

「ANNUAL REPORT」



2019



Young Syrian at the presentation of his training certificate (Syria)



Marie-José Nadal,
President



Alexis Béguin,
Executive director

Editorial

Semeurs d'avenir: education and training for a great career!

In 2019, 16,000 young people were trained and accompanied towards a profession, and 3,000 entrepreneurs were supported in their economic project. Buoyed along by the strong growth of its activities, the IECD places its know-how at the service of vulnerable populations and is at the heart of one of the greatest challenges of our world: the right to employment and to decent work!

In the current contexts of economic growth that generate too few jobs, wars, and health, political and financial crises which cause poverty (the unfortunate people of Lebanon and Syria), youth employment finds itself in danger. On a global level, the population of young people (15-24 years) has increased by 30% in the past few years to exceed 1.3 billion. The 2020 report by the ILO¹ on the trends for youth employment around the world reveals the scale of the challenge: structural incompatibility between offer and demand in the labor market, the exponential growth in the number of young people NEET², extreme poverty and persistent insecurity for many young people in work, etc.

Faced with these realities, the IECD and its partners offer concrete solutions. Vocational training is one of the most promising solutions for finding permanent and decent work and has been the core business of the IECD for the past thirty years. Close to the field, it is able to constantly adapt to needs thanks to its capacity for innovation: training content is adjusted in response to the acceleration of technological changes in industry, and new teaching methods help young people the most removed from work to access training.

In parallel, the IECD continues to focus on local economic development as a lever for job creation. Its support programs for entrepreneurs and rural development stimulate the fabric of small businesses and help structure sectors, thus increasing the added-value that is produced locally.

To achieve these results, training is inseparable from a good education and is even an integral part of it. Yet, the education of people in all their dimensions, whether a child, a teenager, or an adult, starts by building confidence, self-confidence and confidence in others, through kind and respectful dialog. On the path of freedom and responsibility, work continues to be a means for achieving happiness!

¹ International Labor Organization

² NEET: Not in Education, Employment or Training.

THE IECD IN 2019

BENEFICIARIES

TRAINING AND PROFESSIONAL INTEGRATION

16,000 YOUNG PEOPLE

SUPPORT TO ENTREPRENEURSHIP

3,000 ENTREPRENEURS

EDUCATION

4,000 CHILDREN & TEENAGERS

ALL SECTORS COMBINED

3,600 SUPERVISORY STAFF

AND ALSO:

NETWORKS

31,000 YOUNG PEOPLE IN TRAINING

CONTENTS

TRAINING & PROFESSIONAL
INTEGRATION p.8
ENTREPRENEURSHIP p.50
EDUCATION p.64
GEOGRAPHY OF INTERVENTIONS p.72
MANAGEMENT REPORT p.83
ACKNOWLEDGMENTS p.88

15 MILLION EUROS
OPERATING BUDGET*

*Excluding exceptional elements

+ 15%

OPERATING BUDGET

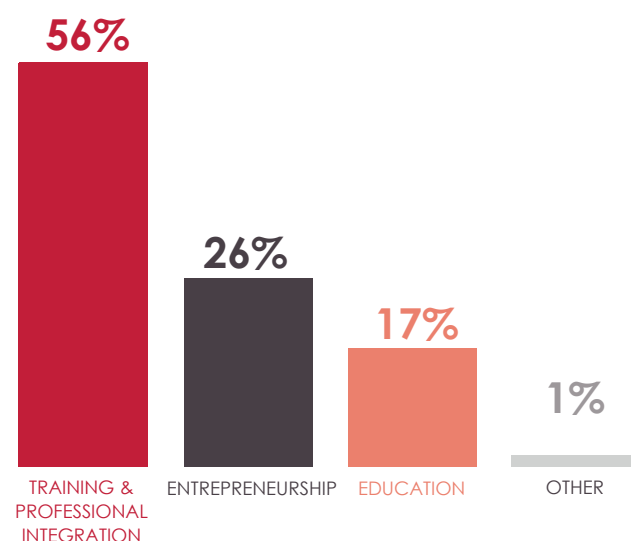
90.2%

ALLOCATED DIRECTLY TO
PROJECTS

44% PUBLIC FUNDS

56% PRIVATE FUNDS

OPERATING BUDGET BY SECTOR





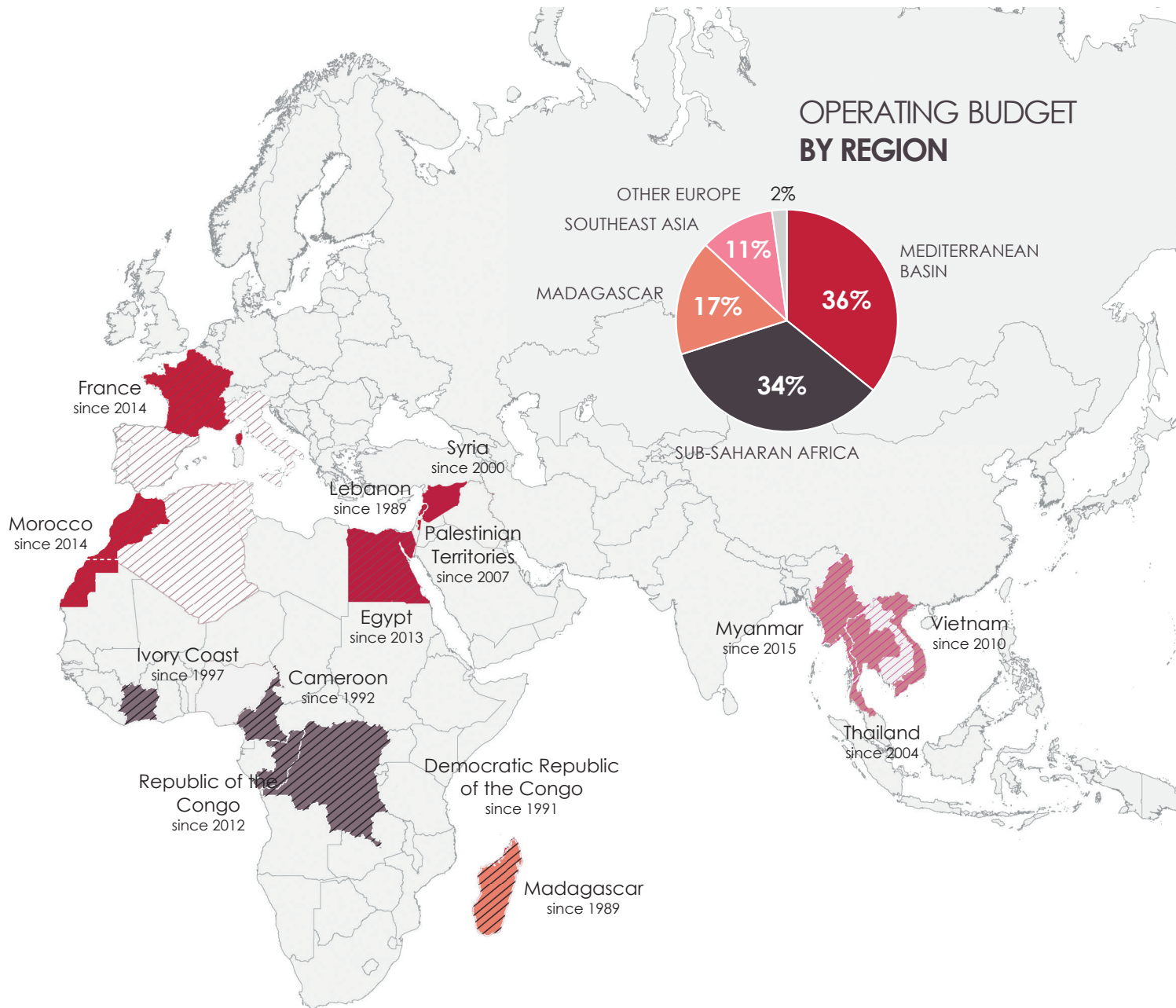
14
COUNTRIES OF INTERVENTION



277
STAFF MEMBERS



100
LOCAL IMPLEMENTATION PARTNERS



NETWORKS

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



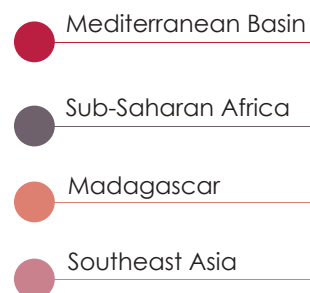
Member countries of the New Chance Mediterranean network (Mediterranean Basin)



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



COUNTRIES OF INTERVENTION



THE IECD'S IDENTITY

ENTREPRENEURS FOR HUMAN DEVELOPMENT



Since its creation in 1988, the Institut Européen de Coopération et de Développement (IECD), an international solidarity organization, has supported the human, economic and social development of the countries in which it intervenes. With its local partners it implements high added-value projects in the fields of education, training, the improvement of access to employment, and support for entrepreneurship. The specific feature of its action is based on a holistic approach, the taking into account of people in their entirety, and investment in education and training as levers for development.

VISION

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

MISSION

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

VALUES

- A focus on the person
- A spirit of service
- A professional commitment

VIRTUES

- Daring to undertake
- Patience for implementation

PRINCIPLES OF ACTION

- Focus our actions on young people's training and access to employment and complete the action for employment by promoting local entrepreneurship.
- Place people at the heart of projects with special attention to the most vulnerable, and develop actions devoted to women.
- Privilege high added-value actions that are effective, innovative and sustainable thanks to long-term partnerships:
 - Work with local players and improve their skills so as to be as close as possible to the beneficiaries.
 - Build alliances between players that share a common goal and, thus, be more efficient.
 - Favor business partnerships, vectors of innovation.
 - Mobilize and develop loyalty with financial partners committed to ensuring that actions are perpetuated.
- Enrich the service offering to reach new target groups and roll out a methodology in new geographic areas to reach a greater number of people.

THE IECD'S KNOW-HOW

A CONFIRMED METHODOLOGY

► A COMPLETE RANGE OF SERVICES FOR YOUNG PEOPLE

With the pragmatism which is a result of thirty years of experience in the field, the IECD offers a wide range of services to local stakeholders: creation or upgrading of training sectors, improvement of the skills of training centers, actions in favor of the professional integration of young people, support for institutions in the reform of vocational training, etc. As an operator, by means of technical support, or as an advisor or coordinator of networks and groups, the IECD meets local needs and finds solutions for employment and young people.

► ASSOCIATE ALL STAKEHOLDERS

By including all of an ecosystem's stakeholders, the IECD ensures the success of operations, their perpetuation, and the opportunity to roll them out on a larger scale.

Thus, the IECD intervenes at three levels:

1. Among beneficiaries (children, teenagers, young people, adults and their families)
2. Among institutions (public authorities, ministries, municipalities, State agencies)
3. Among operational stakeholders (schools and training centers, enterprises, civil society).

THE IMPLEMENTATION OF PROJECTS IN 6 STEPS

1 - Study the ecosystem ► adapted proposal

The study of the employment basin alongside the training offer proposed by the stakeholders in the area helps to identify opportunities for solutions adapted to the needs of local populations.

2 - Develop the project ► concerted proposal

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

3 - Implement ► added-value proposal

The IECD supports its local partners or coordinates the project's implementation. It enlists the expertise needed internally and externally and ensures the program's financial and technical engineering.

4 - Monitor and evaluate ► adjusted proposal

The project's monitoring and evaluation are planned upstream of the project's implementation. Once the objectives have been defined, the selection of measurable indicators helps to assess the impact of the action and identify areas for improvement.

5 - Perpetuate 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 to ensure large-scale diffusion in the long-term, good practices that have shown their worth.

6 - Increase the impact ► proposal extended

Once the project has been modeled and is efficient, the IECD proceeds to the extension phase among new partners or in new geographic areas. In a new context, it quickly and effectively adapts the project's implementation (steps 1 to 5).



► **GIANG, 19 YEARS**, student in CAP
Electricity at the Thu Duc College of
Technology in Ho Chi Minh City (Vietnam)



TRAINING & PROFESSIONAL INTEGRATION

A trade at your fingertips

THE VOCATIONAL TRAINING AND
PROFESSIONAL INTEGRATION DIVISION

CARTOGRAPHY OF PROJECTS

FOCUS ON LEBANON

PROFESSIONS IN ENERGY AND INDUSTRY
(Seeds of Hope Program)

CAREERS IN HOSPITALITY & CATERING

CAREERS IN AGRICULTURE

CAREERS IN HEALTH

CERTIFIED SHORT TRAINING IN SYRIA

NETWORKS



TRAINING & PROFESSIONAL INTEGRATION

A TRADE AT YOUR FINGERTIPS



CONTEXT

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

The lack of work generates a loss of confidence in oneself and in the future. On the level of a country, it is an obstacle to economic development and threatens the stability of States. Therefore, it is urgent for young people to find their place in society and a profession is one solution for this: indeed, all over the world, many jobs are not filled. Training is often the problem: deemed to be too theoretical and often obsolete in terms of content and training methods, it is often not adapted to the markets' needs.

¹ According to the International Labor Organization

THE IECD'S ACTION

► THE IECD PROMOTES VOCATIONAL TRAINING AS A SOLUTION FOR THE FUTURE

Hailed by enterprises, vocational training is an effective integration solution. For this, it must allow young people to blossom and meet the needs of enterprises. Aware of the challenges, the IECD works to promote vocational training with a constant concern to ensuring that young people find a job quickly after the training.

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

The great strength of the training implemented by the IECD resides in:

1. **The collaborative work achieved with local partners** (enterprises, institutions, technical schools, etc.) guarantees an integrated and adapted action in the field. The inclusion of training in the local ecosystem is a guarantee of effectiveness and sustainability (response to needs, recognition by national policies, communication by local stakeholders, etc.).
2. **The design of high-quality training courses** which involve a great deal of practical experience thanks to the IECD's internal career and educational expertise, as well as external expertise. They prepare young people for the world of work and its needs.
3. **Support for young people in their professional integration** thanks to a close relationship between the school and the enterprise, the organization of employment forums, access to work placements and personalized coaching that allows the development of self-confidence.

► YOUNG PEOPLE IN THEIR ENTIRETY

How is it possible to develop a system that enables the sustainable integration young people into professional life? **It is by taking account of the entire ecosystem that it is possible to ensure the success of the process that has been set up.** From the design of a course through to the integration of young people, **the IECD considers all aspects of a person and his or her environment, and this is one of its specific features.** Thirty years of experience in the field allows the IECD to establish a methodology built on 5 pillars

THE DESIGN OF TRAINING COURSES IN 5 STEPS

1 - Identify employment

Studying buoyant sectors helps to identify training courses that will be a factor of employability.

2 - Create / update a training sector

Associating professionals from the sector helps to create or adapt training courses to their needs.

3 - Support young people in their career choice and their integration

Adding life skills to training courses means helping young people acquire the skills that will make a difference in the job market.

4 - Increase the skills of vocational training centers

Equipping schools, improving trainers' practices and supporting staff in the establishment's management to create a permanent model.

5 - Support institutions in their reform

Supporting institutions in their recognition and approval process helps to ensure communication for the wide-scale diffusion of an effective training course.



16,000
YOUNG
BENEFICIARIES
OF
GUIDANCE AND
INTEGRATION

11,000 young people in training at partner schools + 5,000 other young beneficiaries of forums and BOE actions.

► GUIDANCE AND EMPLOYMENT

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

Pioneers in the field, the IECD's vocational high schools in Lebanon have set up Career Guidance Offices (CGO) (p.19): company visits, interventions by professionals in schools, work placements and guidance and employment forums have become key events. **Today, all the IECD's training courses draw inspiration from this process and accord great importance to its development.**

► SKILLS-BASED APPROACH

The **skills-based approach** has now imposed itself as the key to successful vocational training. For each profession, it defines a set of activities (e.g.: for an electrician, laying wiring, installing a certain type of electrical device, etc.) that are brought together in a **skills base**. Thus, it creates a common language for building a bridge between teaching and the world of work. **A training curriculum** describes the way in which these skills will be developed by the young person and a **certification framework** will allow them to be evaluated during and at the end of training.











► **NADYA, 28 YEARS**, student from the first year (2013-2015) kitchen assistant course at La Rizière Hospitality School, in Madagascar. Since qualifying, she has been working at the Jardin du Roy, a 3-star restaurant in Isalo.

“ I heard about La Rizière in a radio advert. I really liked the school but what I enjoyed most was the practical and innovative teaching methods. I am very proud to be a graduate of La Rizière and to have been one of the first to be hired by a 3-star establishment like the Jardin du Roy. Later, I would like to have my own hotel and restaurant.”

► A COURSE FOR ALL

In order to design suitable and lasting solutions for young people, the IECD not only intervenes directly among them, but also among those who support them: trainers, schools and ministries. **According to the targeted skill, the urgency of the person's situation, or the technicality of the sector of activity concerned, the IECD has developed a training offer adapted to the type of profession and the level of training, but also the public that is targeted:** certified training lasting several years, certified training lasting a few weeks, ongoing training for staff at schools and training centers, and support and advice for institutions, the IECD's main aim is to ensure that no-one is left out.

	 YOUNG SCHOOL PUPILS	 NEETs ¹	 TRAINERS (and other adult professionals)	 TRAINING CENTER MANAGERS	 SUPERVISORY INSTITUTIONS Ministries
 OBJECTIVES	Training and Professional integration Construction of a personal project		Improvement of professional practices all life long	Independence in the governance and management of a training center	Coordination of the reform of a training sector and a change in scale
 CAREERS	Technical careers in various areas (energy, maintenance, computing, agriculture, hospitality-catering, baking, health)	All types of careers that enable rapid integration	Training and teaching professionals, boarding facility supervisors, guidance officers	Training center management professionals	-
 ACTIVITIES	Certified long technical and vocational training Support for integration	Short vocational training Support for integration	Technical and educational training, initial and on-going	Structure and streamline the management of a training center	Support vocational training reforms

1. NEET: Not in Education, Employment or Training.

► CERTIFIED LONG TRAINING (FROM 1 TO 3 YEARS)

The IECD develops **certified vocational training (from CAP to Bac) lasting 1 to 3 years** in specific buoyant employment sectors. Beyond the acquisition of technical skills, the training syllabuses develop the personal skills (life skills*) of young people for better integration into the world of work. To ensure the long-term future of the training courses, the IECD works to have them recognized by the competent ministries.

► CERTIFIED SHORT TRAINING (FROM 1 TO 12 MONTHS)

To meet the needs of **populations in great difficulty in a quick and effective manner, the IECD develops certified short training courses lasting 2 to 12 months.** The fields covered meet demand in buoyant employment sectors and allow rapid integration into the labor market. In Lebanon and Syria, and, more recently in Thailand, they have been developed on a large scale to meet the needs of particularly vulnerable displaced populations and refugees.

► ON-GOING TRAINING

The training of staff at schools and training centers goes hand-in-hand with the creation or upgrading of courses. The training of trainers, guidance officers, and training center managers helps to improve practices and the quality of training. It increases the impact of training in the regions.

► SUPPORT FOR SUPERVISORY INSTITUTIONS

Thanks to its recognized expertise, the IECD is contacted by institutions to support their vocational training reforms. This is the case in Lebanon, Ivory Coast, and Madagascar. The improvement of the vocational training offer on a country-wide scale helps to meet the challenge of the integration of young people into the labor market.



Supporting young people in their professional orientation and integration - Second Chance School in Portugal (member of the MedNC network)

TRAINING & PROFESSIONAL INTEGRATION

Cartography of 2019 projects

CAREERS IN ENERGY p.16

- 1 LEBANON | Training for careers in electrical engineering (since 2007) p.16
- 2 EGYPT | Training for careers in electricity (since 2013)
- 3 MOROCCO | Training for careers in electricity (since 2014)
- 4 IVORY COAST | Training for careers in electrical engineering (since 2016)
- 5 VIETNAM | Training for careers in electricity (since 2017)

PROFESSIONS IN INDUSTRY p.18

- 6 LEBANON | Training for careers in industrial maintenance (since 2017) p.16
- 7 VIETNAM | Training for careers in vehicle maintenance (since 2017)
- 8 MOROCCO | Training for careers in electrical engineering for industrial maintenance (since 2019)
- 9 IVORY COAST | Training for careers in industrial maintenance (since 2019)

CAREERS IN COMPUTING p.18

- 10 LEBANON | Training in the career of Computer Developer (since 2018) p.16

FAVOR ACCESS TO EMPLOYMENT p.19

- 11 LEBANON and other countries | Career Guidance Offices (since 2012)
- 12 LEBANON | Social enterprise in the electricity sector (since 2016)

CAREERS IN HOSPITALITY-CATERING p.26

- 13 THAILAND | Careers in Hospitality-Catering, HCTC in Mae Sot (since 2009)
- 14 MADAGASCAR | Careers in Hospitality-Catering, École La Rizière (since 2012)
- 15 MYANMAR | Careers in Hospitality-Catering (since 2016)

CAREERS IN BREAD-PASTRY MAKING p.26

- 16 VIETNAM | Career in Bread-Pastry Making in Hué (since 2015)
- 17 VIETNAM | Career in Bread-Pastry Making in Ho-Chi Minh City (since 2016)
- 18 MYANMAR | Career in Bread-Pastry Making in Yangon (since 2018)

CAREERS IN AGRICULTURE p.33

- 19 CAMEROON | Careers in Agriculture-Animal Breeding (since 1992)
- 20 IVORY COAST | Careers in Agriculture-Animal Breeding (since 1998)

CAREERS IN HEALTH p.37

- 21 CONGO-BRAZZAVILLE | Careers in Health (since 2012)
- 22 CONGO-BRAZZAVILLE | Careers in Care (since 2019)
- 23 MOROCCO | Careers in Care (since 2019)
- 24 DEMOCRATIC REPUBLIC OF THE CONGO | Fight against sickle cell disease (since 2006)
- 25 MADAGASCAR | Fight against sickle cell disease (since 2014)
- 26 CONGO-BRAZZAVILLE | Fight against sickle cell disease (since 2015)
- 27 CAMEROON | Fight against sickle cell disease (since 2015)
- 28 IVORY COAST | Fight against sickle cell disease (since 2018)

► IMPACT OF THE TRAINING & PROFESSIONAL INTEGRATION PROGRAMS



AND ALSO :

- More extensive impact of the program with a 23% increase in turnover in relation to 2018. Increase in the number of beneficiaries thanks to methodology transfers among new partners and, in particular, the coordination of networks (MedNC in the Mediterranean, or ASSET-H&C in Southeast Asia).
- Improvement of the family's standard of living and the schooling of siblings when the young person finds a job.
- Self-confidence and emulation of key figures.
- Reduction in the rate of inactivity among young people and contribution to economic development and political stability.
- Influence over national policies through activities at a ministerial level and contacts with public authorities.



CERTIFIED SHORT TRAINING p.42

- 29 LEBANON | Certified short training (since 2017)
- 30 SYRIA | Shebab Center in Jaramana (since 2009)
- 31 SYRIA | I Can Center in Jaramana (since 2017)
- 32 SYRIA | Sweida Center (since 2017)
- 33 SYRIA | Support for local associative structures (since 2013)

NETWORKS p.44

- 34 MEDITERRANNEAN | MedNC, a network of training and professional integration stakeholders in the Mediterranean (since 2018)
- 35 SOUTHEAST ASIA | ASSET-H&C, a network of hospitality-catering social training enterprises (since 2016)
- 36 FRANCE | NGO exchanges of practices on vocational training and professional integration (since 2012)

LOCATION

- MEDITERRANEAN BASIN (5 countries)
- SUB-SAHARAN AFRICA (4 countries)
- INDIAN OCEAN (1 country)
- SOUTHEAST ASIA (3 countries)

PROJECT LAUNCH

- 1991

2019 BUDGET

- €7,900 K (56% of the turnover)
- +23% compared to 2018



► **MARCELINA, 18 YEARS**, technical baccalaureate student in industrial maintenance at the École des Arts et Métiers in Dekwaneh (Lebanon)

“ I chose Maintenance because ever since I was I child I have enjoyed repairing furniture, toys and everything we have in the house. It's one of my passions! I wanted to make it my job and become a true professional. My parents supported me in my decision but in my class, the boys wanted to talk me out of continuing claiming that it wasn't a job for a woman. They ended up getting used to the idea and we now work on an equal basis in the workshop.”

FOCUS LEBANON

First country of intervention for the IECD (18% of activity) which has had a presence in Lebanon since 1989

LOCATION

► Entire territory

NUMBER OF BENEFICIARIES

► 6,700 people

TRAINING

► Electrical engineering, Industrial maintenance, Computer development
► Certification | Baccalaureate Technical | Vocational baccalaureate | BTS

LOCAL PARTNERS

► Semeurs d'avenir Association
► Direction générale de l'enseignement technique et professionnel
► 28 partner schools
► more than 40 partner companies

2019 BUDGET

► €2,600 K (18% of activity)

CONTEXT

Lebanon is experiencing an unprecedented economic, financial, political and social crisis that is worsening each month. Added to this is the presence of refugees, in particular from Syria: today, the High Commissioner for Refugees (UNHCR) estimates the number of refugees in Lebanon to be 900,000 people, namely 1/5th of the population. The increase in poverty and misery, as well as the worsening unemployment is having a serious effect on the population.

THE IECD'S ACTION IN LEBANON

Lebanon is the country where the IECD has the most projects with 47 people forming its team: from education to professional integration through training, and support for entrepreneurship, **the IECD has been supporting Lebanon since 1989 alongside the local association Semeurs d'avenir.** It has built relationships of trust with public institutions, schools, technical high schools and local enterprises, which, today, allows it to act quickly and effectively for the greatest number. In the training and youth training sector, the IECD's action is based around three areas: **development of long technical courses, actions in favor of youth employment, and short training courses adapted to emergency needs.** The Semeurs d'avenir association is also part of the Mediterranean New Chance Network ³⁵ which aims to bring together training and vocational training players in the Mediterranean Basin in order to increase their impact among NEETs*.



1. Long training over three years. Less than 6 months after obtaining their diploma. Includes continuing education (compared to 21% for the national average).
2. Training from 1 to 4 months. Less than 6 months after obtaining their certificate. On the basis of more than 5 days worked

SEE ALSO

- Entrepreneur support projects in Lebanon (p.56)
- Education projects in Lebanon (p.70)

► DEVELOP PROFESSIONAL SECTORS (see p.18)

In 2007, the first technical baccalaureate in electrical engineering was created ¹ (Seeds of Hope program). **Officially recognized by the State in 2010, to date it has trained about 2,500 young people.** Since its creation, two new technical baccalaureates have been created in buoyant sectors: industrial maintenance in 2017 ⁶ and computer development in 2018 ¹⁰. These courses are organized over three years and include practical training in a professional context, training in life skills*, as well as support for finding work. A study in 2019 confirmed the relevance of creating a BTS vocational certificate in electrical engineering.

► INCREASE ACTIONS IN FAVOR OF THE INTEGRATION OF YOUNG PEOPLE (see p.19)

Created in 2012, **the Career Guidance Offices (CGO)** ¹¹ play a key role in the integration of young people. They accompany them in their choice of training course, the definition of their professional project, and, then, in their search for a work placement or a job. Furthermore, the creation of a **social enterprise** in 2016 alongside the training course in electrical engineering, helps support 16 young graduates on the first steps of their career ¹².

► SHORT TRAINING COURSES FOR VERY VULNERABLE PEOPLE (see p.20)

With almost 900 people benefiting from certified short training in 2019, more than 45% of whom were women, Lebanon, along with Syria, is the IECD country of intervention that implements the greatest number of short training courses ²⁹ in a crisis situation. They allow people in great difficulty to earn a subsistence income.

2019 PROGRESS OF THE THREE TECHNICAL COURSES IN LEBANON: a new computer course



Careers in

1

ELECTRICAL ENGINEERING (since 2007)

► **A BTS vocational diploma in preparation:** on the basis of a study of the employment basin, the IECD has created a new training course to reach young people who are even more vulnerable. A training curriculum for the profession of senior electrical engineering technician was created along with a professional activities framework (RAP) and the first version of the skills base.

► **5 partner schools received new equipment:** low voltage panels installed at 5 schools offer the chance to learn various skills, such as how to read a technical file, analyze electrical diagrams, commission and adapt a system (see Social Enterprise p.19).



Careers in

6

INDUSTRIAL MAINTENANCE (since 2017)

► **A fourth partner school:** located in Tripoli, the country's second city, the Institut Technique Ahmad Akram Owaida, was identified to join the project.

► **First exams:** the first academic years reached the third year of training at the three pilot schools: Dekwaneh, Bint Jbeil and Corbawi. The first exams session is expected to be organized in 2020. The certification framework defining exam conditions and content was drawn up by the IECD in consultation with the DGETP*.

► **Full rate for work placements:** although there are very few work placement opportunities in Lebanon, almost all the students had the chance to complete a work placement in 2019.



Careers in

10

COMPUTER DEVELOPMENT (since 2018)

► **Accreditation of the new course's training curriculum by the Ministry.**

► **Start of teacher training** at the 6 pilot schools identified.

► **Experimentation** of the training at a partner school then deployment at 6 pilot schools at the start of the 2019 school year.

► **Computer laboratory equipment** at the 6 schools (servers and personal computers for developing websites and mobile apps).



1. Concerns the baccalaureate in electrical engineering
2. Three years after obtaining the diploma, 49% in employment, 26% in employment and continuing their studies, 20% continuing their studies



► **CHRISTINA CHEHADE**, Director of Endeavor, international NGO supporting the development of enterprises in Beirut.

“ Our contacts with companies have shown us that there is a real shortage of web developers in Lebanon and the region. The technical baccalaureate in computing will offer great employment opportunities for young Lebanese, who will also be able to reply to demand from overseas because it is a profession that can be done remotely. ”

2019 PROGRESS CONCERNING YOUNG PEOPLE'S ACCESS TO EMPLOYMENT: Connecting schools and enterprises

LOCATION

► 21 cities from Northern to Southern Lebanon

LOCAL PARTNERS

► 23 technical high schools
► Direction générale de l'Enseignement technique et professionnel

2019 BUDGET

► €380 K



23

CGO* (including 10 new ones in 2019)



20

STAFF FROM CGO* TRAINED



40

PARTNER ENTERPRISES

11

CAREER GUIDANCE OFFICES (since 2012)

In 2012, the IECD created the first Career Guidance Offices (CGO) in Lebanon at partner technical high schools that are part of the Seeds of Hope Program. Now, **23 high schools are equipped with CGO, 10 of which were created in 2019**. Their aim is to facilitate the integration of young people and open schools to enterprises: professional interventions at schools, company visits, and student work placements. **Guidance and employment forums** have also become key annual events much awaited by young graduates as well as by company directors seeking qualified technicians. In 2019, three seminars studied the improvement of the CGO's practices (staff training) and created the opportunity for an encounter between high schools and enterprises.

THANKS TO THE ACTION OF THE CGO...

► **3,000** YOUNG PEOPLE SUPPORTED TOWARDS VOCATIONAL TRAINING.

► **2,600** YOUNG PEOPLE FROM TECHNICAL HIGH SCHOOLS INFORMED ABOUT BUSINESS CREATION DURING 251 SESSIONS.

► **1,200** YOUNG PEOPLE FROM TECHNICAL HIGH SCHOOLS IN WORK PLACEMENTS.

LOCATION

► Beirut

PARTNER ENTERPRISES

► Schneider Electric Lebanon
| Progress Engineering | RJR | Otthua | Maxline

2019 BUDGET

► €70 K



16

YOUNG PEOPLE EMPLOYE

K€

€26K OF TURNOVER

12

SOCIAL ENTERPRISE (since 2016) IN THE ELECTRICITY SECTOR

The aim of the social enterprise created by the IECD is to **facilitate the integration of young graduates** by offering them the chance to acquire additional experience, helping them to enter into contact with potential customers, and find new markets. Its main activities are the construction of instructive and topical models for partner schools, electric panels for enterprises, and equipment maintenance. In 2019, despite the difficulties relating to the economic crisis, **the technical team offered high-quality creative tailor-made solutions**. The partner enterprises¹, from start-ups to established companies, helped to achieve a turnover of €26K: ultimately it should be able to fund itself. The number of beneficiaries progressed from 2 in 2017, to 8 in 2018, and 16 in 2019.

1. The social enterprise's approach is based on partnerships with enterprises and, thus, contributes to the development of these enterprises through the products and services it offers contrary to the Business logic based on competition between enterprises.

► CONNECTIONS BETWEEN PARTNER HIGH SCHOOLS AND SOCIAL ENTERPRISES

In 2019, 5 partner schools were equipped with new electric panels for the BT electrical engineering course: they were built by former BT electrical engineering students now employed by the social enterprise. They were certified by the Lebanese subsidiary of Schneider Electric.



2019 PROGRESS FOR SHORT TRAINING COURSES IN LEBANON: +50% of young people trained compared to 2018

LOCATION

► North | Bekaa | Mount Lebanon
| South

PARTNERS

► Direction générale de l'Enseignement technique et professionnel
► Labor Ministry
► Ministry of Social Affairs

2019 BUDGET

► €1,185 K



864
YOUNG
PEOPLE IN
TRAINING



69%
OF YOUNG
PEOPLE IN
ACTIVITY¹



69
TRAINERS
TRAINED

1. 6 months after training based on beneficiaries who had worked more than 5 days in the month prior to the call.

29 CERTIFIED SHORT TRAINING (since 2017)

Deployed on a large scale in sectors with high demand (electricity, air-conditioning unit maintenance, plumbing, help for the elderly and sick, catering, installation of photovoltaic systems, etc.) and in four regions in northern and southern Lebanon, short training courses (1 to 4 months) aim to offer the keys to rapid integration into the world of work. They target people in great difficulty, Lebanese and refugee populations, in great need of an income in order to meet their basic needs.

In 2019, the number of young people trained increased by more than 50% compared to 2018: with less than 600 young people in 2018 and almost 900 this year, the program aims to arrive at 1,600 young people by December 2020 according to the goals defined with the AFD. After training, each young person is provided with personal support towards employment. **The training program was recently enriched with life skills* modules** designed to improve self-confidence and acquire additional skills such as time management, communication, team work, and stress management.

In 2019, the focus was also placed on **the launch of training courses in new areas** (mobile phone repairs, chocolate decorating, catering services), **the structuring of the evaluation system to assess the impact of training**, as well as **the increase in the skills of trainers**.

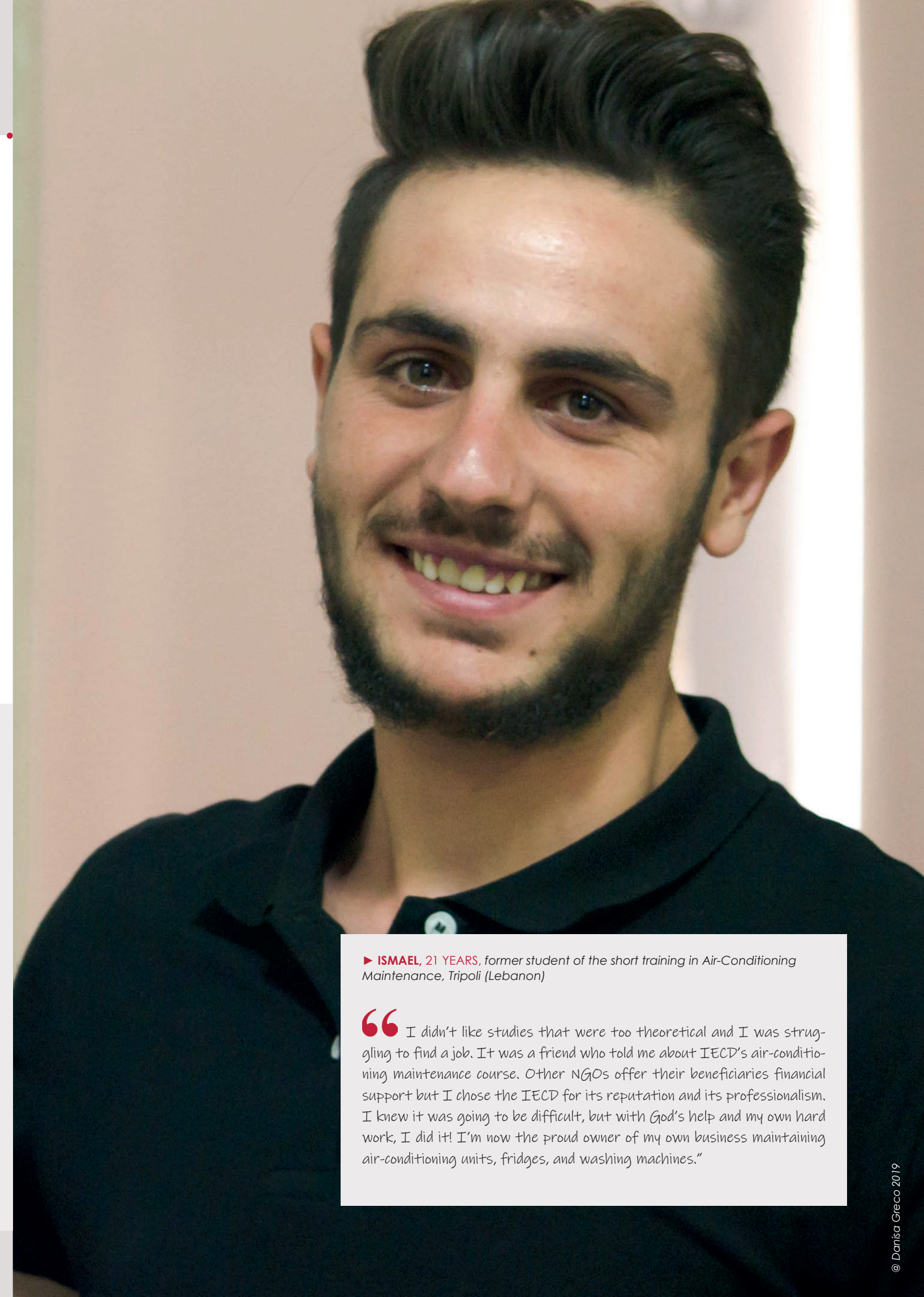


► TRAIN 157 YOUNG PEOPLE IN THE INSTALLATION OF SOLAR PANELS

In 2019, the IECD participated in **the drafting of a curriculum for the installation of photovoltaic systems**, on request from the PNUD*. The training course was implemented at 5 schools: **157 young people between 16 and 30 years were trained and completed a two-month work placement with 30 partner companies.**

► TAREK, 21 YEARS,

“ I acquired a great deal of self-confidence with this concrete on-site training. A worker is different from a technician: the worker does what he is asked to do whereas the technician has to define how to get the most out of the installation. I am now a technician able to manage an installation without always having to refer to an engineer.”



► **ISMAEL, 21 YEARS**, former student of the short training in Air-Conditioning Maintenance, Tripoli (Lebanon)

“ I didn’t like studies that were too theoretical and I was struggling to find a job. It was a friend who told me about IECD’s air-conditioning maintenance course. Other NGOs offer their beneficiaries financial support but I chose the IECD for its reputation and its professionalism. I knew it was going to be difficult, but with God’s help and my own hard work, I did it! I’m now the proud owner of my own business maintaining air-conditioning units, fridges, and washing machines.”



► **DIEU LUC, 19 YEARS**, student in vehicle maintenance at the Thu Duc College of Technology in Ho Chi Minh City (Vietnam)

“ The visit to the Minh Nguyet garage in February with my classmates allowed me to discover what the work in the workshop involved and obtain a better of idea of the professional opportunities available to me after my diploma. It was very beneficial for me.”

TRAINING YOUNG PEOPLE IN CAREERS IN ENERGY AND INDUSTRY (Seeds of Hope Program)

LOCATION

- Mediterranean Basin Lebanon | Egypt | Morocco
- Sub-Saharan Africa: Ivory Coast
- Southeast Asia: Vietnam

PROJECT LAUNCH

- 2007

TRAINING LEVEL

- CAP* | Technical Baccalaureate | Vocational Baccalaureate

NUMBER OF PROJECTS

- 8 projects in 5 countries

2019 BUDGET

- €1,325 K

CONTEXT

In Mediterranean Basin countries, on average 25% of 15-24 years olds are unemployed, and vocational training graduates and young women are particularly affected. In Sub-Saharan Africa, the challenges are the same: thus, in Ivory Coast where the program is also operational, 94% of jobs are casual and insecure. Young people are particularly affected. In Asia, it is also young people who are the first victims of unemployment: in Vietnam, for example, the unemployment rate among 15-24 year olds is three times higher than among the total population. Yet, solutions do exist! Some sectors in the energy, industry, or digital fields are enjoying strong growth and cannot find qualified workers: vocational training, which has very few resources and which is often obsolete and undervalued, does not meet the needs of enterprises.

THE IECD'S ACTION

The Seeds of Hope program launched in Lebanon in 2007 in the field of electricity, was later rolled out to other sectors such as electrical engineering, vehicle maintenance, and industrial maintenance. Today, it offers two levels of qualification: professional aptitude certificate (CAP) and technical baccalaureate (Bac T) or vocational baccalaureate. **The training development process involves all the following steps:** identification of buoyant sectors and professions, construction of partnerships with the sector's enterprises and public and private vocational training centers, concerted design of curricula, equipment of schools, training of trainers, support for the setting up of work placements in enterprises. The Seeds of Hope program has a **strong potential for development and dissemination**. It is being rolled out to new sectors but also to new geographic areas: deployed in 5 other countries (Egypt in 2013, Morocco in 2014, Ivory Coast and Vietnam in 2016), it will be rolled out in 2 new countries in 2020: Congo-Brazzaville and Liberia.



► **WAFAA, 17 YEARS**, 3rd year student at the El Wardian Senior School in Alexandria, Egypt, is preparing the technical baccalaureate in Electricity.

“During my summer work placement, I worked with many technicians and learned that perseverance and experience are what makes you stand out from the others, not the fact of being a man or a woman. There are many ambitious technicians who want to be useful to society and show their worth: I’m one of them!”

2019 PROGRESS FOR TRAINING IN CAREERS IN ENERGY AND INDUSTRY (Seeds of Hope Program)

LOCATION
Alexandria | Cairo

TRAINING

- Electricity
- Technical baccalaureate

LOCAL PARTNERS

- 5 establishments: Don Bosco Institutes Cairo and Alexandria | Professional high schools El Wardian for girls and Ras El Soda for boys, Alexandria | ElectroMisr, Cairo)
- French Chamber of Trade and Industry in Egypt
- Ministry of Education and Vocational Training in Egypt (MoETE)

2019 BUDGET

- €250 K



861
YOUNG PEOPLE IN TRAINING¹



91%
SUCCESS RATE IN EXAMS



98%
OF YOUNG PEOPLE IN ACTIVITY²



89
TRAINERS TRAINED

1. Including 39% of young women
2. Employment and continuing studies. 2018 survey.

2

EGYPT (since 2013) IN FAVOR OF YOUNG WOMEN

Situation: 28% of young women from 15 to 29 years are not in education, employment or training.



► RAISING THE AWARENESS OF YOUNG WOMEN ON ENTREPRENEURSHIP

To increase the professional integration opportunities of young women, a new entrepreneurship awareness module has been integrated into the training course for 3rd year students at the El Wardian public senior school in Alexandria.

2019 ACHIEVEMENTS

► **A new school:** following the official recognition of the BT Electricity course by the Egyptian National Ministry of Education and Vocational Training in June 2017, the program is being extended to other public senior schools. In 2019, ElectroMisr Applied Technology School (ATS*) joined the program.

► **Cooperation with the Ministry of Education** to draw up a new national strategy for vocational training.

► **Actions for women** to promote their place in technical training and their integration into the industrial sector (partnership with

UN Women). A round table on the **integration of young women technicians** was also organized in Cairo with Plan International.

► **Employment forum:** it hosted 9 enterprises from the energy sector and 255 job seekers: 241 of them passed an initial job interview on site.

► **Signature of a framework agreement with Grenoble Education Board** for the development of a Skills-Based Approach evaluation framework.

3

8 MOROCCO (since 2014) INTEGRATION OF ACTIVITIES

Situation: 28% of young people from 15-24 years are not in education, employment or training. This rate rises to 40% in urban areas.



► **OUSSAMA, 23 YEARS**, Technician in industrial mechanics (Technical Training Center - CPT* in Kenitra, 2019) now working at Bexteer

“ The content of the classes was an exact representation of life in enterprise: my technical level was equivalent to that of a specialist technician diploma at other centers.”

2019 ACHIEVEMENTS

► **Creation of a second Training Center for Apprentices (CFA)*:** in partnership with the Heure Joyeuse, the public authorities, Schneider Electric & Saint-Gobain, a Training Center for Apprentices in careers in electricity was inaugurated in Bouskoura.

► **Project for a training course in careers in Industrial Maintenance Electrical Engineering** for the launch of a course at the new CFA in Bouskoura in 2020.

► **Creation of 3 CGO*** (respectively set up at JUK SPEL and at the CFA in Mkansa and in Bouskoura).

► **Equipment of centers:** the CFA in Bouskoura and the workshop at JUK SPEL were equipped and renovated.

LOCATION

- Casablanca (Mkansa and Bouskoura) | Kenitra

TRAINING

- Electricity | Industrial maintenance electromechanics engineer
- Specialization | CAP* | Vocational baccalaureate

PARTNERS

- the Heure Joyeuse Association
- 4 establishments: Training Center for Apprentices (CFA*) in Mkansa and Bouskoura | JUK SPEL Institute | Centre de perfectionnement technique (Kenitra).

2019 BUDGET

- €200 K



526
YOUNG PEOPLE IN TRAINING



83%
OF YOUNG PEOPLE IN ACTIVITY¹



13
TRAINERS TRAINED

1. Employment and continuing studies. 2018 survey.

LOCATION

► Bonoua | Duékoué | Abengourou
| Bimbresso

TRAINING

► Electricity | industrial maintenance
► CAP* | Technical baccalaureate

PARTNERS

► 5 establishments: Centre technique Don Orione in Bonoua | Centre professionnel artisanal rural in Duékoué | Centre de formation professionnelle in Abengourou | Centre polyvalent des métiers de l'entretien in Bimbresso | Centre de perfectionnement aux métiers de la mécanique et de l'électricité (CPMME) in Koumassi.
► Institut pédagogique national de l'enseignement technique et pédagogique (IPNETP).

2019 BUDGET

► €190 K

4

9

IVORY COAST (since 2016) NEW SCHOOLS AND COURSES

Situation: about 80% of jobs are insecure and young people aged from 14 to 34 are most affected with 36% of them not even earning the minimum wage.



► **VISIT TO SMI** (Société multiservices de l'Indenité) with 3rd year students following the CAP in electricity at the Vocational Training Center in Abengourou.



1. Employment and continuing studies. 2018 survey.

training: conferences, focus groups at each school, awareness-raising on male/female stereotypes.

2019 ACHIEVEMENTS

- **A new partner school:** renovation and refitting of the workshops of the CPME in Bimbresso which will implement the CAP in Equipment electricity.
- **Launch of a new Technical baccalaureate in industrial maintenance** with the CPMME in Koumassi in support of the ministry (MENETFP*): coordination of **apprenticeship training** pilot program that will be operational in September 2020.
- **Certification of the Electricity training course of the CTDOB in Bonoua** by RH Excellence Afrique.
- **Training of trainers at partner centers and the IP-NETP* on a Skills-based approach and solar energy** during 11 sessions.
- **Actions favoring young women's access to vocational training:** conferences, focus groups at each school, awareness-raising on male/female stereotypes.

LOCATION

► Ho Chi Minh City

TRAINING

► Electricity | industrial maintenance
► CAP*

PARTNERS

► 3 establishments: Ho Chi Minh City Technical & Economic College (HOTEC) | Thu Duc College of Technology (TDC) | District Twelve Technical & Economic College (DTEC).

2019 BUDGET

► €190 K

5

7

VIETNAM (since 2017) A THIRD SCHOOL

Situation: unemployment among young people from 15 to 29 years is three times higher than the national average (5 times higher in urban areas). Workers with at least a basic level of training only represent 21%.



► **LAURENT GENET**, Director General of Audi Vietnam Official Importer

“ We support the project because vocational training offers the opportunity for young people to acquire the necessary technical skills: our workshops in Ho Chi Minh City are actively working to integrate new qualified profiles that will have a positive influence on the staff already in place.”

2019 ACHIEVEMENTS

- **A third partner school: the District Twelve Technical & Economic College (DTEC)** joined the program at the start of the 2nd half-year of 2019.
- **Improvement of curricula:** integration of new modules in Life Skills* and renewable energies.
- **Technical and educational training of trainers.**
- **Twinning with French vocational schools** for the exchange of good practices.



1

6

LEBANON
SEE DETAIL PAGE 16



Student at the application restaurant at "La Rizière" Hospitality School in Fianarantsoa (Madagascar)

TRAINING YOUNG PEOPLE IN CAREERS IN HOSPITALITY & CATERING

LOCATION

- SOUTHEAST ASIA: Thailand | Viet-nam | Myanmar | Cambodia | Laos
- MADAGASCAR

PROJECT LAUNCH

- 1992

NUMBER OF PROJECTS

- 6 projects in 4 countries
- 1 multi-country project

2019 BUDGET

- €1,380 K (with ASSET-H&C p. 47)

CONTEXT

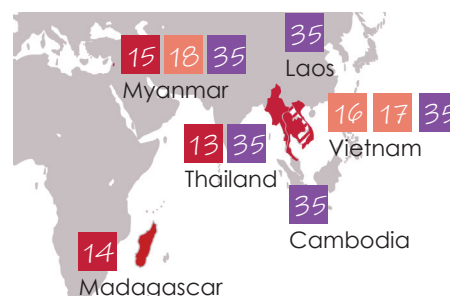
Madagascar is ranked as the 5th poorest country in the world and more than 80% of young people from 15 to 29 years have job that is insecure¹. In Southeast Asia, more than half of jobs are also considered to be insecure² and about half of the unemployed are young people. The need to find a job encourages them to accept casual work. Yet, these two regions have one major asset: tourism. The IECD uses this opportunity for economic and social development and offers its support to vocational training in the hospitality & catering and bread-cake-making sectors.

1 ILO 2015

2 ILO 2019

THE IECD'S ACTION

The **specific feature of the IECD's support for training in the hospitality & catering sector** lies in the fact that **it has external business expertise (bread and cake-makers and hoteliers)** to ensure project coordination.



Its action targets the most vulnerable young people and is organized into three areas:

1. The creation and management of training centers in association with local organizations.
2. Support for existing training centers.
3. The coordination of a network of stakeholders involved in vocational training: the ASSET-H&C network.

Promising developments include the social enterprise model of the Boulangerie Française created in Vietnam and successfully duplicated in Myanmar (90% integration rate for young people in Myanmar).

► COMPLETE TRAINING FOR UNDERPRIVILEGED YOUNG PEOPLE

The IECD's training courses offer young people with limited access to education the opportunity to acquire 1 to 2 years of **good technical training in cooking, table waiting, room cleaning and/or reception** ^{13 14 15}, **or in bread-cake making** ^{16 17 18}. The teaching combines theoretical classes and practical workshops. The training content includes general teaching and personal development workshops to increase the chances of the long-term integration of young people in professional and social terms. The experience acquired during work placements and collaboration with sector professionals are all additional levers that ensure the young people's employability at the end of the course.

► A SOCIAL ENTERPRISE MODEL

The IECD is also devoted to improving the financial viability of establishments through the development of income-generating activities. The Boulangerie française in Hué



1. Less than 6 months after obtaining their diploma. More than 90% for the HCTC in Thailand.

2. Including 35% of young women. Young people in training in the network's schools.

covers 100% of its costs from the sale of bread and cakes, and the application hotel-restaurant La Rizière in Madagascar covers 80% of the cost of student training. Schools created more recently are based on this same model with a view to financing the training.

► THE ASSET-H&C NETWORK: TOGETHER, GO EVEN FURTHER!

Since 2017, in Southeast Asia, the IECD has coordinated a network of hospitality-catering schools ³⁵ with a view to improving the quality of teaching. It now has 15 member schools in 5 countries. With their help, about **2,250 young people (including 53% of young women)** in difficult economic, social and/or educational situations benefit from high-quality training that helps them towards social and professional integration.

2019 PROGRESS FOR TRAINING IN CAREERS IN HOSPITALITY & CATERING

LOCATION

► Mae Sot

TRAINING

- Kitchen assistant, table service, room cleaning, and reception
- Diploma issued by the Technical School in de Mae (2 years / Training certificate)

PARTNERS

- Tak Border Child Assistance Foundation (TBCAF)

2019 BUDGET

► €425 K

13 THAILAND

THE HOSPITALITY & CATERING CENTER IN MAE SOT (since 2009)

In Northwest Thailand, on the border with Myanmar, the town of Mae Sot is home to a large Karen minority which is one of the most vulnerable populations in Thailand. In 2009, the IECD and its local partner, the Tak Border Child Assistance Foundation, opened the HCTC (Hospitality and Catering Training Center) to help underprivileged young people by offering them a chance to access jobs in the hospitality and catering sector. Each year, the hospitality school in Mae Sot trains about a hundred young people in careers in cooking, table service, room cleaning and reception (2 years).



► **SUWANEI, 26 YEARS**, graduate of the 1st academic year in 2014.

“ My parents wanted me to help them on the farm, but I knew that training was an opportunity not to be missed. I was hired immediately after I obtained my diploma five years ago! Out of a family of 7 children, I am the only who who works and am paying for my brothers' and sisters' studies. My parents are so proud of me! ”

promote and finance this partnership), 2 students from the HCTC were able to discover the French hotel school.

2019 ACHIEVEMENTS

► The hospitality school in Mae Sot positions itself as a **regional center of expertise** recognized by professionals in the sector, as illustrated by the many partner enterprises and its influence in the ASSET-H&C network.

► **Renovation of the application hotel.**

► **Certified short training:** since 2018, the school has developed certified short training courses (10 weeks) for young refugees and migrants living in 3 camps on the Burmese border.

► **3rd year of twinning with the Savoie-Léman hotel school in Thonon-les-Bains (France):** the HCTC welcomed 11 French students and 2 teachers. Thanks to the funds collected by the association “Humanithai” (created by the Savoie-Léman school to



1. Less than 6 months after obtaining their diploma.
2. The student's first salaries after leaving the HCTC are 90% higher than the current average salary.



► THE FILM OF THE HOSPITALITY SCHOOL IN MAE SOT (2019)

► Scan me

<https://vimeo.com/405432881>

LOCATION

► Fianarantsoa

TRAINING

► Kitchen assistant, table service, room cleaning, and reception
► CAP* (2 years) recognized since 2016 by the Madagascar government / End-of-training certificate (1 year)

LOCAL PARTNER

► Collège Saint-François-Xavier

2019 BUDGET

► €185 K



113
YOUNG PEOPLE IN TRAINING
(67% YOUNG WOMEN)



100%
SUCCESS RATE IN EXAMS



81%
OF YOUNG PEOPLE IN EMPLOYMENT



82%
SELF-FUNDING

► 2020 PROSPECTS

The success of La Rizière has led the Madagascar ministry to ask the IECD for new developments: 4 new training centers will be supported by the IECD in 2020.

14

MADAGASCAR

LA RIZIÈRE HOSPITALITY SCHOOL (since 2012)

In the upper reaches of Madagascar, Fianarantsoa is a city with a high rate of poverty. A place where people pass through on the way to the south of the country, careers in hospitality & catering offer a real opportunity for young people. Since 2012, La Rizière hospitality school has trained about a hundred young men and women in one of three sectors: kitchen assistant (2 years), commis and bar waiter (2 years) and accommodation commis (1 year). A high-quality hotel-restaurant next to the hospitality school allows the young people to practice in real conditions. According to a survey carried out in 2019, **81% of young graduates from between 2015 and 2018 are in work.**



2019 ACHIEVEMENTS

► **82% of self-funding:** income generated by the hotel-restaurant's activity.
► **Inauguration of a new building:** library, computer room, and classroom.
► **Equipment:** installation of 39 photovoltaic modules and 12 batteries, a new 2,000-liter water tank, and a water booster pump to manage cuts in the

mains water and electricity supply.

► **Recognition of the training:** the presence of the Secretary-General from the National Ministry of Education at the 2019 graduation ceremony is a strong sign of the training's recognition.

► **Open day: designed to present careers in hospitality-catering to young people. The school welcomed** about fifty people.

LOCATION

► Inle | Yangon

TRAINING

► Cooking/bread-making (Yangon Bakehouse); cooking and restaurant services/F&B service (IHHVTC).
► Courses from 7 months to 1 year, certification issued by the Ministry of Hotels and Tourism for the IHHVTC.

PARTNERS

► Inle Heritage Hospitality Vocational Training Center (IHHVTC) | Yangon Bakehouse (YBH)

2019 BUDGET

► €50 K



48
YOUNG PEOPLE IN TRAINING
(75% YOUNG WOMEN)



90%
OF YOUNG PEOPLE IN EMPLOYMENT



69
TRAINERS TRAINED

15

MYANMAR

SUPPORT FOR TWO TRAINING CENTERS (since 2016)

The IECD supports two vocational training centers in Myanmar: **the Inle Heritage Hospitality Vocational Training Center** which favors the socio-professional integration of young people from poor environments in the Lake Inle region; the 1-year course prepares for a diploma certified by the Ministry of Hotels and Tourism; and the **Yangon Bakehouse**, a social enterprise which trains women from very poor backgrounds or with a disability for a period of 7 months. A 4-month immersion in the school's application coffee shops and restaurants helps to develop skills very quickly. The two schools are members of the ASSET- H&C network and have benefited from special help in the frame of a partnership with the AFD. They requested the IECD's expertise to improve the quality of the training provided.



► **THE YANGON BAKEHOUSE** trains women from poor backgrounds in careers in bread-making.

2019 ACHIEVEMENTS

► **Expertise missions** for 2 schools designed to improve the teams' skills.
► **Staff training** in the monitoring of former students, the organization of a simulation module in small business creation, communication, decision-making, and kitchen management (communication with the team, food hygiene/safety, stock management).

2019 PROGRESS FOR TRAINING IN CAREERS IN BREAD-CAKE MAKING

LOCATION

- Vietnam: Hué (since 2015) | Ho Chi Minh City (since 2016)
- Myanmar: Yangon (since 2018)

TRAINING

- Bread-cake-making
- Certificate issued by the school (16 to 20 months of training)

LOCAL PARTNERS

- Aide à l'enfance Vietnam (AEVN) in Hué
- Thu Duc College of Technology in Ho Chi Minh City
- LuxDev (Luxembourg Agency for Development Cooperation)
- Myanmar Ministry of Tourism and Hotels (MoTH).

2019 BUDGET

- €620 K

16 17 18 VIETNAM / MYANMAR LA BOULANGERIE FRANÇAISE

La Boulangerie française schools train young people from poor backgrounds in the profession of bread-cake maker. They are recruited on the basis of socio-economic criteria such as income and the household's composition, or living conditions. The courses offer complete high-quality training strongly based on practice (application kitchen, work placement) and personal development. The schools are designed according to the social enterprise model and the benefits from sales are reinvested in the training activity.

2019 ACHIEVEMENTS



► **VINCENT GOALARD**, (on the right), a highly experienced baker a former member of the examination jury for the Bread-making CAP in France, member of the final exam jury at the Boulangerie Française in Ho Chi Minh City in May 2019.

“ I was very impressed yet again and not only by their technical skills but also by their personal values. I saw young people who have worked hard to succeed in the career they have chosen. What a success”. It was a real pleasure to see them at work. Congratulations to the team who do a great job.”

► **Recognition of the social enterprise status** for the two schools in Ho Chi Minh City (Vietnam) and Yangon (Myanmar). They were able to start their commercial activities in March and June respectively.

► **Renovation of the shop at the school in Hué**, allowing the school to return to a self-funding rate of 100% at the end of the year.

► **Professional integration of the first graduates of the HCMV and Yangon schools**: in 2019, 19 students qualified from HCMV and 4 from Yangon (the rest of the class was on a work placement). The two schools accompanied the integration of the young people with an integration rate of more than 95% after the training.



1. Less than 6 months after obtaining their diploma.
2. The first salaries of the students graduating in Vietnam are 67.5% higher than the current minimum wage in Ho Chi Minh City (twice that of their household income).
3. The first salaries of the graduates in Myanmar are twice that of the current average wage.



EXTENSION OF LA BOULANGERIE FRANÇAISE SCHOOLS PROGRAM TO MADAGASCAR...

► A feasibility study carried out in 2019 concluded the launch in 2021 of the training program in careers in bread-cake making in Tananarive financed by the AFD*, in the frame of the multi-year partnership agreement (CPP), and DCI Monaco. It also provides for support for the three existing hospitality schools (2 in Mahajunga in the northeast of the island, and another in Tuléar in the southwest of the island).



► **WATCH THE FILM AGAIN OF THE BOULANGERIE FRANÇAISE SCHOOL** in Ho Chi Minh City, Vietnam (2018) and the story of the 19-year old Kim Tuyen.



► Scan me
<https://vimeo.com/276445412>



► **LIN HTET, 18 YEARS**, student at La Boulangerie Française in Yangon (Myanmar)

“ I come from a humble family. I didn't study but I really loved cooking. Here, I have learned a great deal about being a bread-cake maker and also about myself and others. I strongly recommend that people follow this training! My dream is to open my own bakery or restaurant and earn enough money to help the very poorest.”



Young students in the garden of the training institute for rural entrepreneurship (IFER) in Afféry (Ivory Coast)

TRAINING YOUNG PEOPLE IN CAREERS IN AGRICULTURE

LOCATION

- Cameroon (since 1992)
- Ivory Coast (since 1998)

PROJECT LAUNCH

- 1992

NUMBER OF TRAINING CENTERS

- 16 in Cameroon (6 of which are closed)
- 14 in Ivory Coast

2019 BUDGET

- €1,180 K

CONTEXT

46% of people live below the poverty line in Ivory Coast and 37% in Cameroon¹. Young people (15-24 years) are particularly affected by insecurity: in Ivory Coast, 35% are not in education, employment or training² because of a lack of professional opportunities³. Rural areas have the highest number of poor people, although agriculture represents a large share of economic activity employing 50% of the active population in Ivory Coast and 62% in Cameroon. The agricultural training offer, which is insufficient and unsuitable, is one of the culprits: for example, in Ivory Coast training in the agricultural sector represents just 0.2% of the entire training offer, namely 200 young people trained per year out of the 100,000 students surveyed⁴.

1 World Bank.

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

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

4 Ministry of National Education, Technical Teaching and Vocational Training in Ivory Coast (MENETFP).



717
YOUNG
PEOPLE IN
TRAINING¹



91%
OF YOUNG
PEOPLE IN
ACTIVITY²



24
TRAINING
CENTERS³



104
TRAINERS
TRAINED

1. 25% of which were young women.
2. Less than 6 months after obtaining their diploma. Integration survey conducted in 2019 in Cameroon (124 respondents) and in Ivory Coast (114 respondents).
3. 16 in Cameroon (6 of which are closed) and 14 in Ivory Coast.

THE IECD'S ACTION

The IECD's **24 Agricultural training centers**, spread out around Ivory Coast and Cameroon, train young people from rural areas aged from 13 to 25 years in careers in agriculture and animal breeding. They help them to earn a decent wage from a farming profession in their region of origin and they contribute to fighting the exodus to cities where the employment situation is even more difficult.



► 90% OF YOUNG GRADUATES ARE IN WORK

Based on **dual-apprenticeship learning**, the training devotes a large amount of time to practice and the training of young people alongside agriculture professionals. Also, at the training center, the young people learn new subjects and modern farming techniques that they can share with their work placement tutors or their parents. **94% believe that dual-apprenticeship learning was an asset for their training.**

The courses available also prepare the young people to become **responsible adults** with their roots in their culture but also open to the world. The teaching **encourages a spirit of enterprise and business creation and supports young people in the development of their personal project and in their professional integration.**

2019 PROGRESS FOR TRAINING IN CAREERS IN AGRICULTURE

LOCATION

- Entire territory

TRAINING

- Agriculture and animal breeding
- CQP* and CAP*

LOCAL PARTNERS

- Comité Diocésain des Activités Sociales et Caritatives in Batouri (CODASC Batouri)
- Comité Diocésain de Développement (CDD) in Maroua
- Social Welfare Caritas (SWC) Kumbo
- APRODER in Njombé
- Via Don Bosco

2019 BUDGET

- 600 K€



325
YOUNG
PEOPLE IN
TRAINING



96%
OF YOUNG
PEOPLE IN
ACTIVITY



59
TRAINERS
TRAINED



16
TRAINING
CENTERS¹

1. 5 of which are closed.

19 CAMEROON (since 1992)

Situation: the violent fighting in Cameroon compromises the program's implementation in the north-west region. Consequently, the IECD was forced to suspend its activities at 5 of the 6 centers in this area. 11 centers continue their activities and manage the challenge of young people's integration.



► TRAINING BOOKLETS DESIGNED AND PUBLISHED BY THE IECD.

2019 ACHIEVEMENTS

► **Training of trainers:** finalization of cycle 1 of the training course. All the trainers were evaluated in order to validate the following skills:

- 1 - Understand your work environment
- 2 - Prepare and lead a class of young students
- 3 - Use dual-apprenticeship tools
- 4 - Support the young people in training on a personal level

► **Extension of the implementation of the agricultural CAP** reco-

gnized by the Cameroon Ministry of Secondary Education at the Training Institutes for Rural Entrepreneurship (IFER) in Koza and Dizangué. The main challenge involves adapting this course to dual-apprenticeship instruction to allow the students to benefit from practical training.

LOCATION

- Entire territory

TRAINING

- Agriculture and animal breeding
- Certificate and CAP*

LOCAL PARTNER

- Family Farm Schools Platform in Ivory Coast (PEFACI)

2019 BUDGET

- €580 K



392
YOUNG
PEOPLE IN
TRAINING



86%
OF YOUNG
PEOPLE IN
WORK



45
TRAINERS
TRAINED



14
TRAINING
CENTERS

20 IVORY COAST (since 1998)

Situation: in Ivory Coast, training in the agricultural sector represents just 0.2% of the entire training offer, namely 200 young people trained per year out of the 100,000 students surveyed¹.



► **THE FORMER STUDENTS FORUM IN YAMASSOUKRO**
About a hundred students and former students met at the IFER* in Yamoussoukro to attend the conferences and participate in the workshops. Entrepreneurs, institutional bodies, experts in entrepreneurship and financing gave advice on becoming an agri-entrepreneur, creating a business plan, and finding funding.

2019 ACHIEVEMENTS

► **The first Career and integration guidance office (CIGO)** opened its doors at the IFER in Yamoussoukro. It was in this context that the 1st Former Students Forum was held in July 2019 (see opposite).

► **The first Girls' Club:** opened at the IFER* in Afféry (see next page).

► **Recognition of the training:** following two studies carried out on the agricultural and rural training offer in Ivory Coast for the MENETFP* in 2018 and 2019, the IECD continued discussions with the Ministry with a view to having its CAP level training course recognized.

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



► THE SCHOOL IN AFFÉRY, IVORY COAST OPENS THE DOORS OF ITS FIRST GIRLS' CLUB

IVORY COAST (Afféry) - Despite the essential role women play in farming, they are often subject to discrimination in the rural world. With a view to improving the condition of women farmers and breaking with gender stereotypes, the IECd offers a platform for young women: the Girls' Club.

Clearly, women experience more difficulties in their work than men, although they are an essential part of rural economic activity: in the Ivory Coast, they represent more than 20% of the agricultural workforce and, in particular, contribute to the maintenance of the food crops required to feed households. Despite this, they have difficulty accessing funding and land. They rarely have the means to invest in equipment or buy inputs. And, they do not have access to training.

The challenge of women's training in agricultural careers is essential not only for their independence and the improvement of their daily work, but also for the development of the local economy and the resilience of the food system.

The IECd created the first discussion and activities platform devoted to the fight against gender stereotypes at the IFER* in Afféry: the Girls' Club offers mixed and non-mixed activities on self-confidence, the place of women in Ivorian society and farming, access to land, and the distribution of student roles at boarding facilities, etc. "The Girls' Club" highlights the efforts made by the school in Afféry to mobilize young women around vocational agricultural training: although, on average, they represent 11% of students in the network's agricultural training centers, this number stood at 40% at the IFER in Afféry for the same period!



JULIETTE BAMOUNI,
trainer at the
Girls' Club
at the IFER in
Afféry

“Joining IFER offered me the chance to work in a subject area I have always loved, namely the social sector! Offering something to someone... we see the young people at IFER setting up their own businesses after their 3-year course. It's truly heart-warming. We are proud of ourselves and these young people!”



Mother and her child in a consultation at Pointe-Noire base hospital (Congo-Brazzaville)

TRAINING IN CAREERS IN HEALTH

LOCATION

► Sub-Saharan Africa: Madagascar
| DRC | Congo- Brazzaville |
Cameroon | Ivory Coast
► Morocco

PROJECT LAUNCH

► 1992

NUMBER OF PROJECTS

► 8 projects in 6 countries

2019 BUDGET

► €1,400 K

CONTEXT

In all the IECD's countries of intervention, there is a real problem concerning the quality of care in the widest sense of the term:

► **In hospital environments:** the quality of nursing and obstetrician care is not satisfactory in many countries - especially in Sub-Saharan Africa - and results in a high mother and infant death rate. This fact is explained mainly by the shortcomings of initial training in an unfavorable economic context (supply shortages and facilities in a poor state of repair).

► **In the medical-social sector** (in structures or at home): care requirements for people who are dependent (young children, the disabled, the elderly) are increasing, but these personal care assistant/nursing assistant professions lack training and official recognition.

► Finally, **sickle cell disease**, the leading genetic disease in the world particularly affects African populations and each year about 2% of newborns are affected: about 75% of children affected die before the age of 5 years.



1. Initial training at Joseph Loukabou school in Pointe-Noire
2. On-going training

THE IECD'S ACTION

To improve care practices in hospitals, the IECD has developed an **on-going training** offering for staff already employed and supports **initial training** for future healthcare staff:

► **On-going training:** two programs cover on-going training. One aims to improve care for patients suffering from sickle cell disease in five Sub-Saharan African countries (since 2006) ²⁴²⁵²⁶²⁷²⁸ and the other supports staff at eight health centers in the Republic of the Congo ²¹ : PASS¹ (since 2012).

► **Initial training:** the IECD supports the Jean-Joseph Loukabou school in Pointe-Noire (Republic of the Congo) ²² in the training of health workers and is **creating new courses** in Morocco ²³ to meet the needs of dependent populations (young children, the elderly, the disabled) in partnership with the Office de la formation professionnelle et de la promotion du travail (Office for vocational training and the promotion of work).

1. Support for healthcare structures



LOCATION ► Pointe-Noire

TRAINING

- Nurse, midwife, health executive
- On-going training

LOCAL PARTNERS

- 8 private and public health centers

2019 BUDGET

- €440 K (€110 K of which for the refurbishment of the Madeleine Mouissou healthcare center)

42,000
PEOPLE
TREATED

341
HEALTHCARE
STAFF
TRAINED

21

CONGO-BRAZZAVILLE (since 2012) APPUI AUX STRUCTURES DE SANTÉ (PASS)

Situation: 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 seven healthcare centers and a base hospital in Pointe-Noire.



► AT THE TRAINING CENTERS SUPPORTED BY PASS, THE RATE OF TREATMENT CONSIDERED TO BE WITHOUT DANGER HAS PROGRESSED FROM 3% TO 60%.

2019 ACHIEVEMENTS

► The 4 pillars of PASS

1. Improve treatment 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 practices: training in staff management for partner centers (support with accounting, budgetary monitoring, stock management in pharmacies, improvement of the patient path).
 3. Update equipment: appropriate medical equipment, refurbishment and refitting of premises, access to water.
 4. Revitalize communities: organization of information campaigns among the population and training of community intermediaries in the health district.
- **On-going training of midwives:** creation of a complete on-going training course comprising seven practical workshops.
 - **Impact study:** at healthcare centers supported by PASS, a study concluded the relevance of the care quality improvement program among nurses and midwives: with just 3% of treatment evaluated free of danger at health centers not supported by PASS, this figures rises to 60% after PASS.
 - **Renovation of the Madeleine Mouissou health center.**



► **JULES**, medical officer for the general medical service at the MPAKA evangelical clinic

“ If, today, I am able to help nurses in their care practices, it is thanks to PASS. I didn't have any method before. We had a routine. But ever since PASS has provided us with follow-up training, we have seen a clear change in the quality of care and the relationship between those being cared for and

LOCATION

► Pointe-Noire

TRAINING

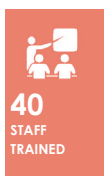
- Nurse, midwife
- Initial training (3 years and more)

LOCAL PARTNERS

- Jean-Joseph Loukabou Paramedical School
- Ministry of Technical and Vocational Education, Certifying Training and Employment

2019 BUDGET

► €44 K



22

CONGO-BRAZZAVILLE (since 2018)

SUPPORT FOR THE JEAN-JOSEPH LOUKABOU PARAMEDICAL SCHOOL

Situation: in view of the work carried out since 2012 in the frame of PASS, and following the CONTEXT concerning the inadequate level of training of health workers, the IECD was asked by the Ministry of Vocational Education to work on improving initial training.



► **SKILLS-BASED APPROACH (APC) TRAINING FOR THE TEACHING TEAM**

2019 ACHIEVEMENTS

► The 4 lines of work:

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

Following the study conducted in 2018, 2019 was devoted to the first two lines.

► **Complete redesign of the school's organization:** new organization for the school's administrative team: appointment of a new administrative team by the Ministry for Technical Teaching; training of the administrative team on the implications of the reform and the function of its members at the school (22 staff members).

trative team: appointment of a new administrative team by the Ministry for Technical Teaching; training of the administrative team on the implications of the reform and the function of its members at the school (22 staff members).

LOCATION

► Rabat

TRAINING

- Personal care assistant (AVS) and Home assistant
- Certified short training (1 year and less)

LOCAL PARTNERS

- OFPPT (Office for vocational training and the promotion of work)
- GIZ* (German cooperation agency)

2019 BUDGET

► €10 K

23

MOROCCO (since 2019)

CREATION OF 4 TRAINING COURSES IN CAREERS IN PERSONAL CARE

Situation: the change in the way of life in Morocco (women work more and families are increasingly dispersed) combined with the aging of the population creates a growing need for personal care assistants to care for people who are dependent (young children, the disabled, the elderly). Although home help already exists in Morocco, these professions are not formalized and people are not trained. At the same time, Morocco suffers greatly from unemployment among young people (more than 25% of 15-24 year olds and as many as 40% in cities), therefore, a response to these needs offers an opportunity.



► **TRAINING IN PERSONAL CARE OF THE ELDERLY AND SICK CREATED AND IMPLEMENTED IN LEBANON BY THE IECD. It provides the inspiration for the courses that will be developed in Morocco.**

2019 ACHIEVEMENTS

► **Creation of career profiles and skill bases for 2 careers:** launch of the technical support project for the Office for vocational training and the promotion of work in the creation of new careers.

About a dozen professionals met in December to design the training course for **personal care assistants** (with 3 specialties: young children, the disabled, the elderly) and **home assistants** (providing family members with occasional care for people who are dependent and house cleaning).

2019 PROGRESS FOR THE FIGHT AGAINST SICKLE CELL DISEASE PROGRAM

LOCATION

► 5 Sub-Saharan African countries:
DRC | Madagascar | Cameroon |
Congo-Brazzaville | Ivory Coast

PROJECT LAUNCH

► 2006

TRAINING

► On-going training

2019 BUDGET

► €750 K

24 25 26 27 28

SUB-SAHARAN AFRICA

IMPROVING THE MANAGEMENT OF SICKLE CELL DISEASE PATIENTS

Situation: sickle cell disease is the leading genetic illness in the world and particularly affects African populations. Every year, almost 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. 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 2019.

2019 ACHIEVEMENTS

► **Ivory Coast joined the program** and trained 24 health workers in managing the disease.



► **The signature of an agreement with the Ministry of Health in Madagascar** increases collaboration with the country's institutions.

► **Training of about 1,600 people** in screening or in patient care.

► **Multi-country training** in therapeutic education.

► **Design of a guide** on care for patients suffering from sickle cell disease by the Cameroon partner, GEDREPACAM. The guide is currently awaiting validation at a national level by the Ministry of Health.

* To which is added 30,000 mothers of screened children



DETAILS BY COUNTRY

24 DRC since 2006

LOCATION

► Kinshasa | Lubumbashi

LOCAL PARTNER

► CECFOR

2019 BUDGET

► €270 K



25 MADAGASCAR since 2014

LOCATION

► Antananarivo | Farafangana | Fianarantsoa | Tulear | Toamasina | Mahajanga | Vohipeno | Mananjary

LOCAL PARTNER

► IMRA

2019 BUDGET

► €170 K



26 CAMEROON since 2015

LOCATION

► Yaoundé | Douala

LOCAL PARTNERS

► GEDREPACAM, Pasteur Center

2019 BUDGET

► €200 K



27 CONGO since 2015

LOCATION

► Pointe-Noire

LOCAL PARTNER

► Ministries of Health and the Population

2019 BUDGET

► €50 K



28 IVORY COAST since 2019

LOCATION

► Abidjan

2019 BUDGET

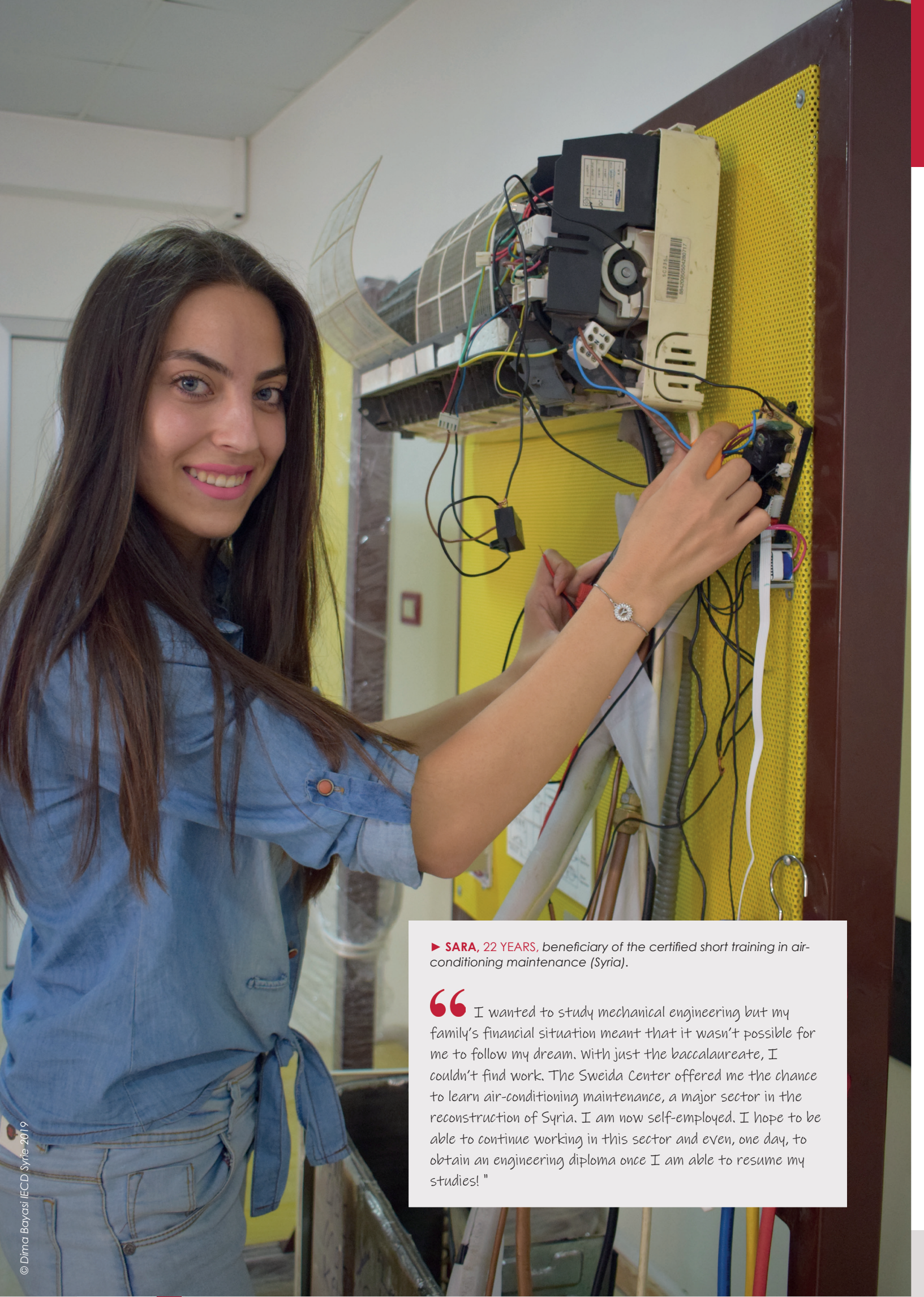
► 60 K€





► **ÉLISABETH**, mother of a child with sickle cell disease in Cameroon.

“ The discussion groups helped me to accept the disease. Before, I associated sickle cell disease with death. I told myself that if my child lived it would be in pain: deformed, with a large belly, yellow eyes. I thought I was going to spend sleepless nights, months in hospital with him. Now I know that my child is sick but it isn't the end of the world: I understand that he can live a long time and that he just has to be taken care of like any other child.”



► **SARA, 22 YEARS**, beneficiary of the certified short training in air-conditioning maintenance (Syria).

“ I wanted to study mechanical engineering but my family's financial situation meant that it wasn't possible for me to follow my dream. With just the baccalaureate, I couldn't find work. The Sweida Center offered me the chance to learn air-conditioning maintenance, a major sector in the reconstruction of Syria. I am now self-employed. I hope to be able to continue working in this sector and even, one day, to obtain an engineering diploma once I am able to resume my studies! ”

30 31 32 CERTIFIED SHORT TRAINING IN SYRIA

33 Meeting the needs of populations in great difficulty

LOCATION

► Jaramana (eastern suburb of Damascus), Sweida (southern Syria)

PROJECT LAUNCH

► 2009

NUMBER OF PROJECTS

► 3 training centers under direct management
► a program to strengthen local charities

2019 BUDGET

► €670 K

CONTEXT

Syrian families are severely impacted by the consequences of the economic and financial crisis, as well the very strong constraints that are hampering reconstruction: shortages in terms of healthcare, education, housing and food worsen the effects of the conflict and force millions of people into unemployment and poverty. 83% of the population currently live below the poverty line compared to 28% before 2011, according to the UN. About half the population of children have not attended school for years and many young Syrians have been forced to stop their studies. Yet, there are huge needs in terms of reconstruction that could offer employment and business creation opportunities if young people received the appropriate training.

THE IECD'S ACTION

► THREE TRAINING CENTERS

The Shebab Center ³⁰, vocational training center in Jaramana (eastern suburb of Damas), was created in 2008 by the IECD initially to welcome young Iraqi refugees. Since 2011, it has welcomed internally displaced Syrians (estimated by the UN at 6.2 million people, 1/3 of whom are children). In 2017, two new centers opened their doors: I Can Center ³¹ and the center in Sweida ³² in the south of the country. These three centers are safe places where people are free to grow and train in order to find work.

There they can talk, receive psychological support, train in a wide range of technical professions, and, for some, benefit from help in setting up their own business. For many, these centers also offer them the chance to enjoy their only hot meal of the day.

► SUPPORT FOR LOCAL CHARITIES

With a view to widening its impact, the IECD also offers support to local development organizations by providing staff training support services ³³.



1. Only concerns the 1,360 people trained at the I Can center. No statistics available for the others.



► 2,000 YOUNG PEOPLE AND TEENAGERS ENGAGED IN 19 CIVIC INITIATIVES IN 2019

Young people were given the opportunity to put into practice what they had learned during their training through the development of a civic action: this can be an activity that aims to improve a specific aspect of the lives or environment of their fellow citizens, such as cleaning streets, renovating schools, open days to support people who have dropped out of school, help for the disabled, etc. These initiatives promote the young people, help them to increase their self-confidence, and introduce them to decision-making and the notion of commitment.

► MORE THAN 10,000 TRAINING SESSIONS DELIVERED IN 2019

At the Shebab Center in Jaramana, as well as in Sweida, young people have the chance to take part in several types of activities:

- **Varied vocational training:** 14 areas covered in sectors with a high level of demand, including care for the elderly and disabled, business management, household electricity, house painting, computer maintenance, air-conditioning, computing, etc.
- **Life Skills*:** personal development and cross-cutting skill acquisition session based on themes such as communication, help with decision-making, improving the employability of young people.
- **Prevention of health risks.**
- **Civic engagement initiative:** see opposite.





Staff from the ASSET- H&C network's school members discussing good practices at the annual seminar in Yangon (Myanmar)

NETWORKS

Together for more impact

CONTEXT

Around the world, 71 million young people between the age of 15 and 24 are unemployed. In Southeast Asia, more than 50% of jobs are deemed to be unstable. In the North Africa region, 1 young person out of 4 is not in education, employment or training. In West Africa and Central Africa, casual labor represents respectively 92.4% and 91% of total employment, all sectors combined¹. Among the many factors that contribute to this situation, training for young people is one of the culprits. The lack of commitment of public policies at a national and regional level, as well as the isolation of stakeholders who tackle these problems are aggravating factors

¹ International Labor Organization - © 2018 and © 2019



1. Association of hospitality-catering social training enterprises in Southeast Asia

THE IECD'S ACTION

To tackle the scale of the phenomenon and significantly improve the effectiveness of existing measures in the field of vocational training and entrepreneurship, the IECD has initiated regional dynamics with the creation or strengthening of networks: the **Mediterranean New Chance network** ³⁴ in the Mediterranean Basin, the **Association of social enterprises for training in hospitality-catering (ASSET-H&C)** ³⁵ in Southeast Asia, or the **Réseau Entreprises Développement - Entreprises Development Network (RED)** ³⁷ in Africa, devoted to entrepreneurship, identify the IECD as an organization that unites initiatives and promotes solutions at a regional level. In parallel, the **Task force** on training and professional integration with other French NGOs ³⁶, helps to ensure that practices progress.

2019 PROGRESS AMONG NETWORKS

LOCATION
France

GROUP'S MEMBERS

- ESSOR
- GRET
- Apprentis d'Auteuil
- Acting for Life
- IECD

2019 BUDGET

- €25 K

³⁶ TASK FORCE ON TRAINING AND PROFESSIONAL INTEGRATION (since 2012)

Concerned to improve the quality of its actions, and exchange and collaborate with its peers, since 2012, the IECD has participated actively in the world of the FIP Group. It brings together five French international solidarity organizations specializing in the field of training and professional integration and intervening in about forty countries.

2019 ACHIEVEMENTS

► After several studies work on measuring youth integration, the Group decided to focus on the theme of gender equality with a view to producing common tools and disseminating them to the greatest number. The development of a toolbox comprising diagnosis questionnaires is in progress to allow each organization to assess the taking into account of these topics in different projects and with different audiences (students, teachers, project management teams, establishment directors, etc.). The identification of problems will, in a second instance, enable adapted solutions to be tested.



► **Scan me** and find all the documents from the Group's work on our website
www.iecd.org

LOCATION

► 9 countries in the Mediterranean Basin: Algeria | Egypt | Spain | France | Italy | Lebanon | Morocco | Portugal | Tunisia.

PARTNERS

► Union pour la Méditerranée
► French Development Agency
► Drosos Foundation
► European Union via the Erasmus+ program
► Direction de la Coopération Internationale de Monaco

NETWORK MEMBERS

► 110 partner schools

2019 BUDGET

► €213 K



1. in the network's member schools



► **RUTE MENDES**, head of the program for the International training center with the International Labor Organization

“Second chance education offers a concrete response to the serious challenges of school dropout, in particular through innovative teaching methods as well as actions facilitating the integration of young people into the labor market. We must hail the development of these solutions and the sharing of these practices by players in the field such as those who meet as part of the MedNC network.”



► Scan me

<https://www.iecd.org/mednc/>



34

MEDITERRANEAN NEW CHANCE (since 2018) ENERGY AT THE SERVICE OF THE TRAINING AND INTEGRATION OF YOUNG MEDITERRANEANS

Situation: In the North Africa region, 1 young person out of 4 is not in education, employment or training (NEET*), According to the ILO, young people in the Euro-Mediterranean area aged from 15-24 years are most affected by unemployment (35% in Tunisia, 33% in Egypt and Spain): it is a phenomenon that not only affects those who have dropped out of school but also young graduates. To improve the skills of training and socio-professional stakeholders in the Mediterranean Basin, the IECD has been coordinating the Mediterranean New Chance (MedNC) network since 2018.



► **DANIEL**, young Spaniard in training at the MedNC conference in Barcelona

From 25 to 27 November 2019, the Conference of the New Chance Mediterranean Network (MedNC) was held in Barcelona: it was the opportunity for 72 professionals from 13 countries that work to favor the integration of young people in difficulty to transfer their good practices and deploy new projects leading to cooperation between both shores of the Mediterranean.

2019 ACHIEVEMENTS

► **Increase in the member structures' skills.** 5 inter-member training sessions were held in 2019: the measurement of youth integration, the integration of young refugees, the structuring of solutions on a national level, the creation of partnerships between public and private stakeholders.

► **Transfer of skills between members:** 2 expertise missions allowed the Lebanese association Semeurs d'avenir to introduce its Portuguese peers from AE20 to the functioning of career guidance offices, while these same members of AE20 traveled to Morocco where they trained staff from the Al Jisr association on the use of artistic methods to increase self-confidence.

► **Publication of a literature**

review that highlights the common challenge faced by countries on both sides of the Mediterranean.


► **Launch of a podcast platform** promoting the members' expertise.

► **Integration of two new members:** the Fondation des Apprentis d'Auteuil and VIS, the first Italian member of the MedNC network.



► DISTINCTION OF MEDNC AT THE SUMMIT OF THE TWO SHORES

Launched on the initiative of President Macron, the Summit of the Two Shores aimed to boost cooperation in western Mediterranean through the implementation of concrete projects for human, economic, and sustainable development. The relevance of the response offered by MedNC was hailed by the 10 Mediterranean states. Since then, the network has benefited from greater visibility on a regional level, in particular among new Mediterranean institutional partners. Following the Summit, the number of requests received by the network to participate in events increased by six compared to 2018 and publications in the media, such as Le Monde, L'Obs and RFI, presented its actions to a wider audience.



► **CARLOS, 17 YEARS**, 4th year student at the Second Chance School in Matosinhos, Portugal, managed by the AE2O association.

“ AE2O¹ offered me a second chance. Here, the classes are different from the school I used to attend. They are more practical. Here, I feel I am in a safe place, where I’m not afraid of the others and where I can focus on what I like. Several classes involve drawing and music and they really interest me. In the future, I can see myself working in a music store or becoming a sound technician for big events.”¹

¹ AE2O: Associação Para A Educação De Segunda Oportunidade (Second Chance School in Portugal). Member of the MedNC network.



Young people in training at the hospitality school in Mae Sot (Thailand)

LOCATION

► Southeast Asia: Cambodia | Laos | Myanmar | Thailand | Vietnam.

NETWORK MEMBERS

- 15 hospitality-catering schools in 5 countries
- 71% of the members have a diploma recognized at a national level

2019 BUDGET

- €100 K

2,250
YOUNG PEOPLE
IN CENTERS
(INCLUDING
53% OF YOUNG
WOMEN)¹

15
TRAINING
CENTERS
(MEMBERS)

46
TRAINERS
TRAINED

1. in the network's member schools



► Scan me
<http://assethc.org/>

35

ASSET-H&C (since 2016)

FOR THE TRAINING AND INTEGRATION OF YOUNG PEOPLE INTO THE HOSPITALITY & CATERING SECTOR IN SOUTHEAST ASIA

In 2016, in Southeast Asia, the IECED decided to create a regional network of hospitality-catering schools, the ASSET-H&C network (Association of hospitality-catering social training enterprises in Southeast Asia), which aims to improve the quality of training and increase its impact. Through the member schools, about 2,250 young people and adults in difficult situations benefit from high quality training that helps them towards social and professional integration.



► 11 TRAINERS FROM MEMBER SCHOOLS TRAINED IN BASIC ENTREPRENEURSHIP NOTIONS IN HO CHI MINH CITY (VIETNAM).

With self-employment being an option that should not be overlooked for their apprentices, the representatives from the ASSET-H&C network member schools followed an intensive three-day training course by trainers from the Support for micro and small entrepreneurs (VSE) from the IECED in Vietnam with a view to raising the young apprentices' awareness of this opportunity.

four languages: Burmese, Vietnamese, Thai, and Khmer. Environmental audits and missions designed to support the application of the recommendations continued at 10 of the network's schools.

► **New technical partner:** a MoU (Memorandum of Understanding) was signed with the organization "The Code" which combats sexual tourism. Objective: adaptation of the training module developed in Madagascar in 2018 to the contexts of the network's five countries. It will be implemented in schools in 2020.

2019 ACHIEVEMENTS

► **The ASSET-H&C seminar** was held this year in Yangon (Myanmar) and welcomed 80 participants: 2 days were devoted to exchanges between the members. They ended with the public conference which, this year, was on the theme "the Responsible Enterprise".

► **Study grants:** a study grants program was launched to reach even more young people in difficulty: 26 additional students were able to integrate the training in five schools. This test phase is due to be continued into 2020.

► **Translation of the ecoguide:** published in June by the ASSET-H&C network, the ecoguide aims to reduce the carbon footprint of schools and raise young people's awareness of sustainable development. In 2019, translations were completed in



► THE PATA GRAND AWARD FOR ASSET-H&C

Pacific Asia Travel Association (PATA) is an internationally recognized non-profit association that presents itself as a catalyst for responsible tourism in the Asia-Pacific region. ASSET-H&C has been a member of PATA for three years and was participating in the competition for the

first time. On 15 July, out of the 197 candidatures proposed by 78 organizations, the network came first in its category to take the Grand Award. This prize, which rewards the network's efforts, increases its credibility and reinforces its recognition in Southeast Asia.



► **GISCARD, 30 YEARS**, beneficiary of the Basic management training and the training specializing in marketing in Zgharta (Northern Lebanon).

“ Without the training, my restaurant would not have become as famous in the region as it is today. I now have the knowledge I need to manage my business correctly, from accounting through to marketing and legal affairs.”



SUPPORT FOR ENTREPRENEURS

Proud to be entrepreneur!

THE ENTREPRENEURSHIP
DIVISION

CARTOGRAPHY OF PROJECTS

SUPPORT FOR SMALL URBAN
ENTERPRISES

SUPPORT FOR AGRI-FOOD
STAKEHOLDERS

FOCUS SYRIA



SUPPORT FOR ENTREPRENEURS

PROUD TO BE ENTREPRENEUR

CONTEXT

Having a job does not guarantee escaping from poverty. For more than 2 billion people around the world with a job in the black economy it is often synonymous with insecurity. This reality particularly affects young people and developing countries where small casual businesses are often the only income for families. At the same time, they are very fragile meaning that it is difficult to stabilize an income, ensure the long-term future of the activity, and become an integral part of the sector's value chain.

THE IECD'S ACTION

► SUPPORTING SMALL ENTREPRENEURS AND ENCOURAGING THE DEVELOPMENT OF A FAVORABLE ECOSYSTEM

For more than 20 years, the IECD has implemented the Support for Entrepreneurship program in ten African countries, the Mediterranean Basin, and Asia. It aims to support the directors of micro and small enterprises in improving the management of their activity, and start-up entrepreneurs in studying and launching their business. It works also to create an ecosystem that favors the development of business for enterprises. For this, the IECD relies on **the Réseau Entreprises Développement** ³⁷ comprising five local partners for the program's implementation, as well as the IECD, bringing together more than 55 trainers.

► THE PROGRAM'S ASSETS

Incubators: the management and services centers are places that provide training, services and networking for entrepreneurs and entrepreneurship stakeholders. They act as incubators and stimulate economic activity. The provision of equipment, educational tools and the organization of regular events are part of the offer. The TRANSFORM laboratories in Ivory Coast and Cameroon allow VSEs in the agri-food processing sector to design and develop new products. The creation of **a platform for buying and selling their produce** provides new commercial openings to the farmers and processors that are provided with support.

Training: the IECD has developed a large range of training to support varied entrepreneur profiles according to their sector of activity (retailing, crafts, services, farming, etc.) and the level of development of their business (launch, improvement of management tools, human resources, legal support, management coaching).

Personalized support: up to one year after the initial training, support on site helps to ensure the correct use of tools, as well as the resolution of specific problems encountered by each one.

The sale of services: the IECD confirms its role as a reference in supporting entrepreneurship with a rise in the number of training programs for people from other organizations, including Entrepreneurs du Monde and GERES. This increases the impact of the program in terms of socio-economic development.

Awareness-raising for the very youngest: business creation is an employment opportunity to be considered by all. The IECD intervenes in schools and universities to promote the spirit of enterprise.

► **RABBIA, 23 YEARS**, beneficiary of the basic management training at the Teslam Dayetak fair, Akkar (Northern Lebanon).

SUPPORT FOR ENTREPRENEURS

Cartography of 2019 projects

LOCATION

- Mediterranean Basin (4 countries)
- Sub-Saharan Africa (4 countries)
- Indian Ocean (1 country)
- Southeast Asia (1 country)

PROJECT LAUNCH

- 1998

2019 BUDGET

- €3,700 K (26% of the operating budget)
- 7% compared to 2018

► THE IMPACT OF THE ENTREPRENEURSHIP DIVISION

4,900
BENEFICIARIES
OF PROJECTS

69%
INCREASE
THEIR
TURNOVER¹

15
PROJECTS
IN 10
COUNTRIES

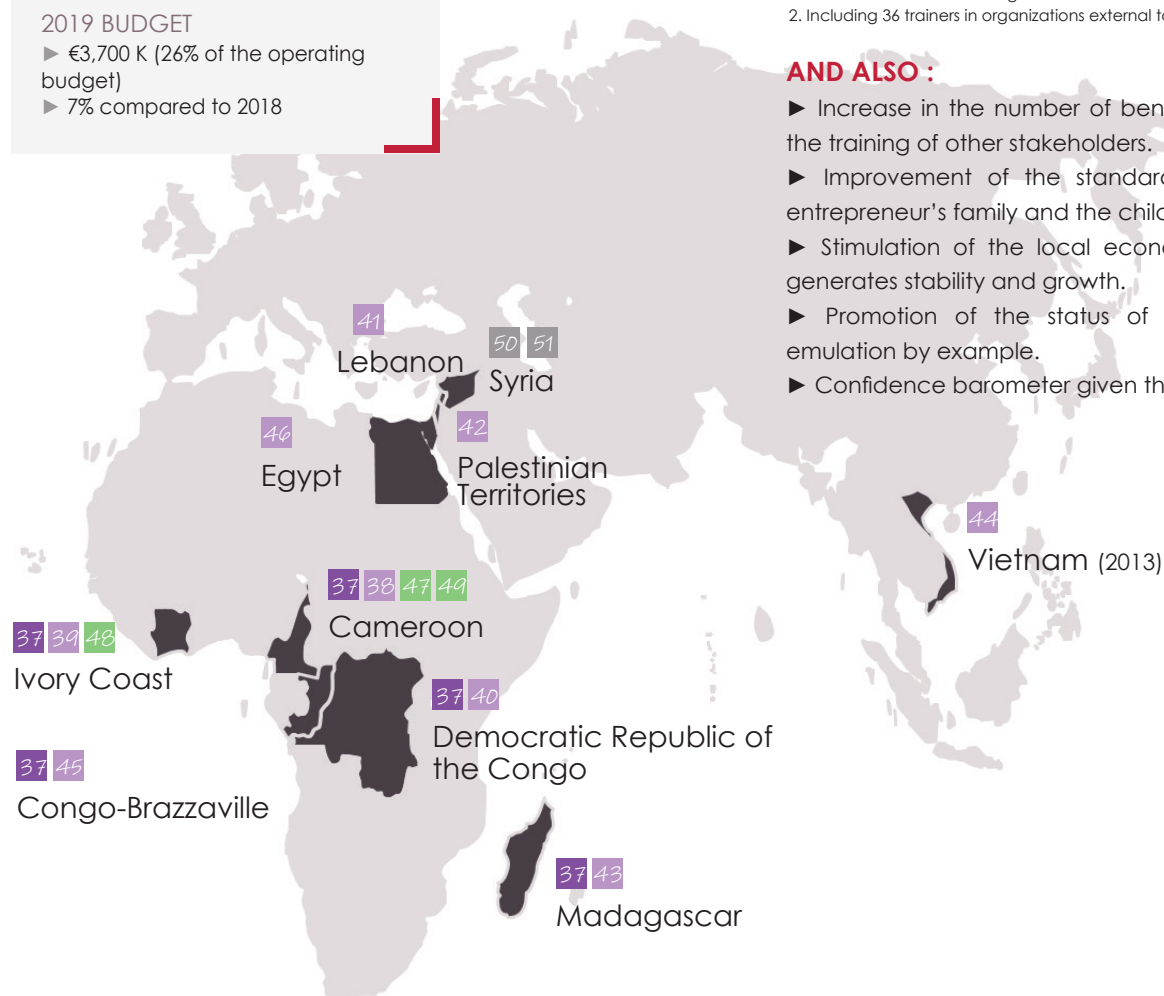
105
TRAINERS
TRAINED²

1. 6 months after their training.

2. Including 36 trainers in organizations external to the IECD.

AND ALSO :

- Increase in the number of beneficiaries thanks to the training of other stakeholders.
- Improvement of the standard of living of the entrepreneur's family and the children's schooling.
- Stimulation of the local economic fabric which generates stability and growth.
- Promotion of the status of entrepreneur and emulation by example.
- Confidence barometer given the green light.



SUPPORT FOR SMALL URBAN ENTERPRISES p.52

- 37 RÉSEAU ENTREPRISES DÉVELOPPEMENT (since 2012)
- 38 CAMEROON (since 1998)
- 39 IVORY COAST (since 2007)
- 40 DEMOCRATIC REPUBLIC OF THE CONGO (since 2010)
- 41 LEBANON (since 2010)
- 42 PALESTINIAN TERRITORIES (since 2011)
- 43 MADAGASCAR (since 2013)
- 44 VIETNAM (since 2013)
- 45 CONGO-BRAZZAVILLE (since 2014)
- 46 EGYPT (since 2018)

SUPPORT FOR AGRI-FOOD AND AGRICULTURAL STAKEHOLDERS p.58

- 47 CAMEROON | TRANSFORM (since 2014)
- 48 IVORY COAST | TRANSFORM (since 2015)
- 49 CAMEROON | APONH (since 2014)

FOCUS SYRIA p.60

- 50 SYRIA | BRIDGES, helping young Syrians to develop their activity (since 2016)
- 51 SYRIA | Rebuilding cities (since 2019)

2019 PROGRESS FOR THE ENTREPRENEUR SUPPORT PROGRAM



► **NOUFFOU**, beneficiary of the TAMCI project (Agri-ecological transition of market gardeners in Ivory Coast).

► THE TRAINING OFFER IS EXTENDED TO YOUNG GRADUATES

Launched in 2019, awareness-raising for entrepreneurship targets students, future economic development stakeholders in their country, and aims to provide them with the keys to defining a strong and long-term entrepreneurial project.

► THE IECD TRANSFERS ITS SKILLS TO THIRD PARTY ORGANIZATIONS TO REACH EVEN MORE ENTREPRENEURS

In 2019, the IECD and the RED's members transferred their know-how to third party organizations (Entrepreneurs du Monde, GERES, Norwegian Mission Alliance) in new geographic areas (Togo, Mali, Vietnam): 36 trainers were trained in a teaching methodology in basic business management skills, thus allowing the IECD's know-how to be extended.

► THE AGRI-ECOLOGICAL TRANSITION OF MARKET GARDENERS

The IECD supports Ivorian farmers in the production and promotion of local products from agri-ecology in the frame of the TAMCI project (see also TRANSFORM project p.60).

LOCATION

► Sub-Saharan Africa | Indian Ocean

NETWORK MEMBERS

- Cameroun Entreprises Développement (CED)
- Côte d'Ivoire Entreprises Développement (CIED)
- Congo Entreprises Développement (CGED)
- RDC Entreprises Développement (RDCED)
- Madagascar Entreprises Développement (MED)
- IECD

37 RÉSEAU ENTREPRISES DÉVELOPPEMENT (since 2012) FOR SUPPORTING ENTREPRENEURS

The RED created a formal structure in 2012, under the impetus of the IECD and its partners in order to bring together local stakeholders for the implementation of the Entrepreneurship Support program. The aim is to build a common methodology to meet the everyday problems of entrepreneurs working in unstable economic contexts. The sharing of resources (training content, educational methods, innovative coaching methods) guarantee a wide dissemination of practices. To date, 1,300 entrepreneurs benefit from the RED's services. The network aims to roll out its offer to other partners and other geographic areas. By joining forces, the network's members increase their visibility among public and private stakeholders in the South as well as in the North, and become reference stakeholders supporting entrepreneurship in their country.



2019 ACHIEVEMENTS

► **Redesign of the services offered by the management and services centers (CGS):** in order to provide a service offering even more adapted and more varied that meets the needs of entrepreneurs, the network undertook to review the services offered by the CGS.

► **Setting up of quarterly steering committees designed to facilitate communication between the**

network's members. Direct exchanges between countries and, in particular, between the RED's trainers increased in 2019.



RÉSEAU ENTREPRISES
DÉVELOPPEMENT

► Scan me
<http://reseaued.org/>

LOCATION

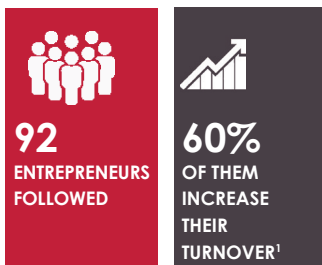
► Abidjan | Yamoussoukro

LOCAL PARTNER

► Côte d'Ivoire Entreprises Développement (CIED)

2019 BUDGET

► €510 K



1. 6 months after their training.

39

IVORY COAST (since 2007)

Situation: in Ivory Coast, the black economy represents about 94% of the country's economy and is synonymous with insecurity and poverty¹¹. To help young entrepreneurs earn a stable income from their work, the IECD rolls out its support program in urban centers in Abidjan and Yamoussoukro as well as in nearby villages so as to reach more isolated populations.



2019 ACHIEVEMENTS

► **Launch of the "Jeune Pousse" operation:** awareness-raising for students in entrepreneurship at the Institut National Polytechnique Houphouët-Boigny in Abidjan, which brings together national "grandes écoles", designed to encourage the emergence of entrepreneurial vocations. In 2019, 38 students took part in the project.

► **Rise in training services among local and international NGOs,** which helps to reach new audiences and increases the CIED's resources. Among these services, GERES and Entrepreneurs du Monde asked the IECD to train 16 people in Togo and Mali in the business management teaching methodology, bearing witness to the RED's relevance in this field. The new audiences include entrepreneurs

with a disability in the frame of the "handibusiness 2" project with the MTN Foundation, and support for creative, social and cultural industry start-ups in the frame of the Ayadlab project in partnership with the GOETHE Institute and the Institut Français.

1 ILO 2019

LOCATION

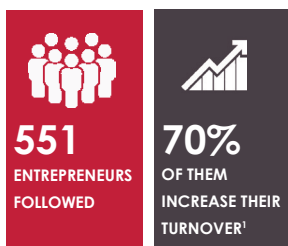
► Douala | Yaoundé | Kribi | Bafoussam

LOCAL PARTNER

► Cameroun Entreprises Développement (CED)

2019 BUDGET

► €360 K



1. 6 months after their training.

38

CAMEROON (since 1998)

Situation: it was in Cameroon that the Support for Small Enterprises program was launched in 1998. In this country, 90% of jobs are in the black economy. The political crisis in the Northwest and Southwest regions of the country has further weakened the population. The IECD is rolling out its program in Douala and Yaoundé, and their surrounding urban areas, and also targets refugees in the Bafoussam region.



2019 ACHIEVEMENTS

► Improvement of the impact assessment process.

► Increased number of activities by the Club des Entrepreneurs and improvement of the skills of the teams in charge of running the Club.

A beneficiary of the training during a support session on site.

LOCATION

► Kinshasa

LOCAL PARTNER

► RDC Entreprises Développement (RDCED)

2019 BUDGET

► €270 K



1. 6 months after their training.

40

DEMOCRATIC REPUBLIC OF THE CONGO (since 2010)

Situation: small black economy businesses are often the sole source of income for an entrepreneur and his or her family. Casual labor represents more than 95% of jobs in the country. RDCED offers a series of services at the Management and Services Center in Kinshasa.



► **PHILIPPE MUKUNAYI**, trainer at RDCED (Kinshasa).

2019 ACHIEVEMENTS

► **Coaching pilot service** for 3 agents from Bracongo (beer manufacturers) in support for retail outlet managers designed to improve their skills in the following fields; stock management, human resource management, and identification and implementation of SMART* objectives.

► **Experimentation of a new entrepreneurship awareness-raising module** for about thirty young students from Saint-

Georges junior school.

► **Organization of the event "Which services for Enterprise?"**, which hosted more than 100 people there to hear interventions by sector professionals: the GUCE (Guichet Unique de Création d'Entreprise), the SNVC (Syndicat National des Vendeurs du Congo) and the RDCED.

LOCATION

► Tripoli

LOCAL PARTNER

► Semeurs d'avenir Association

2019 BUDGET

► €150 K



1. 6 months after their training.

41

LEBANON (since 2010)

Situation: northern Lebanon is characterized by a high percentage of the population living below the poverty line (45% below the poverty line and 28% below the absolute poverty line) as well a higher rate of unemployment than the national average. Refugee populations are strongly represented in these numbers. The economic and social crisis in Lebanon is making the situation even worse.



► **AMINA, 34 YEARS**, beneficiary of the specialist training in marketing in Zgharta (Northern Lebanon), manager of a clothing store at the Al Rihania refugee camp.

2019 ACHIEVEMENTS

► **New partnerships** have allowed the IECD to extend its service offer: with micro-credit organizations to facilitate access to funding; with other NGOs that offer complementary training, in particular in agri-food processing in order to provide technical support for entrepreneurs in the agricultural sector: with URDA* to help women in rural areas develop skills in business management.

“

I am the only one at the camp to have such variety, prices, and products. The region's inhabitants, whether Syrian or Lebanese, come and buy their clothes in my tent. My work allows me to support my family and the many people around me. Even if I lose all that I have, I have learned something here that I will never forget: self-confidence. I feel I exist, that I am a human being, and that I am effective and independent! ”

LOCATION

► Eastern Jerusalem

LOCAL PARTNER

► Jerusalem Arab Chamber of Commerce and Industry

2019 BUDGET

► €260 K



1. 6 months after their training.

42

PALESTINIAN TERRITORIES (since 2011)

Situation: the deterioration of the security situation since October 2015 has weakened the economy and the psychosocial situation of the populations. Palestinian Territories suffer from a high rate of unemployment, especially among women and young people. According to the PNUD*, the situation in East Jerusalem is particularly critical: 75.3% of the population lives below the poverty line. The population is losing confidence and has very few prospects for the future. The IECD works with the Chamber of Commerce in East Jerusalem, its local partner, to support small entrepreneurs.



Beneficiaries of the Basic Management training.

2019 ACHIEVEMENTS

► **Partnership with COOPI**, an Italian NGO, for the training of start-up entrepreneurs from 4 vocational training centers in mechanical engineering/electronics/computing, and graphic design. About ten beneficiaries followed the Start-Up entrepreneurs training course and about 3/4 of them started their own business.

LOCATION

► Antananarivo

LOCAL PARTNER

► Madagascar Entreprises Développement (MED)

2019 BUDGET

► €160 K



1. 6 months after their training.

43

MADAGASCAR (since 2013)

Situation: the black economy represents more than 90% of jobs and contributes 24% to the country's GDP. Increasing the contribution of the black economy to growth and development is one of the priority actions of public policies. The IECD is participating in this initiative with the development of the program since 2013 and the creation of MED in 2017.



► **JEAN-NOËL, 40 YEARS**, tailor, beneficiary of the basic management training.

“Despite my low level of education, I didn't have any difficulty following the course. Now, I'm more professional, more serious, and I am more confident: at the beginning, my customers were mainly simple people. Now, even people who don't usually go into these neighborhoods come here for the quality of my work.”

2019 ACHIEVEMENTS

► **Development of external training and support services:** the setting up of a viable economic model through the sale of external services was a key objective in 2019. These services allow the program to be extended to new people and new regions: more than 250 entrepreneurs were trained and supported with a simplified training model adapted to a public with a low level of literacy in the region of Sofia and Sambirano.

LOCATION

► Ho Chi Minh City

LOCAL PARTNER

► Social development training center (SDTC)

2019 BUDGET

► €145 K



1. 6 months after their training..

44

VIETNAM (since 2013)

Situation: Vietnam has strong social inequalities and the social divide is growing in Ho Chi Minh City where many people from poor provinces are settling hoping to enjoy better living conditions. The Vietnamese economy is characterized by a high number of black economy family businesses which represent 35% of the GDP. The IECD supports small casual entrepreneurs, especially street vendors. It also helps reputable local organizations in supporting women and offers initiation to entrepreneurship modules in vocational training courses.



► **THI THANH THUY, 38 YEARS**, beneficiary of the TOP VENUE training in Ho Chi Minh City.

“After a few months of applying the new practices, my income has increased greatly. I can even finish work earlier and use the free time to take care of my children.”

2019 ACHIEVEMENTS

► **Training of 20 trainers from the Women's Union**, an influential public organization, to support women entrepreneurs in the Tien Giang region. The objective of training 2,000 women should be reached in 2020.

► **Launch of new training courses for young start-up entrepreneurs.**

► **Launch of entrepreneurship awareness courses** for young people following vocational training at hospitality-catering schools belonging to the AS-SET-H&C network (see p.47).

► **Organization of two forums** in Ho Chi Minh City, one of which was on sales development for women entrepreneurs, organized in partnership with the Women's Union (80 participants); and another on environmental awareness and waste reduction. 200 people attended.

LOCATION

► Brazzaville | Pointe-Noire | Dolisie

LOCAL PARTNERS

► Local structure in the process of registration
► Observatoire congolais des droits des consommateurs (O2CD)

2019 BUDGET

► €235 K



1. 6 months after their training.

45

CONGO-BRAZZAVILLE (since 2014)

Situation: more than 64% of the Congolese population lives below the poverty line. The fragility of the country's economy undermines the activity of small entrepreneurs who are unable to stabilize their income, find themselves isolated, and work in the black market. To tackle this situation, the IECD, with the support of the European Union, provides assistance to very small entrepreneurs in the country's main cities.



Support for an entrepreneur in Dolisie.

2019 ACHIEVEMENTS

► **Organization of a fair** on crafts and "local consumption" solutions in partnership with the associations Initiatives Développement and Essor in Brazzaville (more than 100 participants).

► **Organization of entrepreneurship awareness-raising sessions** at the Don Bosco vocational training centers (more than 60 young people).

LOCATION

► Cairo

LOCAL PARTNER

► Egyptian Association for Comprehensive Development (EACD)

2019 BUDGET

► €115 K€



1. 6 months after their training.

46

EGYPT (since 2018)

Situation: since the events in 2011, inflation has taken off and buying power has declined. About 65% of jobs are in the black economy¹. The profitability of micro-enterprises is often very low and they do not have any long-term visibility. One of the main obstacles to performance is the lack of management skills. To meet these needs, the IECD has joined forces with the EACD, a local development association.



► **HANAA, 30 YEARS**, beneficiary of the basic management training in Cairo.

“ I’ve changed a great deal since following the training: I have new customers, new products, and I am financially comfortable. A year ago, I would never have imagined being here now, but today, I am the proud owner of my own business and work for myself and my children. ”

2019 ACHIEVEMENTS

- **A new public reached:** first training for start-up entrepreneurs launched in 2019.
- **Adaptation of an entrepreneurship awareness-raising training course** for a young audience with a view to its deployment in 2020.
- **Opening of a Management and Services Center in Cairo**, which enabled the launch of the Club's first activities with the specific “Montessori management” training course attracting 10 entrepreneurs.



47 48

TRANSFORM CAMEROON (since 2014) AND IVORY COAST (since 2015) ENCOURAGE THE EMERGENCE OF LOCAL AGRI-FOOD ENTERPRISES

Situation: in Cameroon, the agricultural sector represents about 23% of the country's GDP and employs 62% of the active population¹. In Ivory Coast, the situation is similar: the agricultural and agri-food sectors employ half of the active population and generate about a quarter of the national GDP. Despite a rich and very varied potential, agricultural stakeholders struggle to survive. Often isolated, with little training, and very few financial resources, they suffer from the market's instability and have difficulty selling their products. Since 2014, the IECD has supported agri-food stakeholders in the development of their activities and helps to structure the value chain.

¹ World Bank 2013

LOCATION

- Cameroon: Douala | Njombé and rural areas | Yaoundé
- Ivory Coast: Abidjan | Tiassalé and rural areas | Yamoussoukro

LOCAL PARTNERS

- Cameroun Entreprises Développement (CED)
- Côte d'Ivoire Entreprises Développement (CIED)
- Plateforme de commercialisation de Yamoussoukro (PCOPMAYA)

2019 BUDGET

- €670 K

► WHAT IS TRANSFORM?

The TRANSFORM program aims to improve the living conditions of farmers and entrepreneurs in the agri-food sector by developing short training courses and offering new openings on local markets. It acts as a business incubator and a growth accelerator.

► Two types of stakeholders:

1. **Fresh fruit and vegetable farmers:** to produce and sell high-quality local produce.
 2. **Food processors:** to structure and professionalize the food processing sectors and facilitate the emergence of small sustainable agri-food enterprises.
- According to the target public, TRANSFORM offers technical training (transformation processes, farming techniques, compliance with hygiene standards, etc.) and training in marketing-management (access to markets, operations management, business finance, etc.). The students are then accompanied in the launch and development of their business.

► **A social enterprise:** the project aims to increase the percentage of self-funding through the sale of key services, such as the hiring of the center and its facilities on a daily basis; market research, tailor-made training for agri-food SMEs, their employees, associations and universities, or the provision of a specially equipped area for sorting and packaging fresh produce before shipping.

2019 ACHIEVEMENTS

► **Launch of the TAMCI** (Agri-ecological transition of market gardeners in Ivory Coast) project which aims to support farmers in their switch to agri-ecology practices that respect the environment and generate income. This innovative project associates a university research center (CIRAD), a farmers' association (Plateforme de Producteurs in Yamoussoukro), and a regional organization (CEDEAO*). In 2019, the project helped 32 farmers sell their products via a short distribution circuit in Abidjan.

► **A contest organized with the Louis Dreyfus Foundation** rewarded four entrepreneurs from among the most promising TRANSFORM participants: in addition to personalized coaching, each one of them received a grant to help them develop and ensure the permanence of their activity.



► **ODETTE KASSI**, creator of KAO, winner of the Louis Dreyfus Foundation award.



49

CAMEROON (since 2014)

APONH : SUPPORT FARMERS AND THE ECONOMIC DEVELOPMENT OF THE WESTERN CAMEROON REGION

Situation: in Cameroon, the agricultural sector represents about 23% of the country's GDP and employs 60% of the active population. The Cameroon vegetable sector has great growth potential (diversification of produce, professionalization and better integration of stakeholders, etc.), but still lacks structure. Farmers are often isolated and suffer from the market's instability. The growing demand for high-quality products by the growing number of middle classes is an opportunity to be seized.

LOCATION

- Cameroon: region of Dschang | Douala

LOCAL PARTNERS

- 5 farmers' groups
- Bonduelle Group

2019 BUDGET

- €246 K

WHAT IS APONH?

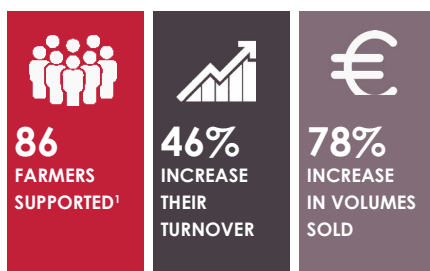
The APONH project, launched in partnership with the Bonduelle Group, supports the structuring of the market garden sector and accompanies farmers and agri-food entrepreneurs. This project is based on four themes:

► **A farming section** (region of Dschang) which supports small farmers: training, support in the production of high-added value produce, networking with different stakeholders in the sector (carriers, basket makers, processors, etc.).

► **A social enterprise section** (Douala) with the SOFRULECAM (Société de Fruits et Légumes du Cameroun). This company manages sales and finds new opportunities for farmers in the Dschang region via a local network. In 2018, the "Les Potagers de Bafou" brand was registered officially and enabled a large-scale commercial deployment.

► **A support for small agri-food enterprises section** which aims to ensure the long-term future of the social enterprise's economic activity with support in all aspects: training, management, marketing, financial management, product development, etc.

► **A social section** in the village of Bafou (western Cameroon): the project's proximity helps to support villagers with actions for children: meals distributed three times a week to 180 children and improvement of schooling conditions.



1. including 48% of women.



► SOFRULECAM

Since 2016, SOFRULECAM (Société des fruits et légumes du Cameroun), set up by the IECD in partnership with the Bonduelle group, has ensured the distribution of fruit and vegetables grown using sustainable production methods in Dschang and Njombe. It ensures their transport, packaging and delivery via short distribution circuits less than 24 hours after harvesting.

2019 ACHIEVEMENTS

► **Improvement of the quality and quantity of farm production:** the search for new high added-value fruit and vegetable varieties helps to diversify production and secure farmers' incomes. An experimental plot became operational in 2019 and two market gardens are now in activity. New technical training courses were tested.

► **Change of pace for SOFRULECAM:** sales were made in volume retailing in 2019 (after Douala in 2018) and Sofrulecam is positioning itself on the "high-end" food market.



► **AHMAD, 21 YEARS**, beneficiary of the BRIDGES program training in entrepreneurship and funding for project development.

“ I knew I was going to learn some important things here and I’m proud to have gone before a jury for the first in my life and of having presented my project with such ease: a delivery service for the inhabitants of the suburbs where I live, which is quite far from Damas. If I had to say one thing about the program it would be: gratitude.”

FOCUS SYRIA

CONTEXT

In a country on its knees after 10 years of fighting, the IECD welcomes populations who are battered and bruised by the events and does its utmost to rebuild the confidence of families who have been displaced and young people who are not in education or employment.

THE IECD'S ACTION

Apart from the aim of offering a welcoming and secure setting for people in great difficulty, the IECD in Syria creates bridges to employment so that those affected by the conflict are able to benefit from acceptable living conditions. Its action covers three main areas:

- Training: with the objective being reintegration through economic activity, the focus is on training (30 31 32 p.42)
- Entrepreneurial initiatives: the IECD encourages young business creators to develop their own income-generating activity: in view of its success, the BRIDGES project was renewed for the third year running 50.
- Support for entrepreneurs in rebuilding their activity: for the first time in 2019 and as a pilot project, a territorial approach to revitalizing a district of the city of Harasta, destroyed by the war, provided former shopkeepers with help to reopen their stores 51.

► Certified short training in Syria p.42

LOCATION

- Damas (urban and rural areas)
- Aleppo

LOCAL PARTNERS

- SARC (Syrian Red Cross)
- Local associations
- UNICEF

2019 BUDGET

- €395 K



529
YOUNG PEOPLE
TOOK PART IN
THE PROGRAM¹



59
PROJECTS WERE
PROVIDED WITH
FUNDING²



217
PROJECTS
SUPPORTED
SINCE 2016

1. including 40% of women
2. in 2019

50

BRIDGES (since 2016)

HELP YOUNG SYRIANS TO CREATE THEIR OWN BUSINESS

Set up since October 2016, the BRIDGES program (Building and Reinforcing Integration through Development of Guidance, Employment and Skills) aims to inform young people about the challenges of entrepreneurship and help the most motivated among them to 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.

2019 ACHIEVEMENTS

- 529 young people accessed a complete training course that allowed them to develop their entrepreneurial skills.
- 313 young people worked on defining a project and 212 were presented to a jury.
- 59 of them obtained financial aid and technical support that allowed them to start their own business.

LOCATION

- Harasta

LOCAL PARTNERS

- UNDP

2019 BUDGET

- €140 K



53
SHOPKEEPERS
WERE
TRAINED
AND
SUPPORTED



18
SHOPS
IN THE TOWN
REOPENED
THEIR STORES

51

RELAUNCH OF ECONOMIC ACTIVITY (since 2019)

Situation: deserted by its inhabitants, the city of Harasta north-east of Damas is rising from the ashes. The IECD is successfully experimenting a pilot project that aims to help local stores get back on their feet so that entrepreneurs can use their work tool again.

2019 ACHIEVEMENTS

- 53 former shopkeepers benefited from training in order to improve their entrepreneurial skills.
- 18 shopkeepers have now reopened their businesses thanks to the technical support and funding provided.
- The positive results of the project will lead to it being extended to other neighborhoods and other cities.

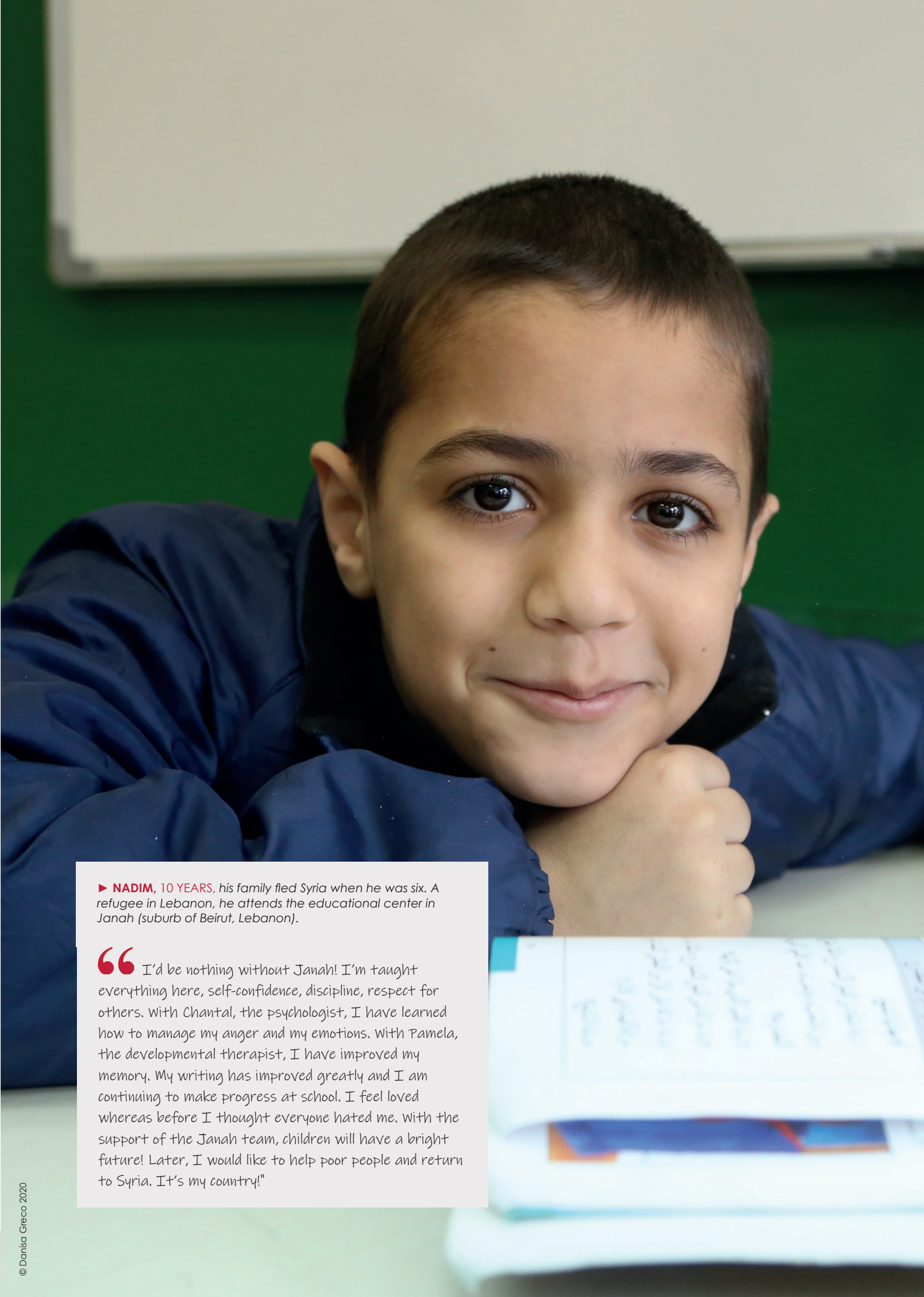


► **FATIMA, 32 YEARS**, owner of a clothing store in Harasta

Fatima is raising her two children on her own after their father was killed during the war. Thanks to this project, her store has been renovated and stocked with articles in high demand: clothes, accessories, fragrances. Fatima has hired her sister to work with her in the store. She too lost her husband during the war.

“

Returning to work has given me new hope and confidence. I hope that my example will encourage women to take part in the reconstruction of Harasta.”



► **NADIM, 10 YEARS**, his family fled Syria when he was six. A refugee in Lebanon, he attends the educational center in Janah (suburb of Beirut, Lebanon).

“ I’d be nothing without Janah! I’m taught everything here, self-confidence, discipline, respect for others. With Chantal, the psychologist, I have learned how to manage my anger and my emotions. With Pamela, the developmental therapist, I have improved my memory. My writing has improved greatly and I am continuing to make progress at school. I feel loved whereas before I thought everyone hated me. With the support of the Janah team, children will have a bright future! Later, I would like to help poor people and return to Syria. It’s my country!”



EDUCATION

It all starts at school

THE EDUCATION DIVISION

CARTOGRAPHY OF PROJECTS

EDUCATIONAL AND REMEDIAL
CENTERS (CERES) IN MADAGASCAR

SUPPORT FOR HIGHER EDUCATION
(SESAME) IN MADAGASCAR

THE JANAH EDUCATIONAL CENTER IN
LEBANON

THE AL HAMAWI CENTER IN
PALESTINIAN TERRITORIES

TRAIT D'UNION IN LEBANON: TRAINING
TEACHERS IN INCLUSIVE EDUCATION



EDUCATION

SCHOOL FOR ALL!



CONTEXT

258 MILLION CHILDREN AND TEENAGEERS OF SCHOOL AGE DO NOT ATTEND SCHOOL

6 children and teenagers out of 10 do not achieve minimum proficiency levels in reading and mathematics¹. This particularly concerns young girls who represent 2/3 of illiterate people in the world. Yet, education is one of the best solutions for poverty. Each additional year of schooling results in a 10% increase in a person's potential income². On a national level, this implies a 1% increase in the annual GDP. No country can progress in a sustainable manner without good quality education for all.

¹ According to the Institute for Statistics (ISU)

² According to the Observatoire de l'aide française à l'éducation dans les pays en voie de développement.

THE IECD'S ACTION

ACCESS TO GOOD QUALITY EDUCATION IS POSSIBLE!

With its local partners, the IECD develops education measures that allow vulnerable young people (isolated, socially disadvantaged, refugees, young people with learning difficulties, or young disabled people) to access a good quality education. One of the specific features of these measures is that they do not replace national education systems but support them, complete them, and reinforce them when they are fragile or insufficient. Their ambition is to create conditions favorable to the development of each individual as much in terms of the acquisition of academic knowledge as in terms of life skills. From children to young adults, the IECD aims to help each individual reveal his or her talents and place them at the service of his or her community in order to become a committed citizen of the country.

To that end, the IECD considers education in a holistic manner. Its specific nature is its integrated approach which has two complementary educational goals:

► STIMULATE THE LEARNING POTENTIAL

- Favor the capacity of individuals to acquire knowledge and basic skills so that young people are able to make free and informed educational and professional choices.
- Support those who need help in their psychosocial development so that they are not hampered in their learning and grow up developing their capacity for resilience.

► FAVOR PERSONAL DEVELOPMENT

- Help individuals to develop their personality, their skills and their ability to live alongside others via workshops and extra-curricular activities.
- Encourage the development of a stimulating and constructive family and educational environment through the involvement of parents and the training of teachers and educators.

EDUCATION

Cartography of 2019 projects

LOCATION

- INDIAN OCEAN: Madagascar
- MEDITERRANEAN BASIN: Lebanon | Palestinian Territories.

PROJECT LAUNCH

- 2006

2019 BUDGET

- €2,330 K (17% of the turnover)
- +2% compared to 2018



NATHALIE, 22 YEARS, student followed by CERES and SESAME, Bachelor's degree in computing at IT University, currently working at SmartOne as an application developer - Antananarivo (Madagascar).

“

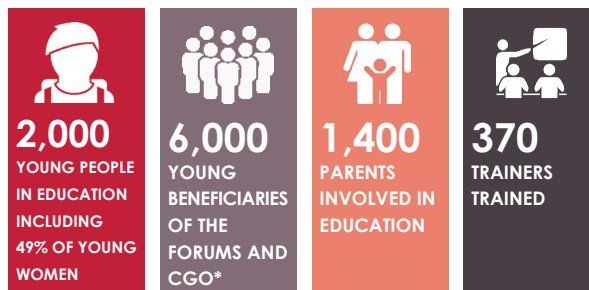
I come from a humble family of 9 children. I was spotted by the CERES program when I was in 4th year of high school, which offered me the chance to go and study in Fianarantsoa at a reputable school. Therefore, I left home and went to

live on my own in the city. I faced many challenges. Often I didn't have enough money to buy food. Yet, I did my utmost to succeed because my parents had pinned their hopes on me. I was one of the best with an average grade of 18/20. I spent a lot of my time studying. After the baccalaureate, SESAME offered me the chance to enter higher education. I found my vocation (computing) and the 3rd year work placement at Smartone led to me being offered a permanent contract. The management was very impressed by my skills and also proposed to finance my Masters' degree! SESAME taught me to aim for excellence! ”

2019 ACHIEVEMENTS

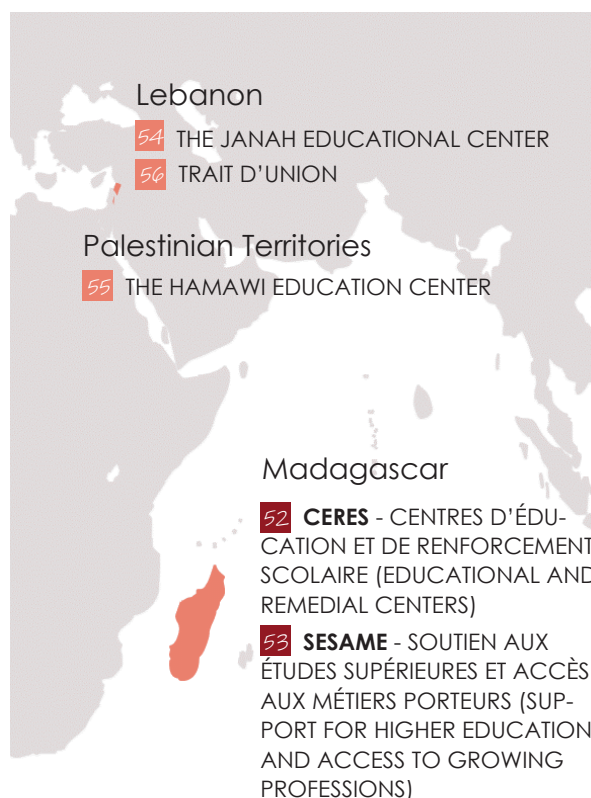
► **Construction of a common charter for educational projects:** In 2019, the team formalized a common action framework to clarify the objectives of human training for young people. This initiative aims to ensure an educational and ethical coherence between the different projects managed by the IECD and its partners. An educational guide for all the IECD's educators will be published in 2020: it will define an educational framework and will enable exchanges of know-how, tools and educational content between different countries.

► THE IMPACT OF THE EDUCATION DIVISION



AND ALSO:

- Development of self-confidence, a civic spirit and a commitment to one's country.
- Contribution to the stability of regions by combating the inactivity of young people and promoting values of peace and respect.
- Improvement of the standard of living of young graduates' families and the schooling of their siblings.
- Emulation by example for other young people in the community.
- Creation of jobs and contribution to the economic development of the young people's region of origin, who often return to live near their loved ones.
- Influence on the development of countries by promoting careers with a high development impact.





52

MADAGASCAR (since 2006) THE CERES PROGRAM HAS BEEN REVAMPED

Situation: In rural areas, more than one student out of two entering junior school does not reach the 4th year and only one junior school student out of 100 obtains the baccalaureate. Isolation, the poverty of families, but also the lack of infrastructure and shortfalls in training and teaching methods among teachers are the culprits.

LOCATION

► Region of Fianarantsoa

LOCAL PARTNER

► PROMES (Association for economic and social promotion)

2019 BUDGET

► €915 K

10,000 YOUNG PEOPLE SUPPORTED SINCE THE START OF THE CERES (Educational and remedial centers) PROGRAM

Since 2006, the IECD and the Madagascar association PROMES have been combating school failure among young rural students in the region of Fianarantsoa by supporting students from 12 junior schools. Thus, more than 10,000 young people have been accompanied in the frame of the CERES program since the start of the project, with some excellent results: in 2019, 80% of the students passed their BEPC mid-school exam (compared to 25% for students not supported by the program). This success is partly due to the integrated approach, the quality of the teaching, the students' boarding facilities, and the involvement of their parents.



764
STUDENTS
ACCOMPANIED
BY CERES IN
2019
(INCLUDING
50% OF YOUNG
WOMEN)



79%
OF YOUNG
PEOPLE AT
A HIGH
SCHOOL



58
JUNIOR
SCHOOL
TEACHERS
TRAINED

2019 ACHIEVEMENTS

► **Two new study routes:** in September 2019, the teams embarked on a major restructuring of activities. Now, the CERES program offers separate study routes:

► THE SUCCESS ROUTE

- Designed for underprivileged junior school students from the 2nd year to the 4th year.
- The educational offering provides them with the very best conditions of support (support for schooling and life at the boarding facilities) in order to pass their mid-school exam.

► THE EXCELLENCE ROUTE

- Designed for students from the 4th year through to higher education.
- A 4th year class welcomes 40 of the smartest and most motivated students to prepare their entry into the very best high schools.
- During their time with us, they are housed at the boarding facilities, supported in their studies and provided with personal assistance to help them decide on their professional direction. In this way, they become free and responsible adults, committed to the development of their country.



CHACI, 15 YEARS, Student supported since the 1st year currently in the 4th year "excellence" class.

“In the evening, we have time and electricity to do our homework and learn the lessons. The CERES program teaches us many different things, not only about school but about daily life. I will know how to manage my life later on.”

► **An increase in the quality of follow-up:** 4th year entrance tests were revised according to the skills required, school support methods were improved, the timetables of students at boarding facilities were adapted to reduce the length of weeks, and the personal development program progressed to favor the autonomy of students.

► **Associating parents in their children's education:** with a view to contributing to the development of a family environment conducive to studying, "Parents' school" educational sessions are offered to families. **75% of parents** took part in these sessions in 2019.

► **Supporting the most underprivileged:** in the frame of the program, **about 2,500 people** (parents and siblings of students) benefit from meals during the bonding period*.



53

MADAGASCAR (since 2013) SESAME OR UNIVERSITY EXCELLENCE FOR SUCCESSFUL INTEGRATION

Situation: in Madagascar, just 3% of baccalaureate graduates have access to higher education. The very large majority of them are urban dwellers and come from the middle to upper classes. The drop-out rate is high among those who manage to achieve this, often due to a lack of preparation. Finally, the absence of guidance programs results in students not having a proper project once they reach higher education.

LOCATION

► Region of Antananarivo

LOCAL PARTNER

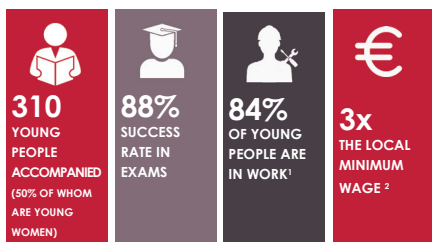
► PROMES (Association for economic and social promotion)

2019 BUDGET

► €875 K

THE SESAME PROGRAM (support for higher education and access to a profession)

Following on from the CERES program, SESAME offers support for deserving baccalaureate graduates in their higher education then in their professional integration. The selected students come from underprivileged environments and distinguish themselves by their excellent school results and learning skills. A preparatory year for entrance exams allows them to optimize their chances of integrating the best higher education establishments in Madagascar. The educational program they benefit from during their higher education **aims at academic and educational excellence with a view to producing a generation of competent, generous young Madagascans committed to the development of their country.**

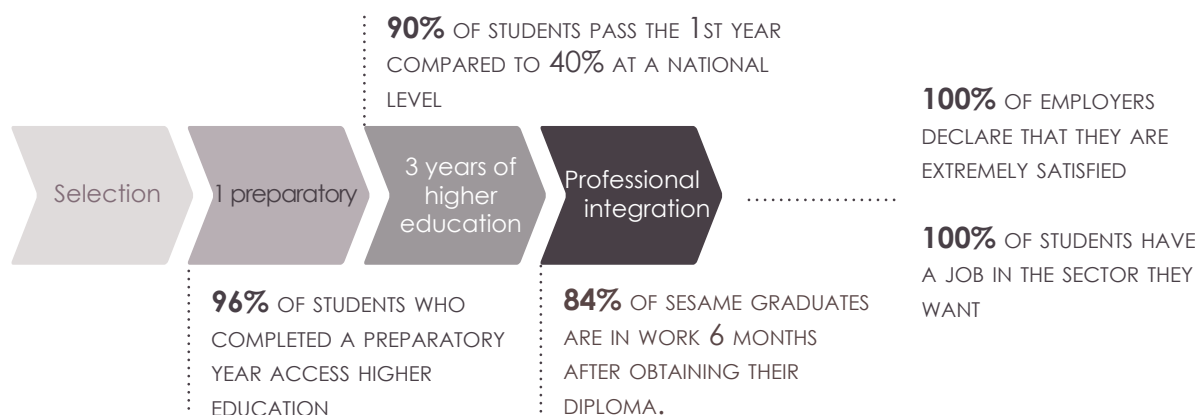


1. 6 months after obtaining their diploma when an average of 3 to 5 years are needed for a young graduate in Madagascar to obtain their diploma.
2. Average hiring salary for young graduates.

2019 ACHIEVEMENTS

- **Strong increase in the program's notoriety** among higher education institutions, establishments, and enterprises.
- **Development of many enterprise partnerships** with work placements for students and study grants.
- **New guidance services in high schools and higher education establishments:** thanks to the support of the French cooperation service, including the AFD, SESAME is committed alongside international stakeholders and ministerial institutions.
- **Success of forums:** two forums, the Forum of higher education establishments and guidance, and the Forum of professions and enterprises, respectively welcomed 2,000 and 4,000 visitors at the SESAME campus

THE SESAME PROGRAM IN 4 STEPS





© Bilal Salameh

54

LEBANON

THE JANAH EDUCATIONAL CENTER (since 2007) SUPPORT LEBANESE AND SYRIAN CHILDREN WITH SCHOOLING AND SOCIAL DIFFICULTIES

Situation: in Lebanon, 1.5 million Lebanese are in difficulty living below the poverty line. To this is added about a million Syrian refugees. Among them, about 250,000 children are not in schooling. In emergency situations, education is often a secondary concern. The effects on development and integration will be irreversible for future generations of Lebanese and Syrians without a lasting commitment to children and teenagers.

LOCATION

Beirut

LOCAL PARTNERS

- Institut technique franco-libanais (ITFL)
- Association nationale libanaise pour le développement social (ANLDS)

2019 BUDGET

- €300 K€

In 2007, the IECD created the Janah socio-educational center in Baouchriyé, a working-class district of Beirut where there are many poor Lebanese and refugee families (traditionally Iraqi and now Syrian). Social problems such as insecurity, drug trafficking, and violence are recurrent there. **The educational center has positioned itself as a community site that encourages people to live together and provides support for the Lebanese school system.** It welcomes young girls and boys from 7 to 17 years and provides an adapted response to educational and psychosocial needs. Janah offers an environment conducive to learning and the development of each individual. Its success is visible through its high percentage of loyalty: 73% of young people enroll again year after year.

2019 ACHIEVEMENTS

► **Increased educational expertise** thanks to continued training and new recruitment in the team, comprising teachers, educators, psychologists, psychomotor therapists and speech therapists.

► **Education awareness actions** with the Comité des Mères de Familles, which created two plays on selected themes: one on the prevention of early marriage, and the other on harassment at school.

► **Launch of a citizens' action** to clean the area around the center that brings together child refugees and the area's inhabitants.



305
CHILDREN (50%
OF WHICH ARE
YOUNG WO-
MEN)



55
FAMILIES
SUPPORTED¹



9
SUPERVISORY
STAFF TRAINED

1. Particularly vulnerable families benefit from the support of a social worker and a psychologist.



56

LEBANON

TRAIT D'UNION (since 2010) TRAIN TEACHERS AT LEBANESE SCHOOLS IN THE INCLUSIVE EDUCATIONAL APPROACH

Situation: in the Lebanese context of crisis, children with a disability or learning difficulties are among the most vulnerable. Despite a saturated educational system, the Lebanese state has opted to welcome them at regular schools.



55

PALESTINIAN TERRITORIES

THE HAMAWI EDUCATION CENTER : A PLACE OF LIFE AND LEARNING FOR YOUNG PALESTINIANS (since 2012)

Situation: in the region of Bethany and its surrounding villages, unemployment affects 40% of men and 85% of women. In this context, the future is uncertain for teenagers.

LOCATION

► Bethany

LOCAL PARTNER

► Bethany Charitable Association

2019 BUDGET

► €190 K

The *Hamawi* center in Bethany, meaning "protected place" welcomes young boys and girls from 6 to 18 years from the poorest families in Bethany and its vicinity. **It is a place of learning and living together that allows young Palestinians to benefit from a secure, welcoming and stimulating environment.** They follow an education remediation program and participate in extracurricular and personal development activities. The center also offers schooling and career guidance support for young high school students (*Hamawi Talent project*) to facilitate their success in their higher education and their integration into the world of work.



213

STUDENTS
FROM 9 PUBLIC
SCHOOLS
(67% YOUNG
WOMEN)



30

HIGH SCHOOL
STUDENTS
ADVISED
IN THEIR
ORIENTATION

2019 ACHIEVEMENTS

► **Extension of know-how to 7 public schools in Al Aizarieh** which now benefit from educational support from Al Hamawi for Arabic, English, Math, Science and Personal Development.

► **Success of the Hamawi Talents activity** which aims to help with the vocational guidance of young women: launch of open days at universities which generated a great deal of interest. Many applications were received to take part in the Hamawi Talents activity.

► **Boom in extracurricular activities.** In addition to the Media Club, writing workshops, Hebrew and English classes, creative arts, etc. The Volunteers' Club offers young people from 15 to 18 years the chance to participate in training or develop citizens' initiatives. The creation of two children's clubs complete the offer.

► **Recognition of the center** through the activities deployed that target parents and the wider community: "Read to me baba" encourages fathers to become involved in their children's education through reading. The center also offers a solidarity space for women.

LOCATION

► Beirut | Saïda

LOCAL PARTNER

► Foyer de la Providence (including the Trait d'Union association)

2019 BUDGET

► €41 K

Since 2010, the resource and guidance center Trait d'Union trains teachers from partner Lebanese and Palestinian schools in an inclusive educational approach based on respect of differences. Trait d'Union also offers training for the general public, parents, and healthcare professionals on detecting learning and behavioral difficulties.



346

CHILDREN
ACCOMPANIED
IN THEIR
DISABILITY



1,000

PARENTS
INFORMED



200

TEACHERS
TRAINED



SérAPHINE and Jean-Calvin Dongfack, delegates of the Jaadic group, which brings together 30 farmers, were able to successfully diversify their crops thanks to the advice and support of the team of agricultural engineers from the APONH project (Cameroon)



INTERVENTION AREAS

MEDITERRANEAN BASIN

SUB-SAHARAN AFRICA

SOUTHEAST ASIA

INDIAN OCEAN



Career Guidance Offices (Lebanon)

Since
1989

15,700
direct
beneficiaries
in 2019

36 %
of the total activity
(+11% in 2019)

Budget
€5,100 K

39
local
partners

24
projects in
progress

**MEDITERRANEAN
BASIN**

In the Middle East, populations from Lebanon and Syria are greatly impacted by the consequences of the crises which have worsened over the years.

In Egypt, the combination of rising poverty and sustained demographic growth creates great tension with regard to employment.

In Morocco, in a climate of deceleration in the growth of GDP (2.3% in 2019), the King has urged all public and private players to find solutions to facilitate the creation of businesses and access to employment for young people. With dynamic and talented teams well established in the field thanks to high-quality local partnerships, the IECD responds to these situations and is increasing the number of initiatives.

TRAINING & PROFESSIONAL INTEGRATION

► **Increase in the impact of the Mediterranean New Chance network:** (30,000 young people / 110 partner schools).

► **Lebanon, 3rd year of the MLL project:** the technical baccalaureate in computing is ready to be rolled out in 6 schools | 10 new BOE* were opened (out of 23 in total) | 900 young people benefited from short training in Lebanon allowing 69% of them to find paid work.

► **Syria:** 4,800 young people and adults in great difficulty were trained in a technical profession and/or supported in their life project.

► **Egypt:** cooperation with the Ministry of Education to develop a new national vocational training strategy | Actions in favor of women to promote their place in technical training and their integration into the industrial sector | A new partner school, ElectroMisr Applied Technology School (ATS*), joined the program in 2019.

► **Morocco:** creation of a second CFA in careers in electricity in Bouskoura | Creation of 3 BOEs | Creation of 4 new training courses in careers in personal care | Official creation of IECD Morocco.

ENTREPRENEURSHIP

► **Syria:** support the return of storekeepers to neighborhoods abandoned during the war | More than 500 young people presented a business creation project to a jury and 10% of them benefited from support and financial aid.

► **Lebanon:** new partnerships extend the IECD's service offer. Complementary training (in particular in agri-food processing); new groups of women in rural areas; facilitation of access to funding.

► **Egypt:** opening of a Management and Services Center in Cairo.

EDUCATION

► **Drafting of a charter** common to the IECD's educational projects.

► **Lebanon (Janah center):** educational and schooling support actions reinforced with psychosocial support and the center's recognition as being a place where different populations can meet.

► **Palestinian Territories:** extension of the activities offered by the educational center in Bethany to parents and populations in the vicinity (7 partner schools).

► TRAINING & PROFESSIONAL INTEGRATION

CAREERS IN ENERGY (Seeds of Hope) p.16

- 1 LEBANON | Careers in electrical engineering (since 2007)
- 2 EGYPT | Careers in electricity (since 2013)
- 3 MOROCCO | Careers in electricity (since 2014)

CAREERS IN INDUSTRY p.18

- 6 LEBANON | Careers in industrial maintenance (since 2017)
- 8 MOROCCO | Careers in electrical engineering for industrial maintenance (since 2019)

CAREERS IN COMPUTING p.18

- 10 LEBANON | Careers in computer development (since 2018)

FAVOUR ACCESS TO EMPLOYMENT p.19

- 11 LEBANON | Career guidance offices (since 2012)
- 12 LEBANON | Social enterprise in the electricity sector (since 2016)

CAREERS IN HEALTH p.36

- 23 MOROCCO | Careers in personal care (since 2019)

CERTIFIED SHORT TRAINING p.42

- 29 LEBANON | Certified short training (since 2017) p.20
- 30 SYRIA | Shebab Center in Jaramana (since 2009)
- 31 SYRIA | I Can Center in Jaramana (since 2017)
- 32 SYRIA | Sweida Center (since 2017)
- 33 SYRIA | Support for local associative structures (since 2013)

NETWORKS p.44

- 34 MEDITERRANEAN | Mediterranean New Chance (MedNC), network of training and professional integration stakeholders in the Mediterranean (since 2018)
- 36 FRANCE | NGO exchanges of practices on vocational training and professional integration (since 2012)

► ENTREPRENEURSHIP

SUPPORT FOR SMALL ENTREPRENEURS IN URBAN ENVIRONMENTS p.52

- 41 LEBANON (since 2010)
- 42 PALESTINIAN TERRITORIES (since 2011)
- 46 EGYPT (since 2018)

FOCUS SYRIA p.60

- 50 SYRIA | BRIDGES, help young Syrians develop their own business (since 2016)
- 51 SYRIA | Rebuilding cities (since 2019)

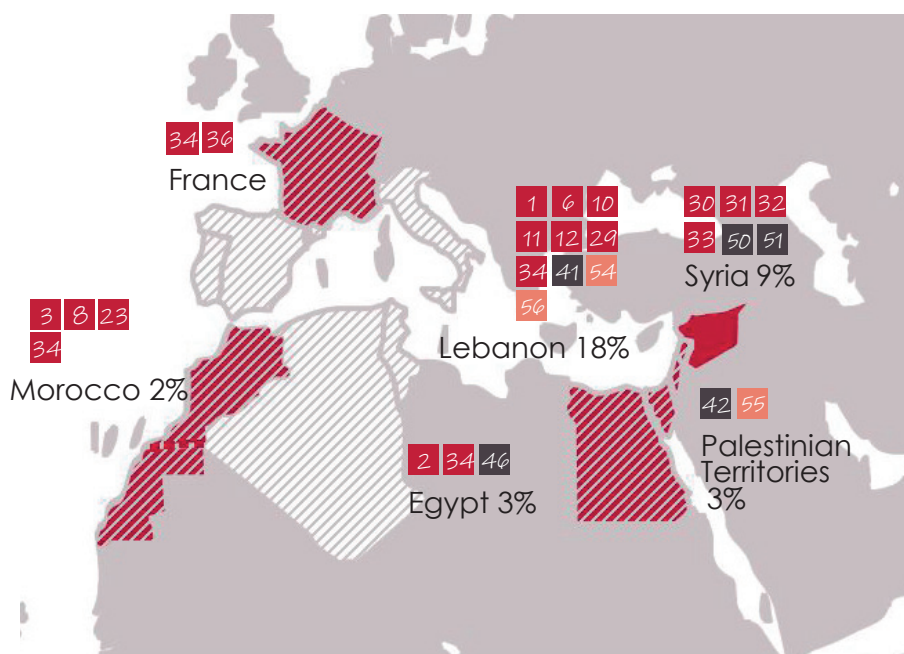
► EDUCATION

LEBANON p.70

- 54 JANAH EDUCATIONAL CENTER (since 2007)
- 56 TRAIT D'UNION (since 2010)

PALESTINIAN TERRITORIES p.71

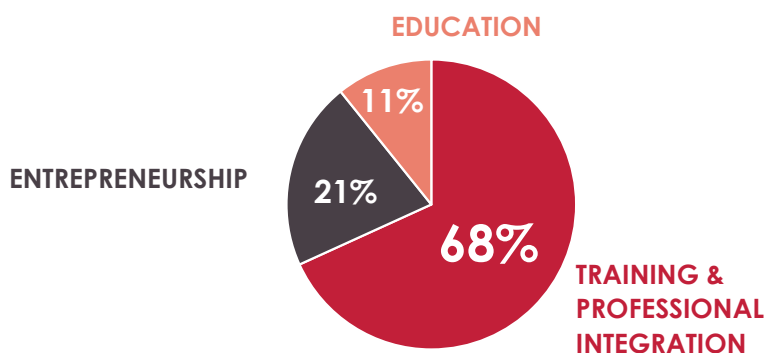
- 55 HAMAWI EDUCATIONAL CENTER (since 2012)



Percentages by country are in relation to the total operating budget.

MedNC network member countries (Algeria, Egypt, Spain, France, Italy, Lebanon, Morocco, Portugal, Tunisia)

Countries where the IECD has projects





Agricultural training at the IFER* in Afféry (Ivory Coast)

Since
1991

9,900
direct
beneficiaries in
2019¹

34 %
of the total activity
(+26% in 2019)

Budget
€4,900 K

36
local partners

18
projects in
progress

**SUB-SAHARAN
AFRICA**

1. and 78,000 indirect beneficiaries of health programs (PASS and sickle cell disease)

The IECD's action in Sub-Saharan Africa is marked by a strong dynamic of project launches, some of which will become effective in 2020. In new geographic areas (Liberia) and in new careers (health, industry, hospitality & catering), they reflect the increased recognition of the IECD's role for youth and employment in the region.

In a region with a high level of casual and insecure work, but also a very high development potential, the IECD is rolling out a series of activities relating to training and professional integration as well as the development of entrepreneurship. The region is also the basis for the program on the improvement of care for sickle cell disease sufferers with training for healthcare workers.

TRAINING & PROFESSIONAL INTEGRATION

► **A strong dynamic for the development of training marked 2019 in different sectors of activity** and feasibility studies were carried out with a view to disseminating projects: vocational training in hospitality-catering in DRC; in industry in Ivory Coast; in health in Congo-Brazzaville and Cameroon | A prospection mission in a new country, Liberia, will enable the launch of new actions in 2020.

► **Launch of the program to fight sickle cell disease in Ivory Coast.**

► **PASS*** (Congo-Brazzaville): capitalization work and the launch of new training content will enable the dissemination of the program which is currently being studied in Cameroon.

► **Training in careers in industry** (Seeds of Hope) is developing in Ivory Coast in the field of car mechanics, a sector with great potential.

► **Agricultural training:** continued development of two IFER*, flagship establishments in Yamoussoukro and Afféry, and the opening of a Girls' Club.

ENTREPRENEURSHIP

► **Thanks to the strengthening of the RED* and its position as technical support provider for third party organizations, the program continues to be rolled out and offers its training, advice, and coaching solutions for a growing number of entrepreneurs, from micro-enterprises to SMEs.**

The RED has become a reference stakeholder and the teams are contacted by corporate foundations.

► **Launch of the "Jeune pousse" operation in Ivory Coast:** the teams offer awareness-raising/training in entrepreneurship for students from the INPHB, followed by a business incubator for students from the INPHB* campus in Abidjan.

► **SOFRULECAM, social enterprise** that works to ensure better access to markets for small farmers in western Cameroon continues its growth with a 76% increase in sales. In 2019, it was used as a model for the development of a similar type of enterprise in Ivory Coast.

► **The TRANSFORM incubators achieve a level of recognition** that allows them to reach even more entrepreneurs wishing to invest in the agri-food processing sector.

A huge effort on “marketing/packaging” was made this year in order to provide solutions that help entrepreneurs differentiate themselves on markets.

► **A project for energy access in rural areas**, rolled out in Congo-Brazzaville and Ivory Coast, and associated with a support program for small entrepreneurs, will offer new economic and social opportunities for populations.

► TRAINING & PROFESSIONAL INTEGRATION

CAREERS IN ENERGY (Seeds of Hope) p.16

4 IVORY COAST | Careers in electricity (since 2016)

CAREERS IN INDUSTRY p.18

9 IVORY COAST | Careers in industrial maintenance (since 2019)

CAREERS IN AGRICULTURE p.33

19 CAMEROON | Careers in agriculture and animal breeding (since 1992)

20 IVORY COAST | Careers in agriculture and animal breeding (since 1998) and in electricity (since 2004)

CAREERS IN HEALTH p.37

21 REPUBLIC OF CONGO | Careers in health (since 2012)

22 REPUBLIC OF CONGO | Careers in personal care (since 2019)

24 DEMOCRATIC REPUBLIC OF THE CONGO | Fight against sickle cell disease (since 2006)

26 CONGO-BRAZZAVILLE | Fight against sickle cell disease (since 2015)

27 CAMEROON | Fight against sickle cell disease (since 2015)

28 IVORY COAST | Fight against sickle cell disease (since 2018)

► ENTREPRENEURSHIP

SUPPORT FOR SMALL ENTREPRENEURS IN URBAN ENVIRONMENTS p.52

37 ALL COUNTRIES: Réseau Entreprises Développement (since 2012)

38 CAMEROON (since 1998)

39 IVORY COAST (since 2007)

40 DEMOCRATIC REPUBLIC OF THE CONGO (since 2010)

45 CONGO-BRAZZAVILLE (since 2014)

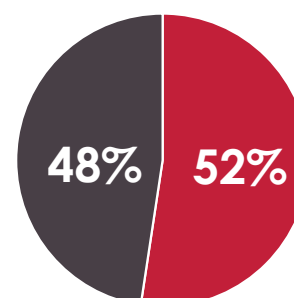
SUPPORT FOR AGRI-FOOD STAKEHOLDERS p.58

47 CAMEROON | TRANSFORM (since 2014)

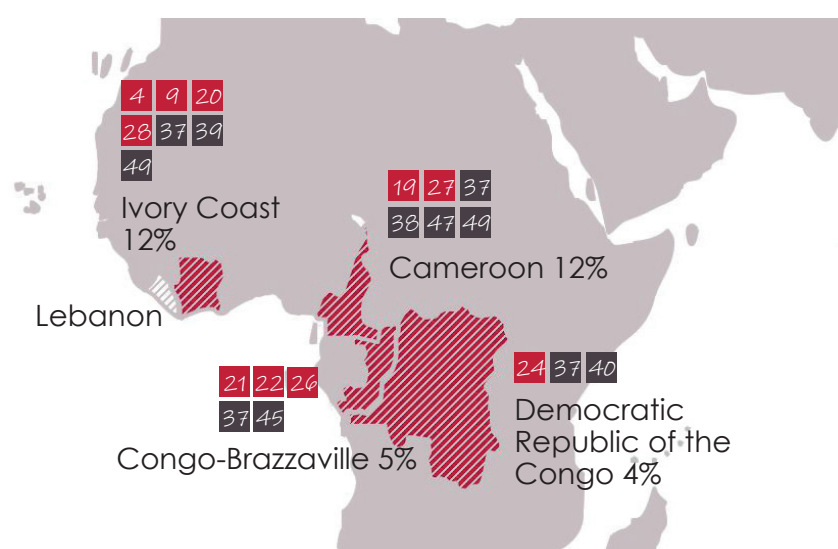
48 IVORY COAST | TRANSFORM (since 2015)

49 CAMEROON | APONH (since 2014)

ENTREPRENEURSHIP



TRAINING & PROFESSIONAL INTEGRATION



Percentages by country concern the total operating budget.



RED member countries



Countries that have been the subject of an in-depth study with developments planned for 2020



Since
1989

10,150
direct
beneficiaries in
2019

17 %
of the total
activity
(+9% in 2019)

Budget
€2,400 K

6
local partners

5
projects in
progress

MADAGASCAR

With 76% of the population living below the extreme poverty line, there are many challenges, especially in terms of education since it is the 5th country with the highest number of children not in education.

With a presence in the country since 1989, the IECD is now recognized as a key development stakeholder by the country's associative and institutional players. Its activities range from access to education (CERES and SESAME programs), training and professional integration with La Rizière hospitality school, and support for entrepreneurship which was greatly developed in 2019. Madagascar is also one of the five countries where the program to fight sickle cell disease has been rolled out.

The good results obtained in the integration of young people allow the IECD to envisage new developments, in particular in the hospitality & catering sector.

In 2019, **the transfer of skills and the emergence of local talent** remained one of the IECD's main goals with the appointment of national residents to governance bodies and the reinforcement of structures and networks.

EDUCATION

► **SESAME increases its recognition: the success of the educational path, measured by an 84% integration rate for young people, and a basic wage three times higher than the local minimum wage,** makes it a reference program for supporting young people towards work. Enterprises find the program increasingly important and contribute to it via grants. The selection of young students is extended to other new regions in Madagascar: the teams in the field covered about 20,000 km in 23 different regions. Career guidance forums, the only ones on the island, welcomed **about 6,000 students in 2019.**

► **New phase for CERES:** 2019 was the year of reform. Whereas there used to be just one solution, there are now two. The experimental phase is in progress. The support program remains a reference in the field: **success rate over 80%** in the mid-school exam compared to 25% for young rural residents not supported by the program.

TRAINING & PROFESSIONAL INTEGRATION

► **La Rizière hospitality school** is now a recognized model that suggests new developments in careers in hospitality & catering for 2020: and the results are very positive: **more than 80% of former graduates have found work** in the booming tourism and hospitality & catering sector.

► **Sickle cell disease:** signature of a partnership with the Ministry of Public Health in Madagascar for a nationwide relay service.

ENTREPRENEURSHIP

► **Madagascar Entreprises Développement really took off in 2019.** The structure continues its search for autonomy and has increased the services it offers to private and public partners: **in 2019, the project activities were 30% self-funded**

► TRAINING & PROFESSIONAL INTEGRATION

CAREERS IN HOSPITALITY- CATERING p.26

14 La Rizière School in Fianarantsoa (since 2012).

CAREERS IN HEALTH p.37

25 Fight against sickle cell disease (since 2014)

► ENTREPRENEURSHIP

SUPPORT FOR SMALL ENTREPRENEURS IN URBAN ENVIRONMENTS p.52

37 Réseau Entreprises développement¹ (since 2012)

39 Support for very small enterprises (since 2013)

¹ Already counted in Sub-Saharan Africa

► EDUCATION

54 CERES - Educational and remedial centers - Fianarantsoa region (since 2006)

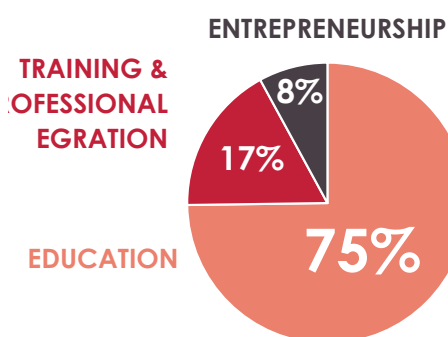
56 SESAME - Support for higher education and access to careers in buoyant sectors - Antananarivo (since 2013)



Percentages by country are in relation to the total operating budget.



RED member countries



Junior school in Andranovoriva (Fianarantsoa region - Madagascar)



Hospitality-Catering School in Mae Sot (Thailand)

Since
2002

2,740
direct
beneficiaries in
2019

11 %
of the total activity
(+46% in 2019)

Budget
€1,500 K

22
local partners

9
projects in
progress

**SOUTHEAST
ASIA**

In Southeast Asia, more than 50% of jobs were deemed to be unstable by the ILO* in 2019. At the same time, the growth of the tourism sector creates real employment opportunities. **The IECD uses this fact to develop training in careers in hospitality & catering - including bread and cake-making - for underprivileged young people.** Since 2016, it has stimulated innovation and improved the training offer by mobilizing 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 program is developing thanks to new partnerships, **in particular for street vendors, 80% of which are women.**

TRAINING & PROFESSIONAL INTEGRATION

- **Raise awareness among young people from the ASSET-H&C network's schools** about business creation: the tools developed by the IECD's Support for Entrepreneurship division are transferred to the vocational training rolled out by the ASSET-H&C network's members: the network's schools appropriated the "Business Game" training module, a role-playing game organized over three days that offers young people the chance to simulate a business creation.
- **The ASSET-H&C network wins the PATA Grand Award** in the "Education and Training" category.
- **Vietnam: the two bread-making schools in Ho Chi Minh City (Vietnam) and Yangon (Myanmar) launched their retail activities:** the status of "social enterprise" acquired in 2019 will allow them to auto-finance the training based on the model of the school in Hué which, after renovating its retail outlet in 2019, returned to an auto-financing rate of 100% in the second half-year.
- **Vietnam: students from the first academic year of the French bread-making school in Ho Chi Minh City** arrived on the job market with an integration rate of 95%.
- **Thailand: the hospitality school in Mae Sot has become a reference in the region, allowing it to extend its field of action to new populations and partners.** More than 80% of all its graduates since its creation 10 years ago are in work.
- **Vietnam: the training courses in careers in energy and industry integrated new activities** based on renewable energies and life skills*.

ENTREPRENEURSHIP

- **Vietnam: extension of the IECD's field of intervention, which now supports local organizations:** training of trainers in the use of content developed by the IECD that allows a tried and tested methodology to be disseminated, thus ensuring that more people benefit from it. Thus, 20 trainers from the Women's Union, an influential public organization in Vietnam, were trained to support women entrepreneurs from the Tien Giang region. The objective of 2,000 women should be reached in 2020.
- **Launch of entrepreneurship awareness courses for young people following vocational training** at hospitality-catering schools that are part of the ASSET-H&C network.

► TRAINING & PROFESSIONAL INTEGRATION

PROFESSIONS IN ENERGY p.16

5 VIETNAM | Careers in electricity (since 2017)

PROFESSIONS IN INDUSTRY p.18

7 MOROCCO | Careers in vehicle maintenance (since 2017)

CAREERS IN HOSPITALITY-CATERING p.26

13 THAILAND | Careers in Hospitality-Catering, HCTC in Mae Sot (since 2009)

15 MYANMAR | Careers in Hospitality-Catering (since 2016)

CAREERS IN BREAD-CAKE MAKING p.26

16 VIETNAM | Career in bread-cake making in Hué (since 2015)

17 VIETNAM | Career in bread-cake making in Ho-Chi Minh City (since 2016)

18 MYANMAR | Career in bread-cake making in Yangon (since 2018)

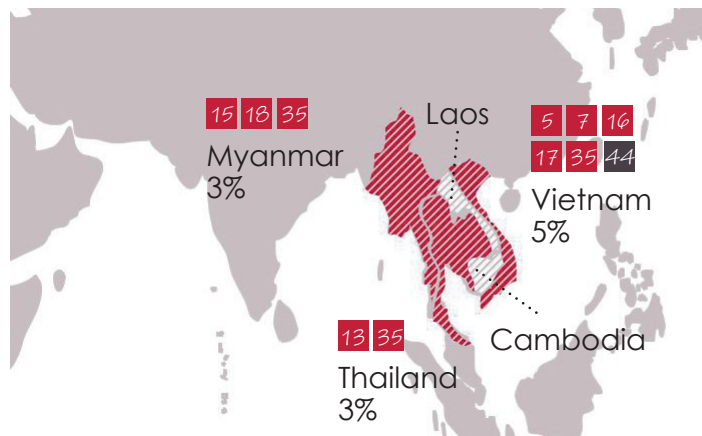
NETWORKS p.44

35 SOUTHEAST ASIA | ASSET-H&C, a network of hospitality-catering social training enterprises (since 2016)

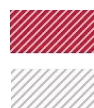
► ENTREPRENEURSHIP

SUPPORT FOR SMALL ENTREPRENEURS IN URBAN ENVIRONMENTS p.52

44 VIETNAM (since 2013)



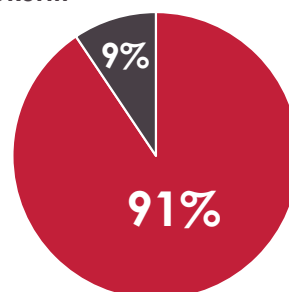
Percentages by country are in relation to the total operating budget.



Countries where the IECD has projects

Member countries of the ASSET-H&C network

ENTREPRENEURSHIP



TRAINING & PROFESSIONAL INTEGRATION



Young people at the hospitality school in Yangon (Myanmar)

JDC

Application	Impulsion	Entrées	S
de Initial			
mat de fruits	-	-	2
aiement Fournisseurs	-	-	
Taxi Livraison	-	-	

lière

FINANCIAL REVIEW

In 2019, the IECD's combined operating budget was €15M¹ compared to €12.7 in 2018. Activity grew by 15% in 2019 compared to 4% in 2018.

This strong development in 2019 was supported by all the IECD's activities.

It is interesting to note the most significant growth of certain actions:

- The Maharat Li Loubnan project in Lebanon, managed by the IECD and its partner Semeur d'avenir.
- The TRANSFORM program in Sub-Saharan Africa, in particular in Ivory Coast.
- The MedNC (Mediterranean New Chance) program launched in 2018.
- The Hospitality-Catering program in Southeast Asia, which continues its growth.

Over the past year, about 60 projects have been implemented in 14 countries. The first region of intervention in terms of the IECD's volume of activity is the Mediterranean Basin (€5.1M/+11%), followed by Sub-Saharan Africa (€4.9M/+26%), then Madagascar (€2.4M/+9%), and Southeast Asia (€1.5M/+46%). The three main countries of intervention are Lebanon, Madagascar and Ivory Coast with an average operating budget of €2M per country.

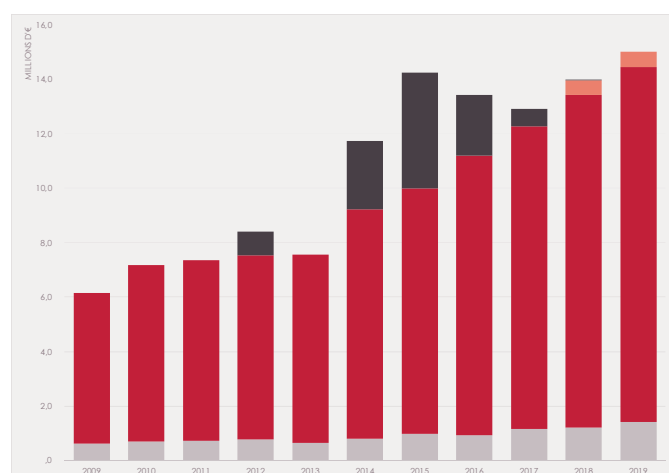
The share of operating costs in the total business figure stands at €1.4M (namely 9.8% of the operating budget). The rise in operating costs corresponds to the increase in project costs and remains controlled.

2019 was marked by 3 large-scale external audits (10 countries, 3 regions, almost half of the IECD's activity) which all ended positively, highlighting the quality of the organization's management. Furthermore, an internal auditor position was created helping to improve our procedures and anticipate risks.

In 2020, in view of the health crisis in the second quarter, the IECD's activities should remain relatively stable despite the planned launch of two large-scale projects in Madagascar and Liberia.

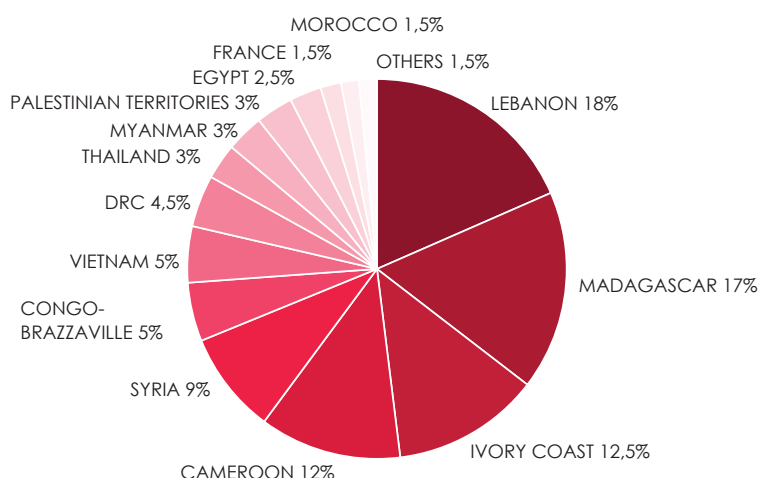
1. The operating budget includes commitments made on projects (excluding management), legacies and services, as well as operating costs.

EVOLUTION OF THE OPERATING BUDGET IN € SINCE 2009



- Operating budget (excluding provision for risk)
- Commitments on projects & legacies & services
- SDA Lebanon
- Exceptional

BREAKDOWN OF OPERATING BUDGET BY COUNTRY IN 2019



- Progress Southeast Asia 2018/2019: **+46%**
- Progress Sub-Saharan Africa 2018/2019: **+26%**
- Progress Mediterranean Basin 2018/2019: **+11%**

BALANCE SHEET 2019

Certification of accounts

The annual accounts, closed on 31 December 2019, were audited and certified by Ms 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	2019	LIABILITIES AND RESERVES	2018	2019
Buildings	2 467 881	2 467 881	Charitable fund and reserves	330 000	360 000
Leasehold improvements	373 210	373 210	Association funds without right of recovery	3 196 435	3 196 435
Vehicles	37 140	37 140	Retained earnings	17 942	20 888
Office furniture and fitting	57 990	57 990	Operating surplus	32 947	71 081
Ongoing assets		143 650	Investment subsidy	0	290 000
Depreciation	-439 598	-516 399			
Other securities holdings	611 524	611 524			
Deposits and bonds	20 411	21 271			
Fixed assets	3 128 558	3 196 269	Charitable fund	3 577 323	3 938 405
Expected subsidies	1 466 651	666 025	Provision for risks	260 147	292 237
Other receivables	2 015 342	2 079 805			
Depreciation of receivables	0				
Trade account receivable	3 481 992	2 745 830	Provision for risks	260 147	292 237
Marketable securities	1 136 127	1 152 943	Dedicated public funds	1 439 447	3 930 914
Provision for depreciation on securities			Dedicated private funds	2 044 666	3 769 184
Cash in bank	2 909 356	9 084 829	Dedicated endowment funds	2 685 863	3 157 134
Cash and cash equivalent	4 045 483	10 237 772	Dedicated fund	6 169 977	10 857 232
Prepaid expenses	31 382	98 079	Financial debts	11 060	11 060
Foreign exchange difference on assets	7 068	1 485	Trade accounts payable	264 979	402 789
			Fiscal and social debts	257 993	460 413
			Other liabilities	87 761	297 509
Accruals	38 450	99 563	Liabilities	621 794	1 171 771
			Deferred income	62 940	19 300
			Foreign exchange liability	2 303	488
			Accruals	65 243	19 788
TOTAL	10 694 484	16 279 434	TOTAL	10 694 484	16 279 434

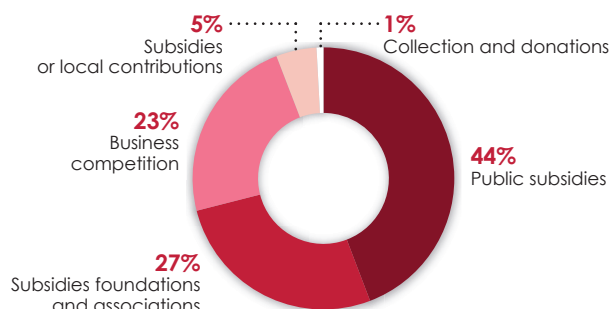
PROFIT & LOSS 2019

EXPENDITURE	2018	2019
Development projects		
Grants paid to project	4 321 177	5 052 318
Real estate rental	306 075	313 578
Equipment purchase	513 636	677 585
Local technical assistance	3 908 491	4 676 655
Sundry project expenses	895 323	1 002 476
Building and construction	79 839	18 553
Missions and technical expertise	731 243	767 367
Fundraising expenses	492	6 079
Exceptionnal expenditures on projects	1 471	
Expenditure on projects	10 757 748	12 514 612
<i>of which exceptional item</i>	-4 904	0
<i>Total projects excluding exceptional item</i>	10 752 843	12 514 612
Commitments on public funding	1 355 174	3 925 047
Commitments on private funding	1 420 447	2 716 109
Sub-total	13 533 368	19 155 767
Surplus on projects	-	1
SUB-TOTAL	13 533 368	19 155 768
Legacies management		
Grants paid to projects	17 000	53 624
Fees on legacies and donations		
Rental expenses	25 360	28 328
Allowance for depreciation on legacies	65 452	65 426
Allowance for provisions (securities depreciation)		
Net result of assets sold		
Bank charges and divers expenses	556	377
Commments implemented	108 368	147 754
<i>of which exceptional item</i>	-	0
Commitments to be implemented	1 479 165	313 494
SUB-TOTAL	1 587 533	461 248
Operating expenses		
Rent, fees and equipment	171 357	203 433
Payroll	837 921	987 458
Fees and mission	109 509	117 626
Communication	23 806	22 695
Other charges (contributions, etc.)	64 985	67 103
Depreciation allowance	12 800	11 375
Sub-total	1 220 377	1 409 690
Exceptionnal expenditures	109 028	50 215
Allowance for exposure to risks (projects)	236 260	269 339
Operating surplus	25 425	19 850
SUB-TOTAL	1 591 090	1 749 093
Expenditure on international service contracts		
Direct project costs	120 588	344 606
External services	-	1 161
Indirect payroll		
Profit before income tax	8 848	64 272
Income tax	1 327	13 041
Net profit	7 521	51 231
SUB-TOTAL	129 436	410 039

RESSOURCES	2018	2019
Development projects		
Public funding	3 701 073	7 675 864
Corporate funding	2 204 742	4 015 950
Grants from foundations and charities	4 045 657	4 659 931
Donations and fundraising	354 783	146 831
Local fund and appeals ¹	593 212	868 444
Financial income on projects	3 200	2 349
Exceptionnal items on projects	41 199	74 017
Resources used on projects	10 943 864	17 443 387
Unused resources - public funding	2 098 686	1 451 357
Unused resources - private funding	1 494 126	1 334 111
Capitalised production		113 343
Managements fees/projects	-1 003 308	-1 186 430
Sub-total	13 533 368	19 155 768
Deficit on projects	-	-
SUB-TOTAL	13 533 368	19 155 768
Legacies management		
Legacies and gifts received	1 464 726	333 483
Real estate rental received	80 042	81 066
Management fees on projects	-5 381	-6 320
Financial income on legacies	30 431	31 193
Reversal of provisions	-	-
Proceeds of disposal of assets	-	-
Resources used	1 569 819	439 422
Resources not used	17 714	21 826
SUB-TOTAL	1 587 533	461 248
Operating income		
Members and directors contributions	216 809	45 770
Operating grants	58 793	239 268
Managements fees on projects	1 003 308	1 186 430
Managements fees on legacies	5 381	6 320
Financial income	57 091	33 422
Exceptionnal items	42	1 624
Reversal of exposure to risks (projects)	249 665	236 260
Sub-total	1 591 090	1 749 093
Operating deficit	-	-
SUB-TOTAL	1 591 090	1 749 093
Income on international service contracts		
Service contracts	129 436	410 039
Disaster reimbursement	-	-
SUB-TOTAL	129 436	410 039

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

► RESOURCES USED ON PROJECTS IN 2019



GOVERNANCE

WE THANK THE IECD'S TEAMS AND PARTNERS THAT COMMIT TO THEIR WORK IN THE FIELD EVERY DAY WITH GREAT PROFESSIONALISM AND ENTHUSIASM

THE BOARD OF TRUSTEES

President : Marie-José Nadal, Project Manager French Securities Commission (AMF)

Vice-President : Christian Malsch, Managing Director of SOMACOU

Secretary General : Hervé Rudaux, Consultant

Treasurer : Michel Baroni, Dean, Academic Director of the Masters in Real Estate Management at ESSEC

Marc Senoble, Chairman of Seninvest

Bernard Davoust, Veterinarian

Jean-Noël Lucas, Chief Financial Officer, L'Oréal

Alexandra Mallein, Administrative and Financial Manager at Artea Communication

Hubert de Mestier du Bourg, Professor Tokyo and Waseda Universities (Japan)

Annick Rascar, Head Nurse

Louis Schoepfer, Medical Biologist

THE EXECUTIVE COMMITTEE

Alexis Béguin, Executive Director

Arnaud Bristch, Deputy Executive Director

Alexandra de Boissieu, Administrative and Financial Director and Human Resources Director

Michel du Peloux, Deputy Director General for Mediterranean Operations and Transformation

Nayla Ibrahim, Director of Programs and Institutional Partnerships

Thomas Behaghel, Director of Operations Southeast Asia

Anne de Puybusque, Head of Private Partnerships and Communication

Caroline Arsac, Head of Know-how and Development

Rodolphe de Tilly, Head of Entrepreneurship

THE IECD'S MANAGERS IN THE COUNTRIES OF INTERVENTION

SUB-SAHARAN AFRICA

Cameroon: Patrice Noa, Country Delegate and Director of Operations

Congo-Brazzaville: Yves Ahner, Country Representative and Head of Operations

Ivory Coast: Patrick Sekongo, Country Delegate and Director of Operations

DRC: Soary Andrianarisoa, Country Representative and Head of Operations – Executive Director RDCED

MEDITERRANEAN BASIN

Egypt: Nour Kamel, Country Delegate

Lebanon: Julien Feghali, Country Delegate and Director of Operations

Morocco: Ségolène Penot, Country Representative

Syria: Nidal Bitar, Country Delegate and Director of Operations

Palestinian Territories: Nuria Masdeu, Country Representative and Head of Operations

SOUTHEAST ASIA

Myanmar: Mihaela Chirca, Country Delegate

Thailand: Alix Watson, Country Representative

Vietnam: Thi Thuy van Hardiville, Country Delegate

INDIAN OCEAN

Madagascar: Manitra Rakotoarivelo, Country Delegate and Grégoire Imberty, Director of Operations.

NB: up-to-date in July 2020.

49

staff members
in France

228

IECD staff members
in the field

363

staff employed
by our local partners

A WORD FROM THE TEAMS



Rana Jammal

Head of Short training project |
IECD-Lebanon



Patrice Noa

Country Delegate and Director of
Operations | IECD-Cameroon



Sophie Bièque

Head of Entrepreneurship programs |
IECD-France

HUMANITY

“ From my first day at the IECD until now, six years later, I am still just as motivated about going to work. I come from the private sector and I decided that I wanted to give the work that I do every day more meaning. At the IECD, our main objective is the development and well-being of people. The projects focus on quality rather than quantity. These human projects are essential for me: accepting young people in a training course despite their learning difficulties and seeing that they are successful, that they find a job, and that they can help their family financially; or seeing young people's pride when they receive the first diploma in their life after being condemned to failure by others; or when a young woman who has been a victim of violence joins one of our courses and realizes that she's stronger than she thought and that she's able to be independent: all this is deeply satisfying and extremely motivating.”

CONFIDENCE

“ I started my career at the IECD-Cameroon in January 2005 as Head of Training in the Support for Small Enterprises program. In 2010, the IECD suggested that the local partner, Cameroun Entreprises Développement (CED), set up the program and entrusted me with its management, in particular the mission of structuring and developing it. In 2014, along with my functions as CED Director, the IECD offered me responsibility for the implementation of the agricultural training program. For the past 3 years, I have held the position of Director & Delegate of the IECD in Cameroon. The evolution of my functions is recognition of the work accomplished over the past 15 years and shows trust in me; it also expresses the IECD's wish to develop and stabilize local talent in the different countries where it intervenes. The strong presence of its teams in the field mean that it is all the more relevant when it comes to defining and implementing projects. On a personal level, the IECD's action at the service of Humanity has helped me find my vocation. I have learned a great deal and these past 15 years have been marked by great joy at being useful!”

PASSION

“ I've had a thrilling career at the IECD over the past 5 years that has allowed me to progress and regularly gain more responsibility. After starting in Cameroon contributing to the launch of a rural development project, I now work at head office and my role is to support our colleagues and partners working in the field. Our missions are very varied: definition of interventions, operational and methodological support for teams, financial steering, construction of partnerships, etc. I have also had the opportunity to travel to our countries of intervention several times: in contact with the farmers and entrepreneurs who benefit from our projects, I am able to directly experience the very heart of our mission. This year, we have created new partnerships and launched several innovations in the agricultural sector, such as the agro-ecological transition project and a contest for agri-food entrepreneurs in Ivory Coast: seeing ideas come to life in the field is a great source of motivation!”

YOU SUPPORT US...



Pascale de la
Frégonnière

Director of Cartier Philanthropy¹

IMPRESSED BY THE COMPETENCE AND KINDNESS

“ The IECD combines a great understanding of challenges in the field with technical expertise that allows them to collaborate with local players and populations by adapting interventions to real-life situations and identified needs. The local teams impressed me with their skills, their understanding of the social fabric, and their great kindness. I appreciate the IECD's decision to promote local leadership. The results are there to see and the best illustration is the people for whom all this work is done, such as this young 13 year-old boy in Fianarantsoa who explained with eloquence, pride, ambition, and gratitude: “You're going to be proud that you gave us the chance to continue our schooling”. I was speechless, overcome by emotion. ”

1. Cartier Philanthropy supports the CERES educational project in Madagascar, the Support for small enterprises project in Madagascar, and the Janah educational center in Lebanon.



Christophe Bonduelle

Chief Executive Officer of Bonduelle²

A PROJECT THAT RESEMBLES US AND UNITES US

“ Between the IECD that knows Cameroon well, the BONDUELLE family that is seeking to obtain the B.Corp label for its company, and the BONDUELLE group, which has acquired specific know-how in agricultural sectors, the complementarity of skills was obvious for preparing and effectively managing a project in Cameroon, especially with it also combining the sharing of clear values. Contributions, both financial as well as skills, from the shareholding family and the company, have helped to create an original project “that resembles us and unites us”. Coordinated and managed with great skill and effectiveness by the IECD, there have not been any problems, including during the recent Covid-19 crisis, and it is resolutely a long-term project. ”

2. The Bonduelle company has supported the APONH project in Cameroon since 2013.



Élodie Martin

Head of Monaco Cooperation programs³

HUMANISM AND RESULTS

“ The IECD accords great importance to the quality of the results obtained and their permanence: for example, training is never dissociated from integration. Partnerships are a major concern for the IECD which always builds its projects in collaboration with the relevant stakeholders in the field: associations, public authorities, economic players. It is not surprising that the IECD is in charge of coordinating the MedNC network! And it was logical for us to support it in the frame of our key “Job creation” program. I am lucky to be able to visit projects in the field regularly and the thing that always comes out of the IECD's projects is the human side. Recently, a young Moroccan graduate from the Electricity training course declared: “We don't just learn how to set up an electrical installation, we learn how to manage our life and find our path”. A wonderful response from a “bearer of light”!

3. Monaco Cooperation supports the MedNC network, training in electricity and health in Morocco, as well as the Support for small enterprises project in Lebanon.

...NOUS VOUS REMERCIONS

- AnBer Foundation
- Austrian Development Agency (AFD)
- French Development Agency (AFD)
- Air France Foundation
- BEL
- Belmont Foundation
- Bolloré Transport & Logistics Congo
- Bonduelle
- Cartier Philanthropy
- CFAO
- Chaber 2 Foundation
- CIAM for Kids
- Economic Community of West African States (ECOWAS)
- La Compagnie Fruitière
- Congorep
- Drosos Foundation
- EDF Foundation
- Edmond de Rothschild Foundations
- ELLE Foundation
- EXO Foundation
- Fondaher
- Fondation Fitia under the aegis of the Fondation de France
- Frères de nos Frères
- Geogas
- GIZ
- Government of the Principality of Monaco (DCI)
- United Nations High Commissioner for Refugees (UNHCR)
- HSBC
- If! International Foundation
- Initiative France-Vietnam
- Institut Robin des Bois
- Jacobs Foundation, Barry Callebaut / Carma and the Confiserie Bachmann via the TRECC program
- JJA
- Julius Baer Foundation
- Lesaffre
- Limmat Stiftung
- Lord Michelham of Hellingly Foundation
- Louis Dreyfus Foundation
- LuxDev
- Mahmoud Shakarchi Foundation
- Manos Unidas
- Marguerite Fund
- MG Together
- Minister for Europe and Foreign Affairs
- Mondi Industrial Bags (MondiGroup)
- Monin
- Murex
- MVT Architects
- National Philanthropic Trust Transatlantic
- Nexans Foundation
- UN Women
- Onyx Hospitality
- L'Œuvre d'Orient
- Open Minds
- Perenco
- Pierre Fabre Foundation
- World Food Program (WFP)
- United Nations Development Program (UNDP)
- Puratos
- RAJA – Danièle Marcovici Foundation
- Region of Provence-Alpes-Côte d'Azur
- Region of Pays de la Loire
- Safacam & Socapalm
- Saint-Gobain Foundation
- Sam Daron
- SAPH
- Sawris Foundation for social development
- Schneider Electric Foundation
- Schneider Electric
- Secours Islamique France
- Société Générale Foundation
- Société Générale Madagascar
- Solidarity AccorHotels
- Sustineo
- Tamari Foundation
- Telma Foundation
- Terre Plurielle, Bouygues Construction corporate foundation
- The Helios Trust
- UNICEF
- European Union
- Union pour la Méditerranée (UpM)
- Via Don Bosco
- Zazakely
- Bureau de Coordination des Programmes Emploi (BCP-Emploi) - Ivory Coast.

WE ALSO WANT TO THANK...

- The companies and foundations that support the IECD's projects and which have chosen to remain anonymous.
- Everyone who, on a personal level, offers decisive support to the IECD's actions in the form of a financial donation or the provision of their time and skills.

THE IECD AND THE AFD ARE STRENGTHENING THEIR PARTNERSHIP FOR YOUTH AND EMPLOYMENT IN 10 COUNTRIES

In 2019, the French Development Agency (Agence française de développement), the Minister for Europe and Foreign Affairs, and the IECD signed a multi-annual partnership agreement for four years in order to reinforce their cooperation in the fields of Youth, Employment, and Entrepreneurship. Among the civil society organizations that benefit from this financing tool, the IECD is the one devoted to the theme of youth and employment. Pierre Salignon, Head of the Partnerships division with the civil society organizations at the AFD, explains this choice: "The IECD contributes to the institutional, financial and organizational strengthening of the local structures we work with. The lasting relationship it maintains with its local partners is a sign of the quality of its work and the implementation of its programs."



Rémy Rioux, Executive Director of the AFD, Alexis Béguin, Executive Director of the IECD, and Michel Tarran, Delegate for Relations with Civil Society and Partnerships at the MEAE.

GLOSSARY

- APEL** | Validation d'acquis d'expérience (APEL – Accreditation of Prior Experiential Learning)
- Approche par compétences** (Skills-based approach): see p.11
- ATS** | Applied Technology Schools (Egypt); this is a new model of public technical schools that have been developed in Egypt since 2018 based on a tripartite agreement between the Ministry of Education, an education specialist, and an enterprise.
- CAP** | Certificat d'aptitude professionnelle (Professional aptitude certificate).
- CCIFE** | Chambre de Commerce et d'Industrie française en Égypte (French Chamber of Commerce and Industry in Egypt).
- CERES** | Educational and remedial centers. IECD project.
- CFA** | Centre de formation par apprentissage (Training center for apprentices).
- CGIO** | Bureau d'orientation, d'emploi et d'insertion (Career and integration guidance office) (Ivory Coast).
- CGO** | Bureau d'orientation et d'emploi (Career guidance office) (Lebanon).
- CGS** | Centres de gestion et services (Management and services centers) (Support for small enterprises program).
- CIRAD** | Centre de coopération Internationale en Recherche Agronomique pour le Développement (France) (Center for International Cooperation in Agriculture for Development).
- COIP** | Centre d'orientation et d'information professionnelle (Guidance and professional information center)
- CPP** | Convention de partenariat pluriannuelle (multi-annual partnership agreement).
- CQP** | Certificat de qualification professionnelle (Vocational qualification certificate)
- DGETP** | Direction générale de l'Enseignement technique et professionnel libanaise (Lebanese General Department for Technical and Vocation Teaching).
- ECOWAS** | Economic Community of West African States.
- FBG** | Formation de base en gestion (Basic management training), created by the IECD for small entrepreneurs.
- FPP** | Start-Up training, created by the IECD for small entrepreneurs.
- FS** | Specialist training, created by the IECD for small entrepreneurs.
- GIZ** | Gesellschaft für Internationale Zusammenarbeit, German cooperation agency.
- IFER** | Institut de formation à l'entrepreneuriat rural (Rural entrepreneurship training institute)
- ILO** | International Labor Organization.
- INPHB** | Institut national polytechnique Houphouët-Boigny (National Polytechnic Institute) (Ivory Coast).
- IOM** | International Organization for Migration.
- IPNETP** | Institut pédagogique national de l'enseignement technique et pédagogique (National technical teaching and training educational institute) in Ivory Coast.
- IRC** | International Rescue Committee.
- LIFE SKILLS** | Personal development. Initially defined by the World Health Organization as the psychosocial competencies and interpersonal skills that help people make informed decisions, solve problems, think critically and creatively, communicate effectively, build healthy relationships, empathize with others, and cope with managing their lives in a healthy and productive manner (Source : 2004 UNESCO).
- MedNC** | Mediterranean New Chance. IECD project.
- MENETFP** | Ministry of National Education, Technical Teaching and Vocational Training in Ivory Coast.
- NEET** | Not in Education, Employment or Training.
- OPFPT** | Office de la formation professionnelle et de la promotion du travail (Office for vocational training and the promotion of work) in Morocco.
- OIM** | Organisation internationale pour les migrations
- PASS** | Programme d'amélioration des structures de santé (Congo-Brazzaville) (Program for the improvement of healthcare structures)
- RAP** | Référentiel d'activité professionnelle : il décrit les fonctions, les tâches et les conditions de l'exercice professionnel de manière prospective. Il fonctionne par domaine d'activité et ne se limite jamais ni à un métier ni à un emploi¹.
- RED** | Réseau entreprises développement. IECD project.
- SESAME** | Soutien aux études supérieures et accès à un métier (Support for Higher Education and Access to Professions in Buoyant sectors). IECD project.
- SOUDURE (period of)** | Period during which the seed from the previous year's harvest may be lacking. There is often a shortage and a sudden rise in prices, sometimes worsened by speculation.
- SMART** | Initials of words and memory-based method for describing specific, measurable, achievable, realistic and timely.
- UNDP** | United Nations Development Program is part of the UN's programs and funds.
- URDA** | Union of Relief and Development Associations (Union des associations de secours et de développement) is a Lebanese non-governmental organization that is devoted to ensuring the human rights of the most vulnerable groups in Lebanon.
- VTC** | Centre de formation professionnelle (Vocational training center).
- VTEC** | Vocational Training and Employment Center.

¹ <http://institut.fsu.fr/Qu-est-ce-qu-un-referentiel.html>



Young girl in training at La Rizière hotel and catering school in Fianarantsoa (Madagascar)

IECD ANNUAL REPORT 2019
© July 2020

Imprimerie Barré, 7 rue des Fontaines, 89100 Collemiers, France.
Nautilus Offset blanc mat FSC Recycled 100 g/m².



**FORESTS
FOR ALL
FOREVER**



Cover

Young people supported by SESAME in their higher education -
Antananarivo (Madagascar). © Rijasolo 2019

Back cover

Young person in training at the Training Institute for Rural
Entrepreneurship in Afféry (Ivory Coast). © Abbas and Makke
Hussein 2019

IECD
INSTITUT EUROPÉEN
DE COOPÉRATION
ET DE DÉVELOPPEMENT

iecd
semeurs d'avenir



2019