



ACTIVITY REPORT 2016

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Major changes are under way in the direction and delivery of development assistance. Some public donors are turning to direct budget support, managed through sectoral programmes involving huge amounts of money and highly ambitious expected outcomes. Others now prefer loans to grants, channelling them into large-scale programmes in developing and least developed countries. International concerns about migration have also seen development assistance used for specific funds that are supposed to help limit and manage migration, but which often take insufficient account of the real drivers of mobility. The field is further complicated by private sector involvement in aid (especially in the agri-food sector) and increasingly tough competition between different types of development operator, which is starting to blur the lines between private and public consultancy firms, NGOs and bilateral development agencies.

In this context, IRAM felt it was appropriate to update its mission statement for the period 2016-2020, and reaffirm its guiding principles, governance model and priority intervention themes in accordance with key development issues in the countries where the institute intervenes. A summary of the updated mission statement can be found at the end of this activity report.

In terms of activities, 2016 was a year of continuity that saw significant progress in our actions, particularly in Central Africa (Central African Republic, Republic of Congo,

Democratic Republic of Congo). On the financial front, the IRAM Group ended the year in a healthy financial position and our permanent team of staff rose to the annual challenge (despite this year's record turnover) of balancing the budget.

IRAM's management team lost some familiar faces and gained some new ones at the end of the year (as shown in the new organisational chart at the end of the report). We wish them all every success in fulfilling their mandate over the coming year.

And of course, 2016 also saw the launch of projects to mark 'IRAM at 60', especially the new short story competition on the theme 'meet others and become yourself'. This seemed highly appropriate given that IRAM is based on the principles of curiosity, openness and respect for others. The panel of judges for this competition is led by Cheick Hamidou Kane, who has a very close connection with IRAM's founding members.

Finally, you will no doubt be aware of our updated and more accessible new website. Any comments and suggestions as to how it can be made even better will be most welcome.

We hope you enjoy this report on our activities in 2016,

Étienne Beaudoux, president

Marie-Jo Demante, director

June 2017

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

Guiding principles

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

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

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

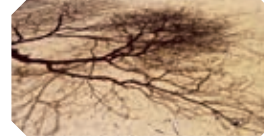
We operate at several levels to ensure that our analyses and actions are consistent and coherent, working to consolidate organisations, institutions and policies at the local, national and regional level and to adapt cooperation policies. Over time our interventions have led us to question the dynamics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

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

Priority issues

IRAM's actions revolve around four priority issues:

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



Areas of intervention

The main areas of intervention on these priority issues include:

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

Areas of expertise

- 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 2016 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, Sao Tome and Principe);
- The Mediterranean, Near East and Middle East (Algeria, Morocco, Occupied Palestinian Territory Tunisia);
- Asia (Cambodia, Laos);
- East Africa (Kenya, Sudan);
- Southern Africa and the Indian Ocean (Madagascar, Mozambique);
- Europe (France);
- Latin America and the Caribbean (Haiti).

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

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

- President: Etienne Beaudoux;
- Treasurer: Isabelle Droy;
- Secretary: Jean-Jacques Gabas;
- Associate members: Johny Egg, Anne Le Bissonnais, replaced by Philippe Dierickx in the G.A. of 2016;
- Professional members: Célia Coronel and Marion Tréboux.

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

The permanent team included 35 technical experts in 2016 (11 of them based overseas) and 11 members of support staff in the head office.

The Council for Strategic Analysis (CSA), was created in 2011 in order to improve our ability to anticipate and analyse changes in our working environment. This is crucial in enabling us to fulfil our mission. The council is composed of members of our association and close associates. In 2016 council members included IRAM's board of directors and: Roger Blein, Jean-Jacques Boutrou, Imma de Miguel, Marc Dufumier, Benoît Faivre-Dupaigre, Christian Fusillier, Dominique Gentil, Yves Gueymard, Pierre Jacquemot, Christophe Mestre, Bio-Goura Soulé, Bernard Tallet, Marie-Cécile Thirion et Camilla Toulmin.

21 January

Seminar on 'Funding and securing finance for agriculture in developing countries' organised by ISTOM and the ESC Dijon – Cergy Group

This seminar was held to discuss the theme: "How do current financial constraints for farmers in developing countries drive the development and adoption of innovative tools to finance agriculture and secure agricultural funding?". IRAM chaired a session on 'Evaluating existing funding mechanisms.'

February

Official launch of the RIMRAP Institutional capacity-building programme for agricultural and pastoral resilience in Mauritania

Implemented through the 11th EDF 'Food security and sustainable agriculture' sector, this five-year programme in Mauritania aims to strengthen the resilience of rural communities that are most vulnerable to food and nutritional insecurity, and thereby help lift large numbers of rural people out of extreme poverty. It is funded by the European Union and implemented by the IRAM-UCAD-AFC consortium.

3 March

'Generating and transferring innovation within sectors' Round Table at the 2016 International Agricultural Show – Paris

Mr Ung Luyna, Coordinator of the project to support the rice value chain in Cambodia (for which IRAM provides long-term technical support), member of the Supreme National Economic Council (SNEC) and the Cambodian Ministry of Economy and Finance, gave a presentation on 'Sustainable development and tropical supply chains' to round tables organised by CIRAD and AFD.

<https://www.iram-fr.org/table-ronde-generer-et-transférer-l-innovation-au-sein-des-filières-salon-international-de-l-agriculture-2016-paris.html>

May

Presentation at the international conference on 'Territories and borders: development challenges in border regions' Gatineau University, Ottawa, French-speaking Regional Science Association – CIRAD – Quebec, Canada

Presentation on political dialogue to improve public policies in Chad: *Espace de dialogue et co-construction des politiques publiques par les acteurs du pastoralisme au Tchad*. Bonnet B., Sougnabé P., 19 p.

30 June**One-day IRAM internal technical meeting on the theme ‘What are the benchmarks for development models and agricultural policies?’ – IRAM Paris**

This internal technical meeting was held to frame and launch reflection on IRAM’s experiences in specific contexts, in order to understand how agricultural policy issues are ‘dealt with’. Participants developed an analytical grid to be completed over the course of 2016, which will provide a framework for a study day on public policy formulation in 2017.

1st July**IRAM Association General Assembly – Paris**

The first version of IRAM’s new mission statement for 2016-2020 was presented. A summary of the final version can be found in Section 8 of this activity report.

Meeting of IRAM’s Council for Strategic Analysis – Paris

The Board of Directors asked the Council for Strategic Analysis to reflect on the theme ‘Migration: what are its consequences for our approaches and intervention territories?’.



September

Ex-post written and audio-visual evaluation of the Limpopo National Park Development project – Mozambique

This evaluation of the project to develop Limpopo National Park was commissioned by AFD and undertaken by IRAM and BAASTEL. The exercise was unusual in that the evaluation reports were presented in written (by IRAM and BAASTEL) and filmed versions (a 52-minute documentary).

<https://www.iram-fr.org/site-internet-de-l-evaluation-ex-post-ecrite-et-filmee-du-projet-de-developpement-du-parc-national-du-limpopo.html>

The website for this evaluation can be found at: <https://limpopo.afd.fr/>

October

Nariindu Project ‘Sustainable local milk supplied by small-scale herders in Niamey’ – Niamey, Niger

Launch of the GesSICa© (Information and knowledge management systems) website for the Nariindu project.

<http://filiere-lait-niger.iram-fr.org>.

17-18 November

‘Agricultural development and sectoral and territorial development’ – Besançon

Two-day meeting of the AFDI network on the relationship between sectors and territories. IRAM gave a presentation on this theme and participated in a round table.

30 November

Workshop to report back on the study to evaluate and develop programmes to support mangrove rice, and a feasibility study for a new rice programme in Lower Guinea – Ministry of Agriculture, Conakry, Guinea

The purpose of this study was to evaluate AFD’s work on mangrove rice in Northern Lower Guinea over the last two decades, build on the lessons learned from these interventions and action on complementary themes (mangroves and the environment, solar salt production, downstream structuring and labelling in the rice sector, support for professional organisations, economic territorial development, etc.), and assess the feasibility of a new project extending into Southern Lower Guinea.

13-15 December

Annual staff meeting – Saint-Martin de Londres

This year’s meeting included a presentation of the new management programme, which is structured around IRAM’s updated mission statement. The internal functioning of the institute and strategic guidelines and priority activities for the youth training and employment team were also discussed.



This presentation of our activities in 2016 is not exhaustive. It focuses on the four priority issues of the IRAM mission statement for 2011-2016:

Chad



Reducing vulnerability to hazards

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

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Cambodia



Reappropriation of territorial development by local actors

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Ivory Coast



Training and vocational support for rural youth

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Managing climate, economic, social and political hazards has always been an integral element of agricultural activity, but the hazards farmers and pastoralists now face in developing countries have significantly increased due to the combined effects of pressure on natural resources, increasing market integration and climate change. In a context where household resilience is being weakened by major changes in production systems and activities, the most

vulnerable individuals and social groups are the first to be affected by these hazards, particularly women. Reducing the vulnerability of those actors who are worst affected by these hazards is a major issue, not only in Southern societies but also at the global level. In 2016 our actions in this domain included formulating, implementing and evaluating support projects to secure pastoral systems and strengthen food and nutritional security.

Chad



Securing pastoral systems

IRAM has a long history of action in this field. This year, our activities revolved around improving public policies to strengthen the viability of mobile pastoralism – a key economic and social issue that also has major implications for natural resource management. The IRAM team helped formulate and implement several regional programmes in the Sahel and coastal countries, as part of concerted efforts to create efficient infrastructures for mobile pastoralism (wells, waterholes, markets, abattoirs). Well-targeted joint

investments are crucial in providing access to the water and fodder resources herds need to survive, and in preventing conflicts between farmers and herders. Marketing facilities are also needed to better exploit the economic potential of the livestock sector in these regions, whose survival depends on sustainable management systems that involve all stakeholders (herders, farmers, territorial authorities, technical services) in the territories where these different infrastructures are found.

Development projects

Project to support development of the beef sector in Ouaddaï. Chad. PADL/APAFIBO. 2014-2017. Contracting authority: IRAM-APAFIBO-INADES. Financed by: EU, AFD. Total project budget: €494k.

The project implemented by IRAM, INADES and the Ouaddaï herders' federation secured funding from the EU and AFD to consolidate the progress made by PAFIB, an EU-funded Ministry of Livestock project whose technical assistance was overseen by IRAM and JVL until 2015. APAFIBO aims to strengthen the capacities of actors in the beef sector and develop amenities to improve the viability of the beef sector in Ouaddaï region.

In 2016, the project worked on eight installations and provided tailored management support that takes account

of the specific characteristics of each type of amenity (livestock market, abattoir, vaccination park, meat processing plant, butcher's shop in Abdi). Other support helped identify and more closely involve other actors, particularly the women who process meat, ensuring that they receive information and adjusting rules and procedures to take account of local constraints. Particular attention was paid to the maintenance of local infrastructures, plans for technical training activities, information on the legal texts regulating pastoral mobility, and a study on the feasibility of a pilot mechanism to involve rural vocational training centres in training for young herders. The project is due to end in mid-2017.

Advice-Support–Evaluation

Support in formulating the regional component of the Regional Livestock Development Programme for Coastal Countries in West Africa (PRIDEC). Coastal countries. July-September 2016. Financed by: USAID, ECOWAS – Réseau Billital Maroobé (RBM), Hub Rural.

Coastal countries play a key role in pastoral systems as they not only contain the main customers for Sahelian livestock products, but also provide vital fallback areas in periods of drought. The Economic Community of West African States (ECOWAS), the Government of Togo and Réseau Billital Maroobé (RBM) asked IRAM to provide technical support in designing this regional programme. Several meetings were held in the region in 2015 to collaborate on this programme, bringing together the seven main groups of actors concerned: institutions working on regional integration and technical cooperation, public institutions and territorial authorities from coastal and Sahelian countries, regional networks of rural producers, technical and financial partners that support the development of the livestock sector, traditional chiefs, and the eight national branches of RBM.

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

The regional component of the programme will facilitate a process of reflection to enable actors to build a shared regional vision for policies to support transhumant livestock rearing, with dialogue at the highest level to promote positive and peaceful development of cross-border transhu-

mance. In 2016, IRAM helped RBM and Hub Rural prepare a detailed presentation for a high-level regional meeting to promote peaceful cross-border transhumance between Sahelian and coastal countries, to be held in Lomé at the end of September 2016.

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

PRAPS is a six-year project (2015-2021) funded by the World Bank (US\$248 million). It covers six Sahelian countries (Burkina Faso, Chad, Mali, Mauritania, Niger and Senegal), with a particular focus on cross-border areas and transhumance routes. Support is delivered through 5 components: 1. Improved animal health; 2. Improved natural resource management; 3. Facilitating access to markets; 4. Managing pastoral crises; 5. Project management and institutional support.

IRAM started supervising the implementation of Component 2 (pastoral resource management) and Component 3 (marketing livestock products) in 2015.

Support in 2016 entailed:

- *Facilitating a review of the 2015 action plan* (April-May and October-November 2016), sending out recommendations and proposing appropriate methodological tools for the different assets and challenges concerned. Work mainly focused on the links with decentralisation, principles of social engineering, multi-actor consultation, pooling knowledge on pastoral water works, marketing livestock and managing amenities (wells, boreholes, markets, etc.). IRAM also supported the planning of activities and financial resources for the year 2017.

- *Support preparing and holding the first PRAPS technical meetings* (January–March 2016) in partnership with the GIS ‘Drylands Pastoral Hub’, bringing together Senegalese research and teaching departments and units, CSE (Ecological monitoring centre) and CIRAD (Centre for international cooperation on agronomic research).

As the coordinator of PRAPS, CILSS organises a high-level technical conference every year to guide the activities of planners, managers and professional partners associated with the programme. The first PRAPS technical meetings (PTM) discussed sustainable management of livestock routes in the Sahel: strategies, practices, governance and promotion, with a particular focus on the serious and complex problems associated with access to and sustainable management of pastoral resources, routes and water. IRAM’s support included contribu-

tions to the framework paper, identifying contributors, drafting a presentation on sustainable management of pastoral resources, and producing a summary of the results of the PTM. It also ran one of three working groups on improving pastoral practices and the governance of pastoral resources.

Organisational and functional support for pastoral actors in Chad. Chad. January–February 2016. Financed by: AFD. Partner: ANTEA (France).

Following a request from the Ministry for Pastoral and Village Water Resources, IRAM provided support through the pastoral platform, helping pastoral actors in Chad with a prospective analysis for collaboration on a model for a pastoral infrastructure maintenance fund to be established as part of the national strategy for pastoral development.

Occupied Palestinian territories



The main focus of IRAM's work on food security in 2016 was capacity building for national and regional structures (public institutions, socio-professional organisations) to improve their contextual knowledge (risk assessment) and the services they can provide to improve food security and prevent crises. The team also helped formulate and implement appropriate 'ground rules' at the national and region-

al levels (laws, strategies, consultation mechanisms, etc.).

Nutrition and social security were key issues in many of the analyses undertaken by the Institute over the course of this year. It was also involved in various initiatives to run programmes and in formulating, evaluating and supporting development projects and policies whose main aim is to reduce vulnerability.

Development projects

Regional Support Programme for Food and Nutritional Security in West Africa (PASANAO). West Africa. 2012-2017. Contracting authority: Economic Community of West African States (ECOWAS). Financed by: AFD. Total project budget: €2,300k. Partners: Bureau Issala (France), AEDES (Belgium), LARES (Benin).

This programme is intended to help ECOWAS and member countries develop and implement more relevant and effective policies to reduce food insecurity. The IRAM-AEDES-ISSALA-LARES group provides staff for the coordination unit based in Lomé (three regional technical assistants) and experts for short-term interventions.

Activities in 2016 mainly consisted of i) finalising a study on a mechanism for exchanges and training on social safety nets in West Africa; ii) preparing a study to assess implementation of the ECOWAS common external tariff and its effects on agricultural value chains; and iii) monitoring 24 innovative operations to improve food and nutritional security funded by ECOWAS (with resources from AFD) in different countries in the region.

RIMRAP Institutional capacity building programme for agricultural and pastoral resilience in Mauritania. Mau-

ritania. 2016-2021. Contracting authority: EU. Financed by: EU. Total project budget: €2,800k. Partners: UCAD (Mauritania), AFC (Germany).

This programme is part of a long-term response to food insecurity and malnutrition in Mauritania supported through the 11th EDF. The aim is 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 State structures responsible for sectoral policies (the Ministries of Agriculture and Livestock) through their central and deconcentrated services. It places particular emphasis on structuring the agro-pastoral sector by improving access to services (basic infrastructures, 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:

1. Strengthening the physical and material capacities of the Ministries of Agriculture and Livestock (equipment and works).
2. Capacity-building support on policies and strategies,

monitoring and evaluation and information systems, implemented under an agreement with AECID.

3. Capacity building on training and research methods, through an agreement with GIZ.
4. Improving the governance of 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.

5. Working in association with UCAD (Mauritania) and AFC (Germany), IRAM is responsible for technical assistance to support the two ministries, and for coordinating and supervising components 2, 3 and 4.

Studies-Evaluations

Framework contract for evaluations of the World Food Programme (WFP). Global. 2013-2016. Financed by: WFP. Partners: URD Group (France), Prospect (Belgium), Bureau Issala (France).

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

This year saw the conclusion of three evaluations that had been started in 2015: of a programme in Niger (executed in partnership with the URD Group), a programme in Senegal (undertaken in partnership with Prospect), and an evaluation of the WFP portfolio in Mauritania for the period 2010-2015 (in partnership with Baastel).

Three other evaluations were organised in 2016 of a programme in Chad, a regional programme around the Lake Chad Basin, and the Sao Tome country programme. Work also started on an evaluation of the Rwanda country programme, which will continue in 2017.

Evaluation of agricultural risks. Cameroon, October 2016 – February 2017; Niger, June 2015 – June 2016. Financed by: Platform for agricultural risk management (PARM), IFAD.

These evaluations were undertaken to identify the risks to agricultural activity and quantify the probability of their occurrence and their impacts on rural livelihoods and national economies in the two countries.

The study in Cameroon identified biological hazards (losses in the field and post-harvest losses) as the main risk factor in this country. Its analysis of risk management strategies recommended priority support for storage structures and plant and livestock protection services.

Work in Niger included a more detailed analysis of the inventory of existing tools and initiatives, and recommendations on three key areas for producers: access to financial services (credit and savings), access to markets, and access to information.

Qualitative evaluation of the National Family Security Grants Programme (PNBSF). Senegal. June-December 2016. Financed by: FAO, General Delegation for Social Protection and National Solidarity (DGPSN). Partner:

IPAR (Senegal).

The objective of this study was to strengthen synergies between the programme of financial transfers and initiatives to support household resilience. The main study findings show that there has been a net improvement in incomes and food security in beneficiary households. However, they also show that a majority of households are unable to meet their basic needs, and that while the grants help strengthen the resilience of beneficiary households, they have very little effect on the development of productive activities.

Evaluation of the FAO 2011-2016 country programme in Niger. Niger. November 2015 – May 2016. Financed by: FAO Office of Evaluation (OED).

The evaluation focused on: i) FAO's strategic position in the nutrition sector; ii) integrating nutrition into the country programme and interventions at the national level; iii) FAO's contribution to the Nigériens Nourish Nigériens (3N) initiative.

Study on the determinants of nutrition policies in Niger. Niger. 2016. Financed by: EU National Information Platforms for Nutrition (NPIN) initiative. Partner: CIRAD (France).

The study analysed the processes used to formulate policies to improve nutrition in Niger and identify evidence to support these policies.

Evaluation of Haitian State interventions on the inputs market MARNDR. Haiti. January-April 2016. Financed by: BID.

The purpose of this evaluation was to: (i) Analyse the institutional framework for activities; (ii) Use existing literature, additional interviews and field surveys to analyse the quantitative and qualitative results (positive and/or negative) of experiences with the subsidies mechanism in the communes concerned; (iii) Analyse the strengths and weaknesses of the design and implementation of agricultural incentives and conditions for executing activities, in order to identify measures to improve them; (iv) Measure the ability of beneficiary populations to access activities and detect possible distortions in the system (targeting, fraud, etc.); (v) Assess the relevance of the proposed technical packages to production systems in target zones; (vi) Propose strategic and operational adjustments/guidelines to improve implementation, and help decide on the future of this system of subsidies in light of the current policy on supported access to inputs.

Evaluation of the European Union approach to Resilience to Food Crises in the Sahel and Horn of Africa. Burkina Faso, Mali and Niger. January 2016 – February 2017. Financed by: EU. Partner: ADE (Belgium).

IRAM was part of a team set up by ADE to evaluate the EU approach to building resilience to food crises in the Sahel and the Horn of Africa. IRAM's work mainly focused on the history and relevance of the EU approach, and coordinating 3 case studies in the Sahel (Niger, Burkina Faso and Mali). The evaluation findings should contribute to reflections on a new EU communication on the policy to support resilience, which should give particular consideration to the issue of fragility.

Capitalisation – Research

Building on efforts to reduce the risk of food insecurity. West Africa. October 2016 – July 2017. Financed by: FAO, EU.

This work builds on experiences with community-based mechanisms to reduce the risk of drought-related disasters, focusing on rapid response and recovery mechanisms. On-going work on the methodological framework and identification of experiences in 4 West African countries (Mauritania, Mali, Niger and Burkina Faso) will be published when it is completed.

Study to enhance food security in developing countries (DAI). Developing countries. April-December 2016. Financed by: EU. Partner: CIRAD (France).

CIRAD is coordinating this work to summarise the role that public food stocks play in the food security of developing countries. It will be published in 2017.

Mauritania



The participation of local and national organisations in the formulation, implementation, monitoring and evaluation of public policies is crucial in ensuring that these policies are effective. In certain circles it is agreed that the configuration between markets, public interventions and collective action that will be most conducive to economic and social development should be determined on a case by case basis. This is particularly important in the

current context, where poverty seems to be generally declining but increasingly marked inequalities are causing frustration, conflict and acts of violence. In addition to using its expertise to evaluate policies and cooperation instruments, IRAM accordingly focuses on strengthening the capacities of actors at the local, national and regional level so that they can intervene effectively in consultations on policies that concern them.

Guinea



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

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

contextual changes so that they can make informed decisions and formulate effective policies that address the needs and constraints of different actors and deliver the desired outcomes.

Development projects

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

IRAM is one of several partners that provide temporary technical assistance for this programme. Their support and expertise has been deployed in several areas: col-

laboration on harmonised policies to support production, setting performance standards for the administrative authorities, and putting in place a monitoring and evaluation system. Work began on three studies in 2015: seed policy, agricultural water works, and developing MINADER's chain of planning, programming, budgeting and monitoring and evaluation. The first two studies were completed in 2016, and the third one will be finalised in 2017. In July 2016 work also started on a study on the design of a policy on agricultural extension and advice.

Advice-Support–Evaluation

Formulating a national agricultural advisory strategy in Niger. Niger. January-June 2016. Financed by: DDC (Switzerland). Partners: CIRAD, CER France.

The High Commission for the 3N Initiative (Nigériens Nourishing Nigériens) and the Network of Chambers of Agriculture (RECA) asked IRAM to develop a national strategy on agricultural advice. It produced proposals for

a plural national system that draws on producer organisations (PO), private bodies (GSC and NGOs) and public entities (ministries, ONAHA), which will be discussed by the different public actors concerned and their technical and financial partners. The strategy should be adopted by an inter-ministerial committee in 2017.

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

value chains, and managing marketing. Several major initiatives were undertaken in 2016 to create or improve support and advice mechanisms for family farmers and better enable them to fulfil their economic and social potential.

Development projects

Project to support the marketing of Cambodian rice.

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

This project supports implementation of the national policy to develop Cambodia's rice production and exports. It is structured around four technical components: (i) improving the organisation of the rice value chain, (ii) enhancing the quality of Cambodian rice and promoting it on international markets, (iii) increasing PO involvement in rice marketing, (iv) supporting the reform of the Rural Development Bank and developing its capacity to serve rice growers and producers (better regulations and policies).

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

POs consolidated their representation in the inter-professional Cambodian Rice Federation this year with the election of 3 members of POs onto its board of directors.

October 2016 saw the launch of an online marketing platform where POs can post their expected harvests. Potential buyers can consult them directly or receive noti-

fications by email or SMS (filtered according to different criteria).

Work progressed on the certification of Cambodian jasmine rice, which should be given a certification mark in 2017.

As part of its ongoing reform, the Rural Development Bank validated a new form of credit for agricultural co-operatives that should improve their ability to operate as commercial actors in agricultural value chains. The national rice production policy is also under review.

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

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

The Trade Capacity Building Programme is intended to help develop micro-enterprises, very small businesses and SMEs, and help reduce poverty and protect the environment by strengthening the gum arabic value chain and developing commercial opportunities for the sector. As part of this programme, AFD supports two 3-year projects that provide structural assistance for the gum arabic

value chain, one in Chad and the other in Sudan.

The specific objective of both projects is to establish regional-level pilot activities to promote dialogue on issues such as quality, traceability, value distribution, resource conservation and financing the chain, and help improve the market position of actors in the chain at the local and international level. It is worth noting that Sudan and Chad are the world's largest producers of gum arabic, which is used in numerous food, medical and cosmetic products.

IRAM provides technical assistance to both countries

through a series of support missions undertaken by a multi-disciplinary team.

It conducted about 10 missions on various themes in the two countries in 2016. In Chad, these included training on financial management for groups, setting up a credit line for unions, and technical training for producers. Both countries received support on operational and budgetary planning, and support and training on gum quality control and managing contracts between collectors, wholesalers and exporters.

Advice-Support – Evaluation

Prefeasibility studies and feasibility study on setting up a mechanism to promote Madagascan exports. Madagascar. December 2015 – January 2017. Financed by: AFD. Partner: Harson (Madagasacar).

In the first phase, the team used an assessment of the constraints to exports, a review of policies and mechanisms to support SMEs, and the findings of an evaluation of the 2012-2016 Commercial capacity-building programme (PRCC) to develop different scenarios for setting up sustainable institutions to support exports (Component 1) and help develop the organic sector (Component 2). In the second phase, they conducted a study on the feasibility of a 3-year project to (i) support the creation of a national agency to promote Madagascan exports, with input from the public and private sectors on technical matters, technical assistance (support for companies, business intelligence), institutional and organisational issues, business plans, etc.; and (ii) support enterprises in the organic agriculture sector by strengthening their technical capacities, lobbying for support to develop the policy and regulatory framework, and providing

support in building national and international networks.

Study on the oil palm, groundnut and rubber value chain. Guinea. July 2016 – June 2017. Financed by: AFD. Partner: GLG (France).

The Government of Guinea wants to define strategies to develop the oil palm, groundnut and rubber value chains, working through the Ministry of Commerce and the national department responsible for coordinating projects in the national programme to develop staple products (CNP/CFC). The objectives of the study were to build a vision for the development of these sectors, define strategic themes, and identify priority actions to be undertaken.

IRAM conducted an institutional, functional and socio-economic analysis of each value chain and assessed their current and potential competitiveness. These analyses were used to develop a proposal for a strategic document and action plan, which were discussed at a validation workshop for actors in these value chains. The study should be finalised in mid-2017.

Study and business plan for GI Kampot pepper and Kampong Speu palm sugar. Cambodia. August-November 2016. Financed by FAO/AFD. Partner: CIRD (Cambodia).

In the context of a regional project to support Protected Geographical Indications (PGI) financed by AFD and coordinated by FAO, IRAM conducted a joint mission with CIRD (Cambodian Institute for Research and Rural Development) to support two Cambodian GI management associations (for Kampot pepper and Kampong Speu

palm sugar). IRAM was mainly responsible for the pepper GI, using an assessment conducted with the Association for the promotion of Kampot Pepper (KPPA) to develop a medium-term strategic plan (2017-2020) to build the sustainability of the organisation and its GI. This highlighted some of the KPPA's strengths, particularly the fact that the quality of its products has already been validated by regular and continuous implementation of control and certification mechanisms.

Guinea



Study to identify value chains with economic promise and potential to strengthen agricultural and pastoral resilience. Mauritania. June 2016. Financed by: EU.

IRAM conducted a study on agro-sylvo-pastoral value chains in Mauritania as part of its ongoing technical assistance to the RIMRAP programme (Institutional capacity building for agricultural and pastoral resilience in Mauritania), and to provide the basis for reflection on value chains with the greatest potential to build the resilience of vulnerable sectors of the population. This study, which assessed the current situation and provides economic and geographic data on the value chains, can be used as a tool for informed decision making. It analysed about 20 value chains, which were divided into 4 categories: (1) agricultural value chains (cereals, oilseed crops); (2) livestock (red meat, leather and skins, milk and dairy products, poultry); (3) aquaculture (inland fisheries); and (4) forestry (beekeeping, medicinal plants, non-timber forest products, gum arabic).

Feasibility study for the national programme to modernise family farming. Tunisia. June 2016 – June 2017. Financed by: AFD. Partners: AGER. (Tunisia), CER France, Horus.

In 2016 IRAM and AGER conducted a study for the programme to restructure and modernise farms. The study objective was to contribute to the modernisation of the agricultural sector and redefine the approach to updating farming structures. The methodology was based on consultations with different stakeholders, analysis of the

productive potential of territories and economically viable agricultural operations, and consideration of new sectoral issues and challenges (inclusive approach, contribution to food security, balance of trade). The study was based on a survey of a reasoned sample of 150 farms, and consultation workshops for different actors (from the Ministry of Agriculture and its subsidiaries, professional agricultural organisations and the private sector) to discuss and develop the institutional and operational architecture of the future programme.

After this study IRAM and its partners assessed the feasibility of a new programme. Their main focus was finance for farms, with a diagnostic phase to assess the possibilities of financing agriculture through self-funding, credit and subsidies. This provided the basis for a proposed funding mechanism, and the results of the first study were used for a proposed mechanism for advice and support at the national level. The study is due to be finalised in June 2017.

Strategic workshop on rural finance in Senegal. Senegal. February 2016. Financed by: FONGS – Action paysanne (Senegal).

This support involved assistance with a strategic workshop on rural finance organised by FONGS, contributions to a road map to extend the process, and to reflections on the next programme run by SOS Faim-Belgique, FONGS' partner for the period 2017-2021. The aim of the workshop was to help define support for the Finrural network, resolve its institutional status and build new partnerships with the Caisse Nationale de Crédit Agricole in Senegal.

Feasibility study on a mechanism for setting up a management board. Côte d'Ivoire. 2016. Financed by: AFD/C2D. Partner: CER France.

The Interprofessional Fund for Agricultural Research and Advice (FIRCA) commissioned this study on a proposed 3-year project to recruit management consultants for 3 rural economic management centres (CeGER) in the regions of Haut Sassandra, Poro and Gbêkê. Advisory and

management services will be tested and adapted to the needs of each region following this pilot exercise to provide support and advice for family farms and associations of producer groups in the 5 main export value chains (rubber, oil palm, coffee-cocoa, cotton and cashew). There are also plans to produce technical and economic guidelines based on this support.

Publications

Bastiaensen J., Bédécarrats F., Doligez F., Labie M. (eds), 'L'inclusion financière : aider les exclus ou servir les financiers?', *Revue Tiers-Monde*, n°225, January-March 2016, 178 p.

- Introduction by Doligez F. 'L'inclusion financière, nouvel avatar de la libéralisation financière?'
- Mejdoub M., Bunge F., Gourvez J.Y., M'Kacher A., Doligez F. 'Quelles perspectives pour l'émergence d'une mi-

crofinance « solidaire » ? Le cas des associations de microcrédit en Tunisie', pp. 49-76.

Stührenberg L., Doligez F. 'Vers un retour de l'État ?', editorial for the article 'Agriculteurs et accès au financement, quel rôle pour l'État ?', *Grain de sel*, Inter-Réseaux Développement rural, n°72, janvier-juin 2016.

Training

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

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

Support student reflection on articles on evaluation methodologies (systemic, experimental, qualitative) and practical case studies.

Strengthening civil society actors

Actors from civil society need to be actively involved in policy formulation processes to ensure that public policies reflect their needs and expectations, are respected by them, and can produce concrete results. IRAM there-

fore always tries to suggest methodologies that include capacity building for civil society groups, so that they can intervene in the formulation, implementation and monitoring of policies.

Development projects

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

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

This support was provided by a technical assistant and periodic missions to support public actors and establish a

framework for exchange between all concerned, particularly NGOs. Much of IRAM's work involves supporting capitalisation processes to build on the knowledge and expertise of civil society actors, and documenting the different aspects of this knowledge: survey findings on the impact of NGO actions on nutrition, lessons learned from innovative activities (particularly cash transfers and nutrition activities), and the strengths and weaknesses of capacity building for beneficiaries of these activities and national officials involved in the programme. This document will be finalised and published in 2017.

Advice-Support – Evaluation

Evaluation of partnerships between migration-based international solidarity organisations (OSIM) in the context of local development projects financed by the OSIM support programme (PRA/OSIM) in 2014 and 2015. May 2016 –January 2017. Financed by: FORIM/Ministry for Foreign Affairs and International Development (MAEDI). Partner: Ciedel (France).

As the programme had been evaluated in 2013, FORIM and MAEDI decided that this evaluation (scheduled in their biennial 2014-2015 agreement) should focus on a specific aspect of the programme: partnerships developed by

OSIMs in the context of local development projects co-financed by PRA/OSIM.

The main purpose of the evaluation was to assess the effects of the programme and the mechanisms it put in place on partnerships between OSIMs (in the North and South), and analyse the realities of partnerships developed by OSIMs in France and in the migrants' countries of origin. Work on these two components included developing proposals and recommendations to improve the PRA/OSIM mechanism, with a particular focus on its role in facilitating/encouraging partnerships.

Training

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

Design and run an intervention for the 'Evaluation tools' module, with a particular focus on the evaluation of co-operation projects: historical overview of cooperation approaches, presentation on project cycles and the interaction between different monitoring and evaluation times, evaluation criteria.

Training on monitoring and evaluation for senior BTC staff, DRC.

In addition to support in monitoring and evaluating PRODADEKK, IRAM was asked to provide a week of training on monitoring and evaluation for senior BTC programme staff. These internal training sessions were attended by about a dozen people.

CAR



Guinea



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:

- Reinforces decentralisation processes in order to reconnect local people with political decision-making processes and sustainable access to services,
- Supports innovation in promising agricultural value chains, to facilitate 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.

CAR



Support for decentralisation processes

IRAM provides capacity-building support for several local governments, to better enable their 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.

ities. Great emphasis is placed on citizen participation in our work supporting territorial governance, as this is the key to defining and implementing local development policies that genuinely reflect local people's needs, initiatives and aspirations.

Development projects

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

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

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

The political and military problems that arose in CAR in late 2012 led to the suspension of the project from June 2013 until the end of 2014. Activities resumed after the

arrival of two full-time technical assistants from IRAM.

The first 8 micro-projects set up by the hub in Sibut in 2016 used a specific grant of €150,000 (secured in August 2015) to get the local authorities up and running again (communes and deconcentrated State services). Other projects have been appraised and validated and will be implemented in 2017, particularly economic development projects that provide equipment for producer groups. Activities in 2016 also included training sessions, mainly capacity building to enable local authorities to support investments in infrastructures and equipment.

The ARCOSCAL project started supporting western hubs where CIDR had intervened until the start of 2016, but IRAM had to abandon planned activities to support the hubs in Bambari, Kaga Bandoro and Batangafo due to the security situation. Micro-projects for the hubs in Bouar, Bozoum and Paoua are being identified and will be implemented in 2017.

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

ing Group (Germany).

IRAM is responsible for implementing one of the components of this programme in partnership with ECO-Consulting. This entails planning development in the Prefecture of Tchaoudjo and supporting financial governance in the three secondary cities of Palimé, Tsévié and Sokodé.

The component approach aims to increase the communes' financial resources so that they can fulfil their mandate to provide public services. Poor tax recovery, insufficient human resources and lack of public information and understanding about the management and use of local finances have all contributed to the poor financial standing of local governments. Work on this component includes helping local authorities analyse their accounts and man-

age them in a more transparent manner, establish tax records, hold local consultations to develop plans to mobilize resources, and building the financial management capacities of the municipal services. At the central level, the component supports the Ministry for Economy and Finance, putting in place tools to monitor local government finances.

A taxpayers' guide explaining citizens' tax rights and responsibilities was produced and disseminated in the three prefectures, and representatives from the central and de-concentrated technical services and partner local authorities attended an end-of-project training/development workshop in Lomé in mid-2016.

IRAM and ECO-Consult have been selected to implement a new 3-year phase scheduled to start in early 2017.

Advice-Support – Evaluation

Evaluation of decentralised cooperation between Montreuil and Beit Sira. Occupied Palestinian Territory. June 2016 – February 2017. Financed by: City of Montreuil.

The City of Montreuil has worked in partnership with Beit Sira since 2005, with decentralised cooperation initiatives to support territorial governance, develop sustainable public services and infrastructures and support local activities. This evaluation consisted of (i) a quantitative evaluation of the results and medium-term impact of pro-

jects implemented in the framework of the two cooperation protocols (2010-2012 and 2013-2015); (ii) a qualitative evaluation to determine whether the processes put in place and the decision to use direct, multi-partner interventions fully reflected the principles of exchange, capacity building and multi-actor strategies. The evaluation also looked at the partnership as a whole, to ensure that Montreuil and Beit Sira share the same vision of their cooperation and its underlying principles.

More favourable policies, appropriate technical and economic frameworks, and action at the intermediate level to reconnect value chains with their point of origin are needed to increase family farmers' access to markets in developing countries. It is important to strengthen the links between value chains, local territories and local development, and to encourage effective and sustainable development by fostering relationships between different opera-

tors in each locality (producer organisations, enterprises, local governments and external operators such as NGOs). IRAM's interventions on this theme in 2016 included support in structuring established value chains that cover huge areas but are severely constrained by contextual developments such as climate change, and promoting short value chains in smaller areas in order to develop new economic opportunities.

Development projects

NARIINDU project – Sustainable local milk supplied by small-scale herders in Niamey. Niger. 2012-2016. Contracting authority: Association pour la redynamisation de l'élevage au Niger (AREN). Financed by: AFD- FISONG, CFSI, IRAM. Total project budget: €480k. Partners: Karkara (Niger), VSF (Belgium), AREN (Niger), Réseau Bilita Maroobé (Burkina Faso).

This project started in 2012, following up a programme to secure peri-urban livestock rearing and agriculture (PSEAU) implemented by IRAM from 2006 to 2008. The aim is to use small peri-urban producers to improve local milk supplies in neighbourhoods on the outskirts of Niamey, through innovative multi-service collection centres controlled by local herders who oversee the collection, quality control and marketing of local milk. This milk is sold directly to consumers or bought by the Solani dairy in Niamey, which sells it on or uses it in some of its own products.

As project funding ended in 2016, activities were limited to producing capitalisation documents, which can be found online at <http://filiere-lait-niger.IRAM-fr.org/in->

[dex.html](#), and preparing for Nariindu 2 (2017-2019). The €550k budget for this new 3-year phase will be used to (i) consolidate the two existing collection centres (Hamdalaye and Kollo); (ii) set up two new collection centres and a mobile collection unit; and (iii) continue to develop the local milk value chain through innovative partnerships with large local dairies.

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

IRAM provided 3 years of continuous technical assistance for this initiative, building the capacities of elected and territorial officials to manage projects, formulating the regional land use and development plan (SRAT), supporting the Bouhachem Regional National Park pilot pro-

ject (the first initiative of its kind in Morocco), and helping structure a regional strategy to support the social and solidarity economy (SSE).

Although this programme made significant progress on several fronts —especially in getting the SSE Centre up and running from 2014 onwards (supporting project leaders, setting up an SSE observatory and a project to create a shared enterprise), and raising the profile of the Bouhachem Regional National Park— it ended abruptly in April 2016, when PACA regional council stopped funding the technical assistance for its Moroccan partners after the last regional elections.

Antananarivo area agro-forestry support programme.

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

The specific objective of this programme is to increase producer incomes in the Antananarivo area, and improve local access to a secure market for agricultural products and fuelwood. In order to do this, the programme will help organise and structure six promising strategic value chains around the city of Antananarivo: market gardening, fruit farming, free-range poultry farming, dairy, fisheries and fuelwood. IRAM provides technical assistance through

Chad



two resident technical assistants, short-term expertise on different themes for each value chain, and assistance in establishing a monitoring and evaluation mechanism.

In 2015, various operators (NGOs) signed eight contracts with the programme to implement activities in the different value chains.

This year was largely devoted to short-term expert missions. ECO-Consult conducted two studies: one on the fuelwood value chain, and the other on setting up a de-

centralised forest control system and tax incentives in the basin that supplies Antananarivo's fuelwood (charcoal). A quality control mission by IRAM in September 2016 found that while different actors were generally positive about its progress, certain aspects of the programme need to be monitored due to its scale and varied objectives. This mission also assessed implementation of the programme's monitoring and evaluation mechanism.

Advice-Support – Evaluation

Evaluation of 15 years of support for rural development. Sub-Saharan Africa. June-August 2017. Financed by: AFD. Partners: Ciedel (France), South Research (Belgium).

The French Development Agency (AFD) commissioned a meta-evaluation of the performance of interventions on one of its priority themes: support for rural development in sub-Saharan Africa. The evaluation and capitalisation of these 15 years of support for rural development in sub-Saharan Africa is based on extensive fieldwork and literature reviews, with:

- 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, and a comparative analysis to identify the lessons learned;
- Operational recommendations to enable AFD to improve its interventions to support rural areas (content, institutional and financial setup, etc.) and establish robust operating procedures.

The evaluation covers 20 projects in Madagascar and 13

sub-Saharan African countries. Work on the study began in mid-2016 and is due to end in September 2017.

Evaluation and capitalisation of programmes to support the mangrove rice value chain, and feasibility study of a new rice programme in Lower Guinea. Guinea. Financed by: AFD. Partners: BRLi (France), APDRA (France), Insuco (Great Britain).

AFD commissioned a study to evaluate its actions over 20 years of development support for the mangrove rice value chain in Lower Guinea, build on their outcomes, and use the study findings to design a new programme. The first phase of the study consisted of a retrospective evaluation and capitalisation of projects financed by the French Cooperation. The second phase assessed the feasibility of a new support project for the mangrove rice sector in Lower Guinea that combines interventions on hydro-agricultural developments with support for the value chain (contracts, quality mark, funding, equipment for operators). The study showed the need to develop the solar salt value chain, which was the focus of another feasibility study.

This work in the mangrove rice sector reflects the range of issues associated with sustainable development – environmental issues (protecting mangroves and coastal areas), economic issues (income generation for family farmers and other actors in the rice value chain, the chain's ability to compete with imports), and social issues (rural-urban balance, the place of women and youth). The whole evaluation/capitalisation/feasibility process was conduct-

ed in a participatory manner and in very close collaboration with the State services and agricultural professionals, with input from a wide range of experts to assess previous and prospective development models. In addition to the 'classic' deliverables, IRAM also used its information and knowledge management systems tool (GesSICa©) to develop a website.

Guinea



Feasibility study for a rural economic development support programme in the regions of Tahoua and Agadez.

Niger. November 2015 – January 2016. Financed by: AFD.

This study was used to design the setup for a 5-year programme to promote local economic development in the two regions. The programme will combine support for actors in agricultural value chains with capacity building for local authorities, in order to create favourable conditions for economic development in their territories. Possible funding and technical support for different actors (local authorities, financial institutions, agricultural advisory structures, deconcentrated State services and producer organisations) was identified, and risk mitigation measures were formulated.

Feasibility study for an agricultural development project on the Nakaï plateau. Laos. March-May 2016. Financed by: AFD. Partners: Nabong Faculty of Agriculture, CCL (Laos).

This feasibility study for a 5-year agricultural development project in the Nakaï plateau area (reception zone for families displaced by the Nam Theun hydroelectric dam) used the recommendations of a diagnostic study to define the technical conditions, activities and institutional and financial setup for this project. The study recommended that the future project should (i) Help develop agricultur-

al and livestock sectors by giving producers the technical support they need to reduce the institutional and administrative constraints to their activities, (ii) Develop a new approach, moving from a compensatory approach to a development logic, (iii) Propose an institutional setup that puts the local authorities (Khammouane province, Nakaï district, villages on the plateau) back at the centre of the process.

The project will reach all communities on the Nakaï plateau, not just resettled populations (16 villages).

Support in implementing a quality-assurance approach and designing a monitoring and evaluation mechanism for PRODADEKK, a programme to develop agriculture and open up the districts of Kwilu and Kwango. Democratic Republic of Congo. 2014-2018. Financed by: CTB. Partner: E-Sud (France).

IRAM provides methodological support in designing the results-based monitoring and evaluation mechanism for PRODADEKK, while E-Sud is responsible for designing a computer tool based on the content and data to be analysed for the different types of actor concerned. Elements of the monitoring and evaluation will feed into the capitalisation process, which IRAM will start overseeing in early 2017.

Training

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

Design and run an intervention for an introductory module 'Questioning the standards used in agricultural and agri-food development professions'.

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

Design and run a module on managing project finances.

Enabling local authorities to connect and coordinate traditional land and natural resource management systems with those devised by the State is a major challenge. As relative newcomers to this field, local authorities have little experience to draw on and few tools at their disposal. If they are to reappropriate the management of renewable resources and productive land in their territories, they need a combination of local capacity building in resource management (for user organisations, local associations and local authorities) and a legal framework that recognises effective ways of transfer-

ring responsibilities to local organisations and institutions. IRAM has been involved in implementing joint natural resource management programmes since the 1990s (in Chad, Senegal, Mauritania, Burkina Faso and Niger), producing studies and evaluations that are informed by its considerable experience in this domain. As it deepens its knowledge of this field, the institute is also reflecting on innovative actions to make productive use of resources, especially in association with local energy production.

Development projects

Tidal energy demonstration project. Republic of Congo. 2014-2016. Contracting authority: Ministry of Research and Scientific and Technological Innovation. Financed by:

Ministry of Finance – FASEP-Innovation verte (France). Total project budget: €575k. Partners: Ecocinetic (France), GCADM (Republic of Congo).

Senegal



The aim of this project is to increase access to energy services for residents of Moulenda, a village on a tributary of the River Congo 130 km from Brazzaville, by installing small tidal turbines designed by Ecocinetic. The Moulenda demonstrator is a test phase to enable the team to monitor and evaluate the technical, economic, social and environmental performance of river turbines with local partners, demonstrate their effectiveness and determine how they can be appropriated by local people (maintaining, organising and financing the service). By offering a

possible means of access to energy in remote rural areas in a way that ties in with rural electrification priorities and public policies, the project can help disseminate the test technology through beneficiaries, operators and potential funders, and address some of the challenges associated with sustainable development in sub-Saharan Africa. Having trained two Congolese members of staff and constructed the turbines in 2015, this year saw the turbines installed and their performance monitored by students from ICAM-UCAC Brazzaville.

Advice-Support – Evaluation

Methodological support to the Global Water Initiative (GWI). Burkina Faso, Mali, Senegal. October 2014 – September 2017. Financed by: Howard G. Buffet Foundation (United States).

West African countries are planning to construct huge new dams to help meet their energy and water needs and improve food security in a context made more uncertain by climate change. It is therefore important to evaluate the performance of existing dams, as recommended by ECOWAS guidelines on the development of sustainable water infrastructures in West Africa. IRAM worked with the Global Water Initiative (GWI) programme, which is implemented by the International Union for the Conservation of Nature (IUCN) and the International Institute for Environment and Development (IIED), on an analysis of the capacity of several large dams to produce competitively priced food and provide reasonable incomes for producers while remaining sufficiently economically viable to justify the huge public investment needed to install and maintain them. Studies on the cost-effectiveness of dams undertaken in Bagré (Bur-

kina) and Niandouba (Senegal) in 2014 and 2015 were supplemented in 2016 by a study on the Sélingué dam in Mali, surveys of production systems around the three dams, and a report on the Sélingué dam. All of these studies should be finalised in 2017 and presented for discussion and validation at workshops prior to publication.

Technical assistance to the ‘Sahel Irrigation Initiative – S2I’ Task Force. Sahel. June 2015 – July 2017. 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, six Sahelian countries (Burkina Faso, Mali, Mauritania, Niger, Senegal and Chad), ECOWAS, WAEMU and FAO, launched an international call to develop irrigation in the Sahel through the so-called Dakar Declaration. The aim is to 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 necessary support measures



to maintain them. IRAM supported the task force set up to design a regional project to put this Declaration into practice, by (i) facilitating and reporting on meetings of the S2I task force in Bamako (June) and Niamey (November), which lasted for 2-3 days and were attended by 60-80 participants; (ii) helping produce the concept note for the regional Sahel irrigation support project (SIIP); and (iii) providing technical support for teams preparing the country projects, with missions to Mali, Niger, Chad, Senegal and Burkina Faso.

Ex-post written and filmed evaluation of the Limpopo National Park (LNP) development project. Mozambique. June 2015 – May 2016. Financed by: AFD.

The unusual methodology for this evaluation exercise showed the complementarities between written and filmed evaluations and the relative ease with which their results can be appropriated by the various actors concerned. The evaluation findings are available in a written report published in the AFD 'ex-post' series, and a film that can be

found on the AFD website, as a DVD, and on a dedicated website at <https://limpopo.afd.fr/>

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

This study assessed the physical, agro-socio-economic and environmental situation and the condition of existing target hydro-agricultural infrastructures in the zone. It was then used to design the content and setup of a 5-year project to improve rural resilience and living conditions by increasing agricultural productivity and food security in five

target departments in the regions of Kolda, Tambacounda and Kédougou. The project will (i) put in place hydro-agricultural infrastructures and rural amenities; (ii) provide support on nutrition and the diversification of agriculture and incomes; (iii) provide institutional and technical capacity building for local actors and value chains.

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

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 consistency/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'. This covered two themes: managing the development project cycle, and presenting case studies (developing forested areas of Laos, short agrofuel value chain for rural energy in Mali, and the Chad pastoral water platform).

ITI – International Terra Institute, Paris.

Design and run a module on sustainable finance and microfinance: presentation on microfinance and decentralised financial systems covering the history and organisation of microfinance, the general approach to the viability of microfinance institutions, and the impact of microfinance.

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

Projections show that the African population will remain largely rural until 2035, despite the rapid pace of urbanisation on the continent. There is therefore an urgent need for a structured response that takes account of cur-

rent realities and changes in rural settings, and addresses young people's needs and concerns in the face of increased pressure on land, vulnerability to climate change and problems with several major cash crops.

IRAM has become increasingly involved in this field in recent years, using the insights acquired through its longstanding work on rural systems to inform reflections on youth training and integration.

Growing recognition of our work has prompted a number of specialist vocational training structures to ask for our support in long-term projects.

Guinea



Development projects

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

The general objective of the PAJE programme is to assist the Algerian government with its national policy on youth and youth employment and integration, and support civil society initiatives to improve the social inclusion of young people. The consortium is tasked with setting up a programme support unit for central and local mechanisms, with activities in four pilot provinces: Annaba, Béchar, Khenchela and Oran. IRAM is involved in supporting the management and steering of the programme.

For further information on this project, visit <http://paje.dz>

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

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

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

The project is structured around three components that address three types of issue: (i) improving and extending the dual training on offer in accordance with local economic needs; (ii) developing local multi-actor consultation frameworks initiated by groups of communes to strengthen and improve youth employment opportunities; (iii) strengthening the MESFTRPJ's capacity to manage the dual training mechanism at this stage of its reform and in line with the evolution of the overall training system. The project operates at several territorial levels: the four departments of Zou, Collines, Mono and Couffo are extending their training provision; nine communes in Zou are using the inter-communal framework as a mechanism for youth employment; and Component 3 operates at the national level. The project's main target beneficiaries are young people seeking or undergoing vocational training, and professionals who need additional qualifications (employers and employees). IRAM jointly steers the overall project, and is responsible for Component 2. In 2016 it conducted a feasibility study on the creation and establishment of an intercommunal fund to support young people's socio-professional integration and prepare for the project capitalisation process.

Advice-Support – Evaluation

Support in setting up a mechanism for vocational training centres for herders in Médenine region. Tunisia. February-March 2016. Financed by: IFAD, EU.

The project to develop the agro-pastoral sector and related value chains in the Governorate of Médenine is an inclusive local community development project structured around promising value chains. Its global objective is to improve the living conditions of vulnerable rural populations and create new employment opportunities by strengthening the resilience of agro-pastoral production systems and developing related value chains. The project's specific objective is to enable public and private actors to manage and use agro-pastoral lands and value chains in a sustainable manner. IRAM's work on the capacity building and technical assistance sub-component involved helping the project team define the content of the vocational training and role of the technical assistance.

Vocational Training Support Programme (AFOP 2). Cameroon. 2013-2016. Financed by: AFD, C2D. Partners: Montpellier Supagro, in conjunction with 13 higher education structures.

The objective of this second phase of the AFOP pro-

gramme is to improve the professional qualifications of agricultural and rural development actors and help more young trainees find jobs in the agriculture, livestock and fisheries sectors. This new phase is expected to produce three results: (i) increase the number of youth and adults going through the vocational training system; (ii) increase the number of youth and adults who find work after completing their training; (iii) increase the number of renovated training structures.

The objectives for this second phase of the programme are to renovate about 100 training centres that can take up to 3,500 young people each year, and renovate 25 schools that can educate around 2,500 young people per year. The 900 young farmers who completed the first training cycle in 2012 will be given start-up assistance. In addition to periodic support running courses and monitoring trainees, IRAM also helped run a workshop on financial education. The objective of this workshop was to collaboratively identify the financial capacities that young trainees and project leaders need to negotiate with micro-finance institutions and benefit from the financial services they offer throughout their projects and enterprises.

Training

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

Participation in the round table on 'Questioning the

standards used in agricultural and agri-food development professions', 11 September 2015.

Guinea



Financial position (k€)

Financial results:

IRAM's turnover reached a record high of nearly €5.8 million in 2016, meaning that it has nearly doubled over the last 15 years.

Analysis of the last five years shows that this growth is underpinned by the dynamic services and expertise provided by our senior program officers and their teams. Their work on evaluations, studies, advisory and support missions, capitalisation and research accounts for half of this year's turnover and three-quarters of our gross profit in 2016. Much of this was generated by the evaluations of World Food Programme initiatives, programmes to support the gum arabic value chain in Chad and Sudan, and major studies (particularly on mangrove rice production in Guinea), which accounted for a total of 3,800 days of expertise (from IRAM and external actors) and 110 contracts.

Our long-term technical assistance (LTTA) activities are also increasing, albeit much more slowly than the provision of expertise (which has gone up by 55% in five years). Turnover from LTTA rose to €1.7 million, accounting for 30% of our activity in 2016. Much of this was generated by four contracts for long-term technical assistance led by IRAM: for RIMRAP in Mauritania, the food security programme based in Togo, the Asa programme in Madagascar, and the rice project in Cambo-

dia. Our permanent programme officers were also involved in this type of intervention, providing 300 days of monitoring and expertise over the course of this year.

Finally, IRAM also acts as a project operator. In 2016, we managed the €650,000 EU-funded ARCOSCAL contract in CAR, the contract to support the beef sector in eastern Chad (funded by the EU/AFD), and support for Konni-Madaoua financed by the Haut de France region. This type of intervention is productive in terms of building knowledge and support over the long term (between 3 and 10 years), but requires considerable input from our technical and administrative teams and can involve fairly onerous procedural rules.

We ended the 2016 financial year with a net income of €25,000, recording a profit for the second year in a row. This is close to the average for the last 10 financial years, which have seen our cumulative income reach €180,000 after various ups and downs. The net income represents less than 0.5% of turnover in 2016 and an average return of 0.90% on equity over the last decade.

This strong capital base and long-term capacity to maintain our financial equilibrium is welcome, but should not be taken for granted, as the Group's financial results for 2016 show that there is an imbalance between the association and the company.

| Financial results (in €k) | 2014 | 2015 | 2016 |
|----------------------------------------------------|---------|---------|---------|
| Turnover | 4,777 | 5,616 | 5,759 |
| Costs associated with missions and sub-contracting | - 2,604 | - 3,182 | - 3,398 |
| Salaries and overheads | - 1,911 | - 1,940 | - 1,896 |
| Structural costs | - 293 | - 372 | - 406 |
| Depreciation | - 22 | - 20 | - 25 |
| Financial and exceptional items | 43 | 23 | 9 |
| Reserves | - 2 | - 40 | - 10 |
| Incentives | | - 19 | |
| IS | | | - 9 |
| Net profit | - 12 | 66 | 24 |

Balance sheet:

IRAM's equity amounts to a third of the total balance, which is satisfactory. The Group currently has no debts, and working capital is stable at around €1.2 million, rep-

resenting 2.5 months of turnover. This is one month less than five years ago, meaning that there is greater pressure on cashflow.

| Balance sheet (in €k) | 2014 | 2015 | 2016 |
|--------------------------------------|-------|-------|-------|
| Total assets | 5,346 | 5,817 | 5,303 |
| Fixed assets | 578 | 575 | 621 |
| Accounts receivable and other assets | 2,534 | 4,555 | 2,858 |
| Liquid assets | 2,235 | 688 | 1,824 |
| Total liabilities | 5,346 | 5,817 | 5,303 |
| Social capital | 434 | 434 | 434 |
| Other equity | 1,312 | 1,370 | 1,414 |
| Other liabilities | 3,600 | 4,013 | 3,455 |

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)

Activities and financial partners:

Nearly half of our funding in 2016 came from AFD, representing a 10% increase on 2015. Two-thirds of this was for studies, a quarter for long-term technical assistance missions, and 10% to finance projects.

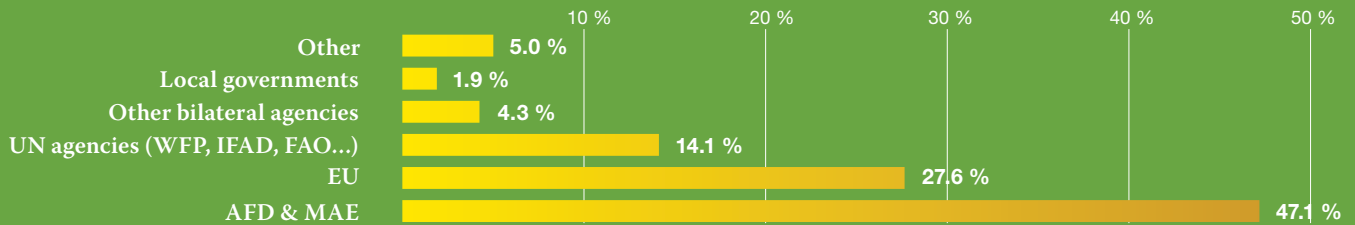
Our second biggest donor is the European Union. EU funding rose by 20% between 2015 and 2016, and was mainly focused on the ARCOSCAL project (41%) and long-term technical assistance for the ASA and RIM-

RA programmes, which together accounted for 55% of EU funds.

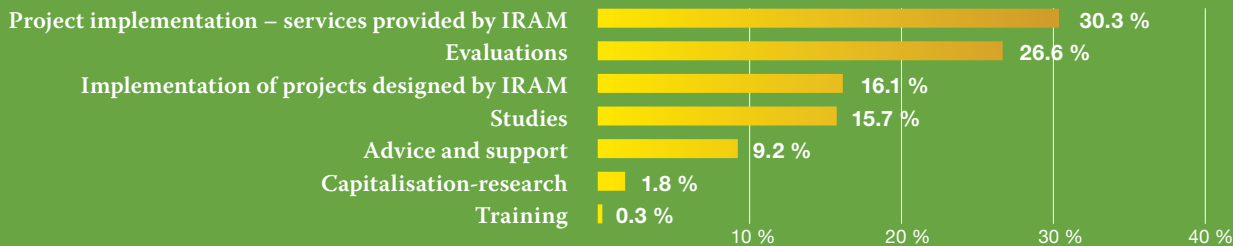
IRAM's work for UN agencies mainly consists of evaluations (70% of turnover), which are largely funded by WFP and FAO.

Local authority funding fell by 40%, as the cooperation between PACA/Morocco and Haut de France/Niger ended this year.

Financial partners (Turnover %)

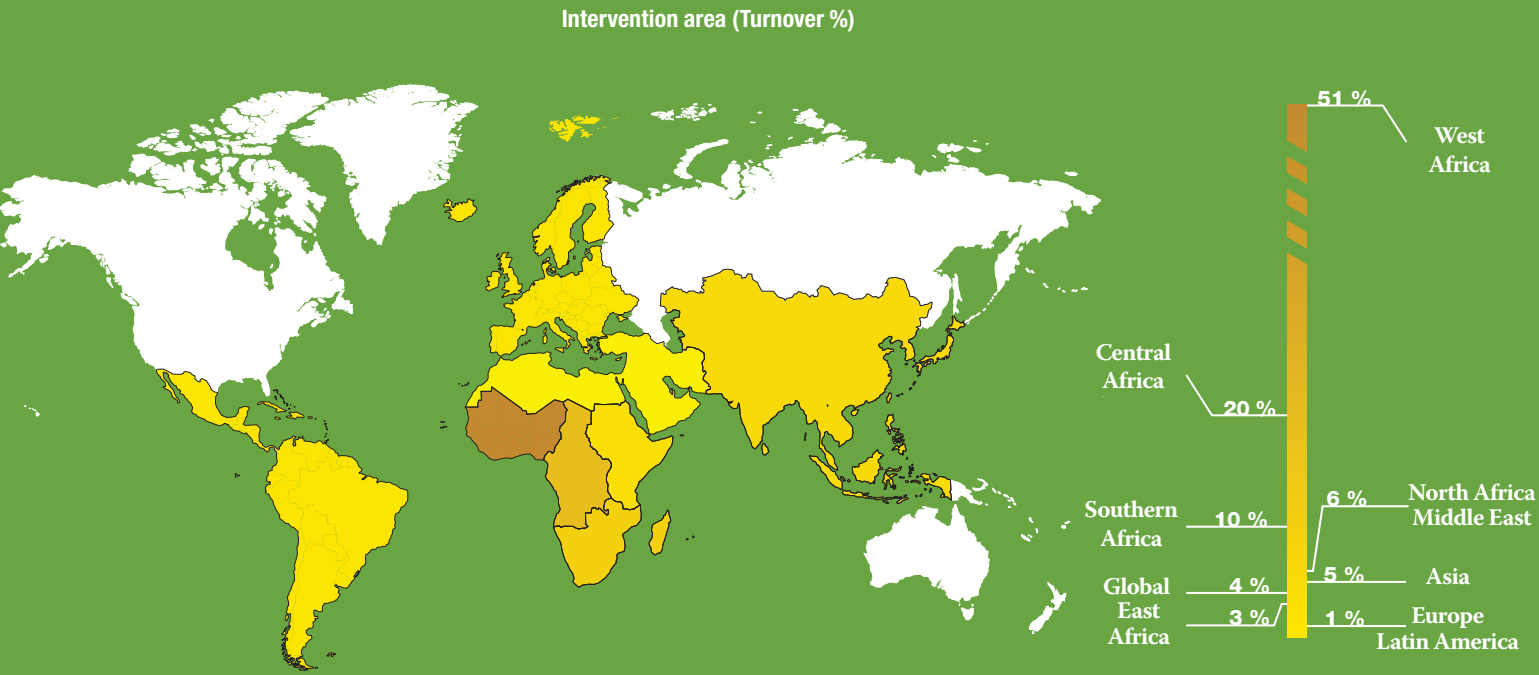


Activities undertaken (Turnover %)



In 2016, 90% of IRAM's activities took place in Africa, mainly in Guinea (14%), CAR (11%), Mauritania

(10%) and Madagascar (8%). Activities in North Africa and Asia contracted between 2015 and 2016.



Madagascar



Sources of funding for IRAM activities

| | | |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public institutions | <ul style="list-style-type: none"> – Agence belge de développement (CTB) – Belgium – Agence française de développement (AFD) – France – Ambassade de France au Laos – France – Conseil régional de Picardie – France – Conseil régional de Provence – Alpes-Côte d’Azur – France – Délégation générale à la Protection sociale et à la Solidarité nationale (DGPSN) – Senegal – Direction du Développement et de la Coopération (DDC) – Switzerland – Economic Community of West African States (ECOWAS) – European Union (EU) – Food and Agriculture Organisation of the United Nations (FAO) – Fonds français pour l’environnement mondial (FFEM) – France – Hub rural – Senegal – <i>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</i> – Germany – International Fund for Agricultural Development (IFAD) – Italy – National Information Platforms for Nutrition Initiative (NPIN) – Niger | <ul style="list-style-type: none"> – Inter-American Development Bank (IADB) – Institut agronomique méditerranéen de Montpellier (IAMM) – France – Ministère des Affaires étrangères et du Développement international (MAEDI) – France – Ministère des Affaires étrangères et européennes (MAEE) – Luxembourg – Ministère de l’Agriculture et du Développement rural (MINADER) – Cameroon – Ministère de l’Élevage, des Pêches et des Industries animales (MINEPIA) – Cameroon – Ministère de l’Agriculture – Haiti – Ministère de l’Économie, des Finances et du Commerce extérieur – Direction générale du Trésor – France – Plateforme pour la gestion des risques agricoles (PARM) – Afrique – <i>United States Agency for International Development (USAID)</i> – United States of America – Ville de Montreuil – France – World Bank (WB) – World Food Programme (WFP) |
| | <ul style="list-style-type: none"> – Howard G. Buffet Foundation – United States of America | <ul style="list-style-type: none"> – Fondation Total – France |
| Foundations and private companies | | |
| Civil society organisations | <ul style="list-style-type: none"> – Comité français pour la solidarité internationale (CFSI) – France – FERT – France – Fédération des organisations non gouvernementales du Senegal (FONGS) – Senegal – Forum des organisations de solidarité internationale issues des migrations (FORIM) – France – SOS Faim – Belgium – SOS Faim – Luxembourg | |



IRAM Project Budget (€)

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

The IPB was not replenished in 2016 due to the results achieved by the Group. The available resources therefore correspond with the balance of €19,917 at the end of the previous year. The following actions were under-

taken during the 2016 financial year:

- Preparations for a day of technical discussions on ‘Value chains and territorial development: why do approaches to interventions in developing countries need to be changed, and how can this be done?’ 8 days were set aside for permanent staff to do the preparatory work, conduct studies and document proceedings.
- Covering the cost of attending a board meeting of Crédit Rural Guinea in January 2016.

The total cost of these actions came to €5,700. Therefore, the closing balance for the IRAM project budget as at 31 December 2016 was €14,217.

| Amount in € | Resources | Application | Closing balance |
|--------------------------------------------------------------|-----------|-------------|-----------------|
| 2011: Allocation from Associative Group 2010 | 89,100 | | |
| Commitments | | | |
| Agreed actions undertaken in 2011 | | 20,918 | 68,182 |
| Salaried staff time | | 7,629 | |
| Costs | | 13,288 | |
| 2012: External funding for Guinea study | 15,482 | | |
| Commitments | | | |
| Agreed actions undertaken in 2012 | | 50,139 | 33,526 |
| Salaried staff time | | 16,171 | |
| Costs | | 33,968 | |
| 2013: Allocation from Associative Group 2012 | 14,000 | | |
| 2013: Allocation for salaried staff time (dedicated to IPB)* | 26,950 | | |
| Commitments | | | |
| Agreed actions undertaken in 2013 | | 44,096 | 30,379 |
| Salaried staff time | | 35,860 | |
| Costs | | 8,237 | |
| Commitments | | | |
| Actions undertaken in 2014 | | 1,604 | 28,775 |
| Salaried staff time | | 1,604 | |
| Costs | | 0 | |
| Commitments | | | |
| Actions undertaken in 2015 | | 8,858 | 19,917 |
| Salaried staff time | | 7,700 | |
| Costs | | 2,394 | |
| Commitments | | | |
| Actions undertaken in 2016 | | 5,700 | 14,217 |
| Salaried staff time | | 3,080 | |
| Costs | | 2,620 | |

* 70 days @ average daily rate of €385.

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

Partners in service delivery

IRAM prepares most of its service offers in conjunction with other structures based in Europe and the South (consultancy firms, professional NGOs), and develops these partnerships around technical, thematic or geographic complementarities. Our main partners in 2016 were:

- Aide à la décision économique (ADE) – Belgium
- Agence européenne pour le développement et la santé (AEDES) – Belgium
- AFC – Germany
- Association pour la formation professionnelle des adultes (AFPA) – France
- AGER – Tunisia
- Ambre – France
- Association nationale des directeurs de missions locales (ANDML) – France
- ANTEA – France
- APDRA – France
- Baastel – Belgium
- Bureau d'expertise sociale et de diffusion technique (BEST) – Madagascar
- BRLI – France
- Bureau Issala – France
- CER France – France
- CIDR – France
- CIRAD – France
- *Cambodian Institute for Research and Rural Development* (CIRD) – Cambodia
- Compagnie d'aménagement des coteaux de Gascogne (CACG) – France
- COWI – Denmark
- DAI – United States of America
- ECO consulting group – Germany
- École d'agriculture de Meknès – Morocco
- E-Sud – France
- Expertise France – France
- GLG – France
- GOPA – Germany
- Harson – Madagascar
- Horus – France
- Internationaler Bund (IB) – Germany
- Insuco – Great Britain
- IPAR – Senegal
- JMN Consultant – Cameroon
- Laboratoire d'analyse régionale et d'expertise sociale (LARES) – Benin
- NIRAS – Denmark
- Oxfam – Spain
- Prospect – Belgium
- Pôle Emploi – France
- RONGEAD – France
- SAFEGE – Belgium
- SONED Afrique – Senegal
- *South Research* – Belgium
- Swiss Contact – Switzerland et Benin
- TDH – Benin
- UCAD – Mauritania

- Groupe Urgence réhabilitation développement (URD)
- France

Partners in formulating development initiatives

IRAM's associative project is implemented through various initiatives. Most of them are based on partnerships developed around the design and/or implementation of innovative actions in the field, building on the results of previous initiatives, preparing lobbying activities, capacity building and so forth. In 2016 IRAM worked in partnership with a range of civil society organisations, social enterprises (such as IMF) and professional organisations in the North and South:

- Association pour la redynamisation de l'élevage au Niger (AREN) – Niger
- Comité de coopération avec le Laos (CCL) – Laos
- Centre international d'études pour le développement local (CIEDEL) – France
- Crédit rural de Guinée (C.R.G.) – Guinea
- DGE – Benin
- Ecocinetic – France
- Fédération des agro-pasteurs du Ouaddaï (FRAPO) – Chad
- Groupement des coopératives agropastorales pour le développement de Moulenda (GCADM) – Congo
- Hub rural – Senegal
- INADES Formation – Chad
- *International Institute for Environment and Development* (I.I.E.D.) – Great Britain
- Karkara – Association nigérienne pour la dynamisation des initiatives locales – Niger

- Maison guinéenne de l'entrepreneur (MGE) – Guinea
- Université d'agronomie de Nabong – Laos
- ONG Échelle – Central African Republic
- Réseau d'appui aux initiatives locales (RAIL) – Niger
- Réseau Bilital Maroobé (RBM) – Réseau des organisations d'éleveurs et pasteurs de l'Afrique – Burkina Faso
- VSF Belgium – Belgium

Partners in research activities

IRAM participated in research programmes with research units from IRD, CIRAD and various universities, working in close connection with our other activities. Our principal partners in 2016 were:

- Centre de coopération internationale en recherche agronomique 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 mondialisation et du développement (GEMDEV)

Partners in training activities

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

- AgroParisTech
- Centre d'études et de recherches sur le développement international (CERDI) – Clermont-Ferrand
- Centre international de hautes études agronomiques méditerranéennes (CIHEAM – IAMM) – Montpellier

- Institut des régions chaudes – Montpellier SupAgro – IRC – Montpellier
- ISTOM – École supérieure d'agro-développement international – 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

Madagascar



IRAM is a founding member of:



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

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



Comité scientifique français de la désertification



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



Crédit rural de Guinée

Inter-réseaux
Développement rural

2 study days

Cooperation in urban areas: What are ISO strategies for inclusive urban policies? 30-31 March, Dakar, Senegal

As urban stakeholders started to prepare for the United Nations conference on sustainable urban housing and development (Habitat III, Quito, October 2016), the 10 member organisations of Groupe Initiatives tapped into this dynamic to reflect on the ways that they support actors in urban settings.

<http://www.groupe-initiatives.org/Cooperer-en-milieu-urbain-184>

The results of this two-day meeting were published in the GI series *Traverses*, and informed the French position for Habitat III.
<http://www.groupe-initiatives.org/Cooperer-en-milieu-urbain-Quelles-strategies-des-OSI-pour-des-politiques>

Which project risks are borne by ISOs? 30 November, Nogent-sur-Marne

International solidarity organisations (ISOs) are well aware of the risks associated with development projects. Risk assessment is an integral element of their working procedures, and knowing how to anticipate and manage the risks inherent to the country context and territories where they intervene is increasingly regarded as (and assumed to be) part of their particular expertise.

This one-day event was an opportunity for GI's various member institutions to share their knowledge and experiences of risk management, and talk to their technical and financial partners about taking greater account of risks when designing projects.
<http://www.groupe-initiatives.org/Quelle-prise-en-charge-du-risque-projet-par-les-OSI>

4 days of discussions on professional experiences in various fields

As part of the 'GI Synergy' framework cooperation agreement on building the Group's collective knowledge and synergies in its main areas of expertise, member organisations held a series of one-day discussions on their professional experiences in different fields. Each day was led by an association that hosted the event in its offices.

<http://www.groupe-initiatives.org/Journees-d-echanges-d-experiences-metiers-du-Gi-Bilan-2016>

Water, sanitation and waste: 14 June, Poitiers; Agriculture and rural development: 11 October, Lyon
Health, social protection and nutrition: 13 October, Nogent-sur-Marne; Climate and energy: 1 December, Aubagne

1 day of professional support

Economic models: 13 September, Nogent-sur-Marne



In 2010, it was decided to develop an 'association mission statement' to guide and frame IRAM's actions in the period 2011-2016. This was done through a collective process involving staff and associate members, which was repeated with the next mission statement for the period 2016-2020. The latest document was adopted by the General Assembly in June 2016, and is summarised below.

1. Our identity

IRAM has been working in the field of international development since 1957, mainly on rural and local development in Africa, Latin America, the Caribbean, South East Asia and Europe.

The institute was born out of anger at the denials of democracy, marginalisation of entire social groups and injustice of international relations – an anger that burns just as fiercely today. We define IRAM as an 'associative consultancy' to emphasise one of the driving forces behind our group: the desire to combine high quality independent expertise with strong ethical principles and commitment. IRAM is an independent structure composed of two entities, IRAM Association and its affiliated commercial company IRAM Development. The group operates on several levels: i) concrete involvement in development operations in the North and South; 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.

2. Our intervention context

The need to question and review development models

Development models based on the increasing globalisation of markets constantly restructure the economic relations between different regions in the world and between socio-economic groups within each country, deepening inequalities everywhere.

In the North, societies under pressure from debt and insecure employment are seeking alternatives to nationalist isolation and promises of ecological renewal. Africa is now becoming the new frontier for unbridled international capitalism, sustained by its resources and carried by its demography. The frustrations and concerns this generates help strengthen the influence of radical religious movements that are spreading terror, forcing people to flee their home territories and creating equally dramatic and violent repercussions in the rest of the world, particularly Europe.

Yet civil society is mobilizing in several European countries, proposing new forms of organisation, communication and division of labour, resources and power. And there is hope that democratic aspirations in Africa can prevail over nepotistic and authoritarian regimes, opening up new challenges as the public domain is reorganised.

The growing global interdependence between societies is further proof of the need for global responses that combine actions at different levels, from the local to the international, with new forms of regulation to address the urgent need to mitigate (and adapt to) climate change, restabilise markets for commodities and foodstuffs, protect natural resources and manage migration. These regulations, which are the seeds of real democratic global governance, are also needed to manage terrorism and the underground econo-

mies that flourish in the margins of globalisation. This is particularly true in sub-Saharan Africa, where these phenomena are not only factors of political instability in already fragile societies, but also seriously undermine the effectiveness of development actions.

**Rural and local development:
new issues in developing countries**

Having recognised the important role that family farming plays in meeting food needs, the international community also acknowledges that producers operate under very

different circumstances, and that there are marked economic and social disparities between different geographical areas and production systems.

Certain social groups in many developing countries are becoming increasingly vulnerable, marginalised and trapped in long-term poverty, especially small farmers and communities in marginal or isolated areas. This is due to a combination of factors that vary from region to region but usually include dwindling natural resources, stagnating agricultural yields, land grabbing by certain actors, and increasing vertical integration within agri-food val-

Mauritania



ue chains. This has profound consequences for young people, especially in countries whose demographic balancing is shifting and where millions of rural youth enter the labour market every year without any hope of making a decent living from the land. Considerable progress has been made in some regions, but public services remain notoriously inadequate as local governments face huge constraints in fulfilling their mandate to equip and develop their territories.

Excessive use of underground and surface water resources, deforestation, failure to renew soil fertility, the production of certain greenhouse gas emissions and consumption of fossil fuels have made agriculture a major contributor to climate change and the degradation of natural resources. Yet agricultural production (crops, livestock, fishing and wild harvesting) can also make a significant contribution to environmental protection when undertaken in a favourable framework.

It is also important not to let the serious concerns noted above eclipse the positive dynamics observed in many countries in the South, where public interventions are being renewed and rehabilitated, local authorities are increasingly involved in territorial development, civil society is gaining strength, strong growth in urban demand for food and better quality standards is stimulating production, and producer organisations are finding their voice in value chains and public policy discussions on agricultural and rural development at the local and national levels.

International aid, new ambitions, new alliances

After several years of decline we are now seeing a resurgence in official development assistance (ODA), with a renewed focus on agricultural development following succes-

sive food crises. However, much of the increase in ODA is based on debt cancellation programmes, and despite the recurrent issue of unpaid loans several countries are increasing the loan element of their new funding packages, including some of the least developed countries. No matter what form it takes or how it is delivered, public aid alone cannot meet the new development objectives set by the international community.

The general findings of the review of implementation of the Millennium Development Objectives show that inequalities have increased everywhere since the early 2000s despite a global decline in poverty, shrinking wealth gaps between countries, and so-called 'under-developed countries' becoming middle-income countries and even engines of global growth. Inequalities within individual countries are sometimes worse than those between countries, to the extent that the North/South divide is no longer valid. The correlation between more growth and less poverty should therefore be replaced by a triangular relationship between growth, poverty and inequality. In 2015, the international community pledged to achieve its sustainable development goals (SDG) to eradicate poverty, fight against inequalities and injustice and tackle climate change by 2030. These SDGs concern all countries, regardless of their level of development, and are equally applicable to Burkina Faso, Columbia and France. Apart from the methodological question of how to measure results in accordance with this principle of universality, it has also proved difficult to mobilize the gargantuan sums of money (thousands of billions) and prodigious human and material resources required to implement this new agenda.

The intention is to supplement ODA by mobilizing new sources of finance to raise the funds needed for effective

development. Local governments can play a role in building North-South partnerships, but their efforts may be suddenly reversed by changes in the political makeup of their decision-making bodies. There are high hopes of direct interventions by private enterprises and indirect support from their foundations, and in recent years much thought has been given to coalitions of actors from the public and private sectors, NGOs and producer organisations that could provide support, particularly for rural development. Set-

ting aside the ambiguous position and opaque objectives of some of the companies concerned, this also raises question about how the risks will be shared between these different actors if their collaboration fails to deliver the expected economic benefits.

These changes are important as they represent both potential threats that need to be closely analysed and monitored, and opportunities to be carefully considered, seized and exploited to the utmost.

Guinea



Key challenges for IRAM

In this difficult context, IRAM wants to look beyond simple concerns about the effectiveness of development aid and help achieve the objective of transforming social and economic dynamics at the global level. Despite our modest resources, we want to avoid categories, concepts and models that do not take account of the socio-economic realities of our partners and other actors. Understanding the dynamics that are at play requires constant vigilance.

Therefore, we need to ensure that the way that we build on our experiences and make future choices (of partners, modes of intervention, themes) reflects our beliefs, and strive to maintain the initiative by investing in innovative themes.

We also need to develop ways of working that take account of the increased risks associated with security conditions in the countries where IRAM intervenes. Building and strengthening sustainable partnerships in the South and consolidating our methods of remote support is more important than ever.

3. Our objectives and guiding principles

Over the next five years we will pursue the following objectives in order to uphold the principles of the IRAM Group:

- Increase IRAM's freedom of action, in terms of our intervention choices and the approaches that we develop and implement;
- In the face of increasingly volatile and diverse demands, develop a relevant and consistent position with a small team that will continue to be recognised for its operational relevance and professionalism;

- Mobilize all stakeholders in the IRAM project to increase our financial and human resources;
- Disseminate the results of our work (procedures tested, analyses undertaken, tools and methods developed) and increase the influence of IRAM's positions and analyses through publications, membership of networks and stronger partnerships;
- Make the expected benefits of working collectively more evident in the daily activities of our permanent staff, by encouraging crosscutting teamwork on projects, versatility, constructive internal debates, and strengthening the unity of the collective as a melting pot for discussion and personal growth so that it is a real pleasure to work together.

Efforts to achieve these objectives will be guided by the following principles:

- Independent thought based on rigorous intellectual procedures;
- Diversifying our sponsors so that we can retain our independence and culture of constructive criticism;
- Constantly seeking and developing new ways of thinking and acting in each field of technical intervention;
- Involving IRAM stakeholders in networks for reflection and lobbying and building partnerships with actors in the South and North;
- Identifying major themes for the next 5 years.

4. Priority issues for the period 2016-2020

These priority issues were determined by identifying key questions for the current period and matching them with IRAM's areas of expertise. This shaped the main themes

that guided our choice of priority activities and allocation of our human and financial resources. We also wanted to make our specific identity and commitments more visible through these priority issues, and accordingly selected the following four issues for the period 2016-2020:

- Reducing vulnerability to hazards: Managing climate, economic, social and political hazards has always been an important aspect of agricultural activity, but farmers and pastoralists in developing countries now face increasing hazards due to the combined effects of pressure on natural resources, increasing market integration and climate change. In a context where household resilience is being weakened by major changes in production systems and activities, the most vulnerable individuals and social groups are the first to be affected by these hazards, particularly women. Reducing the vulnerability of actors who are worst affected by these hazards is a major issue, not only in Southern societies but at the global level.
- Increasing the capacity of intermediary organisations to contribute effectively to public policy reforms: In the agrifood sector, the weight of multi-national companies and development of contract farming, where most of the risk is borne by producers, is creating growing disparities between family farms. Measures to ensure that companies operate in a socially and environmentally responsible manner remain marginal, despite increasing calls by consumers and citizens for them to do so. The financial and food crises of the late 2000s resulted in massive inequalities, and their repercussions are still being felt. In this context, economic development and efforts to tackle inequality require better coordination between markets, public interventions and

collective actions. Strengthening the capacities of intermediary organisations (federations of producer organisations, professional associations in the microfinance sector, networks of civil society organisations) is vital in order to enable them to play an effective role in formulating, monitoring, evaluating and implementing public policies.

- Reappropriation of territorial development by local actors: Economic development requires far more local and multi-sectoral approaches to deal with the political, demographic and ecological changes and huge territorial disparities on the African continent. This revised approach to territorial development and local governance is more conducive to job creation, improves local people's access to services and encourages more sustainable natural resource management.
- Vocational support for rural youth: The social, economic and political inclusion of young people through vocational training, assistance in finding employment or creating activities, and support in becoming politically active and engaged citizens has been a longstanding concern of IRAM's, and will remain a critical issue in the coming years. The challenges in developing countries, and sub-Saharan Africa in particular, are huge, as demographic growth and the number of entrants into the labour market make the transition from training to employment or income-generation increasingly challenging for young people, whatever qualifications they may have obtained. It is also important to engage young citizens and improve their participation in public debates and decision-making processes at different levels. As these problems are amplified in rural areas, there is an urgent need for a structured response that



can address the concerns of rural youth and take account of their current realities: increased pressure on land, vulnerability to climate change...

5. Our procedure and organisation

Pursuing our objectives as a 'learning organisation'

Our intervention procedure is based on building knowledge, formulating proposals and developing frames of reference informed by fieldwork and long-term partnerships with the actors concerned. This kind of approach draws on an understanding of complex situations and adapts intervention methods and techniques to the specificities of each context. In the coming years, we will continue to combine the specific skills of each thematic team with other related competences in order to provide a versatile and flexible service.

IRAM will continue to conduct external and internal evaluations to learn from the institute's actions and practices, and share these lessons through capitalisation and technical exchanges and by disseminating the results of its activities.

We are developing exchanges and partnerships with structures that share the same values and guiding principles, particularly members of the Groupe Initiatives. IRAM has already signed a memorandum of understanding and undertaken actions with the group, and will continue to develop this working relationship. Building the capacities

of the actors with whom we work in the South will remain a common objective across all our activities.

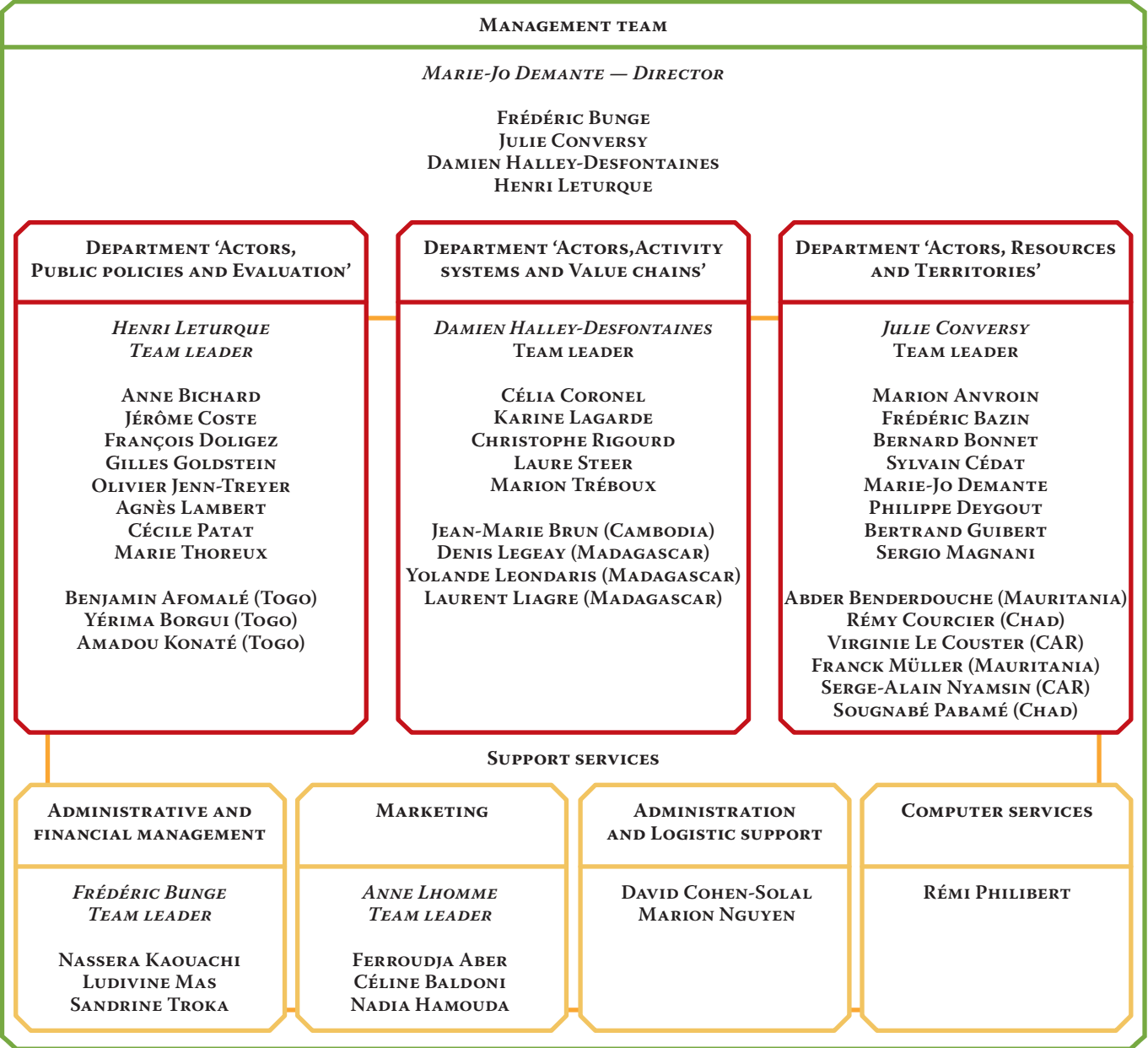
Consolidating the reform of our governance system

Our team of salaried staff will continue to work according to the principles of co-operative management based on trust, initiative and inclusion in our joint enterprise. Particular attention will be paid to our training policy, ensuring that all members of staff understand the defining issues of IRAM's thematic interventions, collective learning and continued efforts to overcome market constraints and integrate young professionals.

Diversifying our economic model

The economic model of our structure is an integral element of the IRAM enterprise, and is designed and deployed with the clear objective of ensuring that the IRAM Group is viable, not to maximise profit.

As it is equally important to ensure that our mission does not compromise the economic viability and sustainability of the structure, our economic model will be built around a considered combination of different funding sources and modes of intervention, geographic diversification, consolidating our finances and using this good financial health as leverage to mobilize private funds, and increasing activities that strengthen the economic viability of the structure while working in accordance with our collective principles.





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