In the developing world, millions of people are sunk in extreme poverty without any prospect of escape. Poverty crushes down men, women and children. It condemns them to bare survival, depriving them of access to essential public goods, while refusing them the right to live in dignity. Exacerbated by ongoing daily injustice, poverty often causes desperate acts: family separation, migration, violence. Poverty is the prime enemy of peace.

The great challenges of our time are linked to poverty: unemployment, malnutrition and hunger, difficulty in accessing drinking water, education, training, medical care, as well as climate change and declining biodiversity. Poverty lies at the heart of the world’s problems.

A major characteristic of poverty is exclusion from any economic activity. The poor do not have a regular job, they are unable to sell or produce anything on an ongoing and profitable basis. Economic exclusion pushes them towards social exclusion.

Yet the market dynamics can be a valuable tool in fighting poverty.

Since 1992, Agrisud has launched 19,100 market-rooted, small-holder enterprises in Africa, South Asia, and the Indian Ocean area. These income generating enterprises have lifted thousands of families out of poverty. These small-holder enterprises are both profitable and sustainable. The survival rate of a typical enterprise after 4 years is 85%. Over 80,000 sustainable jobs have been created. Local food security has been improved.

Farewell, Jacques

Jacques Baratier slipped away in 2007. He was our founder. He invented Agrisud’s ethics and approach back in the 1980’s in Congo. He offered all his energy to Agrisud’s development.

He recruited the competent team that continues to run the association. Fellows like Yvonnick, our managing director, joined the staff at the very onset.

We owe Jacques the very meaning of our commitment. Thanks to him, we are the craftsmen of an intelligent, well-known development approach.

Others, much greater in number, over 19,000 small entrepreneurs, some 80,000 persons with a stable job as well as their families have been lifted out of poverty because through Agrisud, Jacques offered them tools in life. Let us listen to the countless voices that express their gratitude to him. And we, the board and team of Agrisud, say thank you Jacques for having guided us. You shall always remain our source of inspiration.
At the onset, Jacques Baratier presented his plan as « fighting poverty through enterprise ». Agrisud was to help the poor in the South to run their own sustainable small-holder enterprise, well-rooted in the local market. This economic approach remains the cornerstone of our action. It applies essentially to small family-size agriculture.

With time, we have enriched the concept. Today, we contribute to sustainable development in a number of ways. Our aim is to help accomplish the “Millennium Development Objectives”:

- **food security**: for small-holder entrepreneurs and their families to begin with; for local markets through improved supply of fresh produce and lower vulnerability to seasonal cycles. Mostly, we provide assistance in different countries, namely in Africa, to better anticipate dramatic food deficiencies that are expected to proliferate all along this century. Today, more than ever, local family-size farming supplying local populations appears as a fundamental solution to food shortages in developing countries;

- **gender equality**: women represent over half of the farmers trained by Agrisud. When visiting small-holder farms we launched eight years ago, in Cambodia for instance, one is often greeted by women who have become robust professional managers. Sheep breeders in Morocco, market gardeners in Gabon and Angola express their gratitude. For these women, Agrisud’s help has brought emancipation from poverty, social promotion and enhanced dignity;

- **reinforcement of local players**: once a development program is completed, the torch is passed on to local N.G.O’s managed by former project teams who continue to receive support from the « Agrisud network »; their action is outstanding as demonstrated in Cambodia or Congo. In Niger, we help the local authorities to soundly manage their economic and territorial development. In 2007, our Capacity building Program was provided to a dozen local organizations covering issues such as setting up and management of development projects;

- **development and environment**: while climatic disruptions, such as floods and drought or devastating slash and burn techniques cause migration, our programs help the populations to settle on a piece of land; they create stable jobs and support the local economic fabric. They are attentive to the conservation of natural resources, the prime resource being the soil. We train the farmers to efficient management of water and wide use of organic fertilizers. The 19,100 small-holder enterprises launched and supported by Agrisud generally use sustainable agricultural techniques.

At a time when France, through the Grenelle agreements (in which Agrisud actively took part) is catching up with sustainable development, we will be active contributors to eco-farming.

The real sustainability of the enterprises that Agrisud has launched will depend on their capacity to come to terms with nature; our experiments in Gabon in cooperation with CIRAD, have opened innovative technical perspectives that we shall apply extensively. In various countries, there is now
demand for organic products: we shall accompany our entrepreneurs to satisfy this growing demand.

The 2007 report is a review of a positive year in all respects, be it in terms of the number of newly launched enterprises or financial bottom line. It also highlights our will to achieve two major objectives: transfer know-how to local organizations and become a leader in eco-farming at the service of economic and social development. Our ultimate goal is today, more than ever, to contribute to devising sustainable solutions that can tackle food shortages.

Robert Lion

2007 : 2974 new enterprises
**2007 FINANCIAL DATA***

**Agrisud**

Statement of income data (euros) excluding proceeds from a one-time exceptional real estate transaction

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<tr>
<td>Operating expenses</td>
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<tr>
<td>Surplus</td>
<td>7 881</td>
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<tr>
<td>Operating income</td>
<td>2 487 836</td>
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**2007 Expenses**

- Overhead: 16.9%
- Identification, preparation of projects: 2.9%
- New operations: 24.5%
- Field operations: 55.7%

**2007 Revenues**

- Caisse d’épargne Aquitaine et Poitou Charentes: 7.5%
- Decentralized cooperation: 1.6%
- Multilateral organizations: 4.4%
- Caisse des Dépôts: 2.0%
- Other private resources: 14.8%
- Local governments: 9.2%
- Agence Française de Développement: 8.2%
- European Union: 36.5%
- French Foreign Affairs: 15.8%
- Other public funding: 75.7%
- Private funding: 24.3%

**Agrisud Network**

Statement of income data (euros) including the following entities and projects: Institut Gabonais d’appui au Développement, Agricam, Agridev, as well as Laos, India, Morocco, Madagascar operations

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<tbody>
<tr>
<td>Operating expenses</td>
<td>5 669 230</td>
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<tr>
<td>Surplus</td>
<td>38 369</td>
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<tr>
<td>Operating income</td>
<td>5 707 598</td>
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* details available on Agrisud website
Operations underway

Angola
Professionalizing peri-urban agriculture in Luanda: 1,300 enterprises over 2002-2007, 950,000€.
Funded by the French Ministry of Foreign Affairs.

Reconstruction and extension of Cabiri refugees’ perimeter: rehabilitate 50 flood stricken enterprises and launch 25 new ones over 2007-2008, 80,000€.
Funded by Total Sonangol.

Reinforcing the CAOP-Luanda Resource Center: training sessions over 2007-2008, support for the Cabiri project, 80,000€.
Funded by Total Sonangol.

Promoting market gardening in Catumbela, Benguela: 150 enterprises over 2005-2007, 125,000€.
Funded by the French Ministry of foreign affairs. Partner: l’Association d’Appui au Développement Communautaire (AADC).

Supporting agricultural activity in Cubal, Benguela: 1,000 enterprises over 2006-2009, 842,000€.

Economic and social re-integration of war refugees and vulnerable groups in Benguela: 1,250 enterprises over 2007-2008, 365,000€.
Funded by the World Bank, Agrisud. Partner: AADC.

Cambodia
Funded by Laiterie Saint Denis de l’Hôtel.

Promoting local products for tourism in Siem-Reap: 130 enterprises over 2005-2008, 60,000€.
Funded by Accor Group.

Funded by Aide à l’Enfant réfugié (AER). Implementation by Agri-Cam, supported by Agrisud.

Improving economic and social conditions in Thmor Kaul, Battambang: 230 enterprises over 2007-2008, 102,000€.
Funded by Coopération Francaise, Agri-Cam. Implementation by Agri-Cam, supported by Agrisud.

Professionalizing agricultural activity in the Kandal Province: 300 enterprises over 2005-2007, 50,000€.
Funded by the French Ministry of foreign affairs. Implementation by Agri-Cam, supported by Agrisud.

Agricultural promotion of Ta Ong and Ta Roth canals (preks), Kandal Province: feasibility study completed in 2007.
Funded by Agence Francaise de développement (AFD). Implementation by Agri-Cam and Kosan Engineering, supported by Agrisud.

Reinforcing the local NGO Agri-Cam: technical support over 2007-2008, 56,000€.
Funded by Pro Victims Foundation. Partner: AFVP.

DR Congo
Peri-urban agriculture in Kinshasa, Lukaya Valley: 130 small enterprises, 197,000€ over 2005-2008.
Funded by Coopération Francaise and program beneficiaries. Partners: FOLECO (local NGO), AFVP, AGRIDEV.

Funded by the EU, Agrisud. Partners: FOLECO, AFVP, AGRIDEV.

Supporting sustainable farming activities in Cataractes, Bas-Congo Province: 1,000 small enterprises over 2007-2009, 1,291,000€.
Funded by the EU and Agrisud. Partners: Kinshasa Agronomical and Veterinary Center (CAVTK), AGRIDEV.

Gabon
Funded by the government of Gabon, AFD, French Ministry of foreign affairs. Implementation by Institut Gabonais d’Appui au Développement (IGAD), supported by Agrisud.

Agricultural development, in the « 3 frontiers zone » (Gabon, Equatorial Guinea, Cameroon): pilot activities over 2005-2007, 85,000€.
Funded by the EU. Implementation by IGAD, supported by Agrisud. Partners: AFVP and a local NGO.

Creation of a manioc transformation workshop for women in Omboue: 35,000€ over 2007-2008.
Funded by Total. Implementation by IGAD, supported by Agrisud.

Supporting Gabonese Institute for Development: training and follow-up, project management, support for development initiatives; 550,000€ over 2007.
Funded by the government of Gabon and Total.

India
Supporting aromatic plants federation in Dehra Dun: 100 enterprises over 2007-2008, 30,000€.

Laos
Promoting peri-urban agriculture in Luang Prabang: 300 enterprises over 2005-2008, 600,000€.
Funded by the EU, the city of Chinon. Partners: the city of Chinon, Maison du Patrimoine.

Madagascar
Fighting food insecurity in the Southern regions of the island: 3,600 families over 2006-2008, 1,100,000€.
Funded by the EU and Care. Partners: Care, FAFAPI, AFVP.

Morocco
Food security and poverty alleviation in Draa and Dades valleys: 300 enterprises over 2003-2008, 365,000€.
Funded by Agrisud, Aquitaine Region, Caisse des Dépôts, Les
Pélicans, Eau Sans Frontières and Rotary Club. Partners: Association marocaine d’appui aux initiatives de développement (AMAID), AFVP, ORMVA O.

Capacity building program addressing sustainable small-holder projects: training sessions over 2006-2008 for executives in charge of solidarity programs at the Mohammed V Foundation and its partner associations, 80,000€. Funded by the Mohammed V Foundation.

Supporting professional integration of handicapped rural youth in Ouarzazate: definition of a specific methodology, 30 small enterprises over 2006-2009, 340,000€. Funded by Programme Concerté Maroc (PCM), Initiative Nationale de Développement Humain (INDH), Horizon Association.

Niger

Sri Lanka

Projects

Angola
Training and technical assistance, Dombe Grande program, Benguela Province: 1,000 beneficiaries over 2008-2009, 30,000€. Funded by the Spanish foundation CEAR.

Cambodia
Rehabilitation of Ta Ong and Ta Roth, Kandal Province: 400 small enterprises over 2008-2009, 350,000€. Funded by AFD, North-West Irrigation. Implementation by Agri-Cam and Kosan Engineering, supported by Agrisud.

DR Congo
Fighting poverty and food insecurity, Butembo, Nord Kivu Province: program content to be determined in 2008. Funded by the EU, Agrisud. Partners: CAVTK, AGRIDEV.

Gabon

Agricultural training: 300 beneficiaries over 2008-2010, 180,000€. Funded by Fonds d’Insertion et Réinsertion, Office National de l’Emploi.

India
Promoting export of organic aromatic/medicinal plants, Naugan, Uttaranchal Province. Partners: Hom&Ter, HARC, AFVP.

Madagascar
Supporting peri-urban agricultural activity in Antananarivo: studies and preliminary actions to conduct over 2008. Partner: Care Madagascar, FIFTAMA.

Sustainable farming activities in the Majunga zone: studies and preliminary actions to conduct over 2008. Partners: Ecoles Du Monde, UNIMAR.

Morocco


Promoting local development, Al Haouz Province: feasibility studies and preliminary actions to conduct over 2008. Partners: Norsys Foundation, AMAID.

Sri Lanka

Sao Tome and Principe

Agrisud network
Capacity building program for « sustainable small-holder enterprises »: 3 training sessions addressing 18 to 20 African (French and Portuguese speaking) and South-East Asian (English speaking) NGOs, 145,000€. Funded by the French Ministry of foreign affairs, Agrisud, Un Monde pour Tous Foundation.

Reinforcing eco-farming methods: know-how transfer within Agrisud’s network, organization of workshops and exchange groups. Funded by internal resources. Partners: CIRAD, CARI, Terre et Humanisme.
Eco-farming offers sustainable agricultural models that are environmentally friendly, economically efficient and promote development as well as equity. Eco-farming offers a series of technical possibilities that combine the productivity necessary to meet a population’s needs, low ecological impact and sustainable management of natural resources.

Eco-farming encompasses conservation of farming eco-systems, sustainable economic development and food security.

Eco-farming techniques contribute to the improvement of the environment, protection of natural resources necessary for production (water, soil, flora, fauna). They favour reduced use of fossil fuels (energy, synthetic fertilizers) and help enhance productivity.

This is the reason why Agrisud has, from the very beginning, engaged in eco-farming: alley cropping systems, mulching practices, compost, crop diversification, association and rotation, biodiversity promotion, peasant forestry.

Specifically in Gabon, farming on vegetable cover and direct seeding systems have been largely developed in cooperation with CIRAD.

Agrisud’s eco-farming know-how is based on its experience in 10 countries. It is being disseminated to field teams, local populations and partner N.G.Os. These techniques are permanently updated and enriched with new experiences.

Crops on vegetable cover to:
- Improve, maintain soil fertility
- Resist erosion
- Carbon sequestration, reduced GHG
- Preserve water resources
- Limit use of synthetic fertilizers and pesticides
- Improve productivity
- Reduce physical hardship

Organic fertilization, liquid and solid composts to:
- Promote biomass, organic waste, harvest residues
- Improve soil fertility
- Limit use of synthetic fertilizers and pesticides
- Enhance productivity

Cambodia, Gabon, Madagascar, Sri Lanka : eco-farming methods
Cambodia, Banteay Meanchey Province, Kanthuot village
Eco-farming in the North-West of Cambodia

Progressive change in an entire village

For the past five years, Agrisud and its local offshoot Agricam have been supporting the agricultural development of the Phnom Prasat village, in the Banteay Meanchey Province.

With financial contribution from the European Union and later the firm Laiterie Saint Denis de l’Hôtel, 69 sustainable market gardening enterprises have been launched.

These holdings, with a surface ranging from 600 to 1,000 m², have now permanent access to water thanks to wells and ponds and can therefore produce in all seasons.

The systematic use of mulching insures good protection against soil erosion and limits weed. By maintaining sufficient humidity, mulching favours biological activity of the soil reducing the need for irrigation. Moreover, every farmer owns a crib to produce solid compost and a jar to stock liquid compost enriched with natural pesticides. These two natural sources of fertility allow progressive reduction, even abandon by most farmers, of synthetic fertilizers and pesticides that had been massively used in the past. Thanks to such eco-farming techniques, every month 20 tons of high quality lettuce, cabbage, tomato and eggplant are produced and sold on local markets.

For the families, food security and income have now been considerably improved. This achievement is a clear illustration of how productivity can be combined with sustainable management of natural resources and social development.

According to Pierre Rabhi (Terre et Humanisme), eco-farming has a far larger significance than a mere agronomic alternative. It bears a profound attachment to preserving life by encouraging mankind to assume his responsibility towards the Living. Committed to promoting a balanced relationship between man and nature, eco-farming is both an ethical vision of life and an agricultural alternative. It further considers the respect of food land and food sovereignty of populations as a fundamental basis for an equitable and sustainable society.

Peri-urban eco-farming in Libreville, Gabon

An alternative to devastating “slash and burn” methods

Agrisud is developing, in cooperation with IGAD, (Institut Gabonais d’Appui au Développement) cropping systems on permanent vegetable cover as an alternative to slash and burn methods.

The association of banana trees with brachiara has been particularly successful among peri-urban farmers in Libreville: it helps to extend the life cycle of banana plantations which, prior to this experiment, lasted only 2 to 3 years. Such techniques offer a number of agronomical advantages: protection against erosion, weed control, improved structure, fertility and organic activity of the soil.… The economic advantages are tangible with improved harvests in terms of quantity and quality. Once farmers having practiced itinerant slash and burn methods are successfully settled on their parcel, the pressure on the forests and natural resources is considerably reduced. Lastly, permanent soil cover contributes to carbon capture.

Dozens of farmers have already embraced eco-farming techniques in order to efficiently address their local markets.
The N.G.Os in the South are expressing growing demand for professional training to efficiently promote small-holder enterprises and income-generating activities in different economic areas.

In 2004, Agrisud devised a « Capacity building Program », aimed at transferring know-how to N.G.O’s.

The Program includes 2 weeks of training organized in 4 modules, with a focus on diagnosis and market study techniques, project management, professionalisation of small sustainable entrepreneurs. It also offers field support to N.G.Os in order to evaluate the successful appropriation of the program and complete the training according to specific on-site requirements.

Around 40 N.G.O’s in the South have been so far trained by Agrisud.

The 4 modules of the Program

1. Sustainable economic development for a small-holder enterprise:
   - global approach, implementation conditions,
   - professionalising the entrepreneurs and sustaining their activity: training and support, market information systems, professional organisations

2. Diagnosis of a support project:
   - general principles, methodology,
   - characteristics of commercial channels, small enterprises, professional groups,
   - objective-based planning.

3. Implementation, follow-up of a support program:
   - project proposal,
   - project management,
   - support activities.

4. Project follow-up:
   - evaluation,
   - capitalisation, communication.

2008 objectives

With the support of the French foreign affairs ministry and the Foundation « Un Monde par Tous », 3 sessions of the Capacity building Program will be held in 2008 to train 24 local N.G.Os:

- 1 session in French in Niger addressing 8 N.G.Os from 3 West African countries;
- 1 session in English in Cambodia addressing 8 N.G.Os from 2 South-East Asian countries;
- 1 session in Portuguese in Angola addressing 8 N.G.Os from 2 African countries.

Particular attention will be paid to bringing together the trainees in a common network to promote exchange of experience and sharing of action means.

A successful transfer in Cambodia: AGRICAM

AGRICAM is a Cambodian N.G.O. Launched by former Agrisud team members, it enjoys 13 years of experience and was trained by the Capacity building Program in 2004.

With a team of 17, AGRICAM is today Agrisud’s active partner, helping to sustain the programs initiated since 1995 and launching new projects.

On the field, AGRICAM coordinates several operations aimed at launching small-holder agricultural enterprises.

AGRICAM receives structural backing from Agrisud through the presence of a volunteer and financial support through the Pro Victimis Foundation.
**Board of Directors**

**Chairman**
Robert Lion, former CEO, Caisse des Dépôts

**Executive Board**
Frédéric Pascal, member, Conseil Economique et Social
Geneviève Ferone, head of sustainable development, Veolia Environment Group

**Directors**
Fatima-Zohra Akalay, chairman, AMAID association (Morocco)
Dominique Aiduy, consultant, former executive director, « Le Monde »
François Audibert, CEO, Caisse d’épargne Aquitaine et Poitou-Charentes

**Observers**
Jean-Marc Châtaigner, head of private office to the minister for Foreign Cooperation
Hocine Tandjaoui, international program coordinator, Caisse des Dépôts

**Management**

**CEO**
Yvonnick Huet, agronomist, INP-ENSA Toulouse

**CFO**
Raphaël Vinchent, agronomist, Gembloux (Belgium)

**Director of operations**
Sylvain Benton, agronomist, CNESARC Montpellier

**Director of communications and fundraising**
Marina Ezdiari, HEC Paris

**Partners and Sponsors**

**NGOs in the South:** Angola: Association for Community Development; Brazil: ProNatura, Banco Palmas; Cambodia: AgriCam, Kosan Engineering, Aide à l’Enfant Réfugié, Reada, Agronomes et Vétérinaires sans Frontières; DR Congo: Foleco, Agridev, Centre Agronomique Vétérinaire Tropical de Kinshasa; Gabon: World Promeus, Service d’études et d’appui aux populations à la base; India: Rajiv Gandhi Foundation, Himalayan Action Research Center; Laos: Luang Prabang Heritage House; Mali: Malian Institute of Technology; Morocco: AMAID, Horizon Association; Niger: EAN (Working in Niger), RAIL (Support Network for local initiatives), Care Niger; Madagascar: Care Madagascar, FAAF, Ecoles du Monde; Sri Lanka: Future in Our Hands.


**Sustainable development and solidarity networks:** Alliance pour la Planète, Comité 21, Coordination Sud, Comité Français pour la Solidarité Internationale, Programme Concerté Maroc, RADS/Aquitaine, Intérêreté.

**Education and Research:** Bordeaux School of Management, Sciences-Po Paris, CNEARC, ICRA, IFAD, INAPg, ENSAT, ISTOM, CIRAD, IRD.

**Corporate sector:** Caisse d’épargne Aquitaine et Poitou-Charentes, Accor Group, Caisse des Dépôts, Laiterie Saint Denis de l’Hôtel, Centre des Jeunes Dirigeants, Easy Neuf, Total Gabon, Total Angola, Sonangol, Kwanda Angola, Conseil Supérieur du Notariat, Hom&Ter Développement, Groupe Alliances.

**French local Governments:** Aquitaine Region, Ile-de-France Region, City of Chirion.

**Foundations:** PhiTrust, les Pélicans, Fondation de France, Mohammed V Solidarity Foundation, Citigroup Foundation, Pro Victims Foundation, Rotary Club, Norays Foundation, CEAR Spain.

**Institutional:** European Union, French Ministry of foreign affairs, Agence Française de Développement, UN High Commission for Refugees, UN Food and Agricultural Organization, World Bank, World Food Program, UN Development Program, Initiative Nationale de Développement Humain (Morocco), Office régionale de Mise en Valeur de la province de Ouarzazate (Morocco).
Contacts

Angola
Arnaldo Ameida e Souza, Rua Rui de Sousa nº 17, 1º Andar, Luanda
(244) 923 50 10 51 aalmeida@agrisud.org

Cambodia
Chloé Légé, BP 1461 Phnom-Perh
(855) 12 815 876 clege@agrisud.org

DR Congo
Florian Dezwaene, Bd Lumumba/10e Rue Limète, 2550/558, BP 9931 Kinshasa
(243) 999 35 50 35 fdezwaene@agrisud.org

Gabon
Christian Renardet, IGAD, PK8, route de Kango, BP 20423 Libreville (241) 07 28 36 38 crenardet@agrisud.org

India
S/C Rajiv Gandhi Foundation, Jawahar Bhawan, Dr. Rajendra Road, New Delhi
110 001, (091) 11 37 55 117 sberton@agrisud.org

Laos
S/C MDP, Xiengthong, Sakarin Road, Luang Prabang P.O. Box 993
(856) 71 252 248 sberton@agrisud.org

Madagascar
Sylvain Deffontaines, S/C Care, avenue Gallieni, Amprotatra, Fort-Dauphin
(261) 32 02 76 51 2 sdeffontaines@agrisud.org

Morocco
Elphège Ghestem, 366 Cité Mansour Eddahbi CGI, 45000 Ouarzazate
(212) 076 42 41 13 eghestem@agrisud.org

Niger
Hamidou Goubakoye, BP 11468, Niamey
(227) 96 42 34 30 hgoubakoye@agrisud.org

Sri Lanka
Bramenthiran Thamotharampillai, 188/A Lower Road – Orr’s Hill, Trincomalee, Sri Lanka
(94) 773 20 66 55 tbramen@agrisud.org

France

Head office
48 rue de la Sablière, 33500 Libourne - Tel/Fax: 33 5 57 25 17 06

Paris office
195, Bd Saint-Germain, 75007 Paris - Tel: 33 1 58 50 41 63 - Fax: 33 1 58 50 03 19

Website: www.agrisud.org - email : agrisud@agrisud.org