



ACTIVITY REPORT 2015

iram



Morocco



Cover: Morocco

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Prolonged political and armed crises are a fact of life in a number of the countries where IRAM worked in 2015, a daily reality that leads to population displacement as people flee violence and war. There has been dramatic media coverage of how this affects migrants trying to get to Europe, but less of the equally stark conditions facing internally displaced people on different continents, especially Africa. The rise of various forms of radicalism in Europe has resulted in atrocities in Paris, Brussels and elsewhere, and a parallel emergence of populist movements across Europe advocating withdrawal and exclusion.

In these uncertain times, IRAM and members of the Groupe Initiatives felt that it was very important to start 2015 by standing with our partners and reaffirming that 'what we build together is more important than what separates us.'

Driven by this conviction, IRAM has continued to reflect on and implement actions that will help resolve local conflicts, reduce inequalities and support economic progress in developing countries. The 2015 Study Day brought together participants from the world of research and development assistance for reflection and discussions around this question of economic development in different territories.

Highlights of our activities in 2015 include the expansion of actions in the Maghreb, particularly in Morocco and Tunisia, the completion of initial operations on the theme 'Youth training and employment', and various studies relating to food security and nutrition in crisis or post-crisis zones.

In financial terms, the very positive situation in 2015 enabled us to significantly increase our investment in innovative actions (particularly social protection and economic territorial development) and fund future activities around IRAM's forthcoming 60th anniversary in 2018.

The IRAM team expanded in 2015, and recruitment will continue in 2016 as activities increase.

Finally, Johnny Egg felt that it was time to step aside after 10 years as President of IRAM, although he will remain closely involved in reflections within the Board of Directors. Having taken over as President at the General Meeting in June 2015, let me say that I very much hope that you enjoy reading this report.

Étienne Beaudoux, President

June 2016

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 2015 took place in:

- West Africa (Benin, Burkina Faso, Guinea, Ivory Coast, Mali, Mauritania, Niger, Senegal, Togo).
- Central Africa (Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Gabon, Republic, Republic of Congo, Sao Tome and Principe).
- North Africa (Algeria, Morocco, Tunisia).
- Asia (Cambodia, Laos, Vietnam).
- East Africa (Djibouti, Sudan, Tanzania).
- Southern Africa (Comoros, Madagascar, Mozambique).
- Europe (Great Britain, France).
- Caribbean (Haiti).

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:

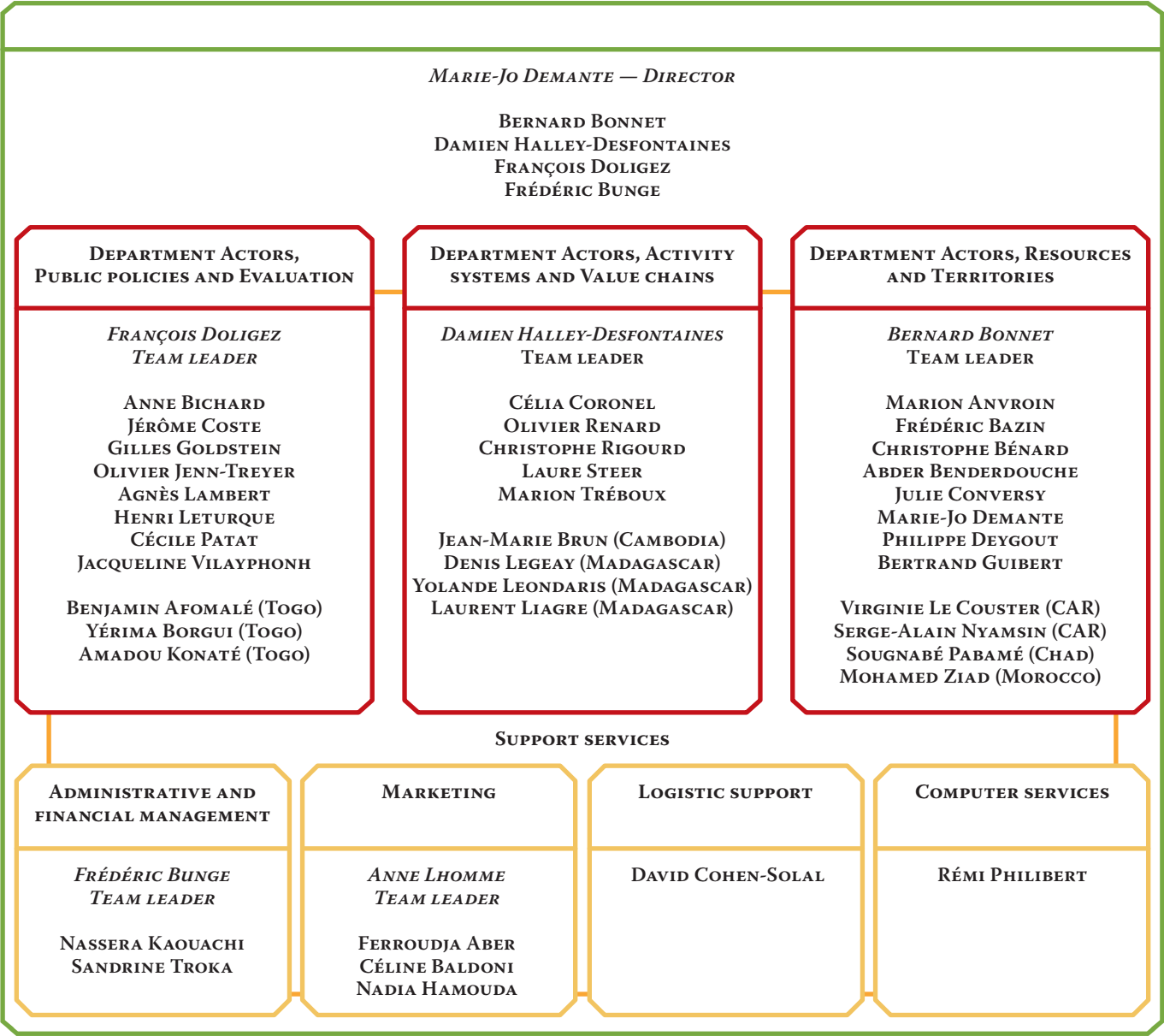
- President: Etienne Beaudoux
- Treasurer: Isabelle Droy
- Secretary: Jean-Jacques Gabas
- Associate members: Johny Egg, Anne Le Bissonnais
- Professional members: Célia Coronel and Marion Tréboux

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 2015 **the permanent team** included 35 technical experts (11 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 2015 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 2015





January

Farmer exclusions: what impacts will they have on the international labour market?

IRAM contributed an article for AFD's 'Conferences & Seminars' on this issue.

January

16

Groupe Initiatives study day on 'Issues and practices for new coalitions of actors: public authorities, associations and enterprises' – Lyon

Presentations and discussions during this study day focused on the theme of 'new coalitions of actors', with contributions from members of GI, researchers, and professionals from local government and the private sector. IRAM was a member of the steering committee, and gave a presentation on its experiences with the milk supply chain in Niger.

January

20

Participation in the seminar 'Does contract farming help strengthen family farms in developing countries?' – Nogent-sur-Marne

IRAM participated in the round table 'Supporting POs and producers through contractual procedures'.

February

Diversity of family farming – Paris

IRAM contributed to this collective initiative with a chapter for the publication 'Pastoralism without borders: one family's production system in Niger, Chad and Nigeria.'



Official launch of the 'Youth Vocational Training and Employment Support Programme (AFPIJE)' – Benin

The general objective of this project is to improve young people's employment prospects by providing the vocational training and education needed to create a skilled workforce that can contribute to national development. The project is implemented by the Swisscontact – IRAM consortium, with a budget of €3,500k financed by AFD over 3 years.

February

3

Groupe Initiatives forum: Dialogue and action for a fairer and more tolerant world – Paris

http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=103

In the aftermath of the attacks in France on 7-9 January 2015, members of GI felt it was important to discuss the repercussions and range of reactions these attacks provoked in many countries. The forum focused on one of our core beliefs: that what we build together is more important than what separates us.

February
27**Building on youth training and employment initiatives by NGOs – Paris**

The French Development Agency (AFD) worked with French NGOs on a study to 'Consolidate youth training and employment initiatives by non-governmental organisations' as part of the 2013 Sectoral innovation facility for NGOs (FISONG). The main objective of this study, which was led by IRAM, was to provide a tool that will help NGOs work effectively in the field of vocational training by developing practices that can be used in future actions.

March
9**Launch of online crowdfunding for the Woko cooperative in Guinea – Paris**

After winning an award at the '2013 Africa Forum: 100 innovations for sustainable development', the adventure with Ziama-Macenta coffee continues!

In June 2013 Ziama Macenta GI coffee won its first contract with a major European coffee trader, which hopes to support the development of the GI. The online crowdfunding scheme aims to raise €20,000 to buy coffee for export. The total cost of exporting one container is €35,000.

<https://bluebees.fr/fr/project/168->

March
18**Workshop to launch the 'Antananarivo area agro-forestry support programme' – Antananarivo**

Programme activities to help develop the main peri-urban value chains are structured around 5 key themes: Market gardening, fruit farming / Poultry farming / Fisheries / Fuel-wood and reforestation / Milk. The programme will also support efforts to secure land tenure. The programme coordination unit is led by the IRAM-BEST-ECO Consulting group, which will oversee the monitoring and harmonisation of programme activities. This programme is financed by the 10th EDF allocation, with a budget of €20 million.



April

Launch of the Social Business website – Paris

<http://www.cerise-sb.org/francais>

The Social Business Scorecard (SBS) is a tool developed by CERISE (whose founding members include IRAM) and its partners to enable social enterprises to manage their operations in accordance with their social mission. The interdependent components of the SBS are designed to take account of all the key elements of a social business.

April
14

Woko cooperative online crowdfunding achieves its objective! – Paris

The Woko cooperative exceeded its target of €20,000 thanks to 89 contributors! The success of the campaign meant that the last tonnes of quality coffee produced in the Ziama-Macenta area could be purchased and taken to Conakry to be shipped to le Havre ...



May
20

Official launch of the ARCOSCAL/PDD project – Sibut, CAR

The project to support capacity building for civil society organisations and local authorities in the Sibut development hub in Kémo prefecture (ARCOSCAL-PDD) is financed by the European Union and implemented by IRAM. The aim of the project is to contribute to sustainable development in the region by improving local living conditions and encouraging development actors to get involved in initiatives. The opening ceremony was chaired by the Prefect.

June
10

Presentation of the study 'Pre-financing orders for Fairtrade goods' – Paris

This study was conducted by CERISE on behalf of the French Platform for Fair Trade (PFCE) to identify the pre-finance packages offered by major European financial organisations. IRAM's contribution to the study mainly involved exploring crowdfunding and employee savings schemes.



June
23-24

Final workshop for the JatroREF project – Bamako, Mali

Sub-regional seminar on jatropha supply chains: review of the work done by the JatroREF network and the ADECIA R&D support project. The event was attended by project leaders, institutional actors and representatives of research and producer organisations, who discussed the lessons to be learned from the development of these value chains in West Africa.

June
25

IRAM 2015 study day 'Value chains and territorial development: why do approaches to interventions in developing countries need to be changed, and how can this be done?' – Paris

About 100 people attended IRAM's annual study day, which was held in the Pavillon de l'Eau this year. The event started with a general presentation on the different concepts, followed by round table discussions on crosscutting questions illustrated by 'concrete' experiences in the field.

June
26**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 implications of the upsurge in radical ideologies for development cooperation (particularly structures such as IRAM).

July
8-10**Regional workshop to consolidate the work done by the Nariindu project – Niamey, Niger**

The 50 participants at this workshop included project partners and actors in the dairy sector from branches of Réseau Bilital Maroobé (RBM) in Niger, Senegal, Mali and Mauritania.

The workshop provided an opportunity to discuss strategies to develop local dairy value chains in the Sahel, and formulate workable recommendations based on work done by RBM and LARES to consolidate the project.

September

Summary of final study on the Concerted Morocco Programme 2002-2014 – Paris

The aim of the Concerted Morocco Programme (PCM) was to help formulate a new development policy that takes account of the expectations and aspirations of young people in the country. The study was more about understanding how stakeholders view the processes and achievements of the PCM than about 'measuring' change.

September
14-17**Participation in the international conference 'Agriculture in an Urbanizing Society – Reconnecting Agriculture and Food Chains to Societal Needs' – Rome, Italy**

<http://www.agricultureinurbanizingsociety.com/?cat=18>

IRAM presented two papers on projects supporting the coffee value chain in Guinea: 'Conciliating public and private initiatives, local and international market development' and 'The case of Ziama-Macenta Robusta Coffee in Guinea'; and gave a presentation on a project to support the local milk value chain in Niger: 'Marriage of convenience between farmer organisations and milk industry, for a more resilient local milk value chain in Niamey'.

October
28

Round table: What can the right branding do for Cambodia's rice exports? – Phnom Penh

The objective of this round table was to discuss the prospects of developing a national brand of Cambodian rice. It was organised by the British Embassy in Cambodia and attended by 70 participants. IRAM contributed to the round table in its capacity as advisor to a project that supports the marketing of Cambodian rice.

November

Nariindu project wins the CORAF/WECARD award – Niamey, Niger

The Nariindu project won the €5,000 prize for 'Best innovation platform in West Africa' for its collection centres.

November
19

Crédit Rural de Guinée wins the European Microfinance Prize – Luxembourg

The theme for the 6th European Microfinance Award was 'Microfinance in post-disaster, post-conflict areas and fragile states'. The prize-giving ceremony was attended by her Royal Highness the Grand Duchess of Luxembourg, the President of the European Investment Bank and members of the Government of Luxembourg. As a founding member of Crédit Rural de Guinée, IRAM shared the CRG teams' pride and delight in their prize.

December

First call for proposals for 'Innovative food security operations' launched by the ECOWAS Regional Agency for Agriculture and Food (RAAF) led to the introduction of 7 projects in West Africa.

These projects cover three domains: fortified food for young children and mothers (3 actions); securing pastoral systems (2 actions); and strengthening credit and insurance schemes (2 actions). AFD is providing a total of €1.5 million to be disbursed by the RAAF on these projects.

December
16

Final workshop for study on the reformulation of the adjustment programme for the agriculture sector – Tunis, Tunisia

This workshop marked the end of the study conducted by IRAM and AGER on behalf of the Ministry of Agriculture, Water Resources and Fisheries. It was chaired by the Secretary of State for Agriculture and the Director of AFD-Tunis, and attended by nearly 120 people, including representatives from the regional departments of the Ministry and professional agricultural organisations. The study accompanied wider consultations on an ambitious programme to create added value and sustainable employment in the agricultural sector, using an innovative approach that combines investment and advice/support tailored to different types of production.

December

16-18

Annual staff meeting – Saint-Martin de Londres

This year, the meeting included technical debates on catalytic themes such as food and nutritional security, economic development in rural areas of Tunisia, and youth training and employment..

Mexico



This presentation of our activities in 2015 is not exhaustive. It focuses on priority issues of the IRAM project 2011-2016

Morocco



Reducing vulnerability to hazards

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Tunisia



Increasing the capacity of local and national organisations to influence public policies

p. 29

Niger



Re-appropriation of territorial development by local actors

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Morocco



Training and vocational integration for youth in rural areas

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Farmers and pastoralists in developing countries are facing hazards whose scale and frequency look set to intensify due to the combined effects of human pressure on natural resources, increasing integration of farms into markets, climate change and various kinds of political crises. In a context where household resilience is being weakened by major changes in production systems and activities, the first to be affected by these hazards are the most vulner-

able individuals and social groups. Risk management is a common denominator in most of the themes addressed by IRAM, which regards this as a key issue not only in developing societies, but also at the global level. In 2015 actions in this domain included formulating, implementing and evaluating support projects to secure pastoral systems and strengthen food and nutritional security.

Chad



Securing human and livestock mobility in the Sahel remains a critical issue. Continuing problems with insecurity in pastoral areas, the activities of armed radical groups in the north and south of the region (Boko Haram in Cameroon and Nigeria), growing insecurity in Sahelo-Saharan areas, and the more recent crisis in Central Africa have alerted decision-makers to the crucial role that the pastoral livestock sector plays in supporting dryland economies, and its broader contribution to development and security.

IRAM's actions are increasingly structured around improving public policies and supporting the creation of effective new infrastructures for mobile pastoral systems (wells, waterholes, markets, abattoirs). Support for joint local and regional initiatives is essential in ensuring that that pastoralism is recognised as a useful activity that contributes to the development of Sahelo-Saharan areas. This

entails strengthening social agreements, securing pastoral lands by marking out transhumance routes, and involving herders in governance institutions. Another important aspect of defending their rights is enabling herders to contribute to the formulation of national and sub-regional policies.

Having spent much of 2013 preparing for large regional meetings to develop public pastoral development policies (the inter-ministerial N'Djamena Declaration in May 2013, and the Nouakchott Declaration in October 2013), IRAM dedicated 2014 and 2015 to putting these commitments into practice in West and Central Africa. The team was involved in formulating several regional programmes in the Sahel and coastal countries, and implementing various projects and programmes.

Development projects

Technical assistance to the Direction de l'Organisation pastorale et de la sécurisation des systèmes pastoraux (DSSP). Chad. 2012-2015. Contracting authority: Ministry of Pastoral Development and Animal Production (Chad). Financed by AFD. Total project budget: €400k.

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 in N'Djamena in March 2011. A committee was created to follow up and help implement the recommendations of this symposium and address broader issues associated with pastoral development. This committee became the Pastoral Platform for Chad, which provides an open forum for consultation where members of pastoral develop-

ment organisations can work to improve rural development policies at the national, sub-regional and international levels. This platform played a key role in preparations for the regional symposium 'Pastoral livestock rearing: a sustainable contribution to development and security in Sahelo-Saharan areas' on 27-29 May 2013, and led several prospective studies to open up the debate on climate change and pastoral livestock systems and securing long-term funding to maintain pastoral water structures in Chad.

IRAM extended its support to the Pastoral Platform for Chad in 2015, which was dominated by reflection on a future strategy for pastoral development. A regional workshop to discuss the 2014 national review of pastoralism looked at the national and international regulatory framework and identi-

fied the different actors and their roles in the sector. Preparations were also made for a final national validation workshop, which is scheduled for early 2016. For further information on the Pastoral Platform for Chad, see: www.plateforme-pastorale-tchad.org

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

IRAM provides technical assistance on planning joint

investments in pastoral water services. During this phase 38 wells were replaced, 28 new wells constructed, and 296 km of transhumance routes marked out to secure herd movements. IRAM also provided methodological support on conflict prevention, monitoring and evaluation, and developing and building on knowledge and expertise. There were four support missions this year to analyse the management of pastoral wells and produce a document consolidating the technical and methodological lessons learned so far (see below).

Advice-Support–Evaluation

Transhumance and livestock rearing in coastal countries

Analysis of the effects of the drought in 2009 and various sub-regional workshops held in 2013 has shown the pressing need to reflect on transhumance in coastal countries, which are not only the main customers for Sahelian livestock products but also often a key geographic component of pastoral systems. Looking beyond these short-term economic issues, Sudanian zones also provide crucial fallback areas in times of serious drought. After a num-

ber of countries closed their borders during the drought of 2009, professional organisations and sub-regional institutions expressed concern about the potential impacts on pastoralists and farmers if this happened again – the resilience of Sahelian pastoral systems and the economy of cross-border communes and reception areas in coastal countries would be affected for several years, as would the market for meat in the capitals of coastal countries.

Formulation of the Regional Livestock Development Programme for Coastal Countries in West Africa (PRIDEC). Coastal countries. February–November 2015. Financed by: ECOWAS, Government of Togo, Réseau Billital Maroobé (RBM).

The Economic Community of West African States (ECOWAS), the Government of Togo and the Réseau Billital Maroobé (RBM) asked IRAM to provide technical support in designing this regional programme. Several meetings were held in the region, in Lomé (February 2015), Ouagadougou (June 2015) and Cotonou (November 2015). These multi-stakeholder consultations on peaceful cross-border transhumance in reception countries were attended by the seven main groups of actors concerned: institutions working on regional integration and technical cooperation, public institutions and territorial authorities from coastal and Sahelian countries, regional networks of rural producers, technical and financial partners that support the development of the livestock sector, traditional chiefs and the eight national branches of RBM.

These meetings were intended to give a new impetus to policy dialogue on cross-border transhumance, working on the premise that the way forward for positive and peaceful cross-border transhumance is through new standards based on recognised and secure rights and a code of conduct agreed and adopted by all stakeholders.

The regional meetings covered several themes, including a collaborative review of transhumance-related conflicts, the transhumance management plan produced by Togo, and the commitments made by different institutional actors. ECOWAS is now using the design document generated by this process in negotiations with its technical and financial partners.

Regional Livestock Development Programme for Coastal Countries in West Africa (PRIDEC). Scoping study. Republic of Côte d'Ivoire. November 2014 – May 2015. Financed by: DDC (Switzerland).

This scoping study for PRIDEC assessed livestock rearing in cross-border areas of Burkina Faso and Mali to the north, and Ghana to the east. Côte d'Ivoire is gradually emerging from a decade-long crisis which has had a severe impact on the livestock sector, particularly on pastoral systems, as insecurity has disrupted transhumance movements and herders taking livestock to markets now tend to head for neighbouring Ghana. The mission team made contact with herders, traders and processors, conducted a critical assessment of various common constraints (latent insecurity, conflictual tensions between farmers and herders, dilapidated or non-existent infrastructures), defined investment priorities and reaffirmed the important role that producer and professional organisations will play in the future programme.

Study on the management of transhumance around Mont Sangbé and Comoé national parks. Republic of Côte d'Ivoire. May–June 2015. Financed by: AFD.

This study looked at the different aspects of transhumance (zootechnical, sociological, economic, ecological) in order to formulate strategic action plans to reduce the negative impact of transhumance in two national parks (Mont Sangbé and Comoé). Transhumance needs to be considered in its historical and geographic context in order to sustain pastoral activities in these two parks. Proposed developments are intended to reverse the current crystallisation of tensions between farmers and herders on the one hand, and between pastoralists and wildlife conservation

institutions on the other. The regional councils and Ivorian Parks and Reserves Authority regard the economic and social management of agro-pastoral activities on the mar-

gins of these parks as key element in local economic development and the conservation and productive use of flora and fauna in the territory.

Chad



Managing livestock crises and animal feed

A clear message that emerged from regional meetings with sub-regional institutions and professional organisations in 2013 was that secure access to livestock feed is a pre-requisite for resilient pastoral systems, and crucial in avoiding crises in the livestock sector. Having been re-

garded as an instrument for emergency aid to herders that had not delivered the expected results due to a lack of forward planning on animal feed supplies, it is important to look at the structural aspects of this issue in order to establish a more effective support mechanism for herders.

Design a pilot project for a regional livestock feed reserve for pastoral resilience in West Africa. Niger. January-May 2015. Financed by: ECOWAS, Hub Rural, RBM. Partner: Oxfam (Spain).

On 18 and 19 May 2015 IRAM facilitated discussions in Niamey, Niger on a joint initiative by ECOWAS, WAEMU and regional pastoral organisations from Réseau Billital Maroobé (RBM) to design a pilot programme to secure access to livestock feed. These discussions were part of a process of dialogue and coordinated action to close the gap between the strategies followed by ministries and pro-

fessional organisations. The specific objective of the pilot programme is to develop an operational concept for a regional livestock feed reserve that will be run by stakeholders and adapted to their different practices, particularly those of mobile systems. Its main objectives are to improve the management of pastoral supplies (under normal and crisis conditions), enable herders to access information via their mobile phones (feed prices and availability, information about their rights and how to defend them), and provide finance to enable vulnerable pastoralists to obtain livestock feed.

Support to strengthen the resilience of pastoral systems from 1970 to 2016

IRAM's work on pastoralism has evolved and developed since its first pastoral water interventions in the Tchintabaraden region of Niger and the relaunch of development cooperation in northern Mali in the 1970s.

Our engagement with this theme deepened after the terrible drought of 1984, which had devastating consequences on pastoral activities and caused huge losses of livestock in the Sahel. At the time, several partners in Mali and Niger asked IRAM to mobilize its sociologists to analyse the effects of major droughts on pastoral societies and economies (mainly with IFAD).

Although pastoralism was widely regarded as a contributing factor in environmental degradation and an economically unviable activity in the mid-1990s, AFD asked IRAM to restart work on pastoral water structures in Chad. Negotiations over the installation of pastoral wells took account of social and land issues and showed the importance of social capital in running herds and managing pastoral wells, which subsequently informed legislation on water and decentralisation. IRAM has worked with many Chadian partners across the country, from Kanem, Batha and Guéra to Ouadaï and Salamat: officials in the ministries for water and livestock, prefects, canton and tribal chiefs, well managers, and pastoral leaders trained in negotiating social agreements for hundreds of wells, boreholes and pastoral waterholes. Several studies undertaken during this period show that mobile livestock rearing is not only cost-effective, but also probably one of the best ways of exploiting the economic potential of natural resources in this region.

In the Zinder region of Niger, IRAM has focused on capacity building to better enable land commissions and communes to communicate with leaders of transhumant groups and customary authorities. Between 2005 and 2011 its collaborative approach to supporting social agreements and pastoral resource management facilitated the installation of about 100 pastoral wells and work to secure over 2,000km of transhumance routes and around 100 grazing areas.

The experience and knowledge that IRAM has acquired working with national teams, transhumant leaders and local authorities has been deployed in assistance to the governments of Niger, Mali and Chad, as part of efforts funded by the Danish, Belgian, French and Swiss cooperation agencies to improve public policies on Sahelian pastoral water resources.

As part of its ongoing commitment to support collaboration between different actors, IRAM suggested in 2008 that the Pastoral Platform for Chad be updated so that it could be used as an innovative tool to improve public policies (www//plateforme-pastorale-tchad.org). The platform played a key role in organising the major international meeting 'Pastoral livestock rearing: a sustainable contribution to development and security in Sahelo-Saharan areas', which was attended by over 200 participants from 17 countries, and led to the N'Djamena Declaration in May 2013 (www.pasto-secu-ndjamena.com). This Declaration acted as a catalyst for a new round of pastoral development actions across the Sahel from Mauritania to Chad, most notably the Regional Sahel Pastoralism Support Project (PRAPS). Senegal, Mauritania, Burkina Faso, Mali, Niger, Chad and CILSS are all involved

in this programme, which is funded by the World Bank.

IRAM has also contributed to project feasibility studies for various EU and AFD programmes and supported their implementation. Over the years, our work on pastoral water has linked into other themes and fields as-

sociated with pastoral development: access to mobile health and education services, access to markets (www.filiere-bovine-tchad.com), defence of rights, adaptation to climate change, pastoral resilience and collaborative territorial development...

Chad



Setting up and managing pastoral and livestock investments

Concerted efforts to put in place appropriate investments to support pastoral mobility in the Sahel are essential in enabling herds to access the water and fodder resources they need to survive, and to prevent conflicts between farmers and herders. Marketing facilities are equally

important in optimising the economic potential of pastoral systems in these areas, which will only survive if their infrastructures are managed in a sustainable way that involves all the different stakeholders across the region (herders, farmers, local governments, technical services).

Analysis of the management of water works installed by the Almy Al Afia project (phases I and II). Chad. January-February 2015. Financed by: AFD.

This study analysed the way that wells in Guéra have been managed in the last five years. There is no particular management model for the wells installed by the project; instead, the management system is more of a social construct based on agreements negotiated between future users before construction began. Each well is unique and is managed according to a pragmatic system based on stakeholders' pre-existing practices, competences and capacities.

The study showed that users organise the cleaning, maintenance and periodic repairs of each well, and collect subscriptions to pay for major works when needed. Managers ensure that equipment for drawing water (forks) is used as efficiently as possible, and accommodate new groups of transhumant pastoralists in accordance with the well's capacity to provide water. Relations with sedentary actors have been formalised through social agreements drawn up during the initial negotiations, which have enabled agro-pastoral populations to legitimise their presence in spaces where land rights are held by sedentary communities.

Pastoral water component of the 2016-2030 Water and Sanitation Action Plan for Chad. Chad. October-November 2015. Financed by: EU.

A national review of Chad's pastoral water structures drew on data from all 22 regions in the country, looking at interventions over the last 20 years and what they have achieved in terms of pastoral water works, management, use, planning, and the extent to which investment in water structures has met mobile herders' needs. A quantitative needs assessment considered the number and type of structures required (pastoral wells, pools, boreholes, secure access to water), and the type of support that is needed in the short term (2016-2020) and the long term (2021-2030).

Evaluation of 'resting' transhumance routes. Expertise in pastoralism and participatory approaches (PRODER-MO). Djibouti. June-July 2015. Financed by: World Bank.

An evaluation of 13 pastoral livestock routes that have been left to rest shows that initiatives to manage livestock routes and protect plant species should build on traditional Afar practices, using a combination of carefully chosen techniques and appropriate plant species.

Management recommendations mainly focused on the conditions for re-opening areas that have been temporar-

ily set aside, which should be based on biological indicators. The mechanism for restoring livestock routes should be supported by a broader strategy developed by tribal confederations for local micro-transhumant systems and for herds that cover much larger distances, such as those that travel from neighbouring Ethiopia.

Identification of a livestock development programme in Mali (Koulikoro province). May-June 2015. Financed by: CTB (Belgium).

This study was undertaken as part of the preparations for the new cooperation programme (2015-2017) between Belgium and Mali. The mission identified the programme's budgetary and institutional setup, and drafted strategic guidelines for the livestock component: identifying selected interven-

tions, analysing the coherence and possible synergies between interventions for the different components (livestock, aquaculture/fisheries, decentralisation) and incorporating cross-cutting themes (gender, environment, human rights).

Preparatory support for the Regional Sahel Pastoralism Support Project (PRAPS). Mali and Mauritania. March-April 2015. Financed by: FAO, World Bank.

In the first quarter of 2014, FAO's Technical Center for Investment asked IRAM to contribute to the design process for PRAPS, as part of FAO's support for national teams and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS). There were three missions to Mali in 2015 to finalise and validate the PRAPS/Mali document and present it to the World Bank.

Tunisia



IRAM's work on food security generally involves (i) strengthening national and regional structures (public institutions and socio-professional organisations) to improve their knowledge of the contexts in which they work (largely through risk evaluation) and the services that they can deliver to improve food security and prevent crises; (ii) support in defining and implementing appropriate laws, food security strategies, consultation mechanisms, etc.;

and (iii) evaluating public policies and actions, which is a key area of IRAM's work.

Activities in 2015 included running projects and designing, evaluating and supporting development projects and policies. Although most of this work focused on reducing vulnerability, nutrition also featured prominently in the analyses undertaken by the institute.

Development projects

Regional Support Programme for Food and Nutritional Security in West Africa (PASANAO). West Africa. 2012-2017. 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).

The aim of this programme is to support ECOWAS and member countries in developing and implementing more relevant and effective policies to reduce food insecurity. The IRAM-AEDES-Issala-LARES group provides staff for the coordination unit based in Lomé (three regional technical assistants), and conducts short-term expert interventions as and when required.

The main focus of activities in 2015 was launching and completing studies on the financial component of the regional food security reserve, complementary instruments for the common external tariff (CET), mapping stocks of plant products in the ECOWAS area, and mechanisms for exchange and training on social safety nets in West Africa. A call was put out for tenders to implement projects structured around two themes: 'Storing and marketing agricultural products and managing market risks', and 'Dietary

behaviours: how to make the most of local resources'; and preparations were made for a call for actions to consolidate work on 'Climate-resilient agricultural techniques' and 'Setting up young rural producers'.

Chad



Studies-Evaluations

Scoping study for an agricultural risk management programme. Cameroon. April-November 2015. Financed by: AFD.

The risks associated with agricultural production have grown since 2008 due to increasingly volatile food prices, the liberalisation of agricultural value chains and the trade in and consumption of agricultural products. Certain climate risks also need to be considered in order to encourage agricultural investment and more intensive production. This two-phase study was finally undertaken in 2015. It entailed: (i) a study on the main characteristics of the cotton, coffee, cocoa, oil palm and cereal value chains, and (ii) designing and developing specific instruments to prevent and manage risks (agricultural insurance systems, mechanism to cover price risks, storage operations, guarantee and credit funds).

Evaluation of agricultural risks. Niger. June 2015 – June 2016. Financed by: Platform for agricultural risk management (PARM), IFAD.

In 2014 the World Bank conducted a scoping study to identify the risks to agricultural activity in Niger, particularly the risks to production. In 2015, as part of its activities in nine African countries, including Niger, PARM asked IRAM to conduct a complementary study on the risks associated with access to credit and markets, and information systems that can improve the management of agricultural risks. This study was conducted under the auspices of the High Commission for the 3N initiative, and a provisional version of its findings was presented in Niamey in December 2015.

Identification of a pilot mechanism for the regional reserve. West Africa. September 2014 – April 2015. Financed by: Inter-réseaux (France), IPAR (Senegal), SNV (the Netherlands). Partner: Bureau Issala (France).

Networks of producer organisations (ROPPA, RBM, APSS) wanted a prospective study for a joint initiative to ensure that regional discussions about the institutional mechanism include local farm stocks and the livestock reserve. The section of the study undertaken by IRAM and Issala focused on the regulation of markets for agricultural products and related food security issues. Drawing on existing literature, the study looked at the key role that local stocks play in community food security and regulating internal markets, and showed that local stocks are part of a broader and more complex set of problems ranging from developing physical storage capacities to organising discussions between different countries in the sub-region (deficit/surplus production areas).

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

The IRAM-URD-Prospect-Bureau Issala consortium was selected to manage the ‘project evaluation’ component of a series of operational evaluations that the WFP evaluation team launched in 2013. This involved training teams of experts and managing the whole evaluation process (interface with country offices, regional office, evaluation teams and WFP evaluation office, supporting the team throughout the process, quality control, etc.).

In 2015 the consortium conducted five evaluations of

projects in Côte d'Ivoire, Niger, Sao Tomé, Senegal and Tunisia.

World Food Programme Country Portfolio Evaluation (CPE). Mauritania. June 2015 – March 2016. Financed by: WFP. Partner: BAASTEL (Belgium).

In addition to managing WFP project evaluations, IRAM was also responsible for the WFP Country Portfolio Evaluation (CPE) in Mauritania (January 2011 – June 2015). In order to provide feedback and lessons from WFP actions, the evaluation assessed their performance and identified lessons that could inform the design of future programmes.

Study on the inclusion of nutritional objectives and indicators in the policies and programmes of contributing sectors. Mali, Mauritania and 11 countries in the region. July 2014 – June 2015. Financed by: ACF.

It is widely recognised that progress in combatting malnutrition can only be accelerated by developing strategies to address both its immediate and its underlying causes. Tackling the underlying causes of malnutrition requires action in so-called 'contributing' sectors such as agriculture, education, social protection, drinking water and sanitation.

The purpose of this study was to consider what each country has said it will do to act on nutrition in the region where ACF intervenes, assess the possible constraints to these actions, and identify areas where their implementation will need to be supported.

Evaluation of country programmes (technical cooperation projects and emergency interventions). Burkina Faso and Niger. March – July 2015. Financed by: FAO.

Having published a document presenting its strategy for nutrition-related activities in 2014, FAO now needs to evaluate its country programmes to analyse the nutritional impacts of their interventions. IRAM evaluated the country programmes in Burkina Faso (2010-2014) and Niger (2011-2015), paying particular attention to the relevance of their interventions in terms of tackling malnutrition.

Evaluation of food aid operations undertaken in 2014 by the National Mechanism for Disaster and Food Crises Prevention and Management (DNPGCCA). Niger. February – March 2015. Financed by: EU. Partner: Prospect (Belgium).

The main objectives of this evaluation were to conduct a global assessment of the management and impacts of the free distribution of basic foodstuffs in 2014, and make recommendations for future actions in this field.



In certain circles it is agreed that the configuration between markets, public interventions and collective action that will be most conducive to economic and social development should be determined on a case by case basis. The financial and food crises of the late 2000s resulted in massive inequalities and are still having repercussions. In the agricultural sector, the development of contract farming, where most of the risk is borne by producers, is creating

growing disparities despite public calls for multinational companies to operate in a socially and environmentally responsible manner.

Therefore, in addition to evaluating cooperation policies and instruments, IRAM's work in 2015 focused on strengthening the capacities of local and national organisations to intervene effectively in the formulation, implementation, monitoring and evaluation of public policies.

Madagascar



Support for national and regional actors in defining and implementing agricultural and food policies

IRAM supports national and regional contracting authorities and professional and civil society organisations in defining policies on agricultural production and food security. Its objective is to provide relevant information on

contextual changes and encourage collaboratively formulated policies that will effectively address the needs and constraints of different actors.

Development projects

Support programme for contracting authorities in the rural sector. Cameroon. 2015-2018. Contracting authority: Ministry of Agriculture and Rural Development (MINADER) – Ministry of Livestock, Fisheries and Animal Industries (MINEPIA). Financed by: AFD, C2D. Total project budget: €345k. Partners: Expertise France, JMN Consultant (Cameroon).

IRAM provides temporary technical assistance for this programme in association with its partners. Their support and expertise has been deployed in several areas: collaboration on harmonised policies to support production, setting performance standards for administrative authorities, and putting in place a monitoring and evaluation system. Work began on three studies in 2015: seed policy, agricultural water works, and developing MINADER's planning, programming, budgeting and monitoring and evaluation chain.

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

IRAM works in partnership with AEDES, providing

support for the national authorising office in programming, implementing and monitoring food security actions financed by the EU.

This support, which is delivered through periodic missions and the services of a technical assistant, is intended to build the capacities of public actors and establish a framework for exchange between all the different agencies involved in food security (including NGOs). Much of IRAM's work focuses on supporting a process to build on the knowledge and expertise of civil society actors. Since 2013, training and development have concentrated on introducing the Dietary Diversity Score (DDS) as a common indicator to assess the nutritional impact of NGO projects. In 2015 this led to the completion of work to build on different components: the lessons learned from DDS surveys, particularly those undertaken at the end of NGO projects; lessons learned from new activities implemented by international NGOs (cash transfers, nutrition and small-scale livestock rearing activities); and the strengths and weaknesses of capacity building for beneficiaries of these activities and national officials involved in the programme. The capitalisation document was due to be published in early 2016.

IRAM provides upstream capacity building before policies are formulated, so that local, national and regional actors are better able to implement existing and new policies. The main focus of this work is institutional organisation, economic analysis, inter-professional collaboration within

value chains, and managing marketing. Several major initiatives were undertaken in 2015 to create or improve support and advice mechanisms for family farmers and better enable them to fulfil their economic and social potential.

Development projects

Project to support the marketing of Cambodian rice.

Cambodia. 2013 - 2017. Contracting authority: Supreme National Economic Council (SNEC). Financed by: AFD. Total project budget: €3,500k. Partner: NIRAS (Denmark).

This project supports implementation of the national policy to develop Cambodia's rice production and exports. It is structured around four technical 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) supporting the reform of the Rural Development Bank in order to develop its capacity to serve rice growers and producers (improving its regulation and policies).

Through its technical assistant, IRAM supports the 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.

The project also provides marketing assistance for rice producers' organisations. Since it started in 2013, a total of 29 agricultural agreements have been signed between 20 professional organisations (mainly cooperatives) and 6 rice producers/exporters for a contract for 6,000

tonnes of rice. The process of obtaining organic certification is under way, and joint marketing actions have been organised for volumes exceeding 4,000 tonnes.

The project also supported 90 farming cooperatives (to varying degrees and through various actions), with activities involving 12 farm water user communities, 28 professional agricultural organisations, 3 federations of producers and 6 federations of rice growers/exporters.

The project was due to end in 2015, but has been extended for two years in order to consolidate the most promising pilot initiatives (contract farming, organic production, collective branding, finance mechanism), and support ongoing institutional processes (rice policy review, support for the Cambodian Rice Federation).

Technical assistance implementing projects to help 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 is to help develop micro-enterprises, very small businesses

and SMEs, and help reduce poverty and protect the environment by strengthening the gum arabic value chain and developing commercial opportunities for the sector. As part of this programme, AFD supports two three-year projects that provide structural assistance for the gum arabic value chain, one in Chad and the other in Sudan.

The specific objective of both projects is to establish regional-level pilot activities to promote dialogue on issues such as quality, traceability, value distribution, resource conservation, financing the chain and helping improve the market position of actors in the chain at the local and international level.

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

disciplinary team.

The team conducted eight missions on different themes in Chad in 2015: operational and budgetary planning, training trainers on good gum management practices, setting up a 'sustainable gum arabic' pilot project, developing management tools for producer organisations, and supporting interprofessional dialogue. A total of 56 producer groups were involved in project activities.

There were four support missions to Sudan in 2015, on operational and budgetary planning, putting in place administrative and financial project management tools, defining a monitoring and evaluation system, a quality assessment system, and discussions about financing production. About 30 producer groups benefited from project activities.

Advice-Support–Evaluation

Prefeasibility study on establishing a mechanism to promote Madagascan exports. Madagascar. December 2015 – June 2016. Financed by: AFD.

The purpose of this study was to assess three trade capacity-building projects that have been implemented since 2005. These projects provide a one-stop shop that finances different kinds of support for export companies (information, capacity building, communication, etc.), and supports clusters of small businesses (textiles, essential oils, crafts, raffia, etc.) so that they can benefit from economies of scale, become more competitive and increase awareness of their products. The assessment was extended to cover all existing interventions to support businesses in the country and provide an overview of the public and private institutions concerned. It will be used to develop several scenarios for a broader programme in the future.

Strategic study on the future financial autonomy of the Association Africaine Agro-Export (AAFEX). Burkina Faso, Madagascar, Senegal. October 2014 – May 2015. Financed by: AFD.

AAFEX is an international association composed of African and Madagascan enterprises, mostly in the agri-food sector. Its aim is to help facilitate access to international markets (certification, salons, studies, etc.).

This study was based on an assessment of member enterprises in three countries (Burkina Faso, Senegal and Madagascar). It proposed a long-term strategy that would enable the association (which is still rather fragile) to become financially autonomous. This will involve improving its cost coverage, increasing revenues and reducing dependence on external funding in order to create the conditions for a sustainable association that promotes the

principles of solidarity and equity among its members.

Final evaluation of the Food security project for family farms in Lower Guinea (SABG). Guinea. April-June 2015.

Financed by: Coopération Atlantique Guinée 44.

The aim of the SABG project was to strengthen the capacities of family farms and producer organisations (particularly the Federation of POs) in Lower Guinea. The evaluation mission analysed the issues currently facing the Federation of Producer organisations in Lower Guinea (FOP-BG): (i) meeting members' expectations regarding structured support for value chains, and (ii) adapting to national agricultural policy guidelines. The evaluation questions mainly focused on the possible restructuring of the FOP-BG around four value chains (rice, market gardening, horticulture and solar salt).

Final evaluation of the CEFTEL association, a key player in the development of the fruit and vegetable value chain. Madagascar. November 2015. Financed by: FERT.

This evaluation assessed the quality of the services that the association provides for members in the highlands of Madagascar (training, experimentation), and proposed ways of strengthening the technical, organisational and management capacities of the central management team (employees and elected officials). It also looked at improving the governance and professional standing of Ceffel in order to ensure the long-term sustainability of the association.

Evaluation of the Great Lakes coffee value chain project.

Malawi, DRC and Uganda. January - March 2015. Financed by: Twin (Great Britain).

The mission evaluated the project implemented in the

Great Lakes region between 2011 and 2015, which involved eight coffee producers' cooperatives in three countries (Uganda, Malawi and DRC). The aim of the project was to improve beneficiaries' access to high-end international coffee and fair trade markets, protect productive resources, facilitate adaptation to climate change, and promote gender equality in access to productive resources and revenues from the coffee trade.

The recommendations noted the important role that Twin played in supporting the producers' cooperatives and providing training and assistance to enable field workers to establish their overall climate adaptation strategies.

Twin should also encourage efforts to promote exchanges between cooperatives, help develop strategies to improve their access to high-end international coffee markets, and replicate GALS (Gender Action Learning System) methodologies. Finally, Twin and its partners should continue to encourage dialogue and cross learning at the international and local levels, so that all staff and members can learn from their shared experiences.

Design an agricultural development project in Kigoma region (SAKIRP). Tanzania. January-March 2015. Financed by: CTB (Belgium).

The mission used an agricultural, economic and institutional assessment as the starting point for a project that will use a 'value chain approach' for cassava and bean production. The project will be structured around expected results in five areas: governance of the two value chains, their finances, types of service for different producers, and support for actors upstream and downstream of the value chain. Particular attention should be paid to vulnerable populations and support for women's organisations.

Joint reformulation of the agricultural modernisation programme. Tunisia. January-October 2015. Financed by: AFD. Partner: AGER. (Tunisia).

This study was intended to contribute to ‘modernisation of the agriculture sector’ and help redefine an approach to modernising farms. The team organised consultations between different stakeholders, analysed the potential productivity of land and economically viable farms, and looked at new sectoral issues and challenges such as inclusive approaches, contribution to food security and improving the balance of trade. The study was based on a survey of a reasoned sample of 150 farms, and consultation workshops to develop the institutional and operational architecture of the future programme attended by representatives from the Ministry of Agriculture, supervised bodies, professional agricultural organisations and actors from the private sector.

Publications

Doligez, F. *L'agriculture familiale au-delà de l'année internationale, éditorial*. In *Grain de sel* n°67-70. Inter-réseaux Développement rural, July 2014 – June 2015, p.3.

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’.

Guinea



IRAM has spent nearly 30 years supporting micro-finance networks, and has considerable experience helping develop national and regional micro-finance policies and multi-actor consultations on increasing the sector's contribution to social and economic development and efforts to combat poverty and inequality. In 2015, IRAM's interventions in this field included analysis of the socio-economic impact of micro-finance institutions and developing innovative tools to

increase their activities in the agricultural and rural sectors, which are often marginalised by more commercial dynamics. While several studies have shown the scale of the problem with agricultural finance, it is also clear that the issue is not simply the finance on offer: the structure of farmer and producer organisations also needs to be improved so that they can gain access to whatever funding is available.

Advice-Support – Evaluation

Study on innovative tools for agricultural finance. Burkina Faso and Mali. October 2014 – April 2015. Financed by: SOS Faim Luxembourg, MAEE (Luxembourg).

SOS-Faim has been mandated by the Luxembourg Ministry of Foreign and European Affairs to establish a mechanism to support agricultural finance in Burkina Faso and Mali. The proposed mechanism should encourage agricultural finance that includes provisions for family farms through a guarantee fund, a credit line and a training programme for agricultural organisations; and include a crosscutting component to support, develop and consolidate dialogue between actors. The two financial tools are designed to take account of the medium- and long-term needs of family farms. The mission found that the different actors involved in financing the economies of the two countries are sharpening their focus on agricultural finance – so this is a more favourable period for agricultural finance even though there is no guarantee that it will remain so in the long term. Analysis of family farmers' financial needs has shown that there is a big gap between the supply and demand for credit, that credit systems are

ill-suited to the specificities of agriculture, and micro-finance institutions and banks (particularly the latter) are unwilling to fund family farms due to the risks they face and their lack of collateral to guarantee loans.

IRAM's mission was to ensure that the mechanism for the credit line and guarantee fund complies with current legislation and is economically viable and sustainable.

Monitoring the socio-economic and environmental impact of credit provided by Tamwil El Fellah. Morocco. March – November 2015. Financed by: AFD. Partner: École d'Agriculture de Méknès (Morocco).

Tamwil El Fellah (TEF) is a subsidiary of Crédit Agricole du Maroc (CAM). In 2010 it started a programme to supplement the services offered by the group and meet the unfulfilled demand from very small 'non-bankable' rural and agricultural micro-enterprises. Since then Tamwil El Fellah has opened over 30 agencies, extended its reach through over 80 offices in local branches of Crédit Agricole, and grown rapidly as simplified funding requirements and procedures allow loans to be processed quick-

ly. It now has over 50,000 borrowers, and since the end of 2011 has also supported cooperatives operating on collective and unregistered private lands (Melk).

The study looked at the economic, social and environmental impact of loans granted by Tamwil El Fellah in order to ensure that they contribute to the expected results

defined by Crédit Agricole and the State, which are to “improve the incomes and living conditions of target populations while being mindful of their environmental repercussions.” Tamwil El Fellah used the feedback from this study to improve the quality of its actions.

Morocco



Capitalisation-Research

Building on the experience of six umbrella finance organisations (APEX).

Global. January - December 2015. Financed by: F3E, SIDI. Partner: Cerise (France).

SIDI (International Solidarity for Development and Investment) is a social investor that supports 65 partners in 30 mainly African and Latin American countries, through loans, guarantees and holdings. SIDI's partners are local finance structures, rural enterprises, producer organisations and refinance institutions, which include umbrella (apex) institutions. SIDI has developed relations with nine apex institutions covering 11 countries in Africa and Latin America. Umbrella organisations can have a leverage effect on invested funds and spread the risks across a diverse portfolio, while their geographic and cultural proximity to their partner organisations puts them in a good position to identify opportunities and reduce risks. The overall objective of this capitalisation exercise was to better understand their potential as financial umbrella organisations, in order to promote a sound policy for a range of local financial services.

As there are few detailed studies on the practices of umbrella organisations, the initiative also produced an operational guide for umbrella organisations and their partners based on discussions with six umbrella organisations on the two continents: Agrosolidaria in Colombia, Fortalecer in Peru, Rad Fasco in Guatemala, Sen'Finances in Senegal, SMF-EA in Uganda, and Tembeka in South Africa.

The guide is aimed at umbrella organisations at every stage of development. It describes and analyses their strategic approach, scope and management, and is structured around five themes: their legal and institutional profile, proposed products and services, governance, economic model, and monitoring and evaluation of their social performance. The guide covers the key points these organisations need to consider in order to improve their practices and develop strategies to ensure that they find the balance needed to fulfil their function of refinancing MFIs and, by extension, producer organisations and social enterprises.

Round table on 'Agricultural development funds, from the need for joint management to sustainable services'. Paris. 18 November 2015. Organised by: AFD, AFDI.

IRAM ran this round table, which was attended by participants from four countries. Its objectives were to:

- present an assessment of agricultural development funds and identify which policies they serve, what they finance,

and how they are governed;

- show the importance of consultations between the State and producer organisations in directing and managing ADFs and strengthening producer/PO capacities to participate effectively in them;
- propose ways of making these funds more effective and sustainable so that they can help modernise family farms.

‘Financing or financialisation of development? Global, national and agricultural approaches’. Paris. 6 November 2015. Organised by: GEMDEV-CIRAD.

Training

ISTOM – École d’ingénieur agro-développement international, 5th year specialisation, Cergy-Pontoise.

Design and run a module on ‘Agricultural development and finance’. Support student reflection on articles about evaluation methodologies (holistic, experimental, qualitative) and practical case studies.

Publications

IRAM published three sets of notes and helped coordinate one issue of the *Revue internationale de l’économie solidaire (RECMA)* as part of its contribution to the editorial committee:

- *L’économie sociale et solidaire, levier de changement? Points de vue du Sud*. Alternatives Sud, Volume 22-2015/2, Paris, 2015 in *Revue RECMA* n°338, October 2015.
- *La microfinance et ses dérives, émanciper, discipliner ou exploiter?* Guérin I., Démopolis-I.R.D. Éditions, Paris, 2015, in *Revue RECMA* n°337, July 2015.
- *La vraie Révolution du microcrédit*. Servet J.M., Éditions Odile Jacob Économie, Paris, 2015, in *Revue RECMA* n°337, July 2015.
- Doligez, F. Toucas-Truyen, P. (coord.). *L’économie sociale et solidaire en Amérique latine : de nouvelles pratiques*, n°337, RECMA, July 2015.

IRAM presented a paper on ‘The financialisation of micro-finance’.

ITI – International Terra Institute, Paris.

Design and run a 21-hour module: presentation on micro-finance and decentralised financial systems structured around the history of micro-finance, how it is organised, general outlook on the viability of micro-finance institutions, and the impact of micro-finance.

Laos



IRAM has regularly evaluated the cooperation strategies of various development agencies over the last 10 years. These evaluations are usually undertaken every 5-10 years to assess past and present cooperation between the agency and a partner country, provide the authorities and general public in the country with an independent overall assessment of cooperation with the services concerned, and identify lessons from this cooperation that can be used to

improve current and future programmes and strategies in the country. These evaluations also analyse the design, implementation and effects of collective action by technical and financial partners, which helps IRAM better understand the evolution and quantitative and qualitative impacts of the cooperation policies and financial and technical mechanisms that have been implemented, and help determine how they can be improved.

Advice-Support – Evaluation

Evaluation of European Union cooperation with the Republic of Chad 2008-2014. Chad. September 2014 – November 2015. Financed by: EU. Partner: ADE (Belgium).

The first objective of this study was to review and evaluate past and present cooperation and partnership relations between the EU and Chad, and present the findings to EU institutions and the general public. The second objective was to identify key lessons and make recommendations to improve current and future EU strategies, programmes and activities. The evaluation looked at the EU's main intervention sectors between 2008 and 2014: justice, decentralisation, water and sanitation, transport, rural development, natural resource management and health.

Evaluation of ADB strategies and programmes in the Democratic Republic of Congo. DRC. February-November 2015. Financed by: African Development Bank (ADB). Partner: ADE (Belgium).

This general evaluation covered the period 2004-2013. It was based on the results of several types of evaluation, such as impact assessments, sectoral evaluations (transport, energy, drinking water and sanitation) and Programme Assessment Strategies for 15 countries, three of which are countries in transition or fragile States such as DRC.

The aim of this evaluation in a transition country was to inform the aforementioned general evaluation, examine the specific actions taken by the Bank in fragile countries, and inform its future strategies in these countries. It was also intended to provide tangible lessons that would enable the Bank to provide more effective assistance in transition countries.

Training

Institut des régions chaudes (IRC) SupAgro, Specialist Masters in 'Innovations in global agricultural and agri-food systems' (ISAM), Montpellier.

Design and deliver an intervention for the 'Evaluation tools' module, with a particular focus on the evaluation of cooperation projects: brief historical overview of cooperation approaches, presentation on the project cycle and the way that different monitoring and evaluation times and evaluation criteria interact with elements of the logical framework for the action.

Socio-economic seminar. Geneva. 28 April 2015. Organised by: Institut de démographie et de socioéconomie, Université de Genève.

IRAM gave a presentation on 'Past and future changes in the international development cooperation system'.

DRC



Territorial development has returned to centre stage after a long spell as a marginal issue. Territory is not an easy concept to define because its meaning and scope change according to whether it is considered in administrative, political, economic or social terms. Looking at it from a socio-economic perspective, it is clear that economic actors need to interact with their environment to pursue their activities successfully, and that this is best done in a local setting they understand; a space where they can tackle issues such as access to services and managing productive resources in a sustainable way.

Over the years IRAM has used this territorial development approach to enable local actors to reappropriate and regain economic control over their territories, designing and implementing interventions that help create a sus-

tainable institutional and economic environment that is conducive to income generation, job creation, equitable wealth distribution and the inclusion of vulnerable individuals. To do this, IRAM uses a complementary, three-pronged intervention approach that:

- Strengthens decentralisation processes in order to reconnect local people with political decision-making processes and sustainable access to services,
- Supports innovation in promising agricultural value chains, in order to promote sustainable local wealth creation and distribution,
- Uses decentralised natural resource management as a means of ensuring that different actors have sustainable access to these resources.



DRC

There are still major challenges that need to be addressed to enable local governments to become real drivers of economic and social development in their territories. IRAM provides capacity building support for several local governments, to better enable their elected officials and staff to fulfil their administrative functions and manage projects and programmes. Government finance is a key issue, not only in terms of increasing available funding and

managing it more rigorously, but also as a pre-requisite for establishing sustainable public services. It is therefore one of the main areas in which IRAM provides support.

IRAM places great importance on popular participation in its work supporting territorial governance, as it is crucial in defining and implementing local development policies that reflect local people's real needs, initiatives and aspirations.

Development projects

'Capacity-building support for local authorities and civil society organisations in development hubs in Sibut, Bambari, Kaga-Bandoro and Batangafo'. Central African Republic. 2012-2016. Contracting authority: Ministry of State to the Presidency responsible for development hubs. Financed by: EU. Total project budget: €3,000k. Partner: NGO Echelle (Central African Republic).

The specific objective of this project is to strengthen the capacities of civil society organisations and local authorities in the development hubs of Sibut, Bambari, Kaga-Bandoro and Batangafo, to enable them to collaborate effectively on economic and social development in the communes and regions concerned.

The aim is to achieve this objective through three fields of intervention: institutional capacity building for civil society organisations (CSOs) and local authorities (LAs); support for CSOs and LAs in restarting economic activities and restoring basic social services; and building partnerships between development actors in order to strengthen the governance, coordination and monitoring of activities in development hubs.

The political and military problems that began in late

2012 in CAR led to the suspension of the project in June 2013, before it had a chance to really get under way. Activities eventually restarted at the end of 2014 with technical assistance from IRAM.

The civil society centre in Sibut was set up in May 2015, and received 700 applications for micro-projects from CSOs and LAs by the end of the year. It has not been possible to work in the three other hubs due to the security situation, but the plan is for IRAM and Echelle to take over management of three development hubs in the west (Bouar, Bozoum and Paoua) in 2016 after the departure of CIDR, which decided not to continue its intervention in CAR.

Project to Promote Good Local Governance (ProDeG-Togo). Togo. June 2013 – October 2016. Contracting authority: Ministry of Planning, Development and Territorial Development. Financed by: GIZ. (Germany). Total project budget: €550k. Partner: ECO-Consulting (Germany).

IRAM is responsible for implementing one of the components of ProDeG-Togo in partnership with ECO-Consulting: planning development in the Prefecture of Tchaoudjo (whose main town is Sokodé) and providing

support for financial governance in the three secondary towns of Palimé, Tsévié and Sokodé.

The component aims to increase the communes' financial resources so that they can fulfil their mandate to provide public services. Poor tax recovery, insufficient human resources, lack of public information and understanding about the management and use of local finance have all contributed to the poor financial standing of local governments. This component focuses on building the financial management capacities of the municipal services: helping them analyse their accounts, manage them in a more transparent manner, establish tax records and run local consultations to develop plans to mobilize resources. At the central level, the component supports the Ministry for Economy and Finance, putting in place tools to monitor local government finances.

The project has produced various information and awareness-raising tools, including a taxpayers' guide that explains citizens' rights and responsibilities with regard to taxation. While this type of capacity building is absolutely essential, the real key to legitimate local governments is progress on the long-awaited decentralisation process in Togo, particularly the election of municipal councils by universal suffrage.

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).

IRAM supports this initiative through continuous tech-

nical assistance on capacity building for elected and territorial officials, formulating the regional land use and development plan, support for the Parc Naturel Régional de Bouhachem pilot project (which is the first initiative of its kind in Morocco), and assistance with a regional strategy to support the social and solidarity economy (SSE).

The Centre for the Social and Solidarity Economy, which was set up in 2014, started operating in 2015 (with support for project leaders, a social and solidarity economy observatory and a project to create a shared enterprise), and is now part of the institutional landscape (receiving invitations to national and international symposiums). The tangible outcomes of this support have enabled the Regional Council of Tanger-Tétouan to play a leading role in regional SSE policies in accordance with national policy guidelines laid down by the Ministry for Crafts and the Social and Solidarity Economy.

Implementation of Component 3 'Local finance' of the decentralisation and communal 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).

This component supported national and regional financial administrators and 19 communes in eastern and southwestern Burkina Faso, providing training on spending cycles, budgetary planning, strengthening their own resource bases, and participatory budgets. Because activities for Component 3 mainly targeted the Secretary General and financial officials, they continued during the transition period when elected municipal and council officials

were replaced by special delegations led by the Prefect. Technical assistance from the IRAM-ECO-AMD group ended in December 2015.

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 this programme, which was led by the IRAM-ECO partnership, was to strengthen the capacities of elected communal officials and staff (administrative managers and treasurers) to enable them to design and implement better local public service policies. The team produced 14 job descriptions, 14 'skill sets' and 67 training modules over the course of the programme; and provided over 10,000 days of training for authorities in the 220 communes after it took on the EU training component for elected officials and communal staff in 2014. However, there is a risk that the long-term benefits of the programme will be undermined by frequent changes in communal staff, as people who have been trained on the specific skills they need for their post may be relocated to other positions at any time. The programme also helped the relevant institutions and ministries set up a national centre for training on decentralisation, which will start functioning when the relevant Ministerial Order has been issued.

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 was appointed to support implementation of the decentralised cooperation programme between the region of Picardy and 12 communes in the departments of Konni, Madaoua and Malbaza in the Tahoua region of Niger.

The programme provides support on 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 constant advice and support.

The IRAM-RAIL-CIEDEL group is responsible for political aspects of the initiative (collaboration between the region of Picardy and APIMAK), defining and monitoring the partnership, providing technical support for APIMAK activities, designing the financial support mechanism for NRM and monitoring its implementation.

The main activities in 2015 focused on capacity-building support for APIMAK as it prepares to become autonomous, and reflections on promoting local economic development.

Advice-Support–Evaluation

Design the 3rd phase of the VAINCRE programme to promote initiatives for equitable regional growth. Mauritania. October 2015 – February 2016. Financed by: AFD.

The VAINCRE programme started in 2006 as a local development programme in three provinces in Mauritania (Assaba, Grogol and Guidimakha) financed by C2D. It has already completed two phases of implementation. The team of experts on this mission confirmed the value of a third phase, designed an operational outline for the next phase, and identified key factors for its success and associated risks. The methodology for this study was based on four main themes: building on the lessons learned from the past, stakeholder involvement in designing the third phase of the programme, exploiting potential synergies, and jointly developing practicable proposals.

Feasibility study for the Economic development support programme for rural areas in the regions of Tahoua and Agadez. Niger. November 2015 – January 2016. Financed by: AFD.

This study was used to design the setup for a five-year programme to promote local economic development in the two regions. The programme will combine support for actors in agricultural value chains with capacity building for local governments in order to create favourable conditions for the economic development of their territories. Possible funding and technical support for different actors (local governments, financial institutions, agricultural advisory structures, deconcentrated State services and producer organisations) were identified, and risk mitigation measures were formulated.



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 more favourable policies, appropriate technical and economic frameworks, and 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 encourage effective and sustainable development by fostering relationships between different operators in each locality (micro-enterprises, farmer organisations, local governments and external operators such as NGOs, multinationals, etc.). IRAM's interventions on this theme in 2015 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

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, CFSI, IRAM. Total project budget: €480k. Partners: Karkara (Niger), VSF (Belgium), AREN (Niger), Réseau Bilita Maroobé (Burkina Faso).

This project started in 2012, following up a programme to secure peri-urban livestock rearing and agriculture (PSEAU) implemented by IRAM between 2006 and 2008. 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. This milk is sold directly to consumers or bought by the Solani dairy in Niamey, which sells it on or uses it in some of its own products.

A complementary project began in 2014 to support the

partnership between collection centres and the Solani dairy in Niamey, and establish a line of products entirely based on local milk. Despite a positive marketing study, it was unable to achieve its objective due to the lack of available technical expertise in Niger or France (a number of commercial dairies were interested but unable to provide support). However, the project did fund various forms of support for the centres, including strengthening their working capital and increasing livestock feed supplies (with a particular focus on enabling women to obtain feed for their animals).

A regional workshop to build on the project outcomes held in Niamey in July 2015 was attended by about 40 participants from Niger, Senegal, Mali and Mauritania.

ALTERRE Project – Local agri-fuels, rural areas and energy. Mali. 2009-2015. Contracting authority: IRAM and GERES (France). Financed by: EU, FGEF and 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 Sikasso region, 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.

Support in 2015 included a mission to Mali to analyse the data on yields from *Jatropha* plantations. Yields are closely linked with maintenance levels, and were generally lower than anticipated. The mission team also interviewed a number of producers to better understand how they have incorporated *Jatropha* into their cropping systems.

JatroREF Project – Standards for sustainable West African agri-fuel value chains. West Africa. June 2011 – December 2015. Contracting authority: IRAM and GERES (France). Financed by: EU, FGEF, 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 was implemented and run by IRAM in partnership with GERES. Its objective was to establish standards for the socio-economic viability and environmental sustainability of West African agri-fuel value chains based on locally produced *Jatropha*. JatroREF was 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 discuss-

ing 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. A specific working group for each of these themes was facilitated by IRAM or GERES.

The project organised a workshop in Paris on 9 June 2015 to discuss locally supplied agri-fuel value chains in light of experiences with the ALTERRE and JatroREF projects; and held a final JatroREF workshop in Bamako on 23-24 June 2015.

Several important studies were conducted over the course of the year, to monitor *Jatropha* yields (with support on monitoring rural yields for several operators, and data presented at the final JatroREF workshop) and analyse the *Jatropha* life cycle (case study in Mali).

The project produced regular updates and alerts, disseminated various papers and studies and produced a flash drive containing the JatroREF website and related documents (reports, notes, syntheses), which can be used to build on the project outcomes.

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

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 specific objective of this project is to increase producer incomes in the Antananarivo area, and improve local access to a secure market for agricultural products and fuelwood. In order to do this, the programme will help organise and structure six promising strategic val-

ue chains around the city of Antananarivo: market gardening, fruit farming, free-range poultry farming, dairy, fisheries and fuelwood. IRAM provides technical assistance through two resident technical assistants, short-term expertise on different themes associated with each value chain, and assistance in establishing a monitoring and evaluation mechanism.

In 2015, eight contracts were signed between the programme and operators (NGOs) in order to implement activities in the different value chains. A quality assurance mission in September found that stakeholders were generally positive about the way that the programme is progressing, but certain aspects need to be reconsidered in view of the programme's scale and varied objectives.

Support project for development of the beef sector in Ouaddaï, Abéché PADL/APAFIBO. 2014-2017. Contracting authority: IRAM. Financed by: EU, AFD. Total project budget: €494k. Partners: INADES Formation (Chad), FRAPO (Chad).

The project implemented by IRAM, INADES and the Ouaddaï herders' federation obtained EU funding to consolidate the progress made by PAFIB, a Ministry of Live-stock project funded by the EU whose technical assistance was overseen by IRAM. The aim of APAFIBO is to strengthen the capacities of actors in the beef sector and develop certain amenities for the value chain in Ouaddaï region.

The regional plan to develop the value chain was final-

ised and validated with the full participation of FRAPO and its members, family producers in the chain and local development authorities and structures (technical services, other projects, etc.). Work is under way to implement various priority investments identified by local stakeholders (three vaccination parks, two meat processing plants, an abattoir, a wall around the market, a butchering area), and a campaign to vaccinate 30,000 head of cattle has been completed.

The project has been extended for a year with additional finance from AFD (via the DPO).

Ziama-Macenta coffee: Support the sustainable development, Fair Trade certification and export of coffee. Guinea. 2014-2015. Contracting authority: WOKO Cooperative. Total project budget: €40k. Financed by: Rio Tinto Foundation.

IRAM supports the Maison guinéenne des entrepreneurs (MGE) in its efforts to enable WOKO cooperative and the coffee trade association obtain Fair Trade certification and export Ziama-Macenta coffee, which is the first West African coffee to obtain a geographical indication (GI). IRAM provides support in project management, obtaining GI and Fair Trade certification, contracts between cooperative and buyers, and access to prefinance. An extension has been granted to cover the 2016 growing season and export five containers, four of which will contain certified coffee.

Advice-Support–Evaluation

Final evaluation of the Project to develop agri-food and agroforestry value chains in Mayenda zone (DEFIV-DA-FOMA). Democratic Republic of Congo. December 2014 – January 2015. Financed by: AFD, EU.

The main activities undertaken by this project were de-

signed to open up the Mayenda region, disseminate improved practices and varieties, organise producers (local and umbrella organisations) and set up a platform to market produce from Mayenda managed by actors in the value chain.

DRC



Design for the Maniema province agricultural development programme (PRODAM). Democratic Republic of Congo. April-September 2015. Financed by: CTB (Belgium).

Design an agricultural development programme for Maniema province, with a budget of €10 million to increase agricultural production (field schools, assistance in mak-

ing seed available, disseminating good agricultural practices) and productivity (providing processing equipment, marketing support). The programme will also include a support component with capacity building for state and non-state actors, and a component on governance of the agricultural sector. This programme will complement another programme financed by CTB to open up Maniema.

Capitalisation-Research

Building on outcomes of the Support project for development dynamics in rural areas of the Mediterranean (A2DTRM). Morocco, Egypt, Tunisia, France. January 2014 – June 2015. Financed by: AFD, Institut agronomique méditerranéen de Montpellier (IAMM).

The A2DTRM project (Support for development dynamics in rural areas of the Mediterranean) looked 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 aimed to understand and document the decision-mak-

ing tools and mechanisms used by institutional, economic and social actors involved in local development initiatives. There was a particular focus on developing and discussing initiatives in these three countries to secure access to land and natural resources and manage them in a sustainable manner. IRAM assisted the IAM Montpellier project team in developing the project outcomes, designing, preparing and running an international seminar on the development of rural areas in the Mediterranean, which took place on 9-11 December 2014, and producing a publication entitled ‘Les territoires ruraux en Méditerranée: quelles politiques publiques pour accompagner les dynamiques de développement?’ <http://www.iram-fr.org/pdf-publications/697.pdf>



IRAM study day on ‘Value chains and territorial development: why do approaches to interventions in developing countries need to be changed, and how can this be done?’

Financed by: IRAM.

Every year IRAM prepares, organises and runs a study day for external contributors from different disciplines to reflect on and discuss development-related issues and draw on experience in the field.

Over 100 participants attended the most recent Study Day, which was held in the Pavillon de l’eau in Paris on 25 June 2015. The theme this year was ‘Value chains and territorial development: why do approaches to interventions in developing countries need to be changed, and how can this be done?’

The aim of the event was to identify opportunities

for local economic development initiatives that mobilize actors from the area, develop agricultural potential through well-managed local resources, and diversify rural economies.

Having noted that local development and value chain development are often treated as separate issues, IRAM wanted to identify the strengths and weaknesses of methodological approaches that aim to improve the interaction between local governance and rural economies. Questions and discussions covered the territorial prospective and consistency of the diverse approaches implemented in developing countries.

Actors from different backgrounds contributed to the methodological presentations, concrete examples, round table discussions and reflection on appropriate models and scales for public action.

Training

Université Paris 1-Panthéon Sorbonne, Training on ‘Development practices’, Paris.

Workshop on the potential global demand for gum arabic on the international market in the context of the Trade Capacity Building Programme (PRCC) in Chad and Sudan.

ISTOM – École d’ingénieur agro-développement international, Masters in ‘Agricultural development and finance’, Cergy-Pontoise.

Design and run a module on managing project finances.

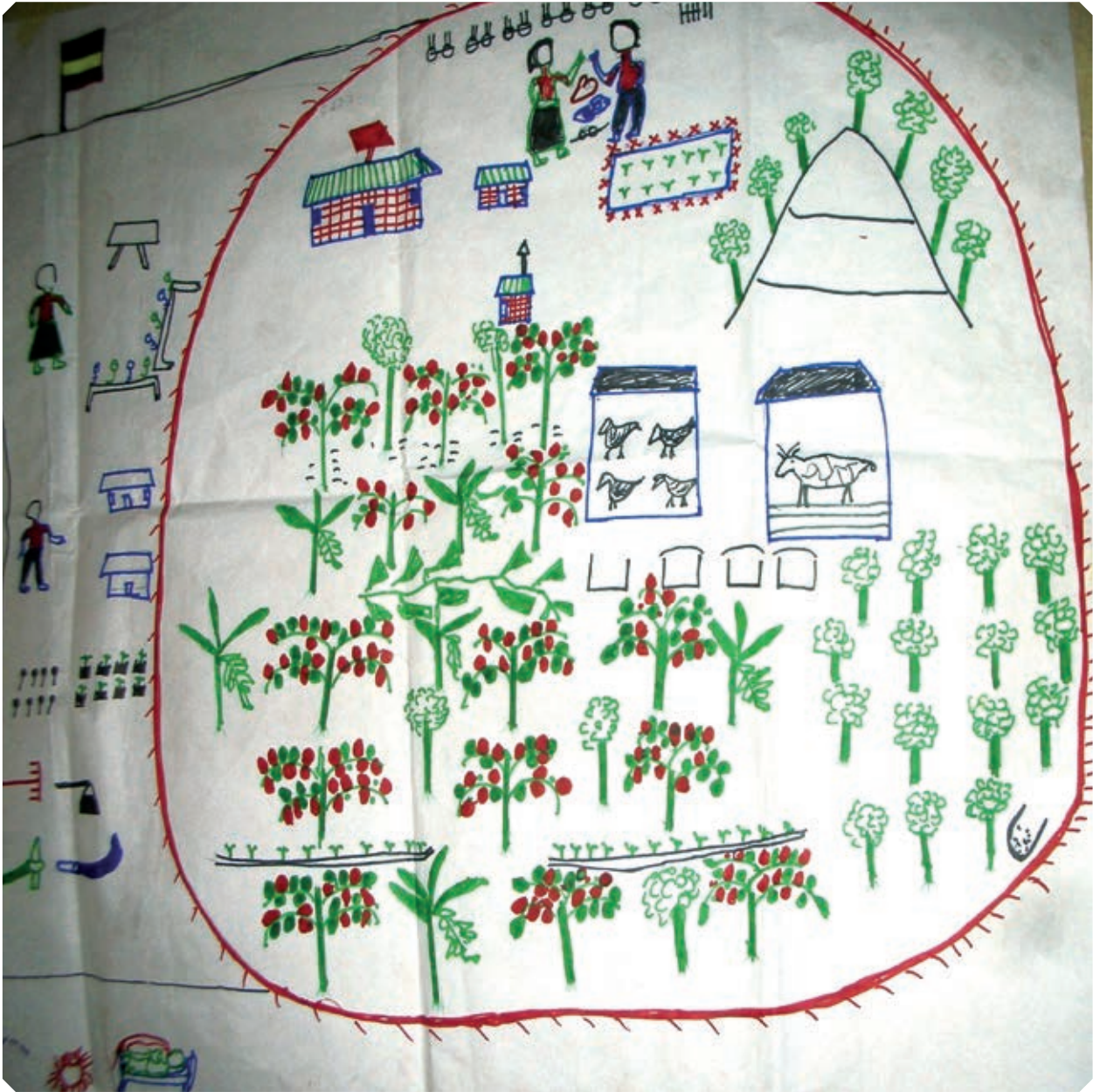
Institut des régions chaudes (IRC), Masters in ‘Tropical farming systems’, Montpellier.

Design and run an intervention as part of an introductory module ‘Questioning the standards used in agricultural and agri-food development professions’.

Institut des régions chaudes (IRC), Masters in Markets, organisations, food quality and services in southern agriculture (MOQUAS), Montpellier.

Design and run a module on the place of producer organisations in value chains.

Uganda



The congruence between traditional forms of land and natural resource management, those practiced by the State and the role of local governments in NRM (and land tenure in certain countries) is a key issue today. Local governments tend to regard natural resources as a strategic source of tax revenues, but have little experience in this domain as their NRM mandate is relatively recent. Putting the management of renewable resources and productive land back into local hands will involve strengthening local capacities to manage resources (user organisations, lo-

cal associations, local governments) and ensuring that the legal framework includes effective mechanisms for transferring responsibilities to local organisations and institutions. IRAM has particular knowledge and expertise in this field as it has been implementing long-term programmes in Chad, Senegal, Mauritania, Burkina Faso and Niger since the 1990s, has conducted specific studies and evaluations of natural resource management, and is also looking at innovative actions to develop productive resource use, particularly in terms of local energy generation.

Development projects

Tidal energy demonstration project. Democratic Republic of Congo. 2014-2016. Contracting authority: Ministry of Research and Technological Innovation. Financed by: Ministry of Finance – FASEP-Innovation verte (France). Total project budget: €575k. Partners: Ecocinetic (France), GCADM (Democratic Republic of Congo).

The aim of this project is to increase access to energy services for residents of Moulenda, a village on a tributary of the River Congo 130 km from Brazzaville, by installing small tidal turbines designed by Ecocinetic. 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 (maintaining, organising and financing the service). By offering a possible means of access to energy in remote rural areas in a way that ties in with rural electrification priorities and public policies, the project can help disseminate the test technology through beneficiaries, operators and po-

tential funders, and address some of the challenges associated with sustainable development in sub-Saharan Africa. Over the course of 2015 two members of Congolese staff were trained at Ecocinetic headquarters in la Rochelle and two turbines were constructed, although it was not possible to get a container for them until early 2016.

PKMM Decentralised cooperation programme 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: Regional Council of Picardy. Total project budget: €5,500k. Partners: CIEDEL (France), RAIL (Niger).

The PKMM programme included a specific component on 'Combating desertification', which focused 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

(regenerating degraded land, stabilising dunes, controlling invasive species in pools, etc.). Over the course of 2015 implementation of this component included work to restore degraded sites and re-establish biodiversity in pools that can be used to generate local incomes and provide food security (fishing). Since it started, this component has up-

graded 5,000 hectares of land and trained 1,000 people on anti-erosion measures. IRAM provided technical and methodological support for this component, which proved to be a complicated exercise as it had to be done remotely due to security issues.

Laos



Advice-Support–Evaluation

Methodological support to the Global Water Initiative (GWI). Burkina Faso, Mali, Senegal. May-December 2015. 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 producers 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 made more uncertain by climate change. 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 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. In the context of the GWI programme, IRAM helped analyse the capacity of several large dams in Mali, Burkina Faso and Senegal 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.

The purpose of this study was to understand and quantify the diversity of producers and their strategies, in order to make specific recommendations for land tenure and productive land use.

As part of this support, IRAM contributed to the poli-

cy document ‘Land tenure conditions and the viability of irrigated rice farming’ in July 2015, 4 p.

http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=125

Niger



Technical assistance to the ‘Sahel Irrigation Initiative – S2I’ Task Force. Sahel. June 2015 – July 2016. Contracting authority: World Bank, CILSS. Financed by: FAO. Total project budget: €177k.

Madagascar



The 2013 Dakar Forum, which was organised by the World Bank in partnership with CILSS, six Sahelian countries (Burkina Faso, Mali, Mauritania, Niger, Senegal and Chad), ECOWAS, WAEMU and FAO, launched an international call to develop irrigation in the Sahel through the so-called Dakar Declaration. The aim is to support the creation of an additional 400,000 hectares of irrigated land in Sahelian countries by 2020 (at the moment they contain about 1,000,000 ha of irrigated land), and a task force was set up to design a regional project to put this Declaration into practice. IRAM supported this initiative by (i) facilitating the 4th and 5th meetings of the S2I task force in Bamako (June) and Niamey (November) and producing reports on these meetings, which lasted for 2-3 days and were attended by 60-80 participants; (ii) helping produce the concept note for the regional Sahel irrigation support project (SIIP); (iii) providing technical support for teams preparing the country projects, with missions to Mali, Niger, Chad, Senegal and Burkina Faso.

Evaluation of the Limpopo National Park (LNP) development project. Mozambique. June 2015 – May 2016. Financed by: AFD.

The objectives of this project were to (i) create the conditions for sustainable economic, social and ecological management of the park, and work with local people to preserve biodiversity and ecosystems at the regional level; (ii) contribute to regional integration and enhanced cooperation between South Africa, Zimbabwe and Mozambique. This evaluation exercise combined a classic written assessment with a filmed evaluation.

Pre-feasibility study for a project to improve agricultural productivity and food security in the southern third of Senegal. Senegal. September 2015 – April 2016. Financed by: AFD. Partners: CACG (France), SONED Afrique (Senegal).

This study was used to design the setup for a five-year project to improve rural resilience and living conditions by increasing agricultural productivity and food security in five target departments in the regions of Kolda, Tambacounda and Kédougou. The project will (i) put in place hydro-agricultural infrastructures and rural amenities; (ii) provide support on nutrition and diversification of agriculture and incomes; (iii) provide institutional and technical capacity building for local actors and values chains. The study assessed the current physical, agro-socio-economic and environmental situation and the condition of existing hydro-agricultural infrastructures in the area, and defined the content of the proposed components and activities for the intervention.

The project aims to address the challenges associated with sustainable agricultural production (increasing production and productivity while protecting productive resources) in order to meet national demand for cereals and safeguard local food and nutritional security (by increasing available incomes and adapting actions to tackle malnutrition).

Feasibility study for a Natural resource management programme for vulnerable rural areas. Tunisia. June-July 2015. Financed by: AFD. Partner: BICHE (Tunisia).

The French Development Agency (AFD) and Tunisian Ministry of Agriculture are working together on a new natural resource management programme in five gover-

norates of Tunisia: Bizerte, Kairouan, Siliana, Le Kef and Sidi Bouzid. This programme was prompted by the new national strategies developed after the January 2011 revolution to promote decentralisation, sustainable agriculture and jointly managed forests and livestock routes. The proposed project will develop an integrated approach to natural resource management: incorporating natural resource governance into local economic development; a landscape approach that takes account of the different natural resources found in mountains and foothills; integrated institutions to facilitate synergies between deconcentrated, decentralised and civil society actors; integrated management and economic exploitation of natural resources.

Mali



Capitalisation-Research

Develop and consolidate the project to manage conservation areas in West Africa. Benin, Burkina Faso, Ghana, Niger, Togo. July 2015. Financed by: FGEF.

This work covered seven 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 natural resource management and governance in zones around protected areas, in order to balance resource protection with sustainable activities to improve local livelihoods (community hunting reserves, IGAs in eco-tourism and from non-timber forest products such as honey, shea, wild seeds, baobab fruit, etc.). The objective of the exercise was to learn from these local natural resource management experiences in a conservation context, and use the lessons to lobby de-

cision-makers at the international, national and communal levels. IRAM helped produce a deliverable for each of the seven organisations (report, photo story, film). Stakeholders from the seven sites attended a workshop in July 2015 to review the deliverables and discuss local economic development, resource governance and decentralised approaches to natural resource management. IRAM then produced an overarching capitalisation document and a paper for decision-makers, and presented all the outputs at a regional workshop in October 2015. These documents can be downloaded from the programme website at: http://www.iucn.org/fr/propos/union/secretariat/bureaux/paco/programmes/ap/projets_et_thematiques/societe_civile_et_initiatives_locales_de_conservation/le_projet_territoire_de_conservation/

Training

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

Organise and run a training module on 'Decentralisation and natural resource management': theoretical presentation on decentralisation reforms in sub-Saharan Africa; group work on decentralisation and sectoral texts to identify different actors' roles in natural resource management and consistency/inconsistencies in the legislation; presentation of case studies from Mauritania and Niger.

Muséum d'histoire naturelle – AgroParisTech, Masters in 'Sustainable development, biodiversity and territorial development (DEBAT)', Paris.

Design and run a week-long module on 'Environment and Development'. This covered two themes: managing the development project cycle, and presenting case studies (developing forested areas of Laos, short value chain for rural energy in Mali, and the Chad pastoral water platform).

Youth training and employment have long been a cause for concern, and will remain a critical issue for developed and developing countries in the coming years as demographic growth and the number of entrants into the labour market make the transition from training to employment increasingly challenging for young people, whatever qualifications they may have obtained.

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

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

IRAM shares this concern, and is using the insights into rural systems acquired through its longstanding work in developing countries to inform reflections on youth training and employment. The institute has become increasingly involved in this field in recent years, mainly through short-term studies, and growing recognition of its work has prompted a number of specialist vocational training structures to ask for its support in long-term projects.



Guinea

Development projects

Youth Employment Support Programme (PAJE). Algeria. 2014-2016. Contracting authority: Algerian Ministry of Labour, Employment and Social Security. Financed by: EU. Total project budget: €4,800k. Partners: Pôle Emploi, AFPA, ANDML, IB (Germany), GOPA (Germany).

The general objective of the PAJE programme is to assist the Algerian government with its national policy on youth and youth employability, and support civil society initiatives to improve the social inclusion of young people. The consortium is tasked with setting up a programme support unit for central and local mechanisms with activities in four pilot provinces: Annaba, Béchar, Khenchela and Oran. IRAM is involved in supporting the management and direction of the programme. For further information on this project, visit <http://paje.dz>

Youth Vocational Training and Employment Support Programme (AFPIJE). Benin. 2015-2018. Contracting authority: Benin Ministry of Secondary Education, Technical and Vocational Training, Retraining and Youth Employment (MESFTPRIJ). Financed by: AFD. Total project budget: €3,500k. Partner: SwissContact (Switzerland).

The general objective of this project is to improve young people's employment prospects by providing the vocational and technical training needed to create a skilled workforce that can contribute to national economic development. The project specifically targets the dual vocational training system, which is currently being overhauled as

part of the reform of the technical and vocational training system.

This dual training system aims to provide a sustainable mechanism that will enable a young population to obtain qualifications and find employment in a context of high school failure rates and/or social and economic insecurity. Benin has spent some time developing this training mechanism, and is constantly seeking to improve it in order to improve access to qualifications and employment.

The project is structured around three components that address three types of issue: improving and extending the dual training on offer in accordance with local economic needs, developing local multi-actor consultation frameworks initiated by groups of communes to strengthen and improve youth employment opportunities, strengthening the MESFTPRIJ's capacities to manage the dual training mechanism at this stage of its reform, in line with the evolution of the overall training system. The project operates at several territorial levels: the four departments of Zou, Collines, Mono and Couffo are involved in extending training provision; the nine communes in Zou are using the inter-communal framework as a mechanism for youth employment; and Component 3 operates at the national level. The project's main target beneficiaries are young people seeking or undergoing vocational training and professionals who need additional qualifications (employers and employees). IRAM is jointly steering the overall project, and is responsible for Component 2.

Advice-Support–Evaluation

Vocational Training Support Programme (AFOP 2).

Cameroon. 2013-2016. Financed by: AFD, C2D. Partners: Montpellier Supagro, in conjunction with 13 higher education structures.

The objective of this second phase is to improve the professional qualifications for agricultural and rural development actors and help more young trainees find jobs in the agriculture, livestock and fisheries sectors. This new phase is expected to produce three results: increase the number of trained youth and adults going through the vocational training system, increase the number of youth and adults who find work after completing their training, increase the number of renovated training structures.

The objectives for this second phase are to increase the

number of renovated centres from 42 to 100 and train 3,500 young people per year, and increase the number of schools from 11 to 25 and train 2,500 young people per year. The 900 young farmers who completed the first training cycle in 2012 will be given start-up assistance. By encouraging young people in rural areas to find jobs and start work, this programme will help professionalise the agro-pastoral sector, promote self-employment among young people, and reduce rural exodus and unemployment. The main challenge is ensuring that the training system that has been put in place is sustainable.

In addition to periodic support conducting studies and monitoring trainees, IRAM also participates in the working group on the economic aspects of training.

Training

Institut des régions chaudes (I.R.C.), Masters in ‘Tropical farming systems’, Montpellier.

Participation in the round table on ‘Questioning the standards used in agricultural and agri-food development professions’, 11 September 2015.

Publications

Interview on ‘Financing vocational training in Africa, a sector undergoing profound change’, *INFFO-Formation*, n°869, January 2015, p. 27.

INFFO-Formation is a magazine for the French vocational training community (decision-makers and financiers, companies providing human resource services, training providers, educators and professional transition actors).

Cambodia



Financial position (k€)

Financial results:

Turnover reached a record high of €5.6 million in 2015, representing an increase of €860,000 on 2014, and €1.5 million more than in 2013. This means that the average annual increase in turnover over the last two financial years has exceeded 15%.

Some of this growth is based on projects (+€275,000 turnover between 2015 and 2013), but it is mainly generated by expert missions, which account for four-fifths of the increase in turnover.

It is worth noting that the turnover generated by projects comes from a relatively small portfolio, with two-thirds of project activity centred around five projects. These include ARCOSCAL in CAR, PASANAO in WAEMU and ASA in Madagascar.

Gross profit also increased substantially over the period, rising from €2.1 million in 2014 to €2.4 million in 2015. However, the gross margin has been declining since 2013. This contraction is most evident in the project component of our activity, where the gross margin has fallen from 41% to 34% over the last three years. This is due to the PADL project in Chad and ARCOSCAL in CAR, which represent 30% of project turnover for 2015 and are not very profitable because they run on grant funding from the EU and charged out at 'real' rates.

The gross profit on the 'expertise' element of our activity also fell this year, to 50%. This was partly because

more of this work was co-contracted and sub-contracted in 2015.

The number of salaried staff has grown as activity has increased. The permanent team (whose contracts are not directly related to the execution of a particular project) gained a further 2.23 FTE between 2013 and 2015.

Overhead costs rose by €110,000 (+40%) in 2015. This was partly due to increased use of advisory/support services.

The net profit before tax and interest in 2015 rose to €85,000, representing a positive result and strong growth. It should be noted that the results from previous years were lower because of strategic investments and various provisions for risks and charges.

Balance sheet:

The balance sheet for the associative group remains healthy, standing at €1.8 million at the end of 2015, or over 30% of the total balance sheet. The associative group has no long-term bank debts

Most of the permanent posts were based in IRAM's Paris offices at the end of December 2015. Working capital is relatively stable at around €1.2 million, providing sufficient resources for the group to implement its activities.

Financial results (in €k)	2013	2014	2015
Turnover	4,116	4,777	5 616
Costs associated with missions and sub-contracting	– 1,859	– 2,604	– 3 182
Salaries and overheads	– 1,894	– 1,911	– 1 940
Structural costs	– 260	– 293	– 372
Depreciation	– 23	– 22	– 20
Financial and exceptional items	– 129	43	23
Reserves	– 70	– 2	– 40
Incentives			– 19
IS			
Net profit	– 119	– 12	66

Balance sheet (in €k)	2013	2014	2015
Total assets	4,413	5,346	5,817
Fixed assets	593	578	575
Accounts receivable and other assets	3,053	2,534	4,555
Liquid assets	766	2,235	688
Total liabilities	4,413	5,346	5,817
Social capital	434	434	434
Other equity	1,342	1,312	1,370
Other liabilities	2,637	3,600	4,013

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

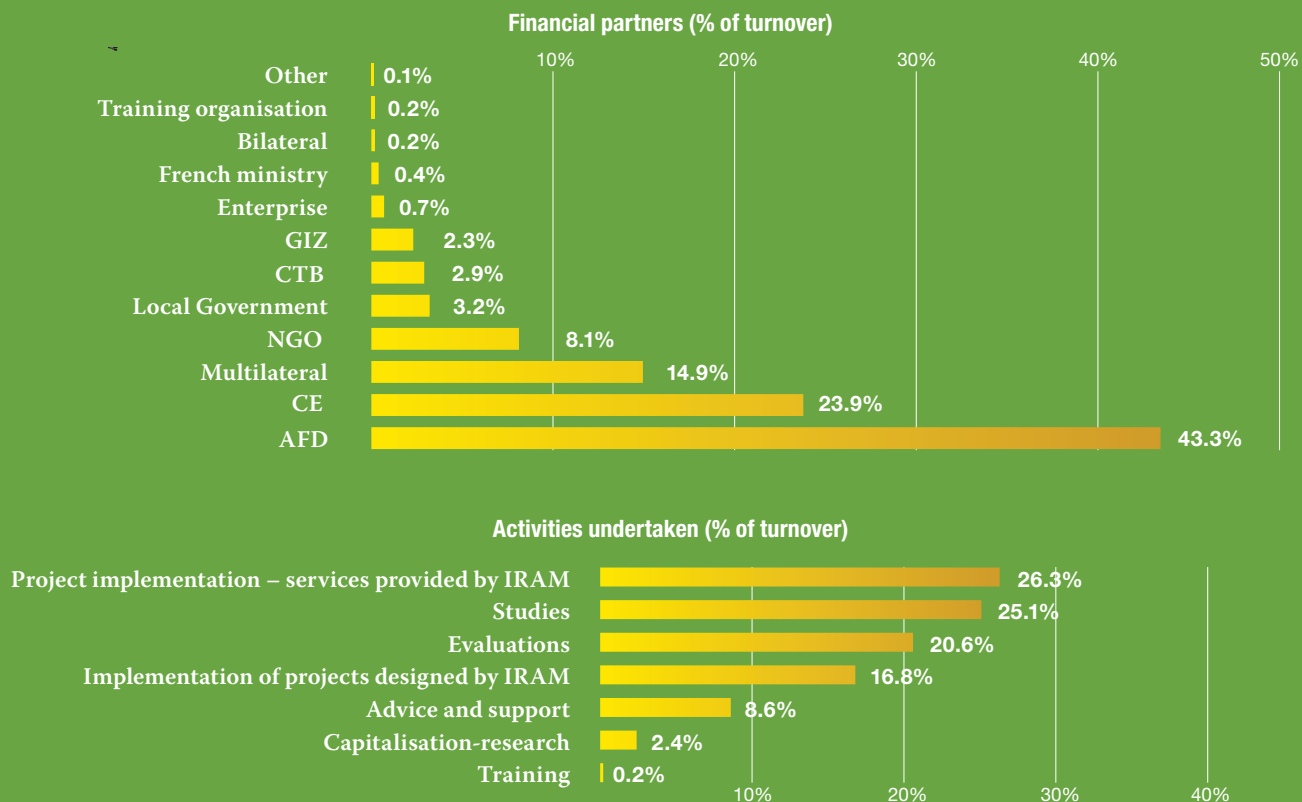


Activities and financial partners:

AFD remained IRAM's primary donor in 2015, accounting for 43.5% of annual turnover. It financed major studies (including one on the reformulation of the agricultural modernisation programme in Tunisia), and large projects such as the Regional Support Programme for Food and Nutrition Security in West Africa and the project to support the marketing of Cambodian rice.

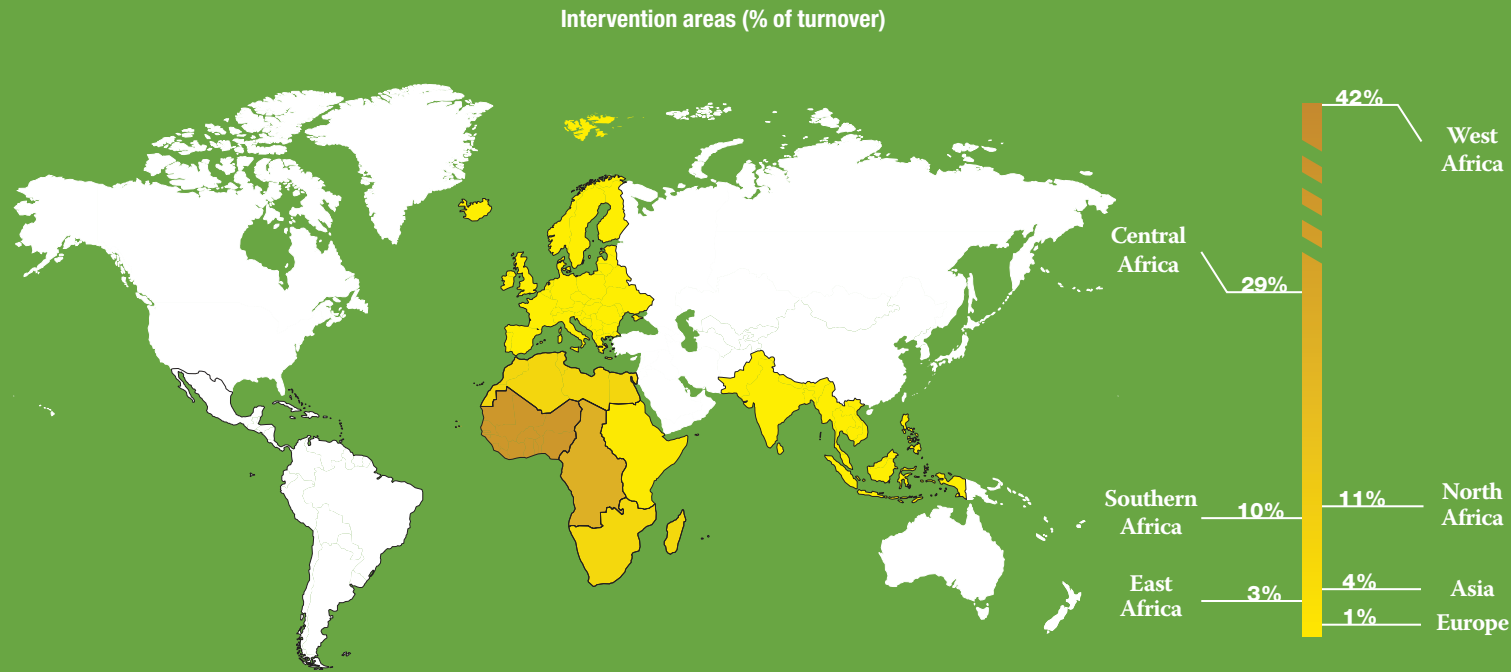
The European Union now accounts for 23% of IRAM's turnover through funding for projects in Central African Republic, ASA in Madagascar and APAFIBO in Chad.

Around 16% of turnover comes from multilateral donors, mostly through evaluations of the World Food Programme.



In 2015, 42% of IRAM's activities took place in West Africa, mainly in Niger and Mauritania. Nearly 30% of activities were undertaken in Central Africa, particularly Chad (over 10% of total turnover) and CAR.

Activities in North Africa continued to expand (particularly in Morocco and Tunisia), and now account for 11% of turnover. Overall, 95% of IRAM's turnover is linked with the African continent.



Tunisia



Sources of funding for IRAM activities

Public institutions	<ul style="list-style-type: none"> – African Development Bank (ADB) – Belgian Development Agency (CTB) – Belgium – 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 Economy, Finance and Foreign Trade – General Directorate of the Treasury – France – German Technical Cooperation Agency (GIZ) – Germany – Hub Rural – Senegal 	<ul style="list-style-type: none"> – Institut agronomique méditerranéen de Montpellier (IAMM) – France – International Fund for Agricultural Development (IFAD) – Italy – Ministry of Foreign and European Affairs (MAEE) – Luxembourg – Platform for Agricultural Risk Management (PARM) – Africa – Regional Council of Picardy – France – Regional Council of Provence-Alpes-Côte d’Azur – France – Swiss Agency for Development and Cooperation – (SDC) Switzerland – World Bank (WB) – World Food Programme (WFP)
Foundations and private companies	<ul style="list-style-type: none"> – Fondation Albert II de Monaco – Monaco – Howard G. Buffet Foundation – United States – Veolia Foundation – France 	<ul style="list-style-type: none"> – Rio Tinto Foundation – Tate – France
Civil society organisations	<ul style="list-style-type: none"> – Action contre la Faim (ACF) – France – Comité français pour la solidarité internationale (CFSI) – France – Coopération Atlantique Guinée 44 – France – F3E – France – FERT – France – Inter-réseaux développement rural (IR) – France 	<ul style="list-style-type: none"> – Initiative prospective agricole et rurale (IPAR) – Senegal – Réseau Bilital Maroobé (RBM) – Niger – SIDI – France – SNV – The Netherlands – SOS Faim – Luxembourg – Twin – Great Britain



IRAM Project Budget (€)

In 2011, IRAM formalised a budget to implement its associative project (the IPB). IPB resources are partly drawn from revenues generated by services delivered by the Group. Members of the Association decide which actions will be financed, priorities are defined at the general assembly, and the board of directors works with permanent staff on guidelines for the use of funds and monitors the execution of the agreed actions.

The IPB was not replenished in 2015 due to the results achieved by the Group. The available resources therefore correspond with the balance of €28,775 at the end of the previous year. The following actions were undertaken during the 2015 financial year:

- Preparations for the study day on ‘Value chains and territorial development: why do approaches to inter-

ventions in developing countries need to be changed, and how can this be done?’ 20 days were set aside for permanent staff to do the preparatory work and document proceedings, and a trainee was taken on to provide assistance before and after the event.

- Covering the cost of the meeting with Crédit Rural – Guinée (CRG) in preparation for a meeting with the French Development Agency. This meeting was a fringe event during the visit by CRG officials to receive the 6th European Microfinance Prize for its innovative response to the Ebola epidemic in Guinea.

The total cost of these actions came to €10,094. Therefore, the closing balance for the IRAM project budget as at 31 December 2015 was €18,681.

Amount in €	Resources	Application	Closing balance
2011: Allocation from Associative Group 2010	89,100		
Commitments			
Agreed actions undertaken in 2011		20,918	68,182
Salaried staff time		7,629	
Costs		13,288	
2012: External funding for Guinea study	15,482		
Commitments			
Agreed actions undertaken in 2012		50,139	33,526
Salaried staff time		16,171	
Costs		33,968	
2013: Allocation from Associative Group	14,000		
2013: Allocation for salaried staff time (dedicated to IPB)*	26,950		
Commitments			
Agreed actions undertaken in 2013		44,096	30,379
Salaried staff time		35,860	
Costs		8,237	
Commitments			
Actions undertaken in 2014		1,604	28,775
Salaried staff time		1,604	
Costs		0	
Commitments			
Actions undertaken in 2015		8,858	19,917
Salaried staff time		7,700	
Costs		2,394	
Total resources for 2016	19,917		

* 70 days @ average daily rate of €385.

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. Acts these days are published and distributed by IRAM.

Value chains and territorial development: Why do approaches to interventions in developing countries need to be changed, and how can this be done?

France, June 2015. 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=108

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=0

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.

Videos of this workshop can be found on the IRAM website:

http://www.iram-fr.org/iram-actualite-detail.php?produit=general&id_actu=34&adm=0



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 2015 were:

- Aide à la décision économique (ADE) – Belgium
- Agence européenne pour le développement et la santé (AEDES) – Belgium
- Association pour la formation professionnelle des adultes (AFPA) – France
- AGER-Tunisie
- Agriate – France
- Action marketing pour le développement (AMD) – Burkina Faso
- Association nationale des directeurs de missions locales (ANDML) – France
- ANTEA – France
- Agronomes et vétérinaires sans frontières (AVSF) – France
- Baastel – Belgium
- Biche – Tunisia
- Bureau d'expertise sociale et de diffusion technique (BEST) – Madagascar
- BRLi – France
- Bureau Issala – France
- B&S Europe – Belgium
- Cap Rural – Morocco
- CER – France
- CIRAD – France
- Comité d'échanges, de réflexion et d'information sur les systèmes d'épargne crédit (CERISE) – France
- Compagnie d'aménagement des coteaux de Gascogne (CACG) – France
- Development consulting and engineering group (DCEG) – Senegal
- Ecocinetic – France
- ECO-G – Morocco
- ECO Consulting Group – Germany
- Ecole d'agriculture de Meknès – Morocco
- E Sud – France
- Expertise France – France
- GLG – France
- GOPA – Germany
- Groupe de recherches et d'échanges technologiques (GRET) – France
- Internationaler Bund (IB) – Germany
- Insuco – Great Britain
- Institut des régions chaudes – Montpellier SupAgro – IRC – Montpellier
- JMN Consultant – Cameroun
- Laboratoire d'analyse régionale et d'expertise sociale (LARES) – Benin
- NIRAS – Denmark
- Oxfam – Spain
- Prospect – Belgium
- Pôle Emploi – France
- Réseau Formation agricole et rural – Guinea
- RONGEAD – France

- SAFEGE – Belgium
- SOLID – Senegal
- SONED Afrique – Senegal
- Swiss Contact – Switzerland and Benin
- TDH – Benin
- Groupe Urgence réhabilitation développement (U.R.D) – 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 2015 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 nationale du développement des biocarburants (ANADEB) – Mali
- Association malienne d'éveil au développement durable (AMEDD) – Mali
- Association pour la redynamisation de l'élevage au Niger (AREN) – Niger
- Comité de coopération avec le Laos (CCL) – Laos

- Centre international d'études pour le développement local (CIEDEL) – France
- CeRPA Zou-Collines – Benin
- Crédit rural de Guinea (CRG) – Guinea
- DGE – Benin
- Ecocinetic-France
- Fédération des agro-pasteurs du Ouaddaï (FRAPO) – Chad
- Groupe énergies renouvelables, environnement et solidarités (GERES) – France
- Groupement des coopératives agropastorales pour le développement de Moulenda (GCADM) – Congo
- INADES Formation – Chad
- International institute for environment and development (IIED) – Great Britain
- Karkara – Association nigérienne pour la dynamisation des initiatives locales – Niger
- Maison guinéenne de l'entrepreneur (MGE) – Guinea
- ONG Échelle – CAR
- Réseau d'appui aux initiatives locales (RAIL) – Niger
- Réseau Bilital Maroobé (RBM) – Réseau des organisations d'éleveurs et pasteurs de l'Afrique – Burkina Faso
- 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 2015 were:

- Centre de coopération internationale en recherche agronomique pour le développement (CIRAD) – Département « environnement et sociétés »
- Centre national de la recherche scientifique (CNRS)
- 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)
- Plate-forme du commerce équitable (PFCE) – France

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 – IAMM) – Montpellier
- Institut des régions chaudes – Montpellier SupAgro – IRC – Montpellier
- ISTOM – École supérieure d'agro-développement international – Cergy-Pontoise
- ITI – International Terra Institute – France
- Muséum national d'histoire naturelle – Paris
- Université de Lille 1 – Faculty of Economic Sciences
- Université de Paris 1 Panthéon-Sorbonne – Institut d'étude du développement économique et social (IEDES).
- Université de Paris 1 Panthéon-Sorbonne – Faculty of Geography
- Université de Rennes 1 – Faculty of Economic Sciences

Morocco



IRAM is a founding member of



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

IRAM belongs to various networks, associations and groups of associations



Comité scientifique français de la désertification



IRAM sits on the board of directors several organisations



Crédit rural de Guinée



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