



ACTIVITY REPORT 2014

iram



Congo



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During this International Year of Family Farming, numerous debates about the sector confirmed not only the relevance of IRAM's commitment to support small producers in developing countries and enable them to contribute to agricultural and food security policies, but also the topicality of our current thinking on economic development in rural areas. 2014 also saw us return to these issues in one of our 'historic sites' with a range of activities and long-term initiatives in North Africa.

This was also a period that saw major changes in development assistance policies and development funding. In their efforts to redefine post-2015 ODA objectives, aid agencies adopted a 'universal' human rights-based approach that embraced the concept of sustainable development objectives (SDOs), changed the aid selection criteria and called for an outlook that goes beyond purely sectoral approaches. The public aid position on lending instruments is also changing, becoming more open to private funding by coalitions of actors and public-private partnerships. In fact, the whole landscape of international cooperation is being reconfigured as development becomes increasingly financialised and procedures more standardised.

IRAM is preparing for these far-reaching changes, knowing that they will have repercussions on our work, our organisation and even our profession. We have mobilized our Council for Strategic Analysis on this theme (June 2014), are contributing to reflection by the Groupe

Initiatives on coalitions of development assistance actors, and have been looking at what can be learned from our mechanism for innovation (key themes) and diversifying our sources of funding as part of the process of updating IRAM's 'post-2015' mission.

Looking beyond aid policies, the socio-political context in many countries where IRAM works is also becoming increasingly complex. Far from seeing the resolution of earlier crises, 2014 unfortunately saw them spill over into other geographic zones with dramatic repercussions in Europe. In the widespread aftershocks and reactions to the acts of terrorism in Paris in January 2015 (particularly in Niger), IRAM set up a forum within the Groupe Initiatives to develop a position on these issues, while reflecting on what forms our cooperation will take as we updated our strategic mission statement. In this context we need to think of innovative ways of working and continue to strengthen links with partners in South who share our principles and objectives.

After a year of intense reflection and debate, we hope that the following activity report captures the range and depth of our institutional experience in 2014.

Johny Egg, President
Marie-Jo Demante, Director
June 2015

IRAM — Institute of research and application of development methods — has been working in the field of international development since 1957. Our aim is to combine high quality independent expertise with strong ethical principles and commitment.

Guiding principles

The IRAM group is an independent structure composed of two entities, IRAM Association and its affiliated commercial company IRAM Development. The group operates on several levels: i) through concrete involvement in development operations in the North and South, working on long-term projects and short consultancies as a direct operator or an advisory structure; ii) using these concrete experiences to develop procedures, methods and tools; iii) establishing long-term partnerships with organisations in developing countries; iv) contributing to lobbying actions at different levels; v) teaching and contributing to research initiatives.

IRAM strives to reduce inequalities at every level from the local to the international, and to promote more equal societies that are capable of defining their own development paths.

Working with all the social groups concerned, our aim is to research, develop and promote options for sustainable human development and greater social cohesion. These options typically include (i) viable economic foundations that serve the shared interests of actors in a given area; (ii) sustainable ways of exploiting resources with fairly distributed access rights (and practices); (iii) favourable policy frameworks based on transparent and shared governance, solid public and private institutions, and an informed and organised plural civil society. Our activities prioritise support for the most vulnerable social groups in developing countries, such as smallholders, women, youth and nomadic pastoralists.

We operate at several levels to ensure that our analyses and actions are consistent and coherent, working to consolidate organisations, institutions and policies at the local, national and regional level and to adapt cooperation policies. Over time our interventions have led us to question the dynamics of globalisation, which can lead to interaction and interdependence but also to confrontation and increasing inequality. As a result, our original focus on supporting national policies in developing countries has broadened out to include Northern development models and international economic relations.

The guidelines for IRAM's actions are defined in our mission statement for 2011-2016, which was collectively drafted by staff and associate members and adopted in 2011.

Priority issues

IRAM's actions revolve around four priority issues:

- Reducing of vulnerability due to hazards;
- Reinforcement of local and national organizations' ability to influence government policy;
- Re-appropriation of territorial development;
- Training and vocational integration for youth in rural areas.



Areas of intervention

The main areas of intervention on these priority issues include:

- Access to energy sources
- Climate change
- Local development and decentralisation
- Livestock rearing and pastoralism
- Environment and decentralised natural resource management
- Value chains and markets
- Training and vocational integration
- Gender issues
- Village, agricultural and pastoral hydraulic systems
- Small and very small businesses
- Farmers' organisations and agricultural services
- Agricultural policies and regional integration
- Food and nutrition security
- Financing and micro-financing systems
- Rural activity systems

Areas of expertise

- Diagnostics, feasibility studies and project design
- Implementation of development activities
- Counselling and methodological support
- Monitoring and evaluation systems
- Capitalisation
- Evaluation
- Network development
- Training
- Organising workshops and seminars

Countries of intervention

Our main interventions in 2014 took place in:

- West Africa (Benin, Burkina Faso, Gambia, Ghana, Guinea, Mali, Mauritania, Niger, Nigeria, Senegal, Togo).
- Central Africa (Cameroon, Gabon, Democratic Republic of Congo, Republic of Congo, Chad);
- North Africa (Algeria, Morocco, Tunisia);
- Asia (Cambodia, Laos, Vietnam);
- East Africa (Kenya, Rwanda, Sudan, Tanzania);
- Southern Africa (Botswana, Madagascar);
- Middle East (Egypt, Jordan);
- Europe (Great Britain, France).

Interventions in France and Great Britain mainly involved seminars and training activities.

Funding

Our operations fall into two main categories:

- Providing services for technical and financial partners in response to requests from public administrations, civil society organisations and private institutions. These interventions are funded by the commissioning entity, bilateral cooperation agencies, multilateral organisations, local governments, foundations, NGOs...
- Defining and implementing development actions with our partners. These activities are financed with a combination of self-funding (from operating income, mobilizing volunteer expertise) and funds allocated by public or private entities.

The IRAM team

IRAM employs a team of staff in France and several developing countries. Members of the association are also engaged in work and reflection in various fields.

The General Assembly is composed of honorary, associate and professional members. It includes 90 members of the IRAM Association.

The Board of Directors: The 7-member board of directors is made up of 5 associate members and 2 professional members:

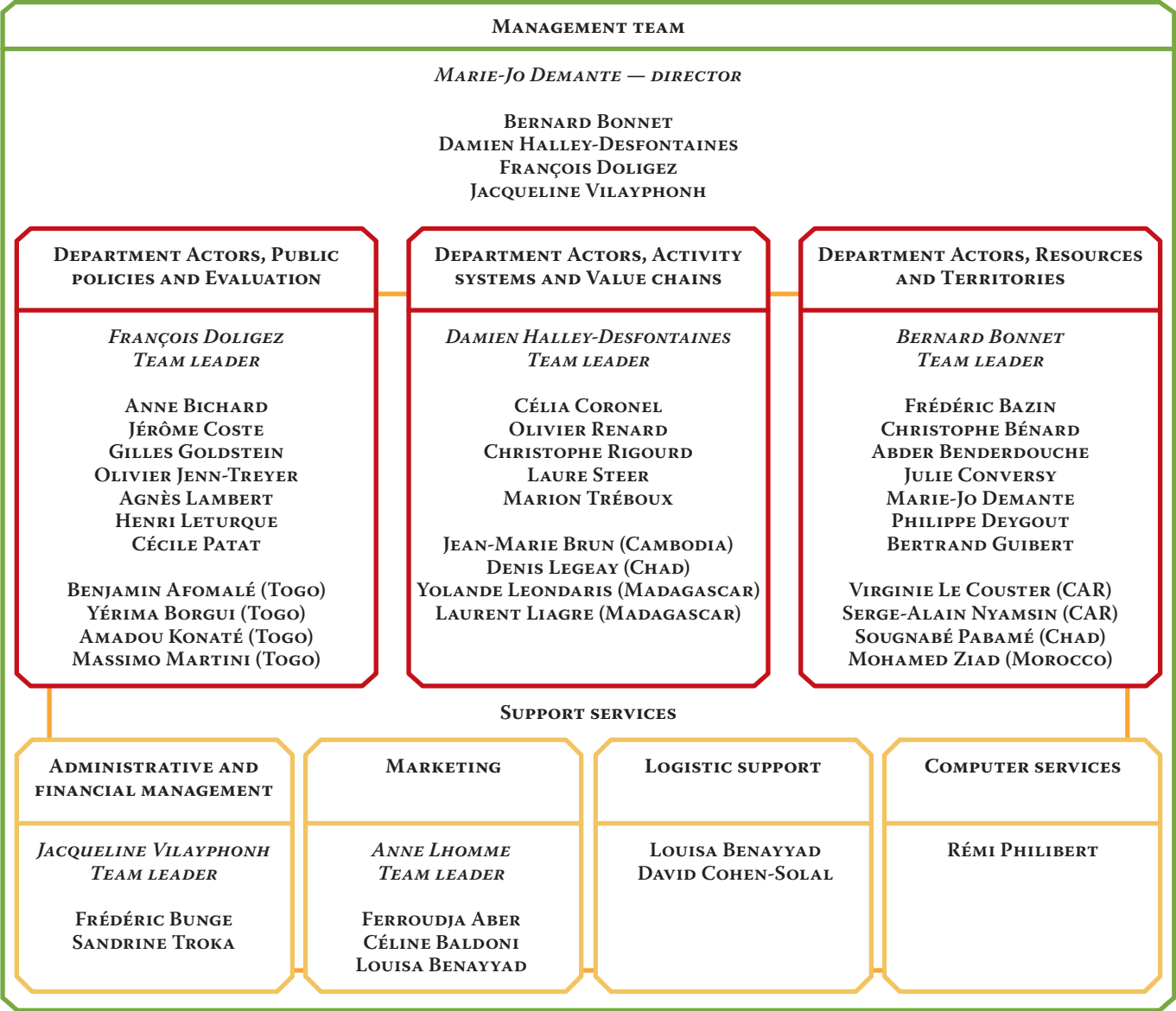
- President: Johny Egg;
- Treasurer: Etienne Beaudoux;
- Secretary: Jean-Jacques Gabas;
- Associate members: Isabelle Droy, Anne Le Bissonnais;
- Professional members: Célia Coronel and Marion Tréboux.

The Board of Directors is responsible for the administration of the association, oversight of operational activities and ensuring that they follow the group's guidelines (charter, associative mission). It plays a specific role in managing the 'IRAM project budget' and contributes to the design, execution, monitoring and evaluation of IRAM actions.

In 2014 **the permanent team** included 34 technical experts (12 of them based overseas) and 9 members of support staff in the head office.

The Council for Strategic Analysis was created in 2011 in order to improve our ability to anticipate and analyse changes in our working environment. This is crucial in enabling us to fulfil our mission. The council is composed of members of our association and close associates. In 2014 council members included IRAM's board of directors and: Roger Blein, Jean-Jacques Boutrou, Imma de Miguel, Marc Dufumier, Benoît Faivre-Dupaigre, Christian Fusillier, Dominique Gentil, Yves Gueymard, Pierre Jacquemot, Christophe Mestre, Bio-Goura Soulé, Bernard Tallet, Marie-Cécile Thirion and Camilla Toulmin.

IRAM Organisation Chart 2014



Mali



Highlights for IRAM in this International Year of Family Farming

June
4-6

Support for young people in family farming in developing countries – Montpellier

http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=86&adm=o

This conference was organised as part of the International Year of Family Farming, in order to share practices and experience and contribute to strategic thinking on support for integration of young people in family farming. IRAM facilitated several round tables at this event.

October
16

Nariindu Project, winner of the Fondation de France prize for Sustainable and responsible food – Paris

The prize was presented to Mr Ali Kado, President of the Kollo milk collection centre in Niger. The milk center is accompanied by the Nariindu project, which is operated by IRAM. This prize will enable the Nariindu project to continue to work with local producers on innovations in the production and sale of milk in Niamey.



Highlights of 2014

January

Start of the project to 'Support implementation of the Provence Alpes Côte d'Azur region cooperation policy in Morocco' – Tanger, Morocco

IRAM provides institutional support to strengthen the capacities of elected and territorial officials in the regional authority of Tanger Tétouan; assistance in developing the regional Territorial Development Plan; support to the Parc Naturel Régional de Bouhachem pilot project; and help in structuring a regional strategy to support the social and solidarity economy.

February

French development policy: guidance or programming? – Groupe Initiatives platform

http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=80&adm=o

The National Assembly adopted the first draft framework and planning law on French development and international solidarity policies at its initial reading on Monday 10th February 2014, following lengthy discussions and analysis of hundreds of proposed amendments. The 10 professional development NGOs that make up the Groupe Initiatives responded with a position paper that



welcomed the adoption of this long-awaited law, while highlighting the issues involved in 'guiding development' and setting out the major challenges for the 21st century, particularly in terms of reducing inequality.

March
28

How can producer organisations address family farmers' financial needs? – Paris

FONGS-Sénégal, FNGN-Burkina Faso, Sexagon-Mali and FPDF-Guinea Conakry attended a conference in AFD's offices, which was organised by the Inter-réseaux Développement rural 'Agricultural and rural finance' working group and SOS Faim, and facilitated by IRAM.

April
29

Cooperation at the crossroads, What next? – Paris

Dominique Gentil, Jacques Giri, Philippe Hugon and Gérard Winter discussed the development cooperation issues raised in their recent publications with Editions Karthala at a round table organised by Editions Karthala, IRAM, GEM-DEV and Inter-Réseaux Développement rural, and facilitated by Antoine de Ravignan, a journalist with Alternatives économiques.



April
29

Presentation of a booklet on farm management advice – Meknès, Morocco

The conclusions of a feasibility study on the implementation of pilot management advisory actions for the Green Morocco Plan, which was funded by AFD and CTB, were presented to the general public at the International Agricultural Show in Meknès.

Mav
16

After work NGOs and companies

<http://www.24h-ong-entreprises.org>

IRAM and Consultants Sans Frontières (CSF) organised an after work to stimulate collaboration between NGOs and businesses. A number of NGOs and companies that are already involved in such initiatives shared their experiences at several round tables.

Mav
21

14th meeting of the Réseau Interuniversitaire de l'Economie Sociale et Solidaire (RIUESS) – Lille

IRAM gave a presentation on 'the future of experts in international cooperation' based on thinking by its Council for Strategic Analysis.

<http://riuess2014.sciencesconf.org/32607/document>

June
26

IRAM technical workshop on training and vocational integration of youth – Paris

This one-day technical workshop followed on from a study day on the ‘Socio-economic integration of young Africans from rural areas’ held in 2013 and the guidelines defined by Council for Strategic Analysis in 2012. The workshop was attended by IRAM staff, members and associated consultants who helped define IRAM’s position on vocational training and youth employment.

June
27

IRAM Association General Assembly – Paris

Meeting of IRAM’s Council for Strategic Analysis – Paris

The Board of Directors asked the Council for Strategic Analysis to reflect on the changes in official development assistance, with a particular focus on the growing role of private enterprise and the way that international aid agencies are preparing for post-2015.

September
3

Opening of the exhibition ‘We are Malian farmers’ – VISA OFF Festival – Perpignan

This exhibition of black and white photographs taken on disposable cameras as part of the ASIrri project in Mali shows how male and female farmers see irrigation and water management in the Office du Niger. Images were selected by the VISA OFF Festival, and took place in Perpignan from 30th August – 13th September 2014.



To see the photos visit: <http://www.innovations-irrigants.com/asirri-mali/rubrique16.html>

To see the festival website visit: <http://www.festivaloff.com>

To see the project website visit: <http://www.innovations-irrigants.com/asirri-mali/index.html>

October

Start of the ‘Pico-hydro demonstration project’ in Moulenda, Republic of Congo

This project is led by IRAM-Ecocinetic-GCADM (Groupement des coopératives agropastorales pour le développement de Moulenda) and supported by FASEP-Innovation Verte, the instrument that finances French development assistance policy (through the Public Treasury services), which also funds green technologies designed by innovative French SMEs.

October
6

Groupe Initiatives study day on ‘NGO responses to the challenge of scaling up’ – Nogent-sur-Marne

A synopsis can be downloaded from: http://www.groupe-initiatives.org/IMG/pdf/Synthese_Gi_changement_echelle.pdf

Proceedings can be downloaded from: http://www.groupe-initiatives.org/IMG/pdf/Traverses_43.pdf

October
15-23**International meetings on pastoralism, and the 'Pastoralism and Open Spaces' Film Festival – Prapoutel les 7 Laux**<http://www.alpages38.org/-festival-2014,96-.html><http://www.filiere-bovine-tchad.com>

IRAM arranged for a delegation of Chadian pastoralists to attend international meetings on pastoralism in Isère with support from the Chad Pastoral Platform (www.platforme-pastorale-tchad.org) This year, meetings focused on lobbying for pastoral codes and recognition of the different economic impacts of transhumance.

These meetings linked in with the 'Pastoralism and Open Spaces' Film Festival, where the delegation from Chad presented a film on the beef sector. This film, which was made with support from Terre Nourricière and IRAM, won the Louis Guimet prize.

November
18-20**Cambodian Rice Festival and World Rice Conference – Phnom Penh, Cambodia**

This festival was organised by IRAM-NIRAS, who are jointly implementing a project to support the marketing of Cambodian rice. For the third year running Cambodian rice was selected as 'World Best Rice', this year sharing the title with Thailand.

November
25**Suoi Giang shan tea tasting, as part of the Yen Bai – Val de Marne development agency project to support Fair Trade tea**

IRAM organised this tasting to support the cooperation between the Val de Marne and shan tea producers in Suoi Giang. It was attended by the Vietnamese delegation from Yen Bai province, French buyers (from Jardins de Gaïa, Pagès, Nestlé, Fralib, Herbapac, Cannon and AlterEco), certifying bodies (UTZ, Max Havelaar), and IRAM's partner in Vietnam, RUDEC.

Décembre
10-12**'What public policies are needed to support innovation in rural areas of the Mediterranean?' – Montpellier**

<https://a2dtrm.iamm.fr/index.php/seminaire/programme-et-presentation> IRAM helped the Institut agronomique méditerranéen de Montpellier (IAMM) organise a seminar as part of the A2DTRM project (Appui aux Dynamiques de Développement des Territoires Ruraux Méditerranéens), which is implemented by IAMM and funded by the French Development Agency (AFD) and the Ministry of Agriculture, Agri-food and Forestry (MAAF). The seminar was an opportunity for decision-makers, farmers' unions, producer cooperatives, civil society organisations, researchers and technical and financial partners to discuss ways of improving agricultural and rural development policies in Egypt, Morocco and Tunisia.

Décember

17

Workshop to launch the Arabic gum project – El Obeid, Sudan

This project is funded by AFD's Trade Capacity Building Programme (PRCC), and implemented by Forest National Corporation (FNC) with support from IRAM and RONGEAD. It aims to contribute to poverty reduction and environmental protection by strengthening the Sudanese arabic gum value chain and developing trade opportunities for the sector.

Décember

16-18

Annual staff meeting – Sommières

This year, the meeting included technical discussions about mutualising activities in the Mediterranean region and a comparative presentation of ongoing work on partnerships between producers and businesses..



This presentation of our activities in 2014 is not exhaustive. It focuses on priority issues of the IRAM project 2011-2016

Tunisia



**Reduction of vulnerability
due to hazards**

p. 17

CAR



**Reinforcement of local and
national organization's
ability to influence
government policy**

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Togo



**Re-appropriation of
territorial development by
local actors**

p. 33

Niger



**Training and vocational
integration for youth in rural
areas**

p. 53

Risk management has become a priority issue on development assistance policy agendas as decision-makers grapple with the question of how to manage health, climatic, political and market-based risks ... It has also been the focus of numerous theoretical and methodological developments, mainly articulated around the concepts of vulnerability to hazards, resilience and, more specifically, adaptation to climate change. Farmers and pastoralists in developing countries now face hazards whose scope and frequency look set to increase due to the combined effects of human pressure on natural resources, greater integration of farms into markets, and climate change. In a context where major changes in production systems and activities are reducing household resilience, the most vulnerable social groups and individuals are the first to be af-

ected by these hazards. Risk management is a common denominator of most of the themes addressed by IRAM, not only in its activities to support natural resource management, but also initiatives to secure pastoral systems, structure value chains and analyse food security policies. While appreciating that vulnerability is a dynamic concept whose definition varies according to the discipline and local context concerned, IRAM believes that reducing the vulnerability of those who are most affected by these hazards is one of the major challenges we face today, in both developing countries and at the global level. Our actions in this field in 2014 focused on identifying, designing and implementing projects to support initiatives to secure pastoral systems and improve food and nutritional security.

Nicaragua



Mobility is the central pillar of pastoral systems in semi-arid regions — particularly in the Sahel — from an ecological, economic and social point of view.

Therefore, safeguarding human and livestock mobility is a key issue in contexts where the political environment and regional and international security constitute major constraints to mobility. The problems caused by insecurity in pastoral areas of northern Mali and their consequences for neighbouring Niger attracted increasing attention in 2012 but were still unresolved by the end of 2014, a year that also saw an increase in abuses by radical religious movements in Nigeria and Cameroon and incursions into Niger and Chad.

Concern is also growing about the profound impacts

of new constraints caused by the crisis in Central Africa, which has dramatically undermined intercommunity relations and disrupted cross-border transhumance between Chad and CAR. The deepening insecurity in Saharan-Saharan areas has alerted decision-makers to the fact that pastoral livestock rearing plays a crucial role in supporting the regional economy, as well as its broader contribution to development and security.

While our activities in 2013 were dominated by major regional meetings to define public policies on pastoral development (the N'Djamena Declaration of May 2013 and the Nouakchott Declaration of October 2013), 2014 saw the start of concrete efforts to put these commitments into practice.

Development projects

Technical assistance to the Direction de l'Organisation Pastorale et de la Sécurisation des Systèmes Pastoraux (DSSP). Chad. 2012-2014. Contracting authority: Ministry of Pastoral Development and Livestock Production (Chad). Financed by AFD. Total project budget: €300k.

The Plateforme des Acteurs du Développement Pastoral au Tchad (Pastoral Platform for Chad) was set up in response to the conclusions of the National Symposium on Pastoralism held in N'Djamena in March 2011. The Pastoral Platform provides an open forum for consultation where members of pastoral development organisations can work to improve rural development policies at the national, regional and international levels. Its secretariat is overseen by members of the Ministry of Pastoral Development and Livestock Production (the contracting authority),

the Ministry for Pastoral Water, the Institut de Recherche pour l'Élevage et le Développement, the collective of professional herders' organisations and AFD.

In 2014 the platform's activities were largely devoted to thinking about the design of a future strategy for pastoral development. A national review of pastoralism identified eight strategic national themes and divided the country into 16 units, each characterised by particular constraints and opportunities for pastoral livestock rearing. The Pastoral Platform was also active in mobilizing the State and donors to address the social, economic and land-related consequences of the large numbers of herders concentrated in southern Chad as a result of the crisis in CAR. Information on the Pastoral Platform for Chad can be found through the following website: www.plateforme-pastorale-tchad.org

Second phase of the Pastoral Water Project in central Chad. Chad. 2011-2015. Contracting authority: Ministry for Environment, Water and Fishery Resources (Chad). Financed by: AFD. Total project budget: €2,640k. Partner: ANTEA (France).

The aim of this programme, which is implemented by ANTEA and IRAM, is to improve conditions for transhumant livestock rearing by installing and rehabilitating pastoral water points, marking out transhumance routes in areas of potential conflict between transhumant and sedentary herders, and helping user groups organise the shared management of pastoral and water re-

sources. IRAM provides technical assistance on planning joint investments, conflict prevention, methodological support, monitoring and evaluation, and developing knowledge and expertise.

Activities to support pastoral resource management led to concrete efforts to organise their management around social agreements inspired by traditional practices.

The project's main investments include rehabilitating and/or constructing around 80 pastoral wells and marking out 300 km of transhumance routes (mourhals). Work also began on the capitalisation process during the last project mission in November-December 2014.

Advice-Support – Evaluation

Support the design process for the Sahel Regional Pastoralism Support Project (PRAPS). Mali, Niger, Chad. 2014. Financed by: FAO/World Bank.

PRAPS is a sub-regional pastoral development support project conceived in response to the Nouakchott Declaration, which highlighted the need to support pastoralism after 20 years of minimal investment in the sector. The six Sahelian countries that signed up to the procedure (Chad, Niger, Mali, Burkina Faso, Senegal and Mauritania) are supported by CILSS. This innovative initiative will add regional value through the installation of various amenities, advances in animal health, actions to improve the resilience of pastoral populations, and support for the economic aspects of pastoralism. IRAM was asked to support the national teams and CILSS in producing summary documents 'building on support for pastoral develop-

ment' in Niger and Chad, and designing the programme in Mali, Niger and Chad.

Identification and design of joint EU/AFD interventions on pastoralism and natural resource management in Chad. Chad. January and July 2014. Financed by: EU, AFD.

This exercise assessed the feasibility of a future pastoral development programme in central, eastern and southern Chad that will combine investment in surface and underground water points, support in securing pastoral mobility (stopping-off points, transhumance routes, conflict prevention), and support for basic human and animal health services for herders. The design of the future programme will mainly focus on developing and evaluating pastoral water actions in Chad, but will also include pastoral development initiatives (access to markets and basic services for transhumant populations).

Design an Institutional capacity building programme to improve agricultural and pastoral resilience in Mauritania 11th EDF. Mauritania. May-June 2014. Financed by: EU.

The objective of the mission was to assist the EU delegation and the Mauritanian Ministry for Rural Development in designing an institutional capacity building project to increase agro-pastoral resilience (RIRAP) in the regions of Assaba, Guidimakha, Hodh el Gharbi and Hodh el Chargui. The project design process was followed by the presentation of an action sheet setting out the programme strategy.

Institutional support to the Malian Ministry of Livestock and Fisheries. Mali. November 2013 – April 2014. Financed by: CTB.

The aim of this support mission, which lasted several months, was to improve the coordination, monitoring and evaluation capacities of the ministry in a context of national reconstruction, relaunch of decentralisation and the economic revival of pastoral and agro-pastoral areas.

This involved preparatory work on studies to refine analysis of the political, institutional and technical context at different levels of the livestock sub-sector, in order to better determine the content of the CTB project to provide institutional support for the Ministry of Livestock and Fisheries (PAIMEP).

Support and facilitate a visit by seven representatives of herder organisations and Ministry of Rural Development officials from Central Africa. Chad. 2014. Financed by: the Pastoral Platform for Chad.

The crisis in Central Africa has forced thousands of Chadian herders to return to their country in order to escape the violence in CAR. In order to prevent tensions developing in southern Chad, the Pastoral Platform organised a meeting between representatives of Chadian and Central African herder and farmer organisations to share the progress they had made in the prevention and early management of conflicts between herders and between Chadian farmers and impoverished herders who are temporarily marooned in southern Chad.

Capitalisation-Research

Building on SNV Mali interventions on livestock rearing and pastoralism. Mali. November 2014. Financed by: SNV Mali.

SNV has been a key partner in livestock rearing and pastoralism initiatives in Mali for at least two decades. IRAM supported SNV in an internal exercise to identify

and build on its key achievements in this field, particularly in terms of securing pastoral mobility (inter-communal agreements on routes and stopping-off points), food security (shops selling inputs, animal fodder and foodstuffs), improved marketing (4 livestock markets) and support for herders' and traders' organisations.

Publications

Bonnet B., Guibert B. *Stratégies d'adaptation aux vulnérabilités du pastoralisme, trajectoires de familles de pasteurs (1972-2010)*. In *Afrique contemporaine*, 2014/1 n°249, p. 37-51. D.O.I. : 10.3917/afco.249.0037. http://www.cairn.info/resume.php?ID_ARTICLE=AF-CO_249_0037

Bonnet, B. *Vulnérabilité pastorale et politiques publiques de sécurisation de la mobilité pastorale au Sahel*. In *Mondes en développement*, 2013/4, n° 164, p. 71-91. D.O.I. : 10.3917/med.164.0071. <http://www.cairn.info/revue-mondes-en-developpement-2013-4-page-71.htm>

Bonnet B., Malam Ousseini O., Elh. Attoumane I. *Le pas-*

toralisme mobile du Centre-Est nigérien, système d'exploitation familial multi-échelle en perpétuelle adaptation grâce au capital social de la mobilité pastorale. In *La diversité des agricultures familiales au XXI^e siècle*. December 2014. http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=102

Bonnet B. *Résilience des sociétés pastorales face aux changements climatiques. Analyses issues des travaux conduits en Afrique de l'Ouest et au Tchad*. In *Fragilités et résilience : les nouvelles frontières de la mondialisation*, p. 283-296. Edited by Jean-Marc Chataigner, April 2014, Editions Karthala, 482 p.

Chad



One of the common threads running through IRAM's interventions to reduce food insecurity is the drive to change the social, legal, organisational, institutional and political environment and mechanisms for governance. Much of IRAM's work focuses on strengthening national and regional structures (public institutions, socio-professional organisations, micro-finance institutions, etc.) in order to improve their services and facilitate the design and imple-

mentation of appropriate 'rules of the game' (laws, strategies, consultation mechanisms, etc.). Another key theme is the evaluation of public policies and actions in this domain.

IRAM put these guidelines into practice in various ways in 2014: designing, evaluating, supporting and implementing development projects and policies, with a particular focus on reducing vulnerability and food insecurity.

Development projects

Regional Support Programme for Food and Nutrition Security in West Africa (PASANAO). West Africa. 2013-2016. Contracting authority: Economic Community of West African States (ECOWAS). Financed by: AFD. Total project budget: €1,900k. Partners: Bureau Issala (France), AEDES (Belgium), LARES (Benin).

This programme aims to help ECOWAS and its member countries develop more relevant and effective policies to reduce food insecurity. The IRAM-AEDES-ISSA-LA-LARES group provides the staff for the coordination

unit, which consists of an international technical assistant and three regional technical assistants based in Lomé, and short-term experts.

The main activities in 2014 included: (i) conducting a study on the regional food security reserve; (ii) running the tendering process for studies to start in late 2014 or early 2015; (iii) calling for proposals structured around three themes: 'food fortification and local production of nutritional supplements', 'securing pastoral activity systems' and 'strengthening agricultural credit and insurance systems'.

Advice-Support – Evaluation

Framework contract for World Food Programme (WFP) evaluations. Global. 2013-2015. Financed by: WFP. Partners: Groupe URD (France), AEDES (Belgium), Bureau Issala (France).

Having been selected as one of the partners responsible for managing part of the portfolio to evaluate WFP actions, the IRAM-AEDES-Bureau Issala-Groupe URD consortium was tasked with training teams of experts and man-

aging the whole evaluation process. This involved working with all the actors concerned, informing the teams about WFP evaluation standards, supporting them throughout the process, monitoring quality control and so forth.

The consortium conducted 5 evaluations in Madagascar, Chad, Burkina Faso, Mali and Ghana in 2014, and will undertake 3 evaluations a year in 2015, 2016 and 2017.

Analysis of the inclusion of nutrition in sectoral policies. West Africa. September 2014 – February 2015. Financed by: ACF.

This study was intended to improve understanding of the situation and assess the progress made and difficulties encountered, in order to develop relevant actions to facil-

itate the adoption and application of policies that take account of nutrition. A documentary assessment of the situation in 11 countries where ACF intervenes produced during the first phase was supplemented with a more detailed study of the situation in Mali and Mauritania.

Zoom

'Improving targeted support for resilience in pastoral societies: Procedures for targeting vulnerable pastoral societies in the management of food and pastoral crises'. West Africa. 2014. Financed by: the Bilital Maroobe network (West Africa).

Bilital Maroobe is a network of herder organisations that has been involved in work on mechanisms to manage food crises for several years. It hoped to use this experience and the lessons learned from the crises of 2009 and 2011 to alert technical partners to the possible pitfalls of some of the processes used to target beneficiaries of food aid in pastoral areas.

The network asked IRAM to undertake an analytical review of the targeting process in pastoral areas so that the team could build on current practices and identify areas where support was needed. This entailed identifying different types of operational responses and practices for aid practitioners, decision-makers and pastoral organisations.

The team produced a 16-page summary of the analysis, which was presented at the Bilital Maroobe General Assembly in Niamey in 2014.

This summary started by describing pastoralism and its specificities in the Sahel, factors of vulnerability and their impacts on the resilience of pastoralists and their livestock. It defines resilience as: "The capacity to pull through a critical situation, to resist and survive it by anticipating what might happen and reacting to unexpected events. Over the centuries pastoral societies have developed as many capacities for resilience as the hazards they have faced" (Bonnet, 2013).

It then defined the concept of targeting and the main methods used in this process.

"Targeting is a concrete process of defining, identifying and selecting target beneficiaries for assistance. It should help ensure that aid is allocated to individuals, households or groups according to the criteria and objectives of the assistance programme. Targeting should be based on a set of objective, universally acceptable criteria that are appropriate to the realities of the setting concerned".

The summary shows the role that targeting can play in the different sequences of an emergency intervention,

and gives a detailed description of several targeting methods used in the Sahel. It also sets out the many criticisms that pastoralists have made of targeting, and identifies several fault lines in the targeting process: poor information, exclusion/over-inclusion of certain pastoralists, lack of legitimate spokespersons, geographic remoteness of aid, lack of political action to anticipate variations in the price of feed, food, livestock, etc.

Finally, it suggests a number of possible operational and practical responses for all the intervening agencies

concerned (donors, States, NGOs, international pastoralist organisations): (i) develop upstream early warning systems specifically for pastoral areas; (ii) in critical areas carry out targeting with herders and identify a viability threshold; (iii) develop a system of specific aid for pastoral groups; (iv) involve local and national pastoral organisations as stakeholders in multi-actor consultations.



Publications

Lambert, A., Tréboux, M. (coord). *Relever ensemble le défi de la sécurité alimentaire au Niger. Revue critique des expériences de la S.N.V. aux côtés des agriculteurs et des pasteurs*. June 2014, 60 p. <http://www.snvworld.org/en/sectors/agriculture/publications?filter=niger>



Blein R., Coste J., Leturque H. *Ambitions et limites de la notion de résilience pour les politiques de sécurité alimentaire et nutritionnelle : enseignements tirés d'Afrique de l'Ouest*. In *Fragilités et résilience : les nouvelles frontières de la mondialisation*, p. 263-282. Edited by Jean-Marc Chataigner, April 2014, Editions Karthala, 482 p.

For the last 10 years there has been relative consensus on the need to determine the best possible articulation between markets, public interventions and collective action on a case by case basis. The financial and food crises of the late 2000s — whose effects are still being felt — and increasing citizen demand for socially and environmentally responsible multinational companies underline the urgent need to discuss and find concrete solutions to increasingly stark inequalities. These are particularly marked in the agricultural sector, where concern is rising over the in-

crease in contract farming that transfers most of the risks to the producer.

In this context, strengthening the capacities of local and national organisations to intervene effectively in formulating, implementing, monitoring and evaluating public policies was another key issue for IRAM in 2014, in addition to undertaking our own evaluations of cooperation policies and instruments (such as the cooperation between the EU and Madagascar, the Democratic Republic of Congo and Chad).

Congo



Enabling professional organisations to contribute to agricultural and food policies

IRAM provides upstream support before national or regional agricultural and food policies are defined, with information, assistance and capacity building to enable pro-

fessional organisations to formulate proposals, negotiate effectively and participate in consultation processes and policy implementation.

Advice-Support – Evaluation

Programme to promote the regional cattle and beef trade. West Africa. February – December 2014. Financed by: World Bank. Partners: Bureau Issala (France), LARES (Benin).

The changes taking place in markets at the global level are largely characterised by the regionalisation of trade. In West and Central Africa, the trade in livestock products (especially live animals) between countries is second only to that in oil products.

West African economies are facing major changes, with high demographic growth and urbanisation and an emerging middle class with a rapidly increasing appetite for animal protein (meat and dairy products). In the meantime, growing pressure on natural resources is multiplying the risks of conflict between sedentary and transhumant pastoralists. Most livestock products are traded on the hoof, and there are no real processing and export value chains in place. The livestock trade is still mainly based on traditional practices, which are largely ignored by public policies.

In order to support the trade in livestock and animal products in West and Central Africa, the West Africa Agricultural Productivity Programme (WAAPP) asked IRAM to collaborate with LARES and ISSALA on (i) a study on the ‘central corridor’ (Mali, Burkina Faso, Côte d’Ivoire, Ghana); (ii) helping actors in the value chain and public officials formulate an action plan; (iii) preparing advoca-

cy notes; (iv) producing training documents for actors in the supply chain; and (v) setting up bodies to discuss policies on this issue. For more information see <http://www.waapp-ppaao.org/projet>

Design a joint WAEMU-ECOWAS regional programme on the free movement of agricultural products. West Africa. January – March 2014. Financed by: USAID (via the Hub Rural). Partner: LARES (Benin).

ECOWAS asked for this work to be done in order to follow up the recommendations of a regional conference on the free movement of agricultural products in West Africa held in Accra in 2013. IRAM and LARES helped prepare and facilitate consultation meetings and provided technical input for the programming paper. The programme is structured around 3 themes: (i) better understanding the functioning of the trade in agricultural and food products; (ii) keeping a strategic watch on the free movement of agricultural products in West Africa; (iii) helping formulate and implement regional policies and strategies to promote the trade in agricultural and food products.

Study to identify a joint project (ROPFA, RBM, APSS) for the ongoing establishment of a regional food security reserve in the ECOWAS area. West Africa. May – December 2014. Financed by: DDC (via Inter-Réseaux). Partner: bureau Issala (France).

The aim of the study conducted by IRAM and Issala on behalf of the regional POs ROPPA, APESS and RBM was to help regional POs design a programme of actions to build on practical experiences with local stocks that could be managed through the regional programme to support the regulation of West African markets (RPRAM). This support included two missions in Burkina Faso and Mali, then Benin and Togo, a capitalisation report and a proposed strategy for regional POs.

Support the implementation of ECOWAP. West Africa. April–October 2014. Financed by: USAID (via the Hub

Rural and CILSS). Partners: Bureau Issala (France), LARESS (Benin).

IRAM, LARES and Issala were asked to provide capacity building for the regional institutions responsible for steering and executing the Comprehensive Africa Agriculture Programme (ECOWAP/CAADP) in West Africa. The aim of this support was to strengthen their capacities to oversee the governance and technical supervision of the ECOWAP/CAADP process, particularly the Regional Agency for Agriculture and Food (RAAF), by preparing technical documents and proposals for a detailed three-year action plan.

Training

Institut des Régions Chaudes (IRC) SupAgro, Masters in Markets, Organisations, Quality and Services (MO-QUAS), Montpellier

Design and run an intervention on producer organisations: ‘Understanding and working with producer organisations’.

French Platform for Fair Trade (PFCE) summer school, Nogent-sur-Marne.

IRAM made contributions on the issue of ‘Empowering and organising producers in developing countries: How can the Fair Trade movement act as an agent for change in developing countries?’ Presentation on support for pro-

ducer organisations, the challenges of empowerment and running a joint working group.

Participation in a one-day event on the theme ‘From the family to international trade, possible pathways to food security and development’ held by the SAE2 department (Social Sciences, Agriculture and Food, Space and Environment) of INRA (National Institute for Agricultural Research) on Tuesday 25th November 2014

Contributions from researchers at INRA were discussed in order to feed into thinking on how to encourage economic development in the South, using possible levers at every level from the micro- to the macro-economic, and from family farms to international markets.

Publications

Doligez F. *Bilan et perspectives de la coopération au développement, un statu quo en ébullition*. In *Défis Sud*, n°117, March 2014. https://www.sosfaim.org/be/wp-content/uploads/sites/3/2014/07/defis_sud_cinquante_ans_sosfaim_doligez.pdf

Mali



Negotiations with actors from civil society are an essential element of the policy formulation process, in order to ensure that public policies meet their needs and expectations, are respected by these actors, and can produce concrete re-

sults. Therefore, IRAM always endeavours to suggest methodologies that include strengthening the capacities of civil society groups so that they can intervene in the formulation, implementation and monitoring of policies.

Development projects

Assistance to the EDF national authorising officer to support the management and monitoring of NGO projects. Mali. 2011-2016. Contracting authority: EDF national authorisation unit (Mali). Financed by: EU. Total project budget: €952k. Partner: AEDES (Belgium).

IRAM is working in partnership with AEDES in Mali to assist the national authorising office with the planning, implementation and monitoring of EU-funded actions relating to food security.

This mainly entails making a technical assistant available to support public actors and establishing a framework for exchange between all those involved in food security (including, among others, NGOs). Much of IRAM's work focuses on supporting a capitalisation process to build on

the knowledge and expertise of civil society actors. Since 2013, training and development have focused on the introduction of a common indicator, the Dietary Diversity Score (DDS), in order to assess the nutritional impact of NGO projects. This work continued in 2014, and should generate findings on several different components: (i) the lessons learned from conducting DDS surveys, especially at the end of NGO projects; (ii) the lessons learned from new activities implemented by international NGOs (cash transfers, nutrition and small-scale livestock rearing activities); (iii) the strengths and weaknesses of capacity building for beneficiaries of these activities and national officials involved in the programme; (iv) developing the national monitoring system put in place by NGOs.

Advice-Support – Evaluation

Evaluation of the French Embassy Social Development Fund (SDF) in Laos. Laos. February – March 2014. Financed by: French Embassy, Laos.

This evaluation assessed the 'Social Development Fund' programme (SDF 2010-2013), which supported NGO activities and initiatives and broader actions by civil society

associations. The main objective of the evaluation was to review the actions financed by this fund so that the French Embassy and other actors concerned could determine the quality of implementation, impact of the initiatives it had funded (22 projects, 20 associations) and effectiveness of the SDF management style; and to enable decision-makers to select future SDF beneficiaries.

Having spent 25 years supporting micro-finance networks, IRAM has developed considerable expertise in helping develop national and regional micro-finance policies and multi-actor consultation processes that can strengthen the sector's contribution to social and economic development and efforts to combat poverty and inequality. The main focus of IRAM's interventions in this field in 2014 was as-

sessing and strengthening micro-finance institutions in order to increase their activities in the agricultural and rural sectors (governance, internal audits), which are often marginalised by more commercial dynamics. IRAM also worked with the CERISE committee and its international partners on capitalisation and research work to evaluate social business actions.

Advice-Support – Evaluation

Identification of an agricultural finance training programme. Kenya, Niger. March – June 2014. Financed by: AFD. Partner: IRC SupAgro Montpellier (France).

This exercise was undertaken for francophone members of the African Rural and Agricultural Credit Association (AFRACA), to identify opportunities to support the creation and implementation of a mechanism for training on agricultural finance and management of this type of knowledge. Its hypotheses and findings were shared with the actors concerned at two presentations in Nairobi and Niamey (WACRAT-1 meeting).

Financial and organisational assessment of micro-credits at the Tunisian Solidarity Bank. Tunisia. November 2013 – February 2014. Financed by: African Development Bank.

This study included (i) an analysis of the regulatory and financial environment; (ii) a summary of demand; (iii) a survey of 90 micro-credit associations; (iv) interviews with 40 of these associations in the six socio-economic regions of the country; (v) organisational and financial analysis of the Tunisian Solidarity Bank's refinance mechanism. A

presentation of the synthesis of the first phase of the study in Tunisia in February 2014 was attended by officials from the Tunisian Solidarity Bank, the Tunisian government, the African Development Bank and the European Union.

Technical assistance to the General Secretariat of the Banking and Financial Control Commission (CSBF). Madagascar. September 2014 – September 2015. Financed by: l'Association pour la Gestion du Programme d'Appui aux Services Financiers (AGEPASEF). Partners: SOLID (Senegal), Consulting Plus (Madagascar).

The Government of Madagascar received funding from the Africa Catalytic Growth Fund (ACGF) to support the Financial Services Support Programme (PASEF), whose objective is to increase access to sustainable financial services, particularly for micro, small and medium enterprises (MSMEs) and households in Madagascar. The project is managed by AGEPASEF, the association responsible for managing the financial services support programme, which acts as the project coordination unit.

IRAM and its partners were asked to identify all the information needs of the CSBF General Secretariat, and propose a procedure for putting in place a data manage-

ment system for credit institutions.

The work will be done in three phases: (i) assessing existing computer and organisational systems; (ii) identifying the CSBF database needs; (iii) helping implement the proposed procedure.

Study on 'Pre-financing orders for Fair Trade products: identifying and disseminating good practices in the sector'. France. November 2014 – January 2015. Financed by: French Fair Trade Platform. Partner: Cerise (France).

Producer organisations (POs) need orders for Fair Trade products to be pre-financed, although this often involves considerable sums and places a significant financial burden on the businesses concerned – which also find it hard to get financial partners to fund their own working capital. In order to help rebalance value chains in favour of pro-

ducers, the 2013-2017 national action plan for Fair Trade published by the Government in May 2013 anticipated the 'creation of a working group on pre-finance for orders and harvests in order to support companies in the sector that provide pre-finance for small producers and lack suitable financial tools to do so'.

The study needed to identify and disseminate best practices and innovative mechanisms for pre-financing annual output (especially agricultural production) within the framework of orders for Fair Trade products. This involved producing technical sheets on the tools and practices used by about 10 financial partners, and formulating recommendations to develop, improve and disseminate these best practices by adapting them to the contexts of different value chains.

Training

ISTOM – School of International agricultural development, 5th year specialisation, Cergy-Pontoise.

Design and deliver a module on 'Agricultural development and finance'.

Academic symposium 'Pathways to autonomous micro-finance', Luxembourg-Grund.

This symposium was organised to mark the 20th anniversary of the ADA association. IRAM gave a presentation on 'Supporting autonomy – a new oxymoron?'

<http://www.ada-microfinance.org/fr/evenements/20ans/symposium>

Zoom

Social business

IRAM has contributed to reflection on social business within CERISE since 2012, and was involved in designing an analytical framework to evaluate social businesses. The ultimate aim is to define a standard framework like SPI©, an auditing tool developed by CERISE to assess the social performance of micro-finance institutions: <http://www.cerise-microfinance.org/-impact-et-performances-sociales-#outils>).

The objectives of the analytical framework are to:

- Establish a clear, recognised definition of Social Business
- Identify key principles for the governance, practices and modes of intervention of this type of enterprise;
- Propose indicators and monitoring and evaluation methods.

The framework is structured around 5 key dimensions and one optional dimension: the project, the public, the

product, ethical principles, profit and partnerships.

CERISE signed an applied research agreement with AFD, which has the following objectives:

- Apply the analytical framework to sample social businesses through field visits to social business projects in two different geographic areas (Madagascar and Cambodia);
- Use case studies of successful social businesses to identify, validate and document best practices that could guide the introduction of responsible practices;
- Analyse the results of the test phase and use the lessons learned to refine the analytical framework;
- Disseminate the results of the test phase and the framework among more actors in the sector to encourage monitoring and support for social businesses.

IRAM tested the analytical framework in Madagascar and Burkina Faso.

Publications

IRAM published three sets of papers as part of its contribution to the editorial committee of the International review of the social economy (RECMA):

- *Une autre finance pour une autre agriculture*. Miramap (ed.), Editions Yves Michel, 2013, n°333, July 2014.
- *La microfinance. Entre utilité sociale et rentabilité fi-*

nancière. Bédécarrats F. 2013 : L'Harmattan, Paris, n°331, January 2014.

- *Microcrédit contre pauvreté, des prêts entre solidarité et marché*. Gloukoviezoff G. & Rebière N., Les éditions de l'Atelier, Paris, 2013, n°331, January 2014.

The local level is an appropriate scale for actions to address key development issues such as access to socio-economic services and employment, sustainable management of productive resources, income generation and equitable wealth distribution, and the social and economic integration of vulnerable individuals.

In recent years support for rural development has increasingly focused on strengthening the articulation between the governance and economies of rural areas.

IRAM wholeheartedly supports this shift, and is working to help local actors regain economic and spatial control over their territories. This involves designing intervention methods that assist long-term efforts to create a favourable institutional and economic environment for the particular dynamics of rural economies. In this process

it is important to focus on the emergence of local governance institutions that are capable of reaching and mobilizing the whole spectrum of political, social and economic stakeholders in the locality. IRAM prioritises three complementary areas of intervention:

- Strengthening decentralisation processes in order to re-localise political decision-making processes and sustainable access to services,
- Supporting innovation within promising agricultural value chains in order to facilitate sustainable local wealth generation and distribution,
- Supporting decentralised natural resource management in order to secure long-term access for different local actors.

Togo



The decentralisation processes currently under way in sub-Saharan Africa mark a major turning point in the political history of these countries, as they represent a change in relations between citizens and the State and the ways that power is exercised.

However, a number of major challenges still need to be overcome before local governments can become real drivers of local development. Responsibilities and resources have yet to be fully transferred from central to local governments, and sectoral ministries are often reluctant to give up their prerogatives and envisage new ways of working in order to ensure that sectoral policies articulate with local government competences. At the territorial level,

strengthening the capacities of elected officials, municipal staff and the deconcentrated services who are expected to provide advice and support remains a huge challenge; as does improving the level and management of local government finances.

Despite these difficulties, decentralisation reforms are a real asset in defining and implementing local development policies that reflect the characteristics of the locality and its people's needs and initiatives.

Citizen participation in this process is to be strongly encouraged. It is something that IRAM regards as extremely important, and a key element for successful and sustainable democratic reform.

Development projects

Support for decentralised cooperation between Provence Alpes Côte d'Azur and Tanger-Tétouan. Morocco. 2014-2016. Contracting authority: Regional Council of Provence Alpes Côte d'Azur (PACA, France), Region of Tanger-Tétouan (Morocco). Financed by: regional Council of Provence Alpes Côte d'Azur. Total project budget: €360,000. Partner: ECO-G (Morocco).

The decentralised cooperation partnership between the regions of Provence Alpes Côte d'Azur and Tanger-Tétouan was sealed with the signing of a framework agreement on 15th May 2000.

IRAM has supported this initiative with continuous technical assistance on: (i) Institutional support for the regional government of Tanger-Tétouan based on capaci-

ty building for elected and territorial officials; (ii) Sustainable land management, through assistance in formulating the regional land use and development plan (RLUDP) and support for the Parc Naturel Régional de Bouhachem pilot project, which is the first initiative of its kind in Morocco; (iii) Structuring a regional strategy to support the social and solidarity economy (SSE). In 2014 progress in this field led to the establishment of the Centre for the Social and Solidarity Economy, with a team to support project leaders and a social and solidarity economy observatory. The tangible outcomes of this support have enabled the Regional Council of Tanger-Tétouan to follow national policy guidelines and play a leading role in regional SSE policies (steered by the Ministry for Crafts and the Social and Solidarity Economy).

Decentralised cooperation programme between Picardy-Konni-Malbaza-Madaoua. Niger. 2007-2015. Contracting authority: 12 communes in the regions of Konni, Malbaza and Madaoua (Niger) and the regional Council of Picardy (France). Financed by: the regional council of Picardy. Total project budget: €5,500k. Partners: CIEDEL (France), RAIL (Niger).

The IRAM-RAIL-CIEDEL group is responsible for supporting implementation of the decentralised cooperation programme for the region of Picardy and 12 communes in the departments of Konni, Madaoua and Malbaza in the region of Tahoua in Niger.

The programme provides support for territorial coordination and capacity building for the 12 local governments. It is structured around two funds: one for local development, which mainly finances basic socio-economic infrastructures and is intended to improve internal and inter-communal project management capacities; and one which is entirely dedicated to sustainable natural resource management. The 12 communes have worked together since 2012 in an intercommunal structure (APIMAK) that receives permanent advice and support.

The IRAM-RAIL-CIEDEL group is responsible for political aspects of the initiative (collaboration between the communes in Niger and Picardy), defining and monitoring the partnership, providing technical support for activities, designing the financial support mechanism and monitoring its implementation. Security issues have been a major constraint in Niger over the last two years, severely restricting the team's ability to go into the field to deliver support. In addition to regular activities to assist different local development actors, work in 2014 mainly focused on capacity building for APIMAK as it prepares to become autonomous.

Implementation of Component 3 'Local finance' of the communal decentralisation and development programme (PDDC). Burkina Faso. 2010-2015. Contracting authority: Ministry of Economy and Finance (Burkina Faso). Financed by: GIZ. Total project budget: €1,620k. Partners: ECO Consulting Group (Germany) and AMD (Burkina Faso).

The ECO-IRAM-AMD group is responsible for implementing the programme component devoted to improving local financial management. This component supports national and regional financial administrators and 19 communes in eastern and southwestern Burkina Faso, providing training on spending cycles, budgetary planning, strengthening their resource base, and participatory budgets.

The transitional government installed after the overthrow of Blaise Compaoré dissolved the municipal and regional councils and replaced them with special delegations headed by the prefect of the department, which were composed of the secretary general of the local government, officials from the financial and deconcentrated technical services and representatives of civil society organisations and religious and customary authorities.

Because activities for Component 3 mainly target the secretary general and financial officials, it was decided to continue these activities during the transition period and restart capacity building activities for elected officials after the election of the next Parliament.

Training programme for decentralisation actors. Mauritania. 2012-2015. Contracting authority: Ministry of Decentralisation (Mauritania). Financed by: GIZ (Germany). Total project budget: €3,000k. Partners: ECO Consulting

Group (Germany), ECO-G (Morocco).

The aim of the programme led by the IRAM-ECO partnership is to strengthen the capacities of elected communal officials and staff (administrative managers and treasurers) to enable them to seize the opportunities that decentralisation offers in terms of increasing political participation and improving local public services. Since the project started in 2012 the team has produced 14 'job descriptions', 14 'skill sets' and 67 training modules; in 2014 they delivered 38 two- to five-day training sessions for groups of 3 to 35 participants, developed an overall training plan for elected communal officials, and helped the relevant institutions and ministries set up a national centre for training on decentralisation.

Project to promote good local governance (ProDeG-Togo). Togo. June 2013 – October 2014. Contracting authority: Ministry of Territorial Planning and Development. Financed by: GIZ. Total project budget: €550k. Partner : ECO-Consulting (Germany).

IRAM works on one of the components of the ProDeG programme in partnership with ECO-Consulting. They are responsible for planning development in the Prefecture of Tchoudjo and providing support on financial governance, primarily through a census of taxpayers in three secondary cities (Palimé, Tsévié and Sokodé). The first, 14-month phase of the project ended in October 2014. In addition to overall monitoring of the project, IRAM provides specific support in designing a planning methodology for the prefecture and supporting its implementation. The German cooperation GIZ decided to extend this component for two years to further consolidate the initial progress made with communal finances.

Project to 'Support capacity building for local authorities and civil society organisations in development hubs in Sibut, Bambari, Kaga-Bandoro and Batangafo'. Central African Republic 2012-2015. Contracting authority: Ministry in the Presidency of the Republic with delegated responsibility for development hubs. Financed by: EU. Total project budget: €2,999k. Partner: NGO Echelle (Central African Republic).

The aim of this project is to contribute to sustainable development in the Central African Republic (CAR) by improving people's living conditions and fostering active participation by development actors. Its specific objective is to strengthen the capacity of civil society organisations and local authorities in the development hubs of Sibut, Bambari, Kaga-Bandoro and Batangafo to make concerted efforts to further economic and social development in the communes and regions concerned.

Interventions to achieve this objective are channelled through three themes: (i) Institutional capacity building for CSOs and local authorities to improve their organisation and functioning, and the identification, planning and management of activities in development hubs; (ii) Support for CSOs and local authorities to help them restart economic activities and restore basic social services in development hubs; (iii) Structuring partnerships between development actors (CSOs and LAs) in order to improve the governance, coordination and monitoring of activities in development hubs.

This project was suspended in 2013 due to the political and military upheavals that began in CAR at the end of 2012. It was officially restarted in October 2014, and IRAM put a technical assistance team in place at the end of 2014. One of its first main tasks was to review the proj-

ect strategy to take account of the changes that had occurred in the intervening period.

Advice-Support – Evaluation

Evaluation of the VAINCRE programme to promote initiatives for equitable regional growth. Mauritania. February-May 2014. Financed by: AFD. Partner: BICQ (Mauritania).

The objective of this mission was to evaluate the VAINCRE programme to promote initiatives for equitable regional growth, which aims to improve local living conditions by enabling communes to stimulate local development in their territories in accordance with the rules of good governance. The evaluation recommendations focused on: (i) the relevance of extending this type of support for decentralisation and local development over time and/or space, and the conditions, institutional and practical methods of doing so; (ii) the extent to which the programme contributes to economic development in rural areas, and proposals for more in-depth work on this theme.

Mid-term evaluation of the ‘Decentralisation support project in the region of Koulikoro - Phase 2’. Mali. February 2014. Financed by: CTB (Belgium).

The overall project objective is to consolidate the decentralisation process and good governance in order to contribute to sustainable local socio-economic development in the region of Koulikoro. More specifically, it is expected to make local governments and State services for territorial development more effective in providing useful and sustainable services for local people. One of the most innovative aspects of the project is the fact that it is aimed

at all actors involved in decentralisation the region: local governments (regional council, districts and communes), supervisory services (governorate of Koulikoro, prefects), advisory and support services (sub-prefects, deconcentrated State services) and regional economic actors. Separate support funds managed by the regional council and the governorate have been established to enable public actors to fulfil their missions (conduct operations, provide support) and put in place economic investments under the direction of local governments. In addition to analysing the results of the project, the evaluation also suggested how its impacts might be improved and how the next phase could consolidate the progress made in the first phase.

Feasibility study for the Economic development support programme for rural areas in the regions of Ségou and Timbuktu. Mali. August-November 2014. Financed by: AFD. Partners: IIED (Great Britain), AVSF (France) and IDL (Mali).

The feasibility study focused on regional economic development and support for regionalisation following the crisis in Mali. Two main component were identified in response to the concerns expressed by different actors: (i) helping local governments manage initiatives; and (ii) support in steering public policies (pastoral charter, local and regional economic development, land reforms). The feasibility study assessed the prospects for various developments (support for the production, processing and marketing of agro-pastoral products), and support for producer

organisations, the private sector and local, regional and communal authorities. There are also plans for institutional support at the central level in order to feed into the debates on land and pastoral mobility. Finally, a specific ap-

proach is anticipated for the region of Timbuktu and the north of the region of Ségou, in order to strengthen social cohesion and inter-community initiatives.

Guinea



Efforts to structure and professionalise agri-food value chains in developing countries are more important than ever as producers' options are increasingly limited by the liberalisation and dismantling of major value chains, State withdrawal and fluctuating agricultural prices on the international market. Increasing family farmers' access to markets in developing countries requires (i) policies that are more favourable to rural development and poverty reduction; (ii) the design and implementation of appropriate technical and economic frameworks (value chains); (iii) action at the intermediate level to reconnect value chains with their point of origin. It is important to strengthen

the links between value chains, local territories and local development so that producers have more control over their economic and physical environment; and to foster relationships between different operators in each locality (micro-enterprises, farmer organisations, local governments and external operators such as NGOs, multinationals, mining companies, etc.) to encourage effective and sustainable development. IRAM's interventions on this theme in 2014 included support in structuring established but relatively unstructured value chains that cover huge areas, and promoting short value chains in smaller areas in order to develop new economic opportunities.

Development projects

Project to support the marketing of Cambodian rice.

Cambodia. 2013-2015. Contracting authority: Supreme National Economic Council (SNEC). Financed by: AFD. Total project budget: €3,500k. Partner: NIRAS (Denmark).

This project helps implement the national policy to develop Cambodia's rice production and exports. It is structured around 5 components: (i) improving the organisation of the rice value chain, (ii) enhancing the quality of Cambodian rice and promoting it on international markets, (iii) increasing PO involvement in rice marketing, (iv) updating the Rural Development Bank, (v) project management and coordination.

Through its technical assistant, IRAM supports the coordination and general management of the project and its interactions with other interventions by development actors in the sector, and provides technical support on implementation of the different project components.

Efforts to highlight the quality of Cambodian rice and promote exports included a trip by Cambodian rice exporters to the Salon de l'Industrie Agroalimentaire in Paris, and a Cambodian Rice Festival organised by the project where Cambodian rice won the title of best rice in the world for the third year running, this year sharing the accolade with Thailand.

Marketing assistance for producer organisations resulted in 15 signed agricultural agreements between professional organisations and 4 rice producers/exporters for a contract for 2,500 tonnes of rice, progress in achieving organic certification, and joint marketing actions for volumes exceeding 4,000 tonnes.

In addition to this, the project is assisting efforts to improve regulations and policies and — on the technical assistant's recommendation — reform the Rural Development Bank.

Technical assistance in implementing projects to structure the gum arabic value chain.

Chad. 2014-2017. Contracting authority: SOS Sahel International Chad. Total project budget: €286k. Financed by: AFD.

Sudan. 2014-2017. Contracting authority: Forest National Corporation (FNC). Total project budget: €286k Financed by: AFD. Partner: RONGEAD (France).

The aim of the Trade Capacity Building Programme (PRCC) is to help develop micro-enterprises, very small businesses and SMEs in order to support development through trade. In this context, AFD funds two three-year projects to help structure the gum arabic value chain, one in Chad and the other in Sudan.

The aim of both projects is to help reduce poverty and protect the environment by strengthening the gum arabic value chain and developing commercial opportunities for the sector. Their objective is to put in place pilot activities at the regional level to promote dialogue around questions of quality, traceability, distribution of value, protecting the resource, financing the chain and helping improve the market position of actors in the chain at the local and national level.

IRAM provides technical assistance in both countries through a series of support missions led by a multi-disciplinary team.

Antananarivo area agro-forestry support programme.

Madagascar. 2014-2018. Contracting authority: IRAM. Financed by: EU. Total project budget: €1,679k. Partners: ECO-Consulting (Germany), BEST (Madagascar).

The programme's overall objective is to make a sustainable contribution to poverty reduction and protection of

the natural environment in Madagascar. Its specific objective is to increase producer incomes around Antananarivo, and improve local access to a secure market for agricultural products and fuelwood. In order to do this, it will help organise and structure 6 promising strategic value chains around the city of Antananarivo: market gardening, fruit farming, free-range chicken farming, dairy, fisheries and fuelwood. A programme management team was set up at the end of August 2014, with two resident technical assistants to monitor, coordinate and support programme implementation. IRAM also provides short-term expertise on different themes associated with each value chain, and assistance in establishing a monitoring and evaluation mechanism.



Action to support actors in the beef value chain in Ouaddaï.

Chad. 2014-2016. Contracting authority: IRAM. Financed by: EU. Total project budget: €457k. Partners: INADES Formation (Chad), FRAPO (Chad).

Planned actions including capacity building for actors in the beef value chain through FRAPO, a federation of herder organisations, and works and installations to further the economic development of the sector in the Ouaddaï region of eastern Chad. Activities in 2014 mainly focused on assessing the value chain in this region in order to produce an action plan and a list of priority infrastructures to be installed.

Ziama-Macenta coffee: Support the sustainable development, Fair Trade certification and export of coffee.

Guinea. 2014-2015. Contracting authority: WOKO Cooperative. To-

tal project budget: €40k. Financed by: Rio Tinto Foundation.

IRAM supports the Maison guinéenne des entrepreneurs (MGE) in its efforts to enable the WOKO cooperative and the coffee trade association to obtain Fair Trade certification and export Ziama-Macenta coffee, thereby securing the first geographical indication (GI) for West African coffee. IRAM provides support in project management, contracts between cooperative and purchasers, and access to prefinance.



NARIINDU project – Sustainable local milk supplied by small-scale herders in Niamey. Niger. 2012-2015. Contracting authority: Association pour la redynamisation de l'élevage au Niger (AREN). Financed by: AFD- FISONG (France), CFSI (France), IRAM. Total project budget: €480k. Partners: Karkara (Niger), VSF (Belgium), AREN (Niger), Bilital Maroobé network (Burkina Faso).

This project started in 2012, following on from a programme implemented by IRAM between 2006 and 2008 to secure peri-urban livestock rearing and agriculture (PSEAU). Implemented by the group IRAM-Karkara-VSF-Belgique-AREN-Bilital Maroobé, the aim is to use small peri-urban producers to improve local milk supplies in neighbourhoods on the outskirts of Niamey, through innovative multi-service collection centres controlled by local herders that oversee the collection, quality control and marketing of local milk. A complementary project is also under way to support the partnership between collection centres and the Solani dairy in Niamey, and



to establish a line of products entirely based on local milk.

ALTERRE Project – Local agri-fuels, rural areas and energy. Mali. 2009-2013. Contracting authority: IRAM and GERES (France). Financed by: EU, FFEM, TATE (France). Total project budget: €2,400k. Partner: AMEDD (Mali).

ALTERRE was a pilot project to determine the conditions for a viable and sustainable agri-fuel chain supplied by local producers. This local value chain brings together producers, extractors and users from four communes in the region of Sikasso, where the production of fuel based on pure *Jatropha Curcas* oil enables people to access local services (mechanised agricultural activities, battery recharging, etc.) fuelled by vegetable oil or rural electrification. IRAM provides methodological support and expertise in monitoring and evaluation, product development, establishing and supporting rural enterprises, analysing the financial needs of the value chain, and working with local governments and land use planning officials.

After several years focusing on agronomic and technical issues, work began in 2014 to use case studies and analysis of the monitoring data (yields and agronomic results; producer motivation and incomes) to build on the technical and economic aspects of the project.

JatroREF Project – Standards for sustainable West African agri-fuel value chains. West Africa. Contracting authority: IRAM and GERES (France). Financed by: EU, FFEM, TATE (France), Fondation Albert II de Monaco, ADEME (France), the Dutch foundation FDO, CFSI (France), Fondation Veolia (France). Total project budget: €5,660k. Partners: ANADEB (Mali), AMEDD (Mali), DGE (Benin) and CeRPA Zou-Collines (Benin).

The JatroREF project is implemented and run by IRAM in partnership with GERES. Its objective is to establish standards for the socio-economic viability and environmental sustainability of West African agri-fuel value chains based on locally produced Jatropha. JatroREF is structured around three distinct components: (i) pilot actions in Mali (IRAM-GERES – see the ALTERRE project above) and Benin (GERES); (ii) sharing experiences (IRAM-GERES) and (iii) disseminating and discussing the results (IRAM-GERES). Members of the network identified priority themes for the project: the agronomic potential of jatropha, jatropha and family farming, oil extraction, its use in engines, value chains and carbon finance. There is a specific working group for each of these themes with a facilitator from IRAM or GERES.

Several workshops were held over the course of 2014, and important studies conducted on: (i) the place of producers in jatropha value chains in Mali and Burkina Faso; (ii) jatropha value chains in West Africa, with a workshop in Bamako in June 2014 to present and discuss the findings of this study; (iii) bioenergy policies and programmes in West and Central Africa.

The project generated regular updates and alerts and disseminated various papers and studies. These included technical notes on jatropha oil cake and pests and diseases, a paper on incorporating jatropha into farming systems, and the conclusions of the workshop on jatropha value chains.

Further information on this project can be found at www.jatroref.org

Mali



Advice-Support – Evaluation

Identification of possible support for promising marketing channels. Senegal. October 2013 – July 2014. Financed by: EU. Partners: IPAR (Senegal).

This study was conducted as part of preparations for the 11th European Development Fund (EDF). It was undertaken in consultation with the Senegalese Ministry for the Economy and Finance, in order to formulate strategies and interventions to develop ‘promising’ value chains. This involved (i) assessing a wide range of value chains (cereals, horticulture, agri-food) and selecting those that showed the most potential for growth, job creation and poverty reduction; (ii) proposing a framework for action and an intervention strategy for the most promising chains, based on detailed analysis of their organisation, functioning, performance, advantages and constraints. The findings of this analysis were presented at a workshop in Dakar in July 2014.

Scoping study on the economic benefits of biodiversity and value chains for aromatic/medicinal plants. Madagascar. February-May 2014. Financed by: Phytotrader Africa.

This was a scoping study for a project to help operators in value chains develop sustainable ways of generating economic benefits from the biodiversity in Madagascar. It assessed the organic trade sector, looked at national policy on developing the economic benefits of biodiversity, and mapped the institutions, companies and civil society organisations involved in the collection, processing and marketing of wild plants (aromatic and medicinal). The project objective will be to help establish value chains that link local communities with international companies

in the dermatological, cosmetic, food and pharmaceutical sectors, in accordance with the principles of environmental and socio-economic sustainability and the Nagoya Convention on Access and Benefit Sharing.

Final evaluation of the FRICH 2 project ‘Delivering export-quality coffee at scale in eastern DRC’. Democratic Republic of Congo. July 2014. Financed by: Twin, DFID.

In addition to classic evaluation activities analysing the project’s results, relevance and viability in an unfavourable context (rampant corruption, inter-communal tensions, military presence, etc.), this study reflected on the limitations of an approach that focuses solely on value chains, and the need for much broader dialogue between different actors in the coffee value chain (cooperatives, transporters, coffee treatment plants) and with local authorities and other economic operators and actors in the territory.

Support in structuring a Fair Trade tea value chain (Shan Tuyet) in Yen Bai Province. Vietnam. November 2013 – July 2014. Financed by: Val de Marne General Council (France). Partners: RUDEC, CIRAD (France).

The cooperation between the Val de Marne and Yen Bai Province was adjusted in 2010 to incorporate support for the tea value chain. This decision reflects the importance of tea production in Yen Bai province, and the strategic priority of revitalising a national value chain with largely obsolete production tools and unremunerative outlets. IRAM support includes a preliminary diagnostic phase and a full feasibility study for a wide-ranging, multi-annual project to encourage the development of a more inclusive value chain, and to foster the emergence of equi-

table marketing as defined in the cooperation objectives agreed between the Val de Marne and Yen Bai province.

Design a support programme for agro-pastoral value chains in the region of Sikasso. Mali. December 2014. Financed by: DDC. Partner: Lux-Development (Luxembourg).

The feasibility study enabled the team to design a 4-year programme whose overall objective is to make agro-pastoral value chains (milk and potatoes) and the private sector more competitive. The four main expected results of the programme are to: (i) Establish more peaceful relations between transhumant herders and sedentary agro-pastoralists through joint land management and economic integration of agricultural and pastoral value chains; (ii) Intensify agricultural production in developed wetlands and pastoral production in peri-urban areas of Koutiala, Bougini and Sikasso by supporting enclosures, livestock feed chains, seed collectives and producer/herder cooperatives; (iii) Develop agri-food businesses and markets in urban centres and at the sub-regional level through the emergence of public and private advisory services, support for technical and economic innovations, and by developing the capacities of interprofessional organisations; (iv) Develop new public services in order to encourage public-private partnerships that support agro-pastoral value chains and the private sector.

External evaluation of 'Rural Integrated Community Development Programmes 2011-2013' and support to Caritas in reformulating the 2015 project. Cambodia. March 2014. Financed by: AFD, Caritas.

This final evaluation covered three AFD-funded proj-

ects implemented by Caritas in the provinces of Kandal, Kompong Thom and Siem Reap, and made specific recommendations regarding the design of a future Caritas project.

IRAM provided methodological support and worked with the Caritas team on the design and validation of a comprehensive project that should start in 2015. It was also suggested that the NGO should move towards projects that provide more structural support for beneficiaries (links to the market, capacity building).

What place do private sustainability standards have in commercial transactions? Opportunities, threats and levers for French action. Global. December 2013 – November 2014. Financed by: MAAF. Partners: CIRAD, INRA (France), REDD (Switzerland).

The Ministry for Agriculture, Agri-food and Forestry (MAAF) wished to learn more about private sustainability standards, which are playing an increasing role in the global trade in agricultural and agri-food products: who are the actors, what products and volumes are involved, and what are the issues for France? The aim of this study (which included a 200-page literature review) was to improve knowledge about the interests, limitations and room to manoeuvre in developing private sustainability standards in international trade, in order to formulate strategic recommendations for France and MAAF. Planned actions to disseminate the information in 2015 include a public presentation to MAAF and the OECD, and the production of a four-page summary by MAAF.

Final evaluation of the Nhot Ou project. Laos. 2014. Financed by: EU and Oxfam Hong Kong.

The aim of this project, which was implemented by the Comité français pour le Laos (CCL), was to improve food security for very isolated ethnic communities in one of the northern provinces of Laos by raising awareness of good nutrition and hygiene practices, installing sanitation systems, raising awareness of gender issues, and reducing women's workloads. It also included support for new agricultural activities for domestic consumption (market gardening, fruit orchards, fishponds, constructing and rehabilitating rice fields), natural resource management, new commercial farming activities (tea, cardamom) and group training on how to market produce.

Feasibility study on contract farming as part of a support project for the Akay group investment plan. Cambodia. October-November 2014. Financed by: Akay, AFD.

Partner: GLG (France).

This feasibility study on the contract farming component in Samlot district, Battambang province, Cambodia, was conducted as part of the process of assessing Akay Cambodia's application for a loan from AFD.

Akay Cambodia is a leading Indian company that produces oleoresins from spices, and hopes to start producing turmeric under contract in Cambodia. The objective of this project is for 1500 growers to produce a total annual output of 15,000 tonnes of turmeric that will be processed in Cambodia and exported to India, Europe and the United States. Study recommendations for the project included the provision of technical assistance for producers, an R&D component to test different crop management systems and levels of fertiliser application, and support for producers in organising pre-processing activities.

Capitalisation-Research

Support for a participatory workshop to reflect on best irrigation practices in northern Mali. Mali. February-March 2014. Financed by: Handicap International.

This workshop provided a platform to discuss alternative irrigation practices that are less dependent on fossil fuels, strengthen resilience of family farms and contribute to environmental protection. It also led to the creation of a website: www.irrigation-nord-mali.org

Zoom

Support for the Institut Agronomique Méditerranéen de Montpellier (IAMM) in building on the outcomes of the A2DTRM project to ‘Support development dynamics in rural areas of the Mediterranean’, and preparing and organising an international seminar on the development of rural areas in the Mediterranean in December 2014. Financed by: IAMM, AFD.

The A2DTRM project (Appui aux Dynamiques de Développement des Territoires Ruraux Méditerranéens) looks at innovations in rural areas of the Mediterranean basin in a context of increasing constraints (climatic, water, land, demographic), multiple changes (political, economic, social) and high tensions (spatial, migratory, security). The objective of the project was to identify innovative actions to develop rural territories in three countries — Egypt, Morocco and Tunisia — in order to analyse their

dynamics and inform public policies on rural development. The project aims to understand and document the decision-making tools and mechanisms used by institutional, economic and social actors in local development initiatives. IRAM assisted the IAMM Montpellier project team in developing the project outcomes and designing, preparing and running an international seminar on the development of rural areas in the Mediterranean, which took place on 9-11 December 2014. Maps from the seminar will be available in 2015.

Information on the seminar can be found at: <https://a2dtrm.iamm.fr/index.php/seminaire/programme-et-presentation>



Training

UNESCO Chair in ‘Sustainable development, biodiversity and territorial development – Masters debate, Paris.

Intervention on agri-fuel value chains in West Africa.

Participation in training on local development in the context of the European Neighbourhood Programme for Agriculture and Rural Development (ENPARD), Cairo.

As part of the new European neighbourhood policy, the European Commission is implementing a new initiative to support rural development in Mediterranean countries: the European Neighbourhood Programme for Ag-

riculture and Rural Development (ENPARD). This was scheduled to run for 30 months from January 2012, and was piloted by the Institut Agronomique Méditerranéen de Montpellier (CIHEAM-IAMM). The first stage of ENPARD for neighbouring countries in the South focused on four countries: Morocco, Tunisia, Egypt and Jordan, which were later joined by Libya.

The Egyptian Ministry of Agriculture asked IRAM to run several training sessions in the context of this project (in January 2014 and April 2014) for officials from the Ministry of Agriculture who wished to become more effective in setting up and monitoring projects and programmes,

and to help development agents from governorates tackle the problems associated with local development and planning and monitoring local projects.

Institut des Régions Chaudes (IRC) SupAgro, Masters in 'Markets, Organisations, Quality and Services (MO-QUAS)', Montpellier.

Design and deliver a training module on 'Monitoring and evaluating local development projects'. Case study on evaluations of the PAFIB project in Chad, FCGBV project in Tunisia, and ESOP project in Togo and Benin.

Tunisia



The issue of viable social resource management is closely linked with the concept of sustainable development. After a long period of limited investment in this domain, the debate on climate change has rekindled interest in the environment and the way that environmental actions taken in the Sahel during the 1980s and 1990s – which focused on much greater user responsibility – impacted on development and farming practices. Sahelian ecosystems and societies are resilient, but demographic growth is intensifying pressure on resources, and local access to common resources is threatened by their increasingly exclusive use and development. One of the key issues that needs to be addressed today is the articulation between local resource management systems and natural resource management by local governments whose NRM mandate is relatively new, which regard natural resources as a strategic source of tax revenues, and which lack experience in the decen-

tralised and equitable management of common resources. Putting the management of renewable resources back into local hands will involve strengthening local capacities to manage resources (user organisations, local associations, local governments) and ensuring that the legal framework includes and recognises effective ways of transferring responsibilities to local organisations and institutions. IRAM has particular expertise in this area, as it has been implementing long-term programmes in Chad, Senegal, Mauritania, Burkina Faso and Niger since 1994. It continued to deliver this kind of support in 2014, particularly in Niger; as well as conducting a number of short-term expert missions and research activities on these themes, mainly in the Sahel. It is also starting an innovative new intervention to manage the energy potential of water resources in Central Africa.

Development projects

PKMM Decentralised cooperation programme Picardy-Konni-Malbaza-Madaoua. Niger. 2007-2013. Contracting authority: 12 communes in the regions of Konni, Malbaza and Madaoua (Niger) and the regional Council of Picardy (France). Financed by: the Regional Council of Picardy. Total project budget: €5,500k. Partners: CIEDEL (France), RAIL (Niger).

The PKMM project includes a specific component on 'Combatting desertification', which focuses on (i) strengthening the capacities of elected officials and other stakeholders to plan systematic natural resource management actions in their commune; (ii) investing in priority sites in order to

tackle particular environmental problems (such as recuperating degraded land, stabilising dunes, controlling invasive species in pools). Over the course of 2014 implementation of this component included investments in the recuperation of degraded sites, and the re-establishment of biodiversity in pools that can generate local incomes and provide food security (through fishing). IRAM provides technical and methodological support for this component.

'Pico-hydro demonstration project' in Moulenda. Republic of Congo. 2014-2016. Contracting authority: Ministry of Scientific and Technical Research and Innovation. Financed by: Ministry of Finance – FASEP -Innovation

verte (France). Total project budget: €575k. Partners: ECO-CINETIC (France), GCADM (Republic of Congo).

The aim of this project to install small river turbines designed by Ecocinetic is to provide access to energy for residents of Moulenda, a village located on the tributary of the River Congo 130 km from Brazzaville. The Moulenda demonstrator is a test phase to enable the team to monitor and evaluate the technical, economic, social and environmental performance of river turbines with local partners, in order to demonstrate their effectiveness and determine how they can be appropriated by local people (maintenance, organising and paying for the service). By offering a possible means of access to energy in remote rural ar-

eas in accordance with rural electrification priorities and public policies, the project can help disseminate the test technology (contact with beneficiaries, operators and potential financiers) and address some of the issues associated with sustainable development in sub-Saharan Africa. IRAM is responsible for managing the project, providing specific support on economic and social analysis and institutional relations with the national authorities. It also ran the first meeting of the group that monitors companies involved in the project which are financed by the private sector support fund (FASEP- Innovation verte) at the Ministry of Finance in Paris in November 2014.

Advice-Support – Evaluation

Methodological support to the Global Water Initiative (GWI). Burkina Faso, Mali, Senegal. October 2013 – September 2014. Financed by: Howard G. Buffet Foundation (United States).

The aim of the Global Water Initiative (GWI) programme, which is implemented by the International Union for the Conservation of Nature (IUCN) and the International Institute for Environment and Development (IIED), is to address the challenge of using water for agriculture in efficient and equitable ways that enable farmers to improve their food security and resilience to hazards – particularly climatic hazards. West African countries are planning to construct huge new dams in order to meet their energy and water needs and improve food security in a context of uncertainty linked with cli-

mate change. Yet existing dams in the sub-region often under-perform, largely because their irrigable potential is under-utilised, yields are low and water is not used efficiently. More needs to be done to follow the ECOWAS guidelines on the development of sustainable water infrastructures in West Africa, and to evaluate and optimise the viability of large-scale water works in the region. Within the framework of the GWI programme, IRAM has helped analyse the capacity of several large dams to produce competitively priced food and ensure that producers can earn reasonable incomes, and determine whether they are sufficiently economically viable to justify the huge public investment needed to install and maintain them.



Training of trainers and support on incorporating decentralised natural resource management into the training programme for environmental technicians at ENF-VA in Kaédi. Mauritania. April 2014. Financed by: GIZ. Partner: ECO Consulting (Germany).

This support consisted of finalising a training module on 'Understanding and observing the dynamics of Sahelian vegetation' for 2nd year environmental technicians. It was organised and delivered as a training of trainers sub-module for 12 second-year students. IRAM also designed a marketing/communication strategy with the school in Kaédi to publicise existing modules on decentralised natural resource management for environmental technicians (degree courses), elected officials and heads of associations (ongoing training courses).

Capitalisation-Research

Develop and build on the project to manage conservation areas in West Africa. Benin, Burkina Faso, Ghana, Niger, Togo. October-November 2014. Financed by: FFEM.

This work covered 7 sites around protected areas (2 in Burkina Faso, 2 in Ghana, 1 in Niger, 1 in Togo and 1 in Benin). The IRAM team supported local NGOs working with communities and local governments on the management and governance of natural resources in zones around protected areas, in order to balance resource protection with sustainable activities to improve local living conditions (community hunting reserves, IGAs in eco-tourism, the exploitation of non-timber forest products such as honey, shea, wild seeds, baobab fruit, etc.). The objective of the exercise was to learn from these experiences in manag-

Ex-post evaluation of the project to 'Optimise irrigation in the Jordan Valley'. Jordan. 2014. Financed by: AFD. Partner: AGRIATE (France).

This project focuses on the pressing problem of declining water resources and constraints to producers in the Jordan Valley. Project activities include support for the Jordan Valley Authority in rehabilitating the water network and improving its operation and maintenance under pressure. There are also plans for direct technical and financial support for producers, including the introduction of drip-fed irrigation.

ing local natural resources in a conservation context, and use the lessons to lobby decision-makers at the communal and national levels.

Support in developing actions taken by the Fondation Internationale du Banc d'Arguin (FIBA). Mauritania, Senegal. Financed by: FIBA.

This exercise was undertaken in collaboration with FIBA to identify the lessons to be learned from the first phase of the institutional capacity building project for national NGOs that work in partnership with FIBA to develop marine protected areas on the West African coast. Particular emphasis was placed on the need to help strengthen the governance and internal organisation of NGOs by getting their leaders actively involved in these changes.

Training

Centre d'études et de recherches sur le développement international (CERDI), Masters in 'Public policies and sustainable development', Clermont-Ferrand.

Organise and deliver a training module on 'Decentralisation and natural resource management'.

Jordan



Mali



Youth training and employment support have long been a cause for concern, and remain a critical issue for both developed and developing countries in the coming years. The complexity and slow pace of reform in this sector make it very hard to address the challenges we face today, especially with regard to demographic growth, the number of entry points into the labour market and the difficulties young people face in making the transition from training to employment, regardless of any qualifications they may have obtained.

Projections show that most of the African population will live in rural areas until 2035 despite the rapid urbanisation of the continent. This means that there is an urgent need for a structured response that takes account of the current realities and changes in rural settings, and young

people's concerns and needs in the face of increased pressure on land, vulnerability to climate change and problems with several major cash crops.

As an organisation that works on rural development in developing countries, IRAM shares this concern. Our longstanding experience in training and integration is informed by different areas of intervention, particularly our support for professional organisations, setting up micro-finance mechanisms, supporting different categories of actor in the social and economic development of their territory and, at another level, helping define sectoral, agricultural and food security policies. It is important to share what we have learned about rural systems in order to contribute more effectively to current thinking on how to enable young people to become economically and socially active.

Cambodia



Advice-Support – Evaluation

Feasibility study on a support project for agricultural and industrial vocational training. Guinea. August 2014. Financed by: AFD, C2D. Partner: RAFARGUI network (Guinea).

The aim of this study was to identify ways of improving the mechanisms for vocational training in agriculture and industry, and especially in mining. The study included: (i) critical analysis of the joint guidelines set by the Ministry of Vocational Training and AFD in light of the current context, government policy and constraints to vocational training in Guinea; (ii) a proposed architecture for the future intervention; (iii) a description of activities in the three components; (iv) identification of the human, material and financial resource requirements; (v) the different stages and timetable for the intervention. The project will be financed by funds from the Debt Reduction-Development Contract (C2D).

Design and put in place a mechanism to monitor and evaluate the Vocational Training Support Programme (AFOP 2). Cameroon. July and November 2014. Financed by: AFD, C2D.

The objective of the second phase of this programme, AFOP 2, is to improve the professional qualifications of agricultural and rural development actors and help more young trainees find jobs in the agriculture, livestock and fishing sectors. This new phase is expected to produce three results: (i) increase the number of trained youth and adults through the mechanism for vocational training; (ii)

increase the number of youth and adults who find work after completing their training; (iii) increase the number of renovated training structures.

IRAM's intervention in this programme consisted of designing and putting in place a monitoring and evaluation mechanism.

Study to identify promising value chains to further incorporate the modern mining sector into the economic fabric of Katanga province. Democratic Republic of Congo. July 2014. Financed by: OIT.

Planned activities for the Katanga Province Youth Employment Programme (PAEJK) are intended to help reduce poverty by creating jobs and improving youth employability. It is structured around 4 components: (i) entrepreneurial capacity building for young men and women; (ii) increasing young entrepreneurs' access to micro-finance; (iii) improving the employability of young people leaving vocational training establishments; (iv) capacity building for provincial officials on governance of the labour market.

The study showed the links between the extractive industries and local economic development, and made a number of recommendations for the PAEJK programme in terms of priority sectors for entrepreneurial support and the policies needed to produce a favourable environment to create and develop local micro-enterprises and SMEs. In addition to the mines' very variable level of commitment to youth employment, it also raised questions about public policies on agriculture and the economy and, to a lesser extent, the mining sector and health.

Zoom

Capitalising on youth training and vocational integration undertaken by NGOs. Global. May 2013 – December 2014. Financed by: AFD-FISONG.

The French Development Agency (AFD) worked with French NGOs on a study 'Capitalising on youth training and employment activities by NGOs' in the context of support for vocational training through the Sectoral Innovation Facility for NGOs (FISONG). The main objective of this exercise was to provide an effective practical tool for NGOs by developing the NGO 'practices' most likely to be taken forward in future initiatives. It identified a number of recommendations and discussion points for actors engaged in vocational training and employment support for young people.

The study was structured around the central ques-

tion 'How and under what conditions can the vocational training supported by NGOs better contribute to opportunities for long-term youth employment?' A total of 47 mechanisms were analysed through literature reviews or field visits (29 in urban areas, 10 in rural areas, and 8 covering both urban and rural areas) and 9 country studies in West Africa (Benin, Côte d'Ivoire, Mali, Senegal), East Africa (Uganda), North Africa (Morocco), South America (Brazil), South East Asia (Cambodia) and Europe (France).

The results of this work are presented in a publication edited by IRAM, which can be found on <http://www.iram-fr.org/pdf-publications/675.pdf>



Capitalisation-Research

Literature review of funding mechanisms for vocational training in Latin America. Latin America. October 2014. Financed by: ADEA (Agence pour le développement de l'éducation en Afrique), AFD.

IRAM conducted a literature review of funding mechanisms for vocational training in Latin America in order to bring a fresh perspective to the analysis of mechanisms in Africa. It identified key trends in the evolution of practices to fund vocational training over the last decade, with a

particular focus on the issue of funding for agricultural and rural training.

AFD published a synthesis of the study in French and English, 'Financing vocational training in Africa: The role and specificities of vocational training funds', and IRAM contributed to presentations of this synthesis during development meetings at a conference on 'Comparative perspectives on vocational training in Africa' held on 28th November 2014.



Symposium on ‘Supporting youth employment in family farms in developing countries: issues, perspectives and planned actions’. Montpellier, 4-6 June 2014. Organisation: Institut des régions Chaudes (IRC).

IRAM helped organise this symposium and ran a workshop during the event entitled ‘How can viable youth employment projects gain access to finance?’

http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=86



Congo





Financial position (k€)

Financial results:

The IRAM Associative Group recorded its highest turnover in the last 10 years in 2014, with a figure in excess of 4.7 million Euros. This very substantial sum reflects the significant growth in short-term expert missions (which increased by 17% between 2013 and 2014), and a 15% increase in multi-annual projects implemented by IRAM between 2013 and 2014. Although this increase in turnover was insufficient to meet our structural costs, the Group was able to make up the shortfall thanks to a much lower than average gross profit margin in 2014. This was due to a combination of factors:

- The relatively high proportion of projects financed by calls for proposals, especially EU-funded projects, which have little effect on our profit margin (this type of funding was relatively rare in 2013, while it represented 5% of our turnover in 2014). It is worth noting that over a longer period from 2011 to 2014, the relative proportion of projects financed by calls for proposals (for all donors) went from 9% to 16% of turnover (up by 7%). This resulted in a considerable increase in our annual turnover but contributed little to our gross profit margin;
- Greater use of external service providers (this item of expenditure increased by 42% between 2013 and 2014) and more co-contracting, which accounted for 27% of

outsourced services in 2014 compared with 25% in the two previous years. We needed to externalise more services in order to build alliances and partnerships on particular themes, tackle markets of a certain size and cope with an increase in activities that could not be met by our own staff. This meant that activities undertaken solely by IRAM declined, accounting for 22% of turnover in 2014, compared with 33% in 2013 and 25% in 2012.

The low growth in overall structural costs (staff and general costs increased by 2% between 2013 and 2014), readjustment of provisions following a re-evaluation of the risks associated with certain agreements, effect of the tax credit for competitiveness and employment (CICE), and the benefits of a favourable dollar/Euro exchange rate partly compensated for the lower profit margin and a disappointing economic performance (a €53k operating deficit).

IRAM's Associative Group recorded a net loss of €12,634 in 2014 (which was an improvement on the previous year, when it made a net loss of €119,000 but also made a number of strategic investments and provisions for liabilities and charges associated with the closure of a complex agreement).

Financial results (k€)	2012	2013	2014
Turnover	3,945	4,116	4,777
Costs associated with missions and sub-contracting	– 1,955	– 1,859	– 2,604
Salaries and overheads	– 1,663	– 1,894	– 1,911
Structural costs	– 274	– 260	– 293
Depreciation	– 25	– 23	– 22
Financial and exceptional items		– 129	43
Reserves		– 70	– 2
Incentives	– 7		
IS	– 1		
Net profit	21	– 119	– 12

Balance sheet:

The balance sheet for the IRAM Associative Group shows that although its equity had declined, it remained at a good level and there was a healthy cash surplus as at 31 December 2014.

The balance between equity and liabilities is very acceptable (43% in 2013 and 35% in 2014), and the Group has no long-term bank debts. The net working capital remained stable, rising from €1,118k in 2013 to €1,168k in 2014, and exceeding the working capital requirement (WCR) of €1,006k. Therefore, IRAM Association has sufficient resources to finance its capital expenditure and most of its operations.

The cash surplus is largely due to the time lapse between advance funding for projects received from donors and requests from these projects for the funds to be disbursed.

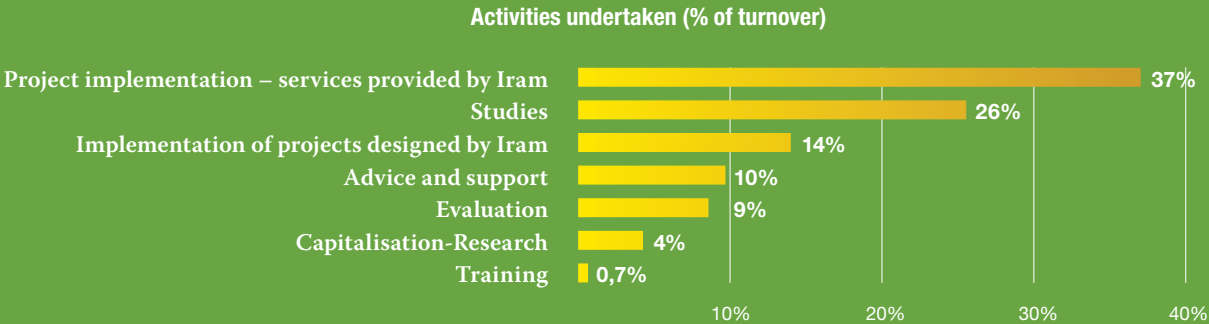
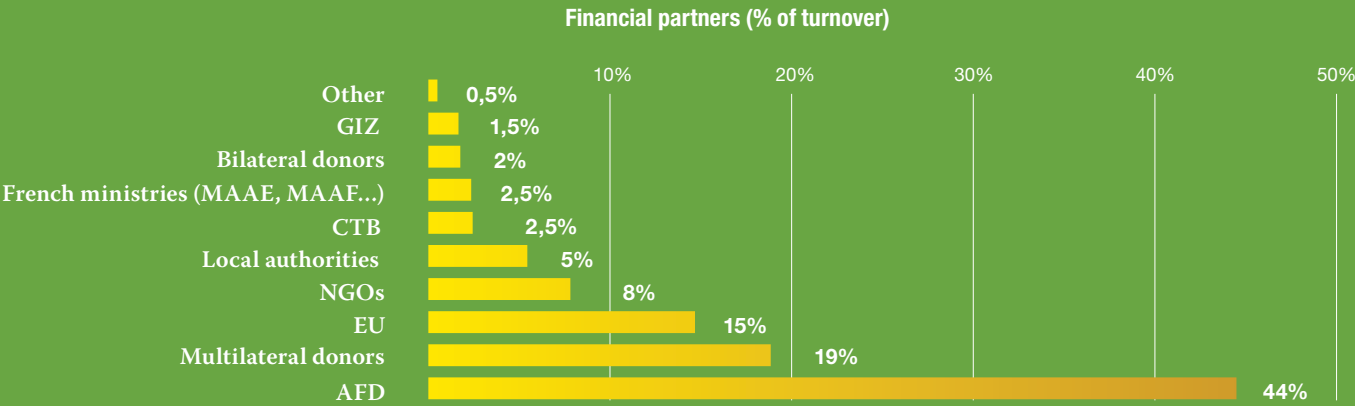
Balance sheet (k€)	2012	2013	2014
Total assets	3,129	4,185	5,056
Fixed assets	609	593	577
Accounts receivable	2,191	2,816	2,244
Total liabilities	3,129	4,185	5,056
Social capital	434	434	434
Reserves	1,410	1,391	1,324
Net result for the period	21	– 119	– 12
Projects and service providers	1,264	2,409	3,310

IRAM's accounts are audited each year by the Cabinet Doucet, Beth et associés, the external auditor for its two entities (the Association and the Group).

Activities and financial partners:

AFD remained IRAM's primary donor in 2014, accounting for 44% of turnover and financing 10 multi-annual projects among others. Between them, AFD and the EU account for over half of IRAM's turnover, although AFD's share declined by 6% compared with 2013 while funding from the EU rose from 10% in 2013 to 15% in

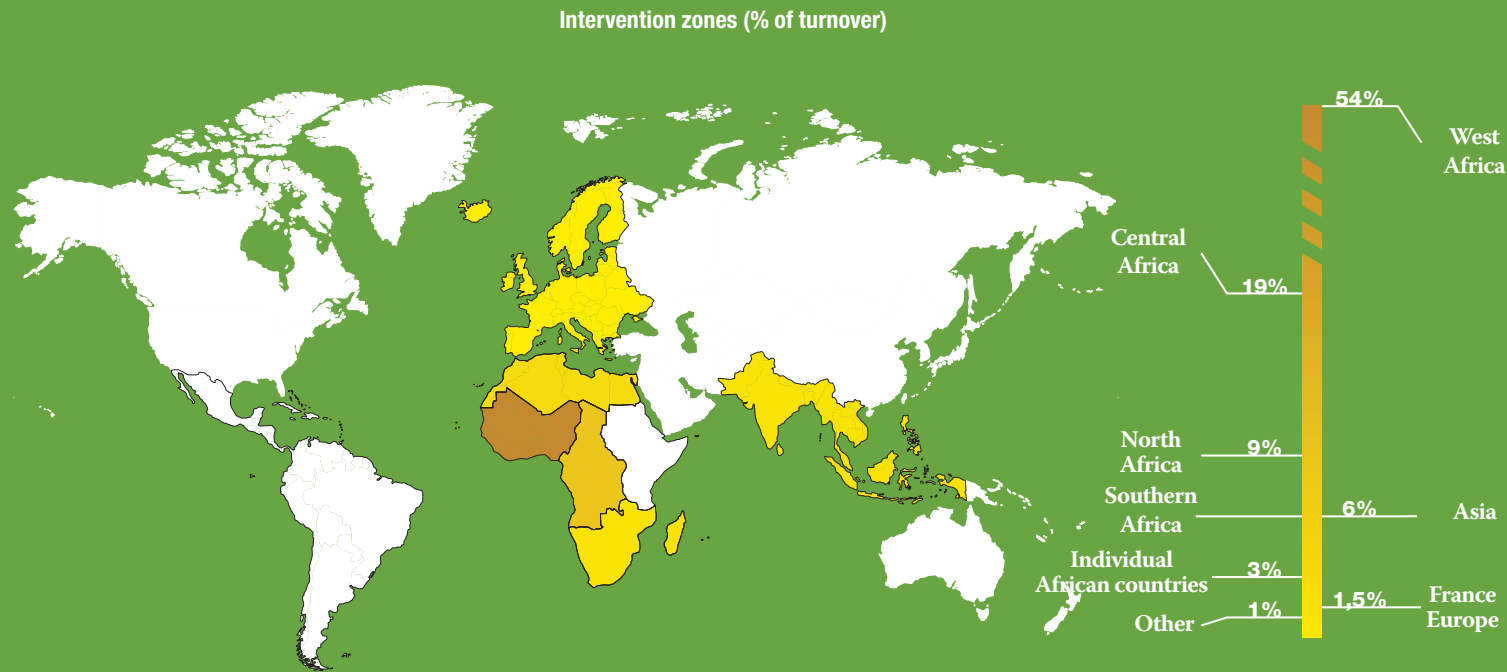
2014. The EU funded two projects following successful tenders from IRAM (one project in Chad and the other in Central Africa), several EU national portfolio valuations in Chad, Madagascar and the Democratic Republic of Congo, and two new technical assistance projects that started in Madagascar and Algeria in the second



half of 2014.

IRAM remained active in West Africa in 2014. In fact, this is where most of our interventions took place, accounting for 54% of turnover in 2014. We also continued to work extensively in Central Africa, although the level of activity fell from just under 33% of turnover in 2012 to nearly 20% in 2014. Activities in North Africa increased significantly this year, rising from 4% in 2013

to 9% of turnover in 2014. IRAM has diversified its services, providing advice, support and studies that account for over 70% of turnover in this area, along with long-term technical assistance in the context of decentralised cooperation between the Regional Council of Provence Alpes Côte d'Azur and the Region of Tanger-Tétouan in Morocco.



Tunisia



Sources of funding for IRAM activities

Public institutions	<ul style="list-style-type: none"> – African Development Bank (ADB) – Belgian Development Agency (CTB) – Belgium – British Department for International Development (DFID) – Great Britain – Economic Community of West African States (ECOWAS) – European Union (EU) – Food and Agriculture Organization of the United Nations (FAO) – French Development Agency (AFD) – France – French Environment and Energy Management Agency (ADEME) – France – French Global Environment Facility (FGEF) – France – French Ministry of Agriculture, Agri-food and Forestry (MAAF) – France – French Ministry of Economy, Finance and Foreign Trade – General Directorate of the Treasury – France – French Ministry of Foreign Affairs (MAE) – France – General Council of Val de Marne – France 	<ul style="list-style-type: none"> – German Technical Cooperation Agency (GIZ) – Germany – International Labour Organization (ILO) – Luxembourg Development Cooperation Agency (Lux Dev) – Luxembourg – Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) – Regional Council of Picardy – France – Regional Council of Provence-Alpes-Côte d’Azur – France – Swiss Agency for Development and Cooperation – (SDC) Switzerland – United States Agency for International Development (USAID) – United States – West African Economic and Monetary Union (WAE-MU) – World Bank (WB) – World Food Programme (WFP)
Foundations and private companies	<ul style="list-style-type: none"> – Akay – India – Fondation Albert II de Monaco – Monaco – Fondation de France – France – Fondation FARM – France – Fondation Internationale du Banc d’Arguin (FIBA) – Switzerland – Fondation TOTAL – France 	<ul style="list-style-type: none"> – Fondation Veolia – France – Howard G. Buffet Foundation – United States – Livelihoods – France – Phytotrade Africa – Rio Tinto Foundation – Tate – France

Civil society organisations

- Action Contre la Faim (ACF) – France
- Caritas – France
- Comité français pour la solidarité internationale (CFSI) – France
- Handicap International (HI) – France
- Oxfam Hong Kong
- Plateforme pastorale du Tchad
- Plateforme pour le Commerce Equitable (PFCE) – France
- Réseau Bilital Maroobé (RBM) – Niger
- SNV – Mali
- SOS Faim – Belgium
- Twin – Great Britain
- Vétérinaires Sans Frontières (VSF) – Belgium

IRAM Project Budget (BPI, €)

Each year IRAM prepares a specific budget to implement its associative project. This is funded by internal resources (some of the money generated by the Group, and time contributed by IRAM staff) and co-funding from external sources. Funded projects are jointly undertaken and steered by members of the association and IRAM staff.

In 2014 IRAM had a project budget of €30,379. This was the balance of the 2013 budget, as there was no funding from external sources or from the Group's financial results. It was decided to use this money for activities on the following themes:

- Structuring public policy evaluation: continue the

work undertaken by the team in 2013 by developing a concept note reviewing IRAM's practices and current debates on the evaluation of public policies.

- Youth training and employment support: organise a Technical Day.
- Value chains and territories: prepare a Study Day.

It was only possible to undertake the activity to support youth training and employment this year, so action on value chains and territories was postponed until 2015. As a result, BPI budget expenditure stood at €1,604 on 31st December 2014, leaving an available balance of €28,775.

BPI (€)	Funds	Application of funds	End-of-year balance
2011: Dedicated funds from associative group's result 2010	89,100		
Liabilities			
Decided and carried out actions in 2011		20,918	68,182
Working time of employees		7,629	
Fee		13,288	
2012: External funding for Guinea Study	15,482		
Liabilities			
Decided and carried out actions in 2012		50,139	33,526
Working time of employees		16,171	
Fee		33,968	
2013: Dedicated funds from associative group's result 2012	14,000		
2013 : Dedicated working time from employees (dedicated to BPI)*	26,950		
Liabilities			
Decided and carried out actions in 2013		44,096	30,379
Working time of employees		35,860	
Fee		8,237	
Liabilities			
Actions carried out in 2014		1,604	28,775
Working time of employees		1,604	
Fee		0	
Total funds 2015	28,775		

* 70 days (average unit cost €385).

Mali





Generating energy from jatropha. Using plants as a vector of development.

Mali. October 2014. Filmed by: Terre Nourricière.

This film was made in southern Mali for the JatroREF network, to show the achievements, lessons learned and constraints that need to be overcome in order to establish a value chain for jatropha-based agri-fuels in West Africa. It looks at two field initiatives that have been going for several years in Kita and Koutiala, and shows that although these value chains are still fragile, they could be made more viable if they had more measured objectives, made wider use of jatropha products and sub-products, positioned themselves on different markets, and benefited from further research and greater State investment.

<http://www.jatroref.org/rubrique4.html>

The objective of the JatroREF project is to establish standards to determine the socio-economic viability and environmental sustainability of local value chains for jatropha-based agri-fuels in West Africa. The project website presents work done by the network on agronomic, technical and socio-economic themes and value chain development. In addition to the main summary documents produced by the network, the website provides access to specific documents and references on each theme. For further information and to view the films, visit the project website at: <http://www.jatroref.org>



The beef sector in Chad, an unrecognised engine of growth.

Chad. February 2013. Made by: Terre Nourricière.

This film was made by Terre Nourricière in the context of the PAFIB beef sector support project. Awarded the Louis Guimet Prize at the 11th Festival of 'Pastoralism and Open Spaces', it shows how the livestock value chain works in Chad, describes some of the economic impacts of livestock rearing, and identifies some of the constraints encountered by different actors in the chain.

Between 2009 and 2013 the project to support the beef sector (meat, leather) in Chad promoted the Chadian livestock/meat sector in the context of sub-regional trade and adaptation to changes in the market with regard to quality, product diversification and health standards. The project was implemented by IRAM, JVL Consultants and Euro Consultants, with funding from the European Union.

For further information and to view the film, visit the project website at <http://www.filiere-bovine-tchad.com/index.php>

Gum arabic in Chad: buy today and invest in tomorrow.

Chad. 2012. Made by: Terre Nourricière.

This film promoting the gum arabic value chain in Chad was made as part of the PAFGA project to support the gum arabic value chain in Chad, which was funded by the EU from 2009 to 2013, and implemented by IRAM and ECO-Consulting. It was intended to be used as a communication tool for Chadian exporters, and has been translated in English, Arabic, Chinese and Spanish.

Watch the film on IRAM's website: http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=57&adm=o



IRAM workshops

The IRAM Association organises annual thematic workshops to enable Northern and Southern partners (ISOs, researchers) and donors to meet and discuss themes related to various development issues in the light of IRAM's experiences and interventions in the field.

Full footage of the interventions and presentations can be seen in videos of these events.

Constraints and prospects for socio-economic inclusion of rural African youth.

France. June 2013. Made by: Terre Nourricière.

Videos of this workshop can be found on the IRAM website: http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=71&adm=o

Vulnerability to hazards and adaptation to climate change: methodological issues and innovations.

France. June 2012. Made by: Terre nourricière.

Visit the dedicated website for videos of this workshop, transcriptions of the discussions and a selection of documents on the theme: <http://vulnerabilite.iram-fr.org>

Political, social and economic changes in the Sahel:

What are the implications for development policies and cooperation mechanisms?

France. June 2011. Made by: Terre nourricière.

Visit the IRAM website to watch videos of this workshop: http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=34&adm=o

You can also find us on...

Our website, which was updated in 2015 www.iram-fr and our LinkedIn page http://www.linkedin.com/company/iram_2

Over the years IRAM has developed many partnerships in France, Europe and developing countries. They enable us to extend the scope of our mission by broadening our technical skill base and providing insights into the local context of our interventions. Most are long-term initiatives.

Partners in service delivery

IRAM prepares most of its service offers in conjunction with other structures based in Europe and the South (consultancy firms, professional NGOs), and develops these partnerships around technical, thematic or geographic complementarities. Our main partners in 2014 were:

- Aide à la décision économique (ADE) – Belgium
- AGER – Tunisia
- Agriate – France
- Agence européenne pour le développement et la santé (AEDES) – Belgium
- Action marketing pour le développement (AMD) – Burkina Faso
- ANTEA – France
- Agronomes et vétérinaires sans frontières (AVSF) – France
- Bureau d'expertise sociale et de diffusion technique (BEST) – Madagascar
- Bureau d'ingénierie et de contrôle de qualité (BICQ) – Mauritanie
- Bureau Issala – France
- Cap rural – Morocco
- CER – France
- CIRAD – France
- Comité d'échanges, de réflexion et d'information sur les systèmes d'épargne crédit (CERISE) – France
- Consulting Plus – Madagascar
- *Development consulting and engineering group* (DCEG) – Senegal
- Ecocinetic – France
- ECO-G – Morocco
- ECO consulting group – Germany
- E Sud – France
- France expertise internationale (FEI) – France
- Groupe énergies renouvelables, environnement et solidarités (GERES) – France
- GLG – France
- Groupe de recherches et d'échanges technologiques (GRET) – France
- Groupe U.R.D. – France
- IDEEL – France
- IDL – Mali
- ICI – Burkina-Faso
- INRA – France
- IPAR – Rwanda and Senegal
- IRC SupAgro Montpellier – France
- Laboratoire d'analyse régionale et d'expertise sociale (LARES) – Benin
- Lux-Development – Luxembourg
- Maison Guineenne de l'entrepreneur (MGE) – Guinea
- NIRAS – Denmark
- REDD – Switzerland
- Réseau Formation agricole et rural – Guinea
- RONGEAD – France
- Rudec – Vietnam
- SHER Ingénieurs-conseils – Belgium
- SOLID – Senegal
- TDH – Benin
- Urgence réhabilitation développement (URD) – France

Partners in formulating development initiatives

IRAM's associative project is implemented through various initiatives. Most of them are based on partnerships developed around the design and/or implementation of innovative actions in the field, building on the results of previous initiatives, preparing lobbying activities, capacity building and so forth. In 2014 IRAM worked in partnership with a range of civil society organisations, social enterprises (such as IMF) and professional organisations in the North and South:

- Agence pour le développement de l'éducation en Afrique (ADEA) – Tunisia
- Association africaine de crédit agricole et rural – Kenya
- Association pour la redynamisation de l'élevage au Niger (AREN) – Niger
- Agence nationale du développement des biocarburants (ANADEB) – Mali
- Association malienne d'éveil au développement durable (AMEDD) – Mali
- Confédération des institutions financières d'Afrique de l'Ouest
- Comité de coopération avec le Laos (CCL) – Laos
- Centre international d'études pour le développement local (CIEDEL) – France
- Consultant sans frontière (CSF) – France
- CeRPA Zou-Collines – Benin
- Crédit rural de Guinea (CRG) – Guinea
- D.G.E. – Benin
- Ecocinetic – France
- Fédération des centres de prestations de services de la zone Office du Niger (Faranfasi So) – Mali
- Fédération des organisations non gouvernementales du Sénégal (FONGS) – Senegal

- Fédération des agro-pasteurs du Ouaddaï (FRAPO) – Tchad
- Groupe énergies renouvelables, environnement et solidarités (GERES) – France
- Groupe de recherches et d'échanges technologiques (GRET) – France
- Groupement des coopératives agropastorales pour le développement de Moulenda (GCADM) – Congo
- INADES Formation – Tchad
- *International Institute for Environment and Development* (IIED) – Grande-Bretagne
- Karkara – Association nigérienne pour la dynamisation des initiatives locales – Niger
- ONG Échelle – Centrafrique
- Réseau d'appui aux initiatives locales (RAIL) – Niger
- Réseau Bilital Maroobé (RBM) – Réseau des organisations d'éleveurs et pasteurs de l'Afrique – Burkina Faso
- SOS Faim Belgium et Luxembourg
- Terre nourricière – France
- VSF Belgium – Belgium

Partners in research activities

IRAM participated in research programmes with research units from IRD, CIRAD and various universities, working in close connection with our other activities. Our principal partners in 2014 were:

- Association pour le développement autonome (ADA) – Luxembourg
- Centre d'étude sur la mondialisation, les conflits, les territoires et les vulnérabilités (CEMOTEV) de l'université de Versailles Saint-Quentin-en-Yvelines et de l'IRD.
- Centre de coopération internationale en recherche agronomique pour le développement (CIRAD) – Dépar-

tement « environnement et sociétés »

- Centre national de la recherche scientifique (CNRS)
- INRA – France
- Institut des régions chaudes (IRC) – SupAgroMontpellier
- Institut de recherche pour le développement (IRD)
- Groupement d'intérêt scientifique pour l'étude de la mondialisation et du développement (GEMDEV)

Partners in training activities

IRAM designs and delivers training modules for several higher education establishments in France:

- AgroParisTech
- Centre d'études et de recherches sur le développement international (CERDI) – Clermont-Ferrand
- Centre international de hautes études agronomiques méditerranéennes (CIHEAM – I.A.M.M.) – Montpellier
- École nationale d'administration (ENA) – Paris
- ENGREF AgroParisTech (École nationale du génie rural des eaux et des forêts) – Paris
- Institut des régions chaudes – Montpellier SupAgro – IRC – Montpellier
- ISTOM – École supérieure d'agro-développement international – Cergy-Pontoise
- Muséum national d'histoire naturelle – Paris
- Université de Lille 1 – Faculté des sciences économiques
- Université de Paris 1 Panthéon-Sorbonne – Institut d'étude du développement économique et social (IEDES).
- Université de Paris 1 Panthéon-Sorbonne – UFR de géographie
- Université de Rennes 1 – Faculté des sciences économiques

IRAM is a founding member of



Comité d'échanges, de réflexion et d'information
sur les systèmes d'épargne-crédit

... belongs to various networks, associations and groups of associations



Comité scientifique français de la désertification



... and sits on the board of directors several organisations



Crédit rural de Guinée



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Photographic credits: Terre nourricière, Raphaël Beaujeu (IRAM), Bernard Bonnet (IRAM), Jean-Marie Brun (IRAM), François Doligez (IRAM), Virginie Lecouster (IRAM), Antonin Pépin (IRAM), Olivier Renard (IRAM), Christophe Rigourd (IRAM), Laure Steer (IRAM), Marion Tréboux (IRAM)

Layout: E. Jeudy

Printing: June 2015 (Imprimerie Martin, Persan), on recycled paper

English translation: Lou Leask



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