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IRAM TURNED 60 IN 2018, and is definitely still going strong! The big day itself was a great success and we also enjoyed the run-up to the celebrations, which included a short story competition that attracted contributors of all ages, a study day, and of course the birthday festivities at La Marbrerie in Montreuil. The prizegiving for the competition was one of the high spots of our historic day, which took place in an equally historic setting. Many thanks to all involved – our core members, affiliates and everyone else who contributed to the event, including all the different service providers.

Links between the past and present were explored during the ‘study day’, which focused on current levels of citizen participation in public policies.

This report sets out the many activities IRAM undertook in 2018, and the positive results achieved this year.

The difficult context in Africa significantly increased our activities in crisis and post-crisis zones in 2018 (the Sahel, Central African Republic) ... and the need for heightened vigilance to safeguard the security of our partners and teams as they work in challenging conditions.

These actions will continue in 2019 as the international development community recognises the paramount importance of assistance in these problem areas.

Different projects also provide opportunities to explore new paths (in areas such as vocational training and job placement projects for young people) and implementation methods, especially by encouraging partnerships within the Groupe Initiatives.

Closer to home, we started looking into governance of the IRAM association, reviewing the original model for salaried staff and associate members and preparing a detailed assessment for presentation at our AGM. The overall findings show that people are largely in favour of the organisational setup, which certainly helps motivate salaried staff. There were plenty of suggestions as to how it can be improved, but no major criticisms of the system.

A new working group composed of administrators and salaried staff was set up to look into ‘Research in IRAM’.

Having reached this landmark birthday, efforts to ensure IRAM’s institutional sustainability will continue in 2019, with a partial renewal of the board of directors and a change of leadership at this year’s AGM. Here’s to life after 60!

We hope you enjoy reading this activity report for 2018. Do feel free to share your feedback, questions and comments.

Finally, we’d like to extend our best wishes to the renewed Board of Directors.

Étienne Beaudoux
Marie-Jo Demante
June 2019



PRESENTATION



IRAM: Independent expertise for more solidarity in the world

IRAM — Institute of research and application of development methods — is an “associative office of consultancy” working in the field of international development. We chose this definition to emphasise one of the driving forces behind our group: the desire to combine high quality independent expertise with strong ethical principles and commitment.



Guiding principles

Since its creation in 1957, IRAM has worked in more than 40 countries in Africa, Latin America, the Caribbean, South East Asia and Europe, mainly on rural development and local development. 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 in-

terests 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 2016-2020, which was collectively drafted by staff and associate members.

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:

- 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;
- Social protection policies
- Financing and micro-financing systems;
- Rural activity systems.

Areas of expertise

- Diagnosis, and feasibility studies;
- Methodological advice and support;
- Evaluation;
- Training;
- Development actions;
- Monitoring and evaluation systems;
- Capitalisation;
- Network development;
- Seminars and conferences.

Countries of intervention

Our main interventions in 2018 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, Republic of Congo, Rwanda);
- The Mediterranean, Near East and Middle East (Algeria, Tunisia);
- Asia (Cambodia, Myanmar, Laos, Viet Nam);
- East Africa (Kenya, Sudan, Uganda);
- Southern Africa and the Indian Ocean (Madagascar);
- The Caribbean (Haiti).
- Oceania (French Polynesia);
- Europe (Belgium, Luxembourg, France). Interventions in France 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 the 91 members of the IRAM Association. The General Assembly was convened on June 23rd, 2018.

The *Board of Directors* is made up of 4 associate members and 2 professional members:

- President: Etienne Beaudoux;
- Treasurer: Isabelle Droy;
- Secretary: Jean-Jacques Gabas;
- Associate member: Johny Egg;
- Professional members: Célia Coronel and Cécile Patat, with Ferroudja Aber and Laure Steer as alternate professional members.

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.

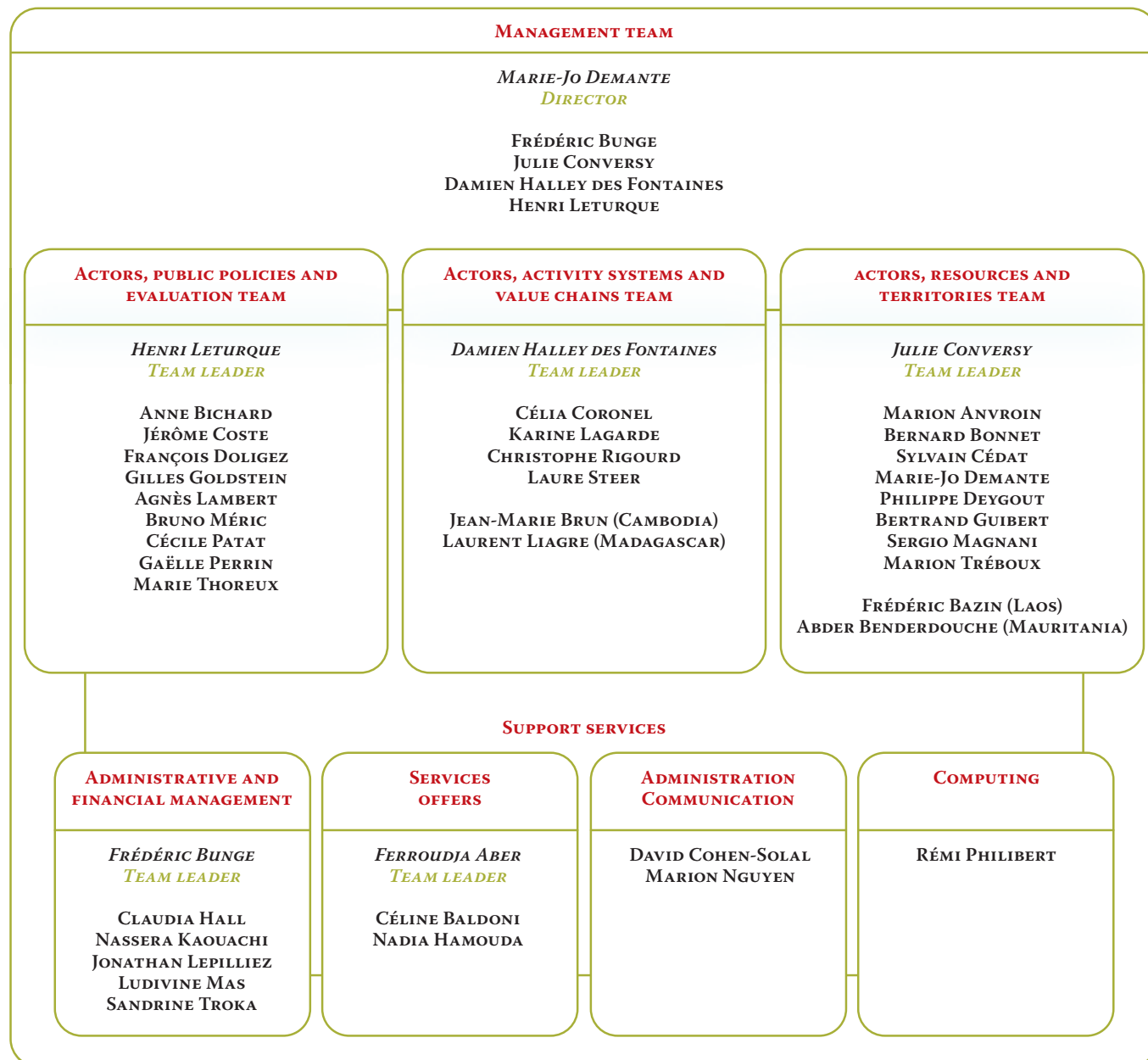
The *permanent team* includes 40 persons in 2018, with 11

members of support staff in the head office. The permanent team is backed by a network of independent experts, some of whom are engaged in long-term actions on the ground. The five members of the management team are: Marie-Jo Demante, Director, Frédéric Bunge, Administrative and Financial Manager, Julie Conversy, Leader of the team "Actors, resources and territories", Damien Halley des Fontaines, Leader of the team "Actors, activity systems and value chains" and Henri Leturque, Leader of the team "Actors, public policies and evaluation". The management team has a four-year mandate, which will come to an end in 2020.

The *Council for Strategic Analysis (CSA)* is composed of members of our association and close associates. It improves our ability to anticipate and analyse changes in our working environment. This is crucial in enabling us to fulfil our mission. In 2017 council members included IRAM's board of directors and: Roger Blein, Jean-Jacques Boutrou, Imma de Miguel, Marc Dufumier, Benoît Faivre-Dupaigre, Dominique Gentil, Yves Gueymard, Pierre Jacquemot, Christophe Mestre, Bio-Goura Soulé, Bernard Tallet, Marie-Cécile Thirion et Camilla Toulmin. Given the busy schedule for IRAM's 60th anniversary, the CSA wasn't convened in 2018.

Team

IRAM organisation chart 2018, don't hesitate to contact us!



Issues

This presentation of our activities in 2018 is not exhaustive. It focuses on the four priority issues of the IRAM mission statement for 2016-2020.

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REDUCING VULNERABILITY TO HAZARDS



Managing climatic, economic, social and political hazards has always been an integral element of agricultural activities, but the combined effects of pressure on natural resources, climate change and increasing market integration have significantly increased the hazards now faced by farmers and herders in developing countries. In contexts where household resilience is weakened by major changes in production systems and activities and, in certain regions, by

recurrent political and social crises, the most vulnerable individuals and social groups — and women in particular — are the first to be affected by these hazards. Reducing the vulnerability of those who are worst affected by these hazards is a major issue. IRAM's actions in this domain in 2018 included designing, implementing and evaluating support projects to secure pastoral systems and strengthen food and nutritional security.

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Securing pastoral systems

Pastoral livestock systems are a powerful driver of economic development on the African continent. These systems are based on great mobility, which is crucial for the productive use of highly variable natural resources, and on interconnected use of huge Sahelian and Sudanian rangelands. Pastoral production systems have attracted renewed attention, partly because of their social, economic and ecological potential, but also because of the widespread and violent conflicts that have erupted in several regions of the Sahel over the last decade (especially around the borders of Chad, Cameroon, Niger, Mali, Mauritania and Burkina Faso). These new forms of conflict and insecurity are often ascribed to the degradation of natural resources and pastoral infrastructures, the expansion of international jihad and illicit trafficking, but more in-depth analysis is needed to explore their diverse forms and roots in complex, multi-faceted local dynamics. Bet-

ter understanding of these dynamics is an essential precursor to renewed development interventions in pastoral areas and efforts to improve local living conditions.

Political and security crises and successive climate shocks have undermined pastoral strategies based on anticipating and managing risks, neutralising their ability to minimise the effects of such crises. Preventing and better managing future problems will entail taking account of new contexts, especially climate contexts, in order to define policies and legislation on the management of pastoral lands and natural resources, develop new tools to cover risks (insurance, food storage) to pastoralists' livestock, and design new government mechanisms for emergency responses (promoting multi-stakeholder cooperation on the sustainable management of pastoral spaces and amenities). These issues were the main focus of IRAM's activities in 2018.

Technical assistance and implementation of development projects

Technical assistance for the Structural support programme for pastoral development (PASTOR), Chad. 2017–2022.
Contracting authority: Ministry of Livestock and Animal

Production. Financed by: French Development Agency (AFD), European Union, Government of Chad. Total project budget: €28,000 k, (€6,000 AFD, €20,000 EU, €2,000 GoC).

The PASTOR programme aims to “contribute to the sustainable use of pastoral resources by taking account of local pop-

ulations' needs and thereby reducing poverty and vulnerability in pastoral and agro-pastoral zones." More specifically, this entails supporting policies and actions to secure the management and sustainable exploitation of agro-pastoral resources by pastoralists, agro-pastoralists and farmers in southern Chad (Mandoul and Moyen Chari), central Chad (Lake Fitri, Guéra) and eastern Chad (from Ennedi to Salamat).

The programme is structured around four components. The first provides institutional support and supports political dialogue at the national level, while the three other components support pastoral development in three geographic areas in southern, central and eastern Chad.

IRAM receives funding from AFD to provide technical and methodological support for the steering mechanism for the PASTOR programme, through ongoing expertise backed up with periodic support. It also provides technical assistance to the contracting authority on the four expected results of the programme: i) Putting in place a steering mechanism that combines support for public policies with national and regional coordination of the whole programme; ii) Monitoring the programme's impacts and contribution to national and sub-regional information systems; iii) Support in improving public policies through the 'Chad Pastoral Platform'; and iv) Capacity building for pastoral development actors.

The programme began in 2016. IRAM started providing technical assistance in May 2017, and after designing a capacity building plan for pastoral development actors in 2017, spent much of 2018 implementing this plan through various training modules (technical training, human resource management, strategic vision, etc.).

IRAM also conducted several studies, which are briefly described elsewhere in this activity report (designing a pilot strategy for education in pastoral areas, a sustainable mechanism for managing and funding public pastoral wells, a procedure for securing pastoral lands ...).

Contribution to renewed local dialogue in Mambéré-Kadéï, Central African Republic. Contracting authority: IRAM. Partners: Croix Rouge, Première Urgence Internationale, Echelle (CAR), LERSA. Financed by: Ministry of European and Foreign Affairs Crisis and Support Centre. Total project budget: €258,000.

The drastic crisis that has gripped CAR since late 2012 has taken a high toll on its people, creating large numbers of displaced persons and refugees (over a million in 2014), damaging the economy, especially the agricultural sector, and generating deep mistrust between different social groups, territorial actors, farmers, herders, traders and artisanal miners.

The project to restart local dialogue in Mambéré-Kadéï aims to contribute to reconciliation between farmers and herders, by helping establish mechanisms for dialogue and consultation and encouraging the resumption of economic and agro-pastoral activities. The project operates in the prefecture of Mambéré-Kadeï, more specifically in the communes of Berbérati, Basse Batouri, Ouakanga and Basse Mboumbé (sub-prefecture of Gamboula), and to a lesser extent in the commune of Haute Mboumbé (sub-prefecture of Amada Gaza). The dynamics created by returning refugees and the relatively stable security situation in the prefecture of Mambéré-Kadéï, which is on the border with Cameroon, make it a favourable strategic space for efforts to support intercommunity dialogue and rebuild social and economic links.

A two-stage pilot phase for the project consisted of agricultural, institutional and socio-economic assessments in the area between Berberati and Gamboula in 2017, and an eight-month operational stage (July 2017 – March 2018) conducted in close collaboration with services from the Ministry of Livestock and animal health and the Ministry of Agriculture and rural development. The main activities included workshops to facilitate dialogue between women herders and farmers, and between young male farmers and herders; supporting economic innovations and integrated agriculture-livestock activities; and iden-

tifying ways of organising and managing agro-pastoral spaces. A capitalisation mission in early 2018 identified the lessons learned from youth training and support mechanisms, innovative activity systems, and the effects of dialogue. It also developed a proposal for a longer-term programme, which will be structured around 3 main themes: i) support for local govern-



Mauritania

ance and improved dialogue between public institutions and local populations; ii) supporting stakeholder consultations on the management of agro-pastoral resources and spaces; iii) supporting territorial economic development and vocational training and job placements for young people.

Advice-Support – Evaluation

Advice and support for the Regional Support Project for Pastoralism in the Sahel (PRAPS). Burkina Faso, Mali, Senegal, Niger, Mauritania and Chad. Contracting authority: CILSS. Financed by: World Bank, FAO.

PRAPS is a six-year project (2015-2021) that covers six Sahelian countries (Burkina Faso, Chad, Mali, Mauritania, Niger and Senegal), with a particular focus on cross-border zones and transhumance routes. Funded by the World Bank (US\$248 million), it delivers support through 5 components: i) Improved animal health; ii) Improved natural resource management; iii) Facilitating access to markets; iv) Managing pastoral crises; v) Project management and institutional support.

IRAM started supervising the implementation of Components 2 and 3 in 2015.

In 2018, the teams in Niger, Mali and Chad received short-term support to improve the coordination units' performance and expected results for Component 2 (Natural resource management) and Component 3 (Facilitating access to markets), where most of the project's physical infrastructures are concentrated.

This support enabled the three teams to implement the annual budget for 2018 more quickly and efficiently and prepare the annual budget for 2019. The aim was to improve planned investments, especially in the installation and management of pastoral water points, and support negotiations on livestock market management agreements between local authorities and professionals in the livestock sector (rearing and trade).

Feasibility study for a project on 'Integrated and Sustainable Livestock and Pastoral Production in West Africa' (PEPI-SAO), Burkina Faso and Niger. Contracting authority: Economic Community of West African States (ECOWAS). Financed by AFD. Partners: Issala, LARES.

The general objective of this study was to update analysis of the contexts in which herders operate, look at the problems they face (integration, pacification, productive use), and clarify the project design with detailed proposals for the content of the components, budget and institutional setup. The feasibility of the programme was established, with opportunities for peaceful livestock rearing in ECOWAS countries to be developed through 3 components: (i) Support for cross-border peace-keeping actions with certain NGOs and POs (RBM, APRESS, RPPS, CRUS, etc.); (ii) Leading studies (on the history of livestock rearing, the economy, relations between different agrarian systems, etc.); (iii) Support for policy dialogue around a common vision of livestock rearing and pastoralism in all 17 countries (ECOWAS countries, Mauritania and Chad).

Study to analyse the determinants of vulnerability in pastoral systems and their implications for pastoral households and child labour. May–June 2018. EU-World Bank and Save the Children. Partner: UCAD Mauritania.

The overall objective of this study was to identify the social and economic characteristics of households whose main livelihood is pastoralism and understand the constraints they face in accessing basic services, including the social security system. This analysis can inform discussions between actors in the platform for sectoral dialogue, and more in-depth reflection on the priorities for building resilience in particularly vulnerable pastoral systems.

The study brief also included general recommendations to include pastoral households in programmes/projects developed by the agencies that commissioned the study (concrete actions to improve resilience, modes of intervention to make the work done by children less arduous and intense, and ad hoc actions or procedures for existing methods of identifying and providing basic support for poor households).

Organisational assistance for work by the Chad pastoral platform. May and December 2018. Financed by AFD and EU, via the PASTOR project.

The Chad pastoral platform (www.platforme-pastorale-Chad.org) provides a space for dialogue and is used by most of the public and professional organisations involved in pastoral development. Its permanent executive secretariat has links with the Ministry of Livestock and professional organisations, and works on several fronts to improve public policies, secure pastoral lands, adapt to climate change and improve access to education and human and animal healthcare in pastoral areas. Support for the secretariat included helping organise thematic working groups, and organising a meeting for members of the platform to review activities in 2018 and plan for 2019.

Support in scaling up the national strategy for pastoral development to the regional level, and contributions to reflection on a mechanism for listing and maintaining pastoral water points (PASTOR programme) – Chad. July 2018. Financed by AFD and EU via the PASTOR programme.

The objectives of this support were to help members of the PRAPS Mandoul consortium, the Chad pastoral platform, POs and civil society define a consultation process to determine and disseminate the content of an appropriate national strategy for pastoral development in Chad. This entailed national- and re-

gional-level work with different partners (Ministry of Livestock, Ministry of Agriculture, various consortia, professional organisations) on a methodological approach that will enable the pastoral platform to organise regional consultations with stakeholders, obtain more in-depth assessments and identify investments (market facilities, plants for processing produce, access points for basic social service, etc.). The support should also contribute to the development of a roadmap setting out the actions to be taken and support and assistance required, based on an annual plan to develop a Regional Pastoral Development Strategy.

This mission was complemented by another exercise undertaken in August 2018 to ‘identify what was needed to set up two pilot units (Mongo and Abéché)’ and define their operational mandate.

Methodological support to secure pastoral lands in association with activities to develop agro-pastoral spaces in Moyen Chari and Mandoul – Chad. Financed by AFD-EU via the PASTOR programme. October–November 2018. Partner: IRD.

The purpose of this support was to gather information on local perceptions of pastoral land tenure, look at realities on the ground, and analyse the implementation of local agreements jointly drafted by local actors, farmers and pastoralists; also to contribute to pastoral legislation by incorporating this information into thinking on future land and rural codes and taking account of the constraints to climate adaptation.

Develop pilot nomadic education actions in Chad. Financed by AFD-EU via the PASTOR Programme. September 2018.

The current educational system was developed for sedentary urban or rural populations, and is based on uniform and stable conditions. This makes it hard to organise schooling for pas-

toralists’ children, who come from scattered and mobile communities. In addition to this, the curricula and language used are inappropriate for pastoral settings.

The study identified pilot actions to address these issues, such as setting up a small number of ‘pilot mobile schools’ in PASTOR intervention areas, and providing ‘institutional support’ for the actors concerned. Proposals for pilot mobile schools in zones where herders spend the dry season (two in each zone) should enable their children to attend schools that meet national standards for formal education without having to leave their families, provide training on the pastoral economy, and enable families to maintain the productivity of their mobile livestock systems.

Publications

Bonnet B., 2018: *Conflits éleveurs – forestiers : éléments de sylvopastoralisme pour renforcer le dialogue*. Contribution to a training seminar on silvo-pastoralism organised by the Desertification Working Group – Scientific Committee on Desertification. Montpellier 3 December 2018.

Bonnet B., 2018: *Vers un développement des axes méridiens au Sahara : Quelques éléments d’analyse stratégique*. Internal ‘Sahel-Sahara’ workshop, ‘Levers for action to integrate Saharan-Sahelian spaces’. AFD. 1st June 2018.

Bonnet B., Ousseini O. M., El Hadj Attoumane I., 2018: ‘A Family and its Cross-border Pastoral Systems : Between Niger, Chad and Nigeria’, in Bosc & al., *Diversity of Family Farming Around the World, existence, transformations and possible futures of family farms*, Springer-Quae, pp. 237-254.



Help define and implement innovative procedures to reduce food insecurity

Much of IRAM's work in 2018 centred around strengthening national and regional structures (public institutions, socio-professional organisations, etc.), to improve their contextual knowledge and understanding (mainly through risk assessment) and

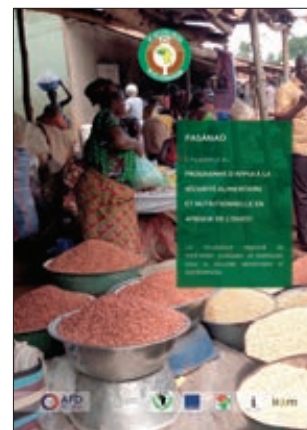
their ability to provide services for male and female producers. As the overarching aim was to improve food security and prevent crises, much of our support and analysis also focused on issues associated with nutrition and social protection.

Long-term technical assistance and project implementation

West Africa Region Food and Nutritional Security Support Programme (PASANAO). West Africa. 2012–2018. Contracting authority: Economic Community of West African States (ECOWAS). Financed by: AFD. Total project budget: €2,300 k. Partners: Bureau Issala (France), AEDES (Belgium), LARES (Benin).

The aim of this programme was to help ECOWAS and its member countries develop and implement more relevant and effective policies to reduce food insecurity. The IRAM-AEDES-ISSALA-LARES group provided staff for the coordination

unit based in Lomé (three regional technical assistants) and experts for demand-led short-term interventions. Activities in the last months of the programme, which ended as planned in June 2018, included: (i) an external evaluation/capitalisation of projects funded through Component 3 (conducted by ICI); (ii) major capitalisation work to build



on all programme activities, resulting in a printed brochure and a documentary website; (iii) an internal evaluation by the group, which produced a written assessment and proposals for AFD regarding further collaboration on food security policies by AFD and ECOWAS.

PASANAO's main achievements include contributing to institutional capacity building for the Regional Agency for Agriculture and Food, encouraging other technical and financial partners to act, starting to build up food stocks, contributing to reflection on mechanisms for regional livestock feed reserves and food security, improving information on prices and markets, and developing more effective methodologies for vulnerability assessments.

RIMRAP – Institutional capacity building programme for agricultural and pastoral resilience in Mauritania. Mauritania. 2016–2021. Contracting authority: EU. Financed by: EU. Total project budget: €2,800 k. Partners: UCAD (Mauritania), AFCi (Germany).

This programme is part of cooperation between the EU and the Islamic Republic of Mauritania on a long-term response to food insecurity and malnutrition in Mauritania. It aims to help lift large numbers of rural people out of extreme poverty by strengthening the resilience of communities that are most vulnerable to food and nutritional insecurity. RIMRAP provides institutional support for the Ministries of Agriculture and Livestock through their central and deconcentrated services, and places particular emphasis on structuring the agro-pastoral sector by improving access to services (basic infrastructures, improved access to agro-pastoral spaces, rural councils, outreach, etc.) and agro-pastoral support, taking account of the significant potential for productive land use, climate variability, etc. The programme is structured around 4 technical components: (i) Strengthening the physical and material capacities of the Ministries of Agriculture and Livestock (equipment and





works); (ii) Capacity-building support on policies and strategies, monitoring and evaluation, and information systems; (iii) Capacity building on training and research, through an agreement with GIZ; (iv) Improved governance, equitable access to and sustainable management of resources through actions implemented by 4 consortia of NGOs in the provinces of Assaba, Guidimakha, Hodh el Chargui and Hodh el Gharbi.

IRAM works in association with UCAD and AFCi, and is responsible for technical assistance to the two ministries and coordinating and supervising components 2, 3 and 4. In addition to the day-to-day management and various types of institutional support provided by the programme, teams of regional actors went into the field to determine how best to strengthen the resilience of rainfed agriculture and pastoralism. A study based on diagnostics undertaken by the consortia identified and analysed the main factors of vulnerability and levers for resilience in rainfed agriculture and pastoral production systems in the regions of Assaba, Guidimakha, Hodh Ech Chargi and Hodh El Gharbi. It also identified relevant themes for applied research and stakeholder training that could be implemented through Component 3, which IRAM helps implement in association with AFCi.

Mobilising Sahelian businesses for innovative large-scale responses to tackle malnutrition (MERIEM). Burkina Faso, Mali, Niger, 2018–2021. Financed by: AFD. Lead partner GRET. Budget: €14,000 k.

This programme aims to develop large-scale, replicable market-based solutions to prevent malnutrition in three Sahelian countries: Burkina Faso, Mali and Niger. Financed by AFD and the Bill and Melinda Gates Foundation, and led by Gret, MERIEM seeks to reconcile social and economic profitability objectives at scale and demonstrate that market-based solutions can

Niger

contribute to sustainable efforts to prevent malnutrition. IRAM produced a contextual analysis to provide a shared knowledge base for all the different project partners, and in October and November 2018 conducted studies on urban demand in Ouagadougou, Bamako and Niamey to gain a better understanding of food consumption practices among the project's main target beneficiaries — very young children and women of child-bearing age.

Studies, advice, support and evaluations

Support setting up training and applied research programmes undertaken by training and agricultural and livestock research institutions in the context of RIMRAP Applied Research and Training. Mauritania. June 2018.

In order to strengthen the resilience of rainfed agriculture and pastoralism, IRAM worked with teams of trainers and researchers on applied research and training themes identified with regional and national actors (l'École nationale de formation et de vulgarisation agricole, l'Institut supérieur d'enseignement technique, le Centre national de recherche agronomique, l'Office national de recherches et de développement de l'élevage). Together they developed three stakeholder training modules on (i) preventing agro-pastoral disputes, (ii) strengthening local organisations for natural resource management, and (iii) herd management. In addition to this, two applied research programmes were developed with national research bodies: one to identify agro-bio-diversity in order to better adapt rainfed agriculture to climate change, and one to improve access to and management of local livestock feed products.

Study on use of the Social Register to target shock-response interventions in Mauritania. Mauritania, May–December 2018. WFP, National Directorate for the Social Register, and World Bank. Financed by: ECHO/WFP.

Mauritania is establishing a Social Register of poor households, working under the auspices of the Ministry for Economy

and Finance (MEF) with technical and financial support from the World Bank and other partners. The register is essentially a list of households that links into a socio-economic database containing information on each household. It currently covers 7 prefectures; 18 more are scheduled for inclusion by the end of 2019, and it should ultimately include 200,000 households. Its main purpose is as a targeting instrument for multi-annual national social protection programmes and more general poverty reduction efforts. Using the Social Register to target cyclical food assistance programmes could considerably accelerate and reduce the cost of the targeting process. The objective of this study was to define the conditions, measures and procedures that need to be put in place so that the SR can be used as a targeting instrument for shock-response programmes. The study also generated a retrospective analytical report and a *methodological guide* to using the social register to respond to shocks.



GLOBAL – Mid-term review of the Action Plan on Nutrition and final evaluation of the European Commission's DG DEVCO nutrition advisory service. September 2018 – February 2019. European Commission, undertaken by the ADE-IRAM-PEM Consulting consortium.

The Action Plan on Nutrition is part of the European Commission's ambitious 2014-2025 strategy to improve nutrition in 42 developing countries, which is linked with financial investment objectives (€3.5 billion between 2014 and 2020) and efforts to reduce malnutrition (reduce the number of children affected by stunting by at least 7 million). The objective of the

mid-term review was to assess the relevance of this strategy in the current context, determine how its implementation is progressing, and propose adjustments to the Commission's priorities for the next financial planning cycle. In parallel with this review, the team conducted a final evaluation of a pool of nutrition experts that had been made available to teams at the Commission's headquarters and in the field, in order to propose new ways of organising and building the capacities of its staff.

Investment study: Forward contract and warrantage network to support national strategies in Niger. September 2017 – June 2018. Financed by IFAD-PARM. Lead partner: CIRAD.

This study provided the basis for contextual analysis for a strategy to develop warrantage, both in its classic West African community dimension, and in a model that involves POs and the financial institutions used by professional warehousemen. Improving the structure of the markets targeted by this evolution in the warrantage model, which is a response to the segmentation and increasing complexity of growing urban consumer markets, also entails developing spot and forward contracting practices that will ultimately help stabilise the flow and prices of agricultural products. This strategy was extended with a five-year action plan and budget. The final study report was presented at a national workshop held in June 2018.

Framework contract

One of our main activities in 2018 was implementing the framework contract for WFP evaluations, which was renewed for 4 years in 2017. This new framework contract is managed in partnership with Prospect (Belgium), Groupe URD (France) and IPAR (Senegal), and will enable IRAM to organise evaluations of country strategies, more technical activity assessments, and project and programme evaluations.

Evaluation of the WFP Guinea country programme. Guinea. January–June 2018. Financed by: WFP.

This final evaluation of Country Programme (CP) 200326 covered the period January 2013 to September 2017, and was to be used by WFP in preparation for its new Strategic Country Plan for the period 2019–2023. The evaluation found that while implementation of the national capacity-building strategy on school feeding through the CP had been disrupted by the post-Ebola recovery strategy, the introduction in 2014 of a proactive local purchasing policy combined with capacity building for supply chain actors had succeeded in several respects (beneficiaries like local rice, local purchases are efficient and effective, capacity building for relevant unions ...).

Decentralised evaluation of the cash transfer system used in the school canteens programme supported by WFP in Senegal. Senegal. December 2017 – January 2018. Financed by: WFP.

This evaluation covered school feeding activities in 9 regions of Senegal between November 2014 and June 2017. The evaluation team wanted to measure the results of school feeding activities in ongoing programmes following the introduction of a new form of support for school canteens. The main study findings show that the decision to reduce food contributions and introduce a cash transfer system for schools was appropriate, and that it has boosted the local economy by stimulating local shops.

Thematic decentralised evaluation of the extent to which WFP interventions have helped reduce gender inequalities in CAR. Central African Republic. September 2018 – July 2019. Financed by: WFP.

The evaluation examined WFP's gender equality policy, the activities and processes associated with its development, imple-

mentation, monitoring and evaluation, and the mobilisation and availability of resources. In order to learn from past experience and identify useful lessons for future interventions, the evaluation considered explanatory factors for the results obtained, and made recommendations as to how the country strategy for food and nutritional assistance policies and programmes can take better account of gender issues. The team was severely constrained by the security situation, which restricted their movement to 3 rather than the 6 planned sites, and the fact that the WFP-CAR teams were largely unavailable because they were dealing with new population displacements caused by ongoing events (attacks by armed UPC groups in Alindao that left 60 people dead).

Publications

Leturque H., 2018: *Potential, challenges and policy implications for the use of social registries as targeting mechanism for shock response programming, the case of Mauritania. Roundtable discussion on humanitarian assistance and social protection: Lessons learned since 2017 and next steps*, 22–23 November 2018.

Bichard A. (cont.), 2018: *Pratiques d'alimentation et de soins des femmes enceintes et des jeunes enfants à Nevers*, Éditions du GRET, 152 p.

Leturque H., 2018: *Guide méthodologique pour l'utilisation du registre social pour le ciblage des interventions de réponse aux chocs en Mauritanie*, 21 p.





BUILDING STAKEHOLDER CAPACITY TO RENEW PUBLIC POLICIES



Disparities between family farms are increasing due to the influence of multinational companies in the agri-food sector and the growth of contract farming, which transfers most of the risks to farmers. It is vital to improve links between the market, public interventions and collective action in order to support economic development and reduce inequalities. IRAM accordingly continued to support central ser-

vices and actors at the local, national and regional level in 2018, so that they can intervene effectively in the formulation of relevant public policies and develop tools to implement these policies. It also continued to build the capacities of producers and actors in agricultural and livestock value chains to help them contribute more effectively to food security and generate decent incomes in rural areas.

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Support national and regional actors in defining and implementing agriculture and food policies

IRAM supports national and regional contracting authorities and professional organisations in defining policies on agricultural production and food security. It aims to provide relevant

information on contextual changes, so that they can take an informed position, and so that policies address the needs and constraints of different actors and deliver the desired outcomes.

Long-term technical assistance

Agricultural Growth and Land Security Project (CASEF), Madagascar, February 2018 – February 2020. Financed by: World Bank.

IRAM was selected to make an ‘expert in value chain policies, governance and coordination’ available to work with the Ministry of Agriculture and Livestock on CASEF. The programme operates in 3 distinct geographic zones, with one component that focuses on land and another dedicated to value chains. The value chain component covers various themes: contractual approach-

es, promoting quality marks, interprofessional dynamics, and supporting regulatory frameworks for domestic and export value chains, which range from fruit and spices in the east coast, to cattle and dry grains in the south, and dairy and market garden produce in the central region. The main focus of IRAM’s technical assistance in 2018 was support for a participatory process to draft Madagascar’s first law on organic farming, which involved technical services from the relevant ministries, businesses, professional agricultural organisations, research bodies, NGOs and consumer associations.

Support, advice and evaluation

Study ‘What kind of support do family farms in West Africa need to make them more viable?’ January–July 2018. Financed by: AFDI.

A workshop was held in Ouagadougou in July 2018 to present the results of this study to members of the West African network of farmer and agricultural producer organisations (ROPPA), and the Farmers’ confederation of Burkina Faso (CPF). A strong consensus emerged on the following points: a) family farms constitute a very broad category and need differentiated support; b) this will entail categorising the different types of family farms and POs should be involved in this exercise; c) care should be taken to identify the risks of exclusion that may be created by certain types of differentiated support.



Setting up the National Agricultural Advisory System and Agency for the Promotion of Agricultural Advice. Niger, February–April 2018. Financed by: PromAP-GIZ.

IRAM helped formulate a national strategy for agricultural advice in Niger in 2016. Following the adoption of the main decrees relating to the creation of a national system for agricultural advice (SNCA) and an agency to promote agricultural advice (APCA) in August 2017, IRAM provided intermittent support in 2018 to prepare for the establishment of the SNCA and APCA, which largely consisted of designing a methodology to assess and plan agricultural advice, and monitor its implementation at the regional level.

Identifying the 4th phase of the Support programme for the proximity irrigation sub-sector (PASSIP IV) in Mali, October 2018. Financed by GIZ, MCT, GG.

As a ‘sister’ project to PromAP in Niger, PASSIP in Mali supports the institutional framework for the small-scale irrigation sub-sector, with a particular focus on support for producers. IRAM was asked to draw on the reform in Niger and proposals for PromAP to enable PASSIP to move forward with its plans for agricultural advice in Mali.



Cambodia



Capacity building for actors in agricultural value chains

IRAM provides upstream capacity building before policies are formulated so that local, national and regional actors are better able to implement them. This type of work mainly focuses on

institutional organisation, economic analysis, inter-professional collaboration within value chains, and managing marketing.

Long-term technical assistance and implementing development projects

Project to support the marketing of Cambodian rice, 2013–2017. Cambodia. Contracting authority: Supreme National Economic Council (SNEC). Financed by: AFD. Total project budget: €3,500 k. Partner: NIRAS (Denmark).

The project, which ended in 2018, aimed to support professional organisations and establish an interprofessional organisation for the sector; enhance the quality of Cambodian rice and promote rice for exports; strengthen the role of producer organisations in the value chain; and support the reform of the national policy on rice production. IRAM provided permanent technical assistance backed up with periodic missions.

The project's main achievements include:

- The creation of an umbrella organisation, the National Fo-

rum for Federations of Farmer Organisations' (NF3), set up by different federations of producer organisations to strengthen and consolidate the provision of services they need through economies of scale.

- The Cambodian Rice Federation registered the 'Malys Angkor' certification mark for Cambodian jasmine rice. Work to develop the organic rice sector continued in 2018, and 25 cooperatives in the Preah Vihear Meanchey (PMUAC) union provided two exporters with around 10,000 tonnes of organic rice certified under European and US organic farming standards.
- A small amount of rice was certified under the SPP fair trade standard and marketed by the fair trade SCOP in France.
- A workshop was held in Phnom Penh at the end of June 2018 to mark the end of the project. Capitalisation work to build

on the project's achievements can be found at <http://sccrp.iram-fr.org/index.php>.

Antananarivo area agro-forestry support programme - ASA. 2014–2019, Madagascar. Financed by: EU. Total budget: €1679 k. Partners: ECO-Consulting Group (Germany), BEST (Madagascar).

The specific objective of this programme is to help organise and structure six promising strategic value chains around the city of Antananarivo, in order to increase producer incomes from market gardening, fruit, free-range poultry, dairy products, fisheries and fuelwood. Actors in the different value chains were supported by national and/or international NGOs that had responded to a call for proposals launched by ASA. IRAM was responsible for ongoing technical assistance with programme coordination, and worked with its partners on technical support for the different consortia of NGOs.

The different operators continued their activities to support the value chains and UCP in 2018, and their contracts were extended until November 2019. Capitalisation work on the various themes covered by the programme will be undertaken in 2019, when the programme will end.

Nariindu Project 'Sustainable local milk supplied by small-scale herders in Niamey', Niger, AFD, 2017–2020. Total budget: €550 k. Financed by: CFSI, AFD-DPO, DCI-Monaco, Solani.

Nariindu 2 will pick up where Nariindu 1 left off, after an 18-month gap caused by delays in finalising the funding scheme.

Nariindu 2 effectively started in February 2017, and is due to run for three years. The project strategy changed slightly to adapt to changes in the local milk supply chain, the changing context (TFP interventions) and the findings of feasibility studies. Therefore, (i) there will be one (rather than two) new collection centres; (ii) investments in the Solani dairy will complete the creation of a dedicated local milk supply chain; (iii)

capitalisation and lobbying activities will begin at the outset of the project, to differentiate Nariindu from other interventions in the value chain and try to have a positive influence on them (3 articles for RECA, one position paper for ECOWAS, etc.). In 2018, the two existing centres collected a total of 342,000 litres of milk, each working with between 500 and 1,000 herders.

In December 2018 representatives from the Ministry of Trade, Ministry of Livestock, the RECA network of Chambers of Agriculture, the Chamber of Commerce, 5 milk processing units, 5 collection centres and several projects joined extended round table discussions to show how the value chain has changed and potentially establish new partnerships. Other events are planned for 2019.

Management advice for herders started in September 2018 in the context of collaboration with RECA and Tillabéri regional Chamber of Agriculture. This was coupled with a study on the evolution of livestock systems.

Support, advice and evaluation

Study on the evaluation of the regional GI project and the feasibility of Phase 2. Asia. Financed by: AFD.

Between 2013 and 2017, AFD funded a regional project to promote Geographical Indications (GI) in four countries in Southeast Asia (Laos, Cambodia, Thailand and Vietnam). The project set up a regional network to exchange experiences, updated regulatory texts (Laos and Cambodia), developed tools and guides for the administrative structures responsible for registering and promoting GIs, and supported 8 pilot GIs (some of which had received support from previous projects, such as



Bolovens coffee in Laos, and Kampot pepper and Kampong Speu palm sugar in Cambodia). The project was implemented by FAO from Bangkok. The final evaluation was conducted between October and December 2017; and the feasibility study for phase 2 of the project was undertaken in the first quarter of 2018 in association with TERO. The new regional project should cover three countries (Cambodia, Laos and Myanmar), with a planned budget of €2m. Each country will receive support in preparing, registering and implementing a 'pilot' GI (Khao Kai Noi rice in Laos, Paw San rice from Shwe Bo in Myanmar, and Kampot salt in Cambodia) and more intermittent support for other value chains.

Feasibility study for Agricultural Certification Schemes in the northern Tonle Sap Basin, Cambodia. Financed by: FAO.

The study looked at the feasibility of support for the certification of several agricultural value chains (mango, rice and cashew) in the framework of the much bigger the PEARL pro-

ject (Public-Social-Private Partnerships for Ecologically Sound Agriculture and Resilient Livelihood in Northern Tonle Sap Basin). The certifications envisaged for these value chains tie in with objectives to improve agricultural practices, reduce environmental externalities and adapt to climate change.

Training

Institut des Régions Chaudes (IRC) Supagro, 'MOQUAS' Masters, Montpellier.

Design and run a presentation on POs: 'Understanding and working with POs'.

Institut des Régions Chaudes (IRC), Masters in 'Tropical agrarian systems'. Montpellier.

Support for POs in the dairy value chain in Niger. Presentation of the 'producer-led multi-service collection centre' model in Nariindu and reflection on the dairy sector in Niger and Mali.



Laos



Microfinance and finance for the agricultural sector

Drawing on its expertise in helping develop national and regional policies on microfinance, IRAM continues to work with partners to support the development and implementation of procedures to analyse and strengthen the sector's contribution to

social and economic development and reducing inequalities. Another focus of its work is reflection and proposals for innovative tools for financial support for economic activities and family farms in rural areas.

Project implementation

Project to support the microfinance sector (PASM). Central African Republic, 2018–2022. Financed by: AFD. Total budget: €3 m.

Support for the economic recovery and empowerment of Central African economic actors aims to strengthen economic actors in general, and those operating in the informal econ-

omy in particular. Two specific objectives were identified and structured around two components : i) enabling economic actors to create added value, jobs and growth by helping them develop their ideas (technical training, training in business management, support for project development and business creation, providing tools, materials and equipment, banking services and help obtaining credit); ii) ensuring that basic financial servic-

es are available by revitalising and strengthening the capacities of key actors in CAR's microfinance sector (microfinance institutions, the professional association of EMFs, the microfinance service and the National Committee on Microfinance.

The EU Békou Trust signed a delegated agreement with AFD to manage funds to implement Component 2. It is in this context that IRAM was selected to implement the PASM component in partnership with the Central African NGO ECHELLE, with support from the company Horus SA.

Rebuilding and developing the microfinance sector in CAR should help revive economic development and create jobs, secure household savings and ultimately restore people's confidence and contribute to the voluntary return of displaced persons and refugees. Six entities are supported by the project.

Training

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

Design and deliver a module on Agricultural development and finance.

Publications

Avezou N., Doligez F., *Grain de sel*, Inter-réseaux Développement rural, n°75, July 2017 – August 2018, p. 3.

Doligez F., 2018 : « Vers de nouvelles formes de partenariats euro-africains dans l'aval, retour sur le livre blanc des coopératives », *Grain de sel*, Inter-réseaux Développement rural, n°75, July 2017 – August 2018, p. 30.

Doligez F. & Baldé Y. : « Vingt ans d'aménagements rizicoles dans les territoires de mangrove en Guinée maritime : quel développement agricole durable ? », Notes techniques n°44, Agence française de développement, 2018, 72 p.

Rigourd C., with Dugué P., Faure G. & Klaus J.C., 2018: *Relancer le conseil et la vulgarisation agricole en Afrique subsaharienne : pour de nouvelles politiques en cohérence avec les réalités de terrain*, Inter-réseaux – CER France-CIRAD-IRAM, deux volumes.



Mauritania



REAPPROPRIATION OF TERRITORIAL DEVELOPMENT BY LOCAL ACTORS



Over the years IRAM has used a territorial development approach that aims to encourage interaction and consultation between different actors in a space that they can immediately understand and where they can address issues such as sustainable access to services, sustainable management of productive resources, and how to build on economic development initiatives.

Enabling local actors to reappropriate and regain economic control over their territories entails designing and implementing interventions that help create a sustainable institutional and economic environment that is conducive to income generation, job creation, equitable wealth dis-

tribution and the inclusion of vulnerable individuals. To do this, IRAM uses a complementary, three-pronged intervention approach that:

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

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Support for local governance

IRAM provides capacity-building support for several local governments in order to better enable elected officials and staff to fulfil their administrative functions, manage the economic and social development of their territories and oversee work on local infrastructures and amenities. Our work supporting ter-

ritorial governance places great emphasis on citizen participation, as this is the key to defining and implementing local development policies that genuinely reflect local people's needs, initiatives and aspirations.

Long-term technical assistance

Promoting Good Governance in order to contribute to the implementation of decentralisation in Togo – PRODEG. January 2017 – October 2018 (following Phase 1: 2013-2016). Contracting authority: Ministry of Planning, Development and Territorial Development. Total budget for the component: €550 k. Financed by: German Cooperation. Lead partner: ECO Consult.

PRODEG is structured around 4 technical components: 1) 'Advice and support in implementing the decentralisation process', to support the ministry responsible for decentralisation in implementing each stage of the roadmap for decentralisation and local elections; 2) 'Capacity building for the communal administration, to improve services and cooperation between public actors and civil society; 3) 'Organisational advice and support for fiscal decentralisation', to strengthen the capac-

ity of central and deconcentrated services to transfer resources and skills to the national and sub-national level; (4) 'Modernising the civil registry system', to ensure that civil status and administrative documents are issued efficiently and in accordance with the regulations.

The ECO-Consult-IRAM consortium is responsible for implementing Component 3 through a permanent technical assistant and periodic support missions. This work is done with the ministries of Finance, Decentralisation and Planning at the national level, and with local government technical services and deconcentrated State services in the communes of Tsévié, Kpalimé and Sokodé.

Studies, advice, support and evaluations

Evaluation of PGE-GABES, Tunisia, February–June 2018. Financed by: Expertise France.

This exercise was an intermediate evaluation of 9 civil society projects funded through Component 4 of PGE-Gabès, undertaken several months before the projects ended. The call for proposals stipulated that analysis of the results should consider the specific objectives for each individual project, and provide an overview of and crosscutting lessons learned from all the projects.

This evaluation was intended to give project leaders the information they needed to finalise activities in the best conditions possible, taking account of potential constraints and ensuring that the initiatives are genuinely sustainable. It was also intended to enable Expertise France to improve the monitoring process and crosscutting capitalisation of the programme and all its projects.

The exercise also helped identify lines of questioning to be pursued in the final evaluation (to be undertaken by IRAM in early 2019) when the project ends.

Study on the applicability of VCSP methods in urban communes. September 2018 – March 2019. Financed by VCSP-World Bank.

The third phase of the Village Communities Support Programme (VCSP) is intended to improve local governance and rural living conditions in Guinea. Its specific objective is to support the decentralisation process and local development by giving communes the resources they need to become the main authors and actors in their territorial development strategies.

In this context, and in order to get the National Agency for Community Finance (ANAFIC) up and running, the analysed and evaluated the transfer to urban communes (which were not supported by the VCSP) of approaches, methods, techniques and tools that VCSP had used for participatory planning (socio-economic diagnostics, LDP, PAI, etc.), budgeting, financing and managing investments, procurement, governance, and environmental and social analyses with a particular focus on gender issues.

More specifically, this entailed: i) Identifying VCSP tools and approaches that can be transferred to urban communes; ii) Selecting and evaluating the tools and approaches currently used in urban communes and adapting them to the local government code; iii) Formulating recommendations to facilitate the dynamic and sustainable transfer of VCSP approaches and tools to urban communes and improve those currently used in urban communes, in strict accordance with the law regarding the local government code; iv) Identifying possible needs for support and technical assistance to facilitate these transfers. The study was finalised in March 2019 at a multi-actor workshop in Conakry.



Economic territorial development

To increase their access to markets, family farmers in the South need 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 now generally accepted that the links between value chains, local territories and local development need to be strengthened to encourage effective and sustainable development, and that relationships need to be fostered between different operators in each locality (producer organisations, enterprises, local governments and ex-

ternal operators such as NGOs). IRAM's interventions to contribute to territorial development combine support for economic actors with support for local governance. Particular attention is given to land matters and improving local government capacity to provide social services, support economic activities, manage natural resources and protect biodiversity, while taking account of urban/rural interactions and food supplies for urban areas.

Long-term technical assistance and project implementation

Support for rural development (rural centres) and funding for agricultural value chains in the regions of Agadez and Tahoua, Niger, 2017–2021. Financed by: AFD. Total amount: €60 m.

The project to 'Support rural development activities (rural

centres) and funding for agricultural value chains in the regions of Agadez and Tahoua' aims to secure and improve production conditions, develop rural activities around collection and cluster markets, and foster the economic development of agricultural products in the regions of Tahoua and Agadez. Its specific objectives are to:

1) Strengthen the infrastructures and amenities needed for the

sustainable development and marketing of agricultural products through local government investments at the regional and communal levels.

- 2) Facilitate access to financial institutions for actors in agricultural value chains: the proposed funding mechanism is based on the principle of facilitating access to finance through credit, with grants to increase private operators' own contribution to their family farms, micro-, small and medium processing and commercial enterprises.
- 3) Improve agricultural services in order to develop sustainable modern agriculture that performs well on the markets. The project aims to improve service provision by deconcentrated State services, develop services for actors in value chains nominated by professional agricultural organisations, and build the capacity of structures that represent the sector to guide regional development.

The IRAM-ECO-RAIL group supports the Ministry of Agriculture, which is contracting authority for the project. The group provides the human resources needed to advise and support the national project coordinator in the following areas: defining and adapting the intervention strategy, planning activities, monitoring and evaluating the programme, and capacity building for ANFICT. Support at the regional level covers territorial assessments, planning local government investments and services (regions, communes), capacity building for local authorities and producer organisations, and assistance to local contracting authorities, deconcentrated State technical services, credit organisations and regional Chambers of Agriculture.

Nakai Plateau Livestock, Agriculture & Fisheries project (NP-Laf). Laos, 2017–2022. Contracting authority: Provincial office for agriculture and forests, Ministry of Agriculture and Forests, and Provincial Government of Khammouane. Financed by: AFD and Nam Theun 2 Power Company (NTPC). Partner: Comité de Coopération avec le Laos (CCL). Total project budget: €3,000 k.

This project aims to help households that were displaced by the Nam Theun 2 hydroelectric dam project between 2004 and 2008 establish new livelihoods. Project implementation began in September 2017, overseen by the government of NakaiNakai district with support from IRAM and the Comité de coopération avec le Laos (CCL). Just over 6,200 people (around 1,400 families) had to be resettled as a result of the construction of the Nam Theun dam. The objective of the NP-LAF project is to strengthen the capacities of institutions in the district to help develop 16 displaced villages after compensation activities by NTPC (which included substantial technical and financial support) ended in 2018. To have a deeper and wider impact on long-term development than previous forms of compensation for affected communities, the project is structured around four components: 1) analysing the plateau's agricultural potential and using existing community land management institutions for the participatory development of land use plans, plans to secure land tenure and possibly to reallocate certain zones; 2) disseminating agro-ecological practices and building up the herd to rehabilitate soil fertility and increase yields; 3) supporting the processing and marketing of fishery products and helping village fishing organisations participate in managing the reservoir; 4) capacity building in project management and disseminating innovations for NakaiNakai district office of agriculture and forests.

After NP-LAF set out its work plan and budget for the next 5 years, the project steering committee approved the work plan and budget for the first year of implementation in June 2018. The first activities to be implemented mainly consisted of diagnostics to assess previous technical support for the villages, improve understanding of the different farming systems and envisage targeted support for each type of farmer. Priority was given to work on land issues. Support from Cirad should start in 2019.

Contribution to renewed local dialogue in Mambéré Kadéï – Central African Republic. Contracting authorities: IRAM. Partners: Croix Rouge, Première Urgence Internationale, Echelle (CAR), LERSA. Financed by: Ministry of European and Foreign Affairs Crisis and Support Centre. Total project budget: €54 k (diagnostics) + €204 k (1st phase of implementation).

The drastic crisis that has gripped CAR since late 2012 has taken a high toll on its people, creating large numbers of displaced persons and refugees (over a million in 2014), damaging the economy, especially the agricultural sector, and generating deep mistrust between different social groups, territorial actors, farmers, herders, traders and artisanal miners.

The project to restart local dialogue in Mambéré-Kadéï aims to contribute to reconciliation between farmers and herders, by helping establish mechanisms for dialogue and consultation and encouraging the resumption of economic and agro-pastoral activities.

The project operates in the prefecture of Mambéré-Kadéï, more specifically in the communes of Berbérati, Basse Batouri, Ouakanga and Basse Mboumbé (sub-prefecture of Gamboula), and to a lesser extent in the commune of Haute Mboumbé (sub-prefecture of Amada Gaza). The dynamics created by returning refugees and the relatively stable security situation in the prefecture of Mambéré-Kadéï, which is on the border with Cameroon, make it a favourable strategic space for efforts to



Chad

support intercommunity dialogue and rebuild social and economic links.

Phase 1, which took place in January and February 2017, consisted of agricultural, institutional and socio-economic assessments in the area between Berberati and Gamboula. Phase 2 (July 2017 – March 2018) was conducted in close collaboration with the Ministry of Livestock and Animal Health and the Ministry of Agriculture and Rural Development and their deconcentrated services. Activities in 2017 included: i) workshops to facilitate dialogue between women herders and farmers, and between young male farmers and herders; ii) supporting economic innovations and integrated agriculture-livestock activities (through a mission led by Pr. Dufumier and researchers from LERSA); and iii) identifying ways of organising and managing agro-pastoral spaces.

During a capitalisation mission in March 2018, the team discussed the youth training and support mechanisms, innovative activity systems and effects of dialogue with different actors, and developed a proposal for a longer programme to address jointly identified priority issues.

Capacity-building support for local authorities and civil society organisations (ARCOSCAL) in development hubs in Sibut, Bouar, Bozoum and Paoua, Central African Republic, 2012–2018. Financed by: European Union (10th EDF), €3 m, Partner: Échelle.

The objective of this project was to strengthen the capacities of civil society organisations and local authorities in the development hubs of Sibut, Bouar, Bozoum and Paoua, to enable them to collaborate effectively on economic and social development in the communes and regions concerned.

Three fields of intervention were used to achieve this objective: institutional capacity building for civil society organisations (CSOs) and local authorities (LAs) to improve their ability to organise, function, identify, plan and manage activities in development hubs; helping CSOs and LAs restart econom-

ic activities and restore basic social services in these hubs; and building partnerships between development actors in order to strengthen the governance, coordination and monitoring of activities in these development hubs.

The closure of the project in early 2018 was followed by work to discuss and develop experiences with local and national actors. About 50 people from different ministries, prefectural authorities, development hubs, town halls, CSOs and NGOs attended a workshop held in Bangui on 13–14 February 2018 to present the project procedure and interventions in each development hub, and for partners to discuss the project's strengths and weaknesses, approaches and lessons learned. A number of groups were set up to work on themes identified for capitalisation: (i) the support mechanism (MSC) and coordination mechanism (CRD) deployed; (ii) local governance; (iii) local economic development.

Work is under way on a capitalisation report.

Studies, support, advice and evaluations

Evaluation of 15 years of support for rural development in sub-Saharan Africa. Contracting authority and donor: AFD. Partners: Ciedel, South Research (Belgium).

This evaluation of 15 years of support for rural development in sub-Saharan Africa had 2 objectives: (i) quantitative and qualitative assessments to give an account of what the projects had achieved and the conditions in which they operated; (ii) identify the lessons learned from changes in the territorial contexts and lived experiences in the field.

This evaluation and capitalisation exercise examined a range of projects to support economic and social development in rural areas and protect their natural capital — initiatives that drew on 20 years of experience with land management projects (1980s), decentralised natural resource management and local development and decentralisation projects (from the 1990s onwards). The evaluation covered 20 projects implemented in Madagascar and 13 sub-Saharan countries between 2000 and 2014, with

various types of funding for governments and NGOs from AFD and/or the FGEF (grants, loans, mixed, C2D). The evaluation was based on a literature review and a major field survey conducted in 6 countries, and structured around the usual evaluation criteria (relevance, coherence, effectiveness, efficiency, sustainability). It provided (i) a quantitative assessment (mainly of activities undertaken) and qualitative review (results obtained, quality of project setup) at different stages of the project cycle (design, implementation, closure) in the period 2000–2014; (ii) comparative analysis to identify the ‘lessons learned’; (iii) operational recommendations to help AFD improve its interventions to support rural areas and establish robust operating procedures. The evaluation reports and summary papers were produced and published in the first quarter of 2018 (<https://www.iram-fr.org/evaluation-15-ans-afd.html>), and presented to the public by AFD in June 2018.



Feasibility study for a project to supply Niamey with fresh produce. Niger, November 2018 – June 2019. Financed by: City of Niamey and AFD, Partners: Groupe 8 (France), BNIC (Bureau Nigérien d'Ingénierie et de Conseil).

The objective of this project is to assess and propose improvements to the functioning of commercial infrastructures in Niamey, improve the supply of fresh produce, and develop peri-urban production.

Support, advice and evaluation

Feasibility study for a rural economic development project – ECOTER. Côte d'Ivoire – Contracting authority: Ministry of Interior and Security. Finance: C2D, AFD.

The objective of this exercise was to work with actors at the central level and from 8 regions (Bouankani, Gontougo, Béré, Worodougou, Bafing, Tonkpi, Guémon, Cavally) on the setup for a rural economic development support project. The 4-phase formulation process consisted of: (i) a scoping phase to frame the study with the different partners; (ii) territorial assessments in the 8 regions; (iii) regional workshops to identify levers for economic development in the territories concerned; iv) designing a detailed project setup with national and regional institutional actors and representatives from civil society, and a workshop attended by delegations from all 8 regions.

This year-long formulation process culminated in a rural economic development support project structured around 5 types of results:

- 1) support for territorial governance and dialogue between actors in the region to foster initiatives to strengthen inter-community links;
- 2) support for economic development through the development of territorial resources (support in developing and improving local production);
- 3) support for sustainable natural resource management in the regions: managing local forests, integrated water resource management, support for fisheries management, managing pastoral and agro-pastoral spaces;
- 4) strengthening mechanisms to finance territorial economic initiatives through existing institutions;
- 5) supporting national-level policy dialogue to facilitate shared analyses and proposals to improve public policies in conjunction with decentralisation and sustainable development.

Framework contract with AFD to support the appraisal and setup of projects funded by the Local government financing facility (FICOL) and implement support for a project in Burkina Faso, Partners: Initiatives Développement (France) and Gevalor (France).

A consortium composed of IRAM, Initiatives Développement and Gevalor signed a framework contract with AFD to support

the appraisal of decentralised cooperation projects funded by AFD (FICOL instrument). In 2018, IRAM and ID supported the Région Nouvelle Aquitaine with the appraisal and setup of a solar energy project in the Central Plateau of Burkina Faso. The consortium's support mainly focused on the institutional, economic and financial aspects of the proposed project.



Chad



Decentralised natural resource management

There are often inconsistencies between traditional land and natural resource management systems, those devised by the State and the role that local governments are expected to play in NRM (and land matters in certain countries). As relative newcomers to this field, local governments have little experience to draw on and few tools at their disposal. If they are to take ownership of the management of renewable resources and productive land in their territories, user organisations, local associations and local authorities need capacity building in resource

management, and a legal framework that recognises effective ways of transferring responsibilities to local organisations and institutions. Having worked in this field since the 1990s, IRAM can draw on its long experience and expertise to inform specific studies and evaluations (especially on agricultural water management), and is well-placed to work with partners on the capitalisation of innovative actions for productive resource use (especially in the field of local energy production).

Long-term technical assistance

Programme to support agro-ecological transition (PATAE). Togo, 2018–2022. Contracting authority: ECOWAS. Financed by: AFD. Partners: AVSE, INADES. Total budget: €1.1 m

As part of efforts to implement its common agricultural pol-

icy (ECOWAP) and improve food and nutritional security in West Africa, the Economic Community of West African States (ECOWAS) is proposing to support organisations that work on projects to promote innovative agro-ecological practices. This will be done through its Regional Agency for Agriculture and

Food (RAAF), with financial support from AFD.

The Programme to support agro-ecological transition aims to stimulate the development of innovative practices that make optimal use of ecological processes in agricultural production and food and nutritional security in the ECOWAS zone. It will provide financial and methodological support for development operators (NGOs, public/private advisory structures, researchers, upstream actors, etc.) working with producer collectives to build on the progress already made in agro-ecological transition.

Technical assistance to the ‘Sahel Irrigation Initiative (S2I)’ Task Force. Sahel. 2015 – July 2019 Contracting authority: World Bank, CILSS. Financed: by FAO, World Bank.

The 2013 Dakar Forum, which was organised by the World Bank in partnership with CILSS and attended by representatives from 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. This was done through ‘Dakar Declaration’, which aims to create an additional 400,000 hectares of irrigated land in Sahelian countries by 2020 (they currently contain about 1,000,000 ha of irrigated land) and put in place the support needed to maintain them. A task force was set up to design a regional project to put this Declaration into practice, with support from IRAM in (i) facilitating Task Force meetings in Bamako (2-3 day meetings attended by 60-80 participants); (ii) helping produce the concept note for the regional Sahel irrigation support project (SIIP); and (iii) technical support for the different teams preparing the country projects.

This year, support was limited to remote contributions to a manual on project implementation. The Regional Support Project for the Sahel Irrigation Initiative (PARIIS) was finally approved by the World Bank’s Board of Executive Directors in December 2017.

Study

Feasibility study on the Project to Support Agro-ecological Transition in Southeast Asia (ACTAE). Cambodia, Laos, Myanmar and Vietnam, 2015–2019. Financed by: AFD. Total budget: €2.5 m.

The ACTAE project consists of two complementary components:

- Support consolidating the Conservation Agriculture Network for South East Asia (CANSEA) and more general research activities to design and evaluate agro-ecological cropping systems. CANSEA is mainly composed of CIRAD’s research partners and the national authorities. This component was implemented by CIRAD, UR and AïDA (Agro-ecology and sustainable intensification of annual crops).
- Support for the Agroecology Learning Alliance for South East Asia (ALISEA), an emerging multi-actor network (composed of authorities, research institutions, universities, local and national NGOs) that shares experiences and knowledge about 6 families of agro-ecological practices (organic farming, agro-forestry, integrated agriculture, conservation agriculture, integrated disease and pest management, intensive rice production systems). The ALISEA component, which is implemented by Gret, supported the emergence of national platforms and a regional platform.

Following several calls for proposals for each component, about 40 micro-projects were supported in target countries.

AFD commissioned an external evaluation that included: methodological guidelines, interviews with stakeholders from each component (about 60 interviewees from Burma, Cambodia, Laos, Vietnam and France), an online survey for participants in the Agroecology Learning Alliance for South East Asia (ALISEA) that elicited around 120 responses, analysis of the multimedia tools the two networks use to share members’ agro-ecological practices and experiences, an evaluation report, and a short presentation for AFD.

The mid-term evaluation made recommendations regard-

ing priorities for the final stage of project implementation and suggestions as to how it could be followed up.

The feasibility study for ACTAE 2 (undertaken with ARTE-FACT) was conducted as part of a participatory process that included bilateral interviews, consultation meetings and in-depth consultations with stakeholders in the five target countries. Convergent initiatives were identified and mapped to identify possible synergies, and the team of consultants prepared a guidance note midway through the process, followed by a full feasibility study and project design report, plus a mandate to recruit an operator for the second phase of project implementation. As recommended by AFD, two versions of Phase 2 of the ACTAE project were designed: one with a budget of €5 m, and one with a budget of €10 m.

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 determine the roles that different actors play in natural resource management and identify consistencies/inconsistencies in the legislation; presentation of case studies from Mauritania, Madagascar and Niger.

Muséum Histoire Naturelle-AgroParisTech, Masters in 'Sustainable development, biodiversity and territorial development (DEBAT)', Paris.

Design and run a week-long module on 'Environment and Development'.



Mauritania

Issue 4

TRAINING AND SUPPORT FOR THE ECONOMIC, SOCIAL AND POLITICAL INCLUSION OF RURAL YOUTH



Engaging young people in economic, social and political life through training and help in finding or creating jobs that enable them to become politically engaged and successful citizens has been a longstanding concern for IRAM, and is a crucial issue for the years to come.

Countries in the global South, and especially in sub-Saharan Africa, face huge challenges as demographic growth and the number of entrants into the labour market make it increasingly difficult for young people to make the transition from training to employment, whatever qualifications they may have obtained. There is also an urgent need to improve their participation as citizens in public debates and decision-making processes at different levels (local,

regional and national). These problems are amplified in rural areas, as projections show that despite the rapid pace of urbanisation on the continent, the African population will remain largely rural until 2035. There is an urgent need for a structured, wide-ranging response that addresses young people's needs and concerns and takes account of current realities such as increased pressure on land and vulnerability to climate change.

IRAM has become increasingly involved in this field in recent years, implementing actions in the field, providing short-term technical support, evaluating and developing practices, and participating in reflective networks.

Long-term technical assistance and project implementation

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

The first phase of the project, which ended on 19 January 2018, was followed by an 18-month extension funded by unexpended balances to continue and finalise activities initiated in the first part of the project. The general objective of the project was to improve young people's employment prospects by providing the vocational and technical training they need to contribute to the country's economic development. Having specifically focused on the dual vocational training system in the first phase, the two main development themes identified for the extension were:

- internal improvements to the professional qualification certificate, using basic documents to upgrade and innovate the dual vocational training system (Theme 1);
- external improvements to the professional qualification certificate, implementing innovations for inclusion introduced by decentralised local governments (Theme 2).

The project operates at several territorial levels. Activities for Theme 1 implemented in the four departments of Zou, Collines, Mono and Couffo, while Theme 2 focuses on the nine communes in Zou. The project's main targets are beneficiaries of the dual training system: young people seeking or undergoing vocational training, and professionals who need additional qualifications (employers and employees). IRAM jointly steers the project, is responsible for Component 2, and is involved in capitalisation work to build on the project's achievements.

Some of the mechanisms for Theme 2 are not fully functional yet due to delays at the institutional level. However, after approving their rough budget for 2019 in conjunction with FADEC (Benin's Commune Development Support Fund), mayors

from the communes in Zou attending a workshop in October 2018 decided to release the communes' financial contributions for intercommunal funds to support youth integration. Parallel work to define an intercommunal strategy for youth integration and redeploy local officials to support youth integration (CLAI) is being finalised.

Project to improve vocational training in Haiti, particularly in rural areas (PAFMIR). 2017–2022. Contracting authority: National Institute for Vocational Training (INFP). Financed by: European Union and AFD. Total budget for technical assistance: €2,115 m. Partners: Montpellier SupAgro – Institut national d'études supérieures agronomiques de Montpellier, GOPA Consultants.

This project aims to promote economic activities and employment across Haiti. Its specific objective is to improve and adapt current curricula and reinstate training programmes, especially in agricultural and rural areas. AFD has been delegated EU funding to implement the project.

The project addresses four major issues in Haiti: i) concerted territorial economic growth and development through successful transition from training to employment, especially in the agricultural sector; ii) strong social demand for access to good quality vocational training that enables young people, especially women, to succeed in their professional and personal lives; iii) sustainability, by laying the foundations for a mechanism to finance the sector; iv) legitimising action by the Haitian State by using government actors and key partners (especially in the private sector) to implement the project.

The ultimate aim is for the vocational training system to better meet the skill needs of the production sector and help young Haitians lead successful social and professional lives.

Its objective is to support the National Institute for Vocational Training (INFP) in the following areas:

- developing and strengthening the provision of good quality training (Component 1),

- structuring a sustainable mechanism to fund training (Component 2),
- leading and reforming the sector (Component 3).

In this context the IRAM/Montpellier Supagro/GOPA group (led by IRAM) was selected to provide technical assistance for the National Institute for Vocational Training (INFP), the contracting authority PAFMIR and its partner the Ministry of Ag-



riculture. A team of eight national and international technical assistants started work in November 2018, which will continue for 50 months.

Studies, support, advice and evaluations

Evaluation of the mechanisms put in place by the National Youth Employment Support Agency (ANSEJ) and the National Unemployment Insurance Fund (CNAC). Algeria.

The objectives of this evaluation were to: (i) assess the impact of business and job creation mechanisms managed by the ANSEJ and CNAC; (ii) identify factors that helped or hindered mechanisms to promote employment by creating businesses managed by these structures; (iii) use these findings to make recommendations to improve the performance and sustainability of the mechanisms.

Capitalisation study on mechanisms to help rural youth enter and establish themselves in the agriculture sector. November 2017 – May 2018. Financed by: Réseau FAR.

The main objectives of this study were to: i) take stock of the different mechanisms for entry into the agricultural and rural sectors in Africa ; ii) identify watch-points to be monitored by agricultural and rural training professionals; iii) make recommendations for further reflection on upgrading and implementing mechanisms to train and help young people enter the sector.

This capitalisation exercise was based on case studies and interviews with agricultural and rural trainers (FAR) using good practices to facilitate entry into the sector, and online reference materials (which can be accessed via links in the text). The study identifies the lessons learned from past experience, levers and operating procedures for future interventions and their strengths and weaknesses.

Mauritania

Financial mechanisms and products adapted to the needs of urban, rural and women entrepreneurs. Programme to 'Develop sustainable and inclusive businesses in the Conakry-Kindia-Mamou axis'. Guinea, February–March 2018. Financed by: Enabel.

The objective of this mission was to help the Belgian Development Agency plan its country portfolio in Guinea, which is a new country for the agency. This entailed an assessment largely based on IRAM's detailed knowledge of the country and its 'financial ecosystem', accumulated through its partnership with CRG-SA, and sharing hypotheses and thoughts with the indi-

viduals responsible for putting together the three components of the portfolio relating to urban, rural and women's businesses in an area running from the capital to Middle Guinea.

Publications

Patat, .C, Goldstein, G., Doligez, F., Étude de capitalisation sur les dispositifs d'insertion et d'installation agricole des jeunes en milieu rural en Afrique, Réseau FAR, May 2018. www.reseau-far.com/fr/etude-de-capitalisation-sur-linsertion-et-linstallation-agricole-des-jeunes-en-afrique, two volumes.



Cambodia



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

Financial position

Turnover by activity

Turnover of the IRAM group exceeds €6 million in 2018. It shows a strong decline (by about €1 million) in comparison with 2017. But net profit is slightly higher, amounting to €k 175 in 2018 against €k 150 in 2017.

There has been a strong decline in turnover for short-term expertise in 2018 (€2 million against more than €3 million in 2017) as well as a €k 900 decrease in turnover for projects implementation (k€ 697 against €1.5 million in 2017) due to the end of the ARCOSCAL Project in the Central African Republic. The turnover for long-term technical assistance has substantially increased, amounting to €3.2 million in 2018, against €2.4 million in 2017. This rise was driven by the beginning of important contracts, in particular in Niger and Chad.

Turnover, according to type of activities (€)	6,067,506
Expertise	2,127,083
Long-term technical assistance	3,243,068
Project implementation	697,355

Financial results

Gross profit remains stable (€2.67 million in 2017 and €2.59 million in 2018) and substantially imputable to profits in long-term technical assistance and projects.

Operating income, taking into account depreciation and reserves, is largely positive, amounting to k€ 157 for the IRAM group (€k78 for the association and €k79 for the company).

Financial results (€)	Association	Company	Group
Turnover	787,165	5,499,848	6,067,506
Other operating revenues	1,777	9,636	11,413
Turnover and other operating revenues	788,942	5,509,507	6,078,942
Operating costs	-701,023	-5,449,153	-6,150,176
Depreciation	-8,780	-30,221	-39,001
Reserves		-47,753	-47,753
Financial result	82	3,150	3,233
Exceptional result	28,335	563	28,898
Corporate tax	-23,355	68,704	45,349
Incentives		-59,059	-59,059
Net profit	84,200	91,221	175,421

Balance sheet

The IRAM group disposes of €2.1 million in equity, representing almost a third of the balance sheet. This gives us a relative institutional resilience. Working capital exceeds €1.5 million, representing three months of turnover. Given the important

share of long-term technical assistance in IRAM's activities as well as the payment deadlines of this kind of activity, there is greater pressure on cashflow.

Balance sheet (€)	Association	SASU	Group
Total assets	4,937,910	3,809,953	7,067,544
Fixed assets	994,263	75,223	612,136
Accounts receivable and other assets	2,499,302	3,068,916	4,345,249
Liquid assets	1,444,345	665,814	2,110,159
Total liabilities	4,937,910	3,809,953	7,067,543
Social capital	434,079	457,350	434,079
Other equity	1,292,783	472,386	1,765,169
Other liabilities	3,211,048	2,880,217	4,868,295

Financial partners

The Agence française de développement (the French development agency) is once again the main donor, accounting for 42.5% of IRAM's turnover. The share of the European Union decreases significantly, from 42% of turnover in 2017 to 25.6% in 2018.

Geographical areas

More than 84% of IRAM's activities took place in Africa and Madagascar (with a strong predominance of West Africa, accounting for 52.3% of turnover), and almost 10% in Asia and 3% in Haiti. The remaining 3% concerned cross-countries activities and actions implemented in France (mainly training).

Turnover (€)	6,067,506
AFD and MEAE	2,578,467
European Union	1,555,129
UN Agencies – World Bank	990,866
Other bilateral agencies	324,856
Other	618,188

iram

turnover

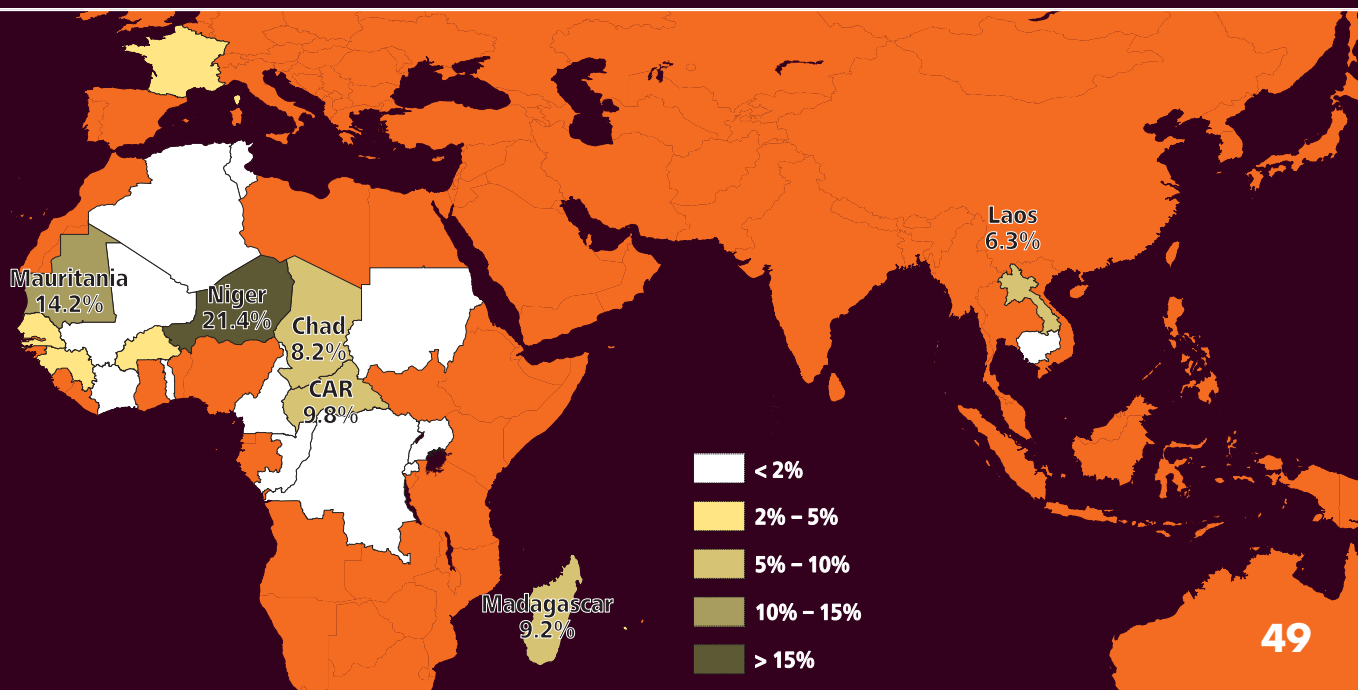
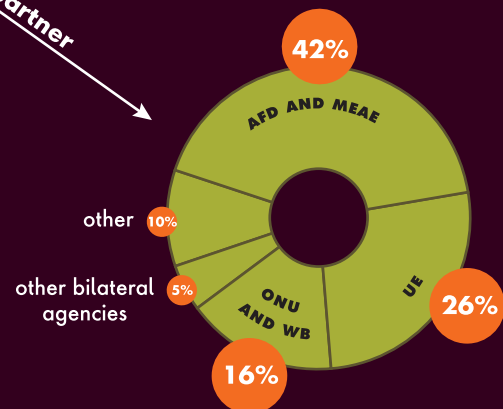
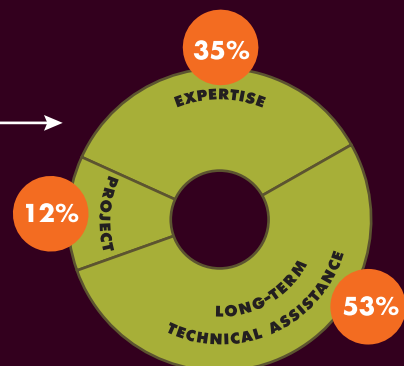
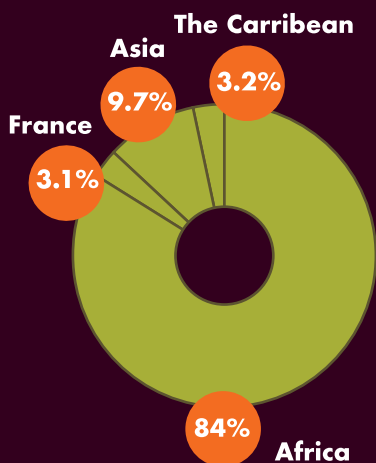
by activities

=

6,067,506 €

by geographical area

by partner



Sources of funding for IRAM activities

Public institutions

- Agence belge de développement (ENABEL) – Belgium
- Agence française de développement (AFD) – France
- Ambassade de France au Laos – France
- Ambassade de France en Haïti – France
- Bèkou Trust Fund – European Union
- Centre de crise et de soutien – Ministère des Affaires étrangères et européennes (MAEE) – France
- Centre d'études et de recherche sur le développement international (CERDI) – France
- City of Niamey – Niger
- Délégation générale à la Protection sociale et à la Solidarité nationale (DGPSN) – Senegal
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) – Germany
- École supérieure d'agro-développement international (ISTOM) – France
- Economic Community of West African States (ECOWAS)
- European Union (EU)
- Food and Agriculture Organisation of the United Nations (FAO)
- Hub rural – Senegal
- LuxDev – Luxembourg
- Ministère des Affaires étrangères et européennes (MAEE) – France
- Plateforme pour la gestion des risques agricoles (PARM) – Africa
- Supagro Montpellier – France
- United States Agency for International Development (USAID) – United States of America
- World Bank (WB)
- World Food Programme (WFP)

Foundations and private companies

- Fondation Total – France

Civil society organisations

- AVSF – France
- Comité français pour la solidarité internationale (CFSI) – France
- FERT – France
- GRET – France
- Réseau international Formation agricole et rurale (FAR) – France
- Oxfam Intermón – Spain
- SOS Faim – Luxembourg
- SOS Faim – Belgium



Mauritania

PARTNERS



Over the years IRAM has developed many partnerships in France, Europe and countries in the global South. These partnerships, which are mostly long-term, enable us to extend the scope of our mission by broadening our technical skill base and providing insights into the local contexts of our interventions.

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), building partnerships around technical, thematic and geographic complementarities. Our main partners in 2018 were:

- Aide à la décision économique (ADE) – Belgium
- AFCI – Germany
- Agriate – France
- Association pour la formation professionnelle des adultes (AFPA) – France
- APDRA – France
- ARP – Mali, France
- AVSF – France
- Baastel – Belgium
- BNIC – Niger
- Bureau d'expertise sociale et de diffusion technique (BEST) – Madagascar
- BRLI – France
- Bureau Issala – France
- Cap rural – Morocco
- CARI (Centre d'actions et de réalisation internationales) – France
- CER France – France
- Centre international d'études pour le développement local (CIEDEL) – France
- CIRAD – France
- Cambodian Institute for Research and Rural Development (CIRD) – Cambodia
- Comité de coopération avec le Laos (CCL) – France
- Coopérative de Guérande – France
- COWI – Denmark
- Échelle – Central African Republic
- ECO Consulting Group – Germany
- Expertise France – France
- Fédération des unions de groupements paysans du Niger (FUGPN-Mooriben) – Niger
- GEVALOR – France
- GLG – France
- GRET – France
- GOPA – Germany
- Groupe 8 – France
- Horus – France
- Initiative et développement – France
- Internationaler Bund (IB) – Germany
- International Institute for Environment and Development (IIED) – Great Britain
- Institut de l'élevage (IDELE) – France
- Insuco – Great Britain
- IPAR – Senegal
- Institut des régions chaudes (IRC) – SupAgro Montpellier
- JMN Consultant – Cameroon
- JVL Consulting – Belgium
- Laboratoire d'analyse régionale et d'expertise sociale (LARES) – Benin
- Lactimad – France
- Maisons familiales rurales (MFR) – France
- Miseli – Mali
- NIRAS – Denmark
- Oxfam Intermón – Spain
- Prospect – Belgium
- Pôle emploi – France
- Réseau d'appui aux initiatives locales (RAIL) – Niger
- RONGEAD – France
- SAFEGE – Belgium
- SHER – Belgium
- SupAgro – France
- S.O.S. Faim – Belgium
- South Research – Belgium

- Swiss Contact – Switzerland et Benin
- TERABO – Côte d'Ivoire
- TDH – Benin
- UCAD – Mauritania

- Groupe Urgence réhabilitation développement (URD) – France

Partners in designing development initiatives

IRAM's associative project is implemented through diverse initiatives, which mainly entail working with partners on the design and/or implementation of innovative actions in the field, capitalisation to build on previous actions, preparing lobbying activities, capacity building, and so forth. In 2018 these partners included civil society organisations, social enterprises and professional organisations in the North and the South.

- Agriculteurs français et développement international (AFDI) – France
- AOPP – Mali
- Association pour la redynamisation de l'élevage au Niger (AREN) – Niger
- Association pour la promotion de l'élevage au Sahel et en Savane (APESS) – Burkina Faso
- Crédit rural de Guinée (CRG) – Guinea
- Croix-Rouge – France
- DGE – Benin
- École d'agriculture de Meknès – Morocco
- Fédération des agro-pasteurs du Ouaddaï (FRAPO) – Chad
- Fédération des unions de groupements paysans du Niger (FUGPN-Mooriben) – Niger

- Groupement des coopératives agropastorales pour le développement de Moulenda (G.C.A.D.M.) – Congo
- Hub rural – Senegal
- International Institute for Environment and Development (IIED) – Great Britain
- Inter-réseaux Développement rural – France
- Karkara – Association nigérienne pour la dynamisation des initiatives locales – Niger
- Laboratoire d'économie rurale et de sécurité alimentaire de l'Université de Bangui (LERSA) – CAR
- Université d'agronomie de Nabong – Laos
- NGO Échelle – Central African Republic
- Première urgence (PU) – France
- Réseau d'appui aux initiatives locales (RAIL) – Niger
- Réseau Bilital Maroobé (RBM), réseau des organisations d'éleveurs et pasteurs de l'Afrique – Burkina Faso
- Réseau des organisations paysannes et des producteurs de l'Afrique de l'Ouest (ROPPE) – West Africa
- V.S.F. Belgique – Belgium

Partners in action-research

IRAM participates in research programmes with research units from IRD, CIRAD and various universities. This work ties in closely with our other activities. Our principal partners in 2018 included:

- Centre de coopération internationale en recherche agrono-

mique pour le développement (CIRAD) – Département « environnement et sociétés »

- Institut des régions chaudes (IRC) – SupAgro Montpellier
- Institut de recherche pour le développement (IRD)
- Groupement d'intérêt scientifique pour l'étude de la mon-

dialisation et du développement (GEMDEV)
– LERSA – CAR

– INRAN – Niger

Partners in training activities

IRAM designs and delivers training modules for various higher education institutions 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 (I.R.C.) – Montpellier SupAgro – Montpellier
- ISTOM – École supérieure d'agro-développement interna-

tional – Cergy-Pontoise

- International Terra Institute (ITI) – France
- Muséum national d'histoire naturelle – Paris
- Université de Lille 1 – Faculté des sciences économiques
- Université de Paris 1 Panthéon-Sorbonne – Institut d'étude du développement économique et social (IEDES)
- Université de Paris 1 Panthéon-Sorbonne – UFR de géographie
- Université de Rennes 1 – Faculté des sciences économiques



Polynesia

IRAM is a founding member of:



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

... a member of various networks, associations, and groups of associations



Comité scientifique français de la désertification



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



Crédit rural de Guinée

Inter-réseaux
Développement rural



***Many events to mark this
anniversary...***

IRAM celebrated its 60th birthday on 22nd June 2018. The day was marked by four main events.

Study day on the theme of participation



Citizen participation in public policies has been a key issue for IRAM since day one and is still a core theme 60 years on. Contexts have changed, as have citizens' expectations, so we wanted to take a look at what's happening now in terms of participation.

The study day was structured around the following questions:

- What factors favour the emergence of participatory processes, and to what extent can measures to build and maintain such processes adapt to local specificities and contextual changes?
- Participation has been 'institutionalised' by donors and many national authorities: what conditions are needed for such 'institutionalisation' to be more than token participation whose sole purpose is to legitimise policies developed in non-participatory ways?
- How to ensure that stakeholders are properly represented in participatory procedures? And how do these processes strengthen actors and increase their capacity to influence

public policies?

This event was also an opportunity to review IRAM's practices, to see how we can do things differently and develop approaches to support sustainable participatory processes. To do this, the 2018 study day was organised in two sessions: one on Pathways for participation and IRAM's position in this context (led by Agnès Lambert and Philippe Lavigne-Delville); and a round table to discuss the three thematic questions, with case studies that reflect the current situation and issues (led by Isabelle Droy, with interventions by Ali Hassane, permanent secretary of the NGO RAIL Niger, a network that supports local initiatives; Ousmane Miphal Lankoandé, sociologist and founding member of Balai Citoyen, who is responsible for forward planning by the movement's national leadership in Burkina Faso; and Awal Mahamadou, agro-economist and independent consultant who has spent nearly two years working with IRAM on efforts to renew local dialogue in Mambéré Kадéï in the Central African Republic). The study day brought together practitioners, researchers and civil society actors working or intervening in the field of citizen participation in the North and South.

The proceedings of the study day are available at: <https://www.iram-fr.org/ouverturepdf.php?file=actes-je2018-1556010721.pdf>. Pictures and further information can be found at: <https://www.iram-fr.org/journees-etudes.html>



Award ceremony for the international short story competition

Many people supported the short story competition that we launched in 2017 in the runup to our 60th birthday celebrations. The idea was to encourage new actors to come forward and showcase new talent by publishing and distributing a collection of the best submissions from francophone authors around the world.

At a time when difference is sometimes seen as problema-

tic, we believe it's more important than ever to value diversity and celebrate its richness. This is why we chose "Meeting the other and becoming oneself" as the theme for our short story competition.

By the end of the process we received 400 short stories from 30 different countries, and had mobilized over 40 volunteers (salaried staff, members of the association and those close to IRAM) on the reading committee and to spread news of the competition far and wide.

We were honoured to have Cheikh Hamidou Kane as chair of the jury, whose other members included the Haitian author Makenzy Orcel, the writer Hamidou Dia (who we sadly lost in 2018, and to whom this collection is dedicated), the Cambodian filmmaker Rithy Panh, the Comorian author Ali Zamir, the Ivorian philosopher and author Tanella Boni, and the President of IRAM, Étienne Beaudoux.

The competition culminated in the selection of four prize winners from Senegal, Haiti and France (I think it is important to note their provenance). They received their prizes and signed the collection at an awards ceremony held in the afternoon of 22 June, when their texts were performed by the slammer Manalone and the reader Geneviève Motard.



IRAM's birthday celebration and special evening

A visual presentation summarising the main events and personalities that shaped our first 60 years provided an opportunity to revisit IRAM's founding principles and consider the future prospects for the institution.

The day ended with an evening of entertainment hosted by the Burkinabé singer Boubacar Kafando.

IRAM's team





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des méthodes de développement***

Activity report 2018 – english version

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