures, compliance with hygiene standards, etc.) and **marketing-management training** (farm management, product packaging, access to markets, etc.). The students are then **accompanied in the launch and development of their business**. TRANSFORM acts as a **business incubator and growth accelerator** for the network's enterprises.

In each country of intervention, a **technological hall** has been built and equipped to provide a range of services to the sector's players: supply platform for agricultural raw materials, agri-food product development laboratory, production workshop available to rent on a daily basis.

2018 RESULTS

147 farmers improved their farming and management practices and thus enjoyed access to new markets.

37 entrepreneurs integrated into the incubator and accompanied in the launch or development of their agri-food business.

64 salaried jobs created since the start of the project thanks to the increase in business of the enterprises accompanied.



TRANSFORM center in Njombé (Cameroon)



Gilles Tagne, 34 years, creator of "Le Goût" bakery in Douala

NEW PARTNERSHIPS FOR NEW OPPORTUNITIES

In 2018, entrepreneurs and farmers benefited from access to **large and medium volume retailing**, which is experiencing strong growth in both countries. Thus, 8 Cameroon farmers now sell their products at Carrefour, with a volume of sales that is constantly rising (x7 between January and December 2018) and 3 agri-food entrepreneurs referenced their products in store (cordials, organic fruit juice, ginger herbal teas).

“

I started in my parents' kitchen and now have my own premises and employ about ten people. At the beginning, I worked day and night. But, thanks to TRANSFORM, I learned how to organize my production, calculate my costs, manage my team, and delegate tasks. Gradually, I bought equipment to make my work easier, a small oven, then a motorcycle, and a few days ago, I even bought myself a car!”

PREPARE ITS DIFFUSION

TRANSFORM is a pilot project that now aims to reach more people and be duplicated in other African countries.

- In 2018, the **increase in the project's recognition** helped to attract new candidate entrepreneurs for the incubation process.

- The **structuring of the program into different sections** ensures flexibility in adapting to specific needs: coaching of entrepreneurs, platform for selling agricultural products via short circuits, R&D center, technical expertise and agri-food production, training in rural environments.

AN AGRI-ECOLOGICAL TURNING POINT

In Ivory Coast, new partnerships with an agronomic research organization and a farmers' organization are contributing to the development of new techniques and, thus, **are accompanying the agri-ecological transition of local vegetable production sectors**.

41% of entrepreneurs significantly improved their turnover.



Norbert Méhon, President of the Union of papaya farmers.



FROM PAPAYA TO WINE...

The IECD helps the Union of papaya farmers in the region of N'zianouan (Ivory Coast) to develop new products.

515 farmers and agri-food processors supported since 2015.

“

We are unable to sell all of our annual production of 10,000 tons of papaya on the local market. Therefore, we have also decided to produce dried papaya, jams, and even papaya wine.”



Quality control and selection of vegetables with the farmers of the Batsingla collective (Cameroon)

CAMEROON

THE APONH PROJECT

LOCATION

Dschang (West Cameroon)
and Douala (coastal region)

PROJECT LAUNCH
2014

LOCAL PARTNERS
Three farmers' groups

2018 BUDGET
€270K

OBJECTIVE

Support Cameroon farmers and support the economic development of the western Cameroon region.

Launched by the IECD in 2014 in partnership with the **Bonduelle group**, the **APONH** project is based on **three themes**:

1. **Training of farmers** in order to diversify their production and improve their yields.
2. **Development of the commercial sector** to find new openings for farmers. In 2018, the "Les Potagers de Bafou" brand was registered officially and enabled a large-scale deployment among 150 private customers and restaurant owners. Also in 2018, the **SOFRULECAM**¹ extended its operations to the volume retailing market in Douala, confirming the company's change in scale and the brand's positioning on a high quality market.
3. **Participation in the social development of the region.** As a social enterprise, SOFRULECAM injects all of its profits into the project's social activities: **training of farmers, support for entrepreneurs in the agri-food sector** and the **Moineaux school** in Baléfé-Bafou. This has allowed the school's facilities to be renovated (channels around the buildings for better water drainage and construction of a fence around the yard), as well as the distribution of meals to the school's 230 students.

¹ Société des Fruits et Légumes du Cameroun (SOFRULECAM). Entreprise created by the IECD with the support of the Bonduelle group which sells the products grown by the people who benefit from the program via local distribution channels.

2018 RESULTS

68 farmers
accompanied in
production and
sales.

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

49.6 tons
of products delivered
(+66% compared to
2017).

€121,000 of turnover generated by
the sale of vegetables via a short sales circuit. Thanks
to these sales, **half of the network's farmers benefited**
from a **monthly income of more than €150** (the
minimum wage in Cameroon was €55 in 2018).

LES "POTAGERS DE BAFOU" HONORED!



The Cameroon farmers supported by the APONH project took part this year in the "Goût de France" event. This gourmet festival pays tribute to French gastronomy around the world. Organized in Douala by the French Consulate and the French Institute on 21 March, it brought together key figures from Cameroon, heads of major groups, several ambassadors, etc.

Jérôme Grayo, the Chef at L'Ovalie, the famous restaurant in Douala and one of the first customers of "Les Potagers de Bafou", gave a live cookery demonstration using the vegetables produced by the APONH farmers. Baskets of mixed vegetables were distributed at the end of the evening.

SYRIA

THE BRIDGES PROGRAM

HELP YOUNG SYRIANS TO CREATE THEIR OWN BUSINESSES

LOCATION

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

PROJECT LAUNCH 2016

LOCAL PARTNERS

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

2018 BUDGET €390K

Set up since October 2016, the BRIDGES program (Building and Reinforcing Integration through the Development of Guidance, Employment and Skills) aims to **inform young people about the challenges of entrepreneurship** and help young start-up entrepreneurs **create their own business**. The project comprises three sections: training in the creation and management of an enterprise, the attribution of funds, and support in the project's implementation.

Since the launch of the BRIDGES program in Syria, **158 projects** have benefited from funding after being presented to a jury and are now in their launch or deployment phase.

2018 RESULTS

572 young people participated
in the BRIDGES training program.

100 projects financed and
currently monitored by the IECD.

"I THOUGHT YOU JUST HAD TO BE RICH TO BECOME AN
ENTREPRENEUR. NOW I KNOW THAT, ABOVE ALL, IT IS YOUR WAY OF
THINKING THAT ALLOWS YOU TO ACHIEVE YOUR GOAL!"



Moaz Alhaj Mohammad, 22
years (on the left), beneficiary of the
BRIDGES program

My family left Deir Ezzor at the start of the war and moved to Damas. Before joining the program, I had no real goal in life. I wanted to learn a trade and I found a training course on how to create your own business that I had never heard about before. There, I discovered a new way of thinking: before, I thought you just had to be rich to become an entrepreneur. Now I know that, above all, it is your way of thinking that allows you to achieve your goal. My passion is creating costumes for children, and I am very excited about the idea of creating my own company. The trainers here have great experience and know what they are talking about: we are in good hands!"



Student at the Janah educational center in Beirut (LEBANON)



CERES program students (Madagascar)

EDUCATION

IT ALL STARTS AT SCHOOL!

CERES

SUPPORT YOUNG RURAL PEOPLE IN THEIR SCHOOLING

MADAGASCAR p. 61

SESAME

UNIVERSITY EXCELLENCE

MADAGASCAR p. 63

**THE AL HAMAWI CENTER
FOR CHILDREN AND TEENAGERS**

**PALESTINIAN
TERRITORIES** p. 64

THE "CHILD PROTECTION" PROGRAM

SYRIA p. 64

**THE JANAH EDUCATIONAL CENTER
ENCOURAGE PEOPLE TO LIVE IN HARMONY**

LEBANON p. 65

**TRAIT D'UNION/MOSAIK
FOR CHILDREN WITH SPECIAL NEEDS**

LEBANON p. 65

1 OBJECTIVE

Allow children and teenagers to access good quality education.

2 OBJECTIVE

Favor the personal development of children and teenagers.

In 2017, according to the UNESCO Institute for Statistics (ISU), about **64 million children** around the world of primary school age were still not in school and 6 children and teenagers out of 10 did not reach a minimum level of skills in reading and math. This situation particularly concerns young girls.

Each additional year of schooling results in a 10% increase in a person's potential income. On a national level, this implies a 1% increase in the annual GDP.

Yet, education is one of the best ways to put an end to poverty. According to the Observatoire de l'Aide Française à l'Éducation dans les Pays en Voie de Développement, **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. No country can progress in the long-term without investing in the education of its youth.

With its local partners, the IECD develops adapted measures that allow **young people in rural areas, young refugees, young people with learning difficulties, or young disabled people to benefit from access to good quality education.**

MUCH MORE THAN ACADEMIC LESSONS

The goals pursued go beyond school remediation or the improvement of knowledge. The specific nature of the IECD's educational programs lies in their integrated approach:

- **The approach to young people is global:** tailored support that takes account of all aspects of the person and his environment: help with the definition of a life plan, development of personal and human skills, information for parents, material support, etc.

- **The school is considered in its entirety:** content of programs, training of teachers and administrative staff, renovation of facilities, national recognition, etc.

The IECD is dedicated to ensuring that individuals have the opportunity to reveal their talents and find their place in society.

LOCATION

Madagascar and Middle East

2018 BUDGET

€2,500K

THE IECD'S 4 EDUCATIONAL PILLARS



1 STRENGTHEN THE ACQUISITION OF **ACADEMIC KNOWLEDGE**

2 DEVELOP A **LIFE PLAN** AND THE ABILITY TO **PROGRESS WITH OTHERS**

3 **REDUCE OBSTACLES** WITH PSYCHOSOCIAL SUPPORT AND MATERIAL SUPPORT IF NECESSARY

4 **ENSURE CONSISTENCY BETWEEN THE STUDENT'S FAMILY AND EDUCATIONAL ENVIRONMENT**

THROUGH THE IMPLICATION OF PARENTS, TEACHER TRAINING IN INCLUSIVE EDUCATION, TRAINING OF EDUCATORS, INFORMATION TARGETING PUBLIC AUTHORITIES.



Jean-Bertrand,
15 years,
in the preparatory year.

“

Once I finish my studies I want to create jobs for others because instability will be eradicated once people are able to find work.”

2018 RESULTS

8,300 children and young people who benefit from the educational programs.

430 teachers trained in practices for improving management.

94% success rate in the baccalaureate for students followed by CERES (compared to 56% in the region).

LOCAL PARTNER

Promes (Association for economic and social promotion)

PROJECT LAUNCH

2006

2018 BUDGET

€830K

2018 RESULTS

905 junior and high school students accompanied in their studies.

94% success rate in the baccalaureate and **92% in the BEPC mid-school exam** for the students accompanied by CERES.

117 teachers improved their skills (16 of which in initial teacher training).

OBJECTIVE

Fight against school dropout among junior school students in rural areas.

In rural areas in Madagascar, more than one student out of two entering junior school does not reach their 4th year and only one junior school student out of 100 obtains the baccalaureate. Education in the bush encounters many difficulties resulting from a lack of infrastructure but also shortfalls in training and teaching methods among teachers. For the past 13 years, the IECD and the Madagascan association PROMES have been combating school failure among young rural students in the region of Fianarantsoa by supporting the most deserving of them from junior school through to senior school. Thus, more than **10,000 young people** have been accompanied in the frame of the CERES (Educational and Remedial Centers) program since its launch, with some excellent results: in 2018, **92% success rate in the BEPC mid-school exam (compared to 50% in the region) and 94% success rate in the baccalaureate (compared to 56% in the region).**

10,000

young people accompanied in the frame of the CERES program since 2006.

This success can be explained partly by the holistic approach of the program which takes account of the of the personal dimension and environment of the student.

INCREASE TEACHERS' SKILLS

Since its launch the CERES program has taken an interest in improving teachers' skills. In 2014, it developed a complete Initial Teacher Training (FIT) based on an innovative teaching method. **54 teachers** have been trained in 4 years: **90% of them received the Institut National de Formation Professionnelle certification.** With the training becoming better recognized, the number of candidates is growing (26 in training at the start of the 2018 academic year) and the selection process is more difficult. **In 2018, the training innovated with the introduction of learning in real-life situations at the Saint François-Xavier School which offers tutoring for future teachers.**



THE 5 PILLARS OF THE MEASURE



1 - SUPPORT FOR 11 PARTNER JUNIOR SCHOOLS via teacher training.



2 - BOARDING UNITS (based in 6 villages) welcome 360 young people with high potential from modest families and offer them suitable conditions for a successful education.



3 - A YEAR AT A CAMPUS, at the service of excellence training which reinforces the educational and personal independence of the young people.



4 - SUPPORT FOR SECONDARY AND UNIVERSITY STUDIES thanks to funding for schooling, monitoring of education, and reception in a foster home for the most underprivileged.



5 - SUPPORT TOWARDS EMPLOYMENT with a guidance and integration path.



SESAME program teacher (Madagascar)

LOCAL PARTNER

Promes (Association for economic and social promotion)

PROJECT LAUNCH
2013

2018 BUDGET
€895K

2018 RESULTS

255 students followed in their higher education in Antananarivo and Antsirabe.

96% of the 25 graduates of 2018 in work 6 months after obtaining their diploma.

20 people trained as guidance officers.

An educational and vocational guidance **method** developed.

OBJECTIVE

Higher education: fight against school dropout among students from underprivileged backgrounds.

In the footsteps of the CERES program, the development of a **post-baccalaureate** program helps to support graduates in their higher education, then in their professional integration. As for the CERES program, SESAME offers students a **preparatory year** after obtaining their baccalaureate so as to increase their chances of integrating the best higher education establishments in Madagascar. The students are then **supported during their studies** and in their **search for a job**.

A KEY YEAR FOR THE PROGRAM

2018 marked a key moment for the SESAME program for several reasons: the first was the **significant decrease in the dropout rate** during the first year of higher education (in 2018, 90% continued to the second year), in particular thanks to the boarding units and personalized monitoring. The second is the **program's recognition by the Ministry of National Education** (setting up of a guidance officer training) and the Ministry of Higher Education and Scientific Research (partnership with a public university in the region of Itasy) via a request for technical and educational support.



Toavina Ralambosoa, 23 years,

SESAME student from the first year (2013-2014). Currently a Web developer at Nivo SA, a Madagascan company that produces and distributes household products made entirely in Madagascar.

“

My parents always said: "find your own way in life and be successful and don't worry about us! "My family didn't even know what computing was! The best thing I can do for them is succeed. I want to say to future students: "you don't get what you want, you get what you work for!"

A NEW PROFESSION ON THE ISLAND: THAT OF GUIDANCE OFFICER

The support for **Educational and vocational guidance** (OSP) project aims to significantly increase the number of high school students accessing higher education and continuing their studies without dropping out thanks to the implementation of a high-quality guidance policy in Madagascan high schools. It also aims to improve the post-baccalaureate integration of young Madagascans.

In order to build this project, the SESAME team in partnership with the Cooperation and Cultural Action Service (SCAC) and the Ministry of National Education worked on the development of a method in collaboration with ten establishments and associations (7 public and private high schools and 3 associations from the region of Analamanga). It was followed by training for 20 educational and vocational guidance officers (namely two people per partner structure) and the drafting of a manual. Once the experimental phase has been completed, this initiative will support the ministry in order to develop guidance programs on a large scale from junior school through to higher education.

PALESTINIAN TERRITORIES

PARTENAIRE LOCAL
Bethany Charitable Association

PROJECT LAUNCH
2012

2018 BUDGET
€200K

AL HAMAWI CENTER FOR CHILDREN AND TEENAGERS WHO HAVE DROPPED OUT OF SCHOOL

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 which teach them how to live in a community. In 2018, the **inauguration of the new sport's field** helped to strengthen **relations between the center and the community**. Furthermore, for the second year running, the **Hamawi Talents** project accompanied **30 young high school students** in their university and vocational guidance.

2018 RESULTS

120 2nd and 3rd year students at state secondary schools in Bethany and Abu Dis benefited from remediation classes.

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

30 high school students accompanied in their vocational guidance.

THE NEW SPORT'S FIELD: A MAJOR CHALLENGE FOR THE COMMUNITY



On 3 May, the Al Hamawi Educational Center in Bethany inaugurated its new sport's field. It was the opportunity for Bertrand Martin, the Director of the Educational Center, to recall the importance of this type of equipment:

"The sport's field was an immediate success and our challenge now is to structure activities around this space by creating sport's teams and attracting children from the neighborhood to the center's other educational activities. By encouraging children and their parents to become stakeholders in the educational center, we hope to increase our impact in the community".

SYRIA

LOCATION
Jaramana and Al Sweida

LOCAL PARTNERS
UNICEF

PROJECT LAUNCH
2016

THE "CHILD PROTECTION" PROGRAM

The centers in Jaramana and Al Sweida offer **psychosocial support** activities for **children** as well as **information** sessions for those around them: **parents, teachers, activity organizers** working for other social organizations in the area. With the help of the methodology applied in Lebanon by the IECD, as well as the manuals published by the NGO Save the Children, the IECD launched workshops that tackle the themes of violence in general, as well as family violence, child labor, and sexual harassment.

2018 RESULTS

783 children welcomed in January and February 2018 in the frame of the "Child Protection" program.

3,600 parents, teachers and activity organizers informed about the psychosocial approach for children.

LEBANON

JANAH AN EDUCATIONAL CENTER FOR ENCOURAGING PEOPLE TO LIVE IN HARMONY

Launched in 2007 to meet the needs of child refugees in Lebanon, teachers, educators and psychologists from the Janah educational center have developed a teaching method that has proven its worth. With a view to optimizing this know-how and allowing more children to benefit from it, the staff exports its skills to other public schools in the neighborhood every afternoon by providing help with homework. **In 2018, the Janah center confirmed its role as a community venue that favors harmony among refugees and Lebanese populations in a neighborhood that is becoming increasingly poor and where there are few active NGOs.**

“



Mohamad, 15 years
2nd year student who
benefits from educational support every afternoon at Janah

I live in Sed-el-Baouchriyeh¹. I was born here and I attend the local public school. I have been coming to Janah for the past two years on the advice of my director: "It's a lot of work but you're going to succeed!" she said. I have progressed from an average of 7 to 14! I like the teachers, their way of explaining things. When I need something, I can ask for it and Miss Rima (the center's coordinator) is a little like my mother. She's very kind. I want to continue my studies: I'll either be a soldier or a French teacher. I have three brothers and four sisters and my younger brother will come to Janah next year! "

¹ Sed-el-Baouchriyeh is an underprivileged neighborhood of Beirut where refugees and Lebanese live side-by-side. It is known as a center for drug trafficking and is a region at risk in terms of street violence. Janah is at the heart of this neighborhood and contributes to its social cohesion.

LOCAL PARTNERS

Lebanese Ministry of Education,
French Lebanese Technical Institute (ITFL)

PROJECT LAUNCH
2007

2018 BUDGET
€300K

2018 RESULTS

291 children and teenagers
are integrated into the educational program.

12 teachers, psychosocial professionals and activity organizers benefited from training and support.

LEBANON

TRAIT D'UNION/MOSAÏK FOR CHILDREN WITH SPECIAL NEEDS

LOCAL PARTNERS

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

PROJECT LAUNCH
2008

2018 BUDGET
€70K

The resource and guidance center **Trait d'Union trains teachers from partner Lebanese and Palestinian schools in an inclusive educational approach** based on respect for differences. The aim is the integration of children with learning difficulties into **regular schools**. Trait d'Union also trains the general public, parents, and healthcare professionals to detect learning and behavioral difficulties. In 2018-2019, Trait d'Union was deployed in Beirut, and Mount Lebanon with the support of the IECD for the management aspect of the training of teaching staff.

The IECD also supports the **Mosaik specialist 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 87 pupils.



2018 RESULTS

368 child beneficiaries of monitoring.

210 trainer beneficiaries training in inclusive education.





INTERVENTION AREAS

1. MEDITERRANEAN BASIN p. 68
2. SUB-SAHARAN AFRICA p. 70
3. MADAGASCAR p. 72
4. SOUTHEAST ASIA p. 73



Electricity students at the Juk Spel Institute in Kénitra

Since
1989

10,700
direct
beneficiaries

38 %
of the overall

Budget
€4,650K

39
local
partners

21
projects in
progress

**MEDITERRANEAN
BASIN**

OVERVIEW

This new geographic title for the IECD encompasses two regions, the **Middle East** and **North Africa**, to which is added **Southern Europe**. It brings together all the countries with economic and social contexts that are closely linked and interact with each other. It also corresponds to a project reality for the IECD, in particular with the development of the **New Chance Mediterranean network (MedNC)**, which federates training and professional integration stakeholders in the Mediterranean.

In the Middle East, **Lebanon** and **Syria** are still tackling the crisis. The IECD is responding to this emergency situation by developing a **certified short training** offering that enables the economic and social integration of young people. The IECD is also working on the long-term with the **Lebanese ministry** to create **two new technical baccalaureates** in buoyant employment sectors.

In **North Africa**, the employment crisis concerns many young city dwellers, sometimes even those with diplomas. More than 30% of young people aged from 15 to 24 years are out of work. The IECD is working to strengthen existing structures and **create or adapt training to the market's needs**.

NOTABLE EVENTS IN 2018

TRAINING & PROFESSIONAL INTEGRATION

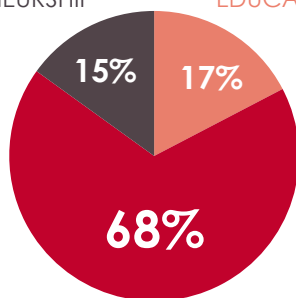
- **The New Chance Mediterranean network (MedNC) is growing** with two new partner structures, two new countries, and greater visibility among institutional partners.
- **Lebanon:** the **Maharat Li Loubnan (MLL)** continues for year 2.
 - Increase in the number of beneficiaries of the certified short training (about 600 compared to about a hundred in 2017) and a better placement rate for young people.
 - First year of the technical baccalaureate in industrial maintenance and experimentation of a new technical baccalaureate in computer development.
- **Lebanon: the integration actions** are increasing (new BOE, two forums welcoming 3,300 visitors and success among enterprises.)
- **Syria:** the number of young people benefiting from **certified short training** in the three vocational training centers is increasing greatly: more than 4,000 in 2018 compared to 2,500 in 2017 (+61%).
- **Egypt:** the program continues in schools in **Alexandria** and its deployment is being prepared among new public establishments in **Cairo**.

EDUCATION

- **Lebanon:** the team of the Janaah educational center shares its time between welcoming children at the center and **providing support for Lebanese public schools**.
- **Palestinian Territories:** the Al Hamawi educational center is increasing its social cohesion role.

ENTREPRENEURSHIP

- **Lebanon:** the **Skills for your business** program helps young people to start their own business and be monitored during 6 to 12 months.
- **Syria: 158 projects have been financed** since the launch of the BRIDGES program.
- **Egypt:** the Support for Small Enterprises program in Egypt welcomes its first beneficiaries.



TRAINING &
PROFESSIONAL
INTEGRATION

LEBANON 54 %

TRAINING & PROFESSIONAL INTEGRATION

- **Seeds of Hope Program and access to employment** (all of Lebanon).
- **Certified short training** (Beirut, Tripoli, Saida, Bekaa).

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Tripoli and its region).

EDUCATION

- **Janah Educational Center** (Beirut).
- **Inclusive education** (Saida and Beirut).

SYRIA 20%

TRAINING & PROFESSIONAL INTEGRATION

- **Certified short training** (suburbs of Damas, Sweida, Hama, Tartous, Homs).

EDUCATION

- **Educational centers** (Suburbs of Damas, Sweida).

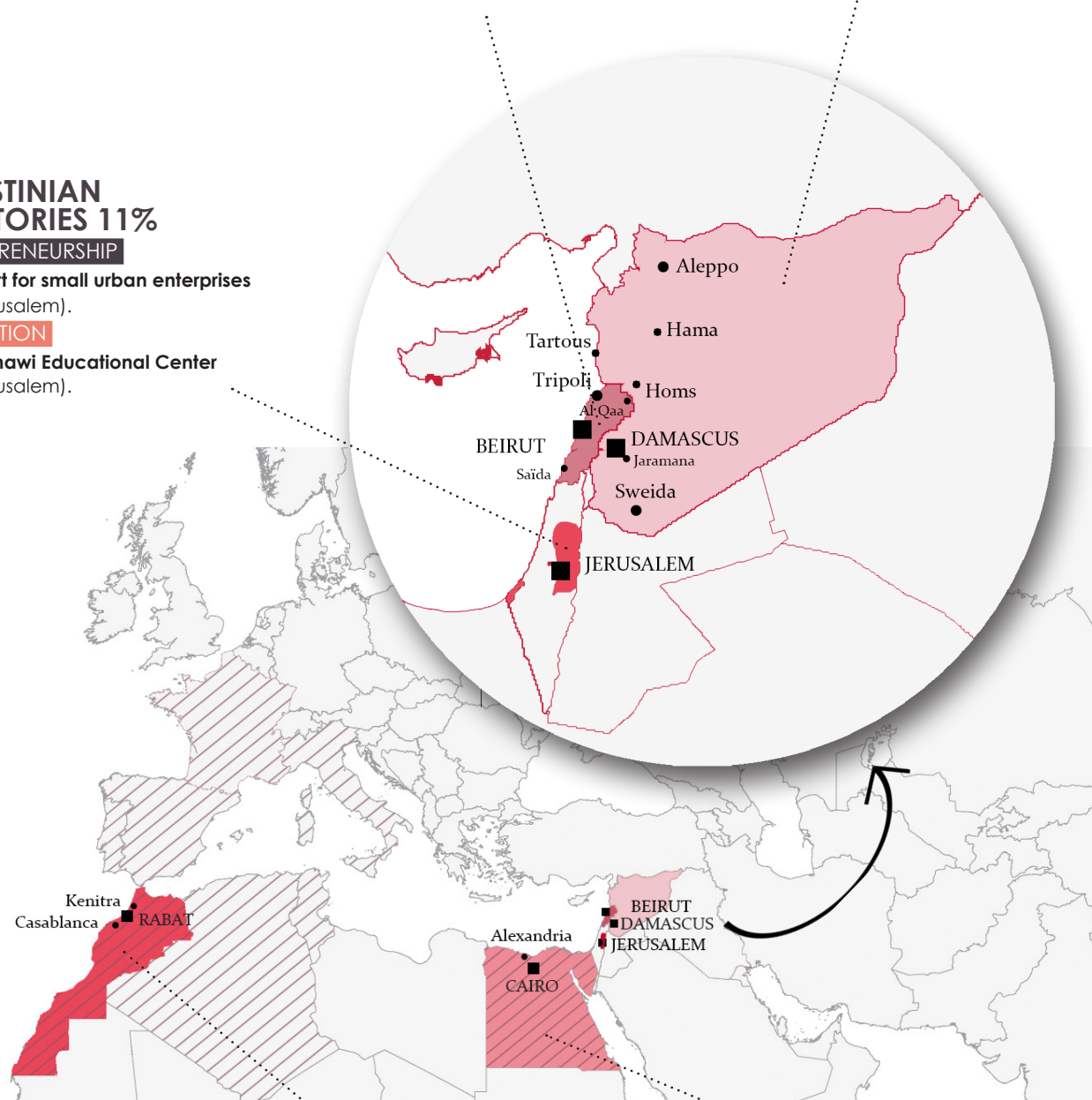
PALESTINIAN TERRITORIES 11%

ENTREPRENEURSHIP

- **Support for small urban enterprises** (East Jerusalem).

EDUCATION

- **Al Hamawi Educational Center** (East Jerusalem).



New Chance Mediterranean network (MedNC) 3%

TRAINING & PROFESSIONAL INTEGRATION

Algeria, Egypt, Spain, France, Lebanon, Morocco, Portugal, Tunisia

MOROCCO 5%

TRAINING & PROFESSIONAL INTEGRATION

- **Seeds of Hope Program** (Greater Casablanca, Kénitra).

EGYPT 7%

TRAINING & PROFESSIONAL INTEGRATION

- **Seed of Hope Program** (Cairo, Alexandria).

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Cairo).



Young student in agricultural training (Cameroon)

Since
1991

9,700
direct
beneficiaries

34 %
of
the overall
activity

Budget
€4,100K

36
local
partners

21
projects in
progress

**SUB-SAHARAN
AFRICA**

OVERVIEW

The projects deployed in Sub-Saharan Africa benefited from **lasting and reliable partnerships**. Furthermore, the **transfer of skills** to local African teams was confirmed: after Ivory Coast, the management of all of IECD CAMEROON projects was entrusted to the Cameroon delegate in place.

Since its creation, the IECD has intervened in Africa in the **agricultural training** of young people. The **Support for Small Rural and Urban Entrepreneurs** program has been developed in four African countries. The IECD is also a pioneer organization in the improvement of care for sickle cell disease patients and, in particular, in the frame of the **on-going training** of healthcare staff.

In 2018, the **strong position of the IECD's projects** in the local landscape and their solidity helped to envisage their **dissemination** so as to reach even more people.

NOTABLE EVENTS OF 2018

TRAINING & PROFESSIONAL INTEGRATION

■ **CAREERS IN AGRICULTURE:** In 2018, the network of **agricultural training centers** in **Cameroon** provided a **certified long training** offering: a CQP and a CAP were set up. A **new training center** opened its doors in Afféry, **Ivory Coast** where the IECD has also been asked by the public authorities to take part in the construction of a coherent agricultural training offering on a **national level**.

■ **CAREERS IN INDUSTRY AND ENERGY:** training is gaining ground in **Ivory Coast**, in particular thanks to the increase in the placement of young people in enterprises, **the opening of a new vocational training center** in Abengourou.

■ **CAREERS IN HEALTH:** the development of a **Practical support guide on project management** that capitalizes on the PASS program's implementation methodology and enables its extension to other structures and other regions. The **improvement of care program for people suffering from sickle cell disease** was launched in Ivory Coast.

ENTREPRENEURSHIP

■ **The SOFRULECAM, a company with a social vocation**, doubled its turnover in 2018. For the first time, the farmers sold their products via volume retailers.

■ **The TRANSFORM centers increased their recognition** with signs of interest especially from local authorities, the CAM and the FIRCA (Interprofessional Federation for Agricultural Research and Advice), as well as private players (CFAO - Carrefour), which decided to use TRANSFORM to conduct part of their business.

■ **The Enterprise Developpement Network (EDN) is extending its training and services offering with Top Départ** training for underprivileged young people that want to start their own business and specialist training for enterprises enjoying good growth.

IVORY COAST 31%

TRAINING & PROFESSIONAL INTEGRATION

- **Seeds of Hope Program** (Abengourou, Bonoua, Duékoué).
- **Seeds of Hope Program** (Entire territory - 14 villages).
- **Sickle cell disease** (Abidjan).

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Abidjan, Yamoussoukro, Bouaké).
- **Support for small rural enterprises** - **TRANSFORM project** (Tiassalé).

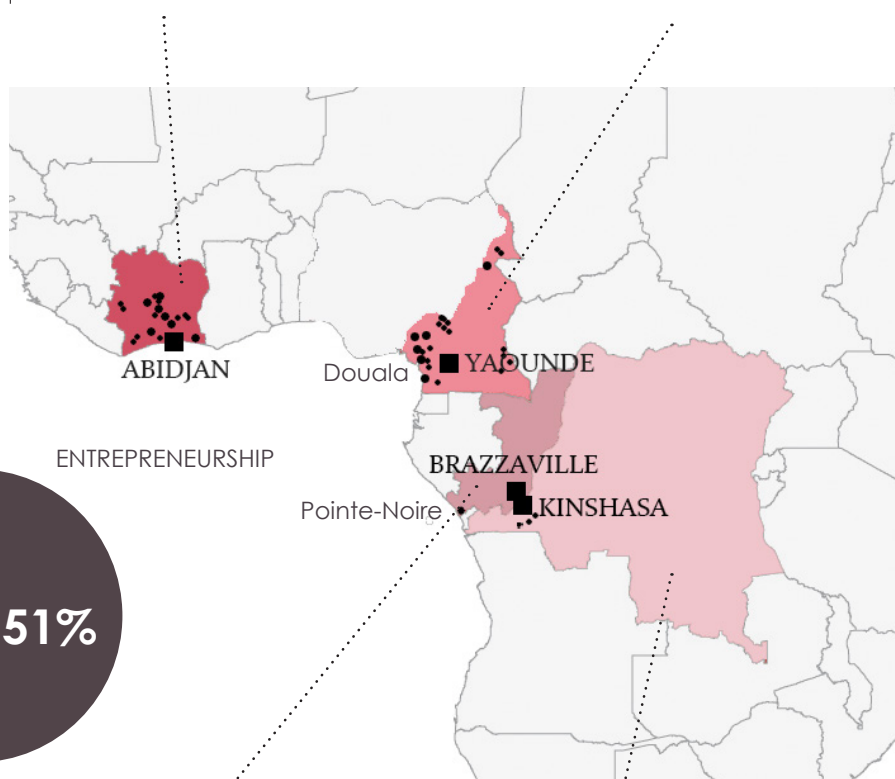
CAMEROON 36%

TRAINING & PROFESSIONAL INTEGRATION

- **Agricultural training program** (Entire territory - 16 villages).
- **Sickle cell disease** (Douala, Yaoundé).

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Bafoussam, Douala, Garoua, Kribi, Yaoundé).
- **Support for small rural enterprises** - **APONH and TRANSFORM project** (Douala, Njombe, Dschang).



TRAINING & PROFESSIONAL INTEGRATION

CONGO-BRAZZAVILLE 17%

TRAINING & PROFESSIONAL INTEGRATION

- **Support for Healthcare Structures (PASS) program** (Pointe-Noire)
- **Support for the paramedical school** (Brazzaville, Pointe-Noire)
- **Sickle cell disease** (Brazzaville, Pointe-Noire)

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Pointe-Noire, Brazzaville, Dolisie).

DEMOCRATIC REPUBLIC OF THE CONGO-16%

TRAINING & PROFESSIONAL INTEGRATION

- **Agricultural training program** (Kimpemba, Ngeba, Ngidinga).
- **Sickle cell disease** (Kinshasa, Lubumbashi).

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Kinshasa, municipalities of Masina, Kalamu and Lingwala).



Élèves de l'école hôtelière La Rizière à Fianarantsoa

Since
1989

8,300
direct
beneficiaries

18%
of
the overall
activity

Budget
€2,250K

6
local
partners

6
projects
in
progress

MADAGASCAR

OVERVIEW

Madagascar is one of the only countries in the world where the **standard of living has declined since 1960**. **Three-quarters of its 25 million inhabitants live with less than €2 per day**. In 2018, the first free elections since the island's independence slowed down activities slightly but, above all, instilled a **climate of confidence** for the future.

All of the IECD's fields of activity are represented in Madagascar: access to **high-quality education** with the CERES and SESAME programs from junior school through to higher education; initial **teacher training** (FIP); training of young people in **careers in hospitality-catering**; **access to employment** for young people; **support for small enterprises** and the **improvement of care for people suffering from sickle cell disease**.

A recognized player on the island for many years, the IECD has also been contacted by **Madagascan ministries** (National Education, Technical Training and Vocational Training, Higher Education) to **help in the development of national policies** in education.

NOTABLE EVENTS IN 2018

EDUCATION

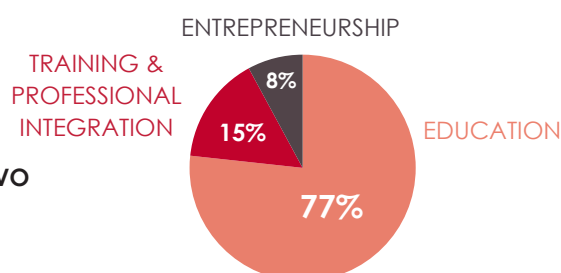
- **CERES**: 12 years after the program's launch, a **strategic analysis** was implemented in order to adapt the project to the country's needs.
- A **technical support mission** for the Ministry of National Education and Technical Education was carried out for the development of a **school and vocational guidance** project with the Cooperation and Cultural Action Service (SCAC). A training course in the career of guidance officer was created.
- **More than 90% success rate** in the BEPC mid-school exam and the baccalaureate, namely twice that of the national average.
- **Significant reduction in the dropout rate** in the first year of higher education in the SESAME program.
- **Success of the teacher training course**.

TRAINING & PROFESSIONAL INTEGRATION

- A module on the **fight against sexual tourism involving children** was created and tested at La Rizière hospitality school in Fianarantsoa.

ENTREPRENEURSHIP

- **Madagascar Entreprise Développement (MED)** conducts its first **lucrative training** (Top Sales and Top Départ) and coaching services on a significant scale with a view to making the model viable.





© David Brouin

Students at La Boulangerie Française school in Ho Chi Minh City

Since
2002

1,660
direct
beneficiaries

9 %
of
the overall
activity

Budget
€1,000K

22
local
partners

8
projects in
progress

**SOUTHEAST
ASIA**

OVERVIEW

In Southeast Asia, **more than 50% of jobs were deemed to be unstable by the ILO in 2018**. At the same time, the strong **growth of tourism** creates a real **integration opportunity** for vulnerable populations. Since 2002, the IECD has supported the **training of young people in careers in hospitality-catering** and mobilizes vocational training stakeholders in this sector within the **ASSET - H&C network**. In Vietnam, the IECD also targets the **industry and energy** sector via support for two technical schools. Finally, the **Support for Small Entrepreneurs** continues to pursue its goal to help the very poorest, in particular **street vendors** with an **80% population of women**.

NOTABLE EVENTS 2018

TRAINING & PROFESSIONAL INTEGRATION

- A new **La Boulangerie Française school** opened its doors in Myanmar.
- **82% of the graduates** of the schools supported by the IECD found a job.
- For the first time, the hospitality school in Mae Sot (Thailand) developed **certified short training** for refugees from Myanmar.
- For its 3rd year, the **ASSET-H&C network** welcomed a **new member** in Cambodia and brought together its 14 members to discuss the following themes: the information of young people about **entrepreneurship**; the issue of **gender**; the taking into account of the **environment** in the profession.
- In Vietnam, the IECD accompanies **two technical schools** in the preparation of the **CAP in civil and industrial electricity, and in vehicle maintenance**. A twinning resulted from a partnership agreement with the Académie de Paris between two Vietnamese high schools and two Parisian establishments.

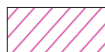
ENTREPRENEURSHIP

- In Vietnam, the IECD formed a partnership with the **Women's Union**, a public social organization present on a national level, and the NMAV, a Norwegian NGO offering micro-credit, in order to **support women entrepreneurs**.

MYANMAR 19%

TRAINING & PROFESSIONAL INTEGRATION

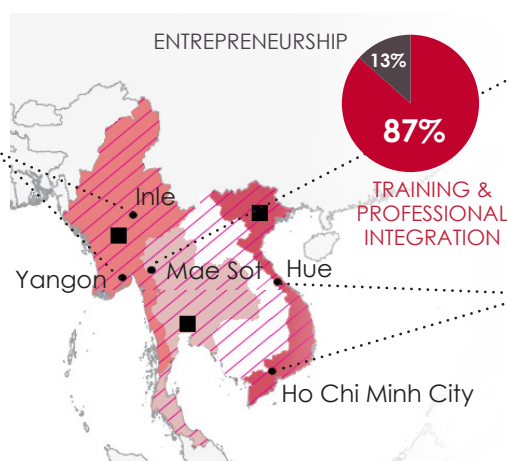
- **Bread-making school** (Yangon).
- **Support for two training centers** (Inle, Yangon).



ASSET-H&C network 7%

TRAINING & PROFESSIONAL INTEGRATION

Cambodia, Laos, Myanmar, Thailand, Vietnam



THAILAND 23%

TRAINING AND PROFESSIONAL INTEGRATION

- **HCTC Hospitality School** (Mae Sot).

VIETNAM 51%

TRAINING & PROFESSIONAL INTEGRATION

- **Bread-making schools** (Hue, Ho Chi Minh City).
- **Seeds of Hope program** (Ho Chi Minh City).

ENTREPRENEURSHIP

- **Support for small urban enterprises** (Ho Chi Minh City).

MANAGEMENT REPORT



FINANCIAL REPORT

In 2018, the IECD's **combined operating budget**, excluding exceptional items, was **€12.7M¹** compared to €12.3M in 2017. On a comparable basis, the **growth of the activity in 2018 was 4%** compared to 8% in 2017.

The 2018 development dynamic was carried mainly by:

- The Maharat Li Loubnan project in **Lebanon**, launched in 2017 reached its annual cruising speed in 2018.
- The Hospitality-Catering program in **Southeast Asia** which is enjoying strong growth.
- The Support for Small Enterprises project in **Lebanon, Palestinian Territories and Egypt**.
- The **New Chance Mediterranean** (MedNC) program launched in 2018.

Inversely, after strong growth in 2016, the Support for Small Enterprises programs in Africa, Specialist Education in Lebanon, CERES and SESAME programs in Madagascar saw a decrease in their operating budget in 2018. The PASS and Sickle Cell Disease programs continue their trend of budgetary streamlining started since 2016.

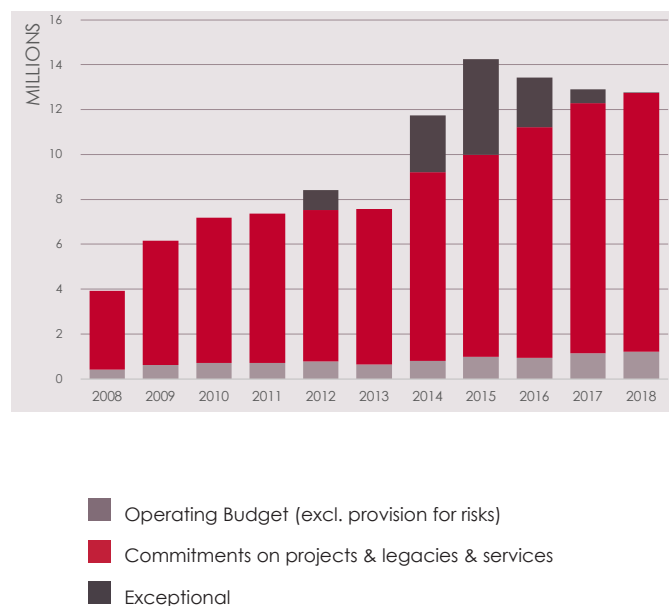
Over the past year, more than about fifty projects have been implemented in 14 countries. The IECD has always developed the majority of its activities in Sub-Saharan Africa (€4.1M/-8%), the Middle East (€4.3M/+22%), Madagascar (€2.2M/+11%), Southeast Asia (€1.1M/+7%), and North Africa (€200K/+28%)². The three main countries of intervention are Lebanon, Madagascar and Cameroon with an average operating budget of €2.0M per country. The countries that contribute most to the growth of the IECD are Syria, Vietnam and Lebanon.

The share of operating costs in the total business figure stands at 9.6% compared to 9.4% 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. 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 to development aid projects.

¹ The operating budget includes commitments made on projects (excluding management), legacies and services, as well as operating costs.

² Note that the figures by geographic area include management.

EVOLUTION OF THE OPERATING BUDGET IN € SINCE 2008



BREAKDOWN OF THE 2018 OPERATING

	2018	2017
Total Profit and Loss (€)	17,378	16,808
(-) Commitments on public funding	-1,355	-2,099
(-) Commitments on private funding	-1,420	-1,495
(-) Legacy commitments	-1,479	-5
(-) Exchange losses allocated to operations	-28	-44
(-) Bad debt loss	-46	
(-) Exceptional project loss	-34	-19
(-) Provision allowance (projects)	-236	-215
(-) Operating surplus	-25	-26
(-) Net profit	-8	-431
Operating budget	12,745	12,905
(-) Exceptional private gifts and grants projects	-5	-621
(-) Exceptional legacy projects	-	-
Operating budget excluding exceptional items	12,741	12,284

BALANCE SHEET

Certification of accounts

The annual accounts, closed on 31 December 2018, were audited and certified by Miss Estelle Le Bihan, partner HLP Audit, Statutory Auditor.

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

ASSETS	2018	2017
Buildings	2,467,881	2,467,881
Leasehold improvements	373,210	373,210
Vehicles	37,140	37,140
Office furniture and fitting	57,990	52,640
Depreciation	-439,598	-361,347
Other securities holdings	611,524	601,524
Deposits and bonds	20,411	17,883
FIXED ASSETS	3,128,558	3,188,933
Expected subsidies	1,466,651	1,066,773
Other receivables	2,015,342	126,872
Depreciation of receivables	0	-34,682
TRADE ACCOUNT RECEIVABLE	3,481,992	1,158,963
Marketable securities	1,136,127	1,112,775
Provision for depreciation on securities		
Cash in bank	2,909,356	4,261,318
CASH AND CASH EQUIVALENT	4,045,483	5,374,093
Prepaid expenses	31,381	32,862
Foreign exchange difference on assets	7,068	3,992
ACCRUALS	38,450	36,854
TOTAL	10,694,484	9,758,842

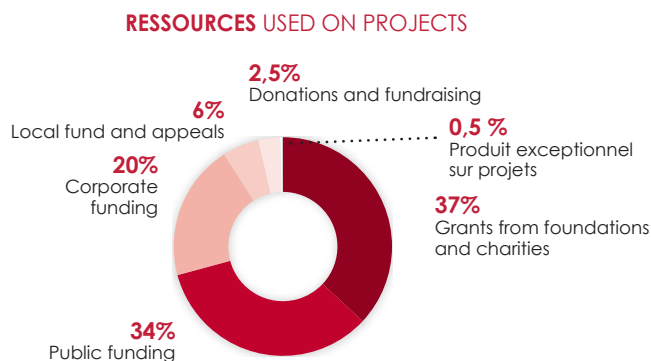
LIABILITIES AND RESERVES	2018	2017
Charitable fund and reserves	330,000	300,000
Association funds without right of recovery	3,196,435	3,196,435
Retained earnings	17,942	21,814
Operating surplus	32,947	26,127
CHARITABLE FUND	3,577,323	3,544,376
Provision for risks	260,147	236,422
PROVISION FOR RISKS	260,147	236,422
Dedicated public funds	1,439,447	1,415,859
Dedicated private funds	2,044,666	2,742,452
Dedicated endowment funds	2,685,863	1,224,413
DEDICATED FUNDS	6,169,977	5,382,723
Financial debts	11,060	11,060
Trade accounts payable	264,979	217,351
Fiscal and social debts	257,993	205,973
Other liabilities	87,761	152,882
LIABILITIES	621,794	587,267
Deferred income	62,940	
Foreign exchange liability	2,303	8,054
ACCRUALS	65,243	8,054
TOTAL	10,694,484	9,758,842

PROFIT AND LOSS

EXPENDITURE	2018	2017
DEVELOPMENT PROJECTS		
Grants paid to project	4,321,177	4,831,201
Real estate rental	306,075	362,177
Equipment purchase	513,636	546,472
Local technical assistance	3,908,491	3,679,742
Sundry project expenses	895,323	916,402
Building and construction	79,839	336,601
Missions and technical expertise	731,243	751,419
Fundraising expenses	492	3,138
Exceptional expenditures on projects	1,471	16,479
Expenditure on projects	10,757,748	11,443,632
of which exceptional item	-4,904	-621,466
Total projects excluding exceptional item	10,752,843	10,822,166
Commitments on public funding	1,355,174	2,098,686
Commitments on private funding	1,420,447	1,495,158
Sub-total	13,533,368	15,037,475
Surplus on projects	-	-
SUB-TOTAL	13,533,368	15,037,475
LEGACIES MANAGEMENT		
Grants paid to projects	17,000	100,000
Fees on legacies and donations		
Rental expenses	25,360	26,696
Allowance for depreciation on legacies	65,452	65,452
Allowance for provisions (securities depreciation)		
Net result of assets sold		
Bank charges and diverser expenses	556	1,500
Commitments implemented	108,368	193,648
of which exceptional item	-	-
Commitments to be implemented	1,479,165	5,088
SUB-TOTAL	1,587,533	198,736
OPERATING EXPENSES		
Rent, fees and equipment	171,357	124,728
Payroll	837,921	827,878
Fees and missions	109,509	117,726
Communication	23,806	17,010
Other charges (contributions, etc.)	64,985	50,942
Depreciation allowance	12,800	11,966
Sub-total	1,220,377	1,150,249
Exceptional expenditures	109,028	62,760
Allowance for exposure to risks (projects)	236,260	214,983
Operating surplus	25,425	25,696
SUB-TOTAL	1,591,090	1,453,688
EXPENDITURE ON INTERNATIONAL SERVICE CONTRACTS		
Direct project costs	120,588	117,402
External services	-	-
Indirect payroll		
Profit before income tax	8,848	508
Income tax	1,327	76
Net profit	7,521	431
SUB-TOTAL	129,436	117,910
TOTAL	16,841,427	16,807,808

RESSOURCES	2018	2017
LEGACIES MANAGEMENT		
Public funding	3,701,073	4,692,804
Corporate funding	2,204,742	2,837,368
Grants from foundations and charities	4,045,657	4,464,209
Donations and fundraising	354,783	362,893
Local fund and appeals ¹	593,212	739,201
Financial income on projects	3,200	
Exceptional items on projects	41,199	912
Resources used on projects	10,943,864	13,097,388
Unused resources - public funding	2,098,686	1,177,221
Unused resources - private funding	1,494,126	1,752,113
Management fees/projects	-1,003,308	-989,246
Sub-total	13,533,368	15,037,475
Deficit on projects	-	-
SUB-TOTAL	13,533,368	15,037,475
LEGACIES MANAGEMENT		
Legacies and gifts received	1,464,726	5,088
Real estate rental received	80,042	79,018
Management fees on projects	- 5,381	- 6,066
Financial income on legacies	30,431	26,762
Reversal of provisions	-	-
Proceeds of disposal of assets	-	-
Resources used	1,569,819	104,802
Resources not used	17,714	93,934
SUB-TOTAL	1,587,533	198,736
OPERATING INCOME		
Members and directors contributions	216,809	224,099
Operating grants	58,793	121
Management fees on projects	1,003,308	989,246
Management fees on legacies	5,381	6,066
Financial income	57,091	14,858
Exceptional items	42	8,498
Reversal of exposure to risks (project)	249,665	210,799
Sub-total	1,591,090	1,453,688
Operating deficit	-	-
SUB-TOTAL	1,591,090	1,453,688
INCOME ON INTERNATIONAL SERVICE CONTRACTS		
Service contracts	129,436	117,910
Disaster reimbursement	-	-
SUB-TOTAL	129,436	117,910
TOTAL	16,841,427	16,807,809

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



BOARD OF DIRECTORS

BERNARD DAVOUST

Veterinarian.

JEAN-NOËL LUCAS

Chief Financial Officer at L'Oréal.

ALEXANDRA MALLEIN

Administrative and Financial Manager at Artea Communication.

HUBERT DE MESTIER

DU BOURG

Professor at the Universities of Tokyo and Waseda (Japan).

ANNICK RASCAR

Head Nurse.

LOUIS SCHOEPPER

Medical Biologist.

MARC SENOBLE

Chairman of Seninvest.

MARIE-JOSÉ NADAL

Président

Mission Head for the Autorité des Marchés Financiers (AMF).

CHRISTIAN MALSCH

Vice-President

Managing Director of SOMACOU.

HERVÉ RUDAUX

Secretary General

Consultant.

MICHEL BARONI

Treasurer

Director of the Masters in Financial Techniques at IESSEC.

DEPARTMENTS/ DELEGATIONS

SUB-SAHARAN AFRICA

- **Cameroon:** Patrice Noa
- **DRC:** Soary Andrianarisoa
- **Congo-Brazzaville:** Yves Ahner
- **Ivory Coast:** Patrick Sekongo

MEDITERRANEAN BASIN

- **Lebanon:** Julien Feghali
- **Syria:** Nidal Bitar
- **Palestinian Territories:** Nuria Masdeu
- **Morocco and Mediterranean:** Salim Bourgi
- **Egypt:** Nour Kamel

INDIAN OCEAN

- **Madagascar:** Manitra Rakotoarivelo

SOUTHEAST ASIA

- **Vietnam:** Thi Thuy van Hardville
- **Myanmar:** Clémence Bourlet
- **Thailand:** William Harnden

NB: organization chart updated on 15 July 2019

THE EXECUTIVE COMMITTEE

CAROLINE ARSAC

Head of the Training & Professional Integration and Health Projects Division.

ARNAUD BRITSCH

Director of the Entrepreneurship and Education Divisions and Sub-Saharan African and Madagascar Director.

THOMAS BEHAGHEL

Southeast Asia Director.

ANNE DE PUYBUSQUE

Head of Private Financial Partnerships

THE MANAGEMENT COMMITTEE

ALEXIS BÉGUIN

Director General.

TOBIAS HARTIG

Deputy Director General Transformation & Strategy.

ALEXANDRA DE BOISSIEU

Administrative and Financial Director.

LAURENCE CHÂTEAU DE CHAZEUX

Human Resources Director.

A WORD FROM THE TEAMS



Patrick Sekongo

Director of Operations
and Ivory Coast Delegate.

ACTIONS THAT CHANGE PEOPLE'S LIVES

“Every day, we see the impact of our work on the beneficiaries. It is very rewarding to see the lives of entrepreneurs change, jobs created, professional opportunities appear for young people, and more. One day, I met a young tailor who appeared interested in the training but who refused to enroll because he couldn't afford the fees. I saw he was motivated so I offered him the course free of charge. He arrived on the first day with colleagues from the same neighborhood and after the 3rd session he came to see me to say that he would pay for the training himself partly out of pride because everyone was paying for it, but also because he was learning a great deal from the content. The situation of his business has improved greatly. The following New Year, he called me in a very emotional state in order to thank me and the IECD for this training that had restored his pride as a man.”

236

IECD staff members
in the field

35

staff members
in France

371

staff employed
by our local partners



Mihaela Chirca

Project Manager of the Seeds of
Hope Program in Vietnam.

MEANING, RESULTS AND PROFESSIONALISM

“At the IECD, I occupy a position that allows me to work in an independent and responsible manner in an environment that is very rich in human terms thanks to the relations with the different players involved in the project and the direct contact with the beneficiaries. For me, the IECD in three words: meaning, results, and professionalism. Working at the IECD means feeling useful every day by participating in dynamic projects with a very high standard of efficiency.”



Astrid Desjober

Head of the MedNC network and
IECD representative in Marseille.

THE PRIDE AND DIGNITY WE SEE BEING REBORN

“My first position at the IECD as Coordinator of the Seeds of Hope Program taught me to deploy projects in the field that are adapted to local realities. And my earlier experiences in the private sector helped me greatly to form partnerships with enterprises. These two aspects are very valuable to me now for attracting institutional partners to the cause of the MedNC network and increasing our impact. But the network's greatest strength is the amazing committed and professional people who work alongside us, as well as the pride and dignity that you see being reborn among all these young people!”

**Sibylle
du Boisbaudry**

Head of Recruitment
and HR Projects in Paris.

A STRONG COMMITMENT TO THE SERVICE OF OTHERS

“Before joining the IECD, I worked in a firm involved in headhunting for the banking sector. At the IECD, I found a structure that has a social project that gives meaning to my work: by obtaining the human resource projects required for their deployment, I am committed upstream to serving the beneficiaries. Here, I have the chance to work with people with a strong sense of commitment and service in a multicultural and international context for a final goal that is focused on people.”

A WORD FROM THE PARTNERS



**Gilles Vermot
Desroches**

Sustainable Development Director
at Schneider Electric, France.



Johanne Payen

Head of CSR Programs for
the CFAO Group.



Véronique Sauvat

Head of the Education-Training-Employment Division of the French Development Agency.

**NO FUTURE
WITHOUT TRAINING!**

**GOOD QUALITY WORK
WAS ACHIEVED!**

REAL ADDED VALUE!

“ The message is simple: we won't have a future whether you or me, here, or there, if we don't train young people... and there are one billion of them to train! Providing young people with skills means enabling their emancipation and contributing to their prosperity in their community. A few years ago, Schneider Electric committed to training a million young people in careers in electricity around the world by 2025! It is not something that can be done alone and has to be done intelligently and skillfully; this is what the IECD does. We can congratulate them. The longevity of our partnership is also a guarantee of effectiveness!”

“ CFAO favors education, training and professional integration: levers that are necessary for the development of the African economy. With the Seeds of Hope program, good quality work has been achieved in Ivory Coast and Nigeria. Our subsidiaries in Africa accompany these young people throughout their path. To date, more than 1,200 students have benefited from the expertise and support of our staff either via work placements, or through educational and technical supports. The relationships created between the IECD's teams and our subsidiaries have strengthened our wish to extend our collaboration to other countries.”

“ Each young person you return to the labor market occupies a productive and contributive place. This added value deserves to be more extensively promoted. Networks such as the New Chance Mediterranean network have an important role to play in the capitalization and sharing of experience and help us to appeal to public authorities and enterprises. We can only hope that this dynamic continues and becomes even richer in order to ensure the increase and the long future of the actions!”

ACKNOWLEDGEMENTS

THANKS TO YOUR SUPPORT,

OUR *Semeurs d'avenir* MISSION HAS BEEN POSSIBLE!

IN VIEW OF THE QUANTITY OF WORK ACCOMPLISHED IN 2018, WE WISH TO EXTEND OUR IMMENSE GRATITUDE TO:

- Fondation d'Aide à l'Enfance et au Tiers-monde (FAET)
- Fondation Anber
- Agence française de développement (AFD)
- Fondation Air France
- BEL
- Fondation Belmont
- Bolloré Transport & Logistics
- Bonduelle
- Cartier Philanthropy
- CFAO
- CIAM for Kids
- La Compagnie Fruitière
- Congorep
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© Hanna Nehme

Young person following a certified short training in electricity in Tripoli (Lebanon)

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