



► Young trainee at the Hospitality and Catering Training Centre, Thailand.

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Cover: © IECD Republic of the Congo ► Young student at a training centre in the Republic of the Congo.

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EDITORIAL

STAYING ON COURSE CHANGING SCALE

Peace and justice are built patiently by enabling every person to find their place in society. It is this conviction that gives full meaning to our mission as Semeurs d'avenir.

Through access to vocational training, helping young people into employment and supporting entrepreneurship, **we help to build a more united and caring society, where everyone's success enables them to regain confidence in themselves, in others and in the future.**

In 2025, the challenges had multiplied. Conflicts and political crises in the Middle East, Africa and Asia, and a drastic fall in development funding. **Our commitment, however, remained unwavering,** as we continued to support 40,400 young people and entrepreneurs we work with, standing by them through their projects, challenges and successes.

When resources become scarcer, the temptation might be to withdraw. We are choosing the opposite path: to open up, to reinvent the way we work, and to explore new partnerships.

Working alongside local organisations and public institutions, we are committed to scaling up our work in order to roll out proven solutions on a larger scale. For whilst resources may be dwindling, the needs of the most vulnerable remain unchanged.

From Lebanon to Liberia, via Tunisia and Madagascar, our work is carried out through large-scale projects aimed at helping young people enter the labour market. In Sousse and Monrovia, young people are securing their first jobs, gaining much more than just an income: they are building confidence in themselves and in their future. In Beirut and Antananarivo, women entrepreneurs are growing their businesses, improving their families' quality of life and contributing to the vitality of their communities.

We are moving forward with clarity and confidence. Confidence in local stakeholders, public institutions, and our financial partners, without whom none of this would be possible. Confidence, too, in our ability to collectively shape the models of tomorrow. Above all, we have confidence in the Semeurs d'avenir.

Once again, this year, 41,600 life journeys have been supported and transformed, and 16 countries where we operate and 11 countries where we serve have been revitalised.

Our impact is not measured solely in figures, but also in the looks in people's eyes, their smiles and the new paths taken by those we support. It is with pride that we share here some of these moments that bring hope.



Marie-José NADAL
President



Arnaud BRITSCH
Chief Executive Officer

IECD AND THE SOWERS OF THE FUTURE WORK CLOSELY WITH THE COMMUNITIES

I was advised to come to the youth centre to improve and develop my technical skills, such as computer-aided drawing and digital tools, as well as my interpersonal skills, such as communication and building relationships with others.

Mahdi, a young trainee in graphic design and soft skills, at the Jaramana centre in Syria.



Since its creation in 1988, the Institut Européen de Coopération et de Développement (IECD), an international solidarity organisation recognised as being of public benefit, has been supporting human, economic and social development in the countries where it operates. Together with its partners in sub-Saharan Africa, the Mediterranean basin and South-East Asia, it implements projects in the fields of education and career guidance, training and employability, and entrepreneurship.

The IECD has already supported more than **500,000 YOUNG PEOPLE AND ENTREPRENEURS**, contributing to lasting change in their lives through successful social and professional integration.



OUR VISION

To enable every woman and every man to realise their talents, face the future with confidence and fully fulfil their personal, social and professional potential.



OUR MISSION

To nurture new generations of fulfilled professionals and committed citizens who will play an active role in transforming their communities into a just, sustainable, and hopeful society.

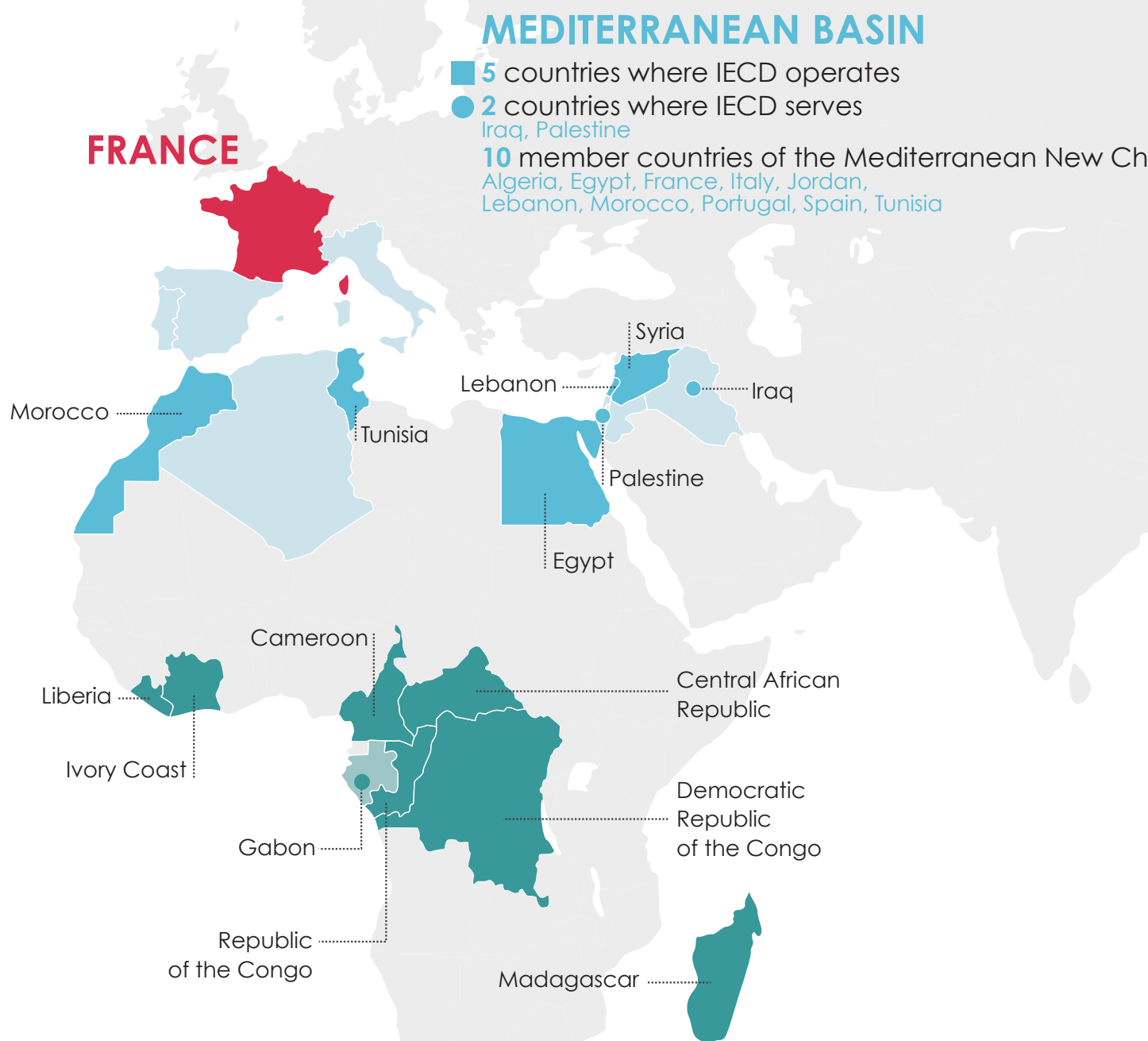


OUR ECOSYSTEM OF COMMITTED STAKEHOLDERS

The success of IECD's projects rests on its ability to mobilise an ecosystem of complementary stakeholders: young people and their families, businesses, local public authorities, voluntary organisations, and education and training institutions (schools, training centres, etc.).

These synergies enable us to jointly develop sustainable, innovative and replicable solutions that are deeply rooted in local communities.

OUR IMPACT AT A GLANCE



16

COUNTRIES OF
OPERATION

11

COUNTRIES
SERVED

387

LOCAL
PARTNERS

OF
WHICH

123

VOCATIONAL
TRAINING
CENTRES

ance Network

41,600

BENEFICIARIES

EDUCATION

2,500

ADOLESCENTS

ENTREPRENEURSHIP

10,800

ENTREPRENEURS

VOCATIONAL TRAINING
AND PROFESSIONAL
INTEGRATION

27,100

YOUTH

1,200

ADULT TRAINERS



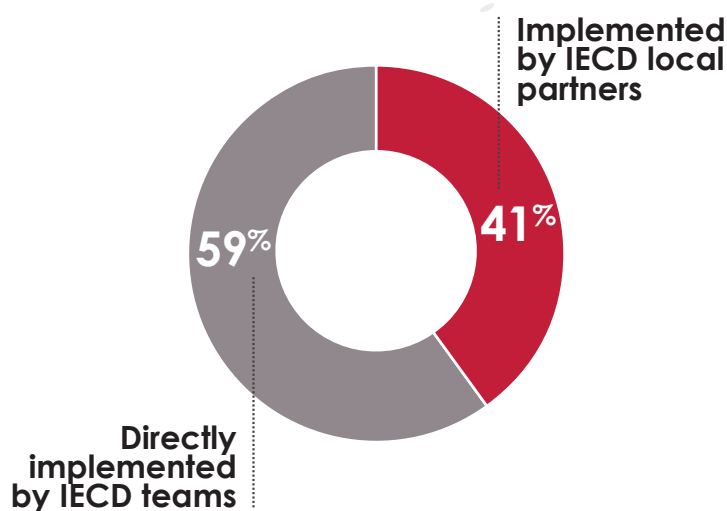
SOUTH-EAST ASIA

3 countries where IECD operates

6 member countries
of the ASSET-H&C Network

Cambodia, Indonesia, Myanmar,
Philippines, Thailand, Vietnam

€26.8 MILLION
OPERATING BUDGET



SUPPORT TO TRANSFORM LIVES

The IECD offers its expertise to companies, institutions, and professionals in the fields of education, career guidance, vocational training, employment support and entrepreneurship support, for the benefit of the **200,000 YOUNG PEOPLE AND ENTREPRENEURS** it aims to support by 2030.



SUPPORTING LIFE AND CAREER PLANS

This includes 45,000 teenagers and young people, particularly those at risk of dropping out of school.

► Through the development of training and career guidance programmes, the creation of training and professional integration schemes, work experience schemes and high-quality employment support services.



FACILITATING ACCESS TO A CAREER AND A QUALITY JOB

Young people, particularly those who are disconnected from training and employment.

► Through vocational training in high-growth sectors and participation in employment integration programmes into the labour market.



SUPPORTING ENTREPRENEURSHIP, GENERATING PROSPERITY AND JOBS

5,000 entrepreneurs and farmers whose incomes were insufficient to live with dignity.

► By supporting entrepreneurship and fostering the growth of small businesses.



SUPPORTING THE TRANSFORMATION OF TRAINING SCHEMES AND ENTREPRENEURSHIP SUPPORT

By repositioning and restructuring their training offer.

► By developing the skills of their professional teams and integrating them into their ecosystem.



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PAVING THE WAY FOR SUSTAINABLE EMPLOYMENT FOR WOMEN

Access to the labour market is one of the main barriers to women's social integration and economic empowerment: globally, only 47% of women achieve this, compared with 72% of men (International Labour Organisation).

Transforming what is learnt on training courses into skills sought after in the labour market is essential, but it is not enough. For women to be able to truly seize career opportunities, an environment conducive to their entry into the labour market must be created: **women with greater self-confidence and employability, a supportive social circle, and committed public and private sector stakeholders.**

ENGAGING THE SUPPORT NETWORK OF YOUNG WOMEN TO STRENGTHEN THEIR ABILITY TO CHOOSE THEIR CAREER PATH

Young women often choose career paths with limited prospects, either because they lack awareness of economic opportunities or because they are influenced by restrictive social norms that hold them back. The IECD promotes informed career guidance that is open to the jobs of the future and supported by the family and community environment.

In the Central African Republic, **270 young women are being supported in developing a career plan of their own choosing.** Parents and traditional leaders, who play a key role in shaping local social norms, are involved through dedicated workshops designed to encourage their support for integration pathways.

54%

OF YOUNG WOMEN IN GUIDANCE PROGRAMMES GO ON TO VOCATIONAL TRAINING

STRENGTHENING SKILLS AND EMPOWERMENT TO SECURE ENTRY INTO EMPLOYMENT OR ENTREPRENEURSHIP

Upon completion of their training, young women face greater difficulties in securing their first stable job. The IECD supports them in giving themselves every chance of success, through dedicated support programmes. In the Democratic Republic of the Congo, **the IECD, with the support of a local partner, has set up a socio-professional integration unit.** This initiative combines **training in digital tools, workshops on job-seeking techniques, coaching** to boost self-confidence, and networking with the private

70%

OF YOUNG WOMEN ARE IN EMPLOYMENT AFTER 6 MONTHS

sector.

WORKING HAND IN HAND WITH EMPLOYERS TO SECURE WOMEN'S CAREER PATHWAYS

Work placements and work-study schemes play a vital role in the development of professional skills: they enable young people to acquire technical skills and familiarise themselves with the world of work. The IECD works to ensure that young people women equal access to these opportunities, including in sectors traditionally dominated by men. **The IECD works with employers to ensure a safe work placement environment,** by implementing training initiatives aimed at integrating women into certain sectors and preventing discrimination.

Thanks to these initiatives, all female trainees involved in electrical training projects in Egypt, for example, have been able to complete a work placement.

GIVING MEANING TO BUSINESS PERFORMANCE

For the IECD, working in partnership with businesses is both a matter of course and a prerequisite for success. The integration of young people into the workforce can only be achieved through engagement with those who drive economic activity. This is why the IECD forges strategic partnerships with companies operating in growth sectors: agriculture, hospitality and catering, energy, industry, construction and transport. These collaborations transform CSR commitments into concrete actions, generating jobs for young people and economic development for countries.

This relationship is based on a win-win approach. For companies, it strengthens social responsibility initiatives, helps to structure industry sectors, opens up new markets and facilitates access to better-trained candidates who are in touch with the realities on the ground and the needs of the professions.

For the IECD, this close relationship is essential: it enables training programmes to be grounded in the realities of the workplace, ensures that teaching content is aligned with the sectors' current needs, and helps to develop skills directly linked to industry standards.

Collaborative development lies at the heart of the approach. In the southern Mediterranean countries, **companies such as Bouygues Construction and Nexans are helping to introduce young people to technical trades.** In Lebanon in particular, training programmes in electrical engineering and maintenance have been developed in direct collaboration with companies.

This momentum extends to access to employment. In Madagascar, the partnership with the Radisson Hotels Group is a concrete example of this: **young people benefit from an immersive pre-employment work placement, with accommodation and a monthly allowance, thereby securing their path to employment.** Particular attention is paid to the inclusion of young women in the hospitality sector.

Finally, **partner organisations also strengthen the IECD's local teams through skills-based sponsorship:** mentoring, technical support and – all of which promote a sustainable transfer of expertise.



► In Tunisia, more than 70 partner companies are involved in welcoming young people on work placements and end-of-course validation placements.

JOINT INITIATIVES WITH

123

PARTNER TRAINING
CENTRES

+100

PRIVATE COMPANY
PARTNERS PROVIDE
FINANCIAL
SUPPORT FOR OUR
PROGRAMMES



INFLUENCING SYSTEMS AND PUBLIC POLICY

DRIVING TRAINING THROUGH DEMAND: THE IECD AT THE HEART OF THE DRIVING FORCES OF CHANGE

In the countries where IECD operates, vocational training systems are struggling to adapt to changes in the labour market. To address these challenges, the IECD partners with public authorities to drive impact through three key approaches: **fostering sector dialogue on employability, developing programmes aligned with national policies, and strengthening local ownership.**

EMBEDDING PROGRAMMES IN NATIONAL POLICIES

To ensure the sustainability of these changes, the IECD supports **policymakers in their reform efforts by securing recognition for the programmes developed in collaboration with its local partners.** In Tunisia, the signing of three agreements with the national agencies for training and employment has enabled the 'New Chance' scheme to be incorporated into youth integration for young people, paving the way for its nationwide roll-out. In sub-Saharan Africa, the development of 13 qualification pathways in growth sectors (management of waste, solar energy) helps to promote new careers and the professional development of thousands of young people.

TRANSFERRING AND SUSTAINING IMPACT

Systemic impact is measured by the ability of local institutions to sustain the initiatives they have launched themselves. In Madagascar, Five years of support provided to the National Institute of Tourism and Hospitality have enabled it to revamp its educational provision, set up a careers and employment advice centre, and modernise its infrastructure. Beyond the institutions themselves, the IECD supports **the people driving change – school directors, trainers, and career guidance advisers – to update their practices and promote methods tailored to young people's expectations.**

We have made progress in validating market-relevant curricula and developed training opportunities in line with the needs of the private sector, and improved the services offered to young people.

The Hon. Laraamand Shenkin Nyonton II, Deputy Minister for Technical and Vocational Education and Training (TVET), Ministry of Youth and Sports, Liberia.

+250
**PROFESSIONALS
IN EDUCATION,
CAREER GUIDANCE,
TRAINING AND
EMPLOYMENT
SUPPORT,
SUPPORTED**

BUILDING DIALOGUE TO ACHIEVE GREATER IMPACT

In ecosystems where coordination remains inadequate, developing responses that are consistent with the needs of the labour market remains a major challenge. This is why the IECD continues to strengthen its role as a leading player by facilitating dialogue between key stakeholders in the fields of training and employment.

In Central African countries, the IECD **co-facilitates national and regional platforms bringing together ministries, training providers and civil society** to improve the coordination of integration policies.

+60
**MINISTRIES,
COMMUNITY-BASED
ORGANISATIONS AND
LOCAL AUTHORITIES
SUPPORTED**

INFORMED GUIDANCE FOR A CHOSEN FUTURE



2,500

ADOLESCENTS IN
EDUCATION AND
CAREER GUIDANCE
PROGRAMMES

1,400

FAMILIES
INFORMED AND
SENSITISED

300

EDUCATION AND
CAREER GUIDANCE
PROFESSIONALS
EMPOWERED

► Young people taking part in an outdoor activity at an educational centre in Palestine.

HOW CAN YOU BUILD YOUR FUTURE WITHOUT KNOWING YOURSELF OR UNDERSTANDING THE WORLD AROUND YOU?

Worldwide, nearly one in four young people drop out of school before completing their education (UNESCO).

Nearly one in two will never go on to work in the profession they had envisaged: poverty, a loss of purpose, inadequate training or a lack of support are the reasons behind these disrupted life paths.

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

TAKING CONTROL OF ONE'S LIFE AND BUILDING ONE'S FUTURE

The IECD implements support and dropout prevention programmes, the details of which vary according to context: pathways facilitating access to vocational training for young school dropouts in Tunisia and the Central African Republic; 'success boarding schools' for secondary school pupils and a preparatory year for higher education for A-level graduates in Madagascar; and career guidance programmes in schools in Lebanon.

SUCCESSFUL CAREER GUIDANCE: THE KEY TO SOCIAL AND PROFESSIONAL INTEGRATION

Without proper career guidance, the most vulnerable young people often end up choosing courses with no career prospects. The IECD helps them to get to know themselves better and explore their environment so that they can make informed choices about their education. **A careers adviser helps them explore the world of work and refine their choices through work placements, introductions to 'vocational' trades and career fairs.**

RAISING AWARENESS AMONG FAMILIES AND TRAINING EDUCATION PROFESSIONALS TO BETTER SUPPORT YOUNG PEOPLE

Through the 'Parents' Schools' in Madagascar, the IECD supports **these key players in education as they help their children achieve their academic, social and career aspirations.** Professionals such as secondary school teachers and headteachers, careers and integration advisers, and youth centre educators also benefit from initial and continuing training.



I have learnt just how essential financial organisation and planning are to the success of any business.

Michel, a young apprentice in Lebanon.



► A young person undergoing training in Madagascar.

GATEWAYS TO EMPLOYMENT

One in five young people worldwide is currently neither in employment, nor in education, nor in training. In Africa, 30 million young people will enter the labour market by 2030, a market that is still ill-prepared to accommodate them (International Labour Organisation).

At the same time, companies are struggling to recruit qualified staff. This paradox can largely be explained by the mismatch between the training on offer and the expectations of the labour market. Often, training programmes remain disconnected from the realities of the workplace and include little practical experience. As a result, young people lack the skills that employers need.

The IECD supports vocational training professionals and builds bridges between the business world and the vocational training sector, with a view to improving young people's employability.

27,100

YOUNG PEOPLE
IN TRAINING

86%

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

1/2

WOMEN IN
VOCATIONAL TRAINING
AND PROFESSIONAL
INTEGRATION
PROGRAMMES

► Young graduates of a training programme in the installation and maintenance of photovoltaic systems, on an integration worksite in Morocco.

STRENGTHENING THE KEY PLAYERS IN VOCATIONAL TRAINING

Through **its support for 123 public and private training centres**, the IECD is revamping and rolling out comprehensive training programmes that combine academic content, a firmly practice-oriented approach to teaching, and personal development.

The IECD is also strengthening its partner centres in key areas to enable them to expand their activities: training for trainers and career guidance officers, modernizing the technical facilities, and strengthening links with stakeholders in the economic and educational sectors.

TARGETING HIGH-GROWTH TRADES IN KEY SECTORS

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

- **Hospitality, tourism and catering**
- **Healthcare**
- **Agriculture**
- **Energy, transport and industry**
- **Construction**

Through its projects, the IECD develops new training programmes leading to qualifications, certificates or diplomas that are closely tailored to the needs of businesses. To increase its impact, the IECD works with national institutions to secure official recognition of training programmes and contribute to the reform of vocational training systems.

Since 2023, the IECD has developed 23 vocational training frameworks, 17 of which have received state accreditation and have become degree-awarding programmes.

POSITIONING BUSINESSES WITHIN VOCATIONAL TRAINING: WORK-STUDY SCHEMES AND SOCIAL ENTERPRISES-SCHOOLS

Putting the workplace at the heart of training is key to creating the conditions for successful entry into the world of work: **the IECD structures its training programmes around a work-study approach, devoting a significant proportion of the courses to practical work placements.** Supported by mentors trained by the IECD, young people become familiar with the world of work, build their self-confidence, and develop their professional skills.



For example, in Ivory Coast, in collaboration with the Ministry of Technical Education, the IECD is rolling out work-based learning in the industrial maintenance sector, which is enhancing the employability of more than **500 young people** within a network of around thirty partner companies.

The approach sometimes goes even further, **with the establishment of 'training companies'**. Within these structures, which are integrated into training centres, young people gain full-scale experience of corporate life: 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 practical training to nearly **350 young people**. In Morocco, **280 young people** are being trained in the installation and maintenance of photovoltaic systems, some of them on work integration schemes.

IN-COMPANY VOCATIONAL TRAINING: THE CORPORATE ACADEMY

The corporate academy aims to organise training directly with the company, sometimes even delivering it within the production facility itself.

Supported by company mentors, the young people develop skills that precisely match employers' expectations. In Lebanon, for example, the IECD runs integration programmes in the maritime sector with CMA-CGM and in industry with Saltek.



For me, traditional joinery is much more than just working with wood. It is a craft steeped in history that connects us to our roots. Restoring the Hammam Al Nouri has reinforced my belief in the importance of preserving these skills.

Aisha, a young student undergoing training in heritage restoration in Lebanon.

TURNING UNCERTAINTIES INTO ENTREPRENEURIAL OPPORTUNITIES

In a constantly changing world, marked by crises and uncertainties, entrepreneurship is a key driver of opportunities, particularly in developing countries. The 2025 G20 Summit also highlighted the need to strengthen business financing, recognising the central role of businesses in growth more inclusive. However, geopolitical tensions and migration trends are making the business environment increasingly uncertain, and artificial intelligence is prompting it to reinvent itself.

© IECD Democratic Republic of the Congo

9,460

**ENTREPRENEURS AND
PROJECT HOLDERS
SUPPORTED**

50%

CREATE JOBS

70%

**INCREASE THEIR
TURNOVER ONE YEAR
AFTER TRAINING**

► A female entrepreneur at Craft'Lab in Muanda, Democratic Republic of the Congo.



Local support and coaching are becoming essential in helping entrepreneurs – particularly women – to strengthen their skills, self-confidence, and ability to make strategic decisions. Access to finance is also a key driver for the development and sustainability of their businesses.

Through an approach combining training, coaching, funding, and networking, the IECD helps to empower women entrepreneurs whilst supporting projects that are more robust and resilient in the face of market uncertainties.

This is why the IECD works by forging partnerships with financial and institutional stakeholders in order to facilitate access to the resources needed for business growth. These dynamics help to bring economic players together and open up new opportunities for collaboration and growth.

SUPPORTING ENTREPRENEURS TO STRENGTHEN THEIR SKILLS

The IECD develops training programmes that are accessible and tailored to each entrepreneur's profile, from launch to the long-term sustainability of

their business. These programmes combine **technical skills, life skills and personalised support, including after graduation**, to support the development of their business.

In the Republic of the Congo, entrepreneurs in the cultural and artistic sectors benefit from a dedicated programme tailored to the needs of the arts and their ecosystem.

DEVELOPING AN ENTREPRENEURIAL MINDSET

The IECD also strengthens the soft skills essential to entrepreneurs' success, enabling them to launch their businesses, innovate and overcome obstacles. Specific programmes designed for women include modules on leadership and empowerment, which are key drivers of autonomy and transformation.

REMOVING BARRIERS TO WOMEN'S ENTREPRENEURSHIP

The IECD promotes self-reliance, self-confidence and the capacity for innovation. Leadership modules and programmes specifically designed for women entrepreneurs strengthen their ability to take action and achieve economic empowerment. As part of this initiative, in Central Africa, **bootcamps offer them intensive programmes combining practical workshops, mentoring and role-play**, to boost initiative and accelerate the move to action.

CREATING AN ECOSYSTEM FAVORING THE DEVELOPMENT OF LOCAL BUSINESSES

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

In Madagascar, the IECD supports **100 women entrepreneurs through coaching and training programmes in entrepreneurship and agri-food processing**, whilst helping to foster an ecosystem conducive to the development of their businesses. In particular, this initiative facilitates access to funding and commercial opportunities.



I have revamped my diet, prioritising 100% natural products. Whilst making my own stock and seasonings, I realised there was a need for healthy, additive-free alternatives. That's how "Fait Maison by Coco" was born – a brand committed to more natural food that's accessible to everyone.

Corinne, an entrepreneur in Ivory Coast.

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 and limiting the degradation of agricultural land (52% of which is already affected – FAO, 2021).

Added to this is a lack of interest among young people in a sector which, nevertheless, accounts for 27% of the global workforce (FAO, 2023).

Against this backdrop of transition, new models are emerging for alternative ways of producing, processing, and marketing. To build a sustainable, attractive and job-creating agriculture, the IECD is working alongside stakeholders across the sector through three key areas of intervention.

1,340
FARMERS

8
PROJECTS

DEVELOPING THE SKILLS OF ENTREPRENEURS IN THE AGRICULTURAL SECTOR

The IECD designs and delivers qualification programmes based on practical experience and a skills-based approach. More than **880 market gardeners are being trained in agroecology** in Liberia, Ivory Coast, Cameroon and the Central African Republic through **field schools**. In the Republic of the Congo, **practical 'pond-side' training** is improving the practices of **285 fish farming professionals**. In Tunisia, **9 olive growers** are enhancing their quality control skills through technical masterclasses led by specialist experts.

TESTING AND DISSEMINATING INNOVATIVE SOLUTIONS TAILORED TO LOCAL CONTEXTS

The IECD coordinates multi-stakeholder networks – comprising farmers, advisers, researchers and businesses in the sector – to test, refine and disseminate relevant and sustainable agricultural practices. In Ivory Coast, **field trials at research stations** have been carried out on **maize and soya beans** in conditions of exceptional drought, demonstrating the resilience of agroecological practices. In the Central African Republic, Liberia and Ivory Coast, trials conducted on more than **40 plots belonging to partner farmers** are validating **market gardening practices** that are both profitable and adapted to local constraints.

SUPPORTING ENTREPRENEURIAL INITIATIVES TO DEVELOP AND STRUCTURE SUPPLY CHAINS

The IECD provides consulting services and access to markets and finance to support entrepreneurs in developing their businesses. In Cameroon, **more than 100 market gardeners** benefit from **pre-financing and marketing services** through a social enterprise set up by the IECD, helping to secure and improve their incomes. In the Republic of the Congo, **40 fish farmers receiving individual coaching** are increasing their incomes.



I led a team of nine farmers to put agroecological methods into practice on experimental plots. Today, I apply these methods on my own farm, by growing several crops on the same plot. My yields and income have increased, which enables me to better support my children's education and my family's needs.

Matthew, a farmer in Liberia.

OUR WORK BY REGION

3

REGIONS

16

COUNTRIES OF
OPERATION

387

LOCAL
PARTNERS

► A young intern at the Radisson Blu in Madagascar.

OUR WORK IN SOUTH-EAST ASIA

Despite sustained economic growth, many vulnerable young people remain excluded from skilled employment opportunities due to a lack of suitable training and support in finding work. To address these challenges, the IECD is implementing a regional approach based on building on and replicating proven models in the hospitality, catering, bakery and vehicle maintenance sectors. In collaboration with regional partners, the IECD is co-developing training programmes, strengthening centres through the ASSET-H&C network and developing training programmes that incorporate social enterprises as learning platforms. At the same time, the IECD supports entrepreneurs in increasing their turnover and the creation of sustainable jobs.



► Young people training in the hospitality and catering sector in Cebu, Philippines.

8
PROJECTS

1,970
BENEFICIARIES

€1.2
MILLION OPERATING
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Philippines	Entrepreneurship - Micro and small enterprise support in Cebu	Enfants d'Asie (Children of Asia)
Philippines	TVET - Vocational training leading to a qualification in hospitality and catering	CIT (Cebu Institute of Technology)
Thaïlande	TVET - Vocational training in the hospitality and catering sector for young people from the Thailand-Myanmar border region in Mae Sot – Hospitality and Catering Training Centre (HCTC)	Tak Border Child Assistance Foundation (TBCAF), Minmahaw school, Help Without Frontiers (HwF) Thailand, Youth Connect Foundation
Vietnam	Entrepreneurship - Micro and small enterprise support in Ho Chi Minh City	Ubuild social enterprise
Vietnam	TVET - Vocational training leading to a career in automotive maintenance in Ho Chi Minh City	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, Indonesia, Myanmar, Philippines, 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, Indonesia, 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, Punlaan, Sumba Hospitality Foundation

OUR WORK IN SUB-SAHARAN AFRICA AND THE INDIAN OCEAN

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. Yet, one in four young people is neither in employment, education, nor training (ILO). The economy remains largely informal, and opportunities for stable employment are limited, particularly for women and young

people. In response to this reality, IECD adopts a regional approach focused on access to employment through training and entrepreneurship. Its structured projects aim to strengthen skills, encourage economic initiative, and enable access to sustainable jobs in future-oriented sectors such as agroecology, fish farming, and solar energy.

37
PROJECTS

20,420
BENEFICIARIES

€15.3
MILLION 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	Entrepreneurship - MBOA: supporting young people in the cities of Yaoundé and Douala towards economic independence, employability and civic engagement	Cameroun Entreprises Développement
Cameroon	TVET - Agricultural vocational training courses	SWC Kumbo, CDD Marouan, CEFAN, APRODER Njombé, APRODER, Dizangué
Cameroon	TVET - Vocational training and support to the hospitality and catering training centre	Sorawell
Ivory Coast	Entrepreneurship - Micro and small enterprise support	Côte d'Ivoire Entreprises Développement, OFIL, Reseaux Initiaves Côte d'Ivoire, SIMPLON
Ivory Coast	Entrepreneurship - Agricultural development	CIRAD (French Agricultural Research Centre for International Development), Plateforme des Écoles Familiales Agricoles de Côte d'Ivoire (PEFACI), FERT, LONO, BIOYAM, CAP-BCI (Centre Agro Pastoral - Bouafé Côte d'Ivoire), Côte d'Ivoire Entreprises Développement
Ivory Coast	Entrepreneurship - TRANSFORM: encouraging the emergence of local agri-food processing enterprises	Côte d'Ivoire Entreprises Développement, BCPE (Bureau de Coopération des Programmes Emploi), CCA (Conseil Coton Anacarde)
Ivory Coast	TVET - Agricultural vocational training courses	Plateforme des Écoles Familiales Agricoles de Côte d'Ivoire (PEFACI), ORANGE Digital Center, International Cocoa Initiative, CAPRESSA, Conseil Régional de la Mé, Mairie d'Affery, l'Agence Emplois Jeunes (Yamoussoukro et Affery), Ministry of Technical Education, Vocational Training and Apprenticeships
Ivory Coast	TVET - Vocational training leading to a career in electrical engineering, industrial maintenance, and plumbing	5 partner schools: CTB, LPA, LPMME, LPS et LPIB, Ministry of Technical Education, Vocational Training and Apprenticeships, Directorate of Apprenticeship and Professional Integration of the Republic of Ivory Coast
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, LOIC Buchanan, APDRA, Catalyst, CARL
Liberia	Entrepreneurship - ILSA project: a project supporting agricultural development	Ministry of Agriculture, CARL
Liberia	TVET - Strengthening Integration through Vocational Education (STRIVE): 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, AVTP, BWI, Marianne Cheeseman
Liberia	Entrepreneurship - Mission Alliance: training farmers in agroecological techniques	Mission Alliance Liberia, CARL

COUNTRIES	PROJECTS	LOCAL PARTNERS
Liberia	Entrepreneurship - Social Equity project by JA Africa: entrepreneurship training	Orange digital Center, Teralead, MVTC, BWI, AVTP, Marianne Cheeseman, BDOTC
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	Entrepreneurship - Support for Small Businesses: supporting women's entrepreneurship and its ecosystem (MAMOA)	Maison de l'Entrepreneuriat (Antananarivo), Initiative Vakinankaratra, Initiative Fianarantsoa, EDBM
Madagascar	TVET - Vocational training leading to a career in photovoltaic solar energy (Green Skills)	Technical and professional high schools in Tulear and Alarobia, Ministry of Energy and Hydrocarbons, Ministry of Tourism and Handicrafts
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 - Collège Saint François-Xavier
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: HR SFX - Collège Saint François-Xavier, Mahajunga: School for Careers in Tourism and Hospitality (EMTH), Filles de Marie Auxiliatrice (FMA), Tuléar: Don Bosco training centre, Ministry of Technical Education and Vocational Training, Ministry of Tourism and Handicrafts
Madagascar	TVET - Supporting vocational training in the pastry-making and catering trades (AINGA)	Filles de Marie Auxiliatrice (FMA) in Ivato
Central African Republic	Education, TVET and Entrepreneurship - IPAJ - "Initiative Pour l'Autonomisation de la Jeunesse": through training, guidance, professional integration and entrepreneurship	YALI Association, IMMS Vocational Training Centre, ESICA Vocational Training Centre, Mama NDOYO Vocational Training Centre, Don Bosco Vocational Training Centre, Institute of Paramedical Sciences, Youth Centres, Alliance Française de Bangui, Basketball Federation, Centre Kult, FAFECA, IUFP, House of Entrepreneurship, Ministry for the Promotion of Gender, the Protection of Women, the Family and Children, Ministry of Labour, Employment and Social Protection, Ministry of SMEs and Private Sector Promotion, Ministry for the Promotion of Youth, Sports and Civic Education, Ministry of National Education
Republic of the Congo	Entrepreneurship - Micro and small enterprise support	Congo Entreprises Développement
Republic of the Congo	Entrepreneurship - Support for Civil Society Organisations	AVSI, Amaco
Republic of the Congo	Entrepreneurship - Agricultural Development: supporting the structuring of the fisheries sector in Kouilou	COFAD
Republic of the Congo	TVET - Vocational training leading to a career in electricity	Groupe des Electriciens du Congo (GEC)
Republic of the Congo	TVET - Support for skills and capacity building in the carpentry sector	Wengé Vocational Resource Centre (WENGÉ CRP-Bois)
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	Entrepreneurship - Micro and small enterprise support: promoting handicrafts in Muanda (Craft'Lab)	
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
Democratic Republic of the Congo	TVET - Entrepreneurship Training and Employment	National Institute for Professional Training (INPP), Ministry of Vocational Training
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: CEFAN, CFPE, CED / Democratic Republic of the Congo: CFP Saint Joseph, CFP Don Bosco Masina, Kimbondo Hotel School, RDCED / Republic of the Congo: CFP Don Bosco, Centre Madre Morano Vocational Training Centre, CEFA MMI, CEFA MR, CGED, CEFA MBFC, CJID, Unicongo / Central African Republic: University of Bangui, House of Entrepreneurship
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

IECD is strengthening its regional approach to better address the structural challenges of youth employment. By developing regional synergies—such as sharing curricula, pooling educational tools, capitalising on best practices, and structuring partnerships with economic actors — IECD is able to deploy tailored solutions for the many NEET youth in the Mediterranean region, while also enhancing its

capacity to design and manage multi-country projects. Faced with a youth population that is often educated yet confronted with unemployment or precarious pathways, these approaches make it possible to offer integrated pathways combining training, labour market integration, and support for entrepreneurship. This dynamic contributes to more inclusive and sustainable societies.

37
PROJECTS

18,380
BENEFICIARIES

€9.9
MILLION OPERATING
BUDGET

COUNTRIES	PROJECTS	LOCAL PARTNERS
Egypt	Entrepreneurship – Agri-entrepreneurship: micro and small enterprise support	Assiut Catholic Foundation for Integral Development (ACFID), Association of Upper Egypt for Education and Development (AUEED), Supportive Homeland Association for Development (SHAD), Egycpt Foundation
Egypt	TVET - Vocational training leading to a qualification in electrical engineering	Ministry of Education and Technical Education in Egypt (MoETE), five partner institutions, French Chamber of Commerce and Industry in Egypt
Egypt	TVET - Vocational training leading to certifications in health for care assistants (FAPAR)	Alfa Medical Group, Baheya Foundation For Early Detection & Treatment Of Breast Cancer, Ahl Masr Foundation
Egypt	TVET - Certified vocational training in childcare	Impact NGO
Egypt	TVET - Certified vocational training in electrical engineering	Don Bosco Cairo, Egycpt Foundation
Lebanon	Education - Janah Educational Centre: supporting adolescents in building their future pathways	Ministry of Education
Lebanon	Education - Improving access to university for young Syrians living in Lebanon via the DAFI grant support scheme	Semeurs d'avenir association, Lebanese International University, UNHCR
Lebanon	Entrepreneurship - Micro and small enterprise support	Semeurs d'avenir association, Tamadoun, Al khalil foundation, Hebareye Municipality, Marjaayoun Municipality, SEAC Organization, Falazt al Iklim, RTA , SEAC, Tyre Municipality
Lebanon	Entrepreneurship – Agricultural development and agroecology	L'Ordre des Basiliens Salvatoriens, Lebanese University, Ministry of agriculture, Syndicate of Lebanese Beekeepers, Hbaoush Municipality
Lebanon	TVET - Advanced qualification training for young people from technical education: industrial training, maritime training, etc.	Directorate General of Technical and Vocational Education, Sowers of the Future Association, 16 partner schools, CMA CGM, International Maritime Academy, Saltek, Matalec
Lebanon	TVET - Vocational training leading to a qualification in health for nursing personnel: Paramed	12 government hospitals, Ministry of Health, NMHP (National Mental Health Programme), Nursing Order, Chain of Hope, Sanofi
Lebanon	TVET - Short-term vocational qualification training to meet the needs of vulnerable Lebanese and refugee populations: plumbing, heating, ventilation and air-conditioning (HVAC) maintenance, tailoring, assistant cook occupations, hospitality, healthcare assistant, domestic and industrial electricity, solar panel installation, childcare services, etc.	Semeurs d'avenir association, Directorate General of Technical and Vocational Education, Ministry of Labour and Ministry of Social Affairs, Rafic Hariri Government Hospital (Beirut), Saïda and Tripoli Government Hospitals, HPA Hospitality Academy, Michel Daher Social Foundation, Farah Social Foundation, Liban Cables, Al Mayyas Hospital, Amaleen Restaurant, Chabibe Sporting Club, Eben Sina School, Municipality of Tripoli, Lions Club, Key of Life, Lakkis Farm, Lebanese Army, Max Wear, MMG Company, Ward El Makkased, Young Women's Christian Association (YWCA), Qabelias Social Committee, Liban Cables, Matelec, National Centre for Vocational Training, Geatoui Hospital, Maaounet Hospital, Tamadoun, Key of Life, The Lebanese Center for Energy Conservation, Lebanese Reforestation Initiative (LRI), Himaya, Tlies Company, Message de Paix, Agonista, Al Mahata Restaurant, Municipality of Tyre, Order of Engineers, CVC (Association of Charity and Voluntary Convention)
Lebanon	TVET - Social enterprise supporting labour market integration in the electricity and renewable energy	Semeurs d'avenir association, ULEAP, LCEC (Lebanese Center for Energy Conservation), Al-Fanar, Arcenciel, 13 companies
Lebanon	TVET - Guidance and Employment Office for young people	Semeurs d'avenir association, 23 technical high schools, Directorate General of Technical and Vocational Education, cooperation with the Italian associations COMI and CESVI

COUNTRIES	PROJECTS	LOCAL PARTNERS
Lebanon	TVET - Vocational qualification training in heritage restoration – training sites: renovation of traditional houses and restoration of historic buildings	Semeurs d'avenir association, Ministry of Culture, Directorate General of Antiquities of Lebanon, Arcenciel, Al Makassed Association, Kofi Annan Association, Sunni Waqf, Fight for Humanity
Morocco	Education and Entrepreneurship - AMEAL - A Better Future for Entrepreneurship and Learning: Through Preschool Education and Entrepreneurship	Care Maroc
Morocco	Entrepreneurship – BIODIV'INCUBATOR: support programme for rural entrepreneurs in Al Haouz Province affected by the earthquake	Moroccan Biodiversity, Livelihoods Association
Morocco	Entrepreneurship - Micro and small enterprise support in the Draa Tafilalet region (AJEE)	Regional Council of Drâa-Tafilalet (DT), Regional Investment Centre (CRI), National Agency for the Promotion of Employment and Skills (ANAPEC), Entraide Nationale, Moulay Ismail University, National Agency for the Development of Oases and Argan Zones (ANDZOA)
Morocco	TVET - Vocational training leading to a career in electrical engineering and solar energy	Heure Joyeuse Association, ATIL Association, Oum Keltoum Foundation, Al Jisr Association
Morocco	TVET - Vocational training leading to a certification in healthcare: Personal Care for People with Reduced Mobility	Heure Joyeuse Association, CDRT, Chifae Association, Anaouat Foundation for Rights and Development
Palestine	Education – Al Hamawi Educational Centre: a learning and community space for young people and the Palestinian community	Burj al Luqluq Community Centre and Society
Syria	TVET, entrepreneurship and social initiatives - Centre for professional training leading to a qualification in ALEPPO - IMPACT YOUTH CENTER	IECD Syria, UNFPA
Syria	TVET, entrepreneurship and social initiatives - Centre for professional training leading to a qualification in LATAKIA - IMPACT YOUTH CENTER	IECD Syria, UNFPA
Syria	TVET, entrepreneurship and social initiatives - Centre for professional training leading to a qualification in DEIR-AL-ZOR - YOUTH AND COMMUNITY HUB CENTER	IECD Syria, UNFPA
Syria	TVET - Centre for professional training leading to a qualification and social initiatives in DAMASCUS suburbs and JARAMANA - SHABAAB CENTER	IECD Syria, UNICEF
Syria	TVET - Centre for professional training leading to a qualification for young people in DEIR-AL-ZOR - OXFAM and HUB CENTER	IECD Syria, UNICEF , OXFAM
Syria	TVET - Centre for professional training, apprenticeship leading to employment - ADRA Center for Training and Employment in ADRA	Companies and industries in the Damascus industrial zone
Syria	Entrepreneurship - Recovery Project - Centre for professional training leading to seed fund for professionals to restart their businesses in KAFAR BATNA (rural DAMASCUS)	IECD, UNDP
Syria	Entrepreneurship - Seed of hope - Centre for professional training leading to seed fund for professionals to restart their businesses in SWEIDA and rural DAMASCUS	IECD, UNDP
Syria	Entrepreneurship - Capacity-building training for business management skills in DAMASCUS and ALEPPO	IECD, ICRC
Tunisia	Education - New Chance National Scheme (DNNC)	Tunisian Ministry of Employment and Vocational Training, National Agency for Employment and Self-Employment, Tunisian Agency for Vocational Training
Tunisia	Entrepreneurship - Micro and small enterprise support in the olive sector	Oléa Conseil
Tunisia	TVET - Vocational training in baking and pastry making	Association for Heritage and Solidarity Economy (Apes)
Tunisia	TVET - FBR@WORK: transforming youth employment	Association for Heritage and Solidarity Economy (Apes) , Étoile Formation
Tunisia	TVET - Vocational training leading to a certification in healthcare: Personal Care for People with Reduced Mobility	Beity, Tourism Training Agency, Étoile Formation
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	16 members: SPAIN: E2O / FRANCE: Apprentis d'Auteuil – E2C Network / ITALY: CNOS-FAP – VIS / PORTUGAL: National E2O Network – Municipality of Matosinhos / JORDAN: SELA / LEBANON: Sowers of the Future Association / MOROCCO: Al Jisr – Heure Joyeuse Association – Network of Second Chance School Associations / TUNISIA: APES Ftartchi – ANC ECR Rafia – TAMSS Observer members: EIRE Network, Jadara Foundation and Tibu Africa Local technical partners: AFD, Tunisian Ministry of Employment and Vocational Training, National Agency for Employment and Self-Employment, Non-Formal Education Directorate of the Ministry of National Education of the Kingdom of Morocco, UNICEF Institutional partners: Union for the Mediterranean, European Union Funding partners: Drosos Foundation, AFD, DCI, European Union (Erasmus+), French Ministry for Europe and Foreign Affairs (MEAE), Fondation de France
The Mediterranean Region	TVET and Education - JMED/MedNC: supporting initiatives to promote the integration of young people in vulnerable situations	Award recipients and local partners: 31 civil society organisations in Lebanon, Morocco, Mauritania and Tunisia Funding partners: Fondation de France, DCI, Région Sud, French Ministry for Europe and Foreign Affairs (DCT-CIV, DIMED)"

OUR WORK IN FRANCE

The IECD promotes the social and professional integration of vulnerable young people by focusing on three complementary areas: strengthening community organisations, supporting support workers, and creating dedicated centres for the guidance and integration of young people in vulnerable situations.

1. STRENGTHENING COMMUNITY ORGANISATIONS

The IECD continues to support organisations committed to re-engaging, guiding and integrating young people, including Acces Job, Appel d'Aire and Massajobs and Wake Up Café, whilst bringing on board a new partner organisation: Contact Club. By supporting them in their needs for organisational development, growth, knowledge retention and training, it helps to enhance the quality and continuity of the support provided to the final beneficiaries.



This bespoke support has, for example, enabled us to produce, in collaboration with ACCES JOB, a report summarising ten years of expertise in integrating people with mental or cognitive disabilities into mainstream workplaces.

It has also strengthened professional practices and enabled the development of tools to assess the skills of young people from the Contact Club association as part of the Local Support Scheme.

2. EMBEDDING INTERACTOR DYNAMICS

At the same time, the IECD is leading a collective initiative in Marseille bringing together more than 120 professionals working in the fields of support and integration from 40 organisations. This ongoing support centres on:

- **key events** such as breakfast meetings or training days and sessions to share best practice. For example, the day on the theme of 'caring for those who care' brought together over 70 professionals, with the following objectives: to meet, to learn, to recharge.
- interactive **workshops analysing** professional practices.



3. A NEW SPACE FOR EXPLORING, CREATING AND FINDING ONE'S WAY

In Argenteuil, in the Paris region, the IECD is developing **a centre dedicated to young people in vulnerable situations**, where discovering and practising manual trades become tools for exploring and uncovering talents.

Through learning by doing, young people regain confidence in their abilities, develop a love of learning and chart a chosen path towards long-term integration into the labour market.

This project, led by the IECD as part of a multi-stakeholder approach involving the Town Hall, L'Outil en Main, Dys Care and other partners, will launch its first programmes in spring 2026.

These three components reinforce one another: better-organised organisations, better-equipped professionals, and learning spaces tailored to the needs of the people being supported.

6

ORGANISATIONS
SUPPORTED

830

BENEFICIARIES

€0.4

MILLION OPERATING
BUDGET

COUNTRIE	PROJECTS	LOCAL PARTNERS
France	TVET - Supporting and strengthening 6 organisations	ACCES JOB, Appel d'Aire, Contact Club, L'Outil en main, Massajobs, Wake up Café

FINANCIAL REPORT

€26.8

MILLION OPERATING
BUDGET

15

FINANCIAL
AUDITS

OPERATING REPORT



Benoît MENVIELLE
Chief Financial Officer

► What will the IECD's financial fundamentals look like in 2025?

The year 2025 confirms the IECD's ability to operate sustainably and maintain overall financial stability.

The IECD continues to grow, supported by sound financial fundamentals: no bank debt, cash reserves equivalent to half a year's operations, a 59% to 41% split between public and private sources of its funding, and an equity reserve equivalent to over 10% of its annual turnover – all the result of prudent and rigorous management.

These fundamentals enable the IECD to ensure full compliance with the commitments it makes to its partners and to weather economic fluctuations in an unstable international context. In an environment characterised by a sharp decline in public funding for development, these fundamentals will be an asset in helping the organisation cope with the likely resulting decline in its activities.

These fundamentals are a real asset, but they alone will not be enough to offset the impending reduction in public funding. Continued support from our financial partners will be crucial to maintaining our capacity for action in the years to come.

► What guarantees does the IECD offer regarding the management and compliance of the funds it is entrusted with?

The results achieved in recent years demonstrate the high level of maturity of our governance and control framework. The audit of the IECD's control systems and processes, carried out by Grant Thornton on behalf of the French Development Agency concluded that the organisation's risk management was rated as **'Optimal'**.

Nevertheless, the IECD actively pursues continuous

improvements to its compliance framework: strengthening procedures to prevent fraud and corruption, and the implementation of an AMLCFT policy, formalisation of a whistleblowing mechanism and strengthening of internal control and audit tools. Projects are delivered within budget, thanks to a robust management control system supported by our information system, which underpins all our approval processes. In 2025, **fifteen audits were carried out across all our regional offices, and the rate of rejected expenditure during audits remains below 0.01%.**

These investments enable us to meet the most stringent standards in terms of compliance, traceability and reporting. Today, the IECD can manage complex financial arrangements such as impact finance and entrepreneurship, and result-based funds, amongst others.

This combination of rigorous management and the ability to adapt and innovate provides our current and future partners with the assurance of an organisation that is reliable, resilient and capable of effectively turning funding into impact.

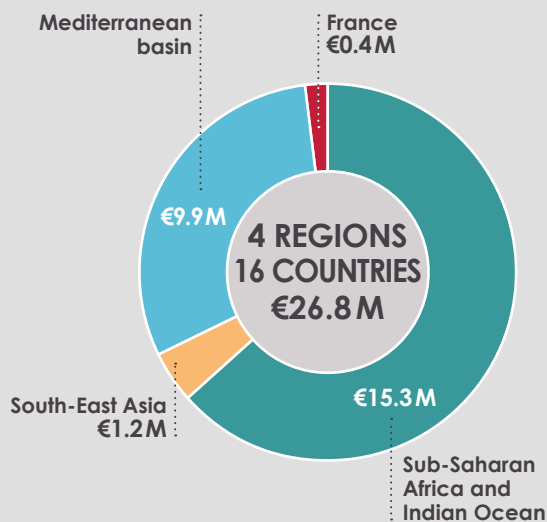
► How is the IECD preparing for the future in the context of declining institutional funding?

Whilst the operating budget of €26.8 million committed to projects in 2025 has remained stable in comparison with previous years, we anticipate a decline in activity from the start of 2027: most of our key agreements with the French Development Agency will have come to an end by then. This outlook is factored into our strategic and financial planning: in addition to preparing the organisation for the resulting decline in activity, we are working to diversify our partnerships and exploring new funding mechanisms.

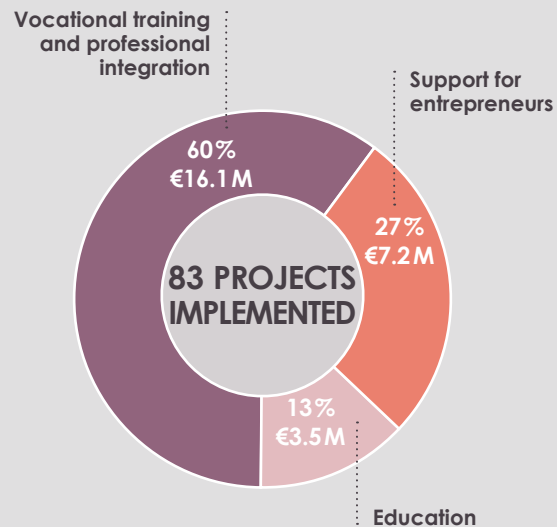
The world of international solidarity is undergoing a period of profound transformation. Thanks to the trust of its partners, the IECD is approaching this evolution with clear-sightedness, adopting a proactive approach to innovation in pursuit of its mission to support young people and entrepreneurs.

FINANCIAL PERFORMANCE INDICATORS

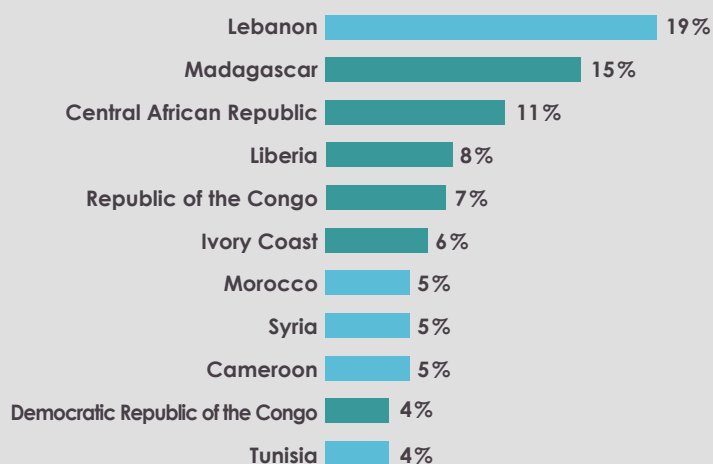
INVESTMENT BY REGION



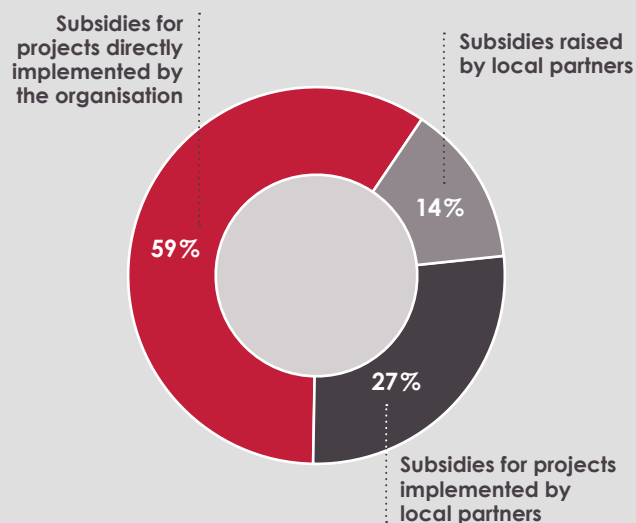
INVESTMENT BY SECTOR OF ACTIVITY



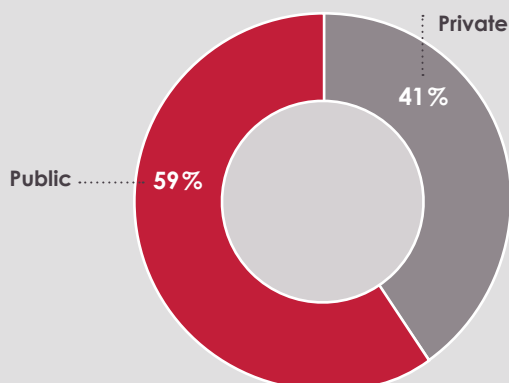
OPERATING BUDGET BY COUNTRY



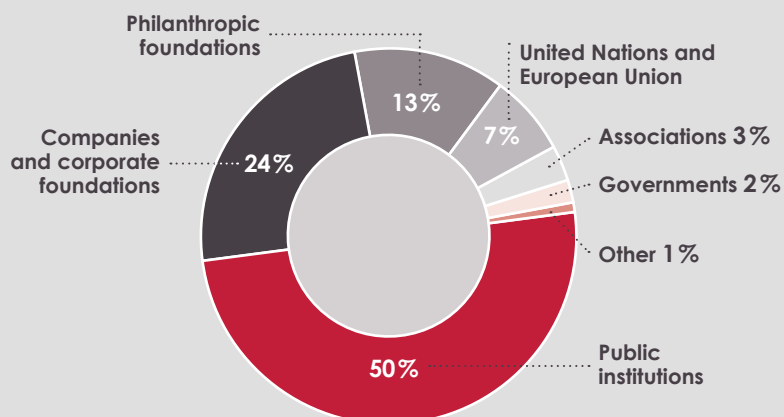
ALLOCATION OF RESOURCES



SOURCE OF FUNDING



FUNDING BREAKDOWN



BALANCE SHEET

CERTIFICATION OF ACCOUNTS

The annual growth, closed on 31 December 2025 were audited
by Mr Luc Gautron, HLP Audit, Statutory Auditor.

In thousands of €	Financial Year 2025			Financial Year 2024
	Gross	Depreciation	Net	Net
FIXED ASSETS				
Intangible assets	353	353	0	71
Tangible assets	2,871	851	2,019	2,093
Assets received via bequest or donation				
Financial assets	2,976		2,976	3,056
TOTAL (I)	6,200	1,204	4,995	5,220
CURRENT ASSETS				
Receivables - customers	38,503		38,503	45,962
Receivables from bequests and donations	7		7	25
Other receivables	6,149		6,149	3,979
Grants to be received	3,000		3,000	4,000
Cash in bank	11,858		11,858	13,604
Deferred expenses	632		632	490
TOTAL (II)	60,149		60,149	68,061
BALANCE SHEET ASSETS (I + II)	66,348	1,204	65,144	73,281

In thousands of €	Financial Year 2025	Financial Year 2024
EQUITY		
Equity	50	50
Equity with counterpart assets	3,196	3,196
Reserves	3,203	3,092
Carried forward	59	3
Surplus/deficit for the year	204	168
New worth	6,713	6,509
Investment grants	0	71
TOTAL (I)	6,713	6,580
 earmarked FUNDS AND PROVISIONS		
Deferred funds - bequests and donations	7	26
Earmarked funds	13,074	14,307
Provisions for risks and charges	838	419
TOTAL (II)	13,919	14,752
LIABILITIES		
Financial debts	29	11
Trade payables	1,118	948
Debts from bequests	0	0
Fiscal and social debts	524	628
Other liabilities	5,174	3,696
Deferred income	37,667	46,666
TOTAL (III)	44,512	51,949
Conversion differences, liabilities (IV)	0	0
BALANCE SHEET LIABILITIES (I + II + III + IV)	65,144	73,281

In thousands of €	Financial Year 2025	Financial Year 2024
OPERATING REVENUES		
Sales of services	78	198
Income from third-party funders	23,115	23,376
Reversals from provisions	386	326
Use of earmarked funds	4,602	1,663
Other products	233	213
TOTAL REVENUE	28,414	28,776
OPERATING EXPENSES		
External expenses and other purchases	17,069	16,669
Taxes and similar payments	380	417
Payroll, processing and social costs	6,255	6,328
Allowance for depreciation	144	160
Allowance for provisions	802	386
Carried forward in earmarked funds for projects	3,350	4,525
Other expenses	169	272
TOTAL EXPENSES	28,170	28,757
OPERATING RESULT	244	19
FINANCIAL RESULT	16	225
EXCEPTIONAL RESULT	0	0
Tax on profits	56	77
SURPLUS/DEFICIT*	204	168
Free provision of goods and services	0	0

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 16 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 Morocco** 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 **€3.7 million in 2025**.

In thousands of €	Financial Year 2025	Financial Year 2024
RESOURCES (I)	28,414	28,776
Salaries and costs	6,255	6,328
Subsidies for implementation with partners	7,358	7,566
Expenses	8,819	9,103
Promotion of partners	3,735	3,273
Taxes	380	417
Other costs	298	-221
OPERATING BUDGET (II)	26,845	26,466
Allowance for provisions	802	386
Carried over in earmarked funds	3,350	4,525
Other expenses	890	744
Financial products	-198	-269
Re-processing - promotion of partners	-3,735	-3,273
Income tax	56	77
OTHER NON-OPERATING EXPENSES (III)	1,166	2,190
OPERATING SURPLUS (I - II - III)	403	120

Surplus not taking into account the impact of bequests.



OUR SOWERS OF THE FUTURE: A COMMUNITY DRIVING CHANGE

413

EMPLOYEES IN THE
DELEGATIONS

45

EMPLOYEES IN FRANCE
(HEAD OFFICE
AND SOCIAL INITIATIVES)

354

EMPLOYEES WORKING
FOR LOCAL PARTNERS

The success and impact of our projects depend above all on our teams, who combine expertise, on-the-ground knowledge, and a diverse range of professional backgrounds. The IECD draws on a wide range of skills to implement projects in a sustainable manner:

- **experts on the ground** who effectively lead and implement our initiatives in every country where we operate,
- **sectoral experts** who contribute their expertise in vocational training, entrepreneurship, career guidance, education, health, agriculture, as well as on issues relating to gender, digital and environmental issues to support our projects,
- **business experts** specialising in compliance, financial monitoring, accountability, monitoring and evaluation, communication, human resources and partnerships, ensuring a robust and reliable framework for all our activities.



OUR NETWORKS OF PROFESSIONAL STAKEHOLDERS

The IECD develops and coordinates three networks of stakeholders to maximise its impact and address regional challenges.

► In the Mediterranean region, where more than one in three young people are neither in work, in education or in training (ILO) and where youth unemployment stands at nearly 30% (World Bank), the **MEDITERRANEAN NEW CHANCE NETWORK (MedNC)** brings together stakeholders involved in labour market integration from both sides of the Mediterranean to develop local integration schemes. Operating in 10 countries through 670 integration schemes, it builds the capacity of stakeholders and scales up innovative projects and proven solutions. Since 2024, it has been coordinating the MedNYouth, a council of young NEETs who engage with decision-makers on social, economic and climate issues.

► In South-East Asia, where tourism accounts for 12% of regional 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 in careers in the hotel, catering and tourism sectors. Most of these young people come from communities vulnerable people. The network's member schools offer them practical training within their own training facilities, with the aim of helping them secure stable, skilled jobs in the hospitality and tourism sector.

► In sub-Saharan Africa, where 80% of the economy is informal (ILO), the **ENTREPRISES DEVELOPMENT NETWORK (RED)** brings together the IECD and five implementing partners of the small business support programme. Together, they work to build the capacity of entrepreneurs through personalised support and training tailored to their needs. RED members work closely together to continuously improve training content, certify their network of trainers and foster the growth of a dynamic and inclusive entrepreneurial ecosystem in the regions where they operate. Beyond individual support, the RED acts as a genuine catalyst for scaling up very small and medium-sized enterprises (VSME) with a social impact.

670

INTEGRATION
SCHEMES

91,000

YOUNG PEOPLE
SUPPORTED

13

PARTNER
SCHOOLS

1,580

YOUNG PEOPLE
SUPPORTED

200

PARTICIPANTS GATHERED
AT THE INTERNATIONAL
ENTREPRENEURSHIP
CONFERENCE

1,600

ENTREPRENEURS
AND PROJECT
INITIATORS
SUPPORTED

THE DRIVERS OF OUR TRANSFORMATION

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(as of 31/12/2025)

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(as of 31/12/2025)



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Thailand: **Charlotte MOUGINOT**
Vietnam: **Thi Thuy Van HARDIVILLE**

MEDITERRANEAN BASIN

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Lebanon: **Marc de KERGARIOU**
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Syria: **Nidal BITAR**
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Madagascar: **Manitra RAKOTOARIVELO**
Central African Republic: **Patrice NOA**
Democratic Republic of the Congo: **Marion FOUR**
(**Alice JEANNELLE** from November 2025)
Republic of the Congo: **Mélanie BOULAY** (**Paul MORINIÈRE** from 1 July 2025)

FRANCE

Thomas BEHAGHEL

YOU PLACE YOUR TRUST IN US



ANBER FOUNDATION

Juliette BATAILLE
Secretary-General

The AnBer Foundation supports the IECD because of the strength of its commitment and its ability to combine a long-term vision with effectiveness on the ground. Its approach, centred on training and employment support, is underpinned by a conviction that we share: enabling everyone to take control of their own future. Working in a variety of contexts has taught us flexibility and humility: there is no one-size-fits-all solution, only responses rooted in local realities. It is this commitment, driven by dedicated people on the ground, that gives projects their lasting impact.



FRENCH DEVELOPMENT AGENCY

Nicolas LE GUEN
Director of the French Development Agency in Madagascar

Providing opportunities for young people in Madagascar is one of our priorities. In Madagascar, where 90% of jobs are in the informal sector, the challenge is to develop training programmes tailored to the needs of the labour market, the skills required and the aspirations of young people. Together with the IECD, we have succeeded in forging strong links with the private sector to better identify needs, enhance employability and promote entrepreneurship. The results achieved and the feedback from economic stakeholders confirm the relevance of this approach.



ACCOR HEARTIST SOLIDARITY
Jacques de LABOULAYE

Director of Solidarity at Accor and General Delegate of Accor Heartist Solidarity

What makes the partnership between Accor and the IECD so strong is the trust built up over the years and our shared conviction that inclusion is a driver of sustainable change. Beyond the more than 1,800 people trained since the start of our collaboration, its impact can also be seen in the practical initiatives led by our teams. I am thinking in particular of the Hôtel des Arts in Saigon, which has chosen to source its breakfast pastries exclusively from La Boulangerie Française in Ho Chi Minh City. This is a fine example of how excellence and inclusion go hand in hand.

WE THANK YOU

Thanks to your support, our mission as Sowers of the Future is possible. Given the scale of the task accomplished in 2025, 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
- Bonduelle
- Bureau de Coordination des Programmes Emploi (BCP-Emploi) de Côte d'Ivoire
- Cartier Philanthropy
- CFAO
- Circle Economy Foundation
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- Congorep
- Conseil du Coton et de l'Anacarde
- Direction générale Coopération au développement et Aide humanitaire (DGD)
- Direction de la coopération internationale monégasque (DCI)
- European Union (EU)
- Expertise France
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- 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 Drosos
- Fondation Duval
- Fondation EDF
- Fondation Fitia sous l'égide de la Fondation de France
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- Fondation Louis Dreyfus
- 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 Pierre Castel
- Fonds de dotation Savoires
- Fonds de dotation Sustineo
- France-Vietnam Initiative
- Futur 21
- Geogas
- German Corporation for International Cooperation (GIZ)
- Green Leaves Education Foundation
- Haut-commissariat des Nations unies pour les réfugiés (UNHCR)
- Humanithai
- ICEP
- If! 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
- Ministère de l'Emploi et de la Formation Professionnelle (MINEFOP - Cameroun)
- Ministère de l'Europe et des Affaires étrangères (MEAE)
- Mondi Industrial Bags (MondiGroup)
- MONIN
- Montblanc Cultural Foundation
- Motul Asia Pacific
- Motul Corazon Foundation
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- Norwegian mission alliance in Vietnam
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Perenco
- ProcurAfrica
- Projet d'Infrastructures pour le Développement Urbain et la Compétitivité des Agglomérations Secondaires (PIDUCAS)
- Région Provence-Alpes-Côte d'Azur
- SAFACAM & SOCAPALM
- Sanofi
- Saltek
- Schneider Electric
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- Stiftung Bachmann
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- The Middle East Council of Churches (MECC)
- UBS Optimus Foundation
- Union pour la Méditerranée (UpM)
- United Nations Children's Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Population Fund (UNFPA)
- United Nations Women

We also would 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 undergoing advanced training
in welding in Lebanon.



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

