



ANNUAL REPORT 2021

► Trainee on a farming course at IFERA school in Yamoussoukro, Ivory Coast.

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Cover © IECD Egypt
► Trainee at ElectroMisr industrial school in Cairo who graduated with a technical bacclaireate in electrics as part of the Seeds of Hope programme.

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Design: Florence Depretz - Toutcomflo

EDITORIAL

“ The strong growth of our activity in 2021, a continuation of the uninterrupted rise seen over the last 15 years, is testimony to the good health of the IECD. This growth also reflects the growing needs of the populations and the efforts that the IECD, our partners and all of the teams are making in order to implement concrete responses, notably for young people who are seeking successful socio-professional integration.

The strategic roadmap 'Horizon 2025' that the IECD set out for itself in 2019 outlines the key ingredients to this growth: further improving the basics of what we do, patiently working to develop our methods based on our past experience, closely cooperating with those in the field and focusing on targeted geographic expansion. Long-term partnerships of various forms remain the cornerstone of the temple we are striving to build.

But the IECD's work is one which depends on balance: notably the balance between striving for continuous improvement in our programmes vs the rising complexity of the issues and the need to widen the scope of our projects to include more beneficiaries. We struck this balance well in 2021 as a large majority of our projects reached the expected goals: young people with a trade at their fingertips, entrepreneurs with a more solid base and increased confidence, teenagers feeling happy and fulfilled.

Because what we are striving for, above all, is that every man and woman we come across in our work becomes more aware of the values of humanity, fraternity and solidarity. We strive for a real, comprehensive development of each individual in order to build a society that is in harmony with our world, where we respect the dignity of others, where we cooperate for the common good and where we all wish to live in peace. ”



Marie-José Nadal,
President



Alexis Béguin,
CEO

THE IECD IN 2021



16
COUNTRIES



101
LOCAL PARTNERS FOR
PROJECTS IMPLEMENTING
OUR PROJECT



62
PROJECTS

ALMOST
25,000
BENEFICIARIES, INCLUDING

VOCATIONAL TRAINING AND INTEGRATION

18,330
YOUTH

ENTREPRENEURS

3,750
ENTREPRENEURS

EDUCATION

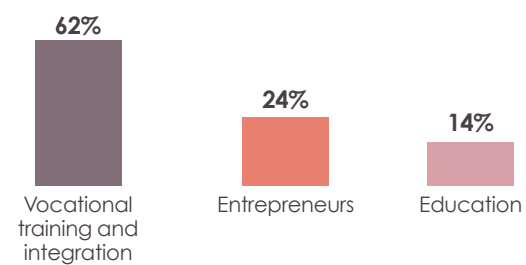
1,840
CHILDREN AND TEENAGERS

52%
PRIVATE FUNDS
48%
PUBLIC FUNDS

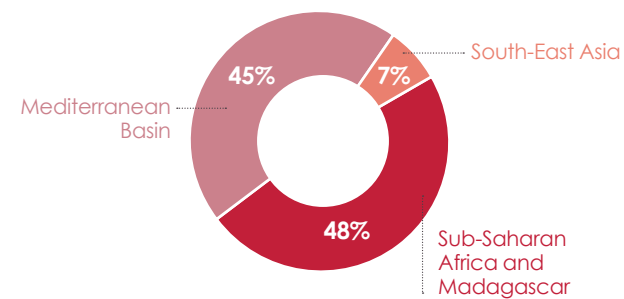
€19.1 MILLION
OPERATING BUDGET
+24%
VS. 2020

92%
DIRECTLY ALLOCATED
TO OUR PROJECTS

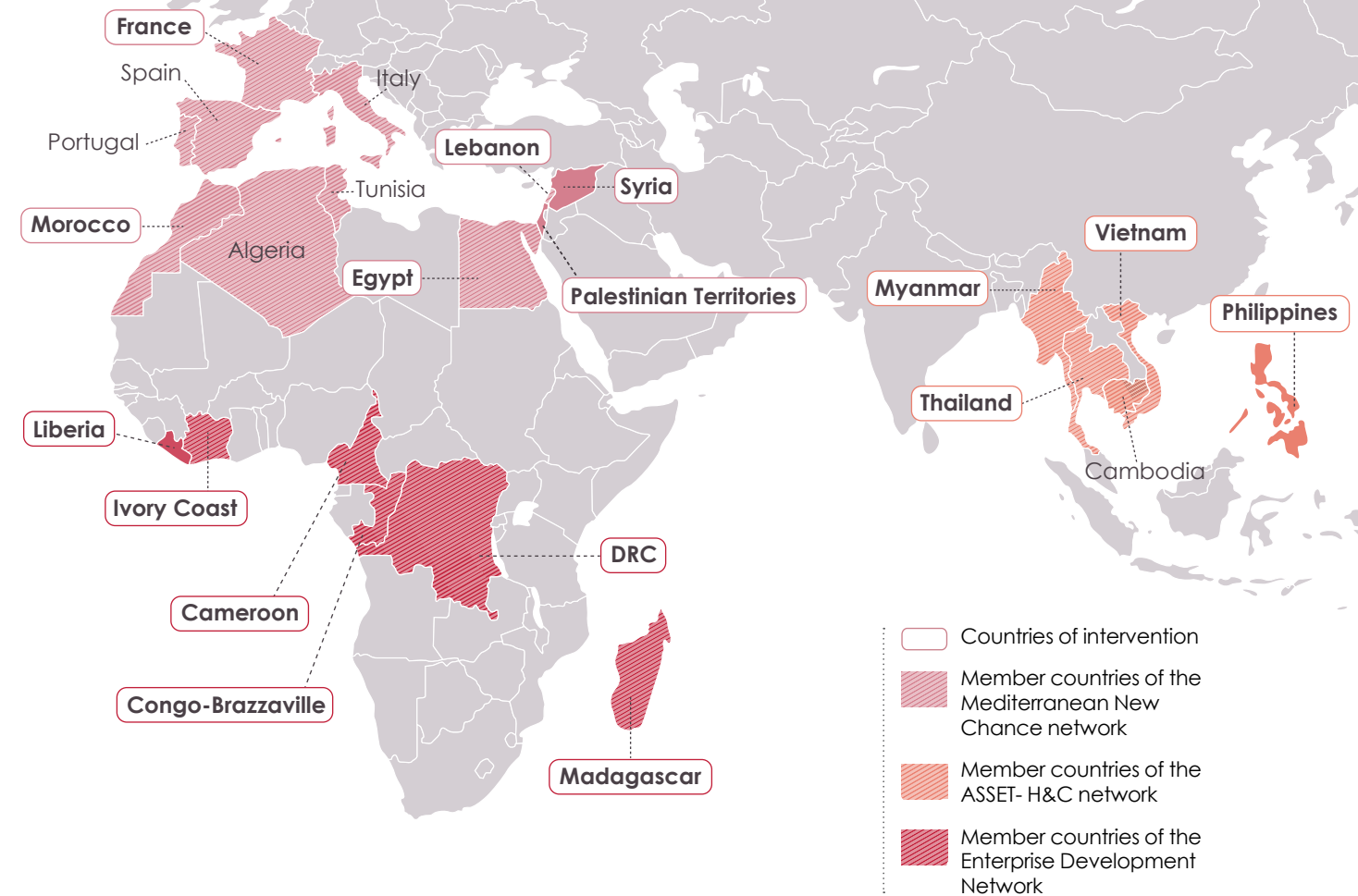
OPERATING BUDGET BY SECTOR



OPERATING BUDGET BY REGION



MAPPING 2021



► 2021 graduates of ElectroMisr industrial school in Cairo who completed a technical baccalaureate in Electrics as part of the Seeds of Hope programme.



THE IDENTITY OF THE IECD

Since its creation in 1988, the **Institut Européen de Coopération et de Développement** (IECD), an international solidarity organisation, 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, the IECD implements projects in the fields of education, vocational training and entrepreneurship.

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 both their future and a more equitable society.

OBJECTIVES

The IECD's ambition is to allow any person ready and willing to transform their lives and their living conditions by means of complete personal development associated with the acquisition of the necessary knowledge, skills and know-how. On a dynamic of growth, the IECD hopes that as many people as possible will be able benefit from its action in the future.

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

Access to quality education and training

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

Improvement of access to employment

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

Creation of local economic value

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

Overall, the expected effect of the IECD's action is that each person can blossom, progress, envisage the future with a positive outlook, and invest in their family, economic and social environment.

► Trainee at La Rizière hospitality school in Madagascar.

OFFER OF SERVICES

The IECD's offer of services includes programmes which allow us to offer structured, proven and measured solutions to our beneficiaries. In 2021, the IECD based its action on 10 key programmes. We are continually adding to our offer of services.



► A trainee at the Hospitality and Catering Center (HCTC) in Mae Sot, Thailand.

HORIZON 2025

The IECD's roadmap ('Horizon 2025') is aimed at strengthening and broadening the IECD's impact by combining:

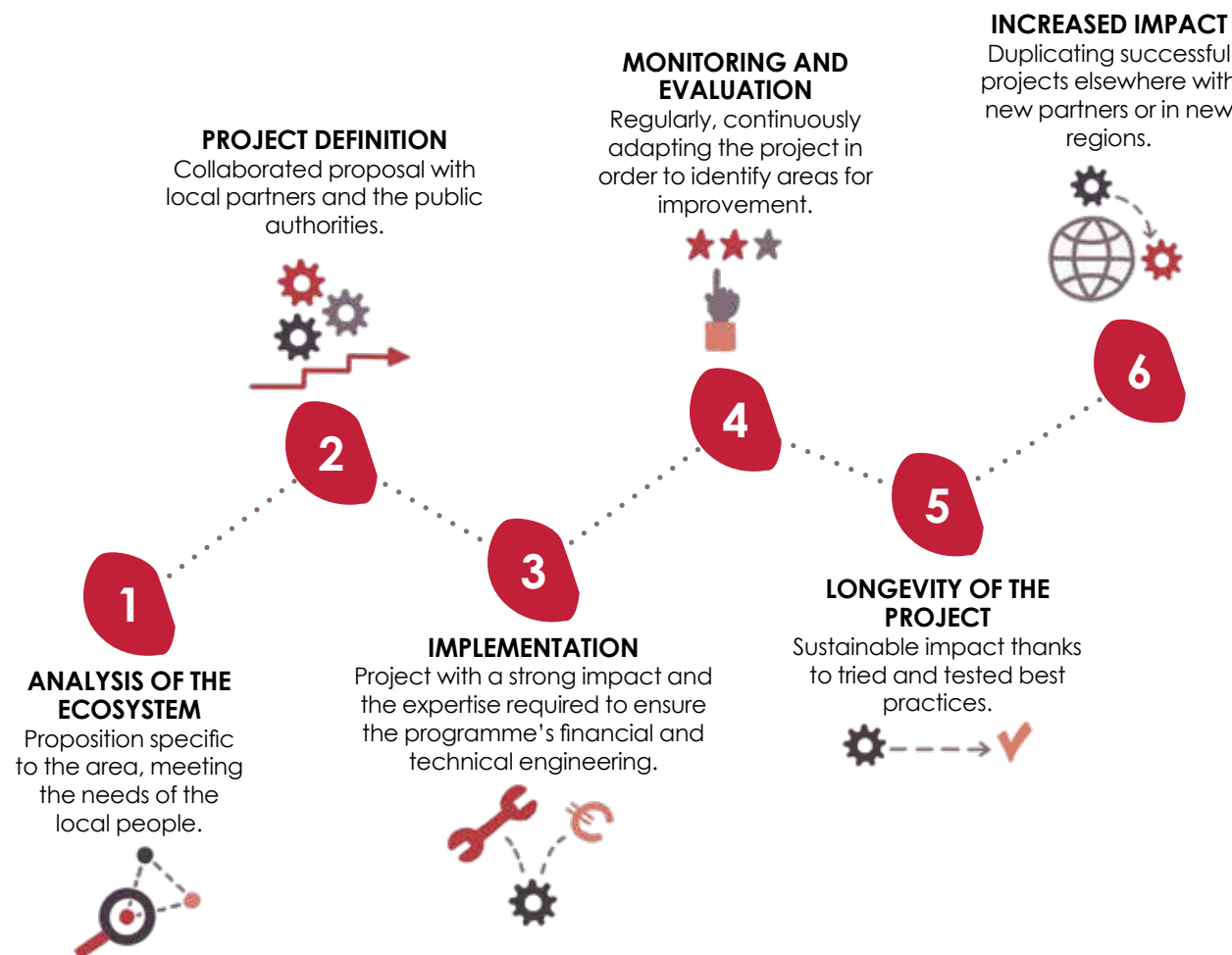
Strong geographical ties, consolidating our presence in the majority of the countries where we are already present as well as opening up to new countries in the same regions.

Thematic know-how: continuing to build adapted solutions and programmes based on experienced and controlled methodology and expertise.

METHOD OF OPERATION

METHODOLOGY

The IECD's methodology for all of its projects comes from years of experience. It has been enriched with the knowledge of external experts and work to capitalise on our projects.



METHODS OF ACTION

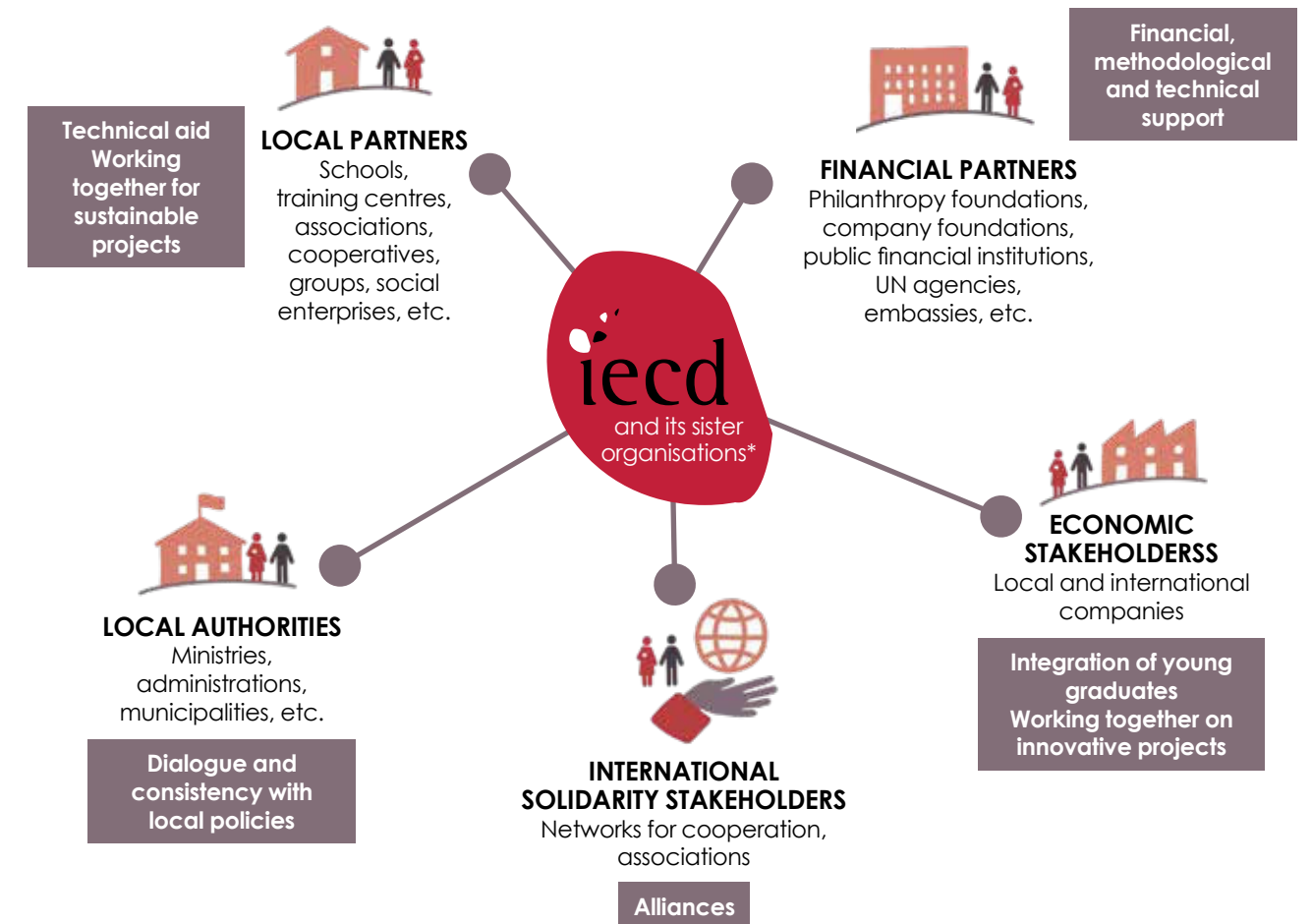
The IECD's runs its projects with 3 different methods of intervention:

- 1) Direct intervention
- 2) Intervening with technical support for operational partners
- 3) Coordinating geographical or topic-based networks

PARTNERSHIP / ORGANIZATION

PARTNERSHIPS

The IECD always works at the centre of an ecosystem, our actions therefore rely on partnerships which can take on several different forms:



* In various countries where we lead action the IECD unites the following organisations as one family: PROMES, Semeurs d'avenir, PEFACI, the members of the EDN network, La Boulangerie Française, social enterprises and IECD Morocco.

ORGANIZATION

The IECD has designed and structured itself in line with international standards to achieve its ambitions and its target results.

- The **teams** include people who are either employed by the IECD or who are employed by our local partners.
- The teams working on the IECD's content and programmes allow us to develop and structure solid technical and methodological skills within our organisation.
- The **support staff** work to support all of our activities with a particular focus on impact, accountability, the optimal use of resources, and team development.

► **External experts** are mobilised to meet certain specific needs.



246
IECD EMPLOYEES
IN THE FIELD



53
IECD EMPLOYEES
IN FRANCE



327
EMPLOYEES WORKING
FOR OUR LOCAL
PARTNERS

FOR YOUR SUPPORT...



TAMARI FOUNDATION
Della TAMARI
President

“ As a partner of the IECD for the last 10 years, the Tamari Foundation is in agreement with the complete

holistic approach taken by the IECD towards education and its close link to the job market. The impact of the IECD's vocational training activities in Lebanon has been significant. The Tamari Foundation supports the IECD for the implementation and updating of courses which are adapted to the needs of the local labour market. In 2020 the IECD reacted quickly following the 4 August explosion in the port of Beirut, quickly rebuilding, with the support of the Tamari Foundation, 4 training centres which had been destroyed. This year the Tamari Foundation contributed to the 'Support Lebanon' project which has helped young Lebanese people to face the new challenges created by the current socio-economic situation. The role of the IECD in Lebanon is absolutely essential: the organisation helps to make up for the lack of state resources invested in public establishments as well as working with the private sector. Thus the IECD helps thousands of young, vulnerable Lebanese to dream of a better future every year. ”



ACCOR HEARTIST SOLIDARITY
Christine DE LONGEVILLE
CEO

“ Over the last 10 years our relationship with the IECD has grown and become a genuine partnership. As a development stakeholder they have given us a different view, one seen from the field. The professionalism of the project management allows us to trust them and to recommend their methods to our other NGO partners. When I first visited the HCTC in Thailand I quickly saw that it was a high-quality hospitality school led with professionalism despite the difficult context. When I saw the commitment and the determination of the trainees to do a good job I was left with no doubts about the atmosphere they were learning in. The school respects the local culture and the local way of doing

things. I noticed how they respect people deeply at the HCTC, whilst also being kind and serious when required. During my second visit I noticed that the project had made progress and that the IECD's teams had adapted to the local context. The IECD is a real stakeholder for change, they keep a close eye on current trends and on recent innovations. Adaptability, transformation and agility are the key words which guide their initiatives. ”



AGENCE FRANÇAISE DE DÉVELOPPEMENT (AFD)
Christophe COTTET
Director Liberia/ Ghana.

“ We turned confidently to the IECD for our intervention in

Liberia because we knew that the organisation was capable of doing an in-depth analysis of the situation, even on the local level, and of quickly meeting our expectations. With a lot of enthusiasm the team accepted to support us in this country, despite it being unknown territory for the IECD and for ourselves, preparing an ambitious project in a short period of time. We appreciated the IECD's interest in dialogue and in building high-quality relationships with local partners (from the private sector, the public sector and from civil society) as well as its ability to deploy competent field staff and its skills in designing vocational training courses which are well adapted to the local needs. We are very satisfied with the quality of the implementation of the actions because dialogue and transparency are always guaranteed with the IECD: we are made aware, in real time, of the successes and difficulties faced during each project. When I travelled to Liberia I was struck by the commitment and attitude of the people I met there. They all embodied the IECD's vision. Furthermore, my colleagues who work on other countries and colleagues from the Department of Education have also given me positive feedback about the IECD. On the behalf of the AFD I only have positive things to say about the IECD. ”

... WE WANTED TO SAY THANK YOU

Thanks to your support, it has been possible for us to carry out our mission of Sowing Seeds for the Future! Considering the scale of work accomplished in 2021, we wish to extend our immense gratitude to you.

- Accor Heartist Solidarity
- Agence Française de Développement (AFD)
- Alstom Egypt
- Austrian Development Agency (ADA)
- Axa Atout Cœur
- BEL
- Bonduelle
- Bureau de Coordination des Programmes Emploi (BCP-Emploi) Ivory Coast
- Cartier Philanthropy
- CFAO
- Chemonics International
- CIC CCI
- Clifford Chance
- Communauté Économique des États d'Afrique de l'Ouest (CEDEAO)
- Congorep
- Directorate-General for Development Cooperation and Humanitarian Aid
- European Union (EU)
- European Training Foundation (ETF)
- Fondation Belmont
- Fondation d'Aide à l'Enfance et au Tiers-monde (FAET)
- Fondation Drosos
- Fondation EDF
- Fondation Eiffage
- Fondation Fitia sous l'égide de la Fondation de France
- Fondation Groupe ADP
- Fondation Jacobs, Barry Callebaut / Carma et la Confiserie Bachmann via le programme TRECC
- Fondation Lord Michelham of Hellingly
- Fondation Louis Dreyfus
- Fondation MKS
- Fondation Nexans
- Fondation Pierre Fabre
- Fondation Sawiris pour le développement social
- Fondation Schneider Electric
- Fondation Société Générale C'est vous l'avenir
- Fondations Edmond de Rothschild
- Fonds de dotation Émeraude Solidaire
- Fonds de dotation Pierre Castel
- France Vietnam Initiative.
- Geogas
- GIZ
- Gouvernement princier - Principauté de Monaco (DCI)
- Green Leaves Education Foundation

- Groupe DUVAL
- HSBC
- If! International Foundation
- Jan & Oscar Foundation
- JJA
- Julius Baer Foundation
- La Compagnie Fruitière
- Limmat Stiftung
- L'Œuvre d'Orient
- Marguerite Fund
- MG Together
- Ministère de l'Europe et des Affaires Étrangères
- Mondi Industrial Bags (MondiGroup)
- Monin
- Motul Corazon foundation
- National Philanthropic Trust Transatlantic
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Perenco
- Région Pays de la Loire
- Région Provence-Alpes-Côte d'Azur
- SAFACAM & SOCAPALM
- Schneider Electric
- Société Générale Madagasikara
- Sustineo
- Tamari Foundation
- Terre Plurielle, fondation d'entreprise Bouygues Construction
- The UN Refugee Agency (UNHCR)
- Union for the Mediterranean (UpM)
- United Nations International Children's Emergency Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Population Fund (UNFPA)
- UN Women

We also wish to thank...

► The companies and foundations that support the IECD's projects but who wish to remain anonymous.

► All the individuals who offer key support to the IECD's action by making financial donations or by donating their time or skills.

GOVERNANCE

THE BOARD OF TRUSTEES (as of 31 May 2022)

Marie-José Nadal, President
Jean-Noël Lucas, vice chair
Hervé Rudaux, Secretary General
Michel Baroni, Treasurer
Xavier Boutin
Caroline de Cartier
Bernard Davoust
Alexandra Mallein
Christian Malsch
Vanessa Warter

MANAGEMENT

Alexis Béguin, CEO
Arnaud Britsch, Deputy CEO
Hélène Méchin, Director of Human Resources
Alexandra de Boissieu, Admin and Finance Director

IECD LEADERS OF THE COUNTRIES OF INTERVENTION (as of 31 May 2022)

FRANCE

Thomas Behaghel, Director of Operations for France.

BASSIN MÉDITERRANÉEN

Astrid Desjobert, IECD delegate for Tunisia and Director of Operations for Morocco, Tunisia and MedNC.

Nuria Masdeu, IECD delegate and Operations Manager for Egypt.

Vianney Basse, IECD delegate for Lebanon, Director of Operations for Lebanon and Egypt.

Nabil Jadri, IECD delegate and Operations Manager for Morocco.

Nidal Bitar, IECD delegate and director of Operations for Syria.

AFRIQUE SUBSAHARIENNE ET OCÉAN INDIEN

Yves Ahner, Director of Operations for Africa and IECD delegate for Congo-Brazzaville.

Patrice Noa, IECD delegate and Director of Operations for Cameroon, representative of the IECD for central Africa.

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

Soary Andrianarisoa, representative of the IECD and Operations Manager for DRC.

Manitra Rakotoarivelo, IECD delegate for Madagascar.

Grégoire Imberly, director of Operations for Madagascar.

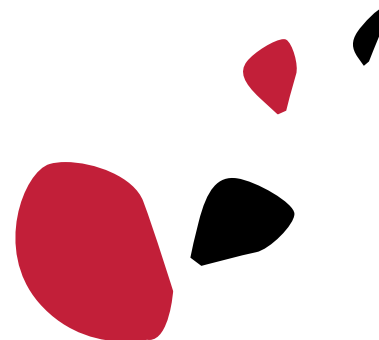
Gilbert Hascoet, IECD delegate and Director of Operations for Liberia.

ASIE DU SUD-EST

Alix Watson, Director of operations for Asia.

Charlotte Mouginot, representative of the IECD in Thailand and Director of HCTC hospitality school.

Thi Thuy van Hardville, delegate for Vietnam and project manager for the Support for Small Companies project.



► Trainees in electrical engineering at Heure Joyeuse training centre in Bouskoura, Morocco (a member of the MedNC network).

NETWORK

IECD COORDINATES 3 TOPIC-BASED AND REGIONAL NETWORKS

► **MEDITERRANEAN NEW CHANCE NETWORK (MedNC)** helps us to build up the capacities of stakeholders of training and professional integration in the Mediterranean basin thanks to the development and duplication of innovative, successful projects and by upscaling local solutions.



► **ASSOCIATION OF SOUTHEAST ASIAN SOCIAL ENTERPRISES FOR TRAINING IN HOSPITALITY & CATERING (ASSETH&C)** was created in 2016 in south-east Asia and unites stakeholders of training in sustainability and solidarity in the hospitality and catering sector in 4 different countries.



► **ENTREPRISES DEVELOPPEMENT NETWORK (EDN) IN AFRICA** includes 6 local structures who work on the programme to support small enterprises by training entrepreneurs. The members of the EDN work together to improve the content of the training courses and to certify their network of trainers.



OBJECTIVES

- To increase the impact
- To encourage best practices
- To lead advocacy initiatives



► Hasna, a young trainee in Lebanon working on the restoration of national heritage.

TRAINING AND PROFESSIONAL INTEGRATION

A TRADE AT YOUR FINGERTIPS

© Roy Haddad

CONTEXT

The crisis of the last two years has led to the destruction of 114 million jobs⁽¹⁾. Due to continued population growth the number of people aged 15-24 who are not in education, employment or training (NEETs) is now at a ratio of 1 in 5. Furthermore, of those young people who are in employment 30% still live below the poverty threshold.

The trends we have identified in recent years seem to be accelerating: a lack of jobs even with the amount of young people looking for work, a mismatch between supply and demand in the job market and the low overall quality of jobs available. We should not forget, however, that, "everyone has the right to work, to free choice of employment, to just and favorable conditions of work"⁽²⁾. Faced with these challenges vocational training is a source of solutions for young people. This is why the IECD develops **innovative training programmes adapted to local realities and to the needs of companies, in order to improve access to dignified, decent and sustainable jobs.**

⁽¹⁾ ILO Report on World Employment and Social Outlook Trends 2020

⁽²⁾ The right to work is one of the human rights proclaimed under 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 find their professional path and become part of the economic dynamics of their country.

The IECD **sets up or updates professional and technical training programmes** to ensure access to jobs that provide employment. Based on 33 years of successful experience in different fields the IECD has developed its expertise with a wide range of courses: long training courses leading to a diploma or short training courses leading to a qualification.

The IECD adapts to the local ecosystem so as to offer quality education as well as ensuring that the environment is conducive to learning. Support and the strengthening of skills at the existing training centres is essential. This is achieved via the redefinition of programmes, the acquisition of appropriate equipment, the building of partnerships with companies and the improvement of the skills of trainers and of the management teams. The IECD also strives to have its **training courses recognised** by the relevant ministries. Throughout the projects the IECD **cooperates with the local institutions and supports them in their reforms** by participating in their work on national policies as well as collaborating with ministries and public authorities.

IN 2021


18,330
YOUNG PEOPLE IN
TRAINING


480
TRAINERS TRAINED

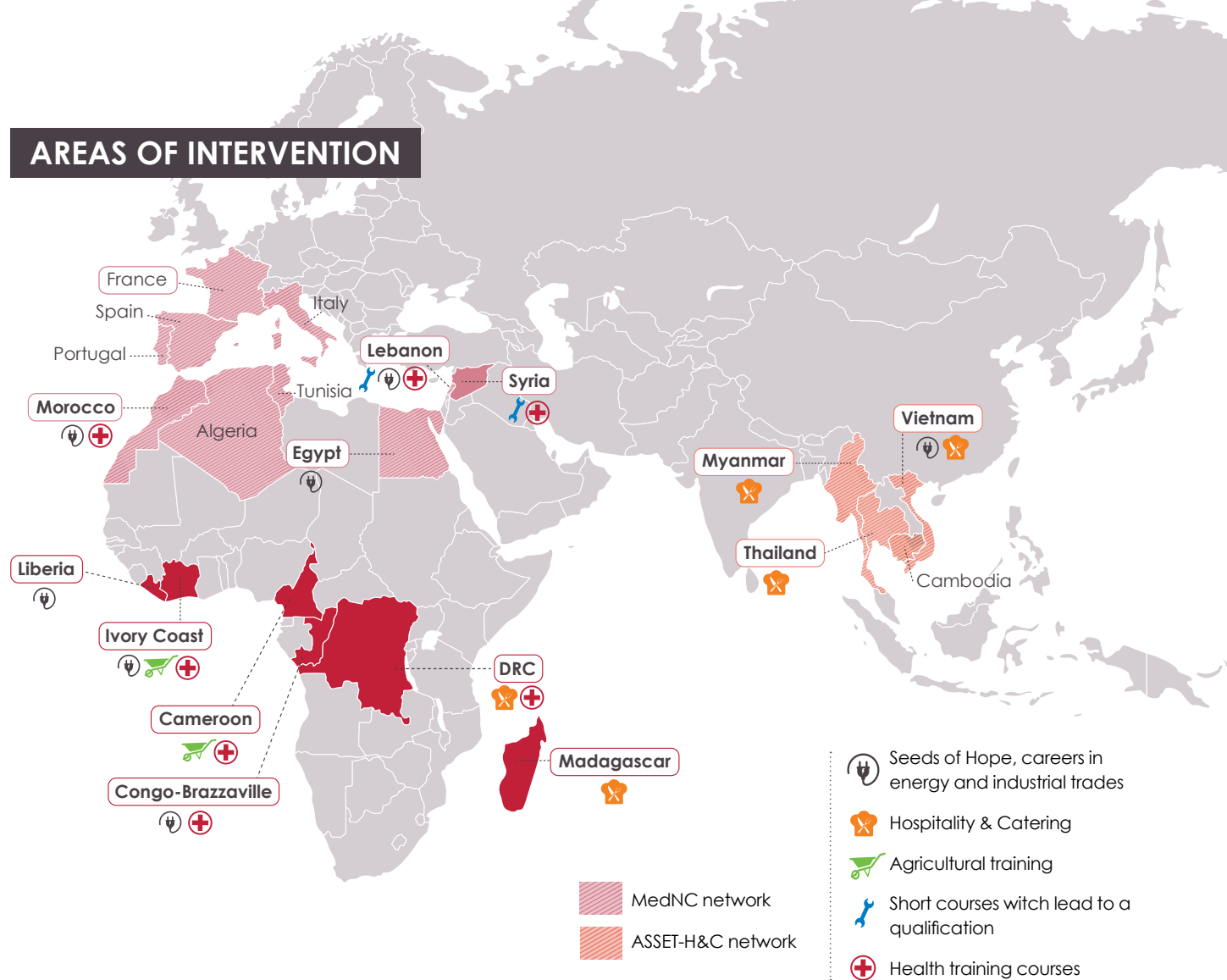

77
LOCAL PARTNERS

ACTIONS

Our methodology of action 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 individual 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 **acquiring and developing key life skills**: selfconfidence, communication, civic engagement, teamwork, etc.

Guidance activities for 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 up their professional projects.





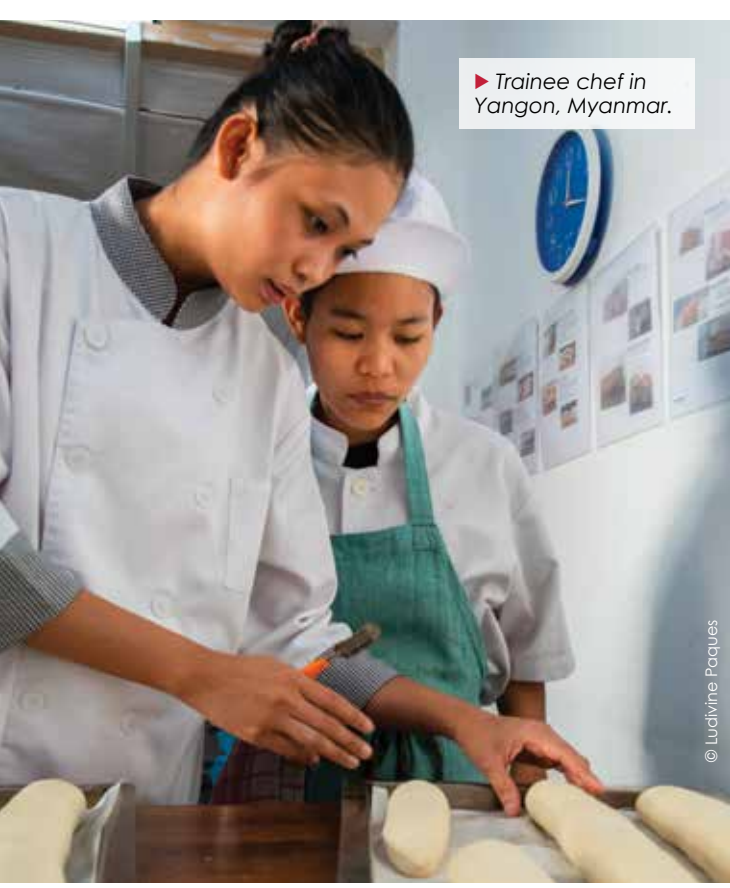
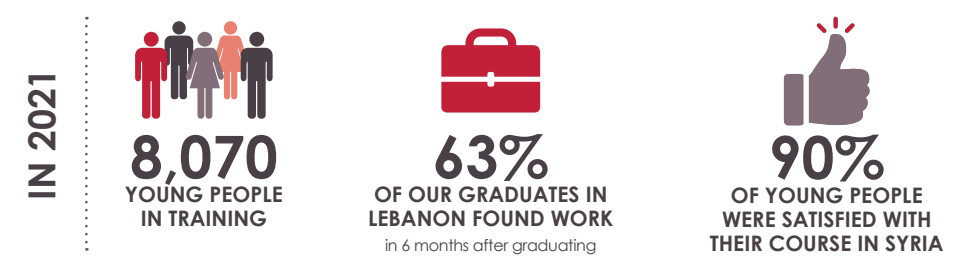
PROGRAMMES FOR YOUNG PEOPLE SHORT COURSES WHICH LEAD TO A QUALIFICATION



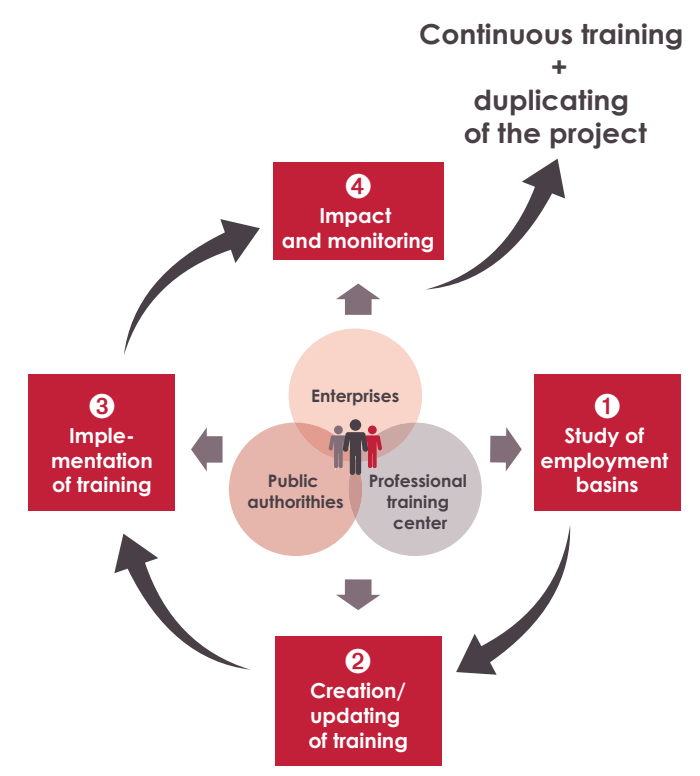
PURPOSE

The youth unemployment rate in the Middle East and North Africa is close to 30%⁽¹⁾ (in comparison with the global rate of 15%). Furthermore, of the 500 million young people aged 15-24 living on our planet, 1 in 5 is considered to be a NEET (not in education, employment or training) and does not have access to unemployment benefit. These highly vulnerable young people need to quickly acquire skills in order to secure a job. This situation is particularly severe in Lebanon and Syria where the crises of the last few years have had a significant impact on the job markets and have thus worsened the socio-economic situation for many young people living in these countries.

⁽¹⁾ ILO Report on World Employment and Social Outlook - Trends 2020.



STEPS OF A TRAINING PROJECT



SPECIFIC FEATURES AND EVENTS IN 2021

In this context the IECD's courses leading to a qualification **encourage a rapid acquisition** (within 6 months) of **technical skills** required for jobs where there is a lot of potential, in dynamic sectors of the economy such as construction, industry, sales, services, care, etc.). At the same time, practical training is offered thanks to partnerships with local companies. In addition to technical training the IECD offer support to these young people in order to help them with their plans for their private lives and for their careers. We do this with socioeducational activities, psychosocial support and activities based on the acquisition of key skills. These solutions are complementary

to the part of the training course which focuses on helping these young people to get their qualification.

In Syria a mobile unit was set up in order to "take" the training courses and the accompanying activities to young people who live in isolated regions. In Lebanon a **new model for training** was implemented: the 'school for **heritage trades**'. 26 young apprentices, including 6 women, spent 9 months getting training on site in a traditional Beirut house. They had the choice between 3 new forms of specialism: timber framing, traditional whitewash and Arabic carpentry.



► RAYA MAALOUF, trainee at the Sushi Bootcamp held in Lebanon.

“ The experience I gained during the course really helped me and it has been a key part of my current success. I learned to be more self-confident and I would recommend that all young people take similar courses where they can improve their current technical skills as well as acquiring new ones. ”

SEEDS OF HOPE PROGRAMME - 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 to feel fulfilled in your career.

IN 2021



4,750
YOUNG PEOPLE
IN TRAINING



94%
OF GRADUATES ARE CONTINUING
THEIR EDUCATION OR HAVE
FOUND A JOB

SPECIFIC FEATURES AND EVENTS IN 2021

The programme has been deployed in 7 countries, offering a wide range of training courses adapted to the needs of the job market. Some of these courses are highly innovative and facilitate integration into attractive and rapidly expanding sectors of activity. The teams were able to launch the first apprenticeship-based training course leading to a qualification of its kind in Ivory Coast. 25 young people joined a 3-year course in industrial maintenance, spending 70% of their time working within companies. In addition to acquiring skills required for careers in industry and in construction, Seeds of Hope also helps the trainees to acquire interpersonal skills which will be key to their development.

An example of this in 2021 was the updating of the key skills course in Congo-Brazzaville, provided by the Career Guidance Office (BOE) to all the trainees at Don Bosco training centre in Pointe-Noire. In Egypt 294 first-year students were able to benefit from training at the first summer camp event. Thanks to fun, participatory activities awareness was raised amongst young people about matters relating to the environment. Their skills in workplace security and technical English were also strengthened at this event.

In Lebanon the Seeds of Hope programme has had to adapt to the crisis the country has been facing since 2019 and which has had a significant impact on the quality of teaching available. The IECD has supported schools by helping their trainers and by providing equipment. At the same time efforts have been made to digitalise the programmes offered and to support remote learning.

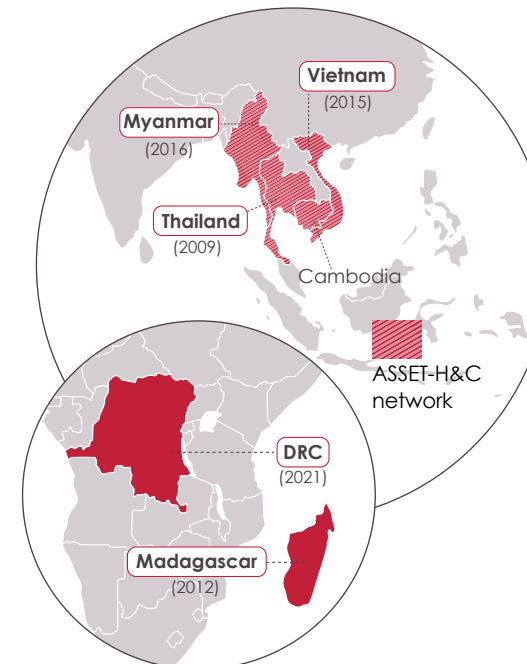
In 2021 the Mehnati website was launched: a job platform for young people which provides an array of services and tools that promote integration and build ties between employers and the young graduates of vocational training courses.

In Morocco the programme remains highly relevant. The training courses, notably the electricians courses, are available in 4 different centres: on the outskirts of Casablanca, in Kénitra and in Tétouan, providing integration for young NEETs and achieving excellent results.



► A young plumbing trainee in Ivory Coast.

TRAINING YOUNG PEOPLE IN CAREERS IN HOSPITALITY & CATERING



PURPOSE

In Madagascar and south-east Asia the tourism industry has been severely affected by the health crisis. According to estimates 90% of workers in Madagascar have been partially or completely out of work⁽¹⁾. In Vietnam and Thailand the quality of employment for women, who often work in the informal sector, has been deteriorated⁽²⁾. We hope that activity will return to normal levels in 2023 with the development of more local tourism. The IECD has adapted its training set-up to careers in hospitality and network catering in order to bring about sustainable and decent professional integration for young people.

⁽¹⁾ The Federation of Hoteliers and Restaurant Owners of Madagascar - ⁽²⁾ According to the ILO's report on the impact of COVID-19 on employment in the tourism sector in Asia.

IN 2021



310
YOUNG PEOPLE
IN TRAINING



84%
OF GRADUATES
IN WORK



75%
OF GRADUATES
IN WORK

SPECIFIC FEATURES AND EVENTS IN 2021

The IECD's action is rolled out in schools, including hotels and/or training restaurants, in bakery laboratories and via the ASSET-H&C 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 bakery or in hospitality & catering employed by the IECD.

Various training courses are offered in Madagascar, Vietnam, Myanmar, Thailand, DRC (since 2021) and in 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-making and bakery, F&B service, housekeeping and front office. The learning process combines theoretical classes with practical sessions, language classes, sessions on 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.

In 2021 some of the schools were once again closed, albeit temporarily. Classes could continue thanks to remote teaching led by around 20 trainers across Thailand, Vietnam and in the ASSET-H&C network. These trainers had acquired a certification in the use of digital educational content. Despite the difficult context and thanks to the measures taken in various establishments, the majority of young graduates were able to secure a good job (75% at the HCTC in Mae Sot, Thailand).

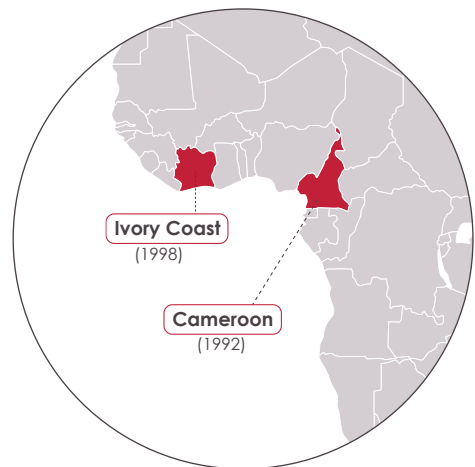
In February, after the coup d'état in Myanmar, the IECD reorganised its activities and we now intervene as a provider of technical aid to our local partner, Shwe Sa Bwe. The first trainees to arrive under this new set-up started in August with 23 students on training courses to become chefs, bakers or bakery chefs.

In Madagascar, in light of the success of La Rizière, school in recent years, the IECD launched the TremplinMAD project. This large project is aimed at updating the training offer for hospitality courses on a wide scale across Madagascar, thanks to public and private partnerships. We also developed the programme in DRC with a project for a refresher course for 60 trainers from 3 partner schools.

► HUYNH HAO, Senior pastry chef at Vinpearl Phu Quoc Resort***** and former apprentice of La Boulangerie française in Hồ-Chi-Minh City, Vietnam.

“ I really enjoyed learning about bakery and my main goal was to get a stable job with a better salary in order to be able to meet my needs and those of my family. That goal has now been reached. I was recently promoted to the position of Senior Bakery Chef but I have to pass a trial period before it is made permanent. ”

TRAINING YOUNG PEOPLE IN CAREERS IN AGRICULTURE



PURPOSE

Although the agricultural sector in Cameroon and Ivory Coast is considerable in terms of resources (23% and 18% of GDP⁽¹⁾ respectively) and jobs (43% and 62% of the active population⁽²⁾), agriculture training programmes 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 programmes to facilitate access to professions in agriculture and livestock for young people from rural areas and offer a complete course that combines both theory and practice.

⁽¹⁾ According to the World Bank. - ⁽²⁾ According to the International Labor Organisation.
⁽³⁾ According to the Survey on the integration of young people into the labour market (EESI).

SPECIFIC FEATURES AND EVENTS IN 2021

In Cameroon and Ivory Coast 21 centres spread across the 2 countries train young people aged 13-25 in careers in the farming sector. **The students learn about agriculture thanks to a split study/work methodology** with internships in farming companies as well as theoretical sessions at the training centres. The trainees attend educational workshops (in hen houses and vegetable ardens mainly) as well as benefitting from interventions by professionals from the sector and field trips. At the same time, the training also offers a personalised solution for acquiring life skills (self-confidence, communication, critical thinking, etc.) to help them to gain a wider vision and to develop their plans for their private lives.

Entrepreneurship is the **main way for our young graduates to join the workforce**, with 57% of them becoming self-employed after completing their training, mainly working in staple crops (vegetable farming, cassava, small-scale livestock farming, cereal farming, etc.).

In 2021 76% of the graduates we spoke to had found a job. This result is the **reward for the structural reform of the agricultural training centres** undertaken in recent years. This momentum has also had a positive impact on women's control of their income and on their access to land. The programme also continued with efforts to build up partnerships. The pilot project for very small enterprises in Dizangué (Cameroon) was launched: 29 young people were thus able to gain experience in entrepreneurship from the idea phase to production and commercialising the product/service. At the same time **the trainers' skills in agroecology were strengthened** and the training centres were equipped with workshops for producing organic fertilisers.

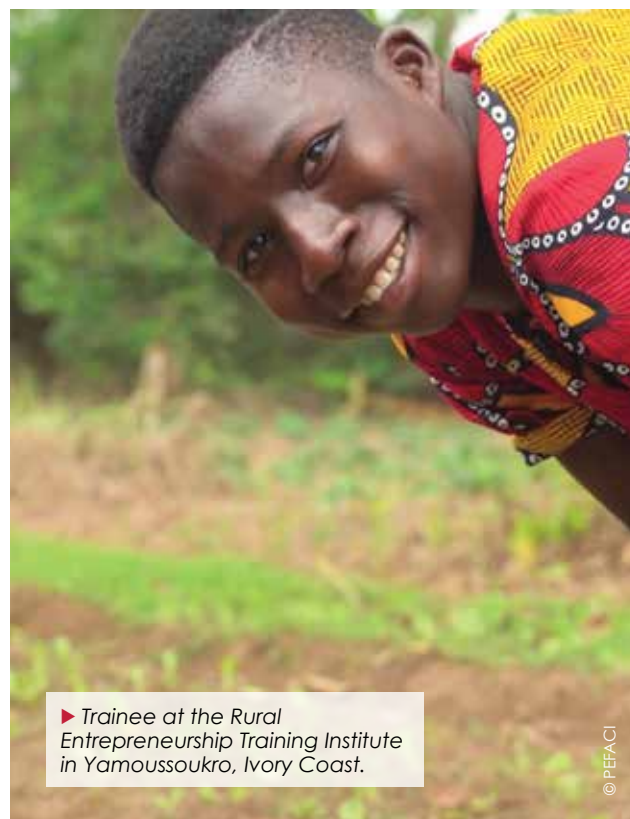
IN 2021



450
YOUNG PEOPLE
IN TRAINING



76%
OF GRADUATES
IN WORK



► Trainee at the Rural Entrepreneurship Training Institute in Yamoussoukro, Ivory Coast.

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TRAINING YOUNG PEOPLE 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 2021



LOUKABOU MEDICAL SCHOOL
300
TRAINEE NRUSES AND
MIDWIVES GIVEN
TRAINING
In Congo-Brazzaville



FAPAR TRAINING
100%
OF GRADUATES
IN WORK
In Morocco



PASS PROJECT
1,000
HEALTHCARE
PROFESSIONALS
TRAINED IN 10 YEARS
In Congo-Brazzaville

SPECIFIC FEATURES AND EVENTS IN 2021

The IECD has redirected its action in the field of health, focusing on training and capacity building for healthcare staff. Examples of this include the support provided to schools for nurses, midwives and orderlies as well as efforts to improve the quality of teaching provided.

In 2021 the programme to improve care for **sickle cell disease** had reached the majority of its goals and **was handed over to the Pierre Fabre Foundation** in Cameroon and Ivory Coast and **to local partners** in Madagascar and DRC. The Programme for the Improvement of Healthcare Structures (**PASS**) also came to an end in Congo-Brazzaville as it **was handed over** to the health authorities in Pointe-Noire following work to ensure skills had been transferred in advance of the handover. Over the last 10 years the health landscape in Pointe-Noire has been transformed. 1,000 healthcare professionals have been given training, 8 health centres have been refurbished and post-partum

infection rates have dropped from 25% to under 1%. 70% of treatment is now performed correctly and without risk compared with a rate of under 1% when this project began.

The IECD is continuing with its work to strengthen the Loukabou school in Pointe-Noire which provides training to 300 trainee nurses and midwives. An analysis was carried out to identify the school's needs and to put together an action plan. A 2-month pilot project for training on screening and preventing malnutrition was also carried out. In DRC a 2-year training course was launched to help nurses who already carried out births to become qualified midwives. **In Morocco a 9-month pilot scheme for training in Assistance for People with Reduced Mobility was highly successful** with 100% of the 13 young graduates having found work. In mid-2021 22 new trainees signed up for the next year group of this course.



► **BINTOU CAMARA**, a nurse at 303 health centre in Pointe-Noire, Congo-Brazzaville. She benefitted from 8 weeks of training in screening, care and monitoring of people suffering from malnutrition as part of the PASS project.

“ I wanted to take this course in order to learn more about child nutrition. The modules on alnutrition and communication in order to bring about change were very interesting. ”



► Madam Rhodes, a market trader in Brazzaville and beneficiary of the programme to support small companies in Congo-Brazzaville.

ENTREPRENEURS

PROUD TO BE AN ENTREPRENEUR

CONTEXT

The informal sector is the largest source of employment in the world, both in urban and rural areas. In the countries where the IECD intervenes many small enterprises have been weakened during the health crisis of the last two years with a direct impact on employment for workers from the informal sector⁽¹⁾. Their revenue is often the only source of income for families but, at the same time, it is very fragile because they do not have a stable income nor become part of their sector's value chains. The obstacles to international trade create opportunities for more local economic development, notably in the sectors of agriculture and agri-food processing.

Since 1998, the IECD's programmes to support entrepreneurs have offered solutions that allow local entrepreneurs to acquire the skills needed to launch and ensure the longevity of their activity.

⁽¹⁾ ILO Report on World Employment and Social Outlook - Trends 2020.

CHALLENGES AND OBJECTIVES

In 2021 our programmes for entrepreneurs supported more than 3,700 beneficiaries:

- The programmes **to support small companies and for agri-food processing** have provided assistance for start-ups and entrepreneurs in launching, sustaining and developing their activity in 11 countries (in Africa, the Middle East, and Asia). Furthermore, TRANSFORM supports entrepreneurs in creating products right up to commercialising them in Cameroon and Ivory Coast.
- The **Agricultural Development Programme** has trained and supported farmers, and structures the supply (of inputs) and marketing channels to help them access new markets (Cameroon, Ivory Coast, Lebanon and Liberia).

IN 2021


3,750
DIRECT
BENEFICIARIES


60%
OF START-UP ENTREPRENEURS
HAD LAUNCHED THEIR ACTIVITY
1 year after their training


10
LOCAL
PARTNERS

ACTIONS

The IECD has developed a systematic approach to its support for entrepreneurs with 2 main areas of focus:

- 1) **Training and support for entrepreneurs:** the IECD has built accessible training paths adapted to different profiles of entrepreneur. Furthermore, the IECD offers each entrepreneur personalised support during their course and up to one year after graduation to provide them with advice and answer any questions they may have on the development of their businesses.
- 2) The construction of an ecosystem conducive to the **development of local entrepreneurs:** the IECD facilitates the networking of various stakeholders of entrepreneurship, especially in rural areas, whether in order to facilitate the sharing of experience, to implement new farming practices or to create key partnerships that will allow them to find new commercial opportunities. The IECD also relies on a network of farmers for its supply as well as local associations for the implementation and deployment of the programmes.

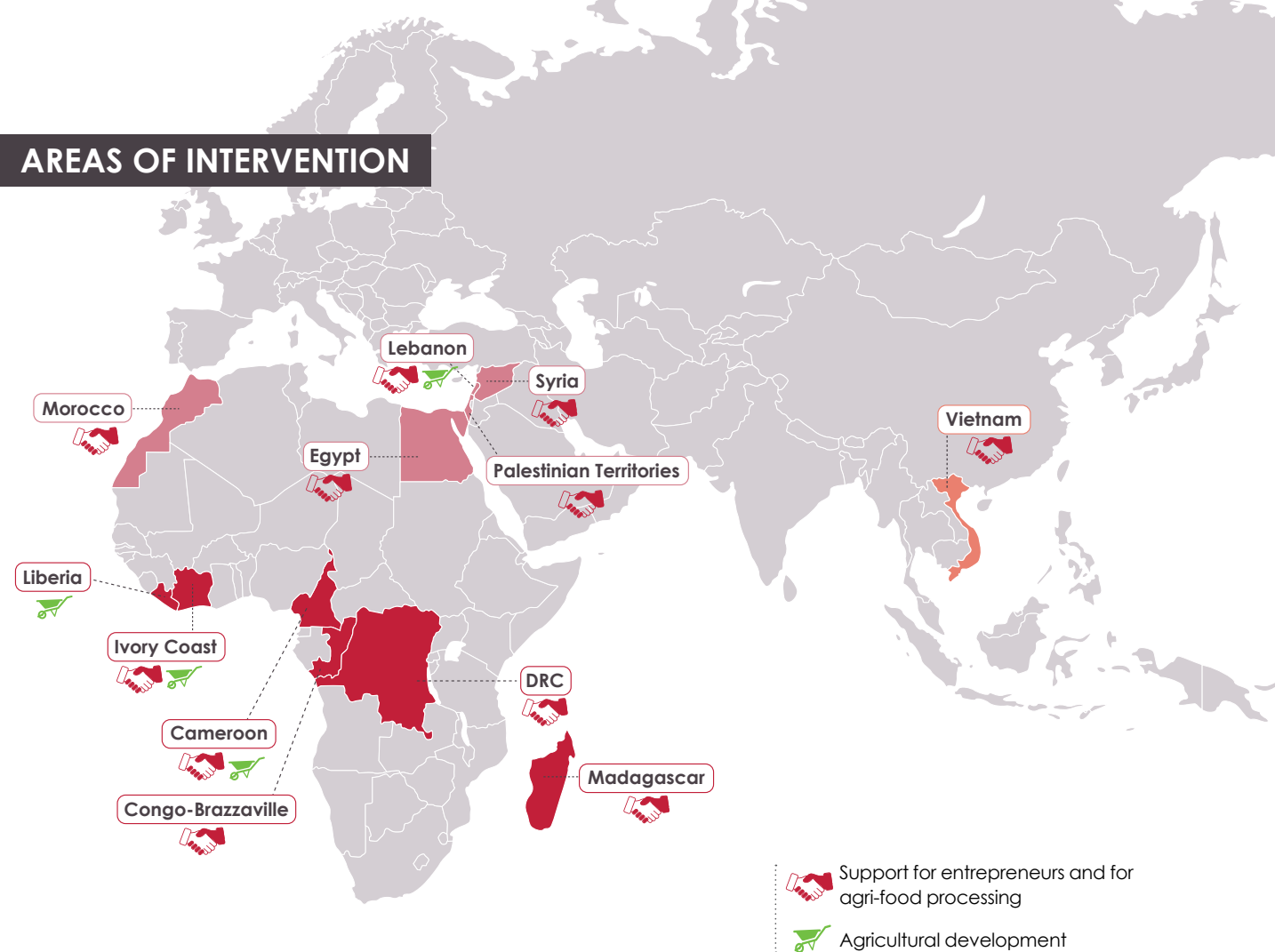
The IECD continues to support the empowerment of its local partners, in particular by strengthening their human resources and providing support for their fundraising.



TURKI ABDEL RAOUF was part of the support for small companies course in Beirut, Lebanon. Turki is the only bread-winner in his family.

“ It was my dream to have a company of my own some day. During the various training sessions I was able to improve my management skills and learn about the various steps you need to take before launching a business. My goals are now clear in my mind and will help guide me in the months ahead. It's all about motivation and ambition, nothing is really as difficult as it may seem. ”

AREAS OF INTERVENTION



PROGRAMME OF SUPPORT FOR SMALL ENTERPRISES AND FOR AGRI-FOOD PROCESSING



PURPOSE

Our programmes for entrepreneurs and for agri-food processing train and support entrepreneurs, helping them to develop the skills they need to develop their activities.

IN 2021

2,960
ENTREPRENEURS AND
START-UPS GIVEN
SUPPORT

65%
OF ENTREPRENEURS
INCREASED THEIR
REVENUE
within 6 months of the
completing the course

SPECIFIC FEATURES

For over 20 years, the IECD and its local partners have been developing training and personalised support programmes that are accessible and adapted to each entrepreneur's profile. The programme 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 programme also meets the needs for improvement in

specific areas with a range of specialised courses focusing on sales, management, financial analysis, etc.

In Ivory Coast and Cameroon the agri-food entrepreneurs of the TRANSFORM programme join an **incubator program** which combines group training, individual coaching, product development and networking.

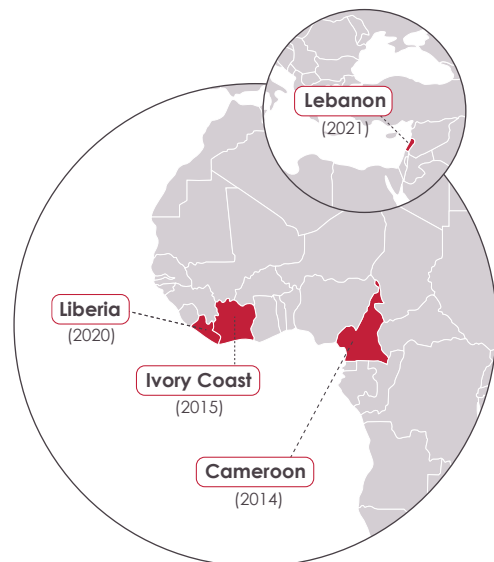
KEY EVENTS IN 2021

In 2021 the programmes to support small enterprises **continued with the dynamic of continuous improvement and growth.** The programme for very small enterprises (VPEs) was expanded in Morocco and new services were launched such as training on using smartphones for professional purposes. In order to better understand the impact on the beneficiaries **an impact study was carried out in Madagascar** by the IECD's operational partner, Madagascar Entreprises Développement.

The results have been very positive. The programme reached its objectives in terms of economic impact: the impact was clear in terms of the development of businesses and of the improvement of income for the beneficiaries, 56% of whom were women. In addition, **the TRANSFORM programme has now moved into an urban area** by creating a food processing unit in Douala.



PROGRAMME FOR AGRICULTURAL DEVELOPMENT



PURPOSE

Farming is the main means of subsistence for nearly 65% of vulnerable working adults⁽¹⁾ and accounts for 25% of global greenhouse gas emissions⁽²⁾. Therefore, it is at the heart of the development challenges set out by the international community⁽³⁾. The IECD's Agricultural Development programme aims to help family farms move towards more sustainable and profitable methods by means of innovation support services and integration into buoyant markets.

⁽¹⁾ World Bank 2016 - ⁽²⁾ FAO 2021 - ⁽³⁾ UN Decade of Family Farming (2019-2028).

IN 2021


446
FARMERS GIVEN


+80%
FARMERS ADOPTING
NEW PRACTICES

SPECIFIC FEATURES

The programme's actions are structured around 4 pillars: understanding the context, experimentation through pilot schemes, personalised support and group training sessions.

Our analysis of the agricultural sector allows us to adopt intervention methods which seek to support a transition to more innovative methods of production. The tests led in research centres or directly on site with the farmers are

aimed at validating the technical and economic feasibility of new farming practices. Our offer of training and advice is adapted to the farmers' needs and relies on individual long-term monitoring. We help promote innovation by leading networking initiatives with our commercial partners and with providers of complementary services who help farmers with pre-financing and access to the markets.

KEY EVENTS IN 2021

Following a feasibility study the programme was deployed in Lebanon. In a context where the situation had worsened due to the economic and health crises, the IECD's **pilot scheme** was aimed at helping vulnerable farmers and new farmers to carry out **an ecological transition**. In Liberia the IECD confirmed a partnership to support public research by **creating an experimental station** at the CARI (national centre for agricultural research).

In Ivory Coast tests carried out with farmers allowed us to identify innovative practices which could be shared more widely with the use of demo videos.

In Cameroon the programme **strengthens the technical and commercial support provided to farmers** who sell their products via Potagers de Bafou, a social enterprise, in order to better meet their needs and the long-term needs of the market.



► **PIERRE TSAGUE**, farmer and beneficiary of the APOHN project in Cameroon.

“ Thanks to the training course I was able to open a bank account 2 months later and now it's easier for me to finance my children's school fees. I can now buy them clothes, books and send them off to school with a packed lunch. We can now think about sending them to university when they finish secondary education. ”

EDUCATION

IT ALL STARTS AT SCHOOL

► Secondary school pupils supported by the CERES project in Madagascar.

CONTEXT

Education is a fundamental right and has been made a priority by the UN: in order to ensure "equal access to good quality education for all and promoting opportunities for lifelong learning" (SDG N°4⁽¹⁾)!

142 million children have fallen into poverty due to the impact of the pandemic. It is estimated that, on average, an entire school year has been lost for children and adolescents across the globe. By September 2021 100 million children have still not returned to school.

In this context, and since the creation of the IECD, matters related to education have 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? Becoming responsible adults of the future, not only with roots in their culture but also being open to the wider world. The IECD's educational action is based on 2 objectives:

- 1) Stimulating young people's learning potential
- 2) Encouraging their personal development

To meet these two goals the IECD made its vision for education official by creating a guide for training - a tool to be used to help young people to forge personalities of their own, to help them to find meaning in their lives and to learn to live as part of society.

AREAS OF INTERVENTION



► **AMBOARA**, student of the SESAME preparatory class in 2022.

“ Thanks to the personal development and the career guidance courses I learned more about myself: my strengths, my weaknesses and what I'd like to do in my career. This is what was the most useful for me at SESAME. ”

IN 2021

1,840
YOUNG PEOPLE BENEFITTED FROM
EDUCATIONAL PROGRAMMES

162
TRAINERS GIVEN
TRAINING

79%
OF GRADUATES
IN WORK

ACTIONS

The IECD intervenes directly or by providing support to local partners for 4 education projects in Lebanon, the Palestinian Territories and Madagascar.

► **In Madagascar the SESAME project** (Support for Higher Education and Access to Professions in Buoyant Sectors) is aimed at helping young students to access higher education thanks to a preparatory course which is carried out in a community setting. Thus they are better prepared for the "job of being a student" and are given guidance to take the right choices in their education. This support is provided during their studies and until they get a job (after their degree).

► **CERES** (Educational and Remedial Centres) promotes access to education for vulnerable secondary school-age pupils, providing them with holistic educational support from the age of 12 with spaces in boarding school and personal development activities. This support is provided until they get a job (after their degree).

► **The Janah centre in Lebanon and the Al Hamawi centre in Bethany, East Jerusalem**, help children and young people to access high-quality education by providing them with holistic support: school remediation, extra-curricular activities, psychosocial activities and personal development initiatives.



► Pupil supported by the CERES programme in Madagascar.

KEY EVENTS IN 2021

This year the 5th edition of **SESAME's** Guidance and Career Forum was held online in Madagascar. This event attracted more than 20,000 log-ins where young people came to talk to the representatives of **35 companies and partner organisations**.

CERES opened 4 new avenues to welcome vulnerable secondary school pupils. A project for launching digital content was launched in partnership with the NGO Bibliothèques sans frontières [Libraries Without Borders]. To mitigate the impact of power cuts each boarding school pupil was given a briefcase full of books, a tablet and a server filled with a **selection of educational content** and which can be used in offline mode. This equipment arrived in early 2022 after an 18-month period of border closures.

The Janah centre launched a community project to respond to the crisis in Lebanon. The project offers psychosocial services and family support to the local people as well as carrying out distributions of food aid. The teaching staff created a guide to help the children to acquire key life skills.

Following the IECD's change of position in the Palestinian Territories **the Al Hamawi centre** was handed over to a local partner. The IECD will continue to support the centre in the long term.

► **ISRAA**, mother to Sajjad and Fatmé, Iraqi refugees in Lebanon. Her two children were welcomed at the Janah centre.

“ Thank you for the constant support and care provided by the Janah centre for our children. We wanted to return the favour and thank the staff by writing a story. The story was written by my two children, Sajjad and Fatmé - they wanted to use their own words to express their joy and the gratitude of their parents for everything the Janah centre does for us on a daily basis and for all the services they provide. ”

► **MAËL RAZAFINDRAKOTO**, a young man who was part of the first crop of SESAME students.

“ My whole life has changed since I joined SESAME. I learned how to be more self-confident and how to be more independent thanks to SESAME. ”

TO GO FURTHER DISCOVER OUR PROJECTS REGION BY REGION

PROJECTS IN SOUTH-EAST ASIA

In this region the IECD guaranteed the continuity of its activities despite strict, prolonged restrictions imposed by the authorities in order to deal with the impact of the health crisis. During the 10-month lockdown **in Vietnam** the beneficiaries were able to continue with their training thanks to classes and support provided remotely by the staff. **In Thailand** the HCTC hospitality school has stood out with its ability to adapt the offer at the training restaurant to local demand and to take quick measures under the 'Objective: Employment' scheme to help young graduates to get a job. Following the coup d'état

in Myanmar in February 2021 the IECD has changed its role in the country, switching from direct operator to a provider of technical assistance for a local partner in order to continue with our training and professional integration initiatives in catering and bakery/pastry-making. The IECD started its first initiative **in the Philippines**, providing technical assistance to Passerelles Numériques who train young people in digital trades. Lastly, **the ASSET-H&C** network provided support to 13 partner schools, many of whom were able to relaunch their activities thanks to local technical and financial support.



COUNTRIES	PROJECTS	LOCAL PARTNERS
South-East Asia Region	ASSET-H&C (Association of South-East Asian Social Enterprises for Training in Hospitality & Catering): a mutual support network to improve the quality of education in South-East Asia by supporting other members and sharing best practices	Bayon Pastry School / EGBOK / Paul Dubrule School / PSE / Sala Bai / Don Bosco Ihanoukville / IHHVTC / Sanon / HCTC / An Re Mai Sen / Hoa Sua / KOTO / La Boulangerie Française Hué
Myanmar	Training in careers in bakery and pastry in Yangon	Shwe Sa Bwe
Philippines	Training in digital trades	Passerelles Numériques in the Philippines
Thailand	Hospitality and Catering Training Center (HCTC) : training in cooking, F&B, housekeeping and front office in Mae Sot	Tak Border Child Assistance Foundation (TBCAF)
Thailand	Courses leading to a qualification in pastry-making and launching a company for Burmese migrants	Help without Frontiers
Vietnam	Support for entrepreneurs in Hồ-Chí-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: Hồ 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-making in Hué	Aide à l'Enfance Vietnam (AEVN) / Village SOS
Vietnam	La Boulangerie Française: training in careers in bakery and pastry-making in Ho Chi Minh City	Thu Duc College of Technology (TDC)

PROJECTS IN SUB-SAHARAN AFRICA

In sub-saharan Africa and Madagascar the IECD's initiatives have quickly developed and strengthened. The in-depth restructuring of the CERES programmes in Madagascar and of the Agricultural Training in Cameroon and in Ivory Coast has led to conclusive results with a clear improvement in quality. The programme to support small enterprises has been thriving, expanding to Congo-Brazzaville, DRC and Ivory Coast. New activities were also deployed: **in Liberia** with a full set-up for vocational training, support for entrepreneurs and support for both policy-making and for civil society; **in DRC** with new activities for training in healthcare and in hospitality and catering as well as innovative collaboration with the private sector in order to support very small enterprises; **in Madagascar** where the launch of the TremplinMAD project should bring about structural reform and a relaunching of the tourism sector in a context where the situation has degraded

recently; **an analysis of the needs in the Central African Republic led to the creation of a new project** for young people and very small enterprises.

In accordance with the priorities set out in 2019 **the programme to fight against sickle cell disease**, which brought about significant change in Central Africa and Madagascar for both local health professionals and for patients, was handed over to the Pierre Fabre Foundation and to our local partners.

Lastly, after 10 years of work which has been unanimously recognised as a great success **the PASS programme**, whose results have led to a long-term transformation of the health landscape in Pointe-Noire, has now been closed. Work to analyse and capitalise on this programme has allowed us to create a model of this programme in order to duplicate it elsewhere.



COUNTRIES	PROJECTS	LOCAL PARTNERS
Cameroon	Support for Entrepreneurs	Cameroun Entreprises Développement
Cameroon	TRANSFORM : encouraging the Cameroon emergence of local agri-food Cameroun Entreprises Développement processing enterprises	Cameroun Entreprises Développement
Cameroon	APONH : Supporting farmers and Cameroon 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	Sickle Cell Disease Study Group of Cameroon / Pasteur Center of Cameroon
Congo-Brazzaville	Congo-Support for Healthcare Structures Programme (PASS)	Ministry of Health and the Population / Medico-Social Initiative, Caritas / Medico-Social Initiative, Javouhey / Evangelical Clinic in Mpaka / 303 Health Centre / Tié-Tié Hospital / Madeleine Health Centre / Mouissou / Mount Sinai Medical Clinic / Loandjili Health Centre
Congo-Brazzaville	Support for the Loukabou paramedical school	Loukabou paramedical school / Ministry of Technical and Vocational Education, of Qualifying Training and Employment
Congo-Brazzaville	Support for Entrepreneurs	Congo Entreprises Développement
Congo-Brazzaville	Seeds of Hope	Don Bosco Professional Centre / Social Services in Pointe-Noire / ASI
Ivory Coast	Agricultural training: training for careers in agriculture	Plateforme des Écoles Familiales Agricoles de Ivory Coast (PEFACI)
Ivory Coast	Support for Entrepreneurs	Ivory Coast Entreprises Développement

COUNTRIES	PROJECTS	LOCAL PARTNERS
Ivory Coast	TRANSFORM : encouraging the emergence of local agri-food processing enterprises	Ivory Coast Entreprises Développement
Ivory Coast	Project of infrastructure for urban development and competitive secondary districts (PIDUCAS)	Ivory Coast Entreprises Développement
Ivory Coast	Support for the launch of a pilot scheme for the processing of cashew	
Ivory Coast	Energy and sustainable development (EDR)	Ivory Coast Entreprises Développement / Entrepreneurs du Monde
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 / Directorate of Apprenticeship and Professional Integration of the Republic of Ivory Coast
Ivory Coast	Fight against Sickle Cell Disease	Pasteur Institute in Ivory Coast / Diocesan Ivory Coast Dispensary of the Catholic Sisters of Yopougon / FSU Communautaire Abobo Baoulé / Walé Medical and Social Health Centre 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 promoting employment and cooperation to support the reform of the vocational training system	Ministries of Education and Youth and Sport / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI
Madagascar	Educational and Remedial Centres (CERES): support for students in 11 secondary schools to combat academic failure among disadvantaged young people in rural areas.	PROMES (Association for Economic and Social Promotion)
Madagascar	upport for Higher Education and for 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, F&B service and room service Saint François-Xavier School	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 Centre
Madagascar	Support for Entrepreneurs	Madagascar Entreprises Développement
Madagascar	Fight against Sickle Cell Disease	LCDM Solimad / HJRA Joseph Ravoahangy Andrianavalona Hospital / Madagascan Institute of Applied Research (IMRA)
Democratic Republic of the Congo	Support for Entrepreneurs	RDC Entreprises Développement
Democratic Republic of the Congo	Support to help nurses who carry out births to become qualified midwives	Higher Institute of Nursing Sciences (ISSI)
Democratic Republic of the Congo	Support for professional training focusing on the role of a commis de cuisine	

PROJECTS IN THE MEDITERRANEAN BASIN

The IECD strengthened its initiatives in the Middle East and North Africa, confirming its position as a leader in the Mediterranean Basin.

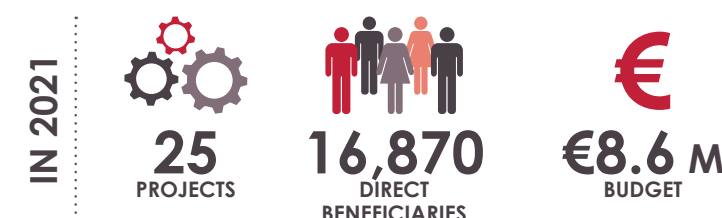
In Lebanon the IECD continued to implement structuring projects across the country, notably in the area of vocational training and access to employment. The IECD also tried to meet the needs of the local people following the degradation of the socio-economic situation. Highly innovative work has also brought about the creation of new initiatives for training leading to a qualification, support for very small enterprises and development in the farming sector. **In Syria** the IECD increased its impact amongst the beneficiaries by opening new training centres in new regions.

In the Palestinian Territories the IECD has changed its set-up: after 10 years of successful support for small companies in the West Bank and in East Jerusalem the IECD no longer has a permanent presence in the country,

instead focusing its action on supporting local stakeholders in education and training.

In Morocco the IECD's activities have evolved, notably with the project of training on how to support people with reduced mobility and with the creation of a project to support entrepreneurs. **In Egypt** the IECD increased its support to female entrepreneurs focusing on new professions in order to secure decent jobs. In Tunisia the IECD's first initiatives in the country have led to the creation of an olive oil project and a project for the duplication of the Second Chance Schools, with the schools set to be opened in 2022.

The MedNC network continues to develop its action amongst civil society organisations in the Mediterranean Basin in cooperation with the public authorities. The goal of this work is to have an influence on policy and to change things for the benefit of young people in the Mediterranean.



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) / Miftah Ennajjah Sales School (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 engineerin	Ministry of Education and Vocational Training in Egypt (MoETE) / 5 partner establishments / French Chamber of Commerce and Industry in Egypt
Egypt	Support for Entrepreneurs	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 careers in industrial maintenance and IT development	Directorate-General of Technical and Vocational Training / Semeurs d'Avenir Association / 6 partner schools for IT/ 4 partner schools for industrial maintenance/ 40 partner companies
Lebanon	Short professional training leading to a qualification to meet the needs of both young Lebanese and vulnerable refugees	Semeurs d'Avenir Association / Directorate-General of Technical and Vocational Training / Labour Ministry / Ministry of Social Affairs / Rafic Hariri Government Hospital / Government Hospitals in Saïda and Tripoli / AMURT / Michel Daher Social Foundation

COUNTRIES	PROJECTS	LOCAL PARTNERS
Lebanon	Specific projects linked to the impact of the explosion in the port of Beirut (support for affected entrepreneurs, schools to rebuild destroyed buildings, short vocational courses)	Semeurs d'Avenir Association / Directorate-General of Antiques in Lebanon, Arc-en-Ciel Association
Lebanon	Improving access to university for young Syrians living in Lebanon via the DAFI grant support scheme	Semeurs d'avenir Association / Kiron Liban / University of Lebanon
Lebanon	Guidance and employment for young people	Semeurs d'Avenir Association / 23 schools / Directorate-General of Technical and Vocational Training
Lebanon	Support for Entrepreneurs	Semeurs d'Avenir Association
Lebanon	Social enterprise in the field of electricity and renewable energies	Semeurs d'Avenir Association / AMURT / Al-Fanar
Lebanon	Janah Educational Centre: support for children with learning difficulties	French Lebanese Technical Institute (ITFL), National Lebanese Association for Social Development (ANLDS)
Lebanon	Mozaik School and Trait d'Union: support for children with disabilities	Foyer de la Providence
Lebanon	Action and support plan: short training courses and rehabilitation	Semeurs d'Avenir Association
Morocco	Support for Entrepreneurs	Heure Joyeuse Association
Morocco	Seeds of Hope: training in careers in electrical engineering and electrical mechanics	IECD Morocco / Heure Joyeuse Association / ATIL Association / CODESPA Foundation / Juk Spel / CPT
Morocco	FAPAR: training in Personal care of People with Reduced Mobility	IECD Morocco / Heure Joyeuse Association / CRDT
Morocco	Supporting farmers and their organisations (collaboration between the IECD and the agri-agency Fert as part of initiatives launched by Fert in 2014)	IECD Morocco / 340 farmers supported
Syria	Jaramana youth centre: training centre in 14 sectors in Jaramana, a suburb of Damascus	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Aleppo Youth Centre: training centre offering short vocational courses for young people in Aleppo	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Sweida Youth Centre: training in technical professions and personal development sessions in Sweida	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Impact Centre: training centre offering short vocational courses for young people in Latakia	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	Al Hadaf Centre: training centre offering short vocational courses for young people in Deir-Al-Zor	IECD Syria / Syrian Arab Red Crescent / UNICEF
Palestinian Territories	Support for Entrepreneurs	Jerusalem Arab Chamber of Commerce and Industry
Palestinian Territories	Al Hamawi Educational Centre: a centre providing accommodation and training for young Palestinians	Bethany Charitable Association

PROJECTS IN FRANCE

The IECD decided to launch activities in France in 2021. These activities would have two objectives:

- To meet the unfulfilled, needs in France in the sectors which the IECD focuses on: entrepreneurs, vocational training and education.
- To get inspiration from the actions and practices of French development stakeholders in order to enrich the IECD's approach.

Following an analysis phase and meetings with NGO stakeholders in late 2021, the IECD's actions in support of existing partners started in France in 2022.



► Trainee on a course leading to a qualification in plumbing in Lebanon.

PROF: INNOVATION IN TEACHING TO HELP OUR TRAINERS

Having identified unmet needs in short-term teacher training, the IECD launched PROF (Programme for the Operational Strengthening of Trainers).

As part of our efforts to continuously improve our training courses, at the IECD we have also analysed the topic of training for our trainers. All good training courses require well-liked, competent teachers whose teaching methods stand out.

How could we strengthen the skills of our trainers using the IECD's know-how?



► A pupil and teacher at the Rural Entrepreneurship Training Institute (IFER) in Dizangué, Cameroon.

The IECD innovated by creating PROF in order to train teachers by making their practices more professional, by offering them online training models,

by providing personalised support and by setting up dialogue between members of the IECD's international network of trainers.

A SOLUTION BASED ON THE EXPERIENCES OF OUR TRAINER

The modules created for the participants give them examples of real-life professional situations and ask them to identify what would be the best approach for a teacher to take. Becoming aware of how they act, of their strengths and their weaknesses, should help them to improve their teaching and to change their practices in the future.

These modules are available online via a training platform and can be carried out remotely or even face-to-face if the Internet connection is weak.

USING THE IECD'S EXPERTISE AND KNOW-HOW IN TEACHING

Such training would not suffice to bring about real change without regular support being provided for our trainers. They are given support with assessments of their practices in the classroom.

Each trainer involved in the PROF programme is supported by an educational advisor who, thanks to regular discussions, helps to guide the trainer. Thanks to the trust the teachers have in their educational advisors, they feel ready to take a risk by changing their practices in the classroom.

HARMONISING OUR PRACTICES

Exchanges of best practices with fellow colleagues allows a teacher to share their experiences, tools and concerns with others in order to help the other person and to learn from



► Pupil at La Rizière hospitality school in Madagascar during a pastry-making class.

them as well. Those involved in this project are part of a true community of colleagues, creating healthy competition

amongst teachers which helps to improve the quality of teaching.

Training, personalised support and a community of teachers are the 3 pillars of PROF which help the beneficiaries to build up their skills.

200 trainers who are part of ECD's actions have benefitted from PROF.



► On site school for heritage restoration in Lebanon. One of the specialist topics taught here is coating with whitewash.

IECD, A STAKEHOLDER FOR CHANGE AND SOCIAL INNOVATION

In 2021 the socio-economic situation worsened in many countries as vulnerable groups became increasingly vulnerable and the number of displaced persons continued to increase. Despite the ever-changing contexts the teams at the IECD were able to adapt and persevere with their missions. We were able to continue with our actions for our beneficiaries thanks to the use of innovative ideas.

IN LEBANON, faced with a deterioration of the socioeconomic situation, the IECD and its partners innovated. The launch of an on-site school has allowed us to launch new vocational training courses to make up for the lack of skills in 3 trades. Solutions were offered to very small and small enterprises that had suffered. The social enterprises in electric trades deployed solar panel equipment to deal with the daily issue of power.

IN THAILAND the health crisis forced the HTC hospitality and catering centre to adapt. As well as focusing on more local tourism an 'Objective: Employment' plan were launched in collaboration with professionals from the industry, allowing former and

current students to get personalised help in order to find a job. Thus 100% of former students were able to find a job and 65% of the graduate class have already been hired as well.

IN SYRIA new centres for vocational training have been opened across the country, opening our initiatives up to more beneficiaries.

IN OTHER COUNTRIES the development of an innovative training sector has helped young people to join attractive industries which are growing. In Ivory Coast the IECD has launched, in collaboration with our partners from the Seeds of Hope programme, the first course leading to a diploma in industrial maintenance. In Tunisia a study led over a period of several months led to the creation and the launch of a project to support the olive oil industry. Another study led us to duplicate the Second Chance school elsewhere in the country.

Despite the challenges faced, the IECD and our partners innovated in order to better support the beneficiaries of our initiatives.

WHAT IS THE DEFINITION OF TRAINING AT THE IECD?

In Madagascar the SESAME and CERES projects help young people during their courses and encourage them to develop certain key life skills. Thus personal development is at the heart of our educational initiatives.

Several times per year the students are given responsibilities: managing a project, managing a budget and working as a team in order to meet their objectives. At the CERES, for example, the young people we support decided to lead a reforestation initiative in order to help in the fight against the rapid deforestation of their island. As part of SESAME the students were asked to come up with their own innovative solutions to fight against climate change.

Thanks to activities like these the students are able to develop key life skills such as:

Leading a team, committing to a project, understanding social issues, managing a budget, etc.

This helps to make them more confident, to develop their spirit of solidarity, to express their creativity and to build up their personalities in order to become committed stakeholders of the world of tomorrow.

Furthermore, acquiring such key skills will help them to stand out in the job market and will facilitate their professional integration.

WHAT THE TEAMS HAVE TO SAY



► **Anna FAGOT**

Programme Coordinator - The Support for Small Companies Programme

“ Since 2016 I have worked in two different roles for the IECD: Project Manager for Entrepreneurs (in Congo) and Programme Coordinator (at HQ). In the field in Congo I had a very operational role, managing 10 people, developing relationships with local institutions and seeking out new sources of funding. After a 2-year break I went back to the IECD because I was **convinced** that the programme of support for small companies would have a significant impact. The training and support offered to the beneficiaries changes their lives by helping help to launch their businesses. At HQ in Paris I'm there to support the field

teams because I am able to understand the challenges they face. The Programme Coordinators really helped me when I was working in Congo so I wanted to return the favour now and help those working in the field. ”



► **Anastasie NGO GWEN**

Project Manager - Agricultural Training in Cameroon

“ When I started working at the IECD in 2017 I was an Education Manager. In 2019 I was promoted

to the position of Project Manager for Agricultural Training. I arrived at a key time when the IECD was strengthening its teams by recruiting experts in teaching methods. I worked with our partners on the structure and content of the certificate of professional competence in Agriculture. We had to find a balance between the ministry's demands and the IECD's vision. This role of designing a teaching strategy was very **exciting** for me. I'm now at the head of this project so I can see just how much our action helps these young people to build a future and this encourages me to keep going. On a personal level I really enjoy spending time with very committed, human people whilst working at the IECD. The atmosphere makes you want to give your all. ”



► **Alix WATSON**

Director of Operations South-East Asia

“ In June 2020 I decided to join the IECD and the Hospitality and Catering Training Centre (HCTC) in Thailand in order to

have more commitment in my job and be able to work with colleagues who share a vision. **Trust,** support and direction are the keywords behind my management strategy. Furthermore, watching the students make progress in this training hotel is really motivating because you see them slowly become adults and start to thrive because they know their destiny is in their own hands. I have also enjoyed speaking to employers who are satisfied with their recruits, graduates of the HCTC who have been well trained and have a positive attitude. The IECD has encouraged me to continue making progress and to move into a new job role. So take the leap: join the IECD! It would be great to see people taking the same path that I have taken. ”



► **David EL CHABAB**

Programme Manager - Social Enterprises and Relationships with Institutions in Lebanon

“ In my 14 years at the IECD I first worked on the Seeds of Hope programme before launching the social enterprises project. Then I had a more cross-cutting role as a representative of the IECD with our institutional partners. Since 2018 I have been in the role of Programme Manager. When I first joined the Seeds of Hope programme it was because it was important for me to be involved in the development of my country. My **commitment** has brought a lot to me as a person. Spending time on a daily basis with young people who have graduated from IECD courses and have got a job is

really motivating. I've also been able to forge great friendships with colleagues from different cultures and backgrounds. ”

FINANCIAL REPORT

2021

Je crée et gère
mon entreprise
pour faire des
bénéfices.

© Junior Diareza

► Gaël, an entrepreneur in the clothing industry given support by DRC Entreprises Développement at a training course in Kinshasa.

1/ OPERATING BUDGET

Despite the instability created by the health crisis the IECD's combined **operating budget** in 2021 was **€19.1 million** compared to €15.3 million in 2020. Growth in activity reached 24% this year, compared to 2% in 2020.

Over the last year **62 projects were carried out in 16 countries**. The IECD leads its activities in the **Mediterranean Basin (€8.6million)**, in **Sub-Saharan Africa (€6.5 million)**, in **Madagascar (€2.7 million)** and in **SouthEast Asia (€1.3 million)**. As in 2020 the three main countries of intervention in 2021 were Lebanon, Madagascar and Ivory Coast.

All 3 IECD regions of intervention are growing, notably:

- Our projects in Lebanon **(+45%)** with this year being the first full year of operations following the explosion in Beirut, notably with the Maharat Li Loubnan project, the launch of new activities to support entrepreneurs and the initiative for the restoration of Lebanese national heritage
- The impact of a full year of the major project launched in Liberia in 2021 on electrical engineering and the development of fishing.
- Projects in Madagascar **(+16)**, notably the education programme **(+26%)** due to the renovation of buildings and a major project for hospitality and catering training which involves local partners and which was launched at the start of the year.

This significant investment compensates for the handing over of the programme for the fight against sickle cell disease to our partners and for the reduction of our activities in Palestine. These decisions are part of the IECD's strategy.

Of the **11 key programmes** which structure the IECD's activities, courses which lead to a diploma in construction/industry and courses which lead to a qualification represent **40%** of the total, followed by education (**14%**) and support for small enterprises (**13%**). The programmes as a whole thus make up for the delays seen in 2020 on our existing projects and on new projects.

2/ FINANCIAL RESULTS

The result of the financial year was **€2.2 million** (including €1.5 million linked to bequests and donations) in comparison with a result of €110,000 in 2020. This surplus for bequests is due to a change in accounting rules for associations. In 2021 **92%** of our resources were directly invested into the IECD's projects, showing good control of the costs of our support functions (**8%**) for a total of **€1.5 million** for the financial year. Bearing in mind the rapid progression of our activity in 2021 and our forecast for 2022, we must continue to develop the structure of our support teams.

As in 2020 the IECD benefitted from a strong balance between funding from public (**48%**) and private partners (**52%**) in 2021. These figures provide us with financial security.

In 2021 **60%** of the IECD's spending was audited by independent **auditing** firms. The results of these audits confirmed the rigorous financial management of our projects with ineligible expenses representing less than **0.1%** of the operating budget.

Last of all we should note the **52%** increase of the IECD's treasury with an increase in reserve funds and earmarked funds.

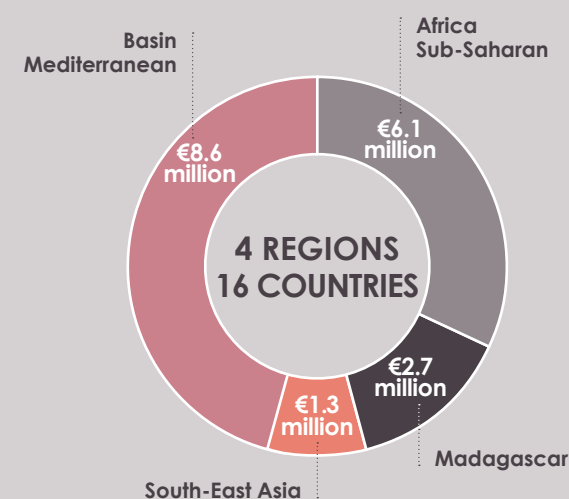
BREAKDOWN OF THE IECD'S FINANCIAL RESULT FOR 2021

In thousands of €	Balance 2021
Projects	-68
Strengthening our reserve funds	860
Bequests and donations	1,451
TOTAL	2,245

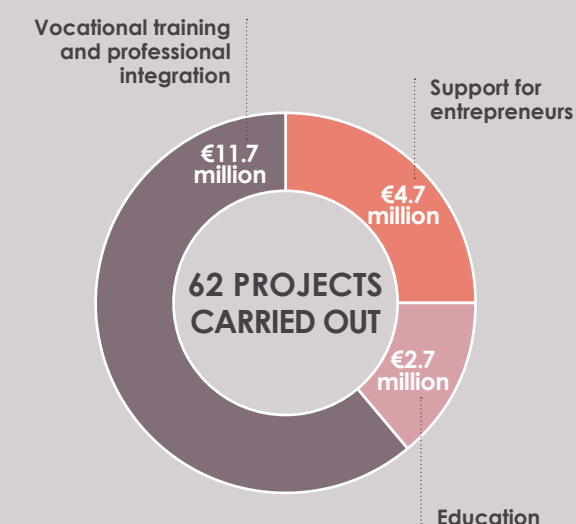
3/ IT

In 2021 the IECD closed its accounts for the first time using the AidPortfolio project management tool for development stakeholders. Its finance module brings **greater efficacy and reliability**, ensuring that the IECD respects all relevant procedures: approvals and commitments to spending, accountability, audits and budget management. The **harmonisation** of practices helps with providing traceability and real-time consolidated data for our financial indicators.

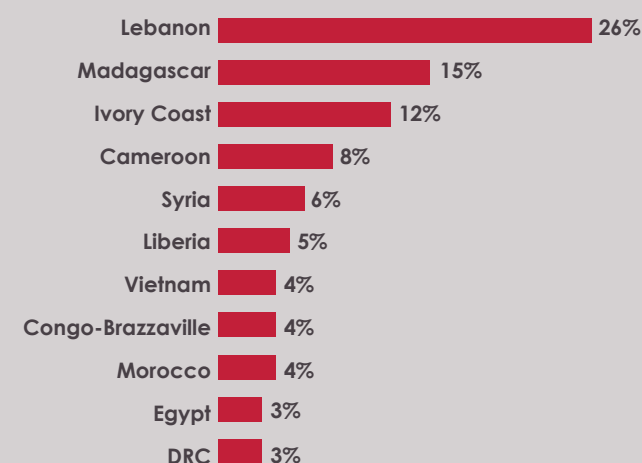
INVESTMENT BY REGION



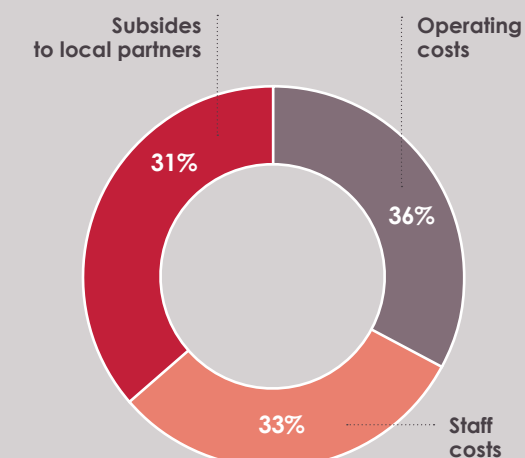
INVESTMENTS BY SECTOR OF ACTIVITY



OPERATING BUDGET BY COUNTRY

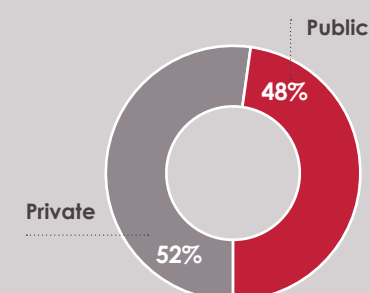


COSTS OF PROJECTS BY TYPE OF EXPENDITURE

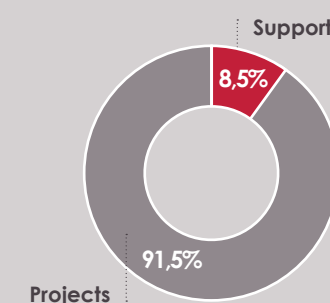


RESOURCES

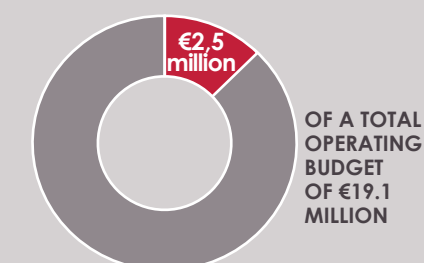
SOURCE OF FUNDING



BREAK-DOWN OF SPENDING



INVESTMENTS - NEW PROJECTS



► Basic management training for entrepreneurs, Kinshasa.

BALANCE SHEET

CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31 December 2021, were audited by Mrs Estelle Le Bihan, HLP Audit, Statutory Auditor.

In thousands of euros	Financial year 2021			Financial year 2020
	Gross	Depreciation	Net	Net
FIXED ASSETS				
Intangible assets	353	71	282	323
Tangible assets	3,009	673	2,336	2,372
Assets received via bequest or donation	32		32	1,561
Financial assets	642		642	642
TOTAL (I)	4,035	744	3,291	4,898
CURRENT ASSETS				
Receivables customers	18,633		18,633	114
Receivables from bequests and donations	5		5	221
Other receivables	3,801		3,801	3,046
Grants to be received	1,178		1,178	1,165
Cash in bank	13,450		13,450	8,846
Deferred expenses	678		678	303
TOTAL (II)	37,745		37,745	13,696
BALANCE SHEET ASSETS (I + II)	41 780	744	41 036	18 594

In thousands of euros	Financial year 2021	Financial year 2020
EQUITY		
Equity	50	50
Equity with counterpart assets	3,196	3,196
Reserves	1,551	340
Carried forward	110	1,211
Surplus/deficit for the year	2,245	110
New worth	7,152	4,907
Investment grants	282	323
TOTAL (I)	7,434	5,231
 earmarked FUNDS AND PROVISIONS		
Deferred funds - bequests	36	1,563
Earmarked funds	13,312	8,762
Provisions for risks and charges	322	375
TOTAL (II)	13,669	10,699
LIABILITIES		
Financial debts		11
Trade payables	514	652
Debts from bequests	2	704
Fiscal and social debts	395	458
Other liabilities	334	125
Deferred income	18,688	714
TOTAL (III)	19,933	2,664
BALANCE SHEET LIABILITIES (I + II + III)	41,036	18,594

In thousands of euros	Financial year 2021	Financial year 2020
OPERATING REVENUES		
Sales of services	279	243
Income from third-party funders	22,752	14,281
Reversals from provisions	347	269
Use of earmarked funds	6,166	6,949
Use of deferred funds for bequests	2,117	313
TOTAL REVENUE	31,661	22,056
OPERATING EXPENSES		
External expenses and other purchases	7,099	3,040
Financial aid	5,312	4,586
Taxes and similar payments	333	71
Payroll	4,386	6,198
Allowance for depreciation	154	82
Allowance for provisions	295	346
Carried forward in earmarked funds for projectd	10,105	5,689
Carried forward in earmarked funds for bequests	308	1,622
Other expenses	1,640	24
TOTAL EXPENSES	29,632	21,657
OPERATING RESULT	2,029	398
FINANCIAL RESULT	215	-260
EXCEPTIONAL RESULT	0	-16
Tax on profits	0	12
SURPLUS/DEFICIT	2,245	110
Free provision of good and services	0	2

COMBINED ACCOUNTS

Combined accounts are the equivalent of consolidated accounts for entities whose unity and cohesion stem from circumstances other than those outlined under article 357-1 of the French law of 24 July 1966 on commercial companies.

Thus the IECD can combine the entities which lead its missions in the 16 countries of intervention. These entities, governed by their local laws, are key partners which, together, form the IECD group.

The following key entities are combined here: **Semeurs d'avenir** in Lebanon, **PROMES** in Madagascar, **PEFACI** in Ivory Coast, **IECD in Morocco**, the members of the **Entreprises Développement Network**, the **Boulangeries Françaises and social enterprises**. The combined expenses identified here take into account amounts directly committed by the combined entities for a total of **€1.7 million** in 2021.

In thousands of euros	Financial year 2021	Financial year 2020
RESOURCES (I)		
Salaries and costs	4,386	6,132
Subsidies for implementation with partners	5,312	4,586
Expenses	7,099	3,040
Promotion of partners	1,709	1,113
Taxes	333	71
Other costs	233	393
OPERATING BUDGET (II)	19,072	15,335
Allowance for provisions	295	346
Carried over in earmarked funds	10,413	7,405
Other expenses	1,640	24
Financial products	-294	-51
Re-processing - promotion of partners	-1,709	-1,113
OTHER NON-OPERATING EXPENSES (III)	10,345	6,611
OPERATING SURPLUS (I - II - III)	2,244	110





iecd
Semeurs d'avenir

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