Ko Aung MYO LIN, a student of a life pathways session in Rangoon, Myanmar.
Hao, a young 23-year-old Vietnamese man, followed his dream from his rural province to a luxury hotel where he now works as a pastry chef. Stephan, an Ivorian entrepreneur, developed her own brand of smoothies and thus created jobs in the local community. Nadim, a young Syrian refugee in Lebanon, learned to rebuild himself in a social setting environment, helping him to find a career path for his future.

At the crossroads of their journeys the IECD is there to help them achieve their life goals, stand tall and be confident about their futures. The key: a passion, a profession, a business, a place in society, helping them become agents of change.

In an evolving world full of tensions and crises, the IECD continues to share its know-how in the countries where we intervene, where the vulnerabilities of humankind are at their keenest and where the needs of the local people are the greatest, notably in terms of education and training. Faced with these challenges, the IECD once again stepped up to the plate in 2022, increasing the level of our activities and spreading our initiatives to new, promising sectors and to new countries.

This year, the IECD and its partners supported 28,000 adolescents, young people on integration courses and entrepreneurs in their career pathways. Alongside this new generation of women and men, a generation of responsible stakeholders, the IECD is contributing to the emergence of a world where the beauty of humanity will come to the fore. This is at the heart of our mission of sowing seeds for the future.
THE IECD
2022 MAP

THE MEDITERRANEAN BASIN
- 33 projects
- 9 member countries of the Mediterranean New Chance network: Algeria, Egypt, Spain, France, Italy, Lebanon, Morocco, Portugal, Tunisia

SOUTH-EAST ASIA
- 9 projects
- 4 member countries of the ASSET-H&C network: Myanmar, Cambodia, Thailand, Vietnam

SUB-SAHARAN AFRICA
- 30 projects
- 5 member countries of the Enterprise Development network: Cameroon, Ivory Coast, Madagascar, Democratic Republic of the Congo, Republic of the Congo

THE IECD NETWORKS
The IECD develops and coordinates 3 regional and topic-based networks.

- **THE MEDITERRANEAN NEW CHANCE NETWORK (MEDNC)** helps us to build up the capacities of stakeholders of training and professional integration in the Mediterranean basin in order to offer new opportunities to young people in vulnerable situations by upskilling the members of the network and thanks to the development and duplication of innovative, successful projects and the upscaling of local solutions.

- **THE ASSOCIATION OF SOUTHEAST ASIAN SOCIAL ENTERPRISES FOR TRAINING IN HOSPITALITY & CATERING (ASSET H&C)** is made up of vocational training centres in South-East Asia and aims at training young people from vulnerable communities in careers in hospitality and catering. The partner schools offer practical training which then allows their students to get stable, qualified jobs in the catering and hospitality industry.

- **THE ENTERPRISE DEVELOPMENT NETWORK (EDN) IN AFRICA** includes the IECD and 5 partner structures who work on the micro and small enterprises programme in Sub-Saharan Africa, dedicated to supporting and training entrepreneurs. The partner structures of the EDN work together to strengthen their local presence, to boost the capacities of their members, to improve the content of the training courses, to certify their network of trainers and to make the entrepreneurial spirit in their local areas more dynamic.

THE IECD NETWORKS

- 343 INTEGRATION CENTRES
- 52,000 YOUNG PEOPLE GIVEN SUPPORT
- 12 PARTNER SCHOOLS
- 1,400 STUDENTS
- 5 PARTNER STRUCTURES
- 1,900 ENTREPRENEURS GIVEN SUPPORT
KEY FIGURES

- 18 COUNTRIES
- 73 PROJECTS
- 150 LOCAL PARTNERS
- 28,000 BENEFICIARIES

THE IECD

IN 2022

21,100 YOUNG PEOPLE
1,100 ADULT TRAINERS

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION

4,000 ENTREPRENEURS

ENTREPRENEURSHIP

1,800 CHILDREN AND ADOLESCENTS

EDUCATION

28,000 BENEFICIARIES

OPERATING BUDGET

48% PRIVATE FUNDS
52% PUBLIC FUNDS

OPERATING BUDGET BY REGION

South-East Asia: 7%
Sub-Saharan Africa and Madagascar: 44%
Mediterranean Basin: 47%
France: 2%

The IECD has designed and structured itself in line with 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.

276 IECD EMPLOYEES IN THE FIELD
47 IECD EMPLOYEES IN FRANCE
380 EMPLOYEES WORKING FOR OUR LOCAL PARTNERS

€24.2 MILLION OPERATING BUDGET
+27% VS 2021

90% DIRECTLY ALLOCATED TO OUR PROJECTS
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 recognised 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.

**MISSION**

Creating environments which allow everyone to build both their future and a fairer 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 well-rounded personal development based on 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 to benefit from its initiatives 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**

Percentage or number of people trained who have a trade at their fingertips and who move into decent and sustainable employment.

**CREATION OF LOCAL ECONOMIC VALUE**

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

More globally, the expected effect of the IECD’s action is that each person can blossom, progress, envision the future with a positive outlook, and invest in their families as well as their economic and social environment.
The IECD’s offer of services includes programmes which allow us to offer structured, proven and measured solutions to our beneficiaries. In 2022, the IECD based its action on around 10 key programmes. We are continually adding to our offer of services.

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THE IECRD PARTNERSHIPS

The IECRD always works at the centre of an ecosystem, our actions thus rely on partnerships which can take on several different forms.

LOCAL PARTNERS
Schools, training centres, associations, cooperatives, groups, social enterprises, etc.

LOCAL AUTHORITIES
Ministries, administrations, municipalities, etc.

FINANCIAL PARTNERS
Philanthropy foundations, company foundations, public financial institutions, UN agencies, embassies, etc.

FINANCIAL, METHODOLOGICAL AND TECHNICAL SUPPORT

ECONOMIC STAKEHOLDERS
Local and international companies

CREATING EMPLOYMENT AND PROSPERITY

INTERNATIONAL SOLIDARITY STAKEHOLDERS
Networks for cooperation, associations

ALLIANCES

THE IECRD METHODOLOGY AND METHODS OF ACTION

The IECRD’s runs its projects with 3 different methods of intervention: direct intervention, intervening with technical aid for operational partners and coordinating geographical or topic-based networks.

ANALYSING
• Analysing the context
• Analysing factors linked to the change the project will bring about in its ecosystem
• Identifying partners and contributing to mobilising an ecosystem of partners
• Building our response in collaboration with our local partners

TAKING ACTION
• Implementing our response by mobilising the necessary expertise
• Bringing about transformations and having an impact on public systems and policies
• Adapting the project to changes in the local context
• Supporting the local people so that they can transform their vulnerable situations into opportunities

MAKING THE INITIATIVE SUSTAINABLE
• Multiplying the impact thanks to the support of networks and partners
• Capitalising on the best practices of the project and sharing these practices with others
• Duplicating successful projects with new partners or in new regions

THROUGHOUT THE PREPARATION PHASE OF THE PROJECT

THROUGHOUT THE IMPLEMENTATION PHASE OF THE PROJECT
VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION
A TRADE AND A JOB AT YOUR FINGERTIPS

A student of the “La Boulangerie Française” programme in Vietnam.
VOCAyATIONAL TRAINING AND PROFESSIONAL INTEGRATION
A TRADE AND A JOB AT YOUR FINGERTIPS

21,100 YOUNG PEOPLE IN TRAINING
720 TRAINERS TRAINED +50% vs 2021
80 LOCAL PARTNERS

CONTEXT

The current crisis 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 compared to the number of young people looking for work, a mismatch between supply and demand in the labour market and the low overall quality of jobs available. Faced with these challenges, vocational training is a source of relevant solutions for young people. This is why the IECD develops innovative training programmes that are adapted to local realities and to the needs of companies, to improve access to dignified, decent and sustainable jobs.

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 buzzing economies of their countries.

Thus, the IECD designs or updates vocational, technical, certified and graduate training programmes in a wide range of sectors to ensure access to jobs that provide employment.

The IECD adapts to the local ecosystem to offer quality education as well as to ensure that the environment is conducive to learning.

Support and capacity building at the existing training centres is essential. This is achieved via the redefinition of programmes, the purchasing 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 ministries, the authorities and the local institutions and supports them in their reforms by participating in their work on national policies.

The IECD cooperates with the ministries, the authorities and the local institutions and supports them in their reforms by participating in their work on national policies.

ACTIONS

Our 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 consideration to facilitate the student’s long-term integration into the labour market. The IECD thus supports the beneficiaries in acquiring and developing key life skills: self-confidence, communication, civic engagement, teamwork, etc.

Guidance activities for employment and integration play a key role in facilitating access to employment for young people. The IECD encourages the creation of career guidance offices to help young people build up their career plans.

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION

PROJECTS
9,2 millions d'euros
5 pays membres du Réseau Entreprises Développement
Cameroun, Congo-Brazzaville, Côte d'Ivoire, Madagascar, RDC

France
Syria
Egypt
Liberia
Cameroon
Ivory Coast
Republic of the Congo
Morocco
Lebanon
DRC
Myanmar
Philippines
Thailand
Vietnam

Careers in energy and industrial trades
Hospitality and Catering
Agricultural training
Short qualifying courses leading to a qualification
Health training courses

© Fatima ElFerji

Young beneficiaries of the Assistance for People with Reduced Autonomy Training Programme in Casablanca, Morocco.
VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION PROGRAMMES

SHORT VOCATIONAL TRAINING PROGRAMMES

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, 1 in 5 young people aged 15-24 is considered to be a NEET (not in education, employment or training) and do not declare themselves as unemployed. These highly vulnerable young people need to quickly acquire skills 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.


SPECIFIC FEATURES

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 strong integration 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 training, the IECD offers support to these young people to help them with their plans for their private lives and for their careers.

KEY EVENTS IN 2022

In Syria, a country which has long been in crisis, two new centres offer short vocational training courses as well as innovative courses. The centre in Adra, an industrial park in the suburbs of Damas, offered a course leading to a qualification in a sector which lacks skilled workers. The 540 young people supported had the opportunity to go on a paid internship with one of our 25 partner companies. 161 young people completed their internships and 61 of them are now in employment.

The centre in Deir Ez-Zor was opened in 2022 under the auspices of 3 UN agencies (UNICEF, UNDP and UNFPA). Its goal is to help young people to secure economic resources for the long term. The centre has provided training to over 5,000 young people, helping them to develop skills which they were unable to acquire during the 10 years of conflict: technical skills, life skills, civic commitment, social activities, and training in entrepreneurship.

In Lebanon the courses in electrics, plumbing and carpentry allowed young people to renovate Rafik Hariri hospital in Beirut. In Saida young people installed solar panels to power the public lighting system in a poor neighbourhood.

In Tripoli and Beeka two schools were renovated. As well as gaining practical experience this work allowed the apprentices to be involved in initiatives which have a significant social, economic and societal impact. The IECD continued to develop its social enterprise, it created a course on how to install solar panels and it strengthened its partnerships with the Liban Cables company and with the Lebanese government’s energy agency.

The results of these initiatives met our expectations: 100% of the beneficiaries we talked to were working in the sector of renewable energy 3 months after they had completed the course.

Beneficiary of a short vocational training course at the Latakia Impact Youth Centre in Syria.

Mustafa

“The course was fantastic. My brother and I were able to develop our skills in electrical maintenance and to gain experience in working with solar electricity. Once we obtained funding we started to work on new projects. We never used to be able to make it through to the end of the month but now we have enough money to cover our needs.”
TRAINING IN CAREERS IN ENERGY AND INDUSTRY

PURPOSE

The purpose of the Seeds of Hope programme is to support the industrial, energy and construction sectors by improving the professional training of young people. The educational content includes the acquisition of technical and life skills required to find a decent job and to feel fulfilled in your career.

SPECIFIC FEATURES

The programme has been deployed in 8 countries, offering a wide range of training courses adapted to the needs of the labour markets. Some of the target sectors are highly innovative and facilitate integration into attractive and rapidly expanding sectors of activity.

KEY EVENTS IN 2022

In Egypt the IECD launched a course on industrial automation, striving to meet the need for skilled workers in Cairo in the automotive, pharmaceutical, mining, agro-industrial and transportation sectors. This need for skills, identified during workshops to analyse the job market led alongside 10 partner companies, led to the creation of new frameworks for our courses which are set to be approved by the Ministry for Education and Technical Learning.

In Lebanon, which is still going through an energy crisis, the IECD changed its offer of support for getting a job, launching an on-site school on how to install solar panel systems. Partnerships were launched with companies from this sector, such as Liban Cables, for equipment supply and to organise internships for young people. We also worked with the Lebanese National Agency for Energy (LCED) to certify the skills of the young people we trained, helping to make them more employable.

In Liberia new frameworks for our courses were drawn up for residential electricity, industrial electricity, and solar electricity in accordance with the Competency-Based Approach, thus helping companies to cover their needs and deal with the challenges they face. A lot of work was put into renovating and equipping the workshops in our schools in 2022 and we are now in a situation where we will be able to launch several new courses in 2023.
After having been severely affected by the consequences of the health crisis, the hospitality and catering sector was given a boost in 2022 as tourism returned. When they reopened, hotels and restaurants hired young people who had been left unemployed during the crisis. Establishments are, now more than ever, in need of qualified workers to guarantee a high level of service for their customers. In this context, the IECD is continuing to train young people and is working to bring its former graduates back into employment to bring about sustainable and decent professional integration for young people.

**PURPOSE**

After having been severely affected by the consequences of the health crisis, the hospitality and catering sector was given a boost in 2022 as tourism returned. When they reopened, hotels and restaurants hired young people who had been left unemployed during the crisis. Establishments are, now more than ever, in need of qualified workers to guarantee a high level of service for their customers. In this context, the IECD is continuing to train young people and is working to bring its former graduates back into employment to bring about sustainable and decent professional integration for young people.

**SPECIFIC FEATURES**

In several countries across Africa and Asia, the IECD’s action is rolled out in schools, including hotels and/or training restaurants, in training bakeries and via the ASSET-H&C network of member schools in Asia. Most of these structures operate on the basis of the social enterprise model.

The educational content and teaching are developed and updated by educational teams and by experts employed by the IECD.

**KEY EVENTS IN 2022**

Our teams in Asia focused on the employability of our recent graduates and of our current students.

In Myanmar, where 70% of workers in the tourism sector lost their jobs due to the health crisis and the military coup in 2021, the “Back to Work” programme allowed our unemployed graduates to participate in an internship on how to look for work which also provided refresher sessions on the techniques learned during their initial course. In Thailand, a new bakery module was added to the course: young people thus get to practice in real-life conditions in a training bakery where their products are sold to customers.

In Madagascar, the TREMPIN MAD project was upscaled thanks to a strengthening of the teaching staff and the launch of work to update the training pathways, adapting them to Undergraduate and Master’s Degree levels. A course on pastry/snacking was launched in a partner school and a social enterprise will be created to support these efforts in 2023.

In 2022, two new hospitality schools were opened in Liberia and Cameroon whilst the project continued in the Democratic Republic of the Congo.

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**Ms ORAPAN**

A young graduate of the HCTC programme who is currently working as a Demi Chef at J’aime by Jean-Michel Lorrain, a Michelin-starred restaurant in Bangkok, Thailand.

“"I am very proud of my current position. I never thought I would be able to achieve such a rank so quickly because the standards at J’aime are so high. I’m happy here and I’m fortunate to work with such a great team and to have such amazing chefs helping me.”"
VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION PROGRAMMES

TRAINING IN CAREERS IN AGRICULTURE

PURPOSE

Although the agricultural sector in Cameroon and Ivory Coast is predominant in terms of resources (20% and 17% of GDP respectively) and jobs (40% and 43% of the active population), 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.

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 to offer a complete course that combines both theory and practice.

SPECIFIC FEATURES AND KEY EVENTS IN 2022

In Cameroon and Ivory Coast 12 centres spread across the 2 countries train young people aged 13-25 in careers in the agriculture 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 as well as benefit from interventions by professionals from the sector and field trips. At the same time, the training also offers a personalisation solution for acquiring life skills to help them gain a wider vision and to develop their plans for their private lives.

Entrepreneurship is the main pathway 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, small-scale livestock farming, cereal farming, etc.) and running their own farms.

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. The programme continued with its efforts to keep young people in school and hosted a growing number of girls this year. During the 2021-2022 academic year the percentage of pupils who completed their course was over 80% and the percentage of girls on agriculture courses was 23%.

In Cameroon the IECD provided technical and educational support to 2 new training centres to help pupils to acquire new agroecology practices and life skills.

Olivier GAMALDAK

A pupil at the Saint-Benoît technical and professional private school for agriculture in Kozzé, Cameroon.

“...I’m in sixth-form college and I’m studying the processing and preservation of farming produce. I have learned a lot since I first arrived here, both in terms of animal breeding and in terms of farming produce processing. The course is very detailed, and we rotate, spending a week in the classroom and then a week on an internship within a company. I’d encourage all young people who aren’t doing anything at the time being to come and enroll at this training centre.”
For nearly 30 years, the IECD has been supporting health systems in Africa and the Middle East. Our Health programme allows healthcare professionals to strengthen their skills so that they can get decent work and improve the quality of care for vulnerable populations.

With these goals in mind the IECD implements vocational training courses focusing on healthcare careers: courses leading to a qualification in personal care, support for schools offering paramedical training courses and continuous learning for healthcare professionals who are already qualified and working in the health sector.

**PURPOSE**

The IECD focuses its action in the field of health on training and capacity building for healthcare professionals via support provided to schools for nurses, midwives, orderlies and carers as well as efforts to improve the quality of teaching and of the organisation on site.

**SPECIFIC FEATURES**

Support for paramedical courses is essential to the strengthening of health systems, helping to fight against the lack of skilled healthcare staff.

In an ageing society training courses on personal care are aimed at promoting the integration of vulnerable young people into a sector which will experience significant growth in the coming years, whilst ensuring that elderly people, sick people, and people with disabilities can have access to high-quality care on a daily basis.

In Syria, Lebanon and Morocco over 200 young people were trained this year. 86% of the beneficiaries were in employment or were continuing with their studies 6 months after the end of their course. A study was also carried out to investigate the possibility of launching such courses in Egypt.

In the Republic of the Congo, the Loukabou school in Pointe-Noire trained half of the country’s nurses and midwives. Working hand in hand with the authorities, the IECD improved the management of the school and the quality of the teaching provided. As part of the project, refurbishment of the sanitation was carried out, ensuring a better quality of study for the school’s 300 students, 89% of whom are girls.

In the Democratic Republic of the Congo, the IECD contributed to the launch of a bridge course in midwifery for nurses who already carried out births in 3 hospitals in Kinshasa. The IECD supported this partner school, ISSI, for 18 months, helping them to improve their practices. However, since June 2022 ISSI has been leading this course independently, without the IECD’s support.

In Lebanon the IECD developed an innovative project for nurses that focuses on more technical topics. The students, young unemployed people, benefited from a 4-month refresher course in a hospital in Nabatieh. The students were able to acquire skills which will help to better meet the needs of Lebanon’s hospitals.

**KEY EVENTS IN 2022**

- **Support for paramedical courses is essential to the strengthening of health systems, helping to fight against the lack of skilled healthcare staff.**
- **Training courses on personal care are aimed at promoting the integration of vulnerable young people into a sector which will experience significant growth in the coming years, whilst ensuring that elderly people, sick people, and people with disabilities can have access to high-quality care on a daily basis.**
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Feirma, the creator of Marilé, a sweet product made from baobab and cacao-based products, Ivory Coast.

**ENTREPRENEURSHIP**

CREATING EMPLOYMENT AND PROSPERITY
ENTREPRENEURSHIP
CREATING EMPLOYMENT AND PROSPERITY

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 operates, many small enterprises have been weakened during recent crises, with a direct impact on employment for workers from the informal sector (1). Their income, which is often the only financial resource for their families, is unstable as their entrepreneurial activity is unable to become part of their sector’s value chain.

The new obstacles to the development of 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 to launch and to ensure the longevity of their activities.

CHALLENGES AND OBJECTIVES

In 2022, 4,000 people benefited from the micro and small enterprises support programme including the agri-food processing project and the agricultural development programme. 6 months after their training, 60% of the programme participants increased their income and 50% created employment (in addition to their own).

The micro and small enterprises support programme helped entrepreneurs to launch, sustain and develop their activities in 9 countries (in Africa, the Middle East and Asia).

Furthermore, as part of this programme, the projects for agri-food transformation (TRANSFORM) support entrepreneurs in the design and development of products right up to their commercialisation in Cameroon and Ivory Coast.

The agricultural development programme encouraged innovation among 470 farmers (in Cameroon, Ivory Coast, Lebanon and Liberia) through skills training, by supporting and encouraging experimentation or by improving a local ecosystem of services.

ACTIONS

The IECD has developed a systemic approach to its entrepreneurship support actions with 2 main areas of focus:

1) Training and support for entrepreneurs

The IECD has built accessible training programmes adapted to different profiles of entrepreneurs. Furthermore, the IECD makes sure that each entrepreneur receives personalised follow-up support sessions during the duration of the programme and up to one year after graduation to provide them with advice and to answer any questions they may have on the development of their businesses.

2) The creation of an ecosystem that favours the development of local businesses

The IECD facilitates the creation of links among various entrepreneurship stakeholders, especially in rural areas, either by facilitating the sharing of experiences, of new farming practices or by creating key partnerships that will allow entrepreneurs to find new commercial opportunities. The IECD also relies on networks of farmers as well as on local associations for the implementation of the programmes. The IECD continues to support the empowerment of its local partners, by strengthening their human resources and by providing support for their fund-raising.
FEMALE ENTREPRENEURSHIP: ARE THE OPPORTUNITIES, CHALLENGES AND EXPECTATIONS THE SAME OR ARE THEY DIFFERENT FOR WOMEN AND MEN?

Whilst in general 55% of the 4,000 entrepreneurs who participated in the micro and small enterprises support programme are women, in Vietnam and Egypt this percentage reaches 90% and 70% respectively in Cameroon and Madagascar.

The lack of networks, of funding solutions and of access to markets are obstacles that entrepreneurs face and which can prevent them from developing their businesses. These challenges in combination with socio-cultural obstacles affect women to a greater extent than men.

In their 2021 study of female entrepreneurship, the Global Entrepreneurship Monitor outlined that most female entrepreneurs have smaller businesses, are younger, poorer and have a lower level of education than their male counterparts. Furthermore, women entrepreneurs are more isolated than male entrepreneurs. For the most part, women entrepreneurs do not know many other entrepreneurs that they can talk to and network with.

The IECD and its partners have observed similar tendencies in their entrepreneurship programmes. Consequently, they implement specific initiatives to reduce the observed inequalities between men and women entrepreneurs, notably through the capacity-building of their teams. The studies have shown that 1 in 2 female entrepreneurs creates employment within 6 months of completing their training course.
ENTREPRENEURSHIP PROGRAMMES

MICRO AND SMALL ENTERPRISES SUPPORT PROGRAMME

PURPOSE

With our programmes for entrepreneurs and for agri-food processing the IECD’s teams and partners train and support entrepreneurs by helping them to enhance the skills they need to develop their activities, to increase their income and to create employment in their local communities.

SPECIFIC FEATURES

For over 20 years, the IECD and its local partners have been developing training and personalised support programmes that are adapted to each entrepreneur’s unique profile.

The micro and small enterprises support programme trains and accompanies entrepreneurs in the basics of management, whereas start-up entrepreneurs are provided with support in launching their businesses. This programme helps entrepreneurs acquire the skills needed 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 and follow a combination of group training, individual coaching, product development and networking.

KEY EVENTS IN 2022

In 2022 the micro and small enterprises support programme continued with its dynamic of modernisation and development thanks to the launch of projects such as an overall updating of our training content and programme and the designing of a new methodology for impact assessment to measure the effects the programme has had on the living conditions of the beneficiaries.

In partnership with the members of the Enterprise Development Network (EDN), we have certified 31 trainers from the EDN/IECD as trainers/advisors in entrepreneurship. The objective of these efforts was to harmonise and capitalise on the practices in the different countries of operation and to promote the key role that trainers have in our field teams.

In Ivory Coast the first International Conference for Entrepreneurship brought together the EDN networks and its 5 pan-African partners. The conference focused on the topic of ‘Networks as a Lever for the Development of Entrepreneurship’.

This event - which was under the patronage of the Ivorian Minister for Trade, Industry, and the Promotion of SMEs - gathered around 100 participants from the Ivorian and African entrepreneurship networks. The conference helped to encourage dialogue amongst African entrepreneurs and to provide greater visibility to the EDN as well as promoting the long-term impact of the IECD’s micro and small enterprises support programme.

An entrepreneur who participated in the basics of organisation and management training in Kinshasa, DRC.

“I’m an entrepreneur. I run an internet café, a shop, and a restaurant. I never knew that I already had everything I needed to run a company. The training helped me a lot, notably in terms of setting goals for my employees. I can respond to my client’s needs and my business has become more stable.”

3,500 ENTREPRENEURS AND START-UPS (+17% vs 2021)
61% OF ENTREPRENEURS INCREASED THEIR REVENUE within 6 months of completing the course
AGRICULTURAL DEVELOPMENT PROGRAMME

PURPOSE

Farming is the main means of sustenance for nearly 65% of vulnerable working adults (1) and accounts for 25% of global greenhouse gas emissions (2). Therefore, farming and agricultural practices are 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 through innovation support services and their integration into flourishing markets.

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

SPECIFIC FEATURES

The programme’s actions are structured around 4 pillars: understanding the context, experimentation with pilot projects, personalised support, and group training sessions.

Our analysis of the agricultural sector allows us to adopt intervention methods which seek to support a transition towards 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 2022

In 2022 we made progress in our methodology, creating a wide range of solutions in the IECD’s areas of expertise which can be adapted to different countries of operation.

The TOP PROD training method on market gardening was created this year. This training method has been adapted to the reality of the field and is based on a Competency-Based Approach.

In Liberia our programme was strengthened thanks to a network of 15 pilot plots created to share the results of our experiments with 130 farmers. In Cameroon 100 farmers were given support for the commercialisation of their products by a social enterprise called Potagers de Bafou. In Ivory Coast 130 market gardeners were supported during their environmental transitions thanks to the sharing of technical innovations and individual monitoring. In Lebanon 10 new potential farmers followed a 6-month course whilst 120 beekeepers were given support for the prevention of health risks.

470 FARMERS

80% OF FARMERS ADOPTING NEW PRACTICES

Zubah B. FLOMO

A market gardener in the Bong County, Liberia.

I had to leave Suakoko because all the schools were closed due to the war in 1990. I returned and I started to work on my vegetable garden. We were poor, we had nothing, and we didn’t know how to grow vegetables. Even when we had seeds, we didn’t know how to get a harvest from them. All I was getting were small aubergines and peppers. Thanks to the course I took with the IECD, I was able to acquire the knowledge I needed. I know how to make beds, nurseries and how to plant different types of vegetables. Recently I have been harvesting my first cucumbers, I’ve been eating them with my family and there’s plenty left over to sell as well.

© Emma Blanchard
ACCESS TO EDUCATION

KNOWLEDGE FOR LIFE PLANS

A young pupil of the CERES programme in Madagascar.
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). 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 had 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 our projects.

What does “education” mean at the IECD? It means becoming responsible adults, 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.

The IECD operates directly or by providing support to local partners for 7 education projects in Lebanon, the Palestinian Territories, Madagascar, and Tunisia.

► In Madagascar
The SESAME project (Support for Higher Education and Access to Professions in Buoyant Sectors) is aimed at helping young vulnerable 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 make the right choices in their education. This support is provided during their studies and until they get a job (after their degree).

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

► In Tunisia
The New Chance Network was launched in 2022 and will welcome its first cohorts in 2023. Its aim is to improve employability and to boost the social and professional integration of unqualified young people and of young people who have started to drop out of the educational system. The network does this thanks to personalised support based on building plans for the students’ private and professional lives and by strengthening their life skills.

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.
In Madagascar this year teaching modules and units on environmental awareness were added to the SESAME programme for 1st year students. The young people were given 20 hours, split across the academic year, to implement a concrete initiative or a project that would have a positive impact on the environment.

In the region of Haute Matsiatra/Alakamisy Itenina a new boarding school was built in AKI for 24 young boys. These pupils are benefitting from the support of our CERES centres and their teaching staff. This new school will replace the houses the IECD used to rent, and which provided little comfort. The school will offer the pupils better living conditions and better conditions for our educational activities.

Following the IECD’s change of positioning in the Palestinian Territories, the Al Hamawi centre was transferred over to a local partner. The IECD will continue to support this partner in the long term. In an unstable context a new team has been set up to boost the daily welcome provided and to guarantee the safety of young people and of their community.

A 10-year-old Syrian refugee who has been coming to the Janah socio-educational centre in Lebanon for the past 4 years.

“I like Janah, it has made me happy. I like the teachers because they explain things clearly and simply. The homework is easy, and I get better grades. There are lots of activities and things to do. I am very happy and comfortable here.”

A young beneficiary of the CERES centres who was awarded a prize for the best results in all of Madagascar for the 2022 baccalaureate examinations.

“I would like to become an IT engineer. I decided to join the programme in 2014 and to continue with my studies at Saint-François Xavier Antanimena school, one of the best sixth-form schools in all of Madagascar. When you have a goal in life you do all you can to reach it and the work becomes a pleasure. I won the award for best results in Madagascar for the 2022 baccalaureate. I was then invited to speak and represent the voice of Malagasy children in New York at the UN’s Transforming Education Summit.”
PROJECTS BY REGION
After a slow-down due to the pandemic, our projects in South-East Asia returned to full on-site training sessions in 2022 and the social enterprises thrived. In Vietnam the Boulangerie Française and the training course for Very Small Enterprises widened their impact and implemented new technical support partnerships with local stakeholders. In Thailand the HCTC school’s rate of employability of its graduates returned to pre-crisis levels and the curriculum changed with the opening of a bakery course and more practical sessions being added to the schedule. In Myanmar the IEC’s technical support for hospitality and catering training structures was strengthened with support to help graduates to find work following the health and political crises that the country has faced in recent years. In the Philippines the IEC helped to deliver training via its partner structures, including Passerelles Numériques. Last of all, the ASSET H&C network welcomed a new member this year in Myanmar and continued with its support to 13 partner schools, several of whom were able to relaunch their activities thanks to the technical and financial support provided.

### COUNTRIES

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<th>PROJECTS</th>
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<td>Vocational training in jobs in <strong>hospitality and catering</strong> in Rangoon</td>
<td>Shwe Sa Bwe</td>
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<td>Philippines</td>
<td>Vocational training leading to a qualification in <strong>digital trades</strong></td>
<td>Passerelles Numériques</td>
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<td>Thailand</td>
<td><strong>Hospitality and Catering Training Centre</strong> (HCTC): vocational training in jobs related to cooking, F&amp;B, housekeeping and front office in Mae Sot</td>
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<td>Thailand</td>
<td>Courses leading to a qualification, for Burmese migrants, in <strong>pastry-making</strong> and launching small companies</td>
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<td>Vietnam</td>
<td>La Boulangerie Française: vocational training in careers in bakery and pastry-making in Hué</td>
<td>Aide à l’Enfance Vietnam (AEVN) / Village SOS</td>
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<td>Vietnam</td>
<td>Seeds of Hope: vocational training in careers in <strong>electrics and automotive maintenance</strong> in Ho Chi Minh City</td>
<td>3 partner schools: Ho Chi Minh City Technical College (HOTEC) / Thu Duc College of Technology (TDC) / District Twelve Technical &amp; Economic College (DTTEC)</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Boulangerie Française: vocational training in careers in bakery and pastry-making in Ho Chi Minh City</td>
<td>Thu Duc College of Technology (TDC)</td>
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<tr>
<td>Vietnam</td>
<td>Support for entrepreneurs in Ho Chi Minh City</td>
<td>Social Development Training Centre (SDTC)</td>
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<tr>
<td>South-East Asia</td>
<td>ASSET-H&amp;C (Association of South-East Asian Social Enterprises for Training in Hospitality &amp; Catering): a mutual support network to improve the quality of education in South-East Asia by supporting other members and sharing best practices for integrating people in vulnerable situations.</td>
<td>Myanmar, Cambodia, Thailand, Vietnam: Bayon Pastry School / SPOONS / Paul Dubrule School / PSE / Sala Bai / Don Bosco Shangouville / Sanon / HCTC / An Re Mai Sen / Hoa Sua / KOTO / La Boulangerie Française Hué</td>
</tr>
</tbody>
</table>
There are many issues in Sub-Saharan Africa: the young average age of the population, inequalities between men and women, environmental concerns, the precariousness of employment, etc.

To help meet these challenges the IECD implements high-impact projects, it is deploying in new countries, it develops specific projects for women, and it is strengthening its interventions in vocational training and professional integration.

The IECD’s action to improve equality between men and women has been recognised with the awarding of the AFD CAD 2 qualification for three projects: In Central Africa, a regional project focused on improving the socio-professional integration of young women was prepared throughout 2022 in 4 countries of intervention.

Our activities in Liberia are being launched with all the necessary human and material resources required for the implementation of training and integration initiatives in industry, the energy sector, agriculture and hospitality and catering.

Our launch in the Central African Republic became a reality in 2022 and should thrive in 2023 with a project on the integration of young women thanks to vocational training and integration, entrepreneurship and agricultural development.

In Madagascar training in catering careers was launched. In Cameroon, thanks to the backing of the Ministry of Employment and Vocational Training, the IECD was able to support public training centres focusing on careers in catering. With a view to launching further initiatives in the future, the IECD led feasibility studies in fishing in the Republic of the Congo as well as in industry and energy in Cameroon. The collective action of the programme to support entrepreneurs was strengthened thanks to the momentum of the Enterprise Development Network (EDN) which unites our implementation partners in Madagascar, the Republic of the Congo, the Democratic Republic of the Congo, Cameroon and Ivory Coast.

### SUB-SAHARAN AFRICA AND THE INDIAN OCEAN REGION
#### PROJECTS

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<td>Cameroon</td>
<td>Agricultural vocational training courses</td>
<td>SWC Kumbo, CDD Maroua, CODAS Batouri, CEFAN, APRODER Njombé, APRODER Dizangué</td>
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<td>Cameroon</td>
<td>Vocational training: support for the hospitality and catering training centre</td>
<td>Sorawell</td>
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<td>Cameroon</td>
<td>Vocational training - support for the launch of career framework documents for agri-food in 2 training centres</td>
<td>Ministry of Employment and Vocational Training (MINEFOP)</td>
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<tr>
<td>Cameroon</td>
<td>Support for entrepreneurs</td>
<td>Cameroun Entreprises Développement</td>
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<tr>
<td>Cameroon</td>
<td>TRANSFORM: encouraging the emergence of local agri-food processing enterprises</td>
<td>Cameroun Entreprises Développement</td>
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<tr>
<td>Cameroon</td>
<td>APONH: supporting farmers and accompanying the economic development of western Cameroon</td>
<td>SOFRULECAM, social enterprise</td>
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<td>Cameroon</td>
<td>Agricultural development: structuring the fruit and vegetable sectors</td>
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<tr>
<td>Ivory Coast</td>
<td>Vocational training in agriculture</td>
<td>Plateforme des Écoles Familiales Agricoles de Côte d’Ivoire (PEFACI)</td>
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<tr>
<td>Ivory Coast</td>
<td>Seeds of Hope: vocational training leading to a qualification in careers in electrical engineering, industrial maintenance, and plumbing</td>
<td>5 partner schools: CTB, CPAR, CFPA, CPME, CPMME / Ministry for Technical, Vocational Training and Apprenticeship / Directorate of Apprenticeship and Professional Integration of the Republic of Ivory Coast</td>
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<tr>
<td>Ivory Coast</td>
<td>Support for entrepreneurs</td>
<td>Côte d’Ivoire Entreprises Development</td>
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<tr>
<td>Ivory Coast</td>
<td>TRANSFORM: encouraging the emergence of local agri-food processing enterprises</td>
<td>Côte d'Ivoire Entreprises Development</td>
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<td></td>
<td>Agri-food transformation - support for the launch of a pilot scheme for the processing of cashew</td>
<td>The project for the promotion of the competitiveness of the cashew value chain (PPCA)</td>
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<td></td>
<td>Agricultural development - Agroecological Transition of Market Gardeners in Ivory Coast (TAMCI)</td>
<td>Potagers du Bandama, social enterprise</td>
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<td></td>
<td>Energy and rural development</td>
<td>Côte d'Ivoire Entreprises Développement / Entrepreneurs du Monde</td>
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<td></td>
<td>Project of infrastructure for entrepreneurship in secondary districts (PIDUCAS)</td>
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<tr>
<td>Liberia</td>
<td>Strengthening Integration through Vocational Education (STRIVE): 3 projects to promote employment and to support the reform of the vocational training system in: Industry &amp; Construction, Hospitality &amp; Catering and Agriculture</td>
<td>Ministries of Education and Youth and Sport / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI</td>
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<td></td>
<td>Strengthening Integration through Vocational Education (STRIVE): 1 project to promote employment and to support the reform of the vocational training system in entrepreneurship and agricultural development</td>
<td>Ministries of Education and Youth and Sport / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI</td>
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<tr>
<td>Madagascar</td>
<td>La Rizière Hospitality School: vocational training in kitchen professions, F&amp;B service and room service</td>
<td>The HR SFX association - Saint François-Xavier School</td>
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<td></td>
<td>Training in careers in Tourism and Catering for Employment and Integration in Madagascar (TREMPLIN MAD)</td>
<td>Antananarivo: National Institute of Tourism and Hospitality (INTH) / Fianarantsoa: HR SFX &amp; Saint François-Xavier School / Mahajunga: School for Careers in Tourism and Hospitality (EMTH) / Filles de Marie Auxiliatrice (FMA) / Tuléar: Don Bosco Centre</td>
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<td></td>
<td>Support for vocational training in kitchen professions</td>
<td>Filles de Marie Auxiliatrice (FMA) in Ivato</td>
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<td>Support for entrepreneurs</td>
<td>Madagascar Entreprises Développement</td>
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<tr>
<td>Madagascar</td>
<td>Educational and Remedial Centres (CERES): support for students in 11 secondary schools to combat academic failure among disadvantaged young people in rural areas</td>
<td>PROMES (Association for Economic and Social Promotion)</td>
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<tr>
<td>Madagascar</td>
<td>Support for Higher Education and for Access to a Profession (SESAME): support for deserving high school graduates in higher education and labour market integration</td>
<td>PROMES (Association for Economic and Social Promotion)</td>
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<td>Republic of the Congo</td>
<td>Vocational Training - Health - Support for the Loukabou paramedical school</td>
<td>Loukabou paramedical school / Ministry of Technical and Vocational Education</td>
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<td>Republic of the Congo</td>
<td>Vocational training in careers in industry and construction - Seeds of Hope</td>
<td>Don Bosco Professional Centre / Social Services in Pointe-Noire / Samusocial International / ASI</td>
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<td>Republic of the Congo</td>
<td>Support for entrepreneurs</td>
<td>Congo Entreprises Développement</td>
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<tr>
<td>Democratic Republic of the Congo</td>
<td>Continuous training in healthcare. Support for training to help nurses who carry out births to become qualified midwives</td>
<td>Higher Institute of Nursing Sciences (ISSI)</td>
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<tr>
<td>Democratic Republic of the Congo</td>
<td>Support for vocational training leading to a qualification focusing on the role of a commis de cuisine</td>
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<tr>
<td>Democratic Republic of the Congo</td>
<td>Support for entrepreneurs</td>
<td>RDC Entreprises Développement</td>
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<tr>
<td>Sub-Saharan Africa</td>
<td>Réseau Entreprises Développement (RED)</td>
<td>6 members in 5 countries (Cameroon, Republic of the Congo, Ivory Coast, Madagascar, DRC)</td>
</tr>
</tbody>
</table>
The IECD continued its development in the Middle East and North Africa despite the difficult economic, social, and political situations in the region. The IECD expanded its action for the most vulnerable in collaboration with local public and private partners.

In Lebanon, despite the context of a multidimensional crisis, the IECD continued with its activities across the country. Thanks to the diversity of the projects and initiatives, the IECD has been confirmed as a key player in the domains of vocational training and access to employment. New projects have been launched to meet the challenges the country has been facing, notably integration through careers in the energy transition and the development of training on how to install solar panels.

The IECD has changed its positioning in the Palestinian Territories, focusing instead on technical assistance for our local partners. Thus, the Buṭ al Luqaj Community and Society Centre took over the management and coordination of the Al Hamawi socio-educational centre in East Jerusalem.

In Syria, the IECD increased its impact with the development of integration projects, short courses and courses to make people ready for employment.

In Morocco, following the success of the training in Aid for Persons with Reduced Mobility and the development of support for entrepreneurs, the teams have been duplicating these models in other structures.

The IECD has arrived in Tunisia and has started to lay the groundwork for New Chance Schools in Sousse and Kairouan.

Last of all, the Mediterranean New Chance network led new lobbying initiatives this year, targeting certain public institutions. The network also published a best practice guide on gender and organised the first exchange between young people on both sides of the Mediterranean.

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<td>Egypt</td>
<td>Seeds of Hope: training leading to a qualification in electrical engineering</td>
<td>Ministry of Education and Vocational Training in Egypt (MoETE) / 5 partner schools / French Chamber of Commerce and Industry in Egypt</td>
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<td>Egypt</td>
<td>Support for Entrepreneurs</td>
<td>Egyptian Association for Comprehensive Development (EACD)</td>
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<td>Lebanon</td>
<td>Seeds of Hope: training leading to a qualification in careers in electrical engineering and industrial maintenance - bootcamps</td>
<td>Directorate-General of Technical and Vocational Training / Semeurs d’Avenir Association / 12 partner schools</td>
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<tr>
<td>Lebanon</td>
<td>Seeds of Hope: training leading to a qualification in careers in IT development - bootcamps in companies</td>
<td>Over 40 partner companies</td>
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<td>Lebanon</td>
<td>Vocational training leading to a qualification in restoring heritage - on-site schools: restoring traditional houses and old buildings</td>
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<td>Lebanon</td>
<td>Vocational training leading to a qualification in health for nursing staff: Healing Hands</td>
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<td>Semeurs d’Avenir Association / 23 technical schools / Directorate-General of Technical and Vocational Training</td>
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<td>Lebanon</td>
<td>Social enterprise in the field of electricity and renewable energies</td>
<td>Semeurs d’Avenir Association / AMURT / Al-Fanar / arcenciel / Amurt-LCEC / 13 companies</td>
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<tr>
<td>Lebanon</td>
<td>Short professional training course leading to a qualification to meet the needs of both young Lebanese and vulnerable refugees: electrics, installation of solar panels, plumbing, mechanics, sewing, beauty, aid for the sick and the elderly, childcare</td>
<td>Semeurs d’Avenir Association / Directorate-General of Technical and Vocational Training / Labour Ministry / Ministry of Social Affairs / Rafic Hariri Government Hospital / Government Hospitals in Saida and Tripoli / Amurt / Michel Daher Social Foundation / Liban Cables / Al Mayyas hospital / Amaleen restaurant / Chabibe sports club / Eben Sina School / The municipal authorities of Tripoli / Key of Life / Lakkis Farm / Lebanese Army / Lebanese Red Cross / Max Wear / MMG Company / Ward El Makkased / Young Christian Women’s Association / Qabelias Social Committee</td>
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<td>Lebanon</td>
<td>The development of agriculture and agro-ecology</td>
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<td>Lebanon</td>
<td>Janah Socio-Educational Centre: support for children with learning difficulties</td>
<td>French Lebanese Technical Institute (ITFL), National Lebanese Association for Social Development (ANLDS)</td>
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<td>Lebanon</td>
<td>Improving access to university for young Syrians living in Lebanon via the DAFI grant support scheme</td>
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<td>Mozaik School and Trait d’Union: educational support for children with disabilities</td>
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<td>Morocco</td>
<td>Seeds of Hope: professional training leading to a qualification in careers in electricity in construction and electrical mechanics</td>
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<td>Morocco</td>
<td>FAPAR: professional training leading to a qualification in healthcare - Personal Care for People with Reduced Mobility</td>
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<td>Morocco</td>
<td>Training leading to a qualification and support for entrepreneurs</td>
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<td>Agricultural development - supporting farmers and their organisations (collaboration between the IECD and the agri-agency Fert)</td>
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<td>Centre for professional training leading to a qualification in Aleppo - IMPACT YOUTH CENTRE</td>
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<td>Syria</td>
<td>Centre for professional training leading to a qualification in Latakia - IMPACT YOUTH CENTRE</td>
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</tr>
<tr>
<td>Syria</td>
<td>Centre for professional training leading to a qualification in Deir-Al-Zor - IMPACT YOUTH CENTRE</td>
<td>IECD Syria / Syrian Arab Red Crescent / UNFPA</td>
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<tr>
<td>Syria</td>
<td>Recovery project - HUB centre for training leading to a qualification in Deir-Al-Zor</td>
<td>IECD Syria / Syrian Arab Red Crescent / UNDP</td>
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<tr>
<td>Syria</td>
<td>Centre for professional training leading to a qualification for young people in Deir-Al-Zor - Al Hadaf Centre and the HUB Centre</td>
<td>IECD Syria / Syrian Arab Red Crescent / UNICEF</td>
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<tr>
<td>Syria</td>
<td>Centre for professional training leading to a qualification in technical careers (14 options) in Jaramana - Youth Shabaab Centre</td>
<td>IECD Syria / Syrian Arab Red Crescent / UNICEF</td>
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<tr>
<td>Syria</td>
<td>Centre for professional training leading to a qualification in Sweida - Youth Shabaab Centre</td>
<td>IECD Syria / Syrian Arab Red Crescent / UNICEF</td>
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<tr>
<td>Syria</td>
<td>Short courses leading to a qualification - capacity building</td>
<td>IECD Syria</td>
</tr>
<tr>
<td>Syria</td>
<td>Centre for professional training leading to a qualification - Adra Centre for Training and Employment in Damas</td>
<td>Over 35 companies and industries from Damas’ industrial area</td>
</tr>
<tr>
<td>Palestinian Territories</td>
<td>Al Hamawi Educational Centre: a centre providing accommodation and training for young Palestinians</td>
<td>Burj al Luqluq Community and Society Centre</td>
</tr>
<tr>
<td>Tunisia</td>
<td>The New Chance programme</td>
<td>AFD, the Tunisian Ministry for Employment and Professional Training / the National Agency for Employment and Independent Work</td>
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<tr>
<td>The Mediterranean Region</td>
<td>The Mediterranean New Chance Network: a concerted approach and innovative solutions for the integration of young, vulnerable Mediterraneans</td>
<td>AE2O (Portugal) / AIJr (Morocco) / ANC (Tunisia) / Apprentis d’Auteuil (France) / CNOS-FAP (Italy) / E2O (Spain) / Mifaï Ennajah Sales School (Algeria) / Municipality of Matosinhos (Portugal) / L’Heure Joyeuse (Morocco) / E2C network (France)</td>
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<tr>
<td>The Mediterranean Region</td>
<td>JMED/ Mediterranean New Chance Network: support for initiatives that push for the integration of vulnerable young people</td>
<td></td>
</tr>
<tr>
<td>Ukraine</td>
<td>Ad hoc support to keep young people in training during the war in Ukraine - the Don Bosco Foundation</td>
<td>Don Bosco Foundation - Salesians</td>
</tr>
</tbody>
</table>
Since September 2021 the IECD has led interventions in France and has strengthened the structures that support young people who are cut off from the labour market - helping them to become motivated, to guide them, to train them and to reintegrate them in the working world.

The decision to develop initiatives in France was based on the fact that there were significant needs in terms of vocational training and professional integration for groups who are cut off from normal education pathways.

To meet these needs and bearing in mind the rich ecosystem of French associations working in this sector, the IECD decided to start by supporting existing structures that have significant impact potential, but which may also have certain vulnerabilities. This support includes: helping to improve the quality of action, increasing the number of beneficiaries and strengthening these organisations for the long term.

In order to achieve these goals, the IECD intervenes in two different ways:

• Supporting the management of the structures with their strategic thinking and on how best to structure their organisations.
• Technical and operational assistance on teaching techniques - creating a methodological approach and supporting development.

This second form of support included, for example, the creation of a training course on catering for people who have just been released from prison. The IECD worked on this course with Wake up Café. We also worked with Appel d’Aire (an on-site school in Marseille) on creating a new methodological and educational approach so that this could be shared throughout the school. We also provided general support to ACCES to help them gain DEA status as a structure which helps people with mental and cognitive disabilities to find work.

The IECD is currently supporting 6 organisations in France and this support will last 3 years in total. In 2022 these organisations provided vocational training and professional integration services to more than 1,500 people as well as teaching manual trades to over 3,500 young people.
Moving from a pilot initiative to a programme that can be duplicated and that has a significant impact on society - this is the IECD’s method to ensure that its action is systemic and will have an impact in the long term.

By promoting the duplication of its solutions on the national level and by supporting the official launch of new training courses which lead to qualifications, the IECD is operating as a catalyst for the transformation of public policies.

**SUPPORT FOR ADAPTING PUBLIC POLICIES**

The IECD works in collaboration with the public authorities to reach three goals:

- Contributing to creating strategies in collaboration with institutional stakeholders and with the private sector.
- Supporting educational reforms, the renovation of programmes and the training of teaching professionals.
- Supporting the creation of innovative pilot initiatives led by training centres.

**CAPITALISING ON BEST PRACTICES**

- **In Madagascar** the IECD supports the public institutions for reforms of vocational training courses in the sectors of tourism, catering, and hospitality. Capitalising on the experience of its “La Rizière” hospitality school, the IECD has helped the Ministry of Technical Teaching and Vocational Training with the creating/updating of several frameworks for courses which lead to a diploma or a high-school level/undergraduate degree level/master’s degree level qualification. These frameworks were created for the following job positions: chef, waiter/barman, valet, and chambermaid.

This collaboration is continuing with the work on updating these courses, using the Competency-Based Approach, and with the creation of a course for receptionists.

The Ministry for Education also relied on the IECD’s experience in 2022 to launch the first course for Career Guidance Officers in sixth-form schools.

- **In Lebanon** the IECD supported the General Directorate for Technical and Vocational Training on the implementation of reforms and on the creation of two new technical baccalaureate courses.

- **In Liberia** the IECD supported the launch of the TVET National Strategy. As part of a tripartite partnership with the Liberian authorities and the AFD, the IECD supported the Ministry for Education and the Ministry for Youth with updates to the curricula, with renovating and equipping technical schools and with the training of trainers.

- **In Egypt** the IECD supported the creation and management of a technical sixth-form school. This system has a unique public-private method of governance which has enabled the launch of excellent schools which are also promoted by the Ministry for Education.

**Duplicating New Projects**

- **In Tunisia** the IECD is experimenting with a new programme of public New Chance Schools. This experiment is being led on behalf of the Ministry for Employment and Vocational Training. Inspired by the models promoted by the Mediterranean New Chance Network (MedNC), which is managed by the IECD, this pilot scheme is aimed at testing the relevance of a support programme for young NEETs aged 18-30, with a view to deploying the programme on a wider basis further down the line. Almost 30% of Tunisia’s young people are affected by the issue of professional integration.

**KEY FIGURES**

- **30 Frameworks and Educational Tools** produced for training projects in 2022

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© IECD Egypt

Wafaa Ahmed, a young graduate of the Seeds of Hope programme in Alexandria, Egypt.
PUTTING ENTERPRISE AT THE HEART OF TRAINING

Economic stakeholders - whether they be from the private sector, the public sector or from civil society - play a key role in terms of creating sustainable and long-lasting initiatives (from a social, economic, and environmental point of view).

At a time when a new generation of entrepreneurs are coming to the fore - a generation who are firmly committed to monitoring the social impact of their companies - the IECD has decided to promote training and integration thanks to paid work.

How?
By using the models of social enterprises to encourage the recruitment of people who are isolated from the labour market and offering them the conditions required for a long-lasting improvement of their private and professional lives.

THE EDUCATIONAL GOALS OF SOCIAL ENTERPRISES
If the efficacy of vocational training is linked to its proximity to the world of business, then this reaches its peak when training is delivered within a company itself. This is what the IECD is doing with its social enterprise projects which focus on their social impact, rather than making profit. The objective is to bring vulnerable young people into companies so that they can acquire skills in real-life situations and thus have a better chance of finding a job once the course comes to its conclusion.

From a teaching perspective this set-up puts young people in situations that they will then experience once they have a job, helping them to strengthen their technical skills, their behaviours in the workplace and their self-confidence.

THE IECD AND SOCIAL ENTERPRISES
In Asia and Africa, the IECD operates 8 social enterprises working in the sectors of catering & hospitality, solar energy, and agriculture. Let’s hear a little bit more about 3 of these social enterprises.

In Vietnam La Boulangerie Française introduces vulnerable young men and women from 30 different provinces of the country to careers in bakery/pastry-making. The products made during the practical sessions are sold to real customers. La Boulangerie Française trained 67 young people using this methodology and 89% of these students then went on to find employment following the course.

In Madagascar the “La Rizière” hospitality school has been training young people from poor backgrounds in hospitality careers since 2013. The school welcomes tourists to its training restaurant. In total 470 young people benefited from the training and support provided in this social enterprise for careers as a commis de cuisine, a receptionist, or a restaurant manager. In 2022 the employment rate 6 months after the end of the course was 76%.

The fruit and vegetable company SOFRULECAM, which has been operating in Cameroon since 2017, has been opening up career opportunities for small-scale market gardeners. SOFRULECAM provides these producers with support and advice as well as access to profitable short-circuit markets. These producers use innovative agricultural practices and can significantly increase their income. Over 150 farmers have benefited from SOFRULECAM’s services.

Social enterprises represent the possibility to see an economy emerge that is more focused on balance, sharing and solidarity.
FOCUS

360° TRAINING FOR MORE ROUNDED PERSONAL DEVELOPMENT

With an approach focusing on more rounded personal development, which includes not just knowledge but also know-how and behaviour, the IECD is striving to overcome the obstacles in access to employment for young people and has achieved clear results in terms of making people more employable.

When used in parallel with the technical/academic training which is essential for accessing the labour market, life skills training is a support mechanism which allows people to:

- Build up their personalities and become more independent.
- Design their projects and think about their futures whilst contributing in a positive way to the people around them and to society as a whole.
- Develop their capacities to live in society whilst respecting the environment around them.

A UNIQUE APPROACH FOR ACQUIRING LIFE SKILLS

To reach our ambition of having students that feel fulfilled in all aspects of their lives, the IECD has launched training courses that are focused on life skills. Personal development activities, workshops on how to find work, role play, and group work help to increase the self-confidence of young people and make them more employable. The IECD thus chose the image of an “educational garden” as its symbol for fulfilled success and growth. This term reflects the idea of a living space made up of different seeds which will germinate all throughout a person’s life, enabling them to develop, to acquire new skills and to feel fulfilled. This garden is an ecosystem which can be laid out in different ways, depending on the context and the needs. It is a journey where all the seeds that have been sown will grow and will then, in turn, nourish the person that planted them.

Thus, a person that is given support becomes an individual who knows themselves better, who knows more about the society they are living in, who is confident in their future and in their skills as well as being open to the world that surrounds them.

A student of the La Boulangerie Française project (part of our hospitality and catering programme) in Ho Chi Minh City. She graduated in 2021 and now works at the 4* Villa Song Sai Gon hotel in Ho Chi Minh City, Vietnam.

© Eddy Soerono

Hiền Nguyễn Thị Thu

"Thanks to the life skills I acquired during the course I am able to control my emotions better. I know that if I stay positive life will be easier and things will go my way. In the workplace I have understood that each person has a different situation, personality, and way of thinking. Although it is sometimes difficult to work with people who are very different from yourself, the most important thing is to always be respectful to others."
A young entrepreneur in Ivory Coast.

FINANCIAL REPORT
2022
1/ OPERATING BUDGET

The IECD’s combined operating budget in 2022 was €24.2 million compared with €19.1 million in 2021. Growth in activity in 2022 reached 27% vs. 24% in 2021.

In total 73 projects were carried out in 18 countries last year. The IECD leads its activities in Sub-Saharan Africa (€11.4 million, including €3.2 million for Madagascar), in the Mediterranean basin (€10.7 million), in South-East Asia (€1.7 million) and in France (€0.4 million). The four main countries of operation were Lebanon, Madagascar, Ivory Coast and Liberia.

In Sub-Saharan Africa our project in Liberia grew rapidly in 2022 due to significant investment which allowed us to provide new equipment to our schools and training centres in the country.

In the Mediterranean basin the growth in Lebanon (+20%) was driven by our on-site school project, our agricultural development initiative, and our work to equip schools with solar panels.

In the Mediterranean basin the JMED project enabled us to provide support to 15 new organisations last year.

In France the operational launch of our activities represented an operating budget of €0.4 million in 2022.

In South-East Asia all countries experienced significant growth in 2022 (the average growth for this region was 29%, all countries combined).

Of the key programmes which structure the IECD’s activities, long courses and short courses which lead to a qualification in construction/industry represent 41% of the total, followed by support to micro and small companies (14%), education (12%) and hospitality and catering (10%).

Generally speaking, the IECD developed its action across all of its programmes in 2022.

2/ FINANCIAL SITUATION

The result of the financial year was close to zero.

In 2022, 90% of our resources were directly invested into the IECD’s projects, showing continuous control of the costs of our support departments (10%) for a total of €2.2 million for the full year.

The public and private funding ratio remains quite even but public funding backers edged ahead last year. Public partners represented 52% of our fundings whilst private partners contributed 48%. This rise in public funding can be explained by the strengthening of certain large-scale projects which are notably funded by the Agence Française de Développement (mainly in Liberia, Madagascar, Tunisia and Lebanon).

In 2022, over half of the IECD’s expenses were audited by independent auditing firms. The results of these audits were positive and confirmed the rigorous financial management of our projects, with ineligible expenses representing less than 0.1% of the operating budget.

Our use of bequests created a deficit of €641,000 in the 2022 accounts as we used part of a bequest received in 2021. In 2021 we had to apply new accounting rules on bequests leading to a surplus of €1.5 million in our accounts for 2021.

3/ IT

The IECD continues to deploy and to optimise its IT systems to improve the reliability of the financial monitoring of our projects. The project management software launched in 2021 has provided long-term rigour to our financial processes (commitments to spending, accountability to our financial partners, budgetary monitoring, and audits).

KEY FIGURES

15 FINANCIAL AUDITS IN 2022

=> 0.1% OF SPENDING DEEMED TO BE INELIGIBLE
**INVESTMENT BY REGION**

- Mediterranean basin: €10.7 million
- South-East Asia: €1.7 million
- Sub-Saharan Africa and Madagascar: €11.4 million

**INVESTMENT BY SECTOR OF ACTIVITY**

- Vocational training and professional integration: €15 million
- Support for entrepreneurs: €6.3 million
- Education: €2.9 million

**OPERATING BUDGET BY COUNTRY**

- Lebanon: 25%
- Madagascar: 13%
- Ivory Coast: 12%
- Liberia: 9%
- Syria: 7%
- Cameroon: 6%
- Morocco: 4%
- Republic of the Congo: 3%
- Vietnam: 3%
- Egypt: 2%
- DRC: 2%

**COSTS OF PROJECTS BY TYPE OF EXPENDITURE**

- Operating costs: 36%
- Staff costs: 30%
- Subsidies to local partners: 34%

**SOURCE OF FUNDING**

- Private: 48%
- Public: 52%

**BREAK-DOWN OF SPENDING**

- Support: 10%
- Projects: 90%

**INVESTMENTS - NEW PROJECTS**

- €2.1 million, out of an operating budget of €24.2 million
## BALANCE SHEET 2022

<table>
<thead>
<tr>
<th>In thousands of €</th>
<th>Financial Year 2022</th>
<th>Financial Year 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS DEPRECIATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>353</td>
<td>141</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>2,954</td>
<td>700</td>
</tr>
<tr>
<td>Assets received via bequest or donation</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Financial assets</td>
<td>679</td>
<td>679</td>
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<tr>
<td><strong>NET</strong></td>
<td>3,166</td>
<td>3,291</td>
</tr>
<tr>
<td><strong>TOTAL (I)</strong></td>
<td>4,007</td>
<td>841</td>
</tr>
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## CURRENT ASSETS

<table>
<thead>
<tr>
<th>In thousands of €</th>
<th>Financial Year 2022</th>
<th>Financial Year 2021</th>
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<tbody>
<tr>
<td>Receivables - customers</td>
<td>26,924</td>
<td>18,633</td>
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<tr>
<td>Receivables from bequests and donations</td>
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<td>Other receivables</td>
<td>3,302</td>
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<td>Grants to be received</td>
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<td>1,178</td>
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<td>Cash in bank</td>
<td>10,886</td>
<td>13,450</td>
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<tr>
<td>Deferred expenses</td>
<td>384</td>
<td>678</td>
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<tr>
<td><strong>TOTAL (II)</strong></td>
<td>42,987</td>
<td>37,745</td>
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## BALANCE SHEET ASSETS (I + II)

<table>
<thead>
<tr>
<th>In thousands of €</th>
<th>Financial Year 2022</th>
<th>Financial Year 2021</th>
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</thead>
<tbody>
<tr>
<td><strong>GROSS DEPRECIATION</strong></td>
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<td><strong>TOTAL (I + II)</strong></td>
<td>46,994</td>
<td>46,154</td>
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## EQUITY

<table>
<thead>
<tr>
<th>In thousands of €</th>
<th>Financial Year 2022</th>
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<tbody>
<tr>
<td>Equity</td>
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<td>Equity with counterpart assets</td>
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<tr>
<td>Reserves</td>
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<td>Carried forward</td>
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## EARMARKED FUNDS AND PROVISIONS

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<td>Earmarked funds</td>
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<td>Provisions for risks and charges</td>
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## LIABILITIES

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<tr>
<td>Trade payables</td>
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<td>Fiscal and social debts</td>
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<td>Other liabilities</td>
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<td>Deferred income</td>
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## BALANCE SHEET LIABILITIES (I + II + III)

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<th>Financial Year 2022</th>
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<td>40,154</td>
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## OPERATING REVENUES

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<tr>
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<tr>
<td>Reversals from provisions</td>
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<td>347</td>
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<tr>
<td>Use of earmarked funds</td>
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<td>6,166</td>
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<tr>
<td>Use of deferred funds for bequests</td>
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<td>Other products</td>
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## OPERATING EXPENSES

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<tr>
<td>Taxes and similar payments</td>
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<td>333</td>
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<tr>
<td>Payroll, processing and social costs</td>
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<td>4,386</td>
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<td>Allowance for depreciation</td>
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<td>154</td>
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<tr>
<td>Allowance for provisions</td>
<td>305</td>
<td>295</td>
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<tr>
<td>Carried forward in earmarked funds for projects</td>
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<td>10,105</td>
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<tr>
<td>Carried forward in earmarked funds for bequests</td>
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<td>308</td>
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<tr>
<td>Other expenses</td>
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<td><strong>TOTAL EXPENSES</strong></td>
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<td>29,632</td>
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## OPERATING RESULT

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<td>2,029</td>
</tr>
<tr>
<td><strong>FINANCIAL RESULT</strong></td>
<td>16</td>
<td>215</td>
</tr>
<tr>
<td><strong>EXCEPTIONAL RESULT</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Tax on profits</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>SURPLUS/DEFICIT</strong></td>
<td>-640</td>
<td>2,245</td>
</tr>
</tbody>
</table>

Free provision of goods and services | 0 | 0 |

*Including bequests: a surplus of €1,451,000 in 2021 and a deficit of €643,000 in 2022.
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 its 18 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 Enterprises Development 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 €1.3 million in 2022.

### Combined Accounts 2022

<table>
<thead>
<tr>
<th>Description</th>
<th>Financial Year 2022</th>
<th>Financial Year 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resources</strong></td>
<td>24,899</td>
<td>31,661</td>
</tr>
<tr>
<td>Salaries and costs</td>
<td>5,156</td>
<td>4,386</td>
</tr>
<tr>
<td>Subsidies for implementation with partners</td>
<td>8,130</td>
<td>5,312</td>
</tr>
<tr>
<td>Expenses</td>
<td>8,865</td>
<td>7,099</td>
</tr>
<tr>
<td>Promotion of partners</td>
<td>1,301</td>
<td>1,709</td>
</tr>
<tr>
<td>Taxes</td>
<td>415</td>
<td>333</td>
</tr>
<tr>
<td>Other costs</td>
<td>295</td>
<td>233</td>
</tr>
<tr>
<td><strong>Operating Budget</strong></td>
<td>24,160</td>
<td>19,072</td>
</tr>
<tr>
<td>Allowance for provisions</td>
<td>305</td>
<td>295</td>
</tr>
<tr>
<td>Carried over in earmarked funds</td>
<td>3,268</td>
<td>10,413</td>
</tr>
<tr>
<td>Other expenses</td>
<td>618</td>
<td>3,091</td>
</tr>
<tr>
<td>Financial products</td>
<td>-155</td>
<td>-294</td>
</tr>
<tr>
<td>Re-processing - promotion of partners</td>
<td>-1,301</td>
<td>-1,709</td>
</tr>
<tr>
<td><strong>Other Non-Operating Expenses</strong></td>
<td>2,736</td>
<td>11,796</td>
</tr>
<tr>
<td><strong>Operating Surplus</strong></td>
<td>3</td>
<td>793</td>
</tr>
</tbody>
</table>

Surplus not taking into account the impact of bequests.
FOR YOUR SUPPORT...
FINANCIAL PARTNERS

NEXANS GROUP
Olivier CHEVREAU
Vice-President for Sustainable Development

“...For almost 10 years now the Nexans Foundation, the different entities of Nexans and the IECD have been working together to improve education and training for the local people in Lebanon, Morocco, and Ivory Coast. This partnership is important to me for several reasons. It helps to develop technical skills in countries that are often suffering from a lack of high-quality training. It builds bridges between the employees of Nexans and the communities by encouraging their involvement in training courses, by visits from the IECD’s students to Nexans’ factories, and by organising internships for the trainees.

Last of all, this partnership stays relevant by adapting to the economic and social realities of the different countries. In Lebanon, the development of solar panels by IECD Lebanon and Liban Cables (a subsidiary of the Nexans group) helps to meet the growing needs of the local populations for independent and sustainable sources of electricity. All of this is possible thanks to the creativity, skills and quality of the work carried out by the IECD’s teams. Thank you!”

AGENCE FRANÇAISE DE DÉVELOPPEMENT (AFD)
Catherine BONNAUD
Director of the Middle East Region.

“The IECD is a partner of choice for the AFD, and a partner for the long term. The AFD has had a strong relationship with the IECD in Lebanon for over 10 years, notably working in the sectors of education and vocational training. Thanks to the fantastic relationship that the IECD has with its Lebanese partner Semeurs d’Avenir [Seeds of Hope] and its excellent knowledge of what is happening on the ground, our discussions have helped me to better understand the needs of the beneficiaries and have added to my understanding of the challenges in Lebanon. The symmetry of our relationship goes beyond the scope of the project and is a symbol of the trust we have in one another. I am very proud to be able to count on the IECD in a relationship which goes far beyond the needs of our contracts with a sharing of perspectives and by learning from one another. It really is a win-win situation.

But none of this would be possible without the men and women who work hard on a daily basis: I would like to thank all of you on behalf of my team for your commitment, for the quality of your work, for your transparency when faced with challenges and for the effort you put in to ensure that the projects run smoothly, all the projects. One final comment - the IECD never forgets to mention the AFD in its communications and discussions, this makes me a happy funding partner!”

COMPAGNIE FRUITIÈRE AND THE ENDOWMENT FUND OF COMPAGNIE FRUITIÈRE
Jérôme and Marie-Pierre FABRE
Executive President and President of the Endowment Fund

“In parallel with our activities, our expertise and with the economic challenges of the challenges we work in, Compagnie Fruitière provides financial and technical support to small-scale producers and to young people.

It made sense for us to turn to the IECD, a key stakeholder in the sector of agricultural entrepreneurship. In Ivory Coast and Cameroon, Compagnie Fruitière works with the IECD to promote labour market integration in the agricultural sector and to support the creation of agri-food SMEs. We are proud of this long-term partnership that allows us to contribute to the development of the local economy. This partnership has also led the Endowment Fund of Compagnie Fruitière to commit to the IECD’s training courses for young people in Madagascar due to the association’s expertise in fighting against social inequalities.”
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 2022, we wish to extend our immense gratitude to you.

... WE WANTED TO SAY THANK YOU

FINANCIAL PARTNERS

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
IECD 2022

THE BOARD OF TRUSTEES (as of 31/12/22)

Marie-José NADAL, President
Jean-Noël LUCAS, Vice-Chair
Hervé RUDAUX, Secretary General
Michel BARONI, Treasurer
Xavier BOUTIN
Bernard DAVOUST
Amaury DUCHON
Caroline de CARTIER
Christian MALSCH
Emmanuel RIGAUX
Vanessa WARTER

MANAGEMENT

Alexis BÉGUIN, CEO
Arnaud BRITSCH, Deputy CEO (CEO from 1 January 2023)
Alexandra de BOISSIEU, Director of Administration and Finance
Hélène MÉCHIN, Director of Human Resources
Mathias VINCENT, Director of Programmes
Emmanuel BECQUART, Director of Partnerships and Communication
Caroline ARSAC, Director of Methodology and Development
Thomas BEHAGHEL, Director of Operations - France
Astrid DESJOBERT, Director of Operations - Morocco, Tunisia and for the Mediterranean New Chance Network
Vianney BASSE, Director of Operations - Lebanon and Egypt
Yves AHNER, Director of Operations - Sub-Saharan Africa and the Indian Ocean
Alix WATSON, Director of Operations - South-East Asia

LEADERS OF THE COUNTRIES OF INTERVENTION (as of 31/12/22)

FRANCE
Thomas BEHAGHEL

MEDITERRANEAN BASIN
Egypt: Nuria MASDEU (Nadine KHALIFE from 1 July 2023)
Lebanon: Vianney BASSE
Morocco: Nabil JADRI
Syria: Nidal BITAR
Palestinian Territories: Nuria MASDEU
Tunisia: Xavier BRESNU

SUB-SAHARAN AFRICA AND THE INDIAN OCEAN
Cameroon: Patrice NOA
Central African Republic: Jean RUGAMBWA
Republic of the Congo: Mélanie BOULAY
Ivory Coast: Patrick SEKONGO
DRC: Soary ANDRIANARISOA (Toussaint LAURENT from 1 July 2023)
Liberia: Gilbert HASCOET
Madagascar: Manitra RAKOTOARIVELO

SOUTH-EAST ASIA
Myanmar: Christophe BONZI
Thailand: Charlotte MOUGINOT
Vietnam: Thi Thuy van HARDIVILLE
WHAT THE TEAMS HAVE TO SAY

TESTIMONIES

▶ Astrid DESJOBERT
Director of Operations - Morocco, Tunisia and for the Mediterranean New Chance Network

“Over the last 7 years spent with the IECD I have been able to contribute to some great projects that have helped young people and entrepreneurs. I have developed several skills and I have taken responsibilities in the general interest, working alongside inspirational, committed people. I have worked on operational projects on a very local level as well as working on a more strategic level, for example by helping to create new public policies. At the IECD we become “social intrapreneurs” and our personalities, our ideas and our talents are put to the service of the IECD’s projects and beneficiaries. It’s been a great experience.”

▶ Zoé GERMAIN
Project Manager for Social Enterprises and Training in Kitchen Careers in Madagascar

“In 2018 I decided to join the IECD and its Hospitality and Catering Training Centre in Thailand in order to support its development thanks to capacity building for the teams, by strengthening the network, by updating the training offer and by creating a new course focusing on bakery. 3 years later I left to go to Madagascar to launch a social enterprise to train young people in kitchen careers and to help them to join the labour market. At the IECD I was able to create and implement several collective initiatives. I have been able to develop professionally and as a person thanks to the wide range of challenges I have faced and thanks to the diversity of the people I have met out in the field.”

▶ Zeina FALLOUH
Director of Human Resources and Finance in Syria

“I had not long finished my degree when I joined the IECD as an accountant in 2004. I was full of enthusiasm, and I wanted to learn more about the values and the principles required to allow “seeds of hope” to grow. The challenges were considerable back then, but I was not alone. The IECD structures its human resources in this way, supporting people, strengthening their skills, and encouraging them to take on further responsibilities. The IECD is very much interested in the development of its employees. I was thus inspired to go and get a master’s degree in human resources to take on new responsibilities with the IECD. But from 2011 Syria was at war for 10 years. And then we were hit by COVID, an economic crisis and then an earthquake in 2023. We have been able to keep going despite the difficult situation, designing, and implementing projects to support young Syrians. The difficult situation has not eroded my passion because I know that I play an important role within the IECD and as part of its teams of professionals.”

▶ Omraam KILANYOSSI
Director of the CED Centre in Douala, Cameroon

“I joined the IECD in 2018 as an entrepreneurship advisor for the TRANSFORM project. Over a period of 2 years, I trained and provided support to around 100 entrepreneurs, helping them to develop their agri-food products. Now dozens of their projects are available for sale in supermarkets. I am very proud of having contributed to this and to see these entrepreneurs becoming more confident and to be able to live off the fruits of their labours. I also helped to pilot the launch of the Experiment Lab which was aimed at improving the quality of the services we provide to our beneficiaries. Now I work as the Director of the Cameroon Enterprise Development (CED) centre in Douala, and I am helping to support the launch of the support for entrepreneurs’ projects as well as the TRANSFORM project. I am very proud to continue this mission of supporting local entrepreneurs.”