

*inspire
engage
transform*

► Young students in practical training at the Melia Chiang 5* hotel in Thailand.

CONTENTS

04

IECD SOWING SEEDS FOR THE FUTURE

Identity p.4

Key figures p.5

Services and know-how p.6

Governance p.7

Key events p.10

What the teams have to say p.12

13

ACTIONS

Education p.13

Vocational training and professional integration p.17

Entrepreneurship p.24

29

PROJECTS BY REGION

37

FINANCIAL REPORT

42

FINANCIAL PARTNERS



FORESTS
FOR ALL
FOREVER



IECD ANNUAL REPORT 2023 - June 2024

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Cover: ©Chadi Haddad ► Rinad, apprentice with the social enterprise ULEAP by IECD in Lebanon

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Editorial

Earthquakes in Syria and Morocco, tensions in the Near East, economic, political, and environmental crises... So many upheavals and challenges that have marked IECD's countries of operation this year and highlighted the fragility of our common good. In these circumstances, we have witnessed the full force of humanity, a force in which we believe, and which drives us **to encourage initiative, commitment, and entrepreneurial determination.**

It goes without saying that 2023 has been a year of **acceleration for the IECD, of launching new actions. It is also a year to celebrate the consolidation of the 2025 roadmap** and to see how far we have come: the IECD is now stronger and better equipped to act on a large scale. The challenge is now to firmly establish this acceleration of action over the long term. How can we do this? By remaining alert, **ready to transform our activities and our organisation** to meet the emerging needs of the young people, entrepreneurs, training centres and institutions that have placed their trust in us.

To inspire, to engage, to transform... is what we aspire to do as Sowers of the Future. That is why we put all our energy into creating the right learning conditions for young people and entrepreneurs, so that each of the **29,500 people we support** has the opportunity to fulfill their potential, learn a trade, find a quality job, or develop their business.

To all of them, we would like to reiterate our commitment to be at their side. Thanks to them, and also to our many partners who help make our Sowers of the Future mission possible. Together, we are working to turn discouragement and reluctance into renewed hope in every person we help. This is not the least of our successes.



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 in which it operates. With its partners in sub-Saharan Africa, the Indian Ocean, the Mediterranean Basin, and South-East Asia, it implements projects in the fields of education, vocational training and professional integration, and entrepreneurship.



OUR VISION

To be entrepreneurs of human and economic development that work to train responsible stakeholders.

OUR MISSION

Creating environments which allow everyone to build both their own future and a fairer society.



OUR IMPACT

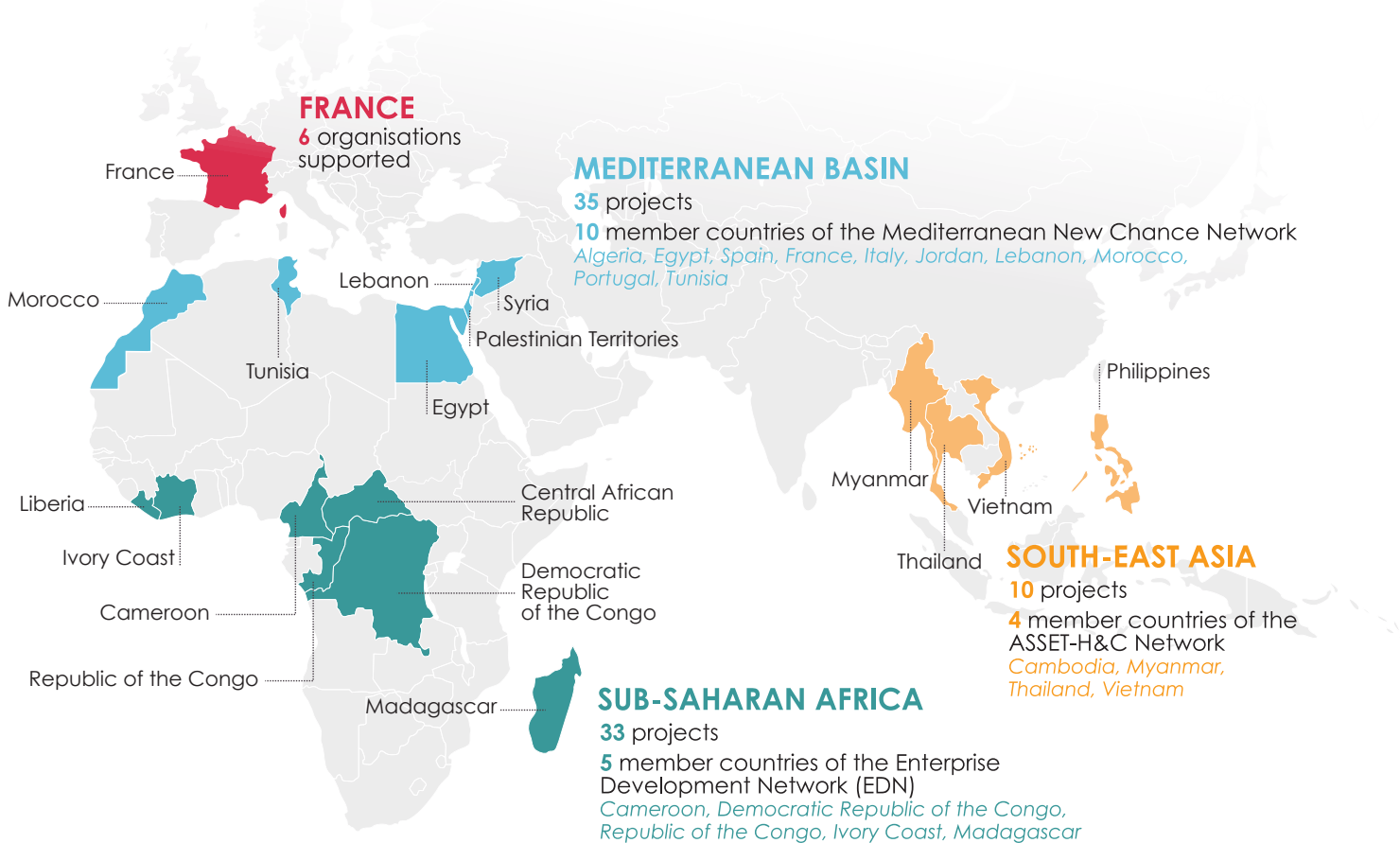
To empower individuals to transform their lives and improve their living conditions through comprehensive personal development and the acquisition of knowledge, skills, and expertise.

The impact targeted by the IECD in its activities focuses on 3 areas:

- access to **QUALITY EDUCATION** and **TRAINING**,
- improvement of **ACCESS TO EMPLOYMENT**,
- the creation of **LOCAL ECONOMIC VALUE**.

KEY FIGURES

Established in 18 countries in 3 major regions of the world, the IECD acts locally, as close as possible to young people and entrepreneurs. Through these individuals, the IECD aims to contribute to the inclusion and sustainable human, economic and social development of each of their families, their communities, and their countries.



18 COUNTRIES

79 PROJECTS

400 LOCAL PARTNERS
INCLUDING **142** TRAINING CENTRES

29,500 BENEFICIARIES
€25.8 M OPERATING BUDGET

EDUCATION
1,350
ADOLESCENTS
€4.1 M
OPERATING BUDGET

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION
22,900 YOUNG PEOPLE
1,050 ADULT TRAINERS
€15.2 M
OPERATING BUDGET

ENTREPRENEURSHIP
4,200
ENTREPRENEURS
€6.5 M
OPERATING BUDGET

SERVICES AND KNOW-HOW

The IECD's offer of services brings together all its programmes: it provides structured, proven, and measured solutions to the youth and entrepreneurs it supports, as well as to its partners, in particular educational centres, training establishments and entrepreneurship support organisations.

*Supporting
life and
career plans*

For adolescents

By taking part in educational and personal development programmes in and out of school.



© Céline Lahoud

*Improving access to
decent, sustainable
employment*

For young people, particularly those neither in employment nor in training

Through training leading to qualifications and diplomas, and vocational guidance.



© IECD Syria

*Supporting
entrepreneurship,
generating prosperity
and jobs*

For entrepreneurs

By supporting and assisting individual initiatives and small businesses.



© Cameroon Enterprises Development

*Improving
education and
healthcare systems*

By collaborating with professionals, trainers, teachers, educators, and school administrators

By developing and structuring activities to build skills.



© IHCTC

To achieve this, the IECD operates at the heart of an ecosystem in which its actions are based on diverse types of partnership.

From **financial partners and economic stakeholders** (philanthropic foundations, corporate foundations, public institutions, United Nations agencies, embassies) to **local authorities** (ministries, administrations, municipalities), **international solidarity players** and **civil society partners** (associations, cooperatives, groups, social enterprises, training centres and schools), **the IECD implements its projects through 3 methods of intervention:**

- ▶ it operates directly,
- ▶ it provides technical assistance to operational partners,
- ▶ it coordinates geographical and thematic networks.

► Huyền, a student from the 'La Boulangerie Française' programme in Vietnam.

GOVERNANCE

783 DIRECT AND INDIRECT
EMPLOYEES

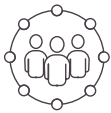
3 REGIONAL
NETWORKS

ORGANISATION ET NETWORKS

ORGANISATION

In order to work with young people and entrepreneurs in a relevant and professional manner, the IECD employs a wide range of professions and skills:

- ▶ **project teams**, employed by the IECD or by local partners, who implement the projects in the various countries of operation,
- ▶ **teams** that develop and coordinate **programmes** who apply their technical and methodological skills to projects,
- ▶ **cross-functional teams**, specialising in specific areas such as impact measurement, partnership management, communications, team development and financial monitoring,
- ▶ **external experts** who are called in to respond to specific needs.



377

EMPLOYEES IN THE
DELEGATIONS



52

EMPLOYEES IN
FRANCE



354

EMPLOYEES WORKING
FOR LOCAL PARTNERS

**MORE THAN
700 DIRECT
EMPLOYEES
AND EMPLOYEES
OF LOCAL
PARTNERS**



NETWORKS

The IECD is developing and leading 3 regional and thematic networks to better support the economic and social development of the countries where it operates.

▶ THE MEDITERRANEAN NEW CHANCE NETWORK (MEDNC)

strengthens the capacities of those involved in vocational training and professional integration in the Mediterranean basin in order to offer new opportunities to young people in vulnerable situations. With 18 members in 10 countries, including a new member in 2023, it works to increase the skills of its members, to develop and disseminate innovative and successful projects, and to scale up local solutions. More than 50,000 young people benefit indirectly from its actions.



18

MEMBERS



50,000

YOUTH
SUPPORTED

▶ THE ASSOCIATION OF SOUTHEAST ASIAN SOCIAL ENTERPRISES FOR TRAINING IN HOSPITALITY & CATERING (ASSET-H&C)

is a network of vocational training centres in South-East Asia, whose mission is to train young people from vulnerable communities in the hotel and restaurant industry. The network's member schools offer practical training within their facilities, enabling them to move on to high-quality, skilled jobs in the hotel industry.



13

PARTNER
SCHOOLS



1,200

STUDENTS

▶ THE ENTERPRISE DEVELOPMENT NETWORK (EDN)

in Sub-Saharan Africa brings together the IECD and 5 partners implementing the micro and small enterprise support programme. It is dedicated to supporting and training entrepreneurs. The members of the EDN work together to strengthen their local presence, and since 2023 their continental presence and the capacities of its members, to improve best practices, adapt training content, certify their network of trainers, and boost the entrepreneurial fabric of the regions where they are established.



5

PARTNER
STRUCTURES



1,600

ENTREPRENEURS
SUPPORTED

BOARD OF TRUSTEES (as of 31/12/2023)

Marie-José NADAL, President
Jean-Noël LUCAS, Vice-President
Hervé RUDAUX, General Secretary
Michel BARONI, Treasurer
Xavier BOUTIN
Bernard DAVOUST

Amaury DUCHON
Caroline de CARTIER
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Arnaud BRITSCH, Chief Executive Officer
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 Communications
Caroline ARSAC, Director of Knowledge Management and Development
Yves AHNER, Director of Operations, Sub-Saharan Africa (Gilbert HASCOET from the 1st of January 2024)
Vianney BASSE, Director of Operations, Lebanon, and Egypt
Astrid DESJOBERT, Director of Operations, Morocco, Tunisia, and the Mediterranean New Chance Network
Alix WATSON, Director of Operations, South-East Asia
Thomas BEHAGHEL, Director of Operations, France

REPRESENTATIVES IN OPERATING COUNTRIES (as of 31/12/2023)



FRANCE

Thomas BEHAGHEL

MEDITERRANEAN BASIN

Egypt: **Nadine KHALIFE**

Lebanon: **Vianney BASSE**

Morocco: **Nabil JADRI**

Syria: **Nidal BITAR**

Tunisia: **Xavier BRESNU**

SUB-SAHARAN AFRICA AND THE INDIAN OCEAN

Cameroon: **Patrice NOA**

Ivory Coast: **Patrick SEKONGO**

Liberia: **Gilbert HASCOET** (Guillaume DESJONQUERES as of March 1st, 2024)

Madagascar: **Manitra RAKOTOARIVELO**

Central African Republic: **Jean RUGAMBWA**

Republic of the Congo: **Mélanie BOULAY**

Democratic Republic of the Congo: **Toussaint LAURENT**

SOUTH-EAST ASIA

Myanmar: **Christophe BONZI**

Thailand: **Charlotte MOUGINOT**

Vietnam: **Thi Thuy Van HARDIVILLE**

KEY EVENTS



INTEGRATING WOMEN THROUGH EMPLOYMENT AND ENTREPRENEURSHIP

Regional project in Sub-Saharan Africa: launch of the RELIEEF project 'Renforcer l'Insertion par l'Emploi et l'Entrepreneuriat des Femmes' (Strengthening women's integration through employment and entrepreneurship) run by the IECED and ESSOR. Implemented in Cameroon, the Central African Republic, the Democratic Republic of the Congo and the Republic of the Congo, the project strengthens opportunities for equality between women and men in terms of integration and career guidance.



REFORMING VOCATIONAL TRAINING SYSTEMS

Liberia: based on a skills-based approach in association with businesses, **technical assistance** to the Ministries of Youth & Sports and Education to reform the residential electricity training frameworks deployed in 4 public training centres. This is one of the components of the STRIVE project to promote employment and support reform of the vocational training system.

Help people into employment



ALLEVIATING STAFF SHORTAGES IN PUBLIC HOSPITALS

Lebanon: graduation ceremony for 85 nurses trained to strengthen the workforce in 4 public hospitals and meet the pressing needs of the population in terms of access to healthcare. Under the patronage of the Lebanese Ministry of Health. National implementation of the Healing Hands / PARAMED project in 8 other hospitals.



WORKING ALONGSIDE LOCAL COMMUNITIES

Taking action after a crisis: to revive local economies, developing support projects for the entrepreneurs and communities affected. In **Syria** and **Morocco**, following the earthquakes, renovation of commercial buildings and technical and financial support to 650 entrepreneurs to help them restart their businesses. Near the Burmese border in **Thailand**, support for young Karen in the hotel and catering industry. In the **Central African Republic**, launch of a major 'employability' project for youth.

Inspire and transform



A PILOT PROJECT TO SUPPORT 6 SOCIAL INTEGRATION STRUCTURES

France: the IECD has been successfully involved since 2021, by strengthening 6 organisations - ACCES JOB, Appel d'Aire, L'Outil en main, Massajobs, NR Sud, Wake up Café - which support young people who are far from employment in their rehabilitation, orientation, training and professional integration. This is a mutually beneficial partnership for both the IECD and the organisations involved.



YOUNG PEOPLE COMMITTED TO SUSTAINABLE DEVELOPMENT

Mediterranean: publication of a guide to sustainable integration by the Mediterranean New Chance Network. With contributions from over 20 civil society organisations, the guide offers committed players solutions that can easily be replicated in all regions.

WHAT THE TEAMS HAVE TO SAY



► Amélie CABRERA

Head of Enterprise Development Network (EDN)

“ I was managing a business development service that supported small businesses within a major bank in Madagascar when I had the opportunity to join the IECD as project manager for the Entrepreneurship programme. I didn't yet know anything about the world of development, but I quickly identified three reasons why I absolutely wanted to join the IECD: its international and multicultural dimension, its pragmatic approach to being as close as possible to the teams in the field and *the desire to bring meaning* to my daily professional life. I have been working in *various positions in several countries* (Madagascar, France, Republic of the Congo) for 6 years now and I am still as *enthusiastic* and *motivated* as ever to support the development of the projects. ”



► Imad EL ASHKAR

Head of Human Resources and Administration in Lebanon

“ I joined the IECD team in Lebanon in 2021 at the time of the Covid-19 pandemic. Despite these unusual circumstances, my three years at the

IECD have consolidated my *conviction* that this is where I want to build my career. The IECD offers a highly professional environment where the values defended are not just words, and where *commitment is alive and concrete*. Our daily interactions with employees and beneficiaries reflect our genuine dedication and desire to put these values into practice. The challenges we face have strengthened our *collective resolution* to make a positive impact. I am honoured to contribute to the success of the IECD's mission. ”



► Djamila SIMAGA

TRANSFORM Project Manager in Ivory Coast

“ Since joining the IECD in 2016, I have had the opportunity to hold several positions where I have been able to drive many changes. I have acquired *technical*

and life skills and taken on responsibilities alongside committed people. The IECD has helped me to develop as a person. My greatest pride is to have played a key role in developing the activities of entrepreneurs as part of the TRANSFORM project and to have seen *them gain confidence, create jobs, and transform the economic fabric of the Ivory Coast*. Today, in addition to my role as Project Manager, I have appointed myself Chief Happiness Officer of the delegation. For me, it is important to create an environment of conviviality and trust between people. That is why, every day, I tell myself that *my work is meaningful*. ”

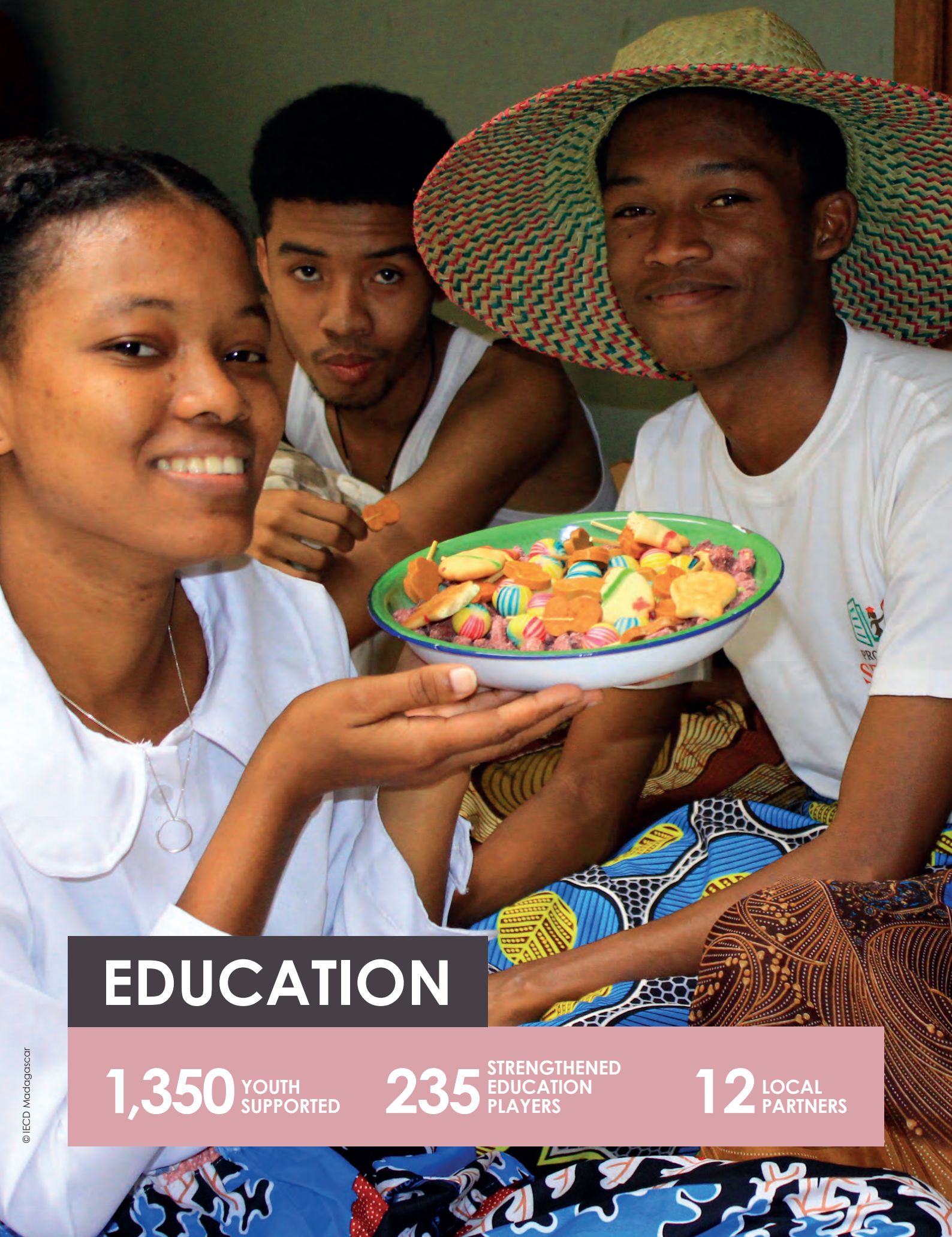


► Benjamat APHIBANSAXHON

Assistant Catering Trainer at HCTC in Thailand

“ As a student, I heard about the HCTC's hotel and catering course. Thanks to this theoretical and practical apprenticeship at the training hotel, I was able to expand my knowledge, obtain a diploma and *get a better job* to better support my family. I quickly had the opportunity to hold several jobs in major hotels and restaurants. The Covid-19 pandemic turned everything upside down. When the country reopened, I joined the IECD at the HCTC as an assistant catering trainer. Since then, I have been helping students to *build their self-confidence*, and teaching them the skills they need for the different jobs they will have later. I am delighted to be able to share the knowledge I have gained from my various experiences. ”

► Young students of the SESAME programme in Madagascar.



EDUCATION

1,350 YOUTH SUPPORTED

235 STRENGTHENED
EDUCATION
PLAYERS

12 LOCAL
PARTNERS

A life project to build one's future

**"How can you know what you want to become if you do not know yourself?
How can you move forward if you do not know where you want to go?"**

These are all questions that young people are asking themselves in a changing world, particularly those who are socially or economically excluded.

At a pivotal moment in their lives, the IECD helps **adolescents and young adults between the ages of 12 and 30** to prepare their life project, i.e. their **personal, educational, and professional development**. The aim is to help them discover their vocation, develop their talents, and make the most of the possibilities and opportunities open to them.

The IECD's educational action is defined around 2 objectives:

- ▶ stimulate young people's learning potential to help them realise their life plans,
- ▶ foster their personal development, so that they become responsible adults, rooted in their culture and open to the world.

Through its projects, the IECD helps young people to **build their personalities, give meaning to their lives and learn**

how to live in society. By learning more about themselves and the environment around them, and with the help of guidance counsellors, young people can prepare for their studies and career paths. By discovering the world of work through work placements, introductions to professions and job fairs, they can discover the range of possibilities and make better choices.

Parents, who play a key role in their children's education, are fully involved in the process, so that they can support their children in their educational, social, and professional aspirations.

The IECD also helps to **strengthen the skills of those involved in education and schooling** through the **initial and ongoing** training of education, guidance, and teaching professionals.



Camille GAUTIER
Education and Socio-Professional Inclusion
Programme coordinator

"The practical activities and workshops offered give young people the opportunity to discover and develop their skills in a safe environment."



Roulla OSTA
Education Project
Manager in the Janah
socio-educational
centre in Lebanon

"Supporting each young person as they build their lives means helping to create responsible, committed young people who are active players in economic, social, and civic life."

A COMPREHENSIVE EDUCATION

Central African Republic - Lebanon - Madagascar - Palestinian Territories - Tunisia

21.5%* of young people drop out of school before the end of secondary school. The Education programme promotes access to education for vulnerable adolescents and young adults by supporting them in their study and integration pathways. At the same time, the programme aims to develop high-quality education, school, and guidance systems for youth.

* Source: UNESCO



It was here that I discovered the importance of expressing myself, developing my creativity and, above all, learning to respect others.

Nour, a young girl taking part in activities at the socio-educational centre in Janch, Lebanon.



► Facilitating access to education

In **Madagascar**, **SESAME** (Support for Higher Education and Access to Professions in Buoyant Sectors) enables vulnerable young people with a baccalaureate to access higher education by offering them the opportunity of a preparatory year spent in the community. In this way, they are better prepared for the 'student's role' and benefit from successful higher education guidance during their studies right through to their professional integration (post-graduation). **CERES** (Educational and Remedial Centres) promotes access to education for vulnerable secondary school pupils in rural areas, offering them comprehensive educational support from Year 8 of secondary school via boarding facilities and personal development activities, up to their professional integration (post-graduation).

► Helping young people to build a life project

In **Lebanon**, the Janah centre helps young people aged between 13 to 18 at school to build their career plans through a personalised programme. Introductory sessions lasting several weeks give them the opportunity to find out about the leading professions in the Lebanese economy, preparing them better for their future careers.

In **Tunisia**, the IECD is deploying a 'New Chance Scheme'

to help young NEETs aged 18 and 30 regain their self-confidence and get back on the road to integration. The young people receive support, develop their life skills, and spend periods immersed in businesses in order to learn about different professions and develop their employability.

► Strengthening the teaching and educational practices of those involved in the education sector

In the **Central African Republic**, as part of a large-scale employability project, the IECD has set up a **pre-training scheme for young adults aged 18 to 30** who have dropped out of school, which has been deployed in several youth centres in Bangui. The staff of these youth centres receive ongoing training to improve their support for young people who have dropped out of school.

In **Madagascar**, the IECD and its partner PROMES are running a **2-year initial training course for secondary school teachers**. Recognised by the Ministry of Technical Education and Vocational Training, this training helps to improve the quality of education in the Fianarantsoa region.



650

FAMILIES ADVISED IN THE
CONSTRUCTION OF THE YOUNG
PERSON'S LIFE PROJECT



6,400

YOUNG PEOPLE ADVISED
ABOUT EDUCATIONAL
AND CAREER GUIDANCE



45

EDUCATIONAL SITES
FOR YOUNG PEOPLE



Focus

YOUTH AND CITIZENSHIP: WHAT ROLE FOR YOUNG PEOPLE?

For **Noa**, a young French student at a 2nd Chance school, taking part in environmental awareness-raising activities has enabled him to discover a sector that is now opening up new employment opportunities. **Reem** is delighted to have been able to put into practice the technical and life skills acquired during his training to restore traditional buildings and enhance Lebanon's heritage. **Sameh**, a 17-year-old from Cairo, realises that young men and women should have just as many opportunities to express themselves and take part in shaping Egyptian society.

These are the voices of young people who want to be heard and contribute, in their own way, to social, societal, and economic change in their countries. Voices that carry the messages of young people taking charge of their lives and seeking to improve their living conditions.

Empowering young people is one of the cornerstones of the IECD's activities. Throughout their support, they acquire the skills they need to assert themselves as citizens and speak out on social issues.

Encouraging civic and cultural initiatives

In **Madagascar**, the young people in the SESAME programme benefit from a programme to raise awareness of social issues and take part in activities to experiment with citizenship. As a result, they are able to carry out high-impact projects (journalistic, cultural, artistic, etc.) independently and become more aware of their role in society.

In **Syria**, the young people supported by the Jaramana training centre take part in collective civic initiatives. From distributing food baskets to the most vulnerable sections of the population to restoring public gardens and cultural

outings to the national museum in Damascus, there is no shortage of activities to encourage them to get involved in their communities.

The challenge is to question the meaning, nature, and representations that young people give to their commitments in order to strengthen their power to act. **And education is an essential lever.**

Our belief is that young people in vulnerable situations do not fit the clichés that cling to them. Let us change the way we look at them and give them the power to act, so that they become responsible players not only of their own lives but also in their lives.

► Young people from integration schemes in countries on both sides of the Mediterranean, gathered for a day dedicated to raising awareness of environmental protection and promoting careers linked to the ecological transition.

1.8
BILLION

the number of young people aged between 10 and 24 (source: UN)

► Young student from a short course in industrial electricity at the Adra Centre in Syria.



VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION

22,900 YOUNG PEOPLE IN TRAINING

13,620 YOUNG PEOPLE IN TRAINING LEADING TO QUALIFICATIONS

50 PROJECTS

A profession and a job in their hands

250 million. This is the number of young people in the world who are not in education, training or employment, a phenomenon that is being exacerbated by demographic growth. And when they are in employment, 30% are living below the poverty line.

Source: ILO

This makes it all the more paradoxical that companies are finding it difficult to recruit the qualified technical staff they need. Given this situation, vocational training is an effective way of helping every young person find a quality job.

This is why **the IECD is rolling out new vocational training courses leading to qualifications, certificates, or diplomas in promising sectors. Adapted to local realities and the needs of companies, these training courses, supplemented by integration schemes, facilitate young people's access to job-creating professions.**

In close collaboration with its local partners, the IECD deploys curricula that promote comprehensive personal development, **combining technical, academic, and personal training.** Practical experience and hands-on discovery of the professional world are at the heart of learning, through work placements and work-study schemes.

These courses offer young people the opportunity to

develop not only their professional skills but also their life skills (self-confidence, communication, professional positioning, etc.), for successful and lasting integration. The Guidance and Employment Offices (Bureaux d'Orientation et d'Emploi - BOE) that have been set up help young people to define their career plans and find their first job.

In order to create an environment conducive to learning and to ensure the long-term impact of its action, the IECD is also **strengthening the capacities of its partner training centres according to their needs:** redefining teaching programmes, renovating technical facilities, developing the skills of trainers and managers, etc.

To broaden its impact, the IECD works towards the **official recognition of the vocational training courses it promotes. It cooperates with ministries and local institutions** and works on official diploma reference systems. It supports reforms in the training and employment sector and participates in discussions on related public policies.



Marion FOUR
Energy, Industry
and Construction
Programme Manager

"Thanks to the 'PROF' scheme, the skills of trainers in partner training centres are enhanced. It is a fantastic tool that enables them to carry out their work with young people."



Adelphe N'DOMAN
Vocational Training
and Professional
Integration Project
Manager in Liberia

"Every young person can be proud of their achievements and the skills they bring to companies."

ENERGY, INDUSTRY AND CONSTRUCTION TRADES

Cameroon - Central African Republic - Egypt - Ivory Coast - Lebanon
Liberia - Madagascar - Morocco - Republic of the Congo - Syria - Vietnam

The Energy, Industry and Construction Trades programme builds bridges between young people and the productive sector by offering solutions that improve the employability of young people and meet businesses' needs for qualified staff.

I realised that there should be no difference in treatment between girls and boys when it comes to accessing employment.

Maria Najj, student at the ElectromISR school in Cairo, Egypt.



► Removing obstacles to access training and employment (approach centred on the obstacles and needs of young people)

In **Egypt**, the IECD supports women's access to industrial jobs, a growth sector in the Nile delta. In the ElectromISR and El-Wardian schools, specific modules on integrating women into the workforce have been rolled out to 180 young women undergoing training.

► Deploying quality training-integration schemes that meet the needs of young people and employers


In the **Ivory Coast**, an alumni network has been set up as an association to strengthen links between young graduates and support post-training support. In 2024, members will benefit from support in governance and the development of a programme of activities.

In addition, as part of training in industrial maintenance, apprentices from IECD partner businesses such as **Mondi, Unilever and Uniwax** have benefited from new training courses developed jointly by the IECD and the project's partners, in particular IPNETP (Institut Pédagogique de l'Enseignement Technique et Professionnel or Technical and Vocational Teaching Pedagogical Institute).

► Supporting local players in the energy transition

In **Lebanon** and **Morocco**, the IECD has set up work-site schools where young people receive practical training in the installation and maintenance of photovoltaic solar systems. This innovative, professionalising teaching method is set up with partner businesses. It is a practical response to the **dual challenge of making young people employable and providing access to sustainable energy** in countries where access to electricity is inadequate.


5,900
YOUNG PEOPLE
IN TRAINING


88%
OF GRADUATES IN
STUDIES / EMPLOYMENT


58
TRAINERS SENSITISED
TO GENDER INEQUALITIES
in Egypt, in Ivory Coast and in Morocco

HOSPITALITY AND CATERING TRADES

Cameroon - Democratic Republic of the Congo - Lebanon
Liberia - Madagascar - Myanmar - Thailand - Vietnam

16 million*: that's the number of restaurants in the world struggling to recruit qualified staff or offer them decent jobs. Yet the hotel and restaurant sector is a major source of employment. It enables young people, including those with a limited educational background, to find a job quickly and earn enough to support their families, based on their technical and human skills. To make up for the shortage of staff, the Hospitality and Catering Trades programme helps young people acquire skills through training that combines theoretical learning with practical experience in social-business hotels and restaurants.

* Source: Lausanne Hospitality Business School



The School of Tourism and Hospitality Trades (École des Métiers du Tourisme et de l'Hôtellerie - EMTH) is like my second home. The teaching staff are teaching us to be responsible and professional, and encouraging us to excel.

Hortensia, second year student in cookery and pastry-making at EMTH, Madagascar.



► Deploying a training system that combines theory and practice

In **Madagascar**, the IECD has set up the **country's first work-study programme** in partnership with several of the capital's major hotel establishments. This course gives students the opportunity to work in a professional environment, deepen their knowledge and forge strong links with these businesses, which will potentially become their future employers.

In **Thailand**, the HCTC (Hospitality and Catering Training Centre) has extended its range of training restaurants with the **opening of a bakery**. This bakery offers young people the opportunity to develop their pastry-making and baking skills, while opening up new career opportunities. It also contributes to the school's economic autonomy through the sale of its products.

► Encouraging networking and strengthening local partners

Developing a community of best practice encourages

peer-to-peer training and creates a space for dialogue between young people, training centres and businesses.

In **Asia**, the 13 member schools of the ASSET-H&C network organised a public conference on the challenges of sustainable food systems to strengthen practices in the public and private catering sectors.

In **Liberia**, 3 training centres, one of which is public, are benefiting from a **complete refurbishing of their training curricula** for the culinary professions, as well as **new technical platforms** for practical training.

► Ensuring sustainability by working with the public sector

In order to increase the impact of its actions, the IECD promotes the validation of its training programmes by the relevant authorities.

In **Madagascar**, the technical assistance provided to the Ministry of Technical Education and Vocational Training has led to the **validation of 3 training curricula** that have been entirely renovated by the IECD: **the CAP cook, the CAP waiter-barman and the CFF housekeeper/valet**.



1,880

YOUNG PEOPLE IN
TRAINING

+25% since 2022



76%

OF HOTEL AND CATERING GRADUATES
IN STUDIES / EMPLOYMENT

in Madagascar



89%

OF BAKERY GRADUATES
IN EMPLOYMENT

in Myanmar and Vietnam

AGRICULTURAL TRADES

Cameroon - Ivory Coast - Liberia

Against a backdrop of rural migration and high youth unemployment, the Agricultural Trades programme offers young people in rural areas real opportunities to stay in their area, become active players in their own development and drivers of the environmental transition by placing agro-ecology at the heart of their practices.

Combining the development of technical and human skills, the Agricultural Trades programme is fully committed to preparing young farmers for new professions.

► Improving learning through work-study programmes

Combining practical cycles through work placements and theoretical phases at the centre, the work-study system set up in the agricultural training centres in the **Ivory Coast** offers the 290 young people a better preparation for their profession as farmers.

Teaching gardens and livestock workshops in all the centres reinforce the practical dimension of the training provided.

In the **Ivory Coast**, a Girl's Club welcomes both young men and women and offers them activities to **develop interpersonal skills** such as mutual respect, self-esteem, communication and listening.

► Taking climate issues into account through agro-ecology training

In **Cameroon**, the IECD is helping a training centre to **draw up an 'agro-ecology entrepreneur' skills reference framework**, which will enhance both the farming profession and the agro-ecological practices to be promoted in response to the effects of climate change.

Like in the **Ivory Coast**, training courses in **Cameroon** include periods of work experience. 30 training supervisors have been trained to improve the conditions under which young people are welcomed onto their farms and to optimise the transmission of knowledge.



800

INDIVIDUALS IN TRAINING
+33% since 2022



15

TRAINING CENTERS
REINFORCED



80%

OF GRADUATES IN EMPLOYMENT
in Cameroon and in Ivory Coast

HEALTHCARE TRADES

Egypt - Lebanon - Morocco - Republic of the Congo - Syria

6.1 million*. This is the number of health professionals that will be lacking in Africa by 2030 if nothing is done to promote and develop the health professions. Training in this sector is a public health issue. But it is also a solution for many young people in vulnerable situations to access employment and sustainable integration.

Training young people in healthcare careers, supporting the development of their skills and those of professionals, and promoting the structuring and recognition of the profession are the main thrusts of the Healthcare Trades programme. The programme's approach meets two objectives: improving the employability of the young people who benefit from it and improving the quality of care.

* Source: World Health Organisation

► Adapting to the health context and constraints of each country

In the **Mediterranean basin**, where the population is ageing, the IECD is developing training courses in personal care professions with the aim of **promoting the integration of vulnerable young people in a fast-growing sector**, while at the same time giving elderly, sick or disabled people access to high-quality day-to-day care.

In **Lebanon** and the **Republic of the Congo**, the IECD supports the development of nurses' and/or midwives' skills directly in paramedical training schools and in workplaces such as health centres and hospitals. The pilot project in Lebanon enabled five training courses to be implemented for 85 nurses in four of the country's public hospitals.



The ambition of a strong woman has no glass ceiling. She is always looking for growth.

Rif, nurse, young beneficiary of the 'Healing Hands / PARAMED' project in Lebanon.



700

YOUNG PEOPLE IN TRAINING

83% in studies / employment



320

TRAINEE NURSES AND MIDWIVES

at the Loukabou school
in the Republic of the Congo

+5% since 2022



76%

OF GRADUATES IN EMPLOYMENT

in Morocco

Focus



► Young beneficiaries of electrical training in Cameroon.

► Julien, a young Lebanese with a passion for technology, who completed the computer science programme at the Corthbawi Institute in Jounieh, Lebanon.

TOWARDS QUALITY EMPLOYMENT

A decent salary, health insurance, protection against accidents, a safe working environment... How can we define a quality job in a context where labour markets are still largely informal, and self-employment is so widespread?

The IECD has long measured the income level of beneficiaries, their ability to save and their capacity to financially support their families.

The IECD therefore wanted to go one step further by extending its impact measurement method with new 'job quality' indicators that apply to people who have completed their training and to the entrepreneurs supported.

The study conducted by the IECD on job quality has made it possible **to establish a common frame of reference for all projects, taking into account the diversity of contexts, situations and forms of employment in the countries of operation.**

Six dimensions of job quality, combining objective and subjective criteria, have been identified: **income, material conditions of employment, social protection, working hours, the collective dimension of work and, finally, the subjective appreciation of work.** It is often difficult to make a clear-

cut judgement as to whether a job is decent or indecent. Taking these 6 dimensions into account makes it possible to balance the criteria that weigh in the evaluation of the quality of the job for a more refined assessment, and to shed light on their importance for an individual according to his or her situation.

In addition, this study provides things to consider on how the IECD, in addition to better measuring the impact of its projects, could contribute **to improving the quality of employment through its projects.**

In **Madagascar**, for example, in the hotel and catering sector, where there are issues concerning working hours and material conditions, the IECD has used the study to develop a methodology for evaluating internships and jobs, and then to initiate actions to raise employer awareness, with the aim of improving practices.

► Parfait, creator of TOUT AU CACAO chocolates in the Ivory Coast.

ENTREPRENEURSHIP

4,200 DIRECT
BENEFICIARIES

24 PROJECTS

37 LOCAL
PARTNERS

An entrepreneurial project for a better quality of life

While micro-entrepreneurship in informal economies faces challenges related to economic instability and lack of access to funding, it offers opportunities for social inclusion by enabling individuals to generate income and innovate, and organisations to stimulate economic growth and reduce poverty.

Small informal businesses, handicraft, commerce, and local services are the main source of employment and income for millions of people around the world. However, these activities are highly unstable. Without support, they have little prospect of survival or growth. However, the new constraints that have emerged in international trade are opening up new opportunities for local economic and social development, particularly in the agri-food and agricultural sectors.

Given this situation, entrepreneurship can be a career path born out of necessity, opportunity or a dream, or a combination of all three.

The IECD's **Micro and Small Enterprise Support** and **TRANSFORM programmes** offer entrepreneurs solutions for acquiring the skills they need to launch and sustain their business.

The Agricultural Development programme supports innovation among players throughout the value chain through high-quality training, support for experimentation and improvement of agricultural models.

To this end, the IECD is developing a systemic approach to entrepreneurship support based on 2 axes.

1) Training and individual support for entrepreneurs

The IECD has developed training courses that are accessible and adapted to each entrepreneur's profile. In addition, individual support is provided to each entrepreneur during the training course and up to a year after graduation, in order to provide answers and advice on how to develop their business.

2) Building an ecosystem favouring the development of local businesses

To help entrepreneurs find new business opportunities, the IECD helps bring together the various players involved in entrepreneurship, facilitates the sharing of experience, and creates key partnerships.

In rural areas, in particular as part of research-action schemes on new agricultural practices, the IECD relies on a network of training centres to provide the programme's services.



Lourdes DEFRANCE-TOLEDO
Micro and Small Enterprise Support Programme Manager

"Entrepreneurship is not a sprint; it is a marathon. It is essential to support each entrepreneur over the long term."



Fabrice POUTON
TRANSFORM Project Manager in Cameroon

"Every entrepreneur is unique, and guidance must be tailored to each project."

MICRO AND SMALL ENTERPRISE SUPPORT

Cameroon - Central African Republic - Democratic Republic of the Congo - Egypt - Ivory Coast
Lebanon - Madagascar - Morocco - Myanmar - Republic of the Congo - Syria - Vietnam

The IECD's Micro and Small Enterprise Support programmes offer local entrepreneurs' solutions for acquiring the skills they need to launch, develop, and sustain their business. A key focus of the programme is to build an environment that is conducive to entrepreneurs creating the professional network they need to access the market. Tools and services are made available to help entrepreneurs develop their businesses.

► Training and supporting entrepreneurs in urban, suburban, and rural areas

The IECD designs training, coaching, and mentoring programmes that meet the specific needs and expectations of each entrepreneur. These courses are complemented by individual support during the training and up to a year after graduation.

In the **Democratic Republic of the Congo, Madagascar, Republic of the Congo, Ivory Coast** and **Cameroon**, the IECD has offered the winners of the **Pierre Castel Prize** (a support system for African agricultural entrepreneurship) a complementary personalised coaching system to speed up the development of their business activities.

► Transforming the agri-food sector

In the **Ivory Coast** and **Cameroon**, the TRANSFORM project provides entrepreneurs in the agri-food sector with a support and advice service on production techniques, as well as a FabLab (processing laboratory) dedicated to the food industry, to test their products, fine-tune their manufacturing, and packaging processes and produce their first series of products. As part of a package of training and individualised support, the trainers and technical advisers follow the entrepreneurs through their project from start-up right up to the point where their products can be found in the supermarkets of the IECD's partner businesses. In 2023, 81 entrepreneurs were supported through this programme.



Thanks to my small business, I've managed to improve my family's financial situation.

Thuy, owner of 'Thuy's Noodle Soup' in Ho Chi Minh City, Vietnam.



3,300

ENTREPRENEURS AND
PROJECT HOLDERS SUPPORTED



60%

INCREASE THEIR SALES
1 YEAR AFTER TRAINING



54%

OF WOMEN AMONG ENTREPRENEURS
IN BUSINESS AFTER 1 YEAR

AGRICULTURAL DEVELOPMENT

Cameroon - Ivory Coast - Lebanon - Liberia

8.5 billion*. That is the number of people the world will need to feed by 2050. The agricultural sector is the biggest provider of jobs and has a crucial role to play in meeting the challenge of population growth while also tackling the challenges of climate change. Promoting a transition in favour of small-scale farming, its adaptation to climate change, food and nutritional security, and the restoration of ecosystems is what the Agricultural Development programme is all about. Through this programme, the IECD supports the players in the agricultural value chain and provides them with the technical and entrepreneurial skills they need to better understand their businesses. Solutions are co-constructed with them to enable them to adapt their approaches and move towards an accessible and profitable agro-ecological transition.

* Source: UN



► Developing the skills needed to support transition and change

The IECD provides training courses leading to qualifications, based on a 'skills-based approach' and a teaching method that involves farmers in real-life situations.

In **Liberia**, more than 100 vegetable farmers have taken part in practical **group training courses in agro-ecological market gardening**. They are consolidating a skills base and initiating a dynamic of sharing between farmers.

► Leading an experimentation network to design solutions adapted to each context

The IECD supports farmer experimentation in order to promote changes in agro-ecological practices.

In the **Ivory Coast**, experiments are carried out in a dedicated station as well as in 11 pilot market garden plots in a farmers' network. More than 150 farmers

have taken part in results feedback workshops, with an average gross margin improvement of almost 15%.

Participatory experiments are conducted within a network bringing together farmers, advisory bodies, and researchers. The aim is to design innovative agro-ecological production models.

► Removing structural obstacles to the transition to sustainable agricultural models

Operators and entrepreneurs in value chains are supported in their efforts to provide agro-ecological development services and thus to achieve growth.

In the **Republic of the Congo**, monitoring tools are being used to track improvements in the performance of fish farming systems. To achieve this, trials involving the formulation of feeds from local raw materials have been conducted with 11 manufacturers. The results showed that these feeds generated 2 to 3 times more fish growth than standard feeds.



900
PROFESSIONALS
SUPPORTED



80%
ADOPTION OF
NEW PRACTICES



+900,000 sqm
OF MARKET GARDEN AREAS IN
AGRO-ECOLOGICAL
TRANSITION

Focus

FROM ECONOMIC GROWTH TO DEVELOPING SELF-CONFIDENCE, MALE AND FEMALE ENTREPRENEURS TELL THEIR STORIES.



« Under the guidance of the Ho Chi Minh City Women's Union, I enrolled on a business management course and took courses in baking. On the advice of my trainers, I launched an online bakery called "Bep Ba Bi". At first, I only sold biscuits. Today, I sell everything. My income has grown by 200%. **I am able to finance my daughter's studies in Thailand.**

Alongside my business, I organise courses to support and guide young women interested in baking in the hope that they will start a trade and improve their living conditions and those of their families. »

Thuy Van Ngoc, a beneficiary of the "Micro and Small Enterprise Support" programme in 2016.

« When I started out as a dressmaker, I was doing it informally.

I discovered that other female entrepreneurs were in the same situation. The idea came up to create a cooperative where we could capitalise on each other's experience.

And so, AL ANOUAR was born. To develop our business, we received training in administrative and financial management, marketing, and sales. The support was personalised and adapted to the challenges of the cooperative. Today, it is our turn to support women who want to take training to enter the job market. What is more, our expertise and ability to do business are recognised by our families and communities. This enables us to grow and take part in trade fairs to showcase our expertise. The way women are seen has changed. »

Sanaa Attouimou, President of the AL ANOUAR cooperative and beneficiary of the "Micro and Small Enterprise Support" programme in 2021.



« **My mantra? Give it my all!** I set up Choco+, a business specialising in the processing and manufacture of chocolate and other cocoa-derived products. To consolidate and sustain my business, I joined the agri-food incubation programme. I quickly acquired a solid understanding of the issues involved in running a business, management and implementing change. **I am passionate about what I do, so I'm thinking big and developing income-generating activities that focus on sharing cocoa expertise with the younger generation.** Today, Choco+ has 10 employees and an annual turnover of €70,000. »

Luc Hervé Dobinou, a manager who passed through the TRANSFORM incubation programme in 2021.

► Ornella, manager of a clothing business in the Democratic Republic of the Congo.

PROJECTS BY REGION

3 REGIONS

18 COUNTRIES

400 LOCAL PARTNERS

ACTING LOCALLY WITHIN A REGIONAL FRAMEWORK

When faced with global challenges and their impact on people, there are no easy solutions. Acting on access to quality work, promoting equal opportunities for women and men in education and employment, supporting entrepreneurial initiatives... At both local and regional level, the aim is to build a fairer, more sustainable society.

In the **Mediterranean**, young people under the age of 25 account for around 35% of the population. Their integration and participation in the development of society is a priority, an urgent need, and an opportunity for the IECD.



► Young students in electricity training in a centre in Monrovia, Liberia.

The IECD is therefore committed to improving the employability of young people and is **creating or renovating vocational training courses** in health, green energy, and heritage restoration. These projects facilitate young people's access to employment, with integration rates close to 80%.

To achieve a regional impact, the **Mediterranean New Chance Network (MedNC)**, led by the IECD, is multiplying integration solutions for more than 50,000 young people who have dropped out of school in 10 countries in the region.

With this in mind, the IECD is working in **Tunisia** on a new public policy to reintegrate young dropouts (more

than 100,000 per year) and is deploying the first 2 New Chance schemes for 1,000 youths before rolling them out nationwide.

In countries such as **Syria, Lebanon, and Morocco**, the IECD deploys specific projects aimed at stabilising local economies while preparing for their medium-term recovery, particularly in the areas of entrepreneurship and high-growth professions.

In **Sub-Saharan Africa** and the **Indian Ocean**, a region where the youth of the population, coupled with strong demographic growth and an informal and inequalitarian economy for women, sustainable and inclusive development is the main lever for reducing the vulnerability of populations, generating resources, and creating jobs.

To this end, the IECD implements high-impact projects, including some on a regional scale (**Cameroon, Central African Republic, Democratic Republic of the Congo, Republic of the Congo**).

The IECD is also adapting its solutions by offering solar energy and agroecology in **Cameroon**, in the **Ivory Coast** and in **Madagascar**. New sectors such as fish farming and new teaching approaches with the integration of digital technology are being developed. The IECD is increasingly directing its efforts towards women. It promotes entrepreneurship by encouraging the exchange of practices within the **Enterprise Development Network (EDN)**.

In **South-East Asia**, young people from vulnerable communities are struggling to benefit from the economic boom. To reduce the barriers to employment, the IECD works with businesses, adapting its vocational training programmes to the skills required in the hotel and catering, bakery, electrical maintenance, and solar energy sectors.

In **Vietnam**, young people follow short courses that focus on practical skills and employability. The **ASSET-H&C network** is launching a 'career accelerator' pilot scheme to increase the impact of its hotel training courses tenfold, leading 1,200 young people into sustainable employment. In **Cambodia** and the **Philippines**, the network is enhancing the skills of its trainers through the PROF digital training programme.

In **Myanmar, Thailand** and **Vietnam**, the social application business guarantees practical, high-quality training and generates resources used to train young people.

In **France**, the IECD supports organisations that work to re-mobilise, guide, and support young people in vulnerable situations towards professional integration. The objective is threefold: to improve the quality of the action through pedagogical and training engineering, to increase the number of beneficiaries supported through support for expansion, and to ensure the sustainability of the partner organisations' action through structural support.



PROJECTS IN SOUTH-EAST ASIA

In **South-East Asia**, in an active economy, reducing the barriers to access to employment, taking action to reduce inequalities and offering opportunities to the most vulnerable young people are the objectives that the IECD has set itself to promote the participation of young people in building a more inclusive society.

► Young student at the Hospitality and Catering Training Center in Thailand.



10
PROJECTS



2,920
DIRECT
BENEFICIARIES



€1.6 M
OPERATING
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Myanmar	TVET - Vocational training leading to a career in hospitality and catering: training in bakery and pastry-making in Rangoon	Shwe Sa Bwe
Philippines	TVET - Vocational training leading to a qualification in digital trades	Passerelles Numériques
Thailand	TVET - Vocational training in jobs related to cooking, F&B, housekeeping and front office in Mae Sot - Hospitality and Catering Training Center (HCTC)	Tak Border Child Assistance Foundation (TBCAF)
Thailand	TVET - Vocational training leading to a qualification in pastry-making, and training Burmese migrants in the launch of small enterprises	Help without Frontiers (HwF)
Thailand	TVET - Vocational training leading to a qualification in pastry-making	Cotton On Foundation (COF)
Vietnam	Entrepreneurship - Micro and small enterprise support in Ho Chi Minh City	Social Development Training Center (SDTC)
Vietnam	TVET - Vocational training leading to a career in electric 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	TVET - Vocational training leading to a career in bakery and pastry-making in Hué	La Boulangerie Française Hué
Vietnam	TVET - Vocational training leading to a career in bakery and pastry-making in Ho Chi Minh City	Thu Duc College of Technology (TDC)
Cambodia, Myanmar, Thailand, Vietnam	TVET - ASSET-H&C (Association of Southeast Asian Social Enterprises for Training in Hospitality & Catering): a mutual support network to improve the quality of education by supporting other members and sharing best practices for integrating people in vulnerable situations	Cambodia, Myanmar, Thailand, Vietnam: Bayon Pastry School / SPOONS / Paul Dubrule School / PSE / Sala Bai / Don Bosco Sihanoukville / Sanon / Shwe Sa Bwe / HCTC / An Re Mai Sen / Hoa Sua / KOTO / La Boulangerie française Hué

PROJECTS IN SUB-SAHARAN AFRICA AND THE INDIAN OCEAN



© IECD Ivory Coast

Sub-Saharan Africa is home to a number of global challenges, particularly environmental ones, which have a major impact on vulnerable populations. In addition to these challenges, there are other factors such as the very rapid demographic growth and the youth of a population faced with unequal access to employment for women and job insecurity. The IECD takes a global approach to finding solutions through its projects.

► Training farmers in agroecological market gardening in the Ivory Coast.



33
PROJECTS



9,450
DIRECT
BENEFICIARIES



€14.2M
OPERATING
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Cameroon	Entrepreneurship - Micro and small enterprise support	Cameroun Entreprises Développement
Cameroon	Entrepreneurship - Agricultural development: transition to agroecology for market gardeners and support for the economic development of farmers in the market garden and fruit sectors	SOFRULECAM (social business)
Cameroon	Entrepreneurship - TRANSFORM: encouraging the emergence of local agri-food processing enterprises	Cameroun Entreprises Développement
Cameroon	TVET - Agricultural vocational training courses	SWC Kumbo / CDD Maroua / CEFAN / APRODER Njombé / APRODER / Dizangué
Cameroon	TVET - Vocational training leading to a qualification in careers in electrical engineering	The Industrial Technical Training and Education Centre (CEFTI)
Cameroon	TVET - Vocational training and support to the hospitality and catering training centre	Sorawell
Cameroon	TVET - Vocational training: supporting the launch of career framework documents for the food industry in 2 training centres	Ministry of Employment and Vocational Training (MINEFOP)
Ivory Coast	Entrepreneurship - Micro and small enterprise support	Côte d'Ivoire Entreprises Développement
Ivory Coast	Entrepreneurship - Project of infrastructure for entrepreneurship in secondary districts (World Bank - PIDUCAS)	
Ivory Coast	Entrepreneurship - Energy and rural development	Côte d'Ivoire Entreprises Développement / Entrepreneurs du Monde
Ivory Coast	Entrepreneurship - Agricultural development - Agroecological Transition of Market Gardeners in Ivory Coast (TAMCI)	
Ivory Coast	Entrepreneurship - TRANSFORM: encouraging the emergence of local agri-food processing enterprises	Côte d'Ivoire Entreprises Développement
Ivory Coast	Entrepreneurship - Agri-food transformation: supporting 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	TVET - Agricultural vocational training	Plateforme des Écoles Familiales Agricoles de Côte d'Ivoire (PEFACI)
Ivory Coast	TVET - Vocational training leading to a career in electrical engineering, industrial maintenance, and plumbing	5 partner schools: CTB, CPAR, CFPA, CPME, CPMME / Ministry of Technical, Vocational Training and Apprenticeship / Directorate of Apprenticeship and Professional Integration of the Republic of Ivory Coast

COUNTRIES	PROJECTS	LOCAL PARTNERS
Liberia	Entrepreneurship - Strengthening Integration through Vocational Education (STRIVE): 1 project to promote employment and support the reform of the vocational training system in entrepreneurship and agriculture	Ministry of Education / Ministry of Youth and Sports / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI
Liberia	TVET - Strengthening Integration through Vocational Education (STRIVE): 3 projects to promote employment and support the reform of the vocational training system in industry and construction, hospitality and catering, and agriculture	Ministry of Education / Ministry of Youth and Sports / Don Bosco School Monrovia/ Loic Monrovia / Loic Buchanan / APDRA / Catalyst / CARI
Madagascar	TVET - Cap sur l'Emploi: professional integration support scheme	Private companies in the hospitality and catering sector
Madagascar	Education - Educational and Remedial Centres (CERES): support for students in 9 secondary schools to combat educational failure among disadvantaged young people in rural areas	PROMES (Association for Economic and Social Promotion)
Madagascar	Education - 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)
Madagascar	Entrepreneurship - Micro and small enterprise support	Madagascar Entreprises Développement
Madagascar	TVET - Vocational training leading to a career in photovoltaic solar energy	Technical and professional high schools in Tulear and Alarobia
Madagascar	TVET - Vocational training leading to a career in hospitality and catering: La Rizière School: kitchen professions, F&B service and room service	The HR SFX Association - Saint François-Xavier School
Madagascar	TVET - Vocational training leading to a career 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) / Tulear: Don Bosco Centre
Madagascar	TVET - Supporting vocational training in the pastry-making and catering trades	Filles de Marie Auxiliatrice (FMA) in Ivato
Central African Republic	TVET & Entrepreneurship - IPAJ - "Initiative Pour l'Autonomisation de la Jeunesse": through training, guidance, professional integration and entrepreneurship	Agence française de développement and European Union
Democratic Republic of the Congo	Entrepreneurship - Micro and small enterprise support	RDC Entreprises Développement
Republic of the Congo	Entrepreneurship - Micro and small enterprise support	Congo Entreprises Développement
Republic of the Congo	Entrepreneurship - Agricultural development: supporting the structuration of the fish farming sector in Kouilou	AT COFAD
Republic of the Congo	TVET - Vocational training leading to a career in industry and construction	Don Bosco Professional Centre / Social Services in Pointe-Noire / Samus Social International / ASI
Republic of the Congo	TVET - Vocational training leading to a career in health: supporting the Loukabou paramedical school in Pointe-Noire	Loukabou paramedical school / Ministry of Technical and Vocational Education
Cameroon, Central African Republic, Democratic Republic of the Congo, Republic of the Congo	TVET & Entrepreneurship - RELIEEF regional project - "Renforcer l'Insertion par l'Emploi et l'Entrepreneuriat des Femmes" in Cameroon, Central African Republic, Democratic Republic of the Congo, Republic of the Congo	IECD / ESSOR / CONGO Don Bosco Centre - Madre Morano Centre / CAMEROON CEFTI, CEFAN, CFPE, CAYSTI / DRC / CAR
Cameroon, Democratic Republic of the Congo, Ivory Coast, Madagascar, Republic of the Congo	Entrepreneurship - Réseau Entreprises Développement (RED)	6 members in 5 countries (Cameroon, Democratic Republic of the Congo, Ivory Coast, Madagascar, Republic of the Congo)

PROJECTS IN THE MEDITERRANEAN BASIN



The IECD continues its development in the **Near East** and **North Africa** despite the deteriorating economic, social, and political situation. The IECD is expanding its work with the most vulnerable groups in collaboration with local public and private partners.

► Young people enjoying a yoga class to recharge their batteries at the Jaramana centre in Syria.



35
PROJECTS



15,630
DIRECT
BENEFICIARIES



€9.5 M
OPERATING
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Egypt	Entrepreneurship - Micro and small enterprise support	Assiut Catholic Foundation for Integral Development (ACFID) / Ganat el Kholood NGO / Association of Upper Egypt for Education and Development (AUEED)
Egypt	TVET - Vocational training leading to a qualification in electrical engineering	Ministry of Education and Technical Education in Egypt (MoETE) / 5 partner schools / French Chamber of Commerce and Industry in Egypt
Egypt	TVET - Vocational trainings leading to certifications in health for care assistants (FAPAR)	Alfa Medical Group
Lebanon	TVET - Vocational training leading to a certification for the Lebanese and the refugees	NCVT / Ministry of Social Affairs / Liban Cables
Lebanon	Education - Janah socio-educational centre: supporting children with learning difficulties	Al-kamajanti
Lebanon	Education - Improving access to university for young Syrians living in Lebanon via the DAFI grant support scheme	Semeurs d'avenir Association / Lebanese University / Lebanese American University
Lebanon	Entrepreneurship - Micro and small enterprise support	Semeurs d'avenir Association
Lebanon	Entrepreneurship - Agricultural development & agroecology	L'Ordre des Basiliens Salvatoriens
Lebanon	TVET - Vocational training in electrical engineering and industrial maintenance	Directorate-General of Technical and Vocational Training / Semeurs d'avenir Association / 16 partner schools / CMA CGM
Lebanon	TVET - Vocational training leading to a qualification in health for nursing personnel: Healing Hands - PARAMED	4 state hospitals / Ministry of Public Health
Lebanon	TVET - Vocational training leading to a qualification to meet the needs of both young Lebanese and vulnerable refugees: sewing, beauty care, personal assistance, childcare, mechanics, etc.	Semeurs d'avenir Association / Directorate-General of Technical and Vocational Training / Ministries of Labour & Social Affairs / State hospitals in Rafic Hariri Beirut, Saida and Tripoli / AMURT / Michel Daher Social Foundation / Liban Cables / Al Mayyas Hospital / Amaleen Restaurant / Chabibe Sporting Club / Eben Sina School / Municipality of Tripoli / Key Of Life / Lakkis Farm / Lebanese Army / Lebanese Red Cross / Max Wear / MMG Company / Ward El Makkased / Young Women's Christian Association / Social Committee of Qabelias
Lebanon	TVET - Social business in electricity and renewable energies	Semeurs d'avenir Association / ULEAP by IECD / AMURT / Al-Fanar / Arcenciel / Amurt- LCEC / 13 private companies
Lebanon	TVET - Guidance and Employment Office for young people	Semeurs d'avenir Association / 23 technical schools / Directorate-General of Technical and Vocational Training
Lebanon	TVET - Vocational training leading to a qualification in heritage restoration - On-the-job training: renovation of traditional houses and restoration of old buildings	Semeurs d'avenir Association / Directorate General of Antiquities / Arcenciel / Al Makassad Association

COUNTRIES	PROJECTS	LOCAL PARTNERS
Lebanon	TVET - Vocational training leading to a certification in IT management: Boots Camps in companies (Seeds of Hope)	Over 40 private companies
Morocco	MedNC - Post-earthquake emergency: Educational mobile caravan	Al Jisr / Fondation de France / Fondation Anaouat
Morocco	Entrepreneurship - Post-earthquake emergency: supporting entrepreneurs affected by the earthquake	French embassy in Morocco
Morocco	Entrepreneurship - Agricultural development: supporting farmers and their organisation	IECD Morocco / FERT
Morocco	TVET - Post-earthquake emergency: supporting people affected by the earthquake with the participation of young care assistants (FAPAR)	Fondation de France
Morocco	TVET - Vocational training leading to a certification in electricity in construction and electrical mechanics	IECD Morocco / Heure Joyeuse Association / ATIL Association / Juk Spel
Morocco	TVET - Vocational training leading to a certification in healthcare: Personal Care for People with Reduced Mobility	IECD Morocco / Heure Joyeuse Association / CRDT / MP2S
Syria	TVET - Centre for professional training leading to a qualification in ALEPPO - IMPACT YOUTH CENTER	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	TVET - Centre for professional training leading to a qualification in LATAKIA - IMPACT YOUTH CENTER	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	TVET - Centre for professional training leading to a qualification in DEIR-AL-ZOR - IMPACT YOUTH CENTER	IECD Syria / Syrian Arab Red Crescent / UNFPA
Syria	TVET - Centre for professional training leading to a qualification in technical trades (14 options) in JARAMANA - YOUTH SHABAAB CENTER	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	TVET - Centre for professional training leading to a qualification in technical trades in SWEIDA - YOUTH SHABAAB CENTER	IECD Syria / Syrian Arab Red Crescent / UNICEF
Syria	TVET - Recovery Project - Centre for professional training leading to a qualification for young people in DEIR-AL-ZOR - AL HADAF CENTER and HUB CENTER	IECD Syria / Syrian Arab Red Crescent / UNDP / UNICEF
Syria	TVET - Centre for professional training leading to a qualification - ADRA Center for Training and Employment in DAMASCUS	Over 90 companies and industries from Damascus industrial area
Syria	TVET - Easilience project	IECD
Syria	TVET - Training project for carers of the elderly and other patients	IECD
Syria	Entrepreneurship - Capacity-building and business creation project	IECD
Palestinian Territories	Education - Al Hamawi educational centre: a centre providing accommodation and training for young Palestinians	Burj al Luqluq Community Centre and Society
Tunisia	Education - New Chance Scheme	Agence française de développement / The Tunisian Ministry of Employment and Professional Training / The National Agency for Employment and Independent Work
The Mediterranean Region	TVET & Education - The Mediterranean New Chance Network (MedNC): a concerted approach and innovative solutions for the integration of young people in vulnerable situations	<p>18 members: SPAIN E2O / FRANCE Apprentis d'Auteuil - Réseau E2C / ITALY CNOS-FAP - VIS / PORTUGAL Réseau national des AE2O - Municipalité de Matosinhos / ALGERIA Miftah Ennajah school / EGYPT VTEC / JORDAN SELA / LEBANON Semeurs d'avenir / MOROCCO Al Jisr - L'Heure Joyeuse - Réseau des associations des écoles de la 2ème chance / TUNISIA APES Ftartchi - ANC - E2C Rafiq - TAMSS</p> <p>Local technical partners: Agence française de développement - Tunisian Ministry of Employment and Professional Training - National Agency for Employment and Independent Work - Directorate of Non-Formal Education of the Ministry of National Education of the Kingdom of Morocco - UNICEF Morocco</p> <p>Institutional partner: Union for the Mediterranean</p> <p>Financial partners: Agence française de développement - Department of International Cooperation - European Union (Erasmus+) - French Ministry for Europe and Foreign Affairs - Fondation de France</p>
The Mediterranean Region	TVET & Education - JMED/MedNC: supporting initiatives to promote the integration of young people in vulnerable situations	<p>Laureates and local partners: 16 civil society organisations in Algeria, Lebanon, Morocco, Mauritania, Tunisia</p> <p>Financial partners: Fondation de France, Department of International Cooperation (DIC), French Ministry for Europe and Foreign Affairs</p>

PROJECTS IN FRANCE

The IECD's role has been to provide support in the following areas:

- ▶ **formalising the methodological approach** of ACCES JOB and Appel d'Aire, in order to establish their expertise on a long-term basis, facilitate the integration of new employees and enable them to replicate their methods,
- ▶ **the restructuring** of Wake up Café's and NR Sud's **support programmes and educational engineering**, with the creation of training programmes based on a skills-based approach,
- ▶ **the structuring and development** of Massajobs and Outil en Main, in preparation for expansion or wider deployment in the South of France.


6
ORGANISATIONS
SUPPORTED


1,500
PEOPLE
SUPPORTED BY
THE ORGANISATIONS


€0.5 M
OPERATING
BUDGET

COUNTRY	PROJECTS	LOCAL PARTNERS
France	TVET - Supporting and strengthening 6 organisations	ACCES JOB / Appel d'Aire / L'Outil en main / Massajobs / NR Sud / Wake up Café



© Appel d'Aire

► Young people in practical training
at the Hospitality and Catering Training
Centre in Thailand.



FINANCIAL REPORT

€25.8 MILLION
OPERATING
BUDGET

6.6% GROWTH

13 FINANCIAL
AUDITS

OPERATING REPORT



Alexandra de BOISSIEU
Director of
Administration and
Finance

"Whether private or public, the funding granted to the IECD is proof of the confidence our partners have in us."

The IECD's combined operating budget in 2023 was **€25.8 million** compared to €24.2 million in 2022.

► How would you describe the growth of the IECD in 2023?

The IECD's activity will have grown by 6.6% in 2023, compared to 27% in 2022.

This follows several years of rapid growth (in 2019: 18% - 2021: 24% - 2022: 27%) and can be explained by the sustained development of activities, notably with the opening of new countries of operation (**Liberia, Central African Republic, and Tunisia**).

At the same time, certain countries where the IECD has been established for many years have continued to develop thanks to new projects; this is the case in particular for the **Ivory Coast, Lebanon, Madagascar and Morocco**.

The outlook for 2024 and beyond is based on more measured growth, with rates of around 5% per year.

It is necessary for an organisation to have periods of slower growth in order to absorb development, ensure the sustainability of processes and stabilise operating methods.

► Why is it important to diversify funding sources?

Previously financed mainly by private funds, the IECD has seen a rebalancing of its public/private funding in recent years. This new balance has largely contributed to the development and consolidation of the organisation.

Public funding has the advantage of being granted for extended periods, up to 5 years; this visibility means that a project can be structured over time, a team can be built, and concrete results can be achieved at the end of the funding period. The downside of public funding, which is in fact virtuous, is that all public funding is subject to compliance requirements that increase year after year, and which have led the IECD to deploy rigorous procedures for committing expenditure and securing financial flows. **Today, the rate of expenditure rejected during an audit is less than 0.1%, which is a solid indicator of our financial performance.**

Private funding, often co-financed, enables us to respond rapidly to emerging needs in countries, to explore innovative solutions with agility and to support high-impact initiatives over the long term.

Whether private or public, the funding granted to the IECD shows the trust our partners have in the reliability of our financial data and in the efficiency of our actions.

In 2023, the ratio of public funding will reach 60%. This 8-point increase can be explained in particular by the launch of a number of large-scale projects financed entirely by the Agence française de développement (in Lebanon, Liberia, Tunisia, the countries of Central Africa, etc.), and the strengthening of partnerships with other public bodies, notably the UN.

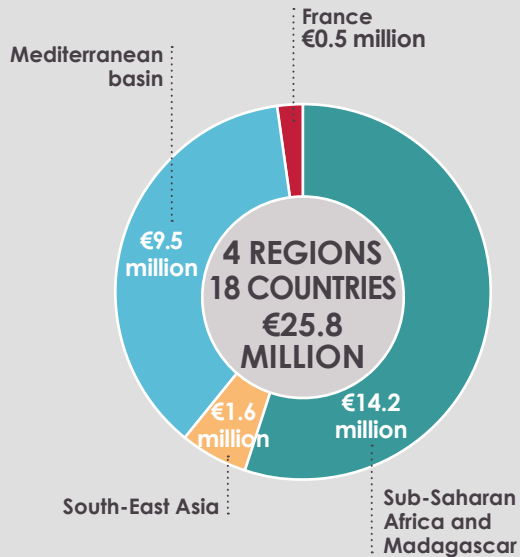
► What are the other ingredients of the IECD's success?

Today, we can say that the IECD has professionalised all its financial processes (financial management of projects, budget and landing forecasts, auditing). This professionalisation has been made possible by several factors: **strengthened and competent finance teams** (controllers, accountants, and auditors), **information and analysis tools that meet our needs** (expenditure commitments and budget monitoring). The other essential factor is the stability of our teams and processes, as well as the sharing of best practice between different countries.

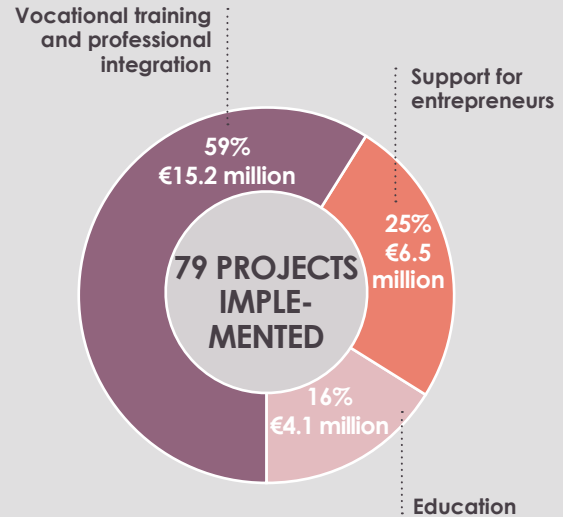
It should also be noted that we are vigilant about the financial equilibrium of our projects, ensuring both the efficiency of our actions and the quality of our project management and monitoring.

FINANCIAL PERFORMANCE INDICATORS

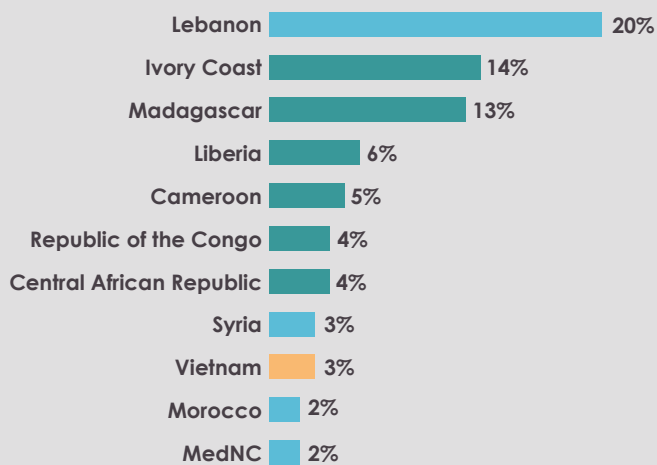
INVESTMENT BY REGION



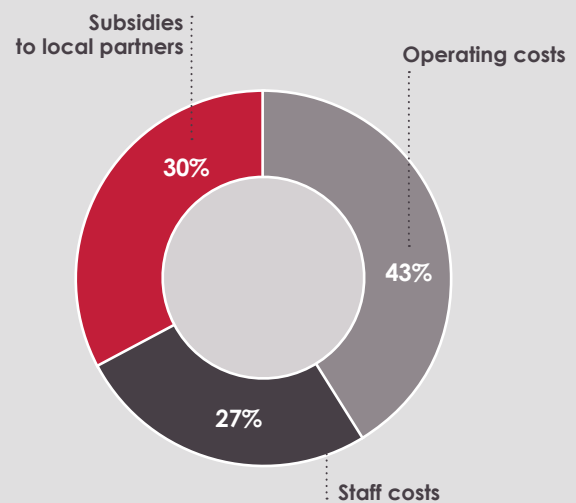
INVESTMENT BY SECTOR OF ACTIVITY



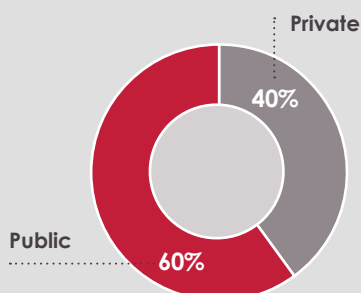
OPERATING BUDGET BY COUNTRY



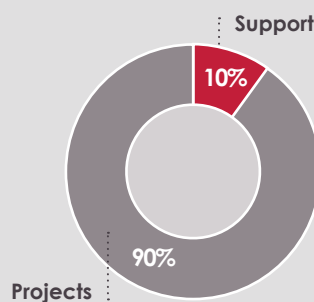
COSTS OF PROJECTS BY TYPE OF EXPENDITURE



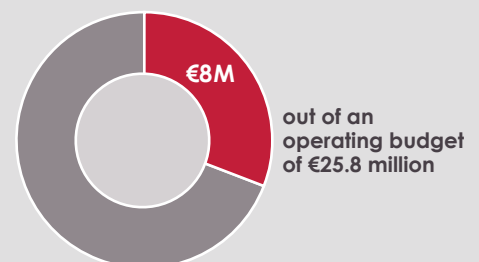
SOURCE OF FUNDING



BREAK-DOWN OF SPENDING



INVESTMENTS - NEW PROJECTS



BALANCE SHEET

CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31 December 2023, were audited by Mrs Estelle Le Bihan, HLP Audit, Statutory Auditor.

In thousands of €	Financial Year 2023			Financial Year 2022
	Gross	Depreciation	Net	Net
FIXED ASSETS				
Intangible assets	353	212	141	212
Tangible assets	2,871	688	2,182	2,254
Assets received via bequest or donation				21
Financial assets	3,025		3,025	679
TOTAL (I)	6,248	900	5,348	3,166
CURRENT ASSETS				
Receivables - customers	35,787		35,787	26,924
Receivables from bequests and donations	74		74	298
Other receivables	1,254		1,254	3,302
Grants to be received	770		770	1,194
Cash in bank	15,767		15,767	10,886
Deferred expenses	727		727	384
TOTAL (II)	54,378	0	54,378	42,987
BALANCE SHEET ASSETS (I + II)	60,626	900	59,727	46,154

In thousands of €	Financial Year 2023	Financial Year 2022
EQUITY		
Equity	50	50
Equity with counterpart assets	3,196	3,196
Reserves	3,263	3,906
Carried forward	3	0
Surplus/deficit for the year	-171	-640
New worth	6,341	6,512
Investment grants	141	212
TOTAL (I)	6,483	6,724
 earmarked FUNDS AND PROVISIONS		
Deferred funds - bequests or donations	74	281
Earmarked funds	11,349	8,858
Provisions for risks and charges	350	311
TOTAL (II)	11,773	9,450
LIABILITIES		
Financial debts	16	
Trade payables	931	738
Debts from bequests	0	11
Fiscal and social debts	696	482
Other liabilities	1,031	359
Deferred income	38,796	28,390
TOTAL (III)	41,471	29,980
BALANCE SHEET LIABILITIES (I + II + III)	59,727	46,154

In thousands of €	Financial Year 2023	Financial Year 2022
OPERATING REVENUES		
Sales of services	201	329
Income from third-party funders	25,600	20,140
Reversals from provisions	254	322
Use of earmarked funds	2,692	5,625
Use of deferred funds for bequests	232	351
Other products	339	132
TOTAL REVENUE	29,317	26,899
OPERATING EXPENSES		
External expenses and other purchases	16,666	17,397
Taxes and similar payments	464	415
Payroll, processing and social costs	6,470	5,156
Allowance for depreciation	151	156
Allowance for provisions	328	305
Carried forward in earmarked funds for projects	5,264	2,677
Carried forward in earmarked funds for bequests	0	591
Other expenses	227	858
TOTAL EXPENSES	29,570	27,555
OPERATING RESULT	-253	-656
FINANCIAL RESULT	83	16
EXCEPTIONAL RESULT	0	0
Tax on profits	0	0
SURPLUS/DEFICIT*	-171	-640
Free provision of goods and services	0	0

*Including bequests: a surplus of €1,451,000 in 2021, a deficit of €643,000 in 2022 and a surplus of €208,000 in 2023.

COMBINED ACCOUNTS

Combined accounts are the equivalent of consolidated accounts for a group of entities whose unity and cohesion derive from circumstances other than those provided for in article 357-1 of the French law of 24 July 1966 on commercial companies.

The IECD thus combines the entities that contribute to its missions in the 18 countries of operation. These entities, governed by local law, are key partners forming the 'IECD Group'.

The following key entities are combined: **Semeurs d'avenir** in **Lebanon**, **PROMES** in **Madagascar**, **PEFACI** in the **Ivory Coast**, **IECD** in **Morocco**, the members of the **Enterprise Development Network**, **Les Boulangeries Françaises**, and the **social businesses**.

The combined expenses identified here take into account amounts directly committed by the combined entities, amounting to **€1.7million in 2023**.

In thousands of €	Financial Year 2023	Financial Year 2022
RESOURCES (I)	29,317	26,899
Salaries and costs	6,470	5,156
Subsidies for implementation with partners	7,365	8,130
Expenses	9,300	8,865
Promotion of partners	1,711	1,301
Taxes	464	415
Other costs	453	295
OPERATING BUDGET (II)	25,763	24,160
Allowance for provisions	328	305
Carried over in earmarked funds	5,264	3,268
Other expenses	227	618
Financial products	-181	-155
Re-processing - promotion of partners	-1,711	-1,301
OTHER NON-OPERATING EXPENSES (III)	3,928	2,736
OPERATING SURPLUS (I - II - III)	-374	3

Surplus not taking into account the impact of bequests.



YOU SUPPORT US...



**UN WOMEN
EGYPT**
Engy AMIN
Project Manager

“ During my various visits to the IECD's partner training centres, I had the opportunity to talk to several

of the young students. I was impressed by the openness of the girls - particularly during the social activities where they challenged their male peers on various issues relating to gender stereotypes.

I was also pleasantly surprised by the determination of the young women to join the workforce by defying social norms to pursue their passion as electricians (their specialist field).

Following these visits, two feature articles were published on the UN Women Egypt's website, and a video was produced featuring the testimonies of young female electricians in training. ”

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**FONDATION
GROUPE
ADP**
Laure KERMEN
Secretary General

“ We chose the IECD for its expertise in education and professional integration, its reliability, and

the quality of its programmes. Positive feedback from other major foundations reinforced our decision. The IECD's programmes, such as SESAME in Madagascar, are perfectly aligned with our vision of helping young people in vulnerable situations to access higher education and then find a job. This collaboration offers us a partnership of trust and transparency. By working closely with the IECD, we are contributing to the development of young Malagasy people, and by extension, to the country's economic and social development. The IECD is one of the Foundation's main partners, and *I am delighted to be repeatedly asked to help develop both existing and new projects.* Our partnership is a long-term one! ”



GROUPE DUVAL
Pauline BOUCON DUVAL and Louis-Victor DUVAL
Chief Executive Officer and Chief Operating Officer

“ The IECD's expertise and extensive knowledge of the African continent enables us to tailor our vocational training to local conditions, by strengthening our ties with public authorities and stakeholders. As a result, we are able to organise training courses approved by the *Ivory Coast's Ministry of Technical Education and Vocational Training and Apprenticeship*, whether these involve diplomas such as the CAP or three-month certifications that comply with established standards.

In just 3 years of operation, our programme carried out in partnership with the IECD has supported more than 480 young people in their training in sanitary plumbing, with a 100% success rate for the CAP. Together, we have provided 1,200 hours of short training courses leading to qualifications to young working people, helping them to strengthen their professional skills. A great joint success!

This partnership strengthens our impact and effectiveness locally, while consolidating our values of social responsibility. ”

...WE THANK YOU

Thanks to your support, our mission as Sowers of the Future is possible. In view of the scale of the work accomplished in 2023, we would like to express our immense gratitude.

- Agence autrichienne de développement (ADA)
- Accor Heartist Solidarity
- Agence belge de développement (ENABEL)
- Agence française de développement (AFD)
- Agenzia italiana per la Cooperazione allo Sviluppo (AICS)
- Alfa Medical Group
- Ambassade de France au Maroc
- Banque Européenne d'Investissement (BEI)
- Barry Callebaut / Carma
- Bonduelle
- Cartier Philanthropy
- CFAO
- Congorep
- Disciples d'Escoffier Thaïlande
- Enfance Partenariat Vietnam (EPVN)
- Entité des Nations unies pour l'égalité des sexes et l'autonomisation des femmes (ONU Femmes)
- Euromena Consulting
- European Union (EU)
- Fondation AnBer
- Fondation Artelia
- Fondation Belmont
- Fondation CMA CGM
- Fondation d'Aide à l'Enfance et au Tiers-monde (FAET)
- Fondation de France
- Fondation Drosos
- Fondation Eiffage
- Fondation Eurofins
- Fondation Fitia sous l'égide de la Fondation de France
- Fondation Groupe ADP
- Fondation Lord Michelham of Hellingly
- Fondation Louis Dreyfus
- Fondation Duval
- Fondation MKS
- Fondation Nexans
- Fondation Sancta Devota
- Fondation Schneider Electric
- Fondation Société Générale C'est Vous l'Avenir
- Fondation VALOREM
- Fonds de dotation Compagnie Fruitière
- Fonds de dotation Pierre Castel
- Fonds de dotation Savoires
- Fonds des Nations unies pour la population (UNFPA)
- Fonds des Nations unies pour l'enfance (UNICEF)
- Geogas
- German Corporation for International Cooperation (GIZ)
- Direction de la coopération internationale monégasque (DCI)
- Green Leaves Education Foundation
- If! International Foundation
- International Alliance for the Protection of Heritage in Conflict areas (ALIPH)
- Jan & Oscar Foundation
- JJA
- L'Œuvre d'Orient
- Liban Cables - Nexans
- Limmat Stiftung
- Marguerite Fund
- Ministry of Employment and Vocational Training (MINEFOP - Cameroon)
- Ministry for Europe and Foreign Affairs (France)
- Mondi Industrial Bags (MondiGroup)
- MONIN
- Montblanc Cultural Foundation
- Motul Corazon Foundation
- National Philanthropic Trust Transatlantic
- Norwegian Mission Alliance in Vietnam
- Observatoire Handicap Humanité
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Perenco
- Project of support for entrepreneurship in secondary districts (PIDUCAS)
- Région Provence-Alpes-Côte d'Azur
- SAFACAM & SOCAPALM
- Schneider Electric
- Stiftung Bachmann
- Sustineo
- The Hyatt Community Grant program
- UBS Optimus Foundation
- United Nations Development Programme (UNDP)
- Union for the Mediterranean (UpM)

We would also like to thank...

- ▶ The companies and foundations which support the IECD's projects, and which have wished to remain anonymous.
- ▶ All the people who, on an individual basis, provide crucial support to the actions of the IECD, by making financial donations or by donating their time or skills.

► Young students undergoing electrical training at the Booker Washington Institute in Liberia.



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INSTITUT EUROPÉEN DE COOPÉRATION
ET DE DÉVELOPPEMENT

Registered office

c/o SCI PALAIS - 11a, rue du Fossé des 13 - 67100 Strasbourg - France

Other offices

2, rue Chaintron - 92120 Montrouge - France

+33 1 45 33 40 50

Rue Joseph Biaggi - 13003 Marseille - France

www.iecd.org

