



► Young disabled placed in an ordinary workplace in France.

CONTENTS

04 IECD SOWING SEEDS FOR THE FUTURE

From dream to mission p.4

Key figures p.5

Services and expertise p.6

A collective team p.8

Leadership that sets the course p.9

10 OUR WORK BY THEME

Informed guidance for a chosen future p.11

Gateways to employment p.12

Making a fresh start with your business p.14

Towards sustainable rural and agricultural entrepreneurship p.16

Working alongside women to pave the way for employment and entrepreneurship p.17

18 OUR WORK BY REGION

25 FINANCIAL REPORT

30 THEY SUPPORT US



FORESTS
FOR ALL
PROGRAM



ANNUAL REPORT IECD 2024 - June 2024

Imprimerie Barré, 7 rue des Fontaines, 89100 Collemiers, France - Nautilus Offset matt white - FSC Recycled 100 g/m²s

Cover: © Nyema-Monday Merriam ► Young student at the training centre in Monrovia, Liberia.

Editing: IECD - Design: Florence Depretz - Toutcomflo

Editorial

Phunyakorn, a young Karen who graduated from the Mae Sot hospitality and catering training centre in Thailand, has just been hired by a top Thai restaurant. Proud of his achievements, he can now support his family back in the village. In Beirut, despite the tensions that are shaking the country, Soumaya is regaining her confidence and exploring different career paths to make an informed choice. In Abidjan, Corinne, a daring entrepreneur, is seeing her new range of ready-to-eat purées win over many customers.

Behind these paths lie talent and perseverance, backed up by human and technical support from the IECD and its partners. Alongside these young people and entrepreneurs, the IECD, **true to its mission as Sowers of the Future, is pursuing its commitment as a development entrepreneur:** to offer everyone the means to move forward, to project themselves with confidence and to build their own future.

In a changing world, the challenges are multiplying. In order to meet them, the IECD is entering a new strategic cycle, with a clear determination to **concentrate its efforts where it has the greatest impact - youth employability and entrepreneurship support, two powerful levers for economic and social development.** At a time when the international solidarity sector is undergoing profound transformations, this new phase requires to adapt our model in order to spread our most transformative actions.

Like Phunyakorn, Soumaya and Corinne, the IECD chooses active hope: the kind that turns uncertainty into opportunity, and dead ends into paths for the future.



Marie-José NADAL
President



Arnaud BRITSCH
Chief Executive Officer

From dream to mission

Since its creation in 1988, the Institut Européen de Coopération et de Développement (IECD), an international solidarity organisation, supports the human, economic and social development of the countries in which it operates. Alongside its partners in sub-Saharan Africa, the Mediterranean basin and South-East Asia, it implements projects in the fields of education, vocational training and professional integration, and entrepreneurship.

OUR DREAM

To enable every woman and every man to reveal their talents, to face their future with confidence and to fulfil their personal, social, and professional vocation.



OUR MISSION

To encourage the emergence of a new generation of fulfilled professionals and committed citizens, who will play an active role in transforming their community into a fair, hopeful and sustainable society.

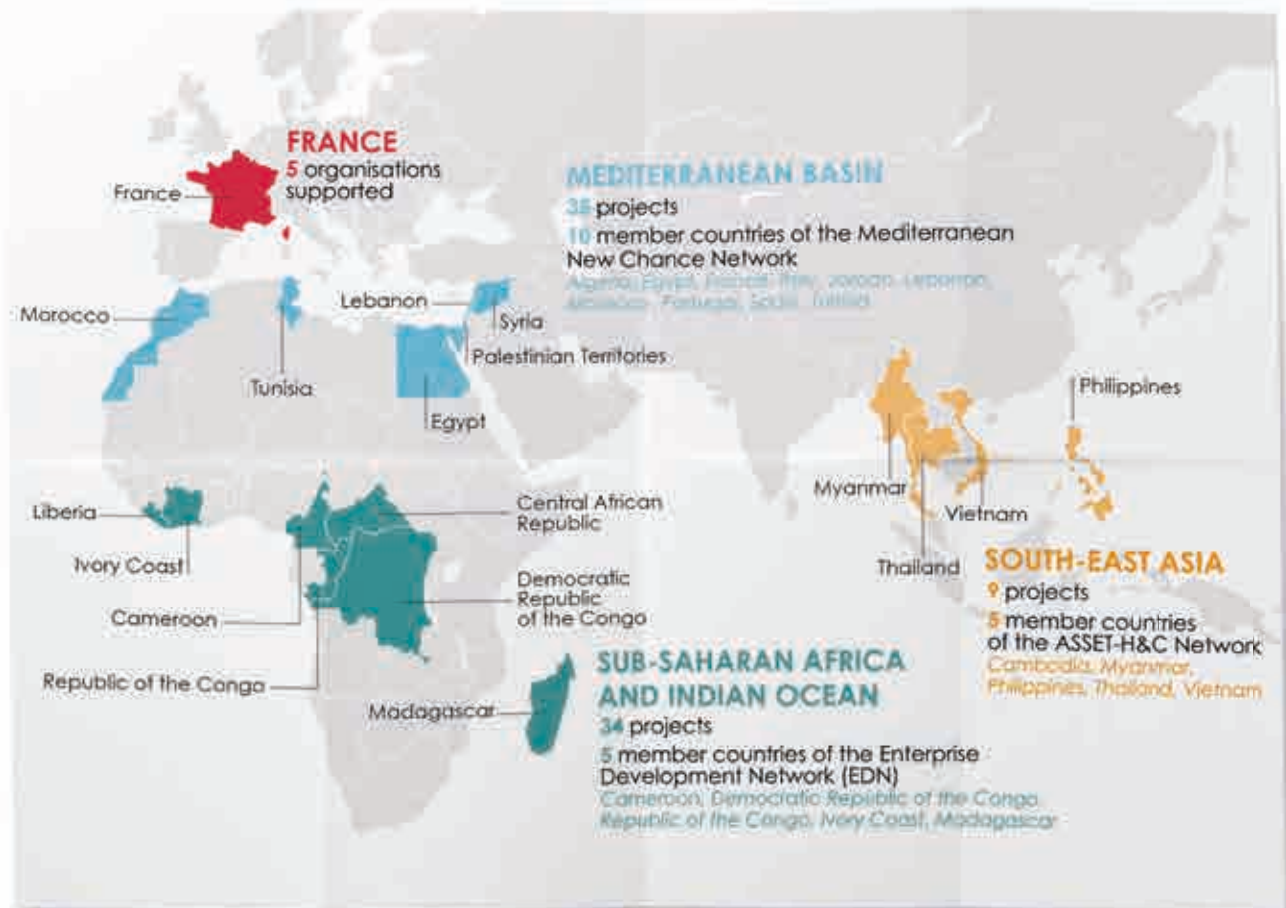


OUR IMPACT

- Guaranteeing access to quality education and training.
- Improving access to employment.
- Creating economic and social value.

Key figures

Present in 18 countries across 3 major regions of the world, the IECD operates 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
183 INCLUDING TRAINING CENTRES

34,000 BENEFICIARIES
€26.5 M OPERATING BUDGET

EDUCATION

1,440
ADOLESCENTS

€3.9 M
OPERATING BUDGET

VOCATIONAL TRAINING AND PROFESSIONAL INTEGRATION

26,790 YOUNG PEOPLE

1,070 ADULT TRAINERS

€16.1 M
OPERATING BUDGET

ENTREPRENEURSHIP

4,700
ENTREPRENEURS

€6.5 M
OPERATING BUDGET

Services and expertise

The IECD puts its expertise at the service of institutions, companies and professionals in the fields of education, vocational training and entrepreneurship support. This is done to design and deploy effective solutions in the orientation - training - integration - employment continuum for the benefit of young people and entrepreneurs.



For adolescents

► By taking part in educational and personal development, and career guidance programmes.

Supporting
life and
career
plans



For young people, particularly those
neither in employment nor training

Facilitating
access to
decent,
sustainable
employment

► Through training leading to qualifications and diplomas in promising trades and participation in pathways to employment.

Supporting
entrepreneurship,
generating
prosperity
and jobs



For entrepreneurs
and farmers

► By supporting entrepreneurial initiative and the growth of small businesses.

Supporting
the
transformation



Of educational and
entrepreneurial ecosystems

► By working with impact entrepreneurs and social change agents: teachers, educators, trainers, health professionals, etc.

Supporting actors in the fields

The IECD supports nearly 200 public and private local organisations in the fields of education, vocational training and professional integration, and entrepreneurship support, acting as a catalyst for empowerment and helping them play an active role in their own development.

Modernising to align with market needs

The IECD supports its partners in creating or redesigning vocational training courses leading to diplomas or qualifications. To meet the needs of companies and the employment market, it also develops shorter training courses, focusing on the mastery of basic techniques, which are cross-disciplinary skills sought after by employers. In **Vietnam**, for example, the IECD supports the District 12 Technical Economic College in a programme combining technical training, cross-disciplinary skills and work experience.

Supervised by IECD-trained internship supervisors, students develop their ability to adapt in real-life situations and are fully prepared for the realities of the market.

Additionally, **21 new curricula have been created**, ranging from degree courses recognised by the relevant ministries to continuing education and qualifying courses that encourage rapid integration into the workplace.

Enhancing the capacities of frontline staff to secure long-term impact

The digital platform, CAMPUS IECD, offers **more than 40 training modules** designed to transform the practices of support professionals (trainers, company tutors, guidance and integration counsellors, educators, etc.). The courses cover active pedagogy, the skills-based approach, adopting an educational posture adapted to each stakeholder, gender equality, situational management and the use of digital technology in training activities.

This offer is complemented by close, individualised support through the Trainers' Operational Reinforcement Programme (PROF), which is made up of four components:

- 1) initial training modules,
- 2) individual coaching from pedagogical experts,
- 3) running communities of practice,
- 4) support for training centres in identifying and developing the skills of "PROF referents", who act as "trainers of trainers" for their peers.

Since 2022, **the PROF programme has benefited 600 trainers** across the different countries where the IECD operates.

Establishing itself sustainably in both the economic and academic ecosystems

The IECD supports its local partners in structuring and sustaining their activities, providing them with methodology, tools and training for middle managers (via CAMPUS IECD) and formalising their institutional and strategic projects with a view to development and expansion. Furthermore, the IECD helps them to become firmly rooted in their economic and academic ecosystem, by promoting synergies with their natural partners: companies, training providers and entrepreneurs, in the belief that the collective value of the network exceeds the sum of individual efforts.



600
TRAINERS
REINFORCED
SINCE 2022



183
VOCATIONAL
TRAINING CENTRES
SUPPORTED



Young students undergoing practical training at the La Rizière hotel school in Madagascar.



Young student undergoing training in automotive maintenance in Vietnam.

A collective team

THE SOWERS OF THE FUTURE TEAMS

To implement its projects efficiently and professionally, the IECD mobilises a wide range of professions and skills:

- **Project management professionals**, employed by the IECD or by local partners, who implement the projects in the various countries of operation,
- **Experts** who bring their technical and methodological skills and business know-how in project implementation,
- **Specialised teams providing cross-functional support** in areas such as monitoring and evaluation, communication, management of partner relations, human resources, compliance and financial monitoring.



362

EMPLOYEES
IN THE
DELEGATIONS



49

EMPLOYEES IN
FRANCE



348

EMPLOYEES
WORKING FOR
LOCAL PARTNERS



Young agroecological market gardening entrepreneur in Cameroon.

NETWORKS OF PROFESSIONAL STAKEHOLDERS

The IECD develops and leads 3 networks of professionals stakeholders to increase its impact and respond to regional

► In the Mediterranean basin, where the youth unemployment rate is close to 30% (World Bank), the **MEDITERRANEAN NEW CHANCE NETWORK (MedNC)** creates synergies between the shores of the Mediterranean, building bridges of cooperation, mobility and opportunities for young people in vulnerable situations and for training and integration professionals. Present in 10 countries through 18 member organisations, it strengthens the capacities of local players and disseminates innovative projects and practical solutions on a wider scale. More than 52,000 young people benefit indirectly from its actions.

► In South-East Asia, where tourism accounts for 12% of the region's gross domestic product and generates 11% of jobs (World Tourism Organisation), the **ASSOCIATION OF SOUTHEAST ASIAN SOCIAL ENTERPRISES FOR TRAINING IN HOSPITALITY & CATERING (ASSET-H&C)** brings together vocational training centres whose mission is to train young people from vulnerable communities in the hotel, restaurant and tourism industries. The network's member schools offer practical training within their facilities, enabling them to move on to high-quality jobs in the hotel and tourism sectors.

THE ENTREPRISE 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 network's members work together to strengthen their local presence, improve training content, certify their network of trainers and boost the entrepreneurial fabric of the regions where they are based.



18

MEMBERS



52,000

YOUTH
SUPPORTED



13

PARTNER
SCHOOLS



1,580

STUDENTS



5

PARTNER
ORGANISATIONS



1,600

ENTREPRENEURS
AND PROJECTS
HOLDERS
SUPPORTED

Leadership that sets the course

BOARD OF TRUSTEES

(as of 31/12/2024)

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
Christian MALSCH
Emmanuel RIGAUX
Vanessa WARTER

EXECUTIVE COMMITTEE

Arnaud BRITSCH, Chief Executive Officer
Benoît MENVIELLE, Director of Administration and Finance
(Olivier COISPEAU from December 2024)
Hélène MÉCHIN, Director of Human Resources
Mathias VINCENT, Director of Programmes
Astrid DESJOBERT, Director of Partnerships and Communications
Caroline ARSAC, Director of Knowledge Management and Development, and Director of Indian Ocean region
Gilbert HASCOET, Director of Operations, Sub-Saharan Africa
Vianney BASSE, Director of Operations, Mediterranean Basin
Thomas BEHAGHEL, Director of Operations, France

*Representatives
in operating
countries*
(as of 31/12/2024)



SOUTH-EAST ASIA

Myanmar: **Christophe BONZI** (until June 2024)
Thailand: **Charlotte MOUGINOT**
Vietnam: **Thi Thuy van HARDVILLE**

MEDITERRANEAN BASIN

Egypt: **Nadine KHALIFE**
Lebanon: **Marc de KERGARIOU**
Morocco: **Nabil JADRI**
Syria: **Nidal BITAR**
Tunisia: **Xavier BRESNU**

SUB-SAHARAN AFRICA AND INDIAN OCEAN

Cameroon: **Frédéric CHASTENET**
Ivory Coast: **Patrick SEKONGO**
Liberia: **Guillaume DESJONQUERES**
Madagascar: **Manitra RAKOTOARIVELO**
Central African Republic: **Patrice NOA**
Democratic Republic of the Congo: **Marion FOUR**
Republic of the Congo: **Mélanie BOULAY**

FRANCE

Thomas BEHAGHEL

► Young woman undergoing training in electricity at the Adra center in Syria.

Our work by theme

82% OF YOUNG PEOPLE IN TRAINING MOVE ON TO EMPLOYMENT, FURTHER TRAINING, OR SELF-EMPLOYMENT

1 IN 2 ENTREPRENEURS CREATES OR MAINTAINS JOBS

Informed guidance for a chosen future

How can you know what you want to become if you don't know yourself? How can you move forward without knowing which direction to take?

Around the world, nearly one in four young people drop out of school before completing their education (UNESCO). Nearly one in two will never work in the job they had considered: poverty, loss of meaning, inadequate training, or lack of support explain these broken paths.

At a pivotal moment in their lives, the IECD supports young people in their personal, academic, and professional development, enabling them to make informed choices, revealing their talents, and promoting equal opportunities.

Taking control of your life and building your future

The IECD implements measures to re-engage young dropouts, with approaches that vary according to the context: programmes facilitating access to vocational training in Tunisia and the Central African Republic, boarding schools for middle school students and a preparatory year for higher education in Madagascar.

Successful career guidance: the key to social and professional integration

Without career guidance, the most vulnerable young people often choose paths with no job prospects. The IECD helps them to get to know themselves better and discover their environment so that they can make free training choices. A guidance counselor helps them explore the professional world and refine their choices through immersive work experiences, introductions to vocational trades, and forums. At the Janah centre in Lebanon, they can envision paths to integration by freeing themselves from social and gender norms.



Young person on a work placement in the retail sector in Tunisia.

Raising awareness among families and education and youth professionals to better support young people

Through its "Parent Schools" in Lebanon and Madagascar, the IECD supports parents, who play a key role in their children's education, in helping them achieve their academic, social, and professional aspirations.

And professionals such as middle school teachers, guidance counselors, and youth workers at youth centres also benefit from initial and ongoing training.

Thanks to
SESAME,
I realised that
I was worth more
than I thought.

Madagascar

Fianarantsoa



Vania, a young graduate of the SESAME programme.



10,000
YOUNG PEOPLE RECEIVED
SCHOOL AND CAREER
GUIDANCE



370
EDUCATION
STAKEHOLDERS
SUPPORTED



60
EDUCATIONAL FACILITIES
FOR YOUNG PEOPLE

Gateways to employment

250 million young people worldwide are neither in employment nor in education or training. In Africa, 30 million young people enter a labour market every year that struggles to offer them prospects.

Source: ILO



However, companies are also struggling to recruit qualified staff. This paradox can largely be explained by the mismatch between the training on offer and market expectations. Courses are often disconnected from the realities of the workplace and include little practical experience. As a result, young people do not have the skills that employers need.

With this in mind, the IECED is strengthening vocational training stakeholders and is building bridges between the world of business and vocational training, thereby improving young people's employability.

Strengthening vocational training stakeholders

With the 183 private and public training centres it supports, the IECED is rolling out revamped curricula that promote comprehensive training, combining technical, academic, and human skills. Depending on the needs of these centres, the IECED provides capacity building (training of trainers), modernises their technical facilities, and promotes better integration into the academic and economic ecosystem.

Targeting promising trades in key sectors

The IECED guides young people in vulnerable situations or with low levels of education towards promising trades in sectors that create jobs:

- Hospitality and catering
- Health
- Agriculture
- Energy, transport, industry
- Construction

Through its projects, the IECED is rolling out **new training courses leading to qualifications, certificates, or diplomas** that meet the needs of businesses. To broaden its impact, the IECED cooperates with local institutions to obtain official recognition for its courses and contribute to the reform of vocational training systems. **The IECED has produced 21 training standards, 11 of which have received state accreditation.**

I never imagined that Lebanon offered such opportunities at sea. Today, I am training to become a marine electronics technician: it's demanding, but it's my passion and my future.



Georges training at the International Maritime Academy.

Lebanon

Beirut



Nagham, a young healthcare trainee.

For me, being a nurse is one of the most noble and honorable professions one can aspire to.

Positioning businesses within vocational training: between work-study programmes and training worksites

Putting businesses at the heart of training is key to creating the conditions for successful professional integration: the IECD is moving training programmes toward a work-study model, with a significant portion of the curriculum devoted to practical internships in companies. With the support of mentors, young people become familiar with the business world and develop their self-confidence and professional skills.

For example, in **Ivory Coast**, in collaboration with the Ministry of Technical Education, the IECD is rolling out work-study programmes in the "Industrial Maintenance" sector, which is strengthening the employability of **more than 400 young people** within a network of around 30 partner companies.

The approach sometimes goes even further, with the establishment of "school-based enterprises." In these structures, which are integrated into training centres, young people experience corporate life to the fullest: they market the goods and services they produce during their training.

In **South-East Asia** and **Madagascar**, the IECD's training hotels, restaurants, and bakeries provide real-life training to more than 500 young people. In **Morocco**, 140 young people are being trained in the installation and maintenance of photovoltaic systems on integration construction sites. In **Lebanon**, 25 young people are restoring heritage buildings while learning a trade.

Vocational training within companies: the corporate academy

The corporate academy aims to organise training directly with the company, sometimes even implementing it within the production facility. With the help of mentors, young people acquire skills that are precisely tailored to the needs of companies.

In **Lebanon**, for example, the IECD is developing integration programmes in maritime professions with the company CMA-CGM and in industry with Saltek.



26,790
YOUNG PEOPLE
IN TRAINING



10,960
YOUNG PEOPLE IN SHORT
QUALIFYING TRAINING
COURSES



47
PROJECTS



Making a fresh start with your business

In many countries, entrepreneurship is both a means of personal fulfillment and a response to the lack of opportunities for paid employment. Supporting entrepreneurs is essential to reducing poverty and stimulating economic growth. However, this remains a challenge: according to the Global Entrepreneurship Monitor, nearly one in two aspiring entrepreneurs gave up on starting a business this year, a figure that has been rising since 2019.



Small informal businesses—crafts, trade, local services—are the largest source of employment and the main source of income for millions of people. Yet they remain precarious. Fear of failure or innovation hinders their development and limits their survival or growth.

In response to this situation, the IECED is rolling out entrepreneurship support programmes and concrete actions to strengthen the capacities of entrepreneurs. Businesses in the agri-food sector receive additional technical support to help them develop their manufacturing and packaging processes with a view to marketing innovative products that meet agri-food standards and market expectations.

Its systemic approach is based on three pillars:

1) Training and technical support for entrepreneurs

The IECED develops accessible training programmes tailored to each entrepreneur's profile, covering the launch, structuring, and sustainability of their business. These training courses include both technical and life skills development. Individualised support is also provided during the training and can continue for up to one year after graduation to provide answers and advice for the development of their business.

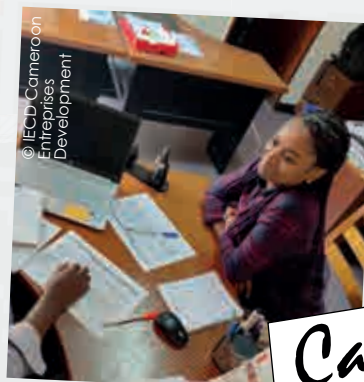
2) Developing entrepreneurial spirit

In an uncertain economic climate, the IECED promotes the life skills that are essential for entrepreneurial success, enabling entrepreneurs to get started, innovate, and overcome obstacles. These include specific programmes for women that include modules on leadership and empowerment, which are key levers for autonomy and transformation.

3) Building an ecosystem favouring the development of local businesses

To promote access to new business opportunities, the IECED strengthens synergies between local stakeholders. Particular attention is paid to women entrepreneurs, who are often less integrated into the "right" networks than their male counterparts, through targeted networking and partnerships with financial institutions tailored to their needs.

I participate in markets where I can showcase my products to new customers.



Young entrepreneur supported by her counsellor.

Cameroon

Cameroon



© Raymond Balla

Yves, entrepreneur and creator of ASSENA M. chocolates.

My dream today is to acquire premises and the necessary equipment to leave TRANSFORM LAB, where I currently produce, and increase my production capacity. This would enable me to meet growing demand and conquer new markets.

Supporting programmes to remove barriers to female entrepreneurship

In **Morocco**, following the devastating earthquake in September 2023, the IECD is supporting 140 women entrepreneurs in restarting their businesses and improving their living conditions.

The support includes measures to remove the peripheral barriers that women encounter in their entrepreneurial activities. For example, support for children's education is offered to compensate for the lack of time they must devote to their businesses, and psychosocial support is provided to boost their self-confidence and empowerment.

In several countries in **Central Africa** and **Egypt**, the IECD is rolling out support programmes for women entrepreneurs, enabling the women they work with to build their self-confidence and acquire the tools they need to develop their businesses.

Supporting the emergence of entrepreneurship with social and economic impact

The IECD is expanding its support services for businesses with high social and economic impact potential.

A pilot project in **Senegal** and **Cameroon** has helped businesses attract investors who can support them on their path to growth. In addition, in **Cameroon**, **Ivory Coast**, **Madagascar**, and the **Democratic Republic of the Congo**, the IECD supports companies receiving funding through personalised coaching aimed at ensuring sustainable and controlled growth.



© IECD Ivory Coast



3,570

ENTREPRENEURS AND
PROJECT HOLDERS
SUPPORTED



77%

INCREASE THEIR TURNOVER
ONE YEAR AFTER TRAINING
(+17 POINTS COMPARED
TO 2023)



6 OUT OF 10 WOMEN
HAVE AN ACCOUNT WITH A FINANCIAL
INSTITUTION

Towards sustainable rural and agricultural entrepreneurship

The agricultural sector faces major challenges: feeding 9.7 billion people by 2050 (UN, 2022), adapting to climate change (+1.5°C by 2030 according to the IPCC), and limiting the degradation of agricultural land (52% already affected, FAO, 2021). Added to this is a growing disinterest among young people in a sector that still employs 27% of the global workforce (FAO, 2023).



In this context of transition, new models are emerging to produce, process, and consume differently. To build sustainable, attractive, and job-creating agriculture, the IECD is working alongside local stakeholders through three levers of intervention.

Developing the skills of entrepreneurs in the agricultural sector

The IECD designs and implements technical, commercial, and management training courses based on practical experience and a skills-based approach. More than 500 producers are being trained in agroecology in **Cameroon, Ivory Coast, Liberia**, and the **Central African Republic** through field schools. In the **Republic of the Congo**, a pilot programme has improved the practices of 200 fish farming professionals.

Testing and disseminating innovative solutions adapted to local areas

The IECD facilitates multi-stakeholder networks—farmers, advisors, businesses, researchers—to test, adjust, and disseminate relevant and sustainable agricultural practices. In **Lebanon**, a network of beekeepers is experimenting with new strategies to combat varroa mites, with concrete results. In **Liberia, Ivory Coast**, and **Cameroon**, trials conducted on 50 pilot plots have validated agroecological market gardening practices that are both profitable and adapted to local constraints.

Supporting entrepreneurial initiatives to develop and structure value chains

The IECD supports entrepreneurs and local organisations in developing essential services and innovative production models.

In the **Republic of the Congo**, fish feed manufacturers are testing formulations that improve the economic performance of fish farms, with **income increasing two to fivefold**. In **Cameroon**, **nearly 100 market gardeners** benefit from pre-financing and marketing services through a social enterprise, which helps to secure and improve their incomes.

My yields have doubled, and my sales have increased since I adopted more ecosystem-friendly practices.



Ivory Coast

Yamoussoukro

Francis, market gardener.



1,200

ACTIVE PROFESSIONALS
RECEIVING SUPPORT



6

PROJECTS

Working alongside women to pave the way to employment and entrepreneurship

Nearly one in three women aged 15 to 24 worldwide is neither in employment, training, nor education—twice as many as men (ILO). However, at IECD, they represent nearly half of vocational training learners and 63% of entrepreneurs receiving support. The will is there. But there are still many obstacles: limited access to training, difficult integration into the job market, and glass ceilings for entrepreneurship. Behind the figures lie stories of struggle. And one thing is certain: supporting women means giving them the keys to empower themselves and move society forward.

The IECD makes the integration of women a key focus of its work. **It continuously tests, adjusts, and improves its solutions to provide women with long-term support on the path to independence.**

Training more women: a winning strategy

- Opening up opportunities: introducing young women to promising careers and the training programmes associated with them, so that they can access economic opportunities in their local areas.
- Facilitating access to training: boosting young women's self-confidence and convincing their families that they have a place in the workforce.

In **Central Africa**, the IECD is strengthening 12 vocational training centres to support more than **1,000 women** in their training, with a significant impact on enrollment in vocational programmes.

Thinking of learning spaces as drivers of inclusion and success

The IECD promotes training environments free of stereotypes, where every young person—girl or boy—can flourish. **It has therefore designed an e-learning programme for 315 training professionals.** This participatory course, based on real-life situations, strengthens their skills in inclusive teaching.

Removing barriers to integration and female entrepreneurship

- An internship or work-study programme is often the key to successful integration. The IECD forges partnerships with companies to accelerate the placement of young people in the workplace.
- Self-confidence and networking: two key factors for successful integration. Through initiatives specifically targeting women (women's career days, employability training, mentoring, Women's Entrepreneurs Club, etc.), the IECD and its partners give them more tools to succeed.
- In entrepreneurship, the IECD acts on the social and practical barriers that hinder initiative, management skills, or access to financing. In **Morocco**, in the region affected by the 2023 earthquake, **140 women**

are rebuilding their lives thanks to personalised entrepreneurial support, assistance with preschool education for their children, awareness-raising among families and husbands, networking, and material and financial support.



50%

OF BENEFICIARIES RECEIVING
SUPPORT ARE WOMEN



315

PROFESSIONALS
TRAINED

► Young person undergoing agricultural training in Njombe, Cameroon.

Our work by region

3 REGIONS

18 COUNTRIES

400 LOCAL PARTNERS

Our work in South-East Asia

In **South-East Asia**, despite sustained economic growth, young people from vulnerable backgrounds remain largely excluded from the benefits of this boom. Lacking appropriate training, networks, or resources, they struggle to access skilled jobs.

To remove these barriers, the IECD is working with companies to provide training that offers prospects in the growing sectors of hospitality and catering, baking, and automotive maintenance.

At the same time, the IECD brings together and strengthens the capacities of hospitality training providers in the region and runs a "career accelerator" programme that has helped 1,580 young people find sustainable, high-quality jobs.

Finally, the IECD is developing several social integration enterprises. These offer young people a practical, high-quality and sustainable learning environment thanks to the financial resources generated.



9
PROJECTS



2,130
DIRECT
BENEFICIARIES



€1.2M
OPERATING
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Myanmar	Entrepreneurship - Micro and small enterprise support in Yangon	SOO
Philippines	Entrepreneurship - Micro and small enterprise support in Cebu	Enfants d'Asie (Children of Asia)
Thailand	TVET - Two year 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 - Short vocational training programme leading to qualifications in the hotel and restaurant industry for young migrants from Myanmar	Save the Children / Help Without Frontiers (HwF) Thailand / Youth Connect Foundation
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 electrics and automotive maintenance in Ho Chi Minh City	1 partner school: District Twelve Technical & Economic College (DTTEC)
Vietnam	TVET - Vocational training: La Boulangerie Française: training in bakery and pastry-making in Hué (SOS Children's Village and Aide Enfance Vietnam)	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, Philippines, 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, Philippines, Thailand, Vietnam: Bayon Pastry School / SPOONS / École Paul Dubrule / PSE / Sala Bai / Don Bosco Sihanoukville / Sanon / HCTC / An Re Mai Sen / Hoa Sua / KOTO / La Boulangerie Française Hué / Punlaan

Our work in sub-Saharan Africa and the Indian Ocean



Young female students training in hospitality at the Maryann Cheesman Training Center in Monrovia, Liberia.

With more than 60% of its population under the age of 25 (UN), **sub-Saharan Africa** is one of the youngest regions in the world. However, one in four young people is not in education or training (ILO). The economy remains largely informal, and opportunities for stable employment are limited, particularly for women and young people.

Faced with this reality, the IECD has adopted a regional approach focused on access to employment through training and entrepreneurship. Its structural projects aim to strengthen skills, encourage economic initiative, and provide access to sustainable jobs in promising sectors such as agroecology, fish farming, and solar energy.



34
PROJECTS



12,600
DIRECT
BENEFICIARIES



€16.8M
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	CIRAD (French Agricultural Research Centre for International Development) / IRD (French National Research Institute for Sustainable Development) / Plateformes des Écoles Familiales Agricoles de Côte d'Ivoire (PEFACI) / NITIDAE IVOIRE IRRIGATION / LONO
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, LPA, LPMME, LPS and LPIB / Ministry of Technical, Vocational Training and Apprenticeship / Directorate of Apprenticeship and Professional Integration of the Republic of Ivory Coast

COUNTRIES	PROJECTS	LOCAL PARTNERS
Ivory Coast	TVET - Vocational training leading to a diploma in retail	Auchan
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	TAVTC / 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 / Loic Monrovia / Loic Buchanan / MVTC/ BDOTC / AVPT / BWI
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	Association HR SFX
Madagascar	TVET - Vocational training leading to a career in Tourism and Catering for Employment and Integration in Madagascar (TREMLIN MAD)	Antananarivo: National Institute of Tourism and Hospitality (INTH) / Fianarantsoa: Association HR SFX / 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 (AINGA)	Filles de Marie Auxiliatrice (FMA) in Ivato
Central African Republic	TVET and Entrepreneurship - 5 projects: IPAJ - "Initiative Pour l'Autonomisation de la Jeunesse": through training, guidance, professional integration and entrepreneurship	Yali Association / CFP IMMS / CFP ESICA / CFP Mama NDOYO / CFP Don Bosco / Institute of Paramedical Sciences / Youth Centres / Alliance Française of Bangui / Basketball Federation / Kult Center
Democratic Republic of the Congo	Entrepreneurship - Micro and small enterprise support	RDC Entreprises Développement / 7 partner schools: CFP Don Bosco Masina, CFP Don Bosco Gombe, CFP Don Bosco Lukunga, CFP Don Bosco Sanga Mamba, Collège Don Bosco Masina 2, Collège Saint Georges, Institut de la Gombe 2
Democratic Republic of the Congo	TVET - Agricultural vocational training courses	Tshopo Educational Province 1 / Tshopo Educational Province 2 / 4 agricultural technical institutes: Maendeleo, Simisimi, Yangambi, Yanonge
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	COFAD
Republic of the Congo	TVET - Vocational training leading to a career in electricity	Groupe des Electriciens du Congo (GEC)
Cameroon, Central African Republic, Democratic Republic of the Congo, Republic of the Congo	TVET and Entrepreneurship - RELIEF 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 / AUF / Cameroon: CEFTI, CEFAN, CFPE, CAYSTI, CED / Democratic Republic of the Congo: CFP Saint Joseph, CFP Don Bosco, Kimbondo Hotel School, RDCED / Republic of the Congo: CFP Don Bosco, CFP Centre Madre Morano, CEFA MMI, CEFA MR, CGED, CEFA MBFC, CJID, Unicongo
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)

Our work in the Mediterranean basin

© Roy Haddad



Young apprentices at the social enterprise ULEAP by IECD.

In the **Mediterranean region**, despite its dynamism and energy, young people often experience high unemployment rates linked to economic growth that is lower than population growth, as well as the effects of climate change. In this context, in partnership with a strengthened network of 80 local associations, the IECD is implementing concrete solutions for 18,700 young people and entrepreneurs in vulnerable situations, particularly

young dropouts and victims of political crises or natural disasters.

Through training in job-creating sectors such as healthcare, industrial and electrical maintenance, baking, and maritime services, and through its "New Chance" programmes, the IECD promotes professional integration. It also works to create jobs and local prosperity by supporting the development of small businesses.



35
PROJECTS



18,700
DIRECT BENEFICIARIES



€8 M
OPERATING BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Egypt	Entrepreneurship - Micro and small enterprise support	Assiut Catholic Foundation for Integral Development (ACFID) / Association of Upper Egypt for Education and Development (AUED) / Supportive Homeland Association for Development (SHAD) / Egycopt Foundation
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 training leading to certifications in health for care assistants (FAPAR)	Alfa Medical Group
Lebanon	Education - Janah Educational Center: supporting adolescents build their future plans	
Lebanon	Education - Improving access to university for young Syrians living in Lebanon via the DAFI grant support scheme	Semeurs d'avenir Association / Lebanese American University
Lebanon	Entrepreneurship - Micro and small enterprise support	Semeurs d'avenir Association
Lebanon	Entrepreneurship - Agricultural development and agroecology	
Lebanon	TVET - Vocational training leading to a diploma in electrical engineering, industrial maintenance, and IT development	Directorate General for Technical and Vocational Education / Semeurs d'avenir Association / 16 partner schools
Lebanon	TVET - Vocational training leading to a qualification in health for nursing personnel: PARAMED (ex-Healing Hands)	13 state hospitals / Ministry of Public Health / Order of Nurses / Chaîne de l'Espoir
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.	Association Semeurs d'avenir / DG of Technical and Vocational Education / Ministries of Labor and Social Affairs / Rafic Hariri Government Hospitals in 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 Christian Association / Social Committee of Qabelias / Matelec / Agonista
Lebanon	TVET - Social business in electricity and renewable energies	Semeurs d'avenir Association / ULEAP by IECD / AMURT / Al-Fanar / Arcenciel / 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 / Mehnati
Lebanon	TVET - Vocational training leading to a qualification in heritage restoration - On-the-job training: renovation of traditional houses and restoration of old buildings (BINA)	Semeurs d'avenir Association / Directorate General of Antiquities / Al Makassad Association / Waqf of Tripoli
Lebanon	TVET - Vocational training leading to a qualification in maritime	Jounieh Maritime Academy / CMA-CGM

COUNTRIES	PROJECTS	LOCAL PARTNERS
Morocco	Entrepreneurship - Post-earthquake emergency: supporting entrepreneurs affected by the earthquake	French embassy in Morocco
Morocco	Education and Entrepreneurship - AMEAL - A Better Future for Entrepreneurship and Learning: Through Preschool Education and Entrepreneurship	Care Maroc
Morocco	Entrepreneurship - Micro and small enterprise support in the Draa Tafilalet region (AJEE)	DT Regional Council, CRI, ANAPEC National Mutual Aid Organisation, Moulay Ismail University, ANDZOA
Morocco	TVET - Post-earthquake emergency: supporting people affected by the earthquake with the participation of young care assistants (FAPAR)	
Morocco	TVET - Vocational training leading to a certification in electricity in construction and electrical mechanics	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 Maroc / Heure Joyeuse Association / CDRT / Chifaa Association
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 / Humanitarian Action Coordination / 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 in DAMASCUS - ADRA Center for Training and Employment	Companies and industries in the Damascus industrial zone
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 / UNDP
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	AFD / Tunisian Ministry of Employment and Vocational Training / National Agency for Employment and Self-Employment / Tunisian Agency for Vocational Training
Tunisia	TVET - Vocational training in baking and pastry making	Association for Heritage and Solidarity Economy (Apes) / National Confederation of Citizen Enterprises of Tunisia (CONNECT)
The Mediterranean Region	TVET and 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 - E2C Network / ITALY CNOS-FAP - VIS / PORTUGAL National Network of AE2O - Municipality of Matosinhos / ALGERIA Miftah Ennajah Sales School / EGYPT VTEC / JORDAN SELA / LEBANON Semeurs d'avenir / MOROCCO Al Jisr - L'Heure Joyeuse - Network of Second Chance School Associations / TUNISIA APES Ftartchi - ANC - E2C Rafiq - TAMSS</p> <p>Local technical partners: AFD - Tunisian Ministry of Employment and Vocational Training - National Agency for Employment and Self-Employment - Directorate of Non-Formal Education of the Ministry of National Education of the Kingdom of Morocco - UNICEF Morocco</p> <p>Institutional partners: Union for the Mediterranean, European Union</p> <p>Financial partners: Drosos Foundation / AFD / DCI / European Union (Erasmus+) / French Ministry for Europe and Foreign Affairs / Fondation de France</p>
The Mediterranean Region	TVET and 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 (DCI in Monaco) / French Ministry for Europe and Foreign Affairs / French South Region</p>

Our work in France



The IECD supports and strengthens the capacities of five high-impact social structures that help young people who are far from employment to get back on track, find guidance, receive training, and enter the workforce. They are located between Marseille and Paris: ACCES JOB, Appel d'Aire, Massajobs, L'Outil en Main, and Wake Up Café.

Supporting associations in their strategic development

Support is tailored to their specific needs. It can focus on strategic thinking for managers, organisational structuring, educational and training engineering, capitalisation, or development support.

Driving interactive dynamics

In line with the principle of “taking care of those who take care” and contributing to the continuous improvement support practices, the IECD brings together **more than 100 integration professionals from the Marseille ecosystem around:**

- thematic workshops and peer discussion groups for youth support workers,
- strategic support and individual coaching for managers of organisations to support them in their missions and strengthen collaborative dynamics,
- professional practice analysis sessions bringing together integration professionals.



5

ORGANISATIONS
SUPPORTED



570

PEOPLE SUPPORTED BY
THE ORGANISATIONS



€0.5 M

OPERATING
BUDGET



100

SUPPORT PROFESSIONALS
STRENGTHENED IN THEIR PRACTICES

COUNTRY	PROJECTS	LOCAL PARTNERS
France	TVET - Supporting and strengthening 5 organisations	Appel d'Aire, ACCES JOB, Wake up Café, Massajobs, L'Outil en Main

► Young person supported by ACCES JOB.



© ACCES JOB

► Young person at the Don Bosco training centre in Cairo, Egypt.



€26.5 M OPERATING
BUDGET

2,7% GROWTH

15 FINANCIAL
AUDITS

Operating report

IECD's **operating budget** continues to grow to **€26.5 million** in 2024 and a stronger financial structure for the IECD enabling it to better prepare for the impact of the revision of ODA budgets.



Olivier COISPEAU
Director of
administration
and finance

► How do the financial results for 2024 reflect the transformations and strategic directions of the IECD?

This more moderate growth is part of a context marked by sharp declines in Official Development Assistance (ODA) which has impacted the IECD's activity since the last quarter of 2024. In response, **the IECD is refining its strategy,**

strengthening its tools and maintaining control of support function costs at less than 8% of the operating budget.

79 projects have been rolled out in the 18 countries where the IECD operates. New projects are being developed in long-standing countries such as **Madagascar, Lebanon, Ivory Coast** and **Liberia**. South-East Asia is confirming its potential with new activities in **Thailand** and the **Philippines**. In the Mediterranean basin, there is strong regional momentum, particularly in **Tunisia** and **Morocco**.

For 2025, innovation and the search for new growth drivers are priorities across all of the IECD's areas of focus.

► How can financial discipline be combined with agility in a constantly evolving international environment?

In 2024, the IECD continued its strategy of diversifying funding sources while maintaining a strong commitment to both financial discipline and agility. The funding ratio remains dominated by public funds (58%) compared to private funds (42%), reflecting the development of major projects primarily financed by the French Development Agency and UN agencies. A rebalancing of the public-private ratio is now being considered.

Public funding enables the implementation of long-term, structuring programmes in the countries of operation. However, it is subject to increasingly stringent procedures, requiring greater methodological rigor from the teams and precise measurement of impact.

The IECD has strengthened its internal audit department and continued aligning its internal procedures with the growing demands for transparency, accountability, and compliance set by institutional funding partners.

Controlling support costs remains a priority, with efforts focused on striking the right balance in an increasingly complex regulatory environment, particularly in sub-Saharan Africa. The sharing of best practices among country offices and the anticipation of regulatory changes are also key elements of effective management. More than two-thirds of expenditures were successfully audited by independent firms, **confirming the robustness of the financial management.**

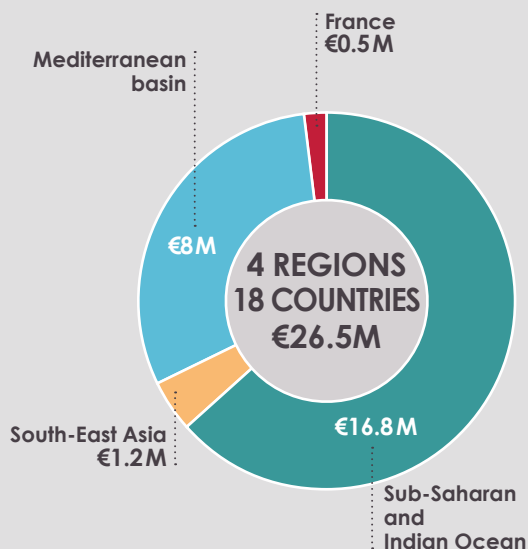
► What changes are you observing in the expectations of financial partners, and how is the IECD responding to strengthen its positioning?

The frequency of financial audits by key partners is driving us to adopt increasingly rigorous financial processes. We respond to this through the professionalisation and dedication of our teams, continuous improvement of our tools, and strong budgetary discipline in project implementation. **Our audit-rejected expenditure rate consistently remains below 0.1%.**

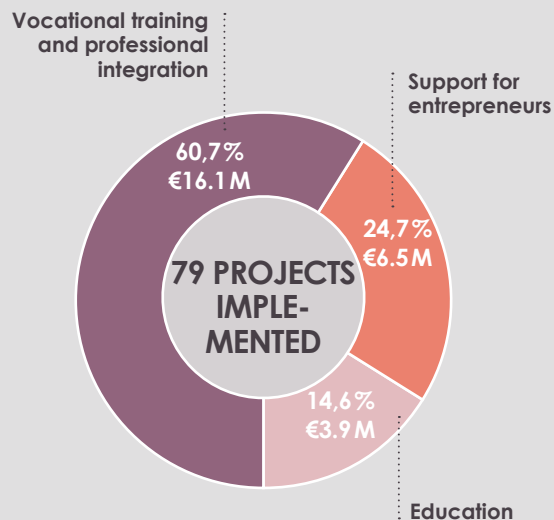
We have continued to invest in tools dedicated to AML-CFT compliance, screening, and **the training of both our direct teams and those of our local partners.**

Financial performance indicators

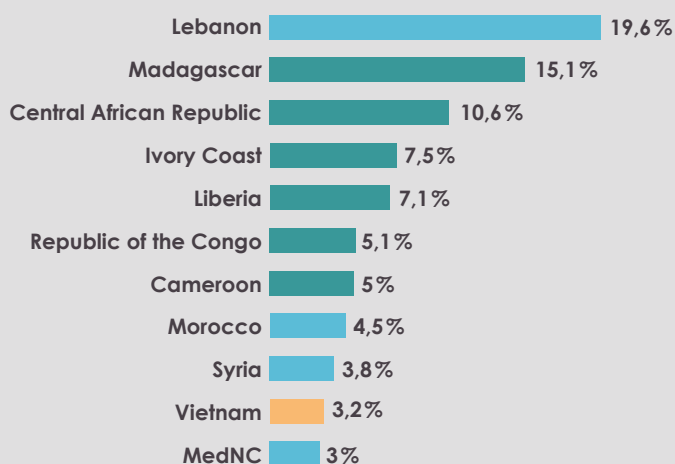
INVESTMENT BY REGION



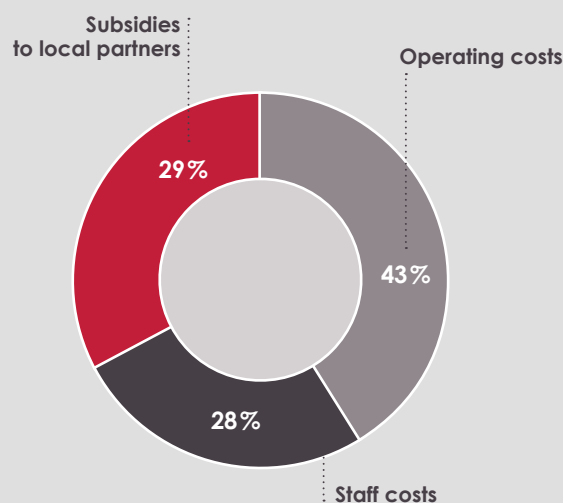
INVESTMENT BY SECTOR OF ACTIVITY



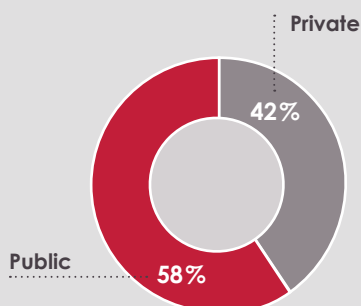
OPERATING BUDGET BY COUNTRY



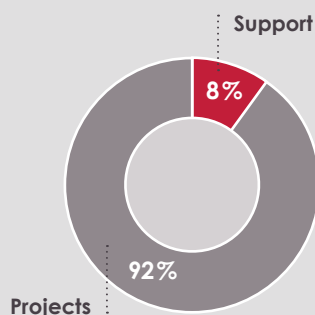
COSTS OF PROJECTS BY TYPE OF EXPENDITURE



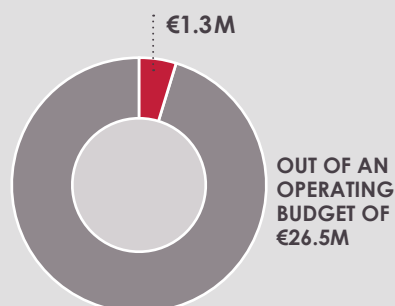
SOURCE OF FUNDING



BREAK-DOWN OF SPENDING



INVESTMENTS - NEW PROJECTS



Balance sheet

CERTIFICATION OF ACCOUNTS

The annual accounts, closed on 31 December 2024,
were audited by Mrs Estelle Le Bihan, HLP Audit, Statutory Auditor.

In thousands of €	Financial Year 2024			Financial Year 2023
	Gross	Depreciation	Net	Net
FIXED ASSETS				
Intangible assets	353	282	71	141
Tangible assets	2,871	778	2,093	2,182
Assets received via bequest or donation				
Financial assets	3,056		3,056	3,025
TOTAL (I)	6,280	1,060	5,220	5,348
CURRENT ASSETS				
Receivables - customers	45,962		45,962	35,786
Receivables from bequests and donations	25		25	74
Other receivables	3,979		3,979	1,254
Grants to be received	4,000		4,000	770
Cash in bank	13,604		13,604	15,767
Deferred expenses	490		490	727
TOTAL (II)	60,061		60,061	54,378
BALANCE SHEET ASSETS (I + II)	74,340	1,060	73,281	59,727

In thousands of €	Financial Year 2024	Financial Year 2023
EQUITY		
Equity	50	50
Equity with counterpart assets	3,196	3,196
Reserves	3,092	3,263
Carried forward	3	3
Surplus/deficit for the year	168	-171
New worth	6,509	6,341
Investment grants	71	141
TOTAL (I)	6,580	6,483
 earmarked FUNDS AND PROVISIONS		
Deferred funds - bequests and donations	26	74
Earmarked funds	14,307	11,349
Provisions for risks and charges	419	350
TOTAL (II)	14,752	11,773
LIABILITIES		
Financial debts	11	16
Trade payables	948	929
Debts from bequests		
Fiscal and social debts	628	696
Other liabilities	3,696	1,031
Deferred income	46,666	38,796
TOTAL (III)	51,949	41,469
Conversion differences, liabilities (IV)	0	2
BALANCE SHEET LIABILITIES (I + II + III + IV)	73,281	59,727

In thousands of €	Financial Year 2024	Financial Year 2023
OPERATING REVENUES		
Sales of services	198	201
Income from third-party funders	26,376	25,600
Reversals from provisions	326	254
Use of earmarked funds	1,615	2,692
Use of deferred funds for bequests	48	232
Other products	213	339
TOTAL REVENUE	28,776	29,317
OPERATING EXPENSES		
External expenses and other purchases	16,669	16,666
Taxes and similar payments	417	464
Payroll, processing and social costs	6,328	6,470
Allowance for depreciation	160	151
Allowance for provisions	386	328
Carried forward in earmarked funds for projects	4,525	5,264
Carried forward in earmarked funds for bequests	0	0
Other expenses	272	227
TOTAL EXPENSES	28,757	29,570
OPERATING RESULT	19	-253
FINANCIAL RESULT	225	83
EXCEPTIONAL RESULT	0	0
Tax on profits	77	0
SURPLUS/DEFICIT*	168	-171
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, a surplus of €208,000 in 2023, and a deficit of €48,000 in 2024.

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 **€3.3 million in 2024**.

In thousands of €	Financial Year 2024	Financial Year 2023
RESOURCES (I)	28,776	29,317
Salaries and costs	6,328	6,470
Subsidies for implementation with partners	7,566	7,365
Expenses	9,103	9,300
Promotion of partners	3,273	1,711
Taxes	417	464
Other costs	-221	454
OPERATING BUDGET (II)	26,466	25,764
Allowance for provisions	386	328
Carried over in earmarked funds	4,525	5,264
Other expenses	744	227
Financial products	-269	-181
Re-processing - promotion of partners	-3,273	-1,711
Income tax	77	0
OTHER NON-OPERATING EXPENSES (III)	2,190	3,928
OPERATING SURPLUS (I - II - III)	120	-374

Surplus not taking into account the impact of bequests.



You support us...



FRENCH DEVELOPMENT AGENCY
Christophe COTTET

Director of the French Development Agency in Tunisia

“ Since 2020, the IECD has demonstrated a real capacity for adaptation and strategic vision, both in Liberia and Tunisia. *The strength of our partnership lies in our shared desire to develop initiatives rooted in public policy, which is a guarantee of sustainability.* The IECD also stands out for its local roots, its active dialogue with businesses, and its comprehensive support for young people that goes far beyond technical training. At a time when Official Development Assistance is being called into question, actors such as the IECD have a key role to play. ”



DCI
Bénédicte SCHUTZ

Director of International Cooperation, Government of Monaco

“ The IECD is a trusted, long-term partner for us. For over 10 years, we have shared a common vision: that of public development aid as a lever for inclusion and the future, particularly for young people in the Mediterranean region. The IECD stands out *for its local roots, its expertise in the field, and its ability to build concrete and sustainable* programs, such as second-chance schools and the La Rizière project in Madagascar. This partnership enriches us both by bringing institutional strategy closer to the realities on the ground. In an uncertain global context, it is all the more essential to support committed actors who offer appropriate and humane solutions. ”



BOUYGUES CONSTRUCTION FOUNDATION
David MYERSCOUGH

General Delegate

“ Our partnership with the IECD is part of our commitment to supporting access to education for all, particularly in Africa, where we have a strong presence. The Energy, Industry, and Construction programme enables our local teams to get involved through skills sponsorship, reinforcing the IECD's mission to develop training programmes tailored to the local economic fabric. Beyond the trades themselves, we also like to share the Bouygues Group's values: respect, knowledge transfer, commitment and a pioneering spirit. *We were struck by the determination of a young woman we met during a visit to break gender stereotypes in technical professions.* We are proud to be working with the IECD to build an ecosystem of integration and inclusion. ”

... we thank you

Thanks to your support, our mission as Sowers of the Future is possible.
Given the scale of the task accomplished in 2024, 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
- Barry Callebaut / Carma
- Bonduelle
- Cartier Philanthropy
- CFAO
- Circle Economy Foundation
- Clifford Chance Foundation
- Congorep
- COSNOVA Beauty GmbH
- Direction de la coopération internationale monégasque (DCI)
- Enfance Partenariat Vietnam (EPVN)
- European Union (EU)
- Expertise France
- EXO Foundation
- Fondation AnBer
- Fondation Artelia
- Fondation Audemars Piguet pour le Bien Commun
- Fondation Bouygues Construction
- Fondation Belmont
- Fondation CMA CGM
- Fondation Colas
- Fondation d'Aide à l'Enfance et au Tiers-monde (FAET)
- Fondation de France
- Fondation de Kerguelen
- Fondation Drosos
- Fondation Duval
- Fondation Eiffage
- Fondation Eurofins
- Fondation Fitia sous l'égide de la Fondation de France
- Fondation Groupe ADP
- Fondation Lord Michelham of Hellingly
- Fondation MKS
- Fondation Nexans
- Fondation Perenco
- Fondation Saint-Gobain
- Fondation Sancta Devota
- Fondation Schneider Electric
- Fondation Société Générale C'est Vous l'Avenir
- Fondation Solidaime
- Fondation VALOREM
- Fonds de dotation Compagnie Fruitière
- Fonds de dotation Savoires
- Fonds de dotation Sustineo
- France-Vietnam Initiative
- Frères de nos frères
- Futur 21
- Geogas
- German Corporation for International Cooperation (GIZ)
- Green Leaves Education Foundation
- Humanithai
- Ifl International Foundation
- Initiative pour le Développement (ILLIS)
- International Alliance for the Protection of Heritage in Conflict areas (ALIPH)
- Institut Robin des Bois
- Jan & Oscar Foundation
- JJA
- La Compagnie Fruitière
- Latin Center for relief and development
- Limmat Stiftung
- Marguerite Fund
- Ministry of Employment and Vocational Training (MINEFOP - Cameroon)
- Ministry for Europe and Foreign Affairs (MEAE)
- Mondi Industrial Bags (MondiGroup)
- MONIN
- Montblanc Cultural Foundation
- Motul Asia Pacific
- 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 Provence-Alpes-Côte d'Azur
- Saeb Nahhas
- SAFACAM & SOCAPALM
- Saltek
- Schneider Electric
- Service de coopération et d'action culturelle (SCAC)
- Stiftung Bachmann
- The Hyatt Community Grant program
- The Middle East Council of Churches (MECC)
- UBS Optimus Foundation
- United Nations Children's Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Population Fund (UNFPA)
- United Nations Women
- Union for the Mediterranean (UpM)

We would also like to thank...

- All the companies and foundations that support IECD projects and have wished to remain anonymous.
- All individuals who provide decisive support to the IECD's activities, whether in the form of financial donations or by giving their time and expertise.

► Young people in pre-training
in Bangui, Central African
Republic.



© IECD Central African Republic



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

