

iecd
semeurs d'avenir



ANNUAL REPORT
2022

► Ko Aung MYO LIN, a student of a life pathways session in Rangoon, Myanmar.

CONTENTS

IECD SOWING SEEDS FOR THE FUTURE

Key figures 2022 - page 4

The identity of the IECD - page 6

ACTIONS

Vocational training and professional integration - page 9

Entrepreneurship - page 17

Education - page 22

PROJECTS BY REGION - page 25

FOCUS

The impact on public systems and policies - page 32

Putting enterprise at the heart of training - page 33

Life skills training - page 34

FINANCIAL REPORT - page 35

FINANCIAL PARTNERS - page 40

GOVERNANCE - page 42

WHAT THE TEAMS HAVE TO SAY - page 43

IECD ANNUAL REPORT 2022 - June 2023

Imprimerie Barré, 7 rue des Fontaines,
89100 Collemiers, France
Nautilus Offset matte white
FSC Recycled 100 g/m²



**FORESTS
FOR ALL
FOREVER**



Cover © RAHAMEFY Jonathan
Ugo Rabeschala
► Students of the CERES programme
in Madagascar

Editing: IECD
Design: Florence Depretz - Toutcomflo

EDITORIAL

AT THE CROSSROADS OF LIFE JOURNEYS

“ 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. ”



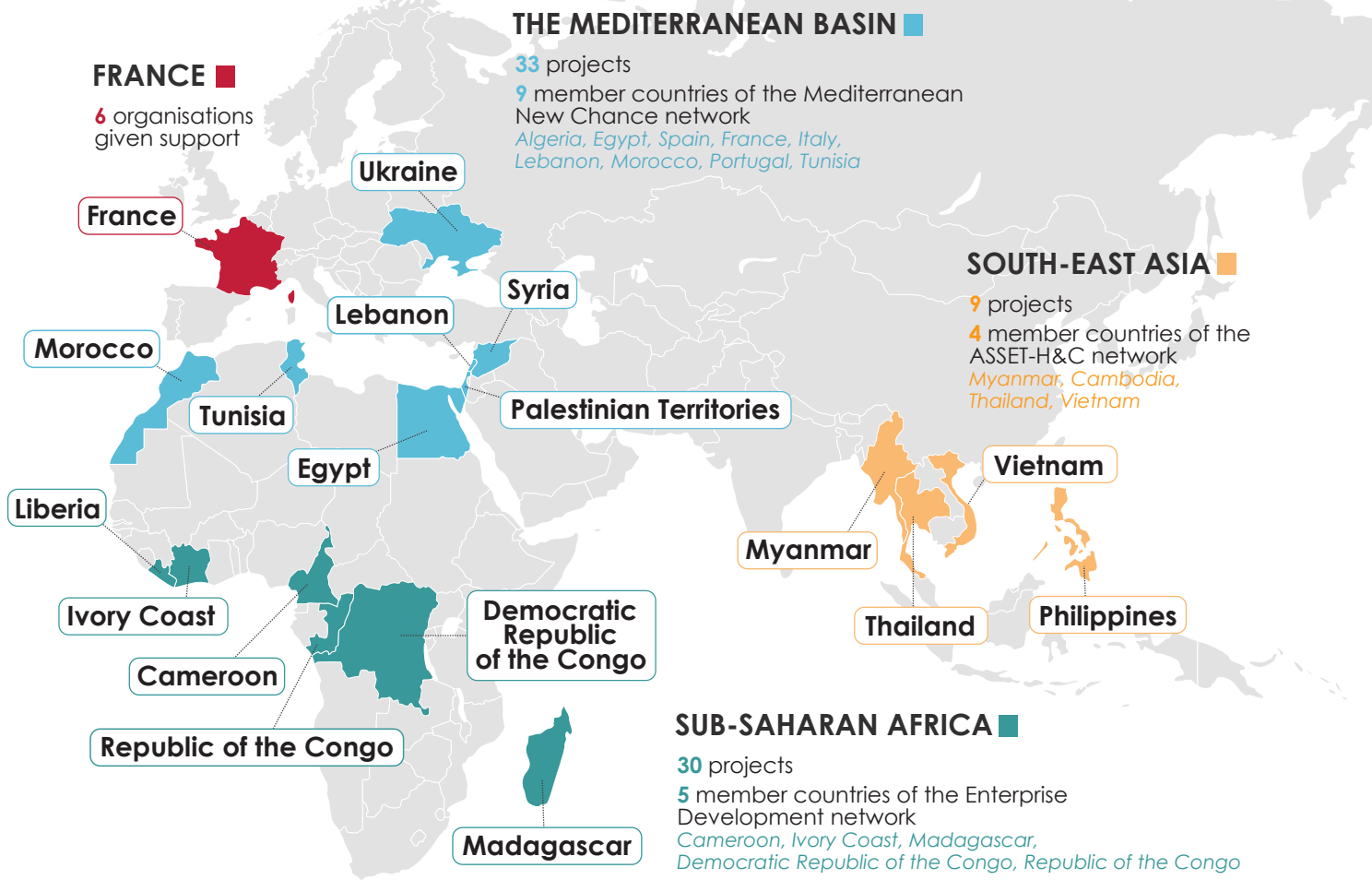
Marie-José Nadal,
President



Arnaud Britsch,
CEO

THE IECD

2022 MAP



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.


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



**VOCATIONAL
TRAINING AND
PROFESSIONAL
INTEGRATION**

21,100
YOUNG PEOPLE

1,100
ADULT
TRAINERS

€15
MILLION
OPERATING
BUDGET



ENTREPRENEURSHIP

4,000
ENTREPRENEURS

€6.3
MILLION
OPERATING
BUDGET



EDUCATION

1,800
CHILDREN AND
ADOLESCENTS

€2.9
MILLION
OPERATING
BUDGET

ORGANISATION

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

OPERATING BUDGET

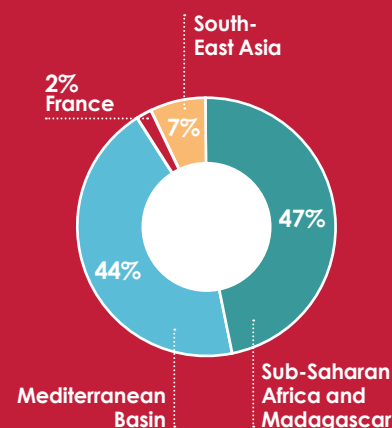


48%
PRIVATE FUNDS



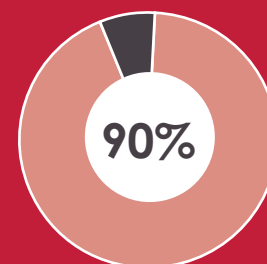
52%
PUBLIC FUNDS

OPERATING BUDGET BY REGION



€24.2 MILLION
OPERATING BUDGET

+27%
VS 2021



90%
DIRECTLY
ALLOCATED TO
OUR PROJECTS

THE IECD

IDENTITY

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.

BENEFICIARIES	SERVICES OFFERED	GOAL
CHILDREN AND ADOLESCENTS	Educational and personal development programmes School programmes and strengthening key skills	SUCCESSFUL PLANS FOR PERSONAL LIFE AND CAREER
YOUNG PEOPLE ON TECHNICAL OR GENERAL COURSES OR YOUNG NEEDS* <small>*Not in education, employment or training</small>	Initial vocational training leading to a diploma Vocational training leading to a qualification	ACCESS TO JOBS
ENTREPRENEURS	Solutions for local economic development Support for entrepreneurs in urban and rural areas	CREATING EMPLOYMENT AND PROSPERITY
ACTIVE PROFESSIONALS	Continuing education and training <i>For trainers and professionals from the education and health sectors</i>	CAPACITY BUILDING



© Wake up Café



© Ludivine Paques



© Hervé Kimbangi

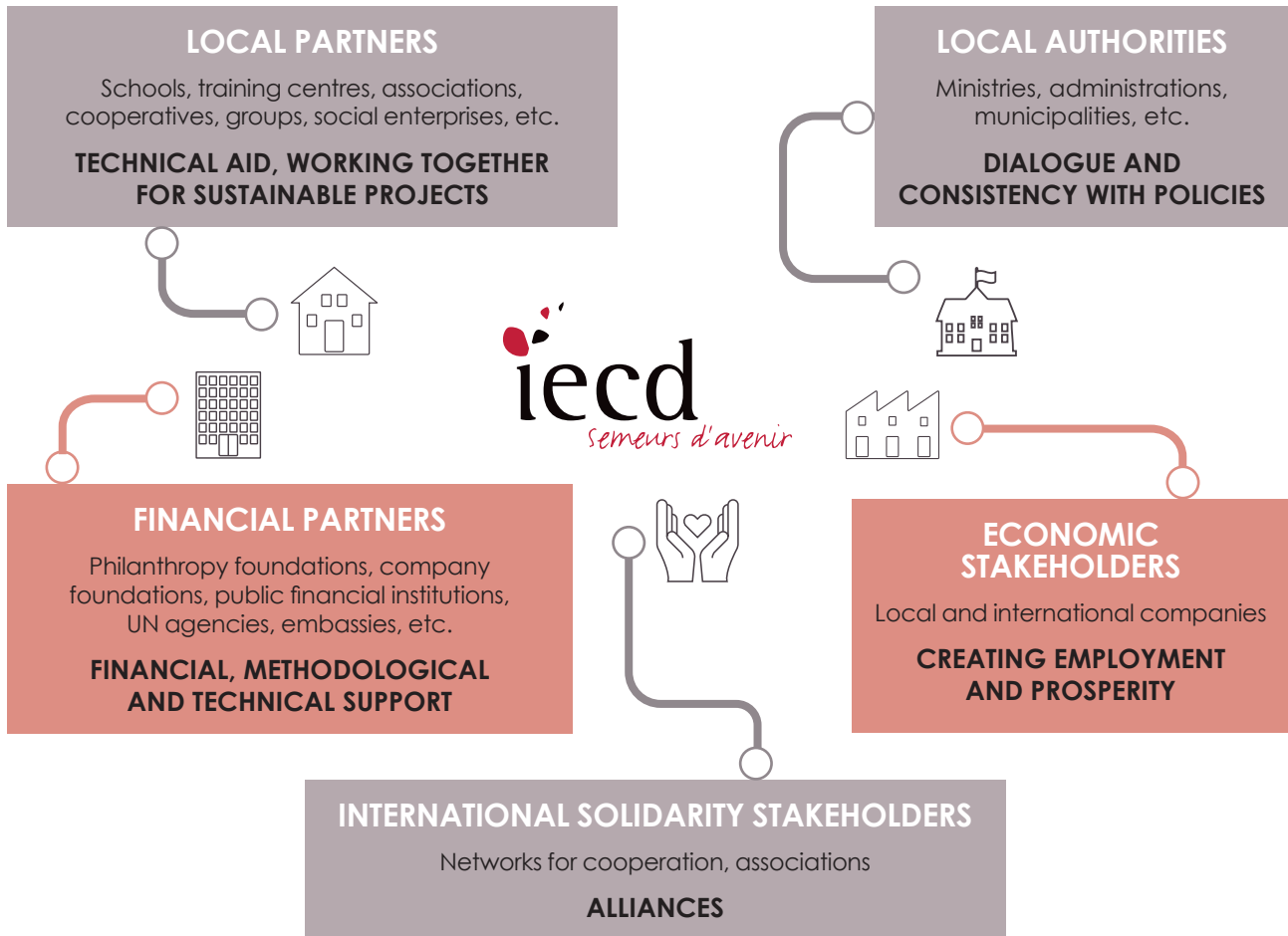


© IECD Syria

THE IECD

PARTNERSHIPS

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



THE IECD

METHODOLOGY AND METHODS OF ACTION

The IECD'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

THROUGHOUT THE PREPARATION PHASE OF THE PROJECT

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

THROUGHOUT THE IMPLEMENTATION PHASE OF THE PROJECT

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

► A student of the "La Boulangerie Française" programme in Vietnam.

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION

A TRADE AND A JOB AT YOUR FINGERTIPS

VOCATIONAL 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.**

⁽¹⁾ ILO Report on World Employment and Social Outlook Trends 2022.

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.

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.

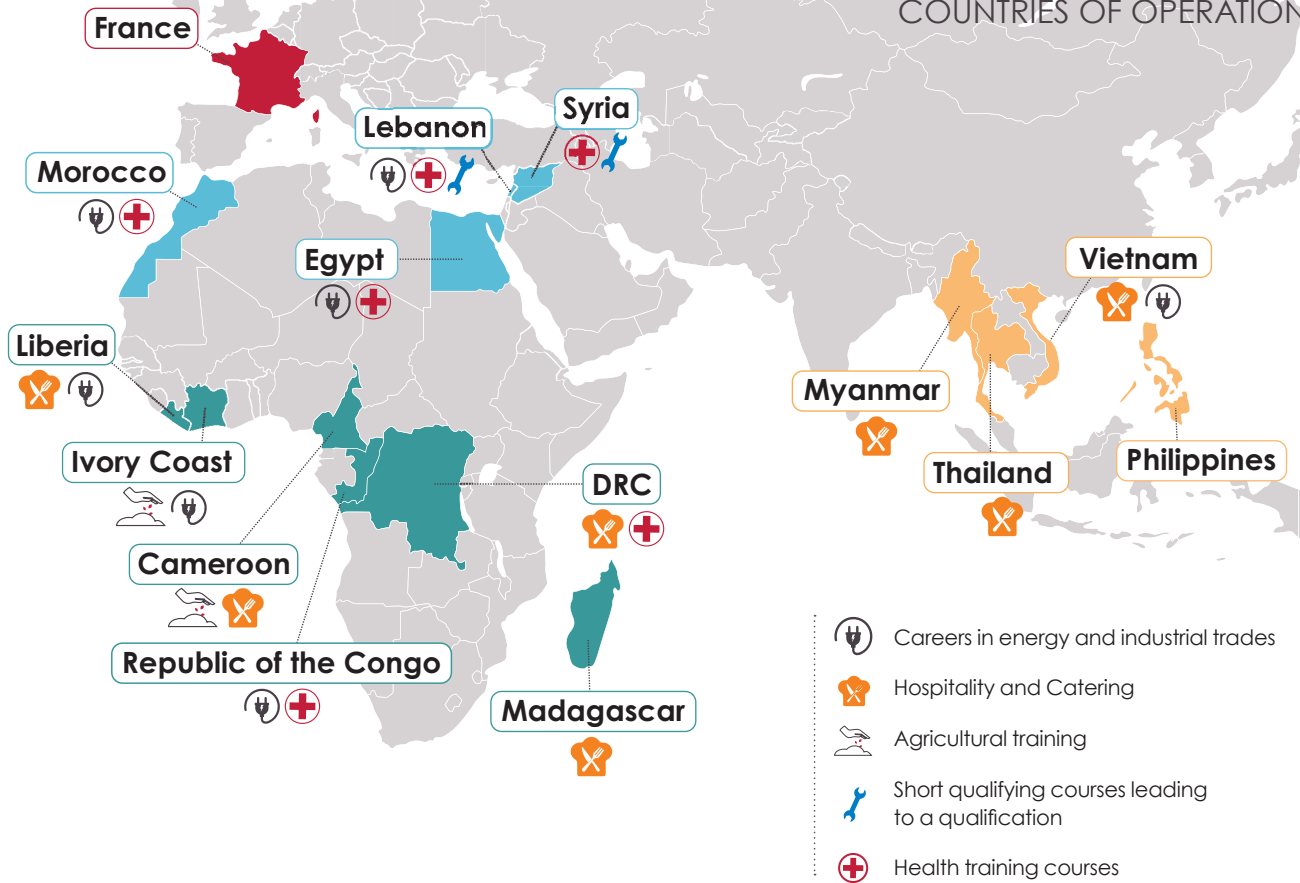


© Nyema Merrifam

► Vabah, a vocational training student on the electricity vocational training programme in Liberia.

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION

COUNTRIES OF OPERATION



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

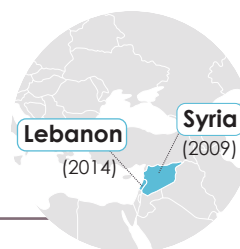
© Fatima ElFejji

► 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



10,550
YOUNG PEOPLE IN TRAINING
+30% vs 2021
and 60% women



81%
OF YOUNG PEOPLE IN EMPLOYMENT 6 MONTHS AFTER GRADUATING
(+18% vs 2021)
in Lebanon

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.

⁽¹⁾ ILO Report on World Employment and Social Outlook Trends 2022.

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 Saïda** 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.

Mustafa



© IECD Syria

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

“ 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. ”

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION PROGRAMMES

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.

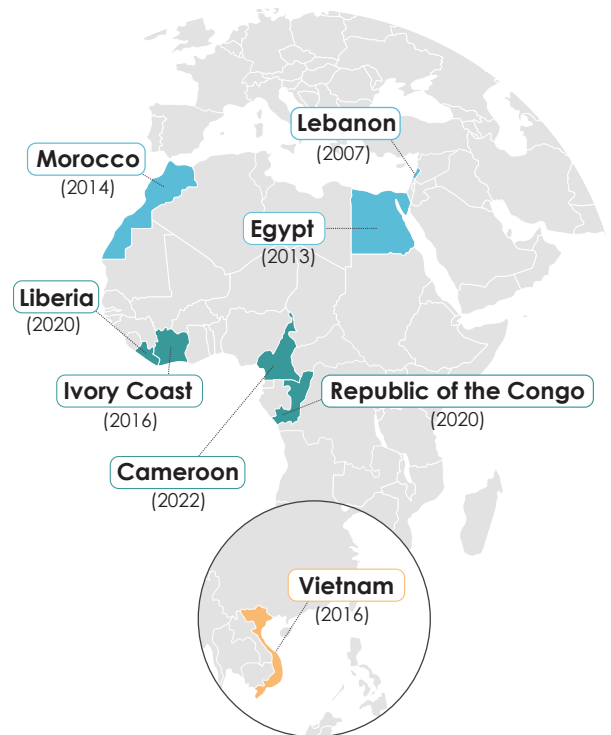


5,275
YOUNG PEOPLE
IN TRAINING



80%
OF YOUNG PEOPLE TRAINED IN
ELECTRICS ARE NOW IN EMPLOYMENT
OR ARE CONTINUING THEIR STUDIES

In Ivory Coast



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.

Basmalla MOHAMED

Intern at the MAM factory in Egypt.

“When I first joined the factory, I worked in the Production Department, and I had to learn how to use the keys and all the different tools. I then moved to the Quality Department where I monitored the electrical control panel, making sure that everything was working properly. Practical experience is essential to learning because it helps you to know which screwdriver you need to use, for example. The key aspects of the internship are the practical experience I gained, the warm welcome we received and the energy the managers put into training us.”

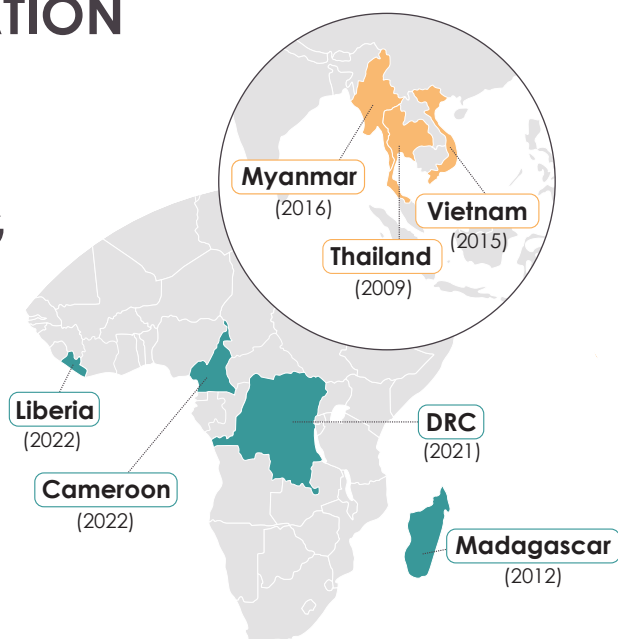


VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION PROGRAMMES

TRAINING IN CAREERS IN HOSPITALITY AND CATERING

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.**



1,510

YOUNG PEOPLE IN TRAINING



81%

OF GRADUATES IN EMPLOYMENT
HOSPITALITY SCHOOL

In Madagascar



89%

OF YOUNG PEOPLE IN EMPLOYMENT
BOULANGERIE FRANÇAISE

In Vietnam

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 TREMLIN 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**.

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

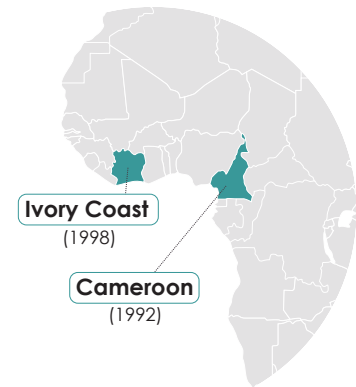
TRAINING IN CAREERS IN AGRICULTURE

PURPOSE

Although the agricultural sector in **Cameroon** and **Ivory Coast** is predominant in terms of resources (20% and 17% of GDP⁽¹⁾ respectively) and jobs (40% and 43% of the active population⁽²⁾), agriculture training programmes are still in the minority. Indeed, vocational training is not very accessible to young people in rural areas: in Cameroon, for example, only 21% of young people in rural areas have benefited from vocational training compared to 46% in urban areas⁽³⁾.

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

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



600
YOUNG PEOPLE
IN TRAINING
+20% vs 2021



76%
OF GRADUATES ARE
NOW IN EMPLOYMENT
according to
a 2021 survey

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 personalised 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-Benoit technical and professional private school for agriculture in Koza, 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. ”

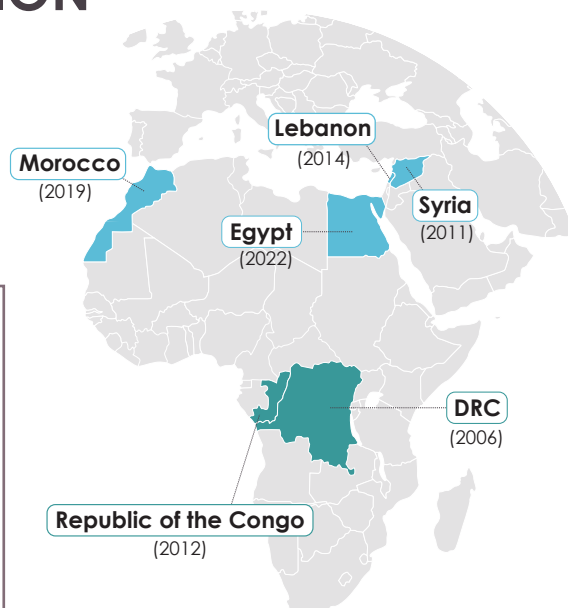
VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION PROGRAMMES

TRAINING IN CAREERS IN HEALTH

PURPOSE

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.



470

YOUNG PEOPLE IN TRAINING
80% women and 96% graduate from the course



300

TRAINEE NURSES AND MIDWIVES TRAINED AT LOUKABOU SCHOOL in Republic of the Congo



70%

OF GRADUATES ARE IN EMPLOYMENT
92% are satisfied FAPAR TRAINING in Morocco

SPECIFIC FEATURES

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.

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.

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.



► Bouziti Oumaima, a graduate from the 1st year of the FAPAR course in Marrakech, Morocco.

► Ferima, the creator of Marifé, a sweet product made from baobab and cacao-based products, Ivory Coast.



ENTREPRENEURSHIP

CREATING EMPLOYMENT AND PROSPERITY

ENTREPRENEURSHIP

CREATING EMPLOYMENT AND PROSPERITY



4,000
DIRECT
BENEFICIARIES



69%
OF START-UP ENTREPRENEURS LAUNCHED
THEIR ACTIVITIES 1 YEAR AFTER THEIR
TRAINING
(+9% vs 2021)



15
LOCAL PARTNERS

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.

⁽¹⁾ ILO Report on World Employment and Social Outlook Trends 2022.

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

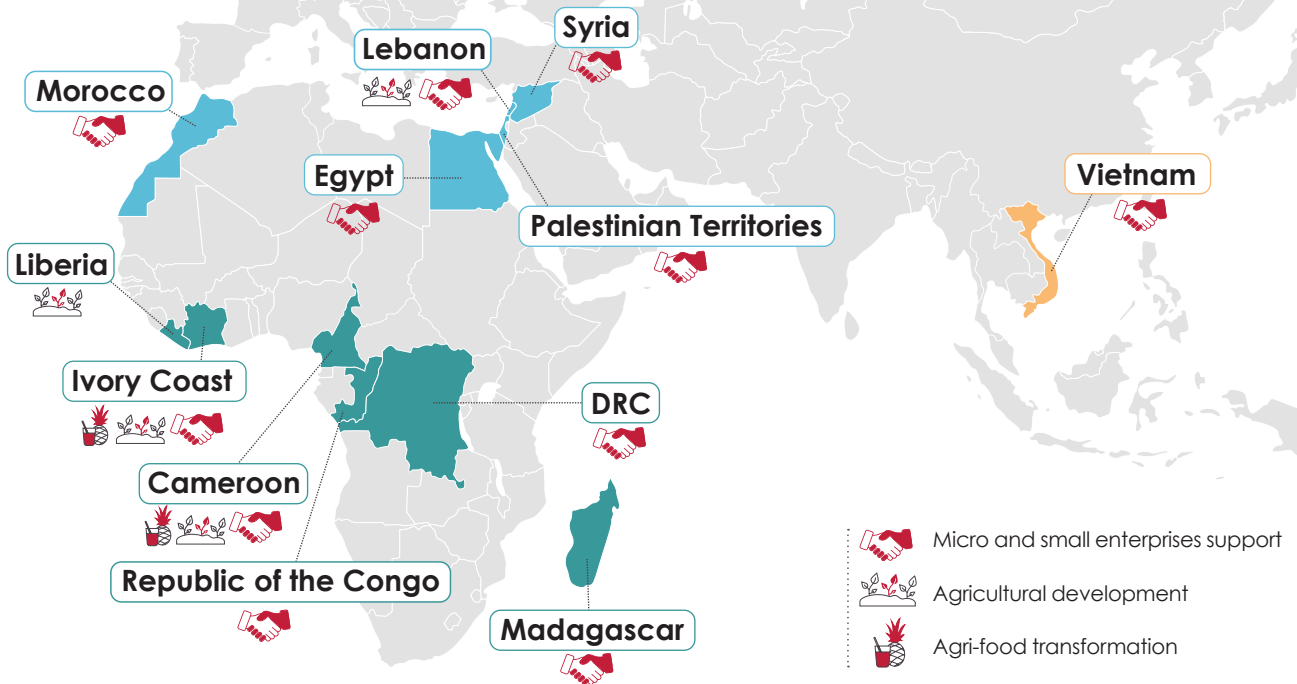
The IECD facilitates the creation of links among various entrepreneurship stakeholders, especially in rural areas, either by facilitating the sharing of experiences, of new farming practices or by creating key partnerships that will allow entrepreneurs to find new commercial opportunities. The IECD also 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.



► Mark and Tania, trainees learning how to grow fruit, vegetables, and flowers in Kfarhouna, Lebanon.

ENTREPRENEURSHIP

COUNTRIES OF OPERATION



► Stephan, founder of SUM Good Juice, a business which specialises in ready-to-mix and ready-to-drink smoothies in Ivory Coast.

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.

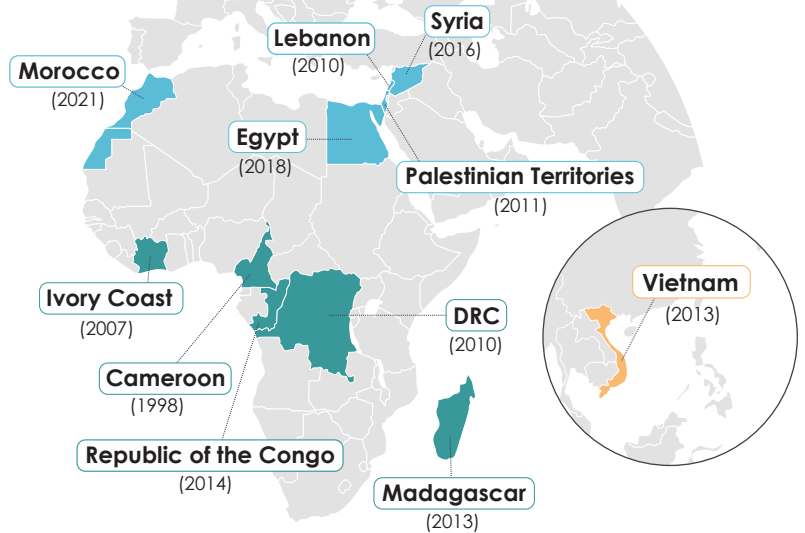
The IECD and its partners have observed similar tendencies in their entrepreneurship programmes. Consequently, they implement specific initiatives to reduce the observed inequalities between men and women entrepreneurs, notably through the capacity-building of their teams. **The studies have shown that 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.




3,500
ENTREPRENEURS
AND START-UPS
(+17% vs 2021)


61%
OF ENTREPRENEURS INCREASED
THEIR REVENUE
within 6 months of completing
the course

SPECIFIC FEATURES

For over 20 years, the IECD and its local partners have been developing training and personalised support programmes that are 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.

Blaise SAMBU



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

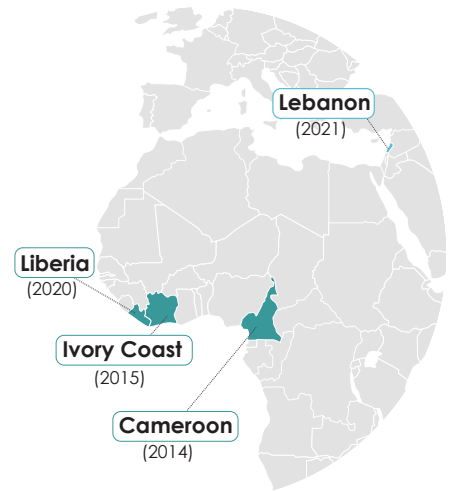
“ I'm an entrepreneur. I run an internet café, a shop, and a restaurant. I never knew that I already had everything I needed to run a company. The training helped me a lot, notably in terms of setting goals for my employees. I can respond to my client's needs and my business has become more stable. ”

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
in Ivory Coast

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

A young girl with dark hair, smiling broadly, is the central focus of the image. She is wearing a light blue shirt and holding a large, bright pink bag. The background is a blurred outdoor setting with a stone wall and green plants with pink flowers. The text 'ACCESS TO EDUCATION' is overlaid in large, bold, black letters, with 'KNOWLEDGE FOR LIFE PLANS' in smaller, black letters below it. The overall mood is positive and hopeful.

ACCESS TO EDUCATION

KNOWLEDGE FOR LIFE PLANS

CONTEXT

Education is a fundamental right and has been made a priority by the UN: in order to ensure "equal access to good quality education for all and promoting opportunities for lifelong learning" (SDG N°4⁽¹⁾). 142 million children have fallen into poverty due to the impact of the pandemic. It is estimated that, on average, an entire school year has been lost for children and adolescents across the globe. By September 2021, 100 million children 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.

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

CHALLENGES AND OBJECTIVES



1,800

YOUNG PEOPLE
BENEFITED FROM
EDUCATIONAL
PROGRAMMES

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.



170

TEACHERS TRAINED
IN 47 DIFFERENT
SITES



80%

OF GRADUATES
HAVE FOUND WORK
IN THEIR LINE OF
TRAINING

in Madagascar
SESAME

ACTIONS

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).

► The Janah centre in Lebanon and the Al Hamawi centre in Bethany, East Jerusalem

help children and young people to access high-quality education by providing them with holistic support: school remediation, extra-curricular activities, psychosocial activities, and personal development initiatives.

► 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.

ACCESS TO EDUCATION

COUNTRIES OF OPERATION



Soujoud EL KHALAF

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. ”



© Roy Haddad

KEY EVENTS IN 2022

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.

Alfa Narcisse NAMBININTSOA

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. ”



© RAHAMIEFY Jonathon Ugo Rabesahala

► Clémence, a student at a farming workshop at IFER in Koza, Cameroon.

PROJECTS BY REGION

SOUTH-EAST ASIA

PROJECTS

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 IECD'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 IECD 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.



9
PROJECTS



2,115
DIRECT BENEFICIARIES



€1.7 MILLION
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Myanmar	Vocational training in jobs in hospitality and catering . Training in careers in bakery and pastry in Rangoon	Shwe Sa Bwe
Philippines	Vocational training leading to a qualification in digital trades	Passerelles Numériques
Thailand	Hospitality and Catering Training Centre (HCTC): vocational training in jobs related to cooking, F&B, housekeeping and front office in Mae Sot	Tak Border Child Assistance Foundation (TBCAF)
Thailand	Courses leading to a qualification, for Burmese migrants, in pastry-making and launching small companies	Help without Frontiers (HwF)
Vietnam	La Boulangerie Française: vocational training in careers in bakery and pastry-making in Hué	Aide à l'Enfance Vietnam (AEVN) / Village SOS
Vietnam	Seeds of Hope: vocational training in careers in electrics and automotive maintenance in Ho Chi Minh City	3 partner schools: Ho Chi Minh City Technical College (HOTEC) / Thu Duc College of Technology (TDC) / District Twelve Technical & Economic College (DTTEC)
Vietnam	Boulangerie Française: vocational training in careers in bakery and pastry-making in Ho Chi Minh City	Thu Duc College of Technology (TDC)
Vietnam	Support for entrepreneurs in Ho Chi Minh City	Social Development Training Centre (SDTC)
South-East Asia	ASSET-H&C (Association of South-East Asian Social Enterprises for Training in Hospitality & Catering): a mutual support network to improve the quality of education in South-East Asia by supporting other members and sharing best practices for integrating people in vulnerable situations.	Myanmar, Cambodia, Thailand, Vietnam: Bayon Pastry School / SPOONS / Paul Dubrule School / PSE / Sala Bai / Don Bosco Sihanoukville / Sanon / HCTC / An Re Mai Sen / Hoa Sua / KOTO / La Boulangerie Française Hué



SUB-SAHARAN AFRICA AND THE INDIAN OCEAN REGION

PROJECTS

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**.



30
PROJECTS



7,366
DIRECT BENEFICIARIES



€11.4 MILLION
BUDGET

	COUNTRIES	PROJECTS	LOCAL PARTNERS
	Cameroon	Agricultural vocational training courses	SWC Kumbo, CDD Maroua, CODAS Batouri, CEFAN, APRODER Njombé, APRODER Dizangué
	Cameroon	Vocational training: support for the hospitality and catering training centre	Sorawell
	Cameroon	Vocational training - support for the launch of career framework documents for agri-food in 2 training centres	Ministry of Employment and Vocational Training (MINEFOP)
	Cameroon	Support for entrepreneurs	Cameroun Entreprises Développement
	Cameroon	TRANSFORM: encouraging the emergence of local agri-food processing enterprises	Cameroun Entreprises Développement
	Cameroon	APONH: supporting farmers and accompanying the economic development of western Cameroon	SOFRULECAM, social enterprise
	Cameroon	Agricultural development: structuring the fruit and vegetable sectors	
	Ivory Coast	Vocational training in agriculture	Plateforme des Écoles Familiales Agricoles de Côte d'Ivoire (PEFACI)
	Ivory Coast	Seeds of Hope: vocational training leading to a qualification in careers in electrical engineering, industrial maintenance, and plumbing	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
	Ivory Coast	Support for entrepreneurs	Côte d'Ivoire Entreprises Development

	COUNTRIES	PROJECTS	LOCAL PARTNERS
	Ivory Coast	TRANSFORM: encouraging the emergence of local agri-food processing enterprises	Côte d'Ivoire Entreprises Development
	Ivory Coast	Agri-food transformation - support for the launch of a pilot scheme for the processing of cashew	The project for the promotion of the competitiveness of the cashew value chain (PPCA)
	Ivory Coast	Agricultural development - Agroecological Transition of Market Gardeners in Ivory Coast (TAMCI)	Potagers du Bandama, social enterprise
	Ivory Coast	Energy and rural development	Côte d'Ivoire Entreprises Développement / Entrepreneurs du Monde
	Ivory Coast	Project of infrastructure for entrepreneurship in secondary districts (PIDUCAS)	
	Liberia	Strengthening Integration through Vocational Education (STRIVE): 3 projects to promote employment and to support the reform of the vocational training system in: Industry & Construction, Hospitality & Catering and Agriculture	Ministries of Education and Youth and Sport / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI
	Liberia	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	Ministries of Education and Youth and Sport / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI
	Madagascar	La Rizière Hospitality School: vocational training in kitchen professions, F&B service and room service	The HR SFX association - Saint François-Xavier School
	Madagascar	Training in careers in Tourism and Catering for Employment and integration in Madagascar (TREMPLIN MAD)	Antananarivo: National Institute of Tourism and Hospitality (INTH) / Fianarantsoa: HR SFX & Saint François-Xavier School / Mahajunga: School for Careers in Tourism and Hospitality (EMTH) / Filles de Marie Auxiliatrice (FMA) / Tuléar: Don Bosco Centre
	Madagascar	Support for vocational training in kitchen professions	Filles de Marie Auxiliatrice (FMA) in Ivato
	Madagascar	Support for entrepreneurs	Madagascar Entreprises Développement
	Madagascar	Educational and Remedial Centres (CERES): support for students in 11 secondary schools to combat academic failure among disadvantaged young people in rural areas	PROMES (Association for Economic and Social Promotion)
	Madagascar	Support for Higher Education and for Access to a Profession (SESAME): support for deserving high school graduates in higher education and labour market integration	PROMES (Association for Economic and Social Promotion)
	Republic of the Congo	Vocational Training - Health - Support for the Loukabou paramedical school	Loukabou paramedical school / Ministry of Technical and Vocational Education
	Republic of the Congo	Vocational training in careers in industry and construction - Seeds of Hope	Don Bosco Professional Centre / Social Services in Pointe-Noire / Samusocial International / ASI
	Republic of the Congo	Support for entrepreneurs	Congo Entreprises Développement
	Democratic Republic of the Congo	Continuous training in healthcare. Support for training to help nurses who carry out births to become qualified midwives	Higher Institute of Nursing Sciences (ISSI)
	Democratic Republic of the Congo	Support for vocational training leading to a qualification focusing on the role of a commis de cuisine	
	Democratic Republic of the Congo	Support for entrepreneurs	RDC Entreprises Développement
	Sub-Saharan Africa	Réseau Entreprises Développement (RED)	6 members in 5 countries (Cameroon, Republic of the Congo, Ivory Coast, Madagascar, DRC)

THE MEDITERRANEAN BASIN PROJECTS

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 Burj al Luqluq 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.



33

PROJECTS






18,200

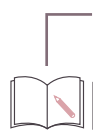
DIRECT BENEFICIARIES



€10.7 MILLION

BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
 	Egypt Seeds of Hope: training leading to a qualification in electrical engineering	Ministry of Education and Vocational Training in Egypt (MoETE) / 5 partner schools / French Chamber of Commerce and Industry in Egypt
	Egypt Support for Entrepreneurs	Egyptian Association for Comprehensive Development (EACD)
	Lebanon Seeds of Hope: training leading to a qualification in careers in electrical engineering and industrial maintenance - bootcamps	Directorate-General of Technical and Vocational Training / Semeurs d'Avenir Association / 12 partner schools
	Lebanon Seeds of Hope: training leading to a qualification in careers in IT development - bootcamps in companies	Over 40 partner companies
	Lebanon Vocational training leading to a qualification in restoring heritage - on-site schools : restoring traditional houses and old buildings	Semeurs d'Avenir Association / Directorate-General of Antiques in Lebanon / arcenciel Association / Al Makassad Association
	Lebanon Vocational training leading to a qualification in health for nursing staff: Healing Hands	Nabatieh Hospital / Ministry for Health
	Lebanon Guidance and employment for young people	Semeurs d'Avenir Association / 23 technical schools / Directorate-General of Technical and Vocational Training
	Lebanon Social enterprise in the field of electricity and renewable energies	Semeurs d'Avenir Association / AMURT / Al-Fanar / arcenciel / Amurt-LCEC / 13 companies
Lebanon	Short professional training course leading to a qualification to meet the needs of both young Lebanese and vulnerable refugees: electricians, installation of solar panels, plumbing, mechanics, sewing, beauty, aid for the sick and the elderly, childcare	Semeurs d'Avenir Association / Directorate-General of Technical and Vocational Training / Labour Ministry / Ministry of Social Affairs / Rafic Hariri Government Hospital / Government Hospitals in Saïda and Tripoli / Amurt / Michel Daher Social Foundation / 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



COUNTRIES	PROJECTS	LOCAL PARTNERS
Lebanon	Support for entrepreneurs	Semeurs d'Avenir Association
Lebanon	The development of agriculture and agro-ecology	L'Ordre des Basiliens Salvatoriens
Lebanon	Janah Socio-Educational Centre: support for children with learning difficulties	French Lebanese Technical Institute (ITFL), National Lebanese Association for Social Development (ANLDS)
Lebanon	Improving access to university for young Syrians living in Lebanon via the DAFI grant support scheme	Semeurs d'Avenir Association / University of Lebanon / Lebanese International University
Lebanon	Mozaik School and Trait d'Union: educational support for children with disabilities	Foyer de la Providence
Morocco	Seeds of Hope: professional training leading to a qualification in careers in electricity in construction and electrical mechanics	IECD Morocco / Heure Joyeuse Association / ATIL Association / Juk Spel
Morocco	FAPAR: professional training leading to a qualification in healthcare - Personal Care for People with Reduced Mobility	IECD Morocco / Heure Joyeuse Association / CRDT
Morocco	Training leading to a qualification and support for entrepreneurs	IECD Morocco / Heure Joyeuse Association / INSAF Association
Morocco	Agricultural development - supporting farmers and their organisations (collaboration between the IECD and the agri-agency Fert)	IECD Morocco
Syria	Masarati: 6 community centres for professional training leading to a qualification for young people in Aleppo, Hama, Tartus, Sweida, Homs and Rif Damashq	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Centre for professional training leading to a qualification in Aleppo - IMPACT YOUTH CENTRE	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	Centre for professional training leading to a qualification in Latakia - IMPACT YOUTH CENTRE	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	Centre for professional training leading to a qualification in Deir-Al-Zor - IMPACT YOUTH CENTRE	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	Recovery project - HUB centre for training leading to a qualification in Deir-Al-Zor	IECD Syria / Syrian Arab Red Crescent / UNDP
Syria	Centre for professional training leading to a qualification for young people in Deir-Al-Zor - Al Hadaf Centre and the HUB Centre	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Centre for professional training leading to a qualification in technical careers (14 options) in Jaramana - Youth Shabaab Centre	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Centre for professional training leading to a qualification in technical careers in Sweida - Youth Shabaab Centre	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	Short courses leading to a qualification - capacity building	IECD Syria
Syria	Centre for professional training leading to a qualification - Adra Centre for Training and Employment in Damas	Over 35 companies and industries from Damas' industrial area
Palestinian Territories	Al Hamawi Educational Centre: a centre providing accommodation and training for young Palestinians	Burj al Luqluq Community and Society Centre
Tunisia	The New Chance programme	AFD, the Tunisian Ministry for Employment and Professional Training / the National Agency for Employment and Independent Work
The Mediterranean Region	The Mediterranean New Chance Network: a concerted approach and innovative solutions for the integration of young, vulnerable Mediterraneans	AE2O (Portugal) / Al Jisr (Morocco) / ANC (Tunisia) / Apprentis d'Auteuil (France) / CNOS-FAP (Italy) / E2O (Spain) / Miftah Ennajah Sales School (Algeria) / Municipality of Matosinhos (Portugal) / L'Heure Joyeuse (Morocco) / E2C network (France)
The Mediterranean Region	JMED/ Mediterranean New Chance Network: support for initiatives that push for the integration of vulnerable young people	
Ukraine	Ad hoc support to keep young people in training during the war in Ukraine - the Don Bosco Foundation	Don Bosco Foundation - Salesians

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.



6

ORGANISATIONS



€0.4 MILLION

BUDGET

COUNTRIES

PROJECTS

LOCAL PARTNERS



France

Supporting and strengthening
6 organisations

Appel d'Aire, NR Sud, ACCES, Wake up Café,
Massajobs, l'Outil en Main



Vocational training
and professional
integration



Entrepreneurship



Education

► Young beneficiaries receiving training in manual trades in France.



THE IMPACT ON PUBLIC SYSTEMS AND 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.

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.

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



► Wafaa Ahmed, a young graduate of the Seeds of Hope programme in Alexandria, Egypt.



© Sinkoum Alex Ayouba

► A student at an agriculture workshop at IFER in Koza, Cameroon.

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



© IECD Madagascar

► Young commis de cuisine at "La Rizière" hospitality school in Madagascar.

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.

► Arlette IASSIMINA, a 20-year-old graduate of the SESAME programme in 2021, currently in the second year of a bachelor's degree in human resources at the CFRH Institute in Madagascar.



© RAHAMIEY Jonathan Ugo Robesahala

SOFT SKILLS TRAINING, A LEVER FOR SOCIO-ECONOMIC INTEGRATION

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.**

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.

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.

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

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.

Hiền Nguyễn THỊ THU

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.

“ 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. ”



© Eddy Soerono

► A young entrepreneur in Ivory Coast.

FINANCIAL REPORT

2022

OPERATING 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.



► Beneficiaries working for the ULEAP social enterprise in Lebanon.

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.

BREAKDOWN OF THE IECD'S FINANCIAL RESULT FOR 2022

In thousands of €	Balance 2022	Balance 2021
Projects	-23	-68
Strengthening our reserve funds	25	860
TOTAL FOR OUR PROJECTS	2	792
Bequests and donations	-643	1,451
TOTAL	-640	2,245

3/ IT

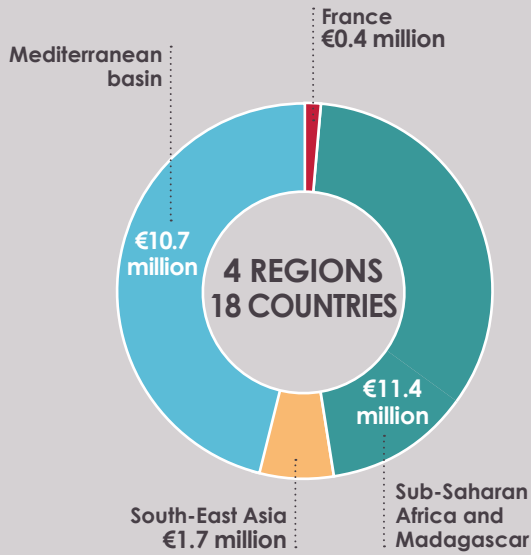
The IECD continues to deploy and to optimise its IT systems to improve the reliability of the financial monitoring of our projects. The project management software launched in 2021 has provided long-term rigour to our financial processes (commitments to spending, accountability to our financial partners,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

KEY FIGURES

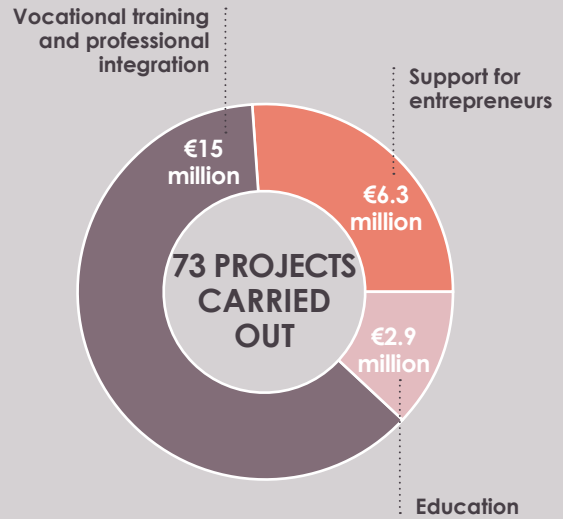
15 FINANCIAL AUDITS IN 2022
=> **0.1%** OF SPENDING
DEEMED TO BE INELIGIBLE



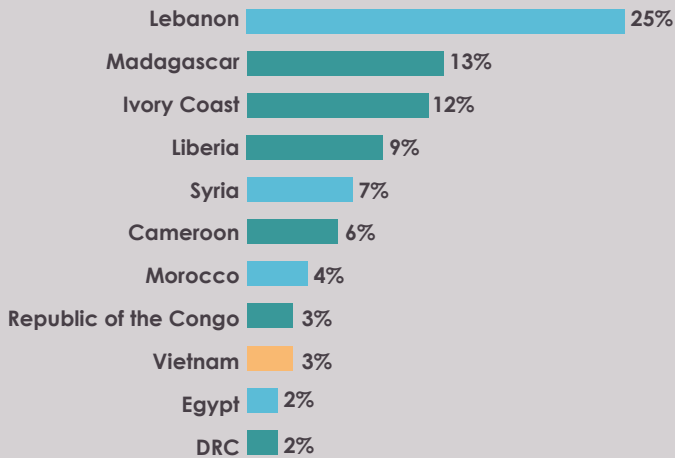
INVESTMENT BY REGION



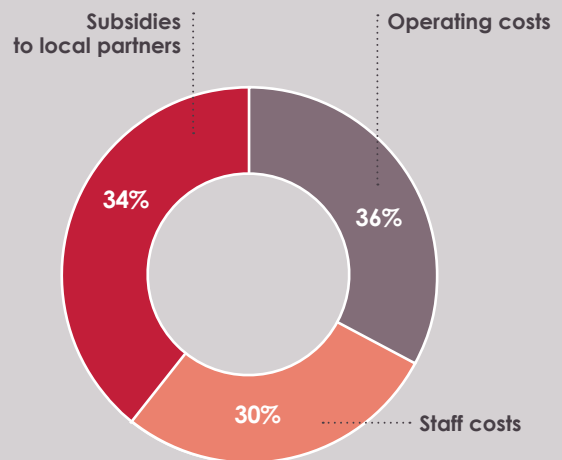
INVESTMENT BY SECTOR OF ACTIVITY



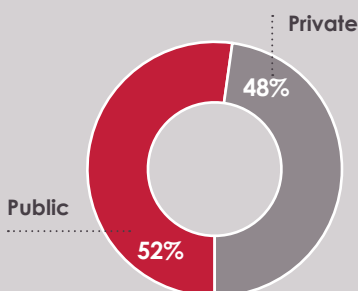
OPERATING BUDGET BY COUNTRY



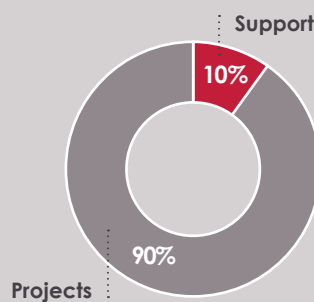
COSTS OF PROJECTS BY TYPE OF EXPENDITURE



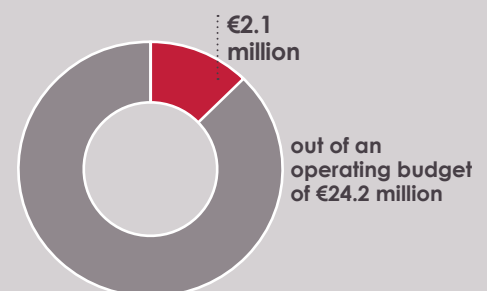
SOURCE OF FUNDING



BREAK-DOWN OF SPENDING



INVESTMENTS - NEW PROJECTS



BALANCE SHEET

2022

CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31 December 2022, were audited by Mrs Estelle Le Bihan, HLP Audit, Statutory Auditor.

In thousands of €	Financial Year 2022			Financial Year 2021
	Gross	Depreciation	Net	Net
FIXED ASSETS				
Intangible assets	353	141	212	282
Tangible assets	2,954	700	2,254	2,336
Assets received via bequest or donation	21		21	32
Financial assets	679		679	642
TOTAL (I)	4,007	841	3,166	3,291
CURRENT ASSETS				
Receivables - customers	26,924		26,924	18,633
Receivables from bequests and donations	298		298	5
Other receivables	3,302		3,302	3,801
Grants to be received	1,194		1,194	1,178
Cash in bank	10,886		10,886	13,450
Deferred expenses	384		384	678
TOTAL (II)	42,987		42,987	37,745
BALANCE SHEET ASSETS (I + II)	46,994	841	46,154	41,036

In thousands of €	Financial Year 2022	Financial Year 2021
EQUITY		
Equity	50	50
Equity with counterpart assets	3,196	3,196
Reserves	3,906	1,551
Carried forward	0	110
Surplus/deficit for the year	-640	2,245
New worth	6,512	7,152
Investment grants	212	282
TOTAL (I)	6,724	7,434
EARMARKED FUNDS AND PROVISIONS		
Deferred funds - bequests or donations	306	36
Earmarked funds	8,834	13,312
Provisions for risks and charges	311	322
TOTAL (II)	9,450	13,669
LIABILITIES		
Trade payables	738	514
Debts from bequests	11	2
Fiscal and social debts	482	395
Other liabilities	359	334
Deferred income	28,390	18,688
TOTAL (III)	29,980	19,933
BALANCE SHEET LIABILITIES (I + II + III)	46,154	41,036

In thousands of €	Financial Year 2022	Financial Year 2021
OPERATING REVENUES		
Sales of services	329	279
Income from third-party funders	18,640	22,749
Reversals from provisions	322	347
Use of earmarked funds	7,125	6,166
Use of deferred funds for bequests	351	2,117
Other products	132	3
TOTAL REVENUE	26,899	31,661
OPERATING EXPENSES		
External expenses and other purchases	17,397	12,411
Taxes and similar payments	415	333
Payroll, processing and social costs	5,156	4,386
Allowance for depreciation	156	154
Allowance for provisions	305	295
Carried forward in earmarked funds for projects	2,677	10,105
Carried forward in earmarked funds for bequests	591	308
Other expenses	858	1,640
TOTAL EXPENSES	27,555	29,632
OPERATING RESULT	-656	2,029
FINANCIAL RESULT	16	215
EXCEPTIONAL RESULT	0	0
Tax on profits	0	0
SURPLUS/DEFICIT*	-640	2,245
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

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.

In thousands of €	Financial Year 2022	Financial Year 2021
RESOURCES (I)	26,899	31,661
Salaries and costs	5,156	4,386
Subsidies for implementation with partners	8,130	5,312
Expenses	8,865	7,099
Promotion of partners	1,301	1,709
Taxes	415	333
Other costs	295	233
OPERATING BUDGET (II)	24,160	19,072
Allowance for provisions	305	295
Carried over in earmarked funds	3,268	10,413
Other expenses	618	3,091
Financial products	-155	-294
Re-processing - promotion of partners	-1,301	-1,709
OTHER NON-OPERATING EXPENSES (III)	2,736	11,796
OPERATING SURPLUS (I - II - III)	3	793

Surplus not taking into account the impact of bequests.



► Young beneficiaries of a course leading to a qualification in our centre in Aleppo, Syria.

©IECD Syria

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. ”

... WE WANTED TO SAY THANK YOU

FINANCIAL PARTNERS

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.

- Austrian Development Agency (ADA)
- Accor Heartist Solidarity
- Agence Française de Développement (AFD)
- Agenzia italiana per la Cooperazione allo Sviluppo
- Alfa Medical Group
- AXA Atout Coeur
- Bonduelle
- Cartier Philanthropy
- CFAO
- Childhood and Third World Aid Foundation (FAET)
- Congorep
- Directorate General for Development Cooperation and Humanitarian Aid
- Economic Community of West African States (ECOWAS)
- European Union (EU)
- Fondation AnBer
- Fondation Belmont
- Fondation Drosos
- Fondation EDF
- Fondation Eiffage
- Fondation Eurofins
- Fondation Fitia under the auspices of Fondation de France
- Fondation Groupe ADP
- Fondation Jacobs, Barry Callebaut / Carma and Confiserie Bachmann via programme TRECC
- Fondation Lord Michelham of Hellingly
- Fondation Louis Dreyfus
- Fondation MKS
- Fondation Nexans
- Fondation RAJA-Danièle Marcovici
- Fondation Saint-Gobain
- Fondation Schneider Electric
- Fondation Société Générale C'est Vous l'avenir
- Fondation VALOREM
- Fondations Edmond de Rothschild
- Fonds de dotation Pierre Castel
- Fonds de dotation Sustineo
- Geogas
- Gouvernement princier - Principauté de Monaco (DCI)
- Green Leaves Education Foundation
- Groupe DUVAL
- Humanithai
- If! International Foundation
- Institut Robin des Bois
- International Alliance for the Protection of Heritage in Conflict Areas (ALIPH)
- Jan & Oscar Foundation
- JJA
- Liban Cables - Nexans
- Limmat Stiftung
- L'Œuvre d'Orient
- Marguerite Fund
- Ministry for Europe and Foreign Affairs (France)
- Mondi Industrial Bags (MondiGroup)
- MONIN
- Montblanc cultural foundation
- Motul Corazon foundation
- National Philanthropic Trust Transatlantic
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Perenco
- Project of support for entrepreneurship in secondary districts (PIDUCAS)
- Région Pays de la Loire
- SAFACAM & SOCAPALM
- Sawiris Foundation for Social Development
- Schneider Electric
- Tamari Foundation
- The Hyatt Community Grant Program
- UBS Optimus Foundation
- Union for the Mediterranean (UpM)
- United Nations Children's Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Population Fund
- UN Women

We also wish to thank.....

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

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

GOVERNANCE

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 2009. 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.** ”



© IECD Lebanon

iecd
Semeurs d'avenir

INSTITUT EUROPÉEN DE COOPÉRATION
ET DE DÉVELOPPEMENT

Registered Office

34, rue des Orpailleurs - 67100 Strasbourg - France

Other Offices

2-4 rue Chaintron - 92120 Montrouge - France
Rue Joseph Biaggi - 13003 Marseille - France

www.iecd.org

