

ANNUAL REPORT 2020



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EDITORIAL

“ The 2020 harvest was fruitful despite the difficult context last year.

The IECD has continued to progress and to respond successfully to the growing needs of an ever-increasing number of people.

What matters most for us is that each man and woman is able to benefit from the complete development of their personal qualities, aptitudes and skills. Through a profession, training, or work, and by benefiting from more humane living conditions, each individual has the potential to fully express him or herself, and to be much more.

As we discover our own identity, we are able to free ourselves of all that keeps the other at bay in order to respond to the call for a more united and brotherly humanity. ”



Marie-José Nadal,
President



Alexis Béguin,
CEO

THE IECD IN 2020



15
COUNTRIES



100
LOCAL PARTNERS
FOR PROJECT
IMPLEMENTATION



282
STAFF MEMBERS

TRAINING AND PROFESSIONAL INTEGRATION



17,000
YOUNG PEOPLE IN ENTERPRISE

ENTREPRENEURSHIP



3,500
DIRECT BENEFICIARIES

EDUCATION



3,200
DIRECT BENEFICIARIES

NETWORKS



40,000
YOUNG PEOPLE IN ENTERPRISE

52%
PRIVATE FUNDS

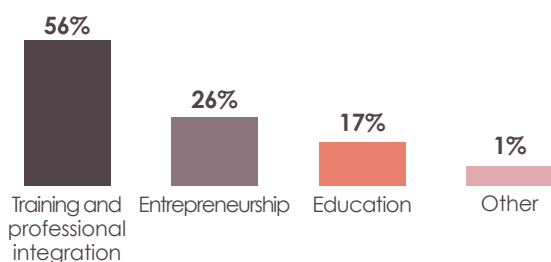
48%
PUBLIC FUNDS

€15.3 MILLION
OPERATING BUDGET

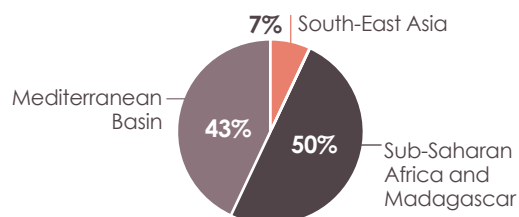
+2%
COMPARED TO 2019

90.5%
DIRECTLY ALLOCATED
TO PROJECTS

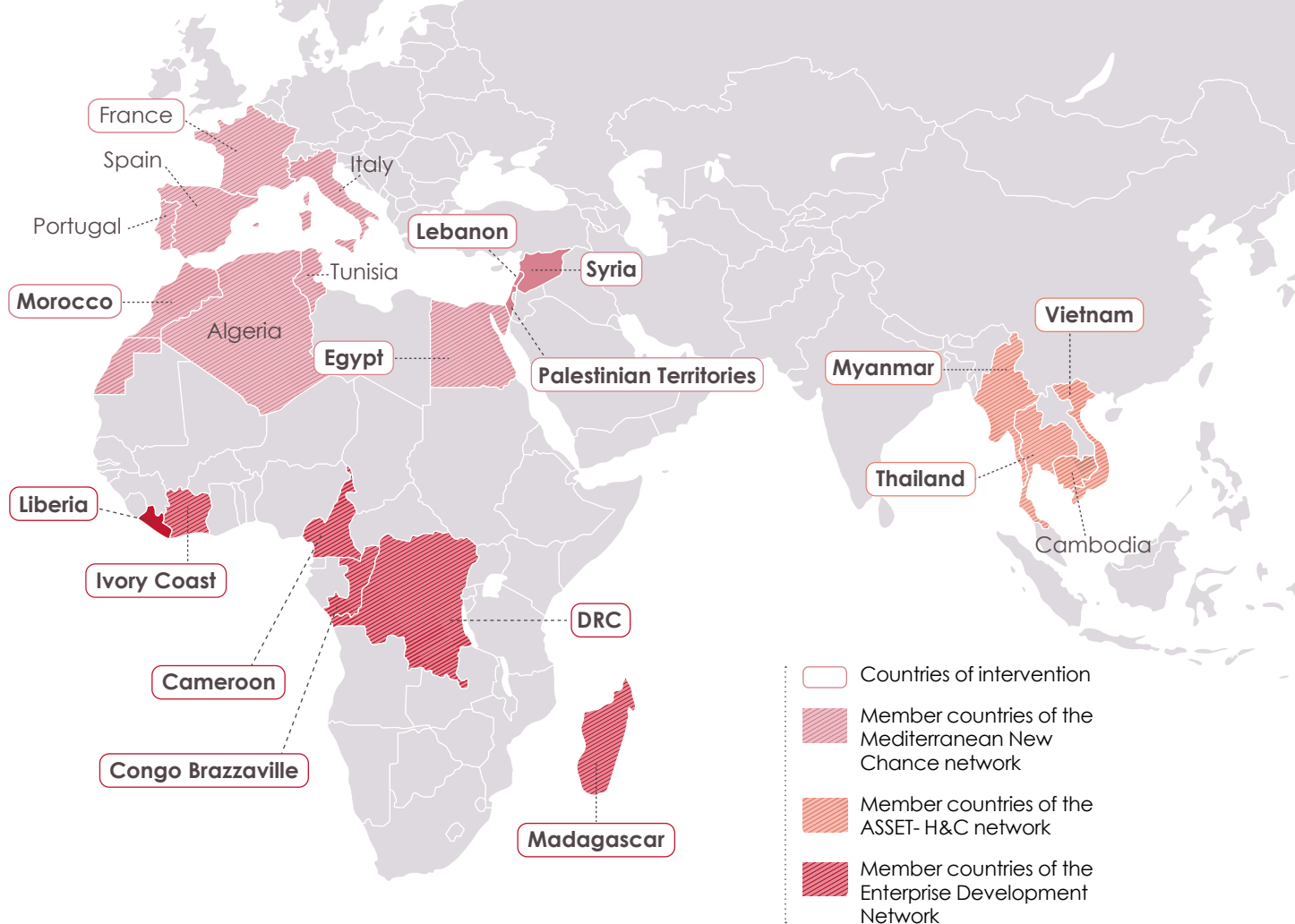
OPERATING BUDGET BY SECTOR



OPERATING BUDGET BY REGION



CARTOGRAPHY 2020



► 2020 academic year of the "Hospitality and Catering Training Center (HCTC)" in Mae Sot, Thailand. Graduates in food & beverages service, housekeeping, and front office.

THE IECD'S IDENTITY

Since its creation in 1988, the Institut Européen de Coopération et de Développement (IECD), an international solidarity organization, has been supporting the human, economic and social development of the countries where it operates. Its mission is recognized as being of public utility. With its local partners, it implements projects in the fields of education, entrepreneurship and access to employment through training.

The IECD's vision of Semeurs d'Avenir is to be a human and economic development entrepreneur that works to train responsible stakeholders of the future.

MISSION

Creating environments which allow everyone to build their future and a more equitable society.

OBJECTIVES

The IECD's ambition is to allow any person willing to do so to transform his or her life or improve its conditions by means of complete personal development associated with the acquisition of the necessary knowledge, skills and know-how. Following a dynamic of growth, the IECD hopes that as many people as possible can benefit from its action.

The results the IECD hopes for can be expressed and measured following several parameters, including 3 essential ones:

Improvement of access to employment

% or number of people trained who have a trade at their fingertips and access to decent and sustainable employment

Access to quality education and training

Progress of people at school or in training, academic performance and skills acquired

Creation of local economic value

Growth and improvement of the financial health of the companies supported, creation of jobs, % of creation and success of new companies

► *SESAME program student during the Master Chef event organised on the campus in Madagascar.*

More globally, the expected effect of the IECD's action for people is that each one of them can blossom, progress, envisage the future with a positive outlook, and invest in their family, economic and social environment.

POSITIONING

BENEFICIARIES

First and foremost, the most vulnerable.

**YOUNG PEOPLE FROM
15 TO 24 YEARS IN WORK**
Training and professional
integration

**ALL ADULTS WHO
HAVE A SMALL BUSINESS
OR AN ECONOMIC PROJECT**
Entrepreneurship

**CHILDREN AND
TEENAGERS FROM
7 TO 17 YEARS**
Education

The IECD also acts on the family and community environment of each person.

FOR YOUNG PEOPLE FROM 15 TO 24 YEARS

Initial vocational training courses
leading to a diploma.

Technical and human training courses
leading to certification for young people
in great difficulty (*NEETS: not in education,
employment or training*).

FOR ENTREPRENEURS

Small business support or start-up
programs, or local economic
development programs.

SERVICE OFFERING

The IECD deploys 4 sets
of solutions in response
to the needs of its
beneficiaries.

FOR CHILDREN AND ADOLESCENTS
Comprehensive educational and
school-based programs or measures
to support the school.

FOR PROFESSIONALS
Continuing education for people
in work, especially trainers,
teachers and education and
health professionals.



► Young woman
beneficiary of a short
training course in
carpentry in Lebanon.

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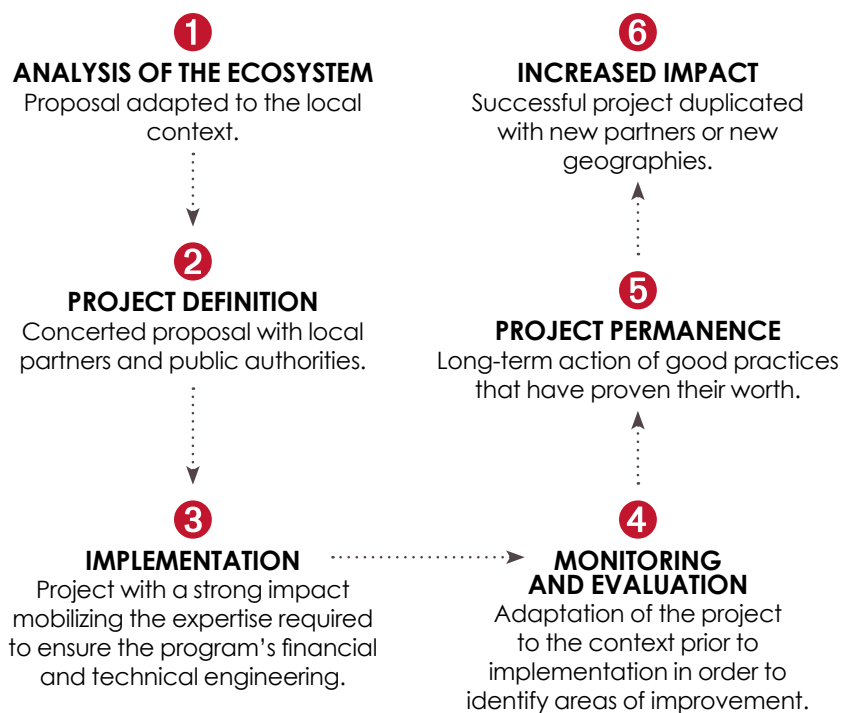
The IECD's roadmap for the coming years
is to further and broaden its impact by
combining:

Geographic rooting: consolidate its
presence in most of the countries where
it is already present and open up to new
countries in the same regions.

Thematic know-how: continue to build
adapted solutions and programs based on
experienced and mastered methodology
and expertise.

OPERATING MODE

METHODOLOGY



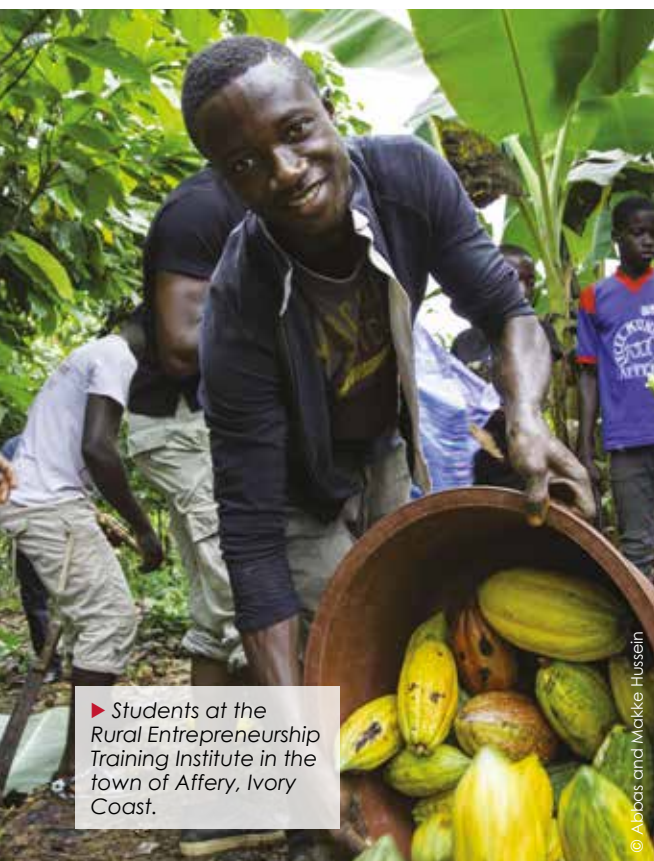
The IECD's methodology comes from years of experience gained in the field.

It has been enriched with the knowledge of external experts.

1st level:
method on the management of development projects.

2nd level:
method on the implementation of partnerships.

3rd level:
method on the creation of our solutions.



► Students at the Rural Entrepreneurship Training Institute in the town of Affery, Ivory Coast.

© Abbas and Makke Hussein

ACTION METHOD AND NETWORKS

The IECD develops different modes of action adapted to the context:

- > A project that replicates a specific solution or program in a given geographic area.
- > A major project on the scale of a country or a region, mobilizing several solutions or programs and offering a global response.
- > A small innovative project focused on a specific problem, which will then be capitalized.
- > A project set up in response to a local partner's specific need.

Furthermore, the IECD has developed and coordinates several regional networks:

- > **MedNC** (Mediterranean New Chance) since 2018, helps to strengthen the skills of training and professional integration stakeholders in the Mediterranean Basin.
- > **ASSET-H&C** (Association of Southeast Asian Social Enterprises for Training in Hospitality & Catering) created in 2016 in Southeast Asia brings together 14 hospitality & catering training schools.
- > **EDN** (Enterprises Development Network) in Africa is devoted to entrepreneurship.

These networks enable the strengths of several operational players to be brought together in order to be more visible, encourage good practices, ensure advocacy, and increase the impact of the actions in the field.

PARTNERSHIPS / ORGANIZATION

PARTNERSHIPS

The IECD always acts at the heart of an ecosystem. Thus, the actions are based on partnerships which are materialized in several ways:

- 1 **With local players - associations, schools, training centers, cooperatives, groups, social enterprises, etc.** The IECD builds long-term partnerships within the framework of a multi-year project or for more specific support.
- 2 The IECD also cooperates with **local authorities** - ministries, administrations, municipalities - in accordance with the country's policies and framework. These collaborations influence public policies.
- 3 The IECD has built privileged relationships with **philanthropic foundations, corporate foundations, public financial institutions, United Nations agencies and embassies**, which contribute to the projects by providing financial support and technical and methodological input.
- 4 **National and international companies**, and by extension, economic stakeholders, have a major role to play, either in the co-construction of innovative projects or in the integration of the young people trained.
- 5 Increasingly, the IECD is joining forces with other **international solidarity stakeholders**, in particular through cooperation networks in which alliances are formed.

► Director of a technical school in Beirut, Lebanon

“ These last two years, I saw the IECD as a partner but today I see it more as a travel companion. ”

► **LEÏLA BENHIMA CHERIF**, President of L'Heure Joyeuse in Morocco

“ The IECD is completely in line with what we want to offer young people, namely good quality training provided by good quality courses and their close monitoring. Being a partner of the IECD also means the guarantee of doing well all at once! ”

ORGANIZATION

The IECD has designed and structured an organization in line with its ambition and the targeted results:

- > The **teams** are deployed in the **field** (82% of the staff) as close as possible to the beneficiaries and the partners. In addition, nearly 350 employees of local partners are devoted to the implementation of projects.
- > The teams working on the IECD's **content and programs** have been built up over the last few years, allowing us to develop and structure solid technical and methodological skills internally.
- > The **support function** teams work in support of all activities: General Management, Administrative and Financial Management, Human Resources, Communication, Internal Control, etc., with a particular focus on impact, accountability, the optimal use of resources, and team development for the benefit of the projects.
- > **External skills and expertise** are mobilized in response to specific needs.

► Student training in electricity at the L'Heure Joyeuse Apprenticeship Training Centre (CFA) in Morocco (Member of the MedNC network).



GOVERNANCE

THE BOARD OF TRUSTEES (as of 31 May 2021)

President: Marie-José Nadal, Lawyer.

Vice-President: Jean-Noël Lucas, Director of Digital Transformation, L'OREAL.

Secretary General: Hervé Rudaux, Consultant.

Treasurer: Michel Baroni, Academic Director of the ESSEC Real Estate Management Master's degree.

Xavier Boutin, Joint Chair of Coordination Humanitaire et Développement (CHD).

Caroline de Cartier, Director of Teach for Belgium.

Bernard Davoust, Veterinarian.

Alexandra Mallein, Project Manager.

Christian Malsch, Company manager.

Annick Rascar, Head nurse.

Marc Senoble, Company Manager

Vanessa Warther, Consultant.

MANAGEMENT

Alexis Béguin, CEO.

Arnaud Britsch, Deputy CEO.

IECD OFFICIALS IN THE COUNTRIES OF INTERVENTION (as of 31 May 2021)

SUB-SAHARAN AFRICA AND MADAGASCAR

Yves Ahner, Director of Operations for Africa, IECD representative in Congo-Brazzaville.

Patrice Noa, IECD delegate and Director of Operations in Cameroon and IECD representative in Central Africa.

Patrick Sekongo, IECD delegate and Director of Operations in Ivory Coast and IECD representative in West Africa.

Soary Andrianarisoa, IECD representative and Head of Operations in the DRC.

Manitra Rakotoarivelo, IECD delegate in Madagascar.

Grégoire Imbert, Director of Operations in Madagascar.

MEDITERRANEAN BASIN

Astrid Desjobert, Western Mediterranean Operations Manager.

Nour Kamel, IECD delegate and Director of Operations in Egypt.

Vianney Basse, IECD delegate and Director of Operations in Lebanon.

Ségolène Penot, IECD representative in Morocco and Seeds of Hope Project Manager.

Nidal Bitar, IECD delegate and Director of Operations in Syria.

Nuria Masdeu, IECD representative and Operations Manager in the Palestinian Territories.

SOUTHEAST ASIA

Thomas Behaghel, Director of Operations Asia.

Mihaela Chirca, IECD delegate in Myanmar and Small Business Support Project Manager.

Alix Watson, IECD representative in Thailand and Director of the HCTC hotel school.

Thi Thuy Van Hardiville, IECD delegate in Vietnam and Small Business Support Project Manager.




52
EMPLOYEES
IN FRANCE


230
IECD STAFF MEMBERS
IN THE FIELD



A trade at your fingertips

TRAINING AND PROFESIONAL INTEGRATION

► Student of a short training course in air-conditioning in Lebanon, placed on a reconstruction site in Beirut after the explosion at the port.

PURPOSE

In the regions of the world where the IECD is present, tens of millions more young people enter the job market each year. In Sub-Saharan Africa, for example, about 1 million additional people are looking for work each month⁽¹⁾. Moreover, more than 60% of the world's working population is employed in the informal economy, with young people being the most affected. However, the integration difficulties among people aged 15 to 24 are increasing, 22.4% of this age group were not in education, employment or in training in 2020⁽²⁾.

There are many causes of inactivity, unemployment or precarity: economic growth that does not generate enough jobs, a mismatch between supply and demand, successive crises, etc. However, "everyone has the right to work, to free choice of employment, to just and favorable conditions of work"⁽³⁾. In face of this challenge of access to employment for young people, vocational training is a key, a source of solutions. This is why the IECD develops **innovative and relevant training programs, adapted to local realities and to the needs of companies, in order to improve access to a dignified, decent and sustainable job.**

⁽¹⁾ AFD report on support mechanisms for youth labor market integration in Africa 2017

⁽²⁾ ILO report on the employment of young people 2020

⁽³⁾ The right to work is one of the human rights proclaimed in Article 23 of the United Nations Declaration of 1948

CHALLENGES AND OBJECTIVES

The objective is to offer young people aged 15 to 24, with insufficient qualifications, the chance to reveal their talents, find their professional path and become part of the economic dynamics of their country. The IECD **sets up or updates professional and technical training programs** to ensure access to jobs that provide employment. Based on 30 years of successful experience in agriculture and livestock, industry and electricity, hospitality and catering, and health, the IECD has developed its expertise in a wide range of fields: long training courses leading to a diploma (1 to 3 years) or short training courses leading to a qualification (2 to 6 months).

The IECD adapts to the local ecosystem so as to offer quality education and ensures that the environment is conducive to learning. Support and the strengthening of skills of existing vocational training centers (VTCs) is essential. This is materialized by the redefinition of programs, the acquisition of appropriate equipment, the construction of partnerships with companies, as well as the improvement of the skills of trainers and management teams. The IECD also works for the

recognition of training courses by the competent ministries. At all stages of the projects implemented, the IECD **cooperates with local institutions and supports them in their reforms** by participating in their work on national policies and collaborating with ministries and public authorities.

In 2020, 17,000 young people benefited from the IECD's training and professional integration programs to improve their employability and integration into the workforce.

ACTIONS

The action methodology places the young person at the heart of the training, which includes technical and academic content and which promotes periods of internship and apprenticeship.

All aspects of the person are taken into account in order to facilitate the student's long-term integration into the world of work. The IECD thus supports the beneficiaries in the **acquisition and development of life skills**: self-

confidence, communication, civic engagement, teamwork, etc.

Guidance actions towards employment and integration play a central role in facilitating access to employment for young people. The IECD encourages the creation of career guidance offices (BOE) to help young people build their professional project.

IN 2020

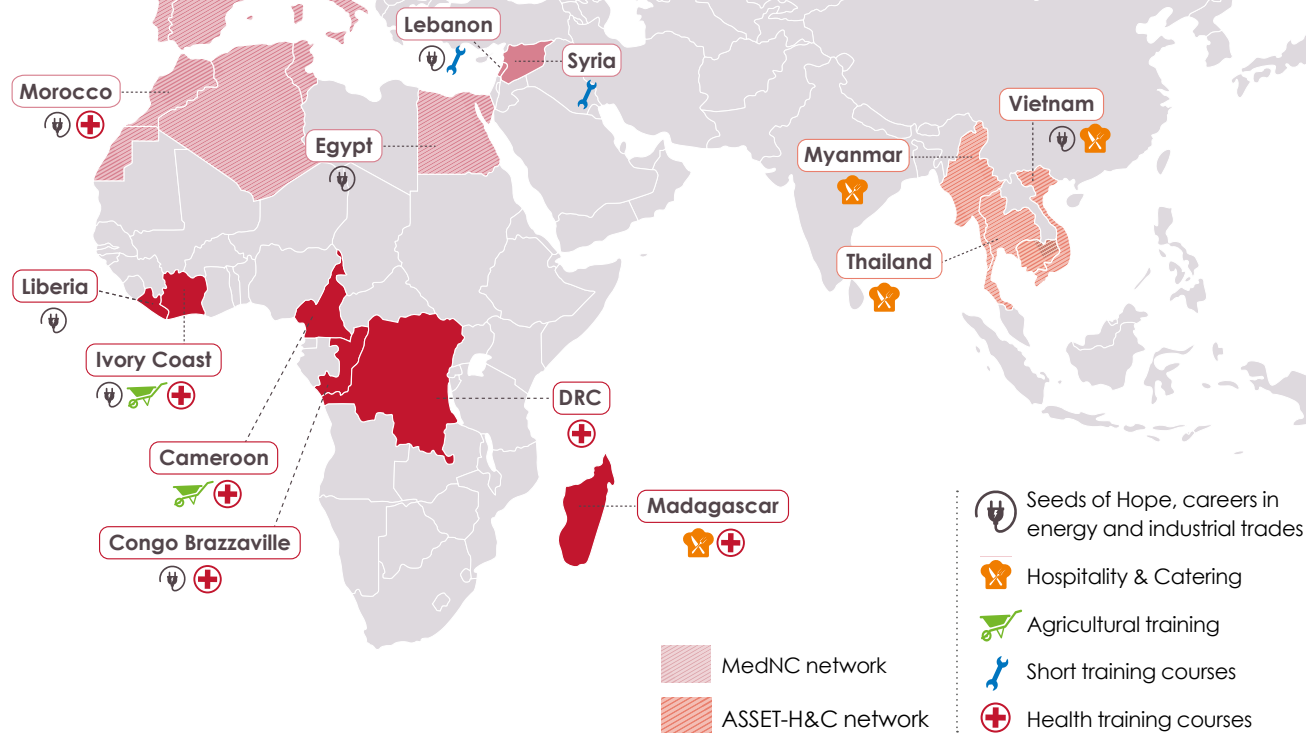

17,000
YOUNG PEOPLE
IN ENTERPRISE


77
PARTNERS

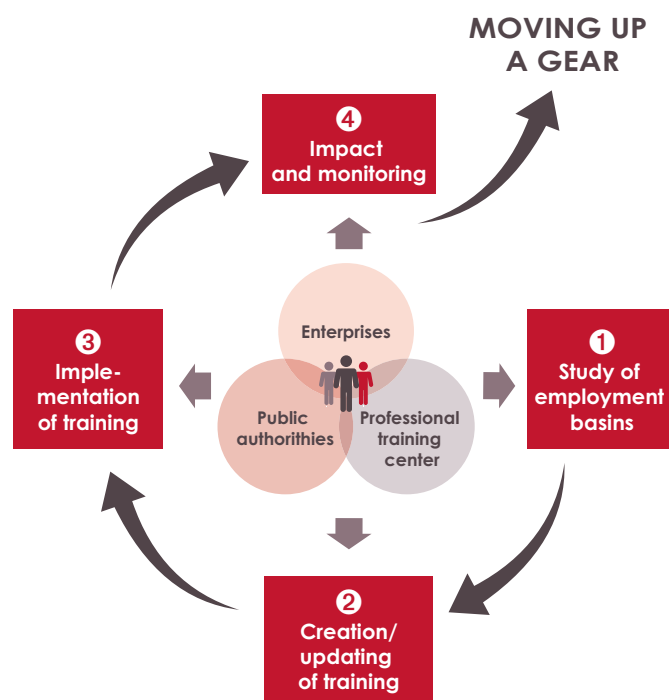

460
TRAINERS TRAINED


8,000
YOUNG BENEFICIARIES
OF FORUMS AND BOE
(Guidance and employment bureau)

AREAS OF INTERVENTION



STEPS OF A TRAINING PROJECT



SHORT TRAINING COURSES

A growing number of vulnerable people who have dropped out of the school system recognize the need to acquire skills quickly in order to find work.

In response to this growing demand, the IECD is deploying short courses leading to a certificate, including **technical and practical training as well as personalized support**.

Usually lasting 3 to 4 months, the face-to-face training courses can sometimes be followed in greater depth over a period of 6 months or concentrated over a period of 1 month.

This offer, initially implemented in Syria and Lebanon, is gradually being rolled out in other countries. The IECD's short courses are structured with personalized educational content. They aim to integrate young people into dynamic sectors (construction, industry, commerce, services, etc.) through the strengthening or acquisition of professional practices.

These solutions complete the multiannual courses leading to a diploma. In 2020, the program of short courses leading to a certificate grew, in particular in response to the consequences of the crises in Syria and Lebanon.

IN 2020


6,600
YOUNG PEOPLE
IN ENTERPRISE


60%
YOUNG PEOPLE WORKING
IN LEBANON
6 months after training

► Young beneficiaries of a short training course in plumbing in Lebanon, placed on reconstruction sites in Beirut after the explosion at the port.



SEEDS OF HOPE PROGRAM - TRAINING YOUNG PEOPLE IN CAREERS IN ENERGY AND INDUSTRY



PURPOSE



The purpose of the Seeds of Hope program is to support the industrial, energy and construction sectors by improving the professional training of young people.

The educational content includes the acquisition of the technical and human skills required to find a decent job and enjoy professional fulfilment.

IN 2020



5,406
YOUNG PEOPLE
IN ENTERPRISE



295
TRAINERS TRAINED

SPECIFIC FEATURES

The program has been deployed in 7 countries, including Congo-Brazzaville and Liberia since 2020. In the Congo, the IECD has started supporting the Don Bosco training center in Pointe-Noire, which trains about 300 young people a year in various trades, including car mechanics. In all of these countries, the IECD **offers a wide range of training programs adapted to the needs of the job market. Some of these courses are innovative and facilitate integration into attractive and rapidly expanding sectors of activity.** Thus, training modules in photovoltaic solar energy have been created in Ivory Coast, which enabled the installation of solar panels and the practical training of young people in Duékoué in February 2020. In Egypt, a contest to create a prototype using renewable energy mobilized young people in Alexandria's schools during the 1st quarter of 2020.

The transmission of content and methodologies to the supervisory ministries in the countries of intervention is one

of the key objectives of the Seeds of Hope program. In Egypt, the teams work hand in hand with the Ministry of Education and Vocational Training. This partnership has enabled the IECD to co-manage a school in Cairo for a public-private partnership pilot program.

Seeds of Hope brings new hope to students who often enter vocational training by default. The Career Guidance Offices (BOE), created by the IECD, offer counseling and guidance sessions in partner schools. In Lebanon, 23 BOEs have been opened throughout the country since 2012.

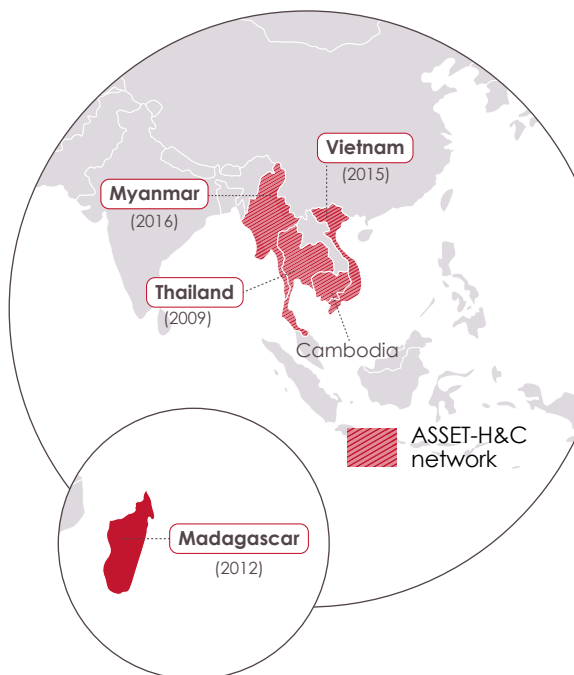
In 2020, in both Lebanon and Morocco, BOEs played a particularly important support role for young people faced with a critical situation. Thus, in the 4th quarter of 2020, IECD Morocco's teams trained teachers from its partner schools in providing greater psychological support for young graduates facing difficulties in their job search.



► **MENNA**, 18 years old, 3rd year student at the El-Wardian Industrial School in Alexandria, Egypt, is preparing for the technical baccalaureate in electricity.

“ I like electricity and I want to learn more about this invisible energy. Thanks to the IECD, I was one of the first girls to complete my internship at the port of Dakhyilya, where I was trained in maintenance for a commercial company operating in the port. The more I tell my parents about what I do, the prouder they are of me. I will prove to everyone and to myself that I'm going to excel in my work. ”

TRAINING YOUNG PEOPLE IN CAREERS IN HOSPITALITY & CATERING



PURPOSE



In Madagascar and Southeast Asia, tourism is a **buoyant sector of the economy**, but there is a shortage of skilled labor.

The IECD trains vulnerable young people who have limited access to education and decent job opportunities in the hotel and restaurant industry. This program guides them towards successful professional and social integration.



SPECIFIC FEATURES

The IECD's action is rolled out in schools, including hotels and/or application restaurants, and via the ASSET-H&C⁽¹⁾ network of member schools. The majority of the structures operate on the basis of the social enterprise model. The **educational content and teaching are developed and updated** by experts in pastry and bakery or hospitality & catering employed by the IECD.

Various training courses are offered in Madagascar, Vietnam, Myanmar, Thailand, and Cambodia via the ASSET-H&C network. The 1 or 2 year courses provide students with a **solid technical and practical education** in cooking, pastry and bakery, F&B service, housekeeping, and front office. The learning process combines theoretical classes, workshops, life skills, real-life client situations and immersion through work placements.

The schools have developed close partnerships with a vast network of hotels, restaurants and local businesses to provide students with their first work experience. The graduates are generally hired quickly.

But in 2020, the downturn in the tourism industry had a major impact on alumni and recent graduates. **The teams have adapted** with resilience and creativity to provide solutions for struggling students.

In Myanmar, 12 out of 14 graduates were unemployed in April 2020; but by October, all had found jobs. In Vietnam, 93% were employed within months of coming out of lockdown in late 2020. The IECD has worked locally

to extend the list of identified employers who can host students for work placements or offer jobs.

All the schools in the program were closed for several months, requiring the implementation of **remote learning** via video conferencing and social media. The "La Boulangerie Française" brands in Vietnam and Myanmar also suffered from the lockdown and lack of tourists; they were able to adapt by developing new recipes and offers more in line with the tastes of local customers.

⁽¹⁾ Association of Southeast Asian Social Enterprises for Training in Hospitality & Catering.



TRAINING YOUNG PEOPLE IN CAREERS IN AGRICULTURE



PURPOSE



Although the agricultural sector in Cameroon and Ivory Coast is predominant in terms of resources (23% and 18% of GDP ⁽¹⁾, respectively) and jobs (43% and 62% of the active population⁽²⁾), the training programs associated with it are still in the minority. Indeed, vocational training is not very accessible to young people in rural areas: in Cameroon, for example, only 21% of young people in rural areas have benefited from vocational training compared to 46% in urban areas⁽³⁾.

Along with its partners, the IECD has developed agricultural training programs **to facilitate access** to professions in agriculture and livestock **for young people from rural areas** and offer a complete course that combines theory and practice.

⁽¹⁾ According to the World Bank

⁽²⁾ According to the International Labor Organization

⁽³⁾ According to the Survey on the integration of young people into the labor market (EESI)

SPECIFIC FEATURES

In Cameroon and Ivory Coast, 24 centers around the countries train students aged between 13 and 25 years. They **discover farming thanks to work-study based teaching methods** that combine internships in agricultural companies and the furthering of notions during theoretical classes, practical workshops (hutches, hen houses and vegetable gardens), interventions by professionals from the sector and field trips. At the same time, the training also offers a personalized solution for acquiring life skills (self-confidence, communication, critical thinking, resilience, etc.) to help them develop their life project.

Entrepreneurship is the **main way for young graduates to join the workforce**, with 55% of them becoming self-employed after completing their training. For this reason, they are also trained in how to manage a professional activity.

The young beneficiaries therefore have access to a complete training course which offers them fulfilling future prospects, and contributes to the **development of local communities**. In 2020, 31 trainers from the Plateforme des Écoles Familiales Agricoles de Côte d'Ivoire (PEFACI)

network benefited from entrepreneurship training to strengthen their skills in helping students set up a profitable business. This seminar was led by the partner Côte d'Ivoire Entreprise Développement (CIED).

With a view to **producing healthy products and respecting the environment**, more than 80% of the centers have developed agroecological practices. Compost, bio-pesticide and bio-fungicide production, and crop associations are now being taught in the program's schools in Ivory Coast and Cameroon.

IN 2020



767
YOUNG PEOPLE
IN TRAINING



77%
OF GRADUATES
IN EMPLOYMENT

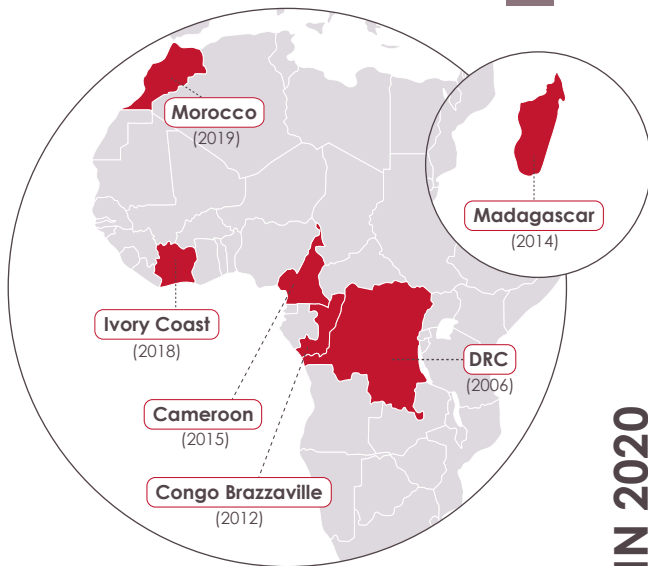


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► **DORIAN**, student at the Training Institute for Rural Entrepreneurship (IFER) and Agriculture in Affery.

“ I like everything here, the practice and the theory. We do work placements before going to lessons. I never saw that at traditional schools. I will never stop thanking them on behalf of my colleagues. We will do our utmost to ensure that this school is respected and that farming is valued. It is our country's driving force. ”

TRAINING IN CAREERS IN HEALTH



PURPOSE

For nearly 30 years, the IECD has been supporting health systems in Africa and the Middle East. Building the skills of health care providers is one of the priority areas for improving the quality of care for the most vulnerable populations, especially women and their children.

IN 2020


LOUKABOU PARA-MEDICAL SCHOOL
580
YOUNG PEOPLE
IN TRAINING


PASS
294
HEALTHCARE PRO-
FESSIONALS TRAINED
to improve the
quality of care


**FIGHT AGAINST SICKLE
CELL DISEASE**
6,723
DIRECT
BENEFICIARIES

SPECIFIC FEATURES

The IECD has been supporting the Loukabou paramedical school in Pointe-Noire since 2018. In 2020, it trained the teaching staff in the skills-based approach and contributed to the refitting of the practical training and computer rooms and the library. This support will continue until 2023, with accompaniment by the administrative and teaching teams, with a view to improving the training of the 580 students (midwives, nurses, technical agents) welcomed each year. The direction chosen by the IECD for the next few years is to refocus its action in the health field with initial training projects for care staff and the pursuit of on-going education. This will be done by supporting nursing and midwifery schools and improving the quality of teaching.

In Congo-Brazzaville, the **Support for Healthcare Structures Program (PASS)** has been present since 2012 in 8 health organizations in Pointe-Noire with a view to improving access to care for vulnerable women and children. A team of trainers, comprising nurses and midwives, regularly assesses the quality of care and provides training workshops adapted to the needs of the nursing staff as well as the supervisory and support teams. In 2021, PASS will come to an end, and a process of handing over the program to local health authorities will be implemented.

The **program to improve the management of sickle cell disease** has been in place since 2014 in 5 countries (Ivory Coast, Cameroon, Madagascar, Congo, DRC), where training courses have been organized with healthcare staff and more than 200,000 mothers and children have received information. In association with the ministries of health, national care plans have been developed in 3 countries. In 2021, the program will be entrusted to the Pierre Fabre Foundation (Cameroon and Ivory Coast) or to local partners (Madagascar and DRC).

In Morocco, since 2019, the IECD has been supporting the **Office for Vocational Training and the Promotion of Work (OFPPT)** - a reference organization for vocational training - in the creation of several careers in the field of personal care. In addition to providing access to employment for people greatly removed from the labor market, these sectors will meet a growing need for qualified personnel who are able to support people in difficulty. In the same vein, the IECD will launch a pilot training program in Casablanca to help people with reduced autonomy (FAPAR), in partnership with the local association L'Heure Joyeuse.



► **GLWADYS**, Nurse, CŒuvre Médico-Sociale Caritas (Pointe-Noire, CONGO).

“As a caregiver, PASS taught us how to monitor the patient with a "care handover planning tool". Before, we estimated doses, but since we have completed the workshops with PASS, we are now genuinely able to provide care and administer the correct dose of a product for the patient. Additionally, we nurses are also going to continue to train those who come after us.”

► Women entrepreneur in
Vietnam, beneficiary
of the Top Sales training.

Proud to be entrepreneur

SUPPORT FOR ENTREPRENEURS

PURPOSE

The informal sector is the largest source of employment in the world, both in urban and rural areas. This is particularly true for developing countries, where small informal businesses are often the only source of income for families but, at the same time, are very fragile because they do not ensure a stable income nor become part of their sector's value chains.

Since 1998, the programs that are part of the IECD's entrepreneurship division offer solutions that allow local entrepreneurs to **acquire the skills needed to launch and ensure the permanence of their activity**.

CHALLENGES AND OBJECTIVES

In 2020, the entrepreneurship cluster programs supported more than 3,500 beneficiaries:

► **Entrepreneurship support programs** have provided assistance for start-ups and entrepreneurs in launching, sustaining and developing their activity in 10 countries (in Africa, the Middle East, and Asia). 2 "TRANSFORM" projects specifically support entrepreneurs in the agri-food processing sector in Cameroon and Ivory Coast.

► The **Agricultural Development program** has trained and supported farmers, and structures the supply and marketing channels to help them access new markets (Cameroon, Ivory Coast, Liberia).

ACTIONS

The IECD has developed a systematic approach to support for entrepreneurship according to 2 lines:

- 1) **Training and support for entrepreneurs:** the IECD has built accessible training paths adapted to each entrepreneur profile, especially women. Furthermore, the IECD provides personalized support for each entrepreneur after training in order to supervise the development of their activity in the long-term.
- 2) The construction of an ecosystem conducive to the **development of local entrepreneurship:** the IECD participates in the networking of the different entrepreneurship players, especially in rural and farming

areas, whether in order to facilitate the sharing of experience or to create key partnerships that allow them to find new commercial openings. The IECD also relies on a network of local associations, the role of which is to implement and deploy programs. Thus, in Africa, four local structures working together in the Enterprise Development Network (RED) participate in the enterprise support program's strategy.

The IECD continues to support the empowerment of its local partners, in particular by strengthening their human resources and providing support for their fund-raising.

IN 2020


3,569
DIRECT
BENEFICIARIES


52
TRAINERS
TRAINED


52%
OF START-UP ENTREPRENEURS
LAUNCHED THEIR ACTIVITY
1 year after their training

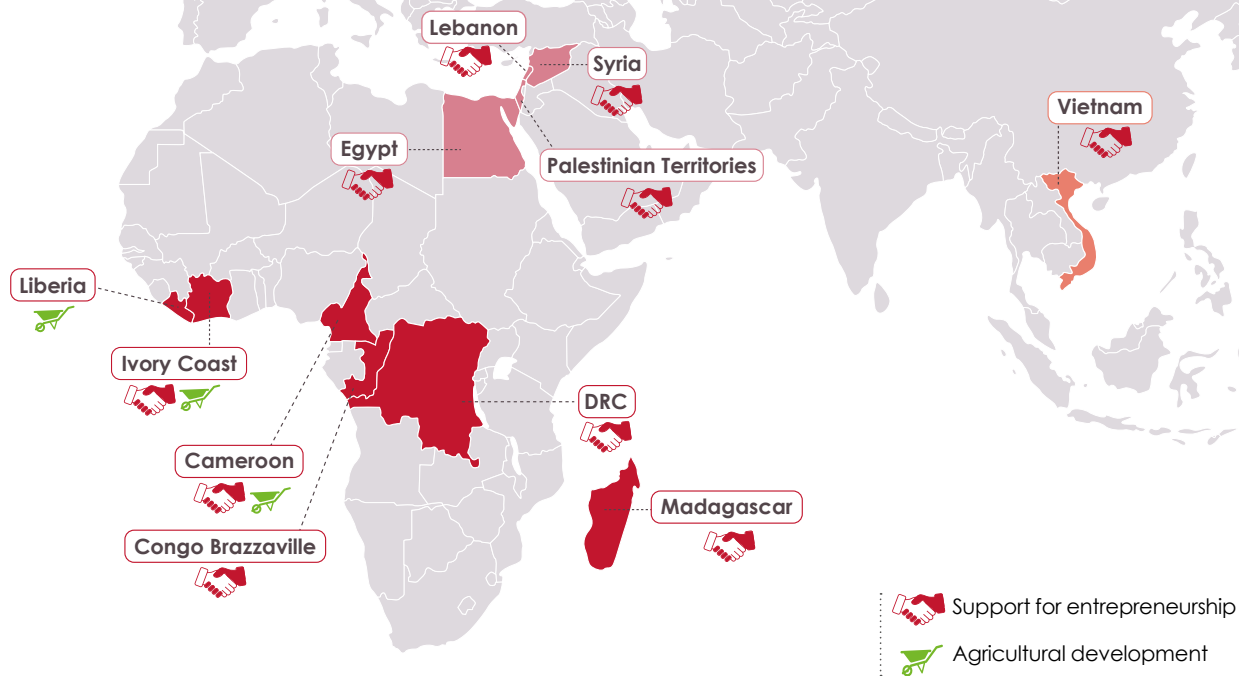

10
PARTNERS



► **ALAIN**, owner of 3 shops in Kinshasa in the Democratic Republic of the Congo, followed the coaching in financial management, staff management and stock management with RDC Enterprises Development.

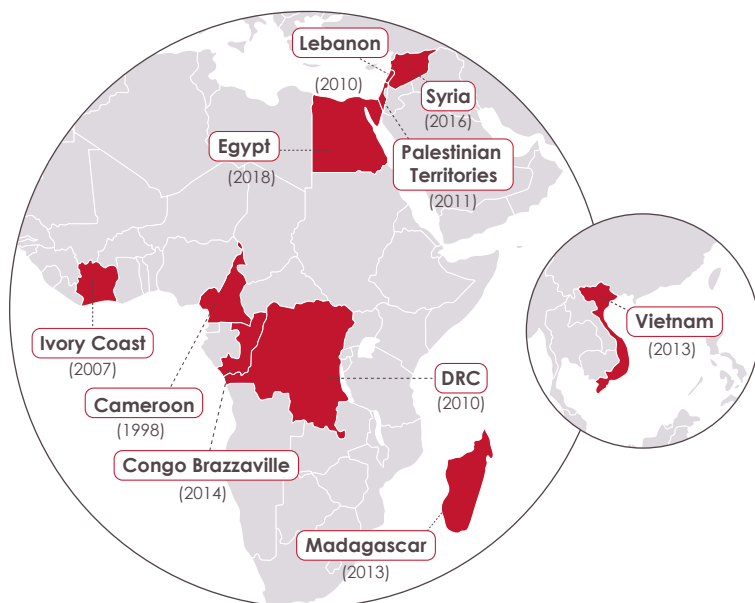
“ The coaching taught me a lot and has helped me to improve my staff recruitment methods and to provide each of my employees with an employment contract instead of a simple verbal contract. Now that I know how to better evaluate the benefits and the expenses, I can pay myself a salary. Thank you. ”

AREAS OF INTERVENTION



PROGRAM

SUPPORT FOR ENTREPRENEURSHIP



PURPOSE



Entrepreneurship support programs train and accompany entrepreneurs to help them develop the skills they need to develop their activities.

IN 2020



2,000
ENTREPRENEURS
ACCOMPANIED



1,200
START-UP ENTREPRENEURS
ACCOMPANIED

SPECIFIC FEATURES

For over 20 years, the IECD and its local partners have been developing training and personalized support programs that are accessible and adapted to each entrepreneur's profile. The program for very small enterprises (VSEs) **trains and accompanies entrepreneurs in the basics of management, whereas start-up entrepreneurs are provided with support in launching their businesses.** This program also responds to specific needs for improvement thanks to a range of thematic training courses that meet the entrepreneur's key challenges: selling on social media,

work organization, financial management and accounting. In Ivory Coast and Cameroon, TRANSFORM program agri-food entrepreneurs join an incubator program which combines group training, individual coaching, product development and networking. TRANSFORM acts as a **business incubator and growth accelerator** for enterprises: Lenou Sonia, supported by TRANSFORM in Ivory Coast, won the 2020 Pierre Castel 2020 award with her chili paste! Other TRANSFORM entrepreneurs were rewarded in the competition organized by the Louis Dreyfus Foundation.

HIGHLIGHTS IN 2020

In 2020, the Entrepreneurship Support programs **pursued their continuous improvement and growth** despite the Covid-19 pandemic. New services were developed: for example, a course in digital marketing was offered to Lebanese and Palestinian entrepreneurs to improve the promotion of their products despite the many lockdowns.

To increase its impact, the program has also improved the dissemination of its know-how by means of training of trainers: in Vietnam, 27 trainers from the Women's Union were trained and continue to be accompanied.

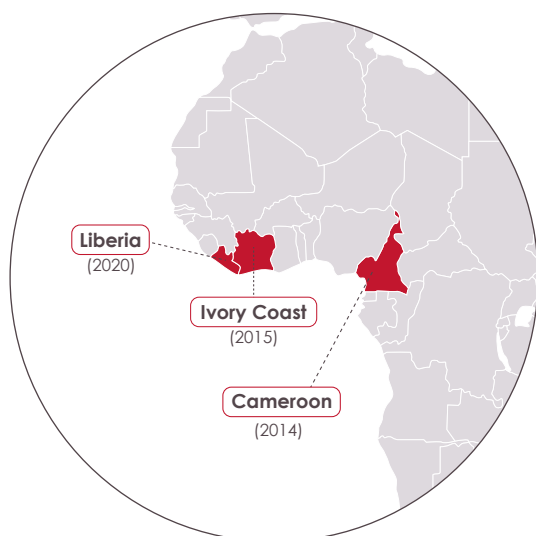


► **GHISLAIN**, followed the TRANSFORM training course for Small and Medium Agri-Food Enterprises in Ivory Coast.

“ Thanks to the TRANSFORM program, I now know how to calculate and define my cost price and know what margin I am going to apply to it. Also, I have learned that it isn't necessary to absolutely sell in supermarkets, because there are other distribution networks, for example, stores, small shops and wholesalers [...]. I can fit out my premises in line with hygiene standards. ”

PROGRAMME

AGRICULTURAL DEVELOPMENT



PURPOSE



Farming is the main means of subsistence for nearly 65% of poor working adults⁽¹⁾ and accounts for nearly 30% of global greenhouse gas emissions⁽²⁾. Therefore, it is at the heart of the development challenges set by the international community: reducing inequalities and combating climate change.

The IECD's Agricultural Development program aims to **accompany family farms towards** sustainable and profitable methods by means of innovation support services and integration into buoyant markets.

⁽¹⁾ World Bank 2016 - ⁽²⁾ IFAD 2019

SPECIFIC FEATURES

The program's actions are structured around 4 pillars: **understanding the context, experimentation, personalized accompaniment and marketing support.**

The sectoral analysis aims to define farmers' strategies and develop intervention methods to help them seize new opportunities. Test procedures performed at stations or with experimental farmers mean that it is possible to design and validate the technical and economic feasibility of innovative practices. In order to adapt to each type of public, the training offer is organized at several levels and completed by a personalized follow-up session that helps to ensure the adoption of new practices and meet market needs. The promotion of innovation is facilitated through social enterprises or commercial partners providing complementary services - pre-financing and guarantee of openings - to farmer supplier networks.

HIGHLIGHTS IN 2020

2020 marked a turning point in the IECD's actions with all the training and support activities for farmers in Ivory Coast and Cameroon brought together to **create the "Agricultural Development" program**. The Covid-19 crisis has affected all areas of intervention; however, the agricultural sector has shown remarkable resilience and, thanks to the commitment of the teams, all the activities were maintained.

In Cameroon, the "Potagers de Bafou" social enterprise managed to maintain its purchases from a network of over 80 suppliers.

In Ivory Coast, nearly 70 farmers were trained in agroecology.

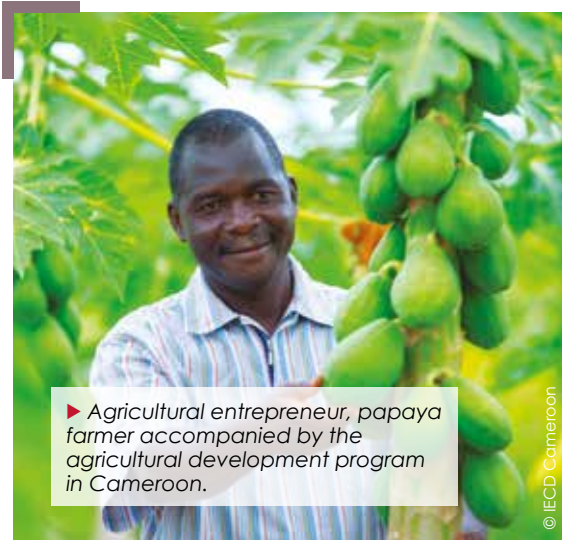
This year also saw the opening of a new area of intervention with the launch of operational activities in Liberia.

SINCE 2015

800
FARMERS
ACCOMPANIED

+80%
ADOPTION OF
NEW PRACTICES

+100
RELAY FARMERS
IN THE NETWORK



► Agricultural entrepreneur, papaya farmer accompanied by the agricultural development program in Cameroon.

© IECD Cameroon

► Student at the Janah educational center in Lebanon.

It all starts at school

EDUCATION

PURPOSE

Education has been a fundamental right since 1949. In 2015, the United Nations defined this concept as a priority for the coming years. It is about "ensuring equal access to good quality education for all and promoting opportunities for lifelong learning" (SDG N°4 ⁽¹⁾)!

In the same vein, and since the creation of the IECD, **the notion of education has played an important role in the various projects.**

(1) Sustainable Development Goals: these are 17 global goals which states have committed to achieving over the next 15 years (2015-2030), covering various areas including education.

CHALLENGES AND OBJECTIVES

But what does "education" mean at the IECD? The aim is to enable so-called "vulnerable" young people (isolated, socially disadvantaged, refugees or those with learning disabilities) to **develop and train to become responsible adults of the future**, not only with roots in their culture but also open to the world. The IECD's educational action is defined on the basis of 2 objectives:

- 1) Stimulate young people's learning potential.
- 2) Promote their personal development.

In 2020, in a particularly difficult context as a result of the pandemic, the IECD worked to support over 1,500 young people.

ACTIONS

The IECD supports local associations in implementing **4 educational projects**:

► **In Madagascar, 2 projects (SESAME and CERES)** aim to fight against school dropout in rural areas, from secondary school to higher education, based on community life in boarding schools and on the transmission of solid academic and human skills and knowledge.

► **In the Middle East (Lebanon and the Palestinian Territories), educational centers** aim to ensure the personal fulfilment and development of children and young people from 6 to 18 years old through various activities: academic remediation, personal development program, psychosocial support, recreational and sports activities.

► **DÉSIRÉ, 22 years old, SESAME student**

“ SESAME taught me group work and mutual help and allowed me to become more independent and have more confidence in myself. ”

► **MOHAMMED, a young person hosted by the Al Hamawi center in the Palestinian Territories**

“ Thanks to my participation in the Al Hamawi program, I have obtained a new experience that has developed my personality, improved my skills in English and greatly helped me to further my communication skills. ”

► **NICOLAS, 21 years old, 2nd year undergraduate student accompanied by CERES**

“ My project for the future is to become an electrical engineer [...]. Later, I want to find a job that will allow me to contribute to my country's development. ”

IN 2020

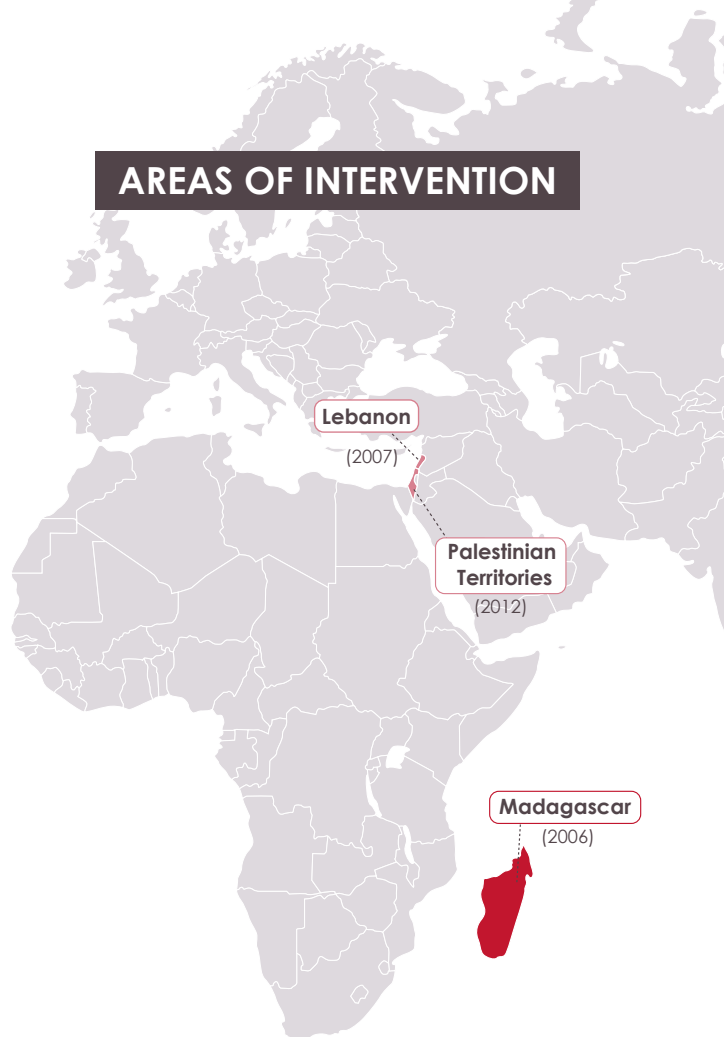


2,164
YOUNG PEOPLE
FOLLOW THE
EDUCATIONAL
PROGRAMS



800
PARENTS INVOLVED
IN EDUCATION

AREAS OF INTERVENTION



EDUCATIONAL VISION

2020 was an opportunity for the IECD to formalize its educational vision. This was materialized by the image of an educational garden and the deployment of an educational guide on pilot projects.

Why an educational garden?

It represents both the place where we want to welcome the young people who participate in the IECD's educational programs and also our action.

For the IECD, an educator is like a benevolent gardener. He or she helps young people to germinate and grow these seeds that they carry within them, so that they can reveal to themselves and to others their full emotional, intellectual and social potential.

These young people, on their way to adulthood, are in the process of building their personalities, learning about life in society and reflecting on the meaning of their lives. The IECD's mission is to help them achieve these three objectives so that they can become **independent, responsible and happy adults of the future.**

This human training, which concerns people in their entirety, differs from others more focused on learning the skills needed for life - "life skills" - or access to employment - "soft skills".



► Junior high school students supported by the CERES system in Madagascar.

>TO GO EVEN FURTHER,

DISCOVER ALL OUR PROJECTS

PROJECTS IN SOUTHEAST ASIA

SPECIFIC FEATURES OF THE AREA

In Southeast Asia, programs to support entrepreneurs and provide training and professional integration are deployed, with the majority of training offered **in the hospitality & catering sector**.

In 2020, within the ASSET-H&C network, the 14 schools were unevenly affected by the crisis. While some members innovated to train in future niche sectors, others have had to close their doors permanently. This situation rekindled solidarity among the members.

Exceptional work on capitalizing good practices has been carried out, and the network has increased its visibility with partners.



COUNTRIES	PROJECTS	LOCAL PARTNERS
Southeast Asia region	ASSET-H&C (Association of Southeast Asian Social Enterprises for Training in Hospitality & Catering): a network of hospitality schools working to improve the quality of education in Southeast Asia	Bayon Pastry School / EGBOK / Paul Dubrule School / PSE / Sala Bai / Don Bosco Sihanoukville / IHHVTC / Yangon Bakehouse / Sanon / HCTC / An Re Mai Sen / Hoa Sua / KOTO / La Boulangerie Française Hué
Myanmar	La Boulangerie Française: training in careers in bakery and pastry in Rangoon	LuxDev
Thailand	Hospitality and Catering Training Center (HCTC): training in F&B services, housekeeping, and front office in Mae Sot	Tak Border Child Assistance Foundation (TBCAF)
Thailand	Short training courses for young Burmese in hospitality & catering in Mae Sot	International Rescue Committee (IRC)
Vietnam	Support for entrepreneurship in Ho Chi Minh City	Social Development Training Center (SDTC)
Vietnam	Seeds of Hope: careers in electrical engineering and automotive maintenance in Ho Chi Minh City	3 partner schools: Ho Chi Minh City Technical College (HOTEC)/ Thu Duc College of Technology (TDC) / District Twelve Technical & Economic College (DTTEC)
Vietnam	La Boulangerie Française: training in careers in bakery and pastry in Hué	Aide à l'Enfance Vietnam (AEVN) / Village SOS
Vietnam	La Boulangerie Française: training in careers in bakery and pastry in Ho Chi Minh City	Thu Duc College of Technology (TDC)

PROJECTS IN THE MEDITERRANEAN BASIN

SPECIFIC FEATURES OF THE AREA

The populations of the Middle East and North Africa have experienced a particularly dramatic year.

Lebanon, Syria and the Palestinian Territories have collapsed even further under the combined effects of the crises.

In Morocco, the health crisis has had a severe impact on the economy and employment, while **in Egypt**, where one third of the population lives below the poverty line, has

weathered the effects of the crisis relatively unscathed.

The IECD has intensified its initiatives and increased its support to the local population and partners, in particular thanks to the mobilization of the **MedNC network**. Significant investments were made to maintain and improve training facilities, reinforce support for very small businesses, and support families.

In Tunisia, prospective studies made it possible to prepare for the resumption of activities in 2021.



COUNTRIES	PROJECTS	LOCAL PARTNERS
Mediterranean Region	Mediterranean New Chance network: a concerted approach and concrete solutions at the service of the integration of young Mediterraneans	AE2O (Portugal) / Al Jisr (Morocco) / ANC Tunisia / Apprentis d'Auteuil (France) / CNOS-FAP (Italy) / E2O (Spain) / École de vente Miftah Ennajah (Algeria) / Municipality of Matosinhos (Portugal) / L'Heure Joyeuse (Morocco) / E2C network France / Semeurs d'avenir (Lebanon) / TAMSS (Tunisia) / VIS (Italy) / VTEC (Egypt)
Egypt	Seeds of Hope: training in careers in electrical engineering	Ministry of Education and Vocational Training in Egypt (MoETE) / 5 partner establishments / French Chamber of Commerce and Industry in Egypt
Egypt	Support for entrepreneurship	Egyptian Association for Comprehensive Development (EACD)
Lebanon	Seeds of Hope: training in careers in electrical engineering	Directorate-General of Technical and Vocational Training / Semeurs d'Avenir Association / 12 partner schools / 40 partner companies
Lebanon	Seeds of Hope: training in professions in industrial maintenance and IT development	Directorate-General of Technical and Vocational Training / Semeurs d'Avenir Association / 6 partner schools for computing / 4 partner schools for industrial maintenance/ 40 partner enterprises
Lebanon	Short professional training Lebanon leading to a qualification to meet the needs of populations in great difficulty	Semeurs d'Avenir Association / Directorate-General of Technical and Vocational Training / Labor Ministry / Ministry of Social Affairs
Lebanon	Guidance and Employment of young people	Semeurs d'Avenir Association / 23 technical schools / Directorate-General of Technical and Vocational Training
Lebanon	Support for entrepreneurship	Semeurs d'Avenir Association
Lebanon	Social enterprise in the field of electricity	Semeurs d'Avenir Association

COUNTRIES	PROJECTS	LOCAL PARTNERS
Lebanon	Janah Educational Center: support for children with learning difficulties	French Lebanese Technical Institute (ITFL) National Lebanese Association for Social Development (ANLDS)
Lebanon	Trait d'Union: support for children with a disability	Foyer de la Providence
Lebanon	Action and support plan: short training courses and rehabilitation	Semeurs d'Avenir Association
Morocco	Seeds of Hope: training in careers in electrical engineering and electrical mechanics	IECD Morocco / Association Heure Joyeuse / Association ATIL / Fundacion CODESPA / Juk Spel / CPT
Morocco	FAPAR: Training in Personal care of People with Reduced Autonomy	IECD Morocco / Heure Joyeuse Association
Morocco	Supporting farmers and their organizations (collaboration between the IECD and the agri-agency Fert in the frame of actions initiated by Fert in 2014)	IECD Morocco / 375 farmers supported
Syria	Jaramana youth center: training center in 14 fields in Jaramana, a suburb of Damascus	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	I can Center: short professional training center for populations in great difficulty in Jaramana	IECD Syrie / Croissant-Rouge arabe Syrien / World Food Program
Syria	Sweida youth Center: training in technical professions and personal development sessions in Sweida	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Impact center: training center offering short vocational courses for young people in Latakia	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	Al Hadaf Center: training center offering short vocational courses for young people in Deir-Al-Zor	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	BRIDGES: support for entrepreneurship to help young Syrians create their own business	IECD Syria / Local associations / Syrian Arab Red Crescent / UNICEF
Syria	Recovery Project: support for the relaunch of very small enterprises	IECD Syria / Syrian Arab Red Crescent / United Nations Development Program
Palestinian Territories	Support for entrepreneurship	Jerusalem Arab Chamber of Commerce and Industry
Palestinian Territories	Al Hamawi Educational Center: a center providing accommodation and training for young Palestinians	Bethany Charitable Association



► **QAMAR, 28 years old**, one of the first women to enroll in the short training course in air conditioning.

“ I became depressed after the blast at the port of Beirut, but everything changed as soon as I started the training. I have found a certain meaning and I felt that I could collaborate more. What we are taught is useful to young people so that we can be more effective and help others more. ”

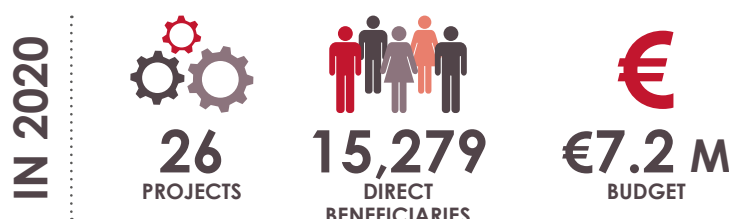
PROJECTS IN SUB-SAHARAN AFRICA AND MADAGASCAR

SPECIFIC FEATURES OF THE AREA

In Sub-Saharan Africa and Madagascar, the IECD's actions have been a real economic and social buffer against the effects of the health crisis.

The lockdown measures led to the closure of training centers and schools for a period of 1 to 3 months depending on the country. Thanks to its presence in the field and the quality of its relations with the local

authorities, 2020 yielded good results: growth of activities and the start of a large-scale project in Madagascar in the hospitality & catering sector, growth of the support for very small businesses program in Ivory Coast, DRC and Congo, resilience in Cameroon where APONH and TRANSFORM projects are very dynamic, the redesign of Agricultural Training programs and **the launch of activities in a new country, Liberia.**



COUNTRIES	PROJECTS	LOCAL PARTNERS
Cameroon	Support for Entrepreneurship	Cameroon Enterprise Development
Cameroon	TRANSFORM: Encouraging the emergence of local agri-food processing enterprises	Cameroon Enterprise Development
Cameroon	APONH: Supporting farmers and accompanying the economic development of western Cameroon	SOFRULECAM, social enterprise.
Cameroon	Agricultural training: training for careers in agriculture	SWC Kumbo, CDD Maroua / CODAS Batouri, APRODER Kienké, APRODER Njombé, APRODER Dizangué
Cameroon	Fight against Sickle Cell Disease: improving care for people suffering from sickle cell disease	Sickle Cell Disease Study Group of Cameroon / Pasteur Center of Cameroon
Congo-Brazza	Support for Healthcare Structures Program (PASS)	8 public and private healthcare centers.
Congo Brazza	Fight against Sickle Cell Disease: improving care for people suffering from sickle cell disease	Departmental Health Directorate (DDS) / Scientific Committee
Congo Brazza	Support for the Loukabou paramedical school	Loukabou paramedical school / Ministry of Technical and Vocational Education / Qualifying Training and Employment
Congo-Brazza	Support for Entrepreneurship	Cameroon Enterprise Development
Congo Brazza	Seeds of Hope	Don Bosco School
Ivory Coast	Agricultural training: training for careers in agriculture	PEFACI
Ivory Coast	Support for Entrepreneurship	Ivory Coast Enterprises Development
Ivory Coast	TRANSFORM: encouraging the emergence of local agri-food processing enterprises	Ivory Coast Enterprises Development

COUNTRIES	PROJECTS	LOCAL PARTNERS
Ivory Coast	Seeds of Hope: training in careers in electrical engineering and industrial maintenance	5 partner schools: CTB, CPAR, CFPA, CPME, CPMME / Secretary of State for Technical and Vocational Training and with the Directorate of Apprenticeship and Professional Integration of the Republic of Ivory Coast
Ivory Coast	Fight against Sickle Cell Disease: improving care for people suffering from sickle cell disease	Pasteur Institute in Ivory Coast / Diocesan Dispensary of the Catholic Sisters of Yopougon / FSU Communautaire Abobo Baoulé / Walé Medical and Social Health Center in Yakro
Ivory Coast	Agroecological Transition of Market Gardeners in Ivory Coast (TAMCI)	Potagers du Bandama, social enterprise
Liberia	Strengthening Integration through Vocational Education (STRIVE): implementation of actions in favor of employment and cooperation to support the reform of the entire vocational training system	Ministries of Education and Youth and Sport
Madagascar	Educational and Remedial centers (CERES): support for students in 12 secondary schools in order to combat academic failure among disadvantaged young people in rural areas	PROMES (Association for Economic and Social Promotion)
Madagascar	Support for Higher Education and access to a profession (SESAME): support for deserving high school graduates in their higher education and professional integration	PROMES (Association for Economic and Social Promotion)
Madagascar	La Rizière Hospitality School: training in kitchen professions, waiting service and room service	Saint François-Xavier School
Madagascar	Tourism and Catering for Employment and integration in Madagascar (TREMPLIN MAD)	Antananarivo: National Institute of Tourism and Hospitality (INTH) / Fianarantsoa: Saint François-Xavier School / Mahajunga: School for Careers in Tourism and Hospitality (EMTH) / Filles de Marie Auxiliatrice (FMA) / Tuléar: Don Bosco Center
Madagascar	Support for Entrepreneurship	Madagascar Enterprises Development
Madagascar	Fight against Sickle Cell Disease: improving care for people suffering from sickle cell disease	LCDM Solimad / HJRA Joseph Ravoahangy Andrianavalona Hospital / Madagascan Institute of Applied Research (IMRA)
Democratic Republic of the Congo	Support for Entrepreneurship	RDC Enterprises Development
Democratic Republic of the Congo	Fight against Sickle Cell Disease: improving care for people suffering from sickle cell disease	CEFA / Pafoved / CECFOR / CH Monkole



► **ANNIE, 26 years old**, former student of the ALK AMBATOSOROHITRA boarding school, member of the CERES program in Madagascar.

“After graduation, I was able to create my own pharmacy in the southern part of Fianarantsoae in response to a real need for access to medication. Autonomy is one of the qualities I have developed at CERES. I would not be a nurse without CERES. Now that I am independent, I would like to sign up for online courses to become a laboratory technician. I must also finish this new course because in 10 years' time I see myself creating my own community health center.”

AGILITY, RESILIENCE AND CREATIVITY: THE IECD IN TIMES OF COVID-19

2020 was marked by the Covid-19 pandemic, which impacted the implementation of the IECD's projects.

Border closures, lockdowns, school closures, and then a mixed recovery in different countries, the teams have had to cope with a variety of situations and managed to provide an increased level of support to students, graduates and entrepreneurs in difficulty.

INNOVATION TO RETHINK THE LABOR MARKET AND REVITALIZE ENTREPRENEURSHIP

The IECD has succeeded in continuing its mission by following up individual students, graduates and entrepreneurs as well as by ensuring opportunities for them.



► Young graduate mobilized on a site by the social enterprise in electricity in Lebanon.

In Madagascar, the majority of the graduates of La Rizière hospitality school found themselves out of work following the closure of borders. To overcome this situation, the IECD deployed face-to-face entrepreneurship training to help alumni interested in starting a small business.

In Ivory Coast, agricultural entrepreneurs benefited from coaching to help them relaunch their business by adapting to this new context. In Vietnam, trainers worked to renegotiate commercial leases for small entrepreneurs.

FLEXIBILITY AND COMMITMENT AT THE SERVICE OF PROJECTS

At HCTC, the hospitality & catering school in Mae Sot, Thailand, the application restaurant was able to reopen as soon as the lockdown ended in July 2020. This was thanks to the strict sanitary protocol drawn up by the project team for the kitchen and the dining room, in which the 60 students were trained.

In Vietnam and Myanmar, despite the recovery during the summer, the IECD's social enterprises suffered from the lack of tourists. The two La Boulangerie Française establishments adapted their recipes and flavors to local tastes. The shortfall in sales to professionals (hotels, restaurants) was compensated for by a home delivery service to individuals in Ho Chi Minh City and Rangoon.

COMMUNICATION, A KEY ELEMENT OF SOCIAL DISTANCING

Agendas and priorities were revised to maintain a focus on achieving the project's targets. Social media became essential for maintaining a link with the beneficiaries.



► Strict sanitary protocol in the kitchens of the La Rizière hospitality & catering school in Madagascar.

In Ivory Coast, Seeds of Hope trainers communicated with students by text messages and a Facebook page: messages on prevention, encouragements and exercises on electricity training were sent.

Despite this exceptional context, the IECD staff and its partners' teams showed an unprecedented ability to adapt.

► Thanks to the support of the French Development Agency, the IECD offered short training courses in strategic sectors for the reconstruction of Beirut in Lebanon.



© Paul Assaker

TEACHING METHODS CHOSEN BY THE IECD IN THE FRAME OF REMOTE LEARNING

Although the Covid-19 pandemic had major impacts on all the world's education systems, its impact was particularly significant in developing countries.

Faced with this crisis, the IECD's teams showed great reactivity and creativity. Thus, the IECD saw its trainers turn the most used social networks (Whatsapp or Facebook) into training resources to ensure an educational and human connection with the beneficiaries.

Although school closures forced the IECD to urgently consider the conditions for accessing education,

it has not forgotten the need to guarantee the quality of this education.

The main lesson to be drawn from this crisis for the IECD is that training centered on a person in his or her entirety is essential in the field. Its methods are based on face-to-face teaching, rich interactions, and socialization in the classroom.

The use of digital technology has proven to be relevant for supporting trainers with the development of an online learning platform, without compromising teaching quality.

RESPONDING TO THE EMERGENCY: THE POST-CRISIS RECOVERY

The impact of the economic crisis resulting from the Covid-19 pandemic has been very important in most of the IECD's countries of intervention. Faced with a lack of resources and increasing unemployment among beneficiaries in the greatest difficulty, the IECD launched an innovative and unprecedented initiative: to create a specific short-term financial support fund adapted to stimulus activities and direct support for beneficiaries and local partners

In total, €505,000 were allocated to a selection of 25 projects implemented by the IECD in 11 countries.

Thanks to this fund, stimulus projects such as the "Atrika" ("facing up") project, launched in Madagascar, was created. Entrepreneurs trained and supported by Madagascar Enterprises Development participated in a call for micro-projects in order to receive financial support.

One hundred people were selected and received funding of 500,000 MGA (about €112) each.

Recipients were able to pay off their debts, make purchases or investments allowing them to resume their activity or adapt it to the new context.

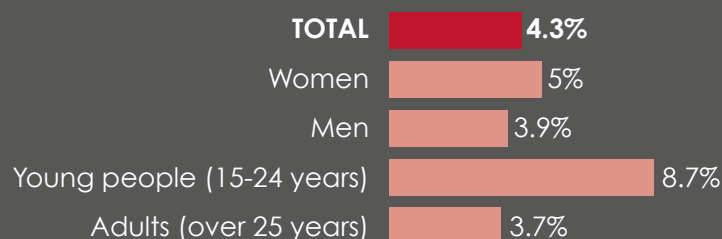
As a result, 75% of the entrepreneurs supported saw an improvement in their company's activities 45 days after the fund was awarded.

ILO* KEY FIGURES ON THE CONSEQUENCES OF THE CRISIS ON THE WORLD OF WORK

* Source: Observatory of the International Labor Organization: Covid-19 and the world of work - 7th edition (January 2021)

Young people and women were most affected by the impact of the pandemic on the labor market in 2020.

GLOBAL JOB LOSSES IN 2020, % BY GENDER AND AGE



SOCIAL ENTREPRENEURSHIP AT THE IECD: FOR A HUMAN ECONOMY

The IECD has created enterprises with a social vocation since 2015 in Cameroon, Lebanon, Vietnam, Myanmar and Madagascar.

HOW DOES THIS WORK?

Either the beneficiaries' work generates income to finance their training or the social enterprise sells the products of small farmers on new markets, secures their income and increases their skills.

One common point: social entrepreneurship as imagined by the IECD is, above all, a unique educational tool that helps vulnerable young adults understand the reality of a market, increases their professional skills in a warm and welcoming environment, and helps them evolve as human beings.



► This young graduate of the HCTC school in Mae Sot, Thailand, became a trainer for La Boulangerie Française in Myanmar.

A HUMAN CONCEPT AND A PROFESSIONAL TEACHING APPROACH

Each structure improves the professionalism of young people to help them acquire in-depth knowledge of a trade. Students or entrepreneurs are quickly put into a real-life situation and prepared for the demands of the market and customers. In tune with professional reality, they test and improve their working methods. In Lebanon, the social enterprise in electricity mobilized young graduates to help clients after the Beirut port explosion in August 2020.

The electricians reinstalled the entire electrical system of 5 SMEs affected by the accident and learned how to work correctly on site. The result was very satisfactory, and the quality was good! In Ivory Coast, the "Potagers du Bandama" sell the products grown by local farmers. 70 of them have been trained in agroecology, an innovative farming method that they will reproduce on their farms.

STAND OUT ON THE MARKET

The IECD does not only provide a job but also a complete course. In addition to the initial technical training, students are trained in a range of related professions (sales, marketing) and supported in acquiring cross-cutting life skills (communication, self-confidence, commitment).

Thus, they are able to stand out from the crowd, which facilitates their professional integration. In Vietnam and Myanmar, La Boulangerie Française apprentices make their own products from start to finish, in a true apprenticeship logic, and then sell them at various events (markets, fairs, etc.). The direct link with customers develops the young person's self-

esteem. This combination makes it much easier to obtain an internship at the end of the course and encourages employers to hire the trainees.



► Passionfruit farmer at Les potagers du Bandama in Ivory Coast.

QUALITY AND STANDARDS

Customer satisfaction is essential for triggering voluntary purchases. That is why the expected level of professionalism is high. In Asia, at La Boulangerie Française, young people are committed to making quality breads and cakes to ensure the very best taste. This requirement has been successful since feedback from customers is very positive; they buy the products primarily for their quality, even if most of them are also sensitive to the social nature of the project.

This teaching method, which above all is humane, makes all the difference and reveals many talents. The IECD has offered itself the means to succeed by recruiting experts in agronomy, bakery & pastry, electricity and hotel management at each site, who guarantee the transmission of good teaching techniques.

A WORD FROM THE TEAMS

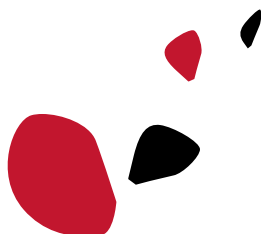


► Thuy Van HARDVILLE

The IECD's representative in Vietnam and Support for Entrepreneurship Project Manager.

“When I joined the IECD in 2018 as a Country Representative and Project Manager in Vietnam, I had the chance to return to my home country and give more meaning to my work by placing humans at the heart of my mission. In contact with beneficiaries, I really understood how much our action affects and influences populations in difficulty who do not have access to education. I was touched the first time someone shook my hand and thanked me. Over the years, the entrepreneurship support project has developed in the country with, for example, the implementation of training in mountain areas among ethnic minorities. I accompany my team of trainers on a daily basis to help them adapt to these new situations.

My way of managing has changed since I have moved from the private sector to the world of development: I have improved the participative style. On a personal level, I see life differently. By sharing the daily life of entrepreneurs who do not have a great deal of luck in life, I am positive and am able to put things into perspective when I experience personal problems. ”



► Marion FOUR

Program Manager Industrial sectors.

“In 3 years with the IECD, I have had the opportunity to occupy an initial position as Seeds of Hope project

manager in the field in Ivory Coast and to join the head office in Paris to coordinate colleagues and partners working in several countries. My responsibilities at the IECD have brought me greater professional satisfaction and fulfilment than my previous positions in the private sector. Quite quickly, I saw the impact of my work which was useful for the beneficiaries. These human values are important to me: seeing a young person succeed despite the difficulties and be hired at the end of a work placement, seeing the progress made by a student who is happy and more confident at the end of a course, and encouraging others to want to return to their studies. The kindness and state of mind of my colleagues and the organization are perfectly suited to me. I appreciate the entrepreneurial spirit, the autonomy, the possibility of creating and the work flexibility offered to the IECD's employees. ”



► Oumar DIAKITÉ

Financial Controller Africa.

“I started to work at the IECD in 2015 as a trainee in auditing at the headquarters in Paris, then I was quickly offered a

position as accounting and financial officer in Ivory Coast. For 3 years, I have been working as a financial controller with responsibility for Cameroon, Congo Brazzaville, Ivory Coast and the DRC. Carrying out controls means making savings and improving project management for the beneficiaries. I appreciate the trust the IECD placed in me very quickly and the variety of responsibilities. This year, I was in charge of the interim management of the Agroecology Transition project for vegetable farmers in Ivory Coast (TAMCI). I had the chance to be in direct contact with the entrepreneurs. Listening to their personal accounts is very interesting and motivating. As a result, I was able to see more closely the impact of the funding of projects for those in most difficulty. 6 years at the IECD have allowed me to work with different financial or operational teams in the field and at head office. On a personal level, working at the IECD has helped me be more diplomatic and taught me to adapt to an intercultural environment. ”

FOR YOUR SUPPORT...



► FRENCH DEVELOPMENT AGENCY (AFD)

Arthur GERMOND

Director of the Agency in Lebanon

“ As of 5 August 2020, the day after

the blast at the port of Beirut, the AFD drew up a proposal to assist the most vulnerable populations affected with trusted partners, including the IECD. Neither the AFD nor the IECD are emergency stakeholders. However, the IECD's local presence, with its Semeurs d'Avenir partner, and the ability to identify needs in the field enabled the deployment of a rapid action plan. We appreciated the IECD's wish to escape the usual framework and adapt to this challenge of providing an immediate response. This project aims to rebuild schools, support SMEs and rehabilitate houses affected by the accident by training the workforce required. Thanks to the IECD's existing network, many young people have benefited from short training courses in order to acquire the technical skills that correspond to local needs. We are satisfied with our relationship with the IECD and Semeurs d'Avenir and will continue the partnership thanks to a new 3-year project designed to support short and long training courses and integration into the employment market. ”



► LOUIS DREYFUS FOUNDATION

Robert SERPOLLET

General Delegate

“ The collaboration with the IECD made sense. The IECD is committed to

the personalized support of entrepreneurs in Ivory Coast and has developed great technical expertise, the aim of which is to improve and boost agricultural projects by young entrepreneurs in Ivory Coast. We have a shared vision of the role of entrepreneurship in rural areas. The foundation relied on the local presence, knowledge in the field and connections with the IECD's entrepreneurial fabric in the Ivory Coast to achieve its goals of supporting entrepreneurs and launched contests for start-up entrepreneurs. Our common goal: to select the most promising projects, with activities that will help to move beyond individual success and generate powerful spinoffs for local economic stakeholders. The characteristics of our collaboration are the sharing of ideas, agility in the approach and the ability to execute. ”



► SOCIÉTÉ GÉNÉRALE FOUNDATION

Aurélie ROBIN - Head of Community Patronage, responsible for the Africa program

“ We have supported the IECD's Agricultural training in Africa for 2 years. This program in rural areas is a way for vulnerable young people to train in promising professions and is completely complementary with the projects supported by the Foundation in urban areas. The IECD focuses on destroying stereotypes and accommodating young women in training courses that are identified as masculine and works to keep them in training for as long as possible. We are sensitive to this. It is important for the group to collaborate with the IECD, a recognized player in training and professional integration. Thanks to the support of the IECD ecosystem, a guarantee of trust and seriousness, we have extended the scope

of the partnerships and the type of projects supported in other countries, including SESAME in Madagascar. The partnership with the IECD is very rich for the Foundation's dynamism. ”

... WE THANK YOU

**Thanks to your support, it has been possible for us to carry out our mission of Sowing Seeds of the Future!
In view of the scale of work accomplished in 2020, we wish to extend our immense gratitude to you.**

- Arjo
- Association Ouest France Solidarité
- Austrian Development Agency (ADA)
- BEL
- Belmont Foundation
- Bonduelle
- Bureau de Coordination des Programmes Emploi (BCP-Emploi) - Ivory Coast
- Cartier Philanthropy
- CFAO
- Clifford Chance
- Congorep
- Drosos Foundation
- Economic Community of West African States (ECOWAS)
- EDF Foundation
- Edmond de Rothschild Foundations
- European Union
- Fondaher
- Fondation d'Aide à l'Enfance et au Tiers Monde (FABT)
- Fondation Fitia under the aegis of the Fondation de France
- Fonds de dotation Pierre Castel
- French Development Agency (AFD)
- Frères de nos Frères
- Geogas
- GIZ
- Government of the Principality of Monaco (DCI)
- Green Leaves Education Foundation
- Group ADP Foundation
- Group DUVAL
- HSBC
- Ifl International Foundation
- Institut Robin des Bois
- International Labor Organization (ILO)
- Jacobs, Barry Callebaut / Carma and the Confiserie Bachmann Foundation via the TRECC program
- JJA
- Julius Baer Foundation
- La Compagnie Fruitière
- Limmat Stiftung
- L'Œuvre d'Orient
- Lord Michelham of Hellingly Foundation
- Louis Dreyfus Foundation
- Marguerite Fund
- MG Together
- Minister for Europe and Foreign Affairs
- MKS Foundation
- Mondi Industrial Bags (MondiGroup)
- Monin
- Motul Corazon Foundation
- National Philanthropic Trust Transatlantic
- Nexans Foundation
- Pays de la Loire Region
- Perenco
- Pierre Fabre Foundation
- Provence-Alpes-Côte d'Azur Region
- Safacam & Socapalm
- SAPH
- Schneider Electric
- Schneider Electric Foundation
- SOCFIN
- Société Générale Foundation
- Société Générale Madagasikara
- Solidarity AccorHotels
- Sustineo
- Tamari Foundation
- Telma Foundation
- Terre Plurielle, Bouygues Construction enterprise foundation
- UNICEF
- Union for the Mediterranean (UfM)
- United Nations Development Program (UNDP)
- United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Population Fund (UNFPA)
- World Food Program (WFP)
- Zazakely

We also wish to thank...

- ▶ *The Companies and Foundations that support the IECD's projects and that wish to remain anonymous.*
- ▶ *All the people who, on an individual basis, offer decisive support to the IECD's actions, in the form of a financial donation or by providing their time and skills.*

JDC

Date	Explication
11/02/19	Solde Initial
12/02/19	Achat de fruits
11	Paiement Fournisseurs
11	Taxi livraison
11	bière avec Ami
11	prêt à Mon lo

FINANCIAL REPORT

2020

FINANCIAL REVIEW

1/ A DYNAMIC ACTIVITY

In 2020, the IECD's combined* **operating budget** was **€15.3M** compared to €15M in 2019, namely 2.3% growth in activity compared to 15% in 2019.

Despite the consequences of the health crisis, the IECD's activities were very dynamic. Major investments were made in the Mediterranean Basin where the operating budget increased by 19%.

This growth is mainly due to:

- Operations in Morocco, which have doubled in volume, thanks to the launch of two projects for agricultural development and training in the health sector;
- The Mediterranean New Chance network (+50%), with the launch of the "Supporting Youth in the Western Mediterranean" project;
- Operations in Lebanon (+25%), among other things through the implementation of various post-explosion funds, as well as the important impact of Maharat Li Loubnan, led by the IECD and its local partner - Semeurs d'Avenir.

In Madagascar, savings plans implemented over the past two years have improved efficiency whilst maintaining the same operational impact. This led to a 2% reduction in the operating budget in 2020. The operating budget in Africa remains stable compared to 2019.

In total, over the past year, **70 projects have been implemented in 15 countries**. Geographically, the IECD's activities are divided between **the Mediterranean Basin (€6.2M)**, **Sub-Saharan Africa (€4.8M)**, **Madagascar (€2.4M)** and **South-East Asia (€1.1M)**. The three main countries of intervention are, as in 2019, Lebanon, Madagascar and Ivory Coast with an average budget of €2.5M.

Out of the 11 flagship programs that structure the IECD's

action, growth comes firstly from Seeds of Hope (+35%), Agricultural Development (+20%) and MedNC. Conversely, the hospitality & catering training program (-13%) is suffering from the effects of the pandemic and the downturn in global tourism.

The launch of two major projects in Madagascar and Liberia in 2020 will have a strong impact on growth in 2021.

2/ STRONG FINANCIAL BALANCES

The IECD's financial balance remains under control with an **operating cost ratio of 9.5% of the operating budget**.

As in 2019, the IECD benefits from balanced and sustainable funding between public and private partners, a guarantee of security.

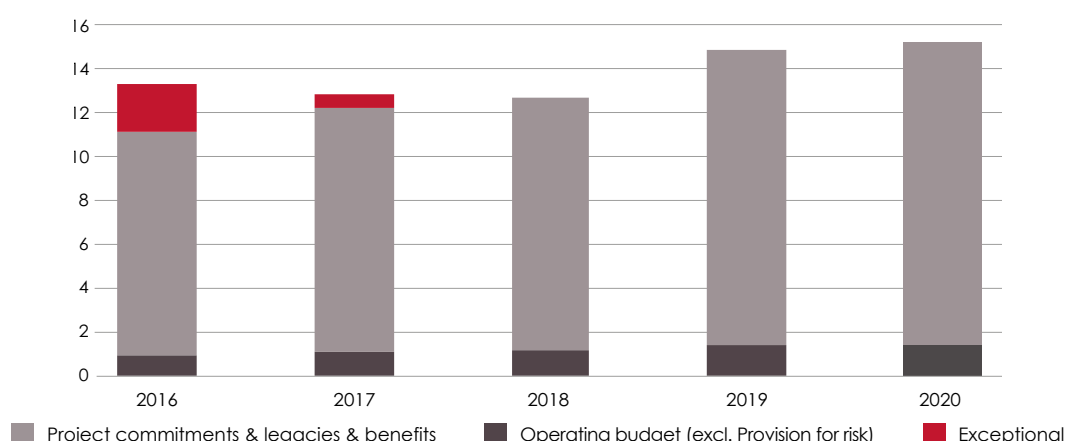
The result of the year amounts to €110K. This positive result, as in previous years, allows the IECD to reinforce its equity capital.

3/ LONG-TERM INVESTMENTS

Since 2019, the IECD has launched a digital transformation project, built around specific management tools. This structural investment allows us to improve the quality of financial and operational information on projects and meets our accountability criteria with regard to our partners.

2020 was also marked by 8 external audits covering half of the IECD's activity, with a result of 0.2% of ineligible expenses. This success is partly due to the efforts made to structure the finance and audit teams for projects, and also the precision of expenditure budgeting procedures.

EVOLUTION OF THE OPERATING BUDGET IN €



*The combined operating budget includes project expenditure, legacies, services and operating costs, as well as income from local partners contributing to the projects.

2020

BALANCE SHEET

CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31 December 2020 are presented in accordance with the standard ANC 2018-06 and were audited by Mrs. Estelle Le Bihan, HLP Audit, Statutory Auditor.

The 2019 financial statements were certified in accordance with the standard CRC 1999-01 and restated in accordance with the standard ANC 2018-06.

In thousands of €	Financial year 2020			Financial Year 2019
	Gross	Depre- ciation	Net	Net
FIXED ASSETS				
Intangible assets	323		323	144
Tangible assets	2,970	598	2,372	2,420
Assets received by bequest or donation	1,561		1,561	
Financial assets	642		642	633
TOTAL (I)	5,496	598	4,898	3,196
CURRENT ASSETS				
Receivables from customers, users and related accounts	114		114	12
Receivables from bequests and donations	221		221	
Other receivables	2,167		2,167	2,069
Grants to be received	881		881	666
Cash in bank	10,010		10,010	10,238
Deferred expenses	303		303	98
TOTAL (II)	13,696		13,696	13,083
BALANCE SHEET ASSETS (I + II)	19,192	598	18,594	16,279

In thousands of €	Financial Year 2020	Financial Year 2019
EQUITY		
Equity	50	50
Equity with counterpart assets	3,196	3,196
Reserves	340	310
Carried forward	1,211	21
Surplus or deficit for the year	110	71
Net worth	4,907	3,648
Investment grants	323	290
TOTAL (I)	5,231	3,938

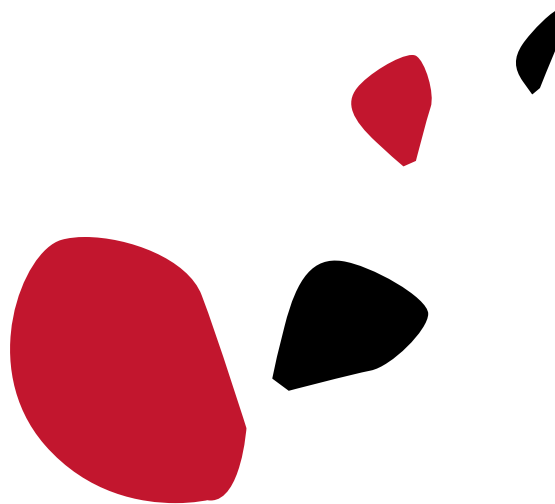
DEFERRED FUNDS, DEDICATED FUNDS AND PROVISIONS		
Deferred funds relating to bequests or donations	1,563	
Dedicated funds	8,762	10,678
Provisions for risks and charges	375	292
TOTAL (II)	10,699	10,970

LIABILITIES AND DEFERRED INCOME		
Financial debts	11	11
Trade payables and related accounts	652	403
Debts from bequests or donations	704	
Other liabilities	584	938
Deferred income	714	19
TOTAL (III)	2,664	1,371

BALANCE SHEET LIABILITIES AND RESERVES (I + II + III)	18,594	16,279
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2020

PROFIT & LOSS



In thousands of €	Financial year 2020	Financial year 2019
OPERATING REVENUES		
Membership fees	1	3
Sales of services	243	433
Income from third-party funders	14,278	17,949
Reversals of depreciation, amortization, provisions and expense transfers	269	229
Use of dedicated project funds	6,949	2,248
Use of deferred funds bequests	313	22
Other income	2	
TOTAL REVENUES	22,056	20,884
OPERATING EXPENSES		
External expenses and other purchases	3,040	3,402
Financial aid	4,586	4,255
Taxes and similar payments	71	81
Payroll	6,198	5,742
Allowance for depreciation	82	77
Allowance for provisions	346	277
Carried forward in dedicated project funds	5,689	6,641
Carried forward in deferred fund bequests	1,622	313
Other expenses	24	54
TOTAL EXPENSES	21,657	20,843
OPERATING RESULT	398	41
FINANCIAL RESULT	-260	60
EXCEPTIONAL RESULT	-16	-17
Tax on profits	12	13
SURPLUS OR DEFICIT	110	71
Free provision of goods and services	2	2

2020

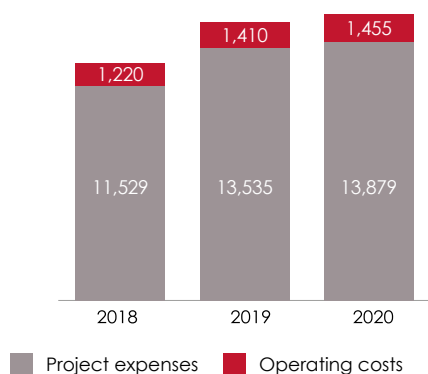
FINANCIAL INDICATORS

OPERATING BUDGET

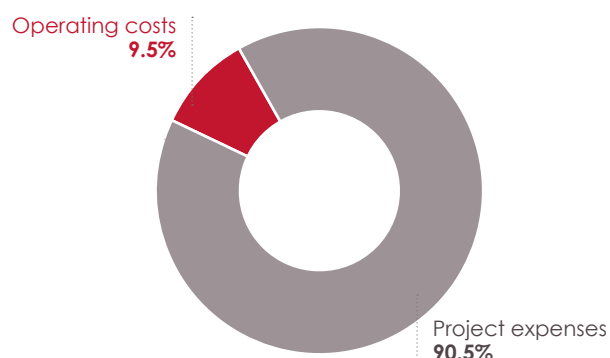
In 2020, IECD achieved a combined turnover of €15.3 million.

The IECD uses 90.5% of its funds directly for projects and maintains its operating costs below 10%.

EVOLUTION OF THE OPERATING BUDGET



BREAKDOWN OF OPERATING EXPENSES



COMBINED PROFIT & LOSS

In 2020, the IECD generated a management surplus of €110 thousand, allowing it to continue strengthening its equity.

In thousands of €	2020
Projects	12,422
Valuation of partners' activities	1,113
Legacies	167
Service provision	177
Operations	1,455
COMBINED OPERATING BUDGET	15,334
MANAGEMENT SURPLUS	110

RESOURCES

A good balance between public and private funds.

ORIGIN OF FUNDING



GLOSSARY

BOE	Guidance and Employment office in Lebanon	IFER	Institut de Formation à l'Entrepreneuriat Rural (Rural Entrepreneurship training Institute)
CAP	Certificate of Professional Competence	ILO	International Labor Organization
CERES	Educational and remedial centers IECD project	MedNC	Mediterranean New Chance IECD Project
CFA	Centre de Formation par Apprentissage (Training Center for apprentices)	NEET	Not in Education, Employment or Training
CFP	Centre de Formation Professionnelle (Vocational Training Center)	PASS	Programme d'Amélioration des Structures de Santé (Congo-Brazzaville) (Program for the improvement of healthcare structures)
COIP	Centre d'Orientation et d'Information Professionnelle (Guidance and Professional information center)	RED	Réseau Entreprises Développement - IECD Project
CPP	Convention de Partenariat Pluriannuelle (Multi-annual partnership agreement)	SESAME	Soutien aux Études Supérieures et Accès à un Métier (Support for higher education and access to a profession) IECD Project
CQP	Certificat de Qualification Professionnelle (Vocational qualification certificate)		



► Young apprentices from La Boulangerie Française in Rangoon (Myanmar).

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FOR ALL
FOREVER**



Cover © Grace Fakhoury
Young man in vocational training at the
Shebab center in Jaramana, Syria.

Back cover © Cécile Lemaire
A farmer from the Bafou vegetable
gardens in Cameroon.

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iecd
Semeurs d'avenir

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