MINISTRY OF ECONOMY, FINANCES AND DEVELOPMENT
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BURKINA FASO
Unity-Progress-Justice

NATIONAL COOPERATION STRATEGY TO DEVELOPMENT (SNCD) 2020-2025

Version finale

December 2019

FOREWORD

Since its accession to independence, Burkina Faso has remained dependent on resources from cooperation to finance its development. These resources, which complement the national effort constitute, due to their importance, a very significant part of the national budget and are essentially oriented towards investments.

In order to effectively mobilize and coordinate said resources, framework documents and action plans have been developed taking into account the commitments made during international forums and meetings on development cooperation, in particular the Initiative for Very Poor Countries. (HIPC), the Millennium Development Goals (MDGs), the Paris Declaration (DP) and its different versions, the Sustainable Development Goals (SDGs) and the United Nations Framework Conventions on Climate Change (UNFCCC) whose last Conference of the Parties (COP 24) was held in Katowice, Poland in December 2018.

Despite these various initiatives and although the volume of ODA received by the country has been increasing relatively since 2007 with an average annual growth rate of 8.01%, development cooperation has not yet achieved the expected results. Indeed, several difficulties inherent in coordination and action mechanisms limit Burkina Faso's development efforts.

Also, to remedy this situation, the government, in accordance with its mission of coordinating and monitoring international economic and financial cooperation, and with reference to national ambitions in terms of economic and social development, is adopting this strategy which is intended to be a unifying framework for government action in terms of development cooperation.

An orientation tool par excellence, the National Development Cooperation Strategy (SNCD) defines the Government's vision and orientations in terms of development cooperation over the period 2020-2025.

With the mission of making Burkina Faso's development cooperation system dynamic and efficient by 2025, the SNCD aims to contribute to sustainable development and the country's influence on the international scene through these strategic areas of intervention.

Like the development process which was inclusive and participatory, the Ministry of Economy, Finance and Development (MINEFID) will work in close collaboration with all stakeholders involved in development cooperation for a effective implementation of this strategy.

This is the place for me to thank all the internal actors of the department, the other ministries, the technical and financial partners (PTF), the representatives of the private sector and all the civil society organizations which have invested in the preparation of the document. Also, I invite all stakeholders to show greater enthusiasm, personal investment and collaboration so that by 2025, Burkina Faso can have of an efficient cooperation system which contributes effectively to boosting its development.

The Minister of Economy, Finance and Development

Slow down KABORE

Officer of the Order of the Stallion

MINISTERE DE L'ECONOMIE,
DES FINANCES ET DU
DEVELOPPEMENT

CABINET

BURKINA FASO
Unité – Progrès – Justice

ARRETE N°2020- /MINEFID/CAB portant adoption de la Stratégie Nationale de la Coopération au Développement (SNCD).

LE MINISTRE DE L'ECONOMIE, DES FINANCES ET DU DEVELOPPEMENT,

VISA CF n° 00173

Vu la Constitution ;

Vu le décret n°2019-004/PRES du 21 janvier 2019 portant nomination du Premier Ministre ;

Vu le décret n°2019-042/PRES/PM du 23 janvier 2019 portant composition du Gouvernement du Burkina Faso ;

Vu le décret n°2019-139/PRES/PM/SGGCM du 18 février 2019 portant attributions des membres du Gouvernement ;

Vu le décret n° 2016-381/PRES/PM/MINEFID du 03 octobre 2016 portant adoption du Plan National de Développement Economique et Social (PNDES) 2016-2020 ;

Vu le décret n° 2017-1253/PRES/PM/MINEFID du 28 décembre 2017 portant adoption du Guide méthodologique d'élaboration des politiques sectorielles au Burkina Faso ;

17/02/2020

Vu le décret n°2016-381/PRES/PM/MINEFID du 20 mai 2016 portant organisation du Ministère de l'Economie, des Finances et du Développement ;

La Commission Permanente de Concertation entendue en sa séance du 26 décembre 2019 ;

ARRETE :

Article 1 : Il est adopté la Stratégie Nationale de la Coopération au Développement (SNCD) 2020-2025 dont le document est joint en annexe au présent arrêté.

Article 2 : Le Secrétaire Général du Ministère de l'Economie, des Finances et du Développement est chargé de l'exécution du présent arrêté qui sera publié au Journal Officiel du Faso.

Ouagadougou, le

Lassané KABORE
Officier de l'Ordre de l'Etalon

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ACRONYMS AND ABBREVIATIONS

ABG:	General budget support
AMBF :	Association of Municipalities of Burkina Faso
AN :	National Assembly
APD :	Official development assistance
WITH :	Regional assembly
ARBF :	Association of Regions of Burkina Faso
ARCOP :	Public procurement regulatory authority
ASCE-LC :	Higher authority for state control and the fight against corruption
AT :	Assistance technique
BCEAO :	Central Bank of West African States
CC :	Constitutional Council
CCNUCC :	United Nations Framework Convention on Climate Change
CDMT:	Medium-term expenditure framework
THESE :	Economic and social council
CGAB :	General framework for organizing budget support
CNDP:	National Public Debt Committee
CNP/SCADD:	National Steering Committee of the SCADD
CoP :	Conference of the Parties
CONACOD :	National Commission for Decentralized Cooperation
CRD	Regional dialogue framework
CSD :	Sectoral framework for dialogue
CSLP :	Strategic framework to combat poverty
CTS :	Technical monitoring committee
DDP :	Public Debt Department
DGAIE:	General Directorate of Real Estate Affairs and State Equipment
DGB:	General Directorate of Budget
DGCMEF :	General Directorate for Control of Public Procurement and Financial Commitments
DGCOOP :	Directorate General for Cooperation
DGEP :	General Directorate of Economy and Planning
DGTCP :	General Directorate of Treasury and Public Accounting
KILL :	Regional Directorate of Economy and Planning
EMC :	Continuing multi-sector survey
ENP :	National prospective study
F CFA :	Franc of the African Financial Community
FONEPP	National Fund for Study and Project Preparation
FMI :	International Monetary Fund
IAP :	Automated forecasting instrument
IDEA:	Foreign direct investment
IDH :	Index of human development
IGF :	General Inspectorate of Finance

NOT :	Ministry of Agriculture and Hydraulic Development
MAEC-BE :	Ministry of Foreign Affairs, Cooperation and Burkinabè Abroad
MATD:	Ministry of Territorial Administration and Decentralization
MATDSI:	Ministry of Territorial Administration, Decentralization and Internal Security
MEF :	Ministry of Economy and Finance
IF :	Ministry of National Education and Literacy
MINEFID :	Ministry of Economy, Finance and Development
MS :	Ministry of Health
ODD :	Sustainable Development Goals
OMD :	Millenium Objectives for development
NGOs:	Non-governmental organization
NGO/AD :	Non-governmental organizations/development associations
OSC :	Civil society organization
PANEL :	National action plan for aid effectiveness
YOU PUT:	National action plan for the effectiveness of development cooperation
PGA :	Aid management platform
GDP:	Gross domestic product
PIP :	Public investment program
PNDES:	National economic and social development plan
UNDP:	United Nations Development Program
POSEF :	Sectoral economic and financial policy
PPD :	Development projects and programs
PPP :	Private public partnership
HIPC:	Highly indebted poor countries
PTF :	Technical and financial partners
RCD :	Report on development cooperation
SCADD :	Accelerated growth and sustainable development strategy
SDMT:	Medium-term debt management strategy
SNCD :	National development cooperation strategy
SNU:	United Nations system
STS :	Technical monitoring secretariat
TDR :	Terms of reference
WAEMU:	West African Economic and Monetary Union
HIV:	Human immunodeficiency virus

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RESUME

Noting the absence of a reference document to govern its cooperation relations with its development partners, the Government of Burkina Faso has, as part of the implementation of the National Action Plan for the effectiveness of cooperation in development (PANED) 2014-2016, undertaken to develop a National Development Cooperation Strategy (SNCD).

Considered as an orientation document in terms of development cooperation, the SNCD presents on the one hand the summary of the diagnostic report of development cooperation in Burkina Faso and on the other hand, it defines the vision as well as the main orientations that the Government wishes to give to its cooperative relations.

Indeed, the diagnostic analysis of development cooperation in Burkina Faso focused on the legal and institutional framework, the policies and strategies in terms of development cooperation and the dynamics of cooperation in Burkina Faso.

This analysis made it possible to identify strengths, weaknesses, opportunities and threats in terms of development cooperation.

Under the strengths, mention is made of the existence of a long-term development vision (ENP 2025), a single development framework and consultation frameworks between the State and its development partners.

On the other hand, the absence of a development cooperation framework, the dispersion and fragmentation of the function of mobilizing external resources, the insufficient coordination between the different actors and within the monitoring-evaluation system constitute weaknesses of our cooperation system.

In addition, the unfavorable international situation, the rise of terrorism and the migration and socio-political crises constitute threats to development cooperation.

However, several opportunities are available in Burkina Faso. These are the emergence of new donors and new forms of cooperation, the availability of partners to use national competence and the existence of international commitments, etc.

In view of these observations, the evolving architecture of development cooperation and the reduction in aid, the challenges must be met: (i) the affirmation of the political will and leadership of the Government in the development cooperation; (ii) the definition of clear guidelines for cooperation which take into account the national context and compliance with international commitments; (iii) strengthening the coordination of actors involved in development cooperation; (iv) and strengthening the operational capacities of actors operating in the field.

To do this, in accordance with the strategic orientations of the National Economic and Social Development Plan (PNDES), Burkina Faso defines its vision in terms of development cooperation as follows: “By 2025, the development cooperation system of Burkina Faso is dynamic and efficient, contributing to its sustainable development and its influence on the international scene.”

In this perspective, the Government has identified the following orientations: (i) alignment with the priorities retained in the national development framework, with procedures and with national systems; (ii) compliance with commitments made regarding the effectiveness of development cooperation; (iii) increased mobilization of internal resources; (iv) the option for non-binding and effective cooperation modalities; (v) open partnership with non-governmental organizations, development associations (NGO/AD) and the private sector; (vi) the use of green funds to contribute to achieving the Sustainable Development Goals (SDGs).

Principles will guide the implementation of the National Development Cooperation Strategy. These are national leadership, anticipation, national ownership, transparency and mutual accountability, consideration of the environment, results-based management (RBM), partnership open and the reduction of gender inequalities and spatial disparities.

The general objective of this Strategy is to improve the performance of Burkina Faso's development cooperation system. This will be done through four (04) strategic axes broken down into thirteen (13) priority actions.

To operationalize this strategy, a rolling three-year action plan called "Operational action plan of the National Development Cooperation Strategy (PAO/SNCD)" covering the period 2020-2025 was developed.

The draft strategy and its operational action plan were developed in a participatory and inclusive manner with a view to greater support from cooperation stakeholders for its implementation.

INTRODUCTION

Development cooperation began after the Second World War. It has undergone numerous changes since its origin: first focused on aid for the reconstruction of Europe, it was subsequently defined as aid for the development of newly independent Southern States, leading today to a consensus on the objective of the fight against poverty.

At the international level, a series of conferences conducted under the auspices of the United Nations allowed the emergence of a consensus around cardinal values and a common objective which are expressed in the millennium declaration with the Millennium Goals for Development (MDG) and more recently, the 2030 Agenda with its associated Sustainable Development Goals (SDG).

At the national level, Burkina Faso engaged in cooperation actions at the start of independence with the main objective of promoting its development. These cooperative relations intensified around the 1970s, during which several framework cooperation agreements were signed with partner states and international institutions.

Also, with the aim of meeting the enormous development challenges with the support of these partners within the framework of development cooperation, Burkina Faso since its accession to independence, has opted for planning as a means of conducting its process of economic and social development. Several five-year plans and a two-year development program have been implemented. But the dynamism in the development of its planning system was put to the test from 1991, with the advent of Structural Adjustment Programs (SAP), instruments for steering the economy in the short term which put the emphasis on the consolidation of public finances.

The revival of planning, following reflections carried out at the national level on the renewal of planning and at the international level on aid reform, has enabled Burkina Faso to equip itself with a long-term vision and new benchmarks. of development which are the Strategic Framework for the Fight against Poverty (CSLP), the Accelerated Growth and Sustainable Development Strategy (SCADD), the National Economic and Social Development Plan (PNDES) and the sectoral policies which draw their source from national prospective study “Burkina 2025”.

However, this resurgence in planning has not always been accompanied by a strengthening of the national planning system, which strongly limits the country's capacity to coordinate development cooperation actions and weakens its leadership in this area.

In Burkina Faso, cooperation relations take different types and forms, namely bilateral and multilateral cooperation (focused on Official Development Assistance), cooperation decentralized, South-South and triangular cooperation and public-private partnership.

Among these forms of development cooperation, Official Development Assistance (ODA) occupies an important place in the implementation of the Government's economic and social policies.
With the adoption in 2000 of the Strategic Framework to Combat Poverty (CSLP) which had the support of technical and financial partners, ODA experienced a constant increase from 270 billion CFA francs to 649 billion CFA francs. in 2016. This framework was subsequently replaced in 2011 by a new strategy called “Strategy for Accelerated Growth and Sustainable Development (SCADD)”. Since 2016, the National Economic and Social Development Plan (PNDES) which covers the period 2016-2020 has been the main development benchmark.

Despite these various initiatives, the socio-economic situation in Burkina Faso has not seen any significant improvement. Indeed, according to the 2018 Human Development Report of the United Nations Development Program (UNDP), Burkina Faso occupies 47th place out of 53 countries in Africa and 183rd out of 189 countries globally with a Development Index human (HDI) of 0.402.

This situation has led Burkina Faso, like other developing countries, to adhere to the various commitments[1] made by the international community with a view to increasing the effectiveness of aid and therefore improving cooperation in development in general. These initiatives successively led to the adoption of the National Action Plan for Aid Effectiveness (PANEA) and the National Action Plan for the Effectiveness of Development Cooperation (PANED) for their operationalizations in Burkina Faso.

As part of the implementation of these action plans, Burkina Faso took part in three surveys on the implementation of the Paris Declaration on aid effectiveness, in 2006, 2008 and 2010. and four other surveys on the implementation of the Busan Partnership Agreement in 2013, 2014, 2015-2016 and 2018. Also, reports monitoring the effectiveness of development cooperation were regularly produced from 2006 to 2018.

The 2018 report shows a deterioration in the level of indicators compared to the 2016 survey. Indeed, the level of indicators 1A: *“development partners use country-led results frameworks* ”, 5B: *“predictability at medium term of development cooperation"* and 6: *"the inclusion of aid in the State budget"* has deteriorated while that of indicators 5A: *"annual predictability of development cooperation",* 7 *"the accountability and mutual transparency”* and 8: *“gender equality and women’s empowerment”* remained stable. Only indicator 9B: *“the use of public finance management and procurement systems”* improved in 2018.

The observation is that, notwithstanding the efforts made to achieve greater effectiveness in development cooperation, the non-existence of a forward-looking vision of cooperation relations with development partners remains a major constraint.

It is in this perspective that the development of this National Development Cooperation Strategy (SNCD) is in line, which will serve as a reference framework for development cooperation.

This strategy was developed in accordance with the methodological guide for developing sectoral policies and according to a participatory approach involving state actors, civil society, local authorities, the private sector, as well as technical and financial partners (PTF).

Indeed, the development of the strategy was led by a multidisciplinary and multisectoral technical writing team[2] . It took place in several stages, the first of which provided a diagnostic report on development cooperation. The next step consisted of
the development of a preliminary draft of the SNCD and its Action Plan. In order to have a consensual strategy document which takes into account the concerns of all stakeholders involved in the management of development cooperation as well as partners in

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[1] Paris Declaration, 2005
Accra Agenda for Action 2008
Busan Partnership Agreement 2011

[2] MINEFID, MAEC-BE, MATD, MAAH, MENA et MS.

development, the preliminary draft was sent to them for comments and amendments. Taking these amendments and observations into account by the technical team made it possible to have a draft strategy document which was validated during a national workshop.

This National Development Cooperation Strategy document is structured around the following points:

ÿ the state of play of development cooperation;
ÿ the foundations and vision of the SNCD;
ÿ the main orientations in terms of development cooperation and the guiding principles of the SNCD;
ÿ the objectives and strategic axes of the SNCD;
ÿ financing of the SNCD;
ÿ implementation, coordination, monitoring and evaluation of the SNCD;
ÿ assumptions and risk management.

I. STATE OF DEVELOPMENT COOPERATION

This analysis covers the mission of the Government, the economic context, the legal and institutional framework, the analysis of policies and strategies, the strengths, weaknesses, opportunities and threats and finally, the issues and challenges in terms of development cooperation.

I.1. The Government's mission in terms of development cooperation

According to decree 2019-0139/PRES/PM/SGG-CM of February 18, 2019 relating to the responsibilities of members of the Government, the Government's mission in terms of development cooperation is centered on the responsibilities of three ministries, namely the ministries in charge (i) foreign affairs, (ii) economy and (iii) territorial administration.

To this end, the Government's mission in terms of development cooperation is to ensure:

- the implementation and monitoring of foreign policy;
- management of economic, technical and financial cooperation relations with TFPs, non-governmental organizations (NGOs) and the private sector;
- the promotion of decentralized cooperation and
- the implementation of international commitments including the SDGs.

I.2. The economic context of development cooperation

Development cooperation takes place in a constantly changing economic environment. Consequently, it must take into account the international, sub-regional and national contexts to ensure better conditions for success.

The international economic environment was marked by a slowdown in activity in 2018. Estimates from the International Monetary Fund (IMF) in January 2018 expect a growth rate of 3.7% compared to 3.8% in 2017. This development is attributable to the unexpected slowdown in economic activity in certain large advanced countries, the negative effects of trade measures applied between April and mid-September 2018 by the United States, the tightening of financial conditions, geopolitical tensions and the increase oil import bills for certain large emerging and developing countries. In perspective, the economic growth rate would stand at 3.5% in 2019.

Headline inflation is expected to increase in both advanced and emerging and developing countries, mainly due to increases in commodity prices. Indeed, it should rise to 2.0% in 2018 compared to 1.7% in 2017 in advanced countries and to 4.9% in 2018 compared to 4.3% in 2017 in emerging and developing countries. In 2019, overall inflation is expected to be 1.7% in advanced countries and 5.1% in emerging and developing countries.

At the sub-regional level, particularly in the UEMOA zone, economic activity remained vigorous in the third quarter of 2018, with a growth rate of 6.7% compared to 6.5% in the previous quarter. Domestic demand remains the main engine of growth in the Union. Over the whole of 2018, economic growth is expected at 6.6% as in 2017. Regarding
of inflation, it stood at 0.9%, after 0.7% a quarter earlier, mainly linked to the rise in food prices. Over the next twenty-four months, the year-on-year inflation rate is projected at 1.4%, in line with the price stability objective pursued by the BCEAO.

At the national level, economic growth is performing well despite a difficult security situation and social climate. The growth rate of the economy would be 6.6% in 2018 compared to 6.3% in 2017 and 5.9% in 2016. For 2019, it is projected at 6.4%. This performance is the result of good orientation in the primary, secondary and tertiary sectors.
For the year 2018, real GDP increased by 3.7% in the third quarter compared to the second quarter which saw a decline of 1.0% compared to its level in the first quarter of the year.
This increase in economic activity during the third quarter of 2018 results from good performance in activity in the primary (+2.7%), secondary (+1.0%) and tertiary (+4.3%) sectors. %). However, driven by the good agricultural campaign, the economic growth rate for the third quarter remains strongly high in annual comparison (+9.5%).

As for the average annual inflation rate, it increased in 2018 to stand at 2% compared to 0.4% in 2017 and -0.2% in 2016, this increase being mainly due to the increase prices of alcoholic beverages, housing and hydrocarbons. The inflation rate would nevertheless remain within the limit of the WAEMU community standard (ÿ 3%). Inflation is projected to remain stable for the next two years.

Regarding public finances, the debt-to-GDP ratio was estimated at 41.2% in 2018 (compared to 38.1% in 2017), while the budget deficit (5% in 2018 compared to 7.7% in 2017) should continue to decrease in 2019 to get closer to the convergence criterion of the West African Economic and Monetary Union (UEMOA) which sets a maximum of 3%.

In short, these economic prospects show that Burkina Faso will have to exploit the opportunities linked to its geographical location and the emergence of new forms of cooperation.
to strengthen the mobilization of internal resources.

I.3. The legal, institutional and organizational framework of development cooperation

This part deals with the regulatory and legislative framework, the institutional framework as well as the role and capacities of the structures involved in development cooperation.

I.3.1. The legislative and regulatory framework

Development cooperation is governed by legislative and regulatory texts. These are mainly:

- of the Constitution of Burkina Faso which, in its preamble, devotes the promotion of cooperation international;
- finance laws;
- Law No. 64-2015/CNT of October 20, 2015 on freedom of association in Burkina Faso;
- Law No. 055-2004/AN of December 21, 2004 relating to the General Code of Local Authorities, together its modifications;
- the five (05) decrees relating to general regulations on projects and programs development ;
- ratification laws and decrees;
- of decree 2019-0139/PRES/PM/SGG-CM of February 18, 2019, relating to the responsibilities of the members of the Government ;
- of decree n°2008-448/PRES/PM/MEF of July 15, 2008 adopting the national policy public debt and public debt management;

- of decree n°2016-879/PRES/PM/MATDSI/MINEFID/MAECBE of September 14, 2016 establishing the creation, responsibilities, organization and operation of the national commission for decentralized cooperation (CONACOD).

Several orders and circulars supplement these legal texts.

These different texts define the role of the actors, the modalities of State intervention and the distribution of skills between the State and other development actors.

I.3.2. The institutional framework and its evolution

The institutional framework for managing development cooperation is organized around key players, namely the Presidency of Faso, the Prime Ministry, the ministry in charge of foreign affairs, the ministry in charge of the economy and finance and other departments. ministerial.

Depending on the period, the institutional system was marked either by a dispersion of the function of mobilizing external resources within the different ministerial departments, or by a centralization of this function within a single department with a few variations.

Indeed, from the start of independence until the end of the 1980s, the mobilization function was distributed between the different ministries, causing difficulties in planning and coordinating development actions as well as poor control of aid flows.

From 1988, to provide solutions to these difficulties, the mobilization function was centralized within a single structure, in this case the General Directorate of Cooperation (DGCOOP) attached to the ministry in charge of planning which by subsequently was merged with the ministry in charge of finance. The creation of this directorate greatly attenuated the practice of technical ministries which negotiated financing for their development projects individually, and this in an uncoordinated manner. This organization has had advantages which include:

- the role of sole authorizer of external resources assigned to the ministry in charge of finance, official representative of the State in financing negotiations;
- better programming of the use of resources allocated to Burkina Faso;
- increasing the disbursement capacity of external aid;
- better monitoring of the aid received.

From 2010, the ministry in charge of the economy and finance, always with the aim of improving the effectiveness of its actions, undertook reforms with the guiding principle of “one structure, one main function”. This reform resulted in April 2011 in a transfer of certain resource mobilization sub-functions to other structures of the ministry. These are mainly:

- the disbursement sub-function now attached to the General Directorate of Treasury and public accounting (DGTCP);
- the sub-function of monitoring the regulation of development projects and programs attached to the General Directorate of Economy and Planning (DGEP);
- the sub-function of project and program portfolio reviews with the World Bank attached to the General Directorate of Economy and Planning (DGEP).

Today, it is important to point out that this new internal system for managing external financing within the framework of development cooperation is encountering enormous difficulties which have a negative impact on the implementation of development projects and programs.

Indeed, the fragmentation of functions aggravated by the poor interpretation of the texts governing the attributions of the different structures involved (DGCOOP, DGEP, DGTCP, DGB, DGAIE, DGCMEF) in the process of managing this external financing makes the procedures for awarding contracts more cumbersome. markets and delays the implementation of these development projects and programs; evidenced by the drop in annual disbursement rates. Over the period 2011-2016, the average disbursement rate of project support was 65% compared to that of the period 2007-2010 which was 68%.

If this situation is not corrected quickly, it is feared that it will lead to consequences such as the payment of numerous commitment fees, the deterioration of the portfolio's rating, exchange rate losses and, above all, a reduction in allocations. granted by the TFPs to the country.

I.3.3. The organizational framework and the capacity of the actors

In the management of cooperation in Burkina Faso, cooperation strategies govern cooperation between Burkina Faso and the bilateral or multilateral Partner; These documents which are discussed, negotiated and adopted for a given period (between three and seven years) serve as a reference for the programming of projects and programs on the basis of identified sectors and an allocation of resources.

From then on, several actors interact.
The process begins with the expression of the needs of the sectoral ministries which formulate the projects and programs which are transmitted to the DGEP for opinion of conformity. Once the notice of conformity is received, the project or program is submitted to the DGCOOP for funding. This research is carried out on the basis of existing cooperation strategies and the availability of resources that have been allocated. It should therefore be noted that a request to be transmitted to a partner must be consistent with the pre-identified sectors.

Upon receipt of the project by the identified partner(s) and after study, notification is made to the Government for the acceptance or not of said project.

If the request is accepted by the partner, preparation of the project begins on the basis of the studies carried out and with the contribution of the stakeholders (sectoral ministries involved, PTF and other relevant actors under the leadership of MINEFID (DGCOOP) which results in the project document. The sectoral Ministry must then request authorization from the National Public Debt Committee (CNDP) if the project must be financed by a loan. Negotiations with the PTF follow by a delegation led by the DGCOOP. The project is then executed after its entry into force and monitored by the sectoral ministries supported by the DGTCP which intervenes through calls for funds from partners (see Annex 5).

Local authorities, the private sector and Civil Society Organizations (CSOs) in collaboration with ministries are involved in the implementation and monitoring of the execution of development projects and programs.

Therefore, this section highlights the key players with particular emphasis on their capabilities in terms of strengths and weaknesses.

ÿ **The Presidency of Faso**

According to the provisions of the Constitution, the President of Faso, who holds the prerogative of the cooperation initiative, is at the forefront of the national institutions in charge of development cooperation. He is the principal designer of foreign policy in accordance with the Constitution.

ÿ **The Prime Ministry**

The Prime Minister, in his capacity as Head of Government, directs and coordinates the action of the government in the implementation of the cooperation policy according to the main guidelines defined by the President of Faso. It also contributes to the design and implementation of development cooperation policy.

The main strength that emerges at the level of the first ministry is the organization into departments covering strategic areas of development.

The main weakness comes from the insufficient coordination of government action in the management of cooperation. The consequence is that certain ministries sometimes undertake actions which do not fall within their prerogatives, putting the cohesion of action to the test.
government.

ÿ **The ministries in charge of Burkinabe diplomacy**

- **The Ministry of Foreign Affairs and Cooperation**

The Ministry of Foreign Affairs and Cooperation, through the general directorates of bilateral and multilateral cooperation, the general directorate of legal and consular affairs, the permanent secretariat of the National Commission for the Francophonie (SP/CNF), the Directorate of the promotion of national expertise, Diplomatic Missions and Consular Posts, have the role of coordinating, negotiating, signing and monitoring the implementation of international cooperation framework agreements.

In terms of human resources, these general directorates are made up of specialized personnel occupying specific jobs and personnel from other bodies. However, the staff is insufficient given the specificity of the mission of this ministry; which has led Burkina Faso to develop an important network of honorary consulates.

- **The Ministry of African Integration and Burkinabè Abroad**

Born from the split of the Ministry of Foreign Affairs, Cooperation and Burkinabè Abroad in January 2018, the Ministry of African Integration and Burkinabè Abroad (MIABE), through the General Directorate of Burkina Faso the exterior is responsible for managing, in conjunction with the other ministerial departments concerned, all questions relating to the protection and development of Burkinabè from abroad and their involvement in national development actions.

To this end, the ministry established the national diaspora forum, the first edition of which was held from July 11 to 13, 2018. This forum is a forum for reflection on the problem of the involvement of the Burkinabè diaspora in the work of national construction. Concretely, this involves finding mechanisms capable of allowing effective mobilization of diaspora resources for the implementation of development projects.

ÿ **The ministry in charge of territorial administration and decentralization**

The ministry in charge of territorial administration and decentralization, through the General Directorate of Local Authorities (DGCT), develops, implements and monitors and evaluates the decentralized cooperation policy as well as the monitoring and evaluation of the impact of intermunicipal cooperation in promoting local development. These missions are carried out by the Department of Decentralized Cooperation (DCOD).

In terms of human resources, the DCOD staff is made up of agents of various profiles.
However, this staff has not received specific training on decentralized cooperation, hence the need to strengthen their capacities in this area.

ÿ **The ministry in charge of the economy, finance and development**

The Ministry of Economy, Finance and Development (MINEFID) is the main contact for development partners. In this capacity, it ensures the coordination and monitoring of economic, technical and financial cooperation with bilateral and multilateral financing organizations as well as non-governmental organizations.

Three (03) of its general directorates are mainly involved in the management of development cooperation. These are the General Directorate of Cooperation (DGCOOP), the General Directorate of Treasury and Public Accounting (DGTCP) and the General Directorate of Economy and Planning (DGEP).

In terms of human resources, all staff in these departments are provided with minimum kits to facilitate the execution of their tasks. However, the staff is considered insufficient in number and analytical skills with regard to the responsibilities of the various general directorates.

In terms of equipment, the DGCOOP and the DGTCP have a building equipped with conference and meeting rooms. However, the premises housing the DGEP are insufficient in terms of offices and the central directorates are not grouped together in a single location. The logistical resources of all these departments remain insufficient and outdated. They nevertheless benefit from the support of certain partners in the implementation of their activities.

ÿ **Other ministries**

The other ministries involved in development cooperation provide technical supervision of development projects and programs. As such, they are responsible for implementing actions through project units or execution bodies. Within these ministries, the General Directorates of Sectoral Studies and Statistics (DGESS) ensure the design, programming, coordination, monitoring and evaluation of development actions.

On an organizational level, the DGESS encounter difficulties in the collection, processing and dissemination of data on projects and programs financed with external resources. This is partly explained by the non-existence of a formalized information system in the various ministerial departments resulting from the weakness or even the absence of a national monitoring and evaluation system.

In terms of human resources, the personnel assigned to the DGESS for the management of cooperation are insufficient in number with profiles that are often unsuitable to carry out the said mission. To compensate for this insufficiency, emphasis should be placed on strengthening the capacities of executives in planning, formulation, monitoring-evaluation, prospective analysis and management of development projects and programs.

ÿ **Local authorities**

In Burkina Faso, the local authorities are the regions and the communes and operate under dual supervision. Technical supervision is provided by the ministry in charge of territorial administration and decentralization and financial supervision by the ministry in charge of finance. The law establishing the General Code of Local Authorities gives them, within the framework of their own powers, the possibility of undertaking cooperation actions which give rise to agreements with local authorities of foreign countries or public or private international organizations working in the area of development.

In terms of development cooperation, the main strengths of local authorities and the opportunities available to them are:

- the existence of development benchmarks: the municipalities and regions of Burkina Faso have development plans drawn up following a participatory approach;
- the existence of umbrella structures: municipalities and regions are organized into associations, namely the association of municipalities of Burkina Faso (AMBF) and the association of regions of Burkina Faso (ARBF). This makes it possible to pool their means of action in various areas;
- the existence of partnership: the AMBF and the ARBF are in partnership with sister associations from the rest of the world. These partnerships offer opportunities for the development of decentralized cooperation;
- the establishment of a National Commission for Decentralized Cooperation (CONACOD) which promotes and monitors twinning and partnership relations, monitors and evaluates decentralized cooperation projects and investments and promotes inter-territoriality.

The main difficulty facing local authorities is the lack of qualified human resources and financial resources.

ÿ **Control structures**

In the development cooperation process, there are also control structures responsible for ensuring the legitimacy, conformity and regularity of acts of engagement. These include, among others:

- of Parliament which authorizes the ratification of international agreements;
- the Court of Auditors which is responsible for controlling public finances. As such, it can intervene in the control of any development project and program financed partially or totally by public resources;
- the Constitutional Council which is responsible for ruling on the constitutionality of laws, ordinances as well as the conformity of treaties and international agreements with the Constitution;
- the Higher Authority for State Control and the Fight against Corruption (ASCE-LC) which conducts investigations into practices of economic delinquency and corruption within the administration concerning individuals and legal entities under private law;

- the Public Procurement Regulatory Authority (ARCOP) which is responsible for regulation public contracts and public service delegations for which it monitors and evaluates;

- the General Inspectorate of Finance (IGF) which ensures control of all financial, tax and accounting services of the State as well as local authorities, public establishments and more generally any organization benefiting from aid financial of the State;

- technical inspections of the services of sectoral ministries which control the application of legislative and regulatory texts, administrative instructions, the study of complaints from citizens and users of services, investigations relating to administrative and financial management. These inspections are created within each ministry in accordance with the decree on the standard organization of ministerial departments and can intervene as a preventive measure or as a repressive measure.

Most of these institutions have small staff numbers and limited operating resources given the scope of their mission.

ÿ **Civil society organizations**

Civil society organizations (CSOs) through NGOs and/or development associations participate in the mobilization of external resources for the implementation of development actions. Their proximity to the populations offers them major assets in terms of knowledge of local realities and appropriate responses to the concerns of the grassroots populations.

Furthermore, they participate as actors in the promotion of transparency and accountability.

The weaknesses that limit the scope of CSO interventions include:

- insufficient financial resources,
- the often very limited scale of intervention,
- insufficient coordination of their interventions.

ÿ **The private sector**

In addition to the execution of public contracts, the private sector is called upon to play an increasingly important role in mobilizing resources for financing development within the framework of public-private partnership. Currently, the regulatory system for the public-private partnership (PPP) is being implemented and a first PPP program was adopted in 2014 and is updated annually.

The private sector has significant advantages, including:

- the existence of a good organization through the creation of various trade chambers (commerce; industry; crafts; agriculture; mining; etc.);
- the existence of banks and financial establishments which mobilize resources and grant credit to businesses and individuals. Besides them, several Decentralized Financial Systems (DFS) offer their services;
- the existence of a Government/private sector consultation framework.

The difficulties that limit their actions include:

- weak capacity to face international competition;
- the dominance of the informal sector;
- insufficient guarantees to mobilize financial resources.

ÿ **Technical and financial partners**

The technical and financial partners are mainly composed of bilateral partners, multilateral organizations and NGOs (see Annex 4) which support the public sector, the private sector and CSOs through the provision of financial, material and technical resources. They are also involved in securing funds and monitoring Government actions.

To facilitate their actions, several partners have opened representations in Burkina Faso and are using national expertise with a good knowledge of local realities. These partners are organized within coordination structures such as the United Nations System (UNS), the General Framework for the Organization of Budget Support (CGAB), the PTF Troika and the Permanent Secretariat of NGOs (SPONG). However, most do not have decision-making power in certain areas. We also note that some partners do not have local representations.

The main difficulty remains their poor compliance with international commitments on the effectiveness of development cooperation.

I.4. Development cooperation policies and strategies

With the aim of meeting development challenges and ensuring an effective development partnership based on regular and open dialogue on national priorities, the Government has defined and implemented strategies and policies3 with a view to enabling better cooperation in development.

However, Burkina Faso does not have a unifying document that defines the Government's strategic orientations in terms of development cooperation. However, framework documents and action plans such as the National Action Plan for Aid Effectiveness (PANEA) and the National Action Plan for the Effectiveness of Development Cooperation (PANED) were developed to take into account the conclusions of the commitments made at the international level in terms of development cooperation. These are the commitments resulting from the Paris Declaration and the Busan Partnership Agreement, the principles of which are national ownership, results orientation, transparency and mutual accountability.

The implementation of these action plans made it possible to record achievements;

ÿ **In terms of ownership, results orientation, transparency, mutual accountability, alignment and harmonization**

The Accelerated Growth and Sustainable Development Strategy (SCADD) 2010-2015 and the National Economic and Social Development Plan (PNDES) 2016-2020 were developed in a participatory manner and used as a tool for dialogue on public policies with the different components. of Burkinabè society and the PTF. In total, fourteen (14) sectoral policies consistent with the PNDES were developed.

[3] National development benchmarks (ENP, CSLP, SCADD, PNDES) and sectoral policies/strategies.

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In terms of achievements, Burkina Faso adopted a performance matrix for monitoring the implementation of the SCADD in 2010 and the PNDES in 2016. These matrices were used as a tool for mobilizing external resources . Furthermore, Burkina Faso is committed to strengthening its statistical system through the establishment of the Directorates of Studies and Planning in the General Directorate of Studies and Sectoral Statistics, the opening of the Aid Management Platform (PGA) to other actors, the regular publication of the report on development cooperation, the publication of country reports monitoring the Busan indicators and the periodic publication of information relating to aid on the websites of the Ministry of the Economy and the DGCOOP and the

public debt statistical bulletin.

Efforts have been made to align the budgetary process with that of the SCADD 2010-2015 and that of the PNDES 2016-2020. Thus, the adoption of finance laws is now done on the basis of the Multi-year Budgetary and Economic Programming Document (DPBEP)[4] in accordance with the priorities of the national development framework. Progress has also been recorded in improving the efficiency of budgetary management, in particular: reducing expenditure processing times, increasing the volume of public contracts concluded within the validity period of offers, compliance with deadlines for producing periodic budget reports and annual financial statements as well as the settlement law.

In addition, Burkina Faso has been resolutely committed since 2010 to the process of implementing the program budget approach.

ÿ **In terms of strengthening and opening up the partnership**

The following achievements should be noted:

- the consolidation of relations with CSOs through their involvement in the process of formulation, implementation and monitoring-evaluation of public policies; rereading the texts relating to the conventions
- for establishing NGOs/ADs and those concerning freedom of association;
- the promotion of public-private partnership through the strengthening of the institutional mechanism dedicated to PPP, the adoption of a PPP project program and the signing of six PPP pilot projects.

Despite the efforts made to improve the effectiveness of development cooperation, inadequacies remain. These include, among others:

- the failure to achieve the division of labor and complementarity between the PTFs;
- the weakness of the operational capacities of structures (central, decentralized and decentralized) to develop, implement and ensure the monitoring and evaluation of public policies;
- the failure to include part of the aid in the programming process (State Budget);
- the multiplicity of parallel structures for implementing projects and programs;
- the low level of coordination of partner headquarters missions;
- the low absorption capacity of ODA.

ÿ **In terms of the contribution of development cooperation to achieving the MDGs**

[4] Before 2016, the adoption of finance laws was based on the ceilings of the Medium-Sized Expenditure Framework. Term (CDMT) global

To ensure the achievement of the MDGs, Burkina Faso has invested particularly heavily through its development strategies, notably the CSLP and the SCADD.

With the support of its development partners, Burkina Faso has recorded notable progress in the areas of education, access to drinking water and the fight against HIV/AIDS. Efforts are also observed in terms of governance and strengthening production capacities.
However, in terms of the incidence of poverty, infant and child mortality, schooling of children and sanitation, major delays are noted.

These deficits constitute challenges which were taken into account in the PNDES for the achievement of the Sustainable Development Goals (SDGs) at the national level[5] . For a total cost of 15,395.4 billion CFA francs, the national effort is 63.8% and the financing requirement is 36.2%.

I.5. The dynamics of cooperation

In its relations with technical and financial partners, Burkina Faso has managed to develop different types and forms of cooperation, namely bilateral cooperation, multilateral cooperation, decentralized cooperation, South-South and triangular cooperation and public-private partnership. .

Bilateral and multilateral cooperation, mainly financial, have always been the most used forms of cooperation in Burkina Faso in supporting the development process. With the adoption of the Busan Partnership Agreement in 2011, other forms of cooperation have been developed.

I.5.1. Analysis of ODA resources

The external financing from which Burkina Faso has benefited since the Millennium Declaration has increased. The following graph shows the evolution of ODA over the period 2000-2018.

Graph 1: Evolution of ODA from 2000 to 2018

Source : DGCOOP, PGA 2019.

[5] Interim report of the evaluation of the implementation of the MDGs in Burkina Faso from 2000 to 2014, July 2015

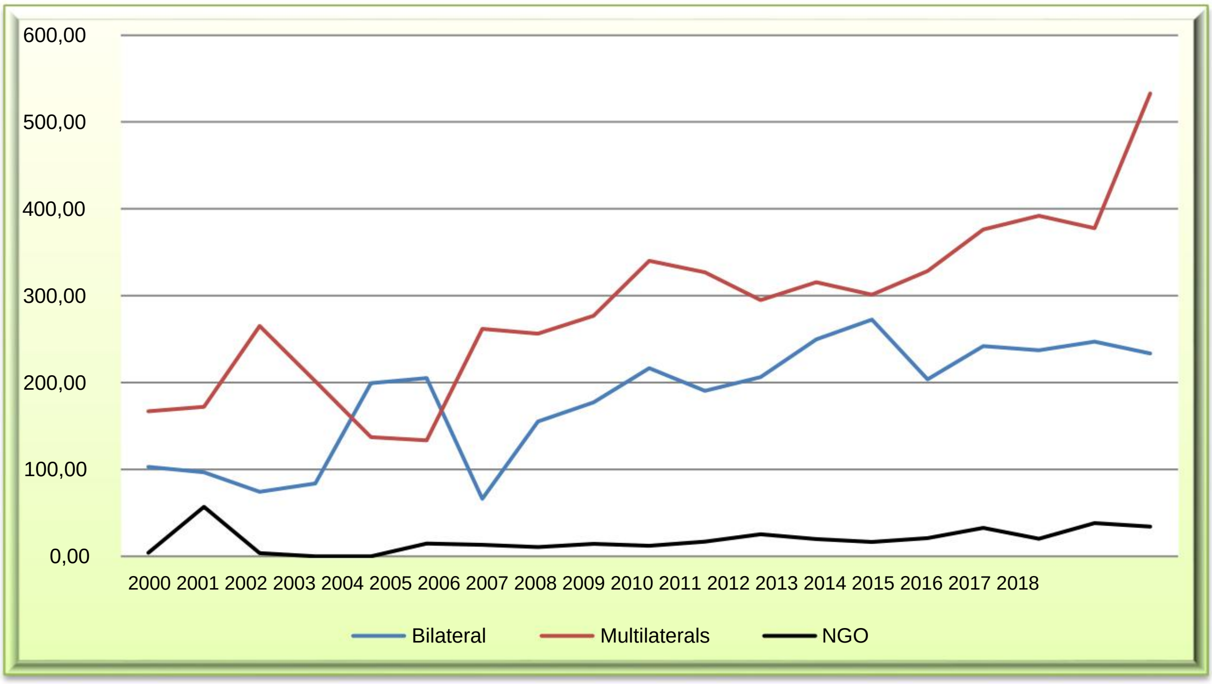
ODA increased from 270 billion CFA francs in 2000 to 801 billion CFA francs in 2018, with an average rate of increase estimated at 6.73% per year. This level of mobilization of the community of development partners materializes their confidence in the development institutions and policies of Burkina Faso and their interest in supporting the country in the implementation of its development program.

In terms of forecasts, the cooperation monitoring system does not make it possible to capitalize in the short term the external resources to be mobilized. Indeed, beyond the conventions, the resources of other forms of cooperation are difficult to capitalize.

I.5.1.1. The evolution of cooperation resources by partners (Bilateral, multilateral, NGOs)

Burkina Faso's public development assistance comes from bilateral partners (23 not including implementing agencies), multilateral partners (20) and non-governmental organizations (30) 6 .
The following graph shows the evolution of ODA by source of financing.

Graph 2: Evolution of aid by source of financing over the period 2000-2018



Source : DGCOOP, PGA 2019.

Over the period 2000-2018, multilateral aid predominates the two other sources of ODA and more specifically the contribution of NGOs which represents a small proportion of aid. On average, multilateral and bilateral aid and the contribution of NGOs represented 53.68%, 35.17% respectively. and 3.32% of total ODA.

The predominance of multilateral aid is explained by the fact that it is one of the forms of aid which offers flexible conditionalities adapted to the development objectives assigned to multilateral institutions.

[6] RCD 2018, DGCOOP

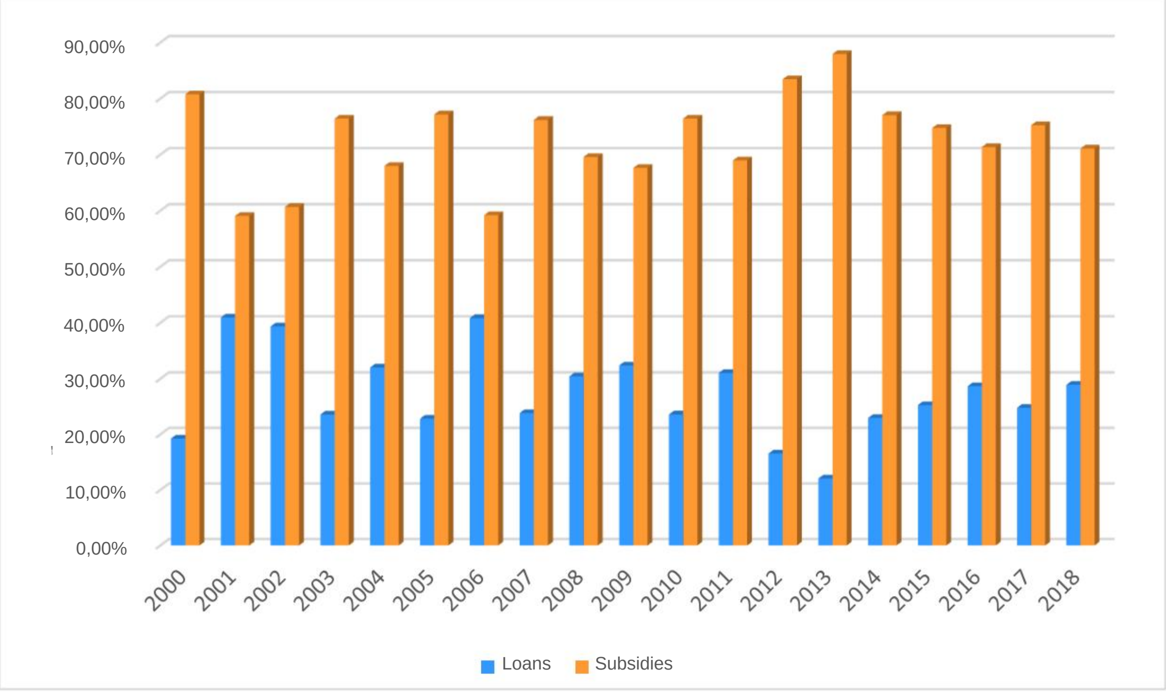
On the other hand, bilateral cooperation is much more focused on tied aid and does not always align with the country's objectives.

As for NGOs, the majority of their contribution is already counted in multilateral and bilateral aid because they use the same traditional donors as the State. Also, the contributions of NGOs which are capitalized in this report come from those with the capacity to mobilize their own resources.

I.5.1.2. Evolution of ODA by type of financing

Donations constitute the majority of financial flows from which Burkina Faso benefits. The graph below shows the evolution of the proportion of donations and loans.

Graph 3: Evolution of the proportion of grants and loans in ODA between 2000 and 2018



Source : DGCOOP, PGA 2019

Of the total aid received, donations represented 80.75% in 2000 and 71.08% in 2018. The average share amounts to 72.62% over the period under review. We note that the European Union, the World Bank and a good number of bilaterals are the main providers of donations.

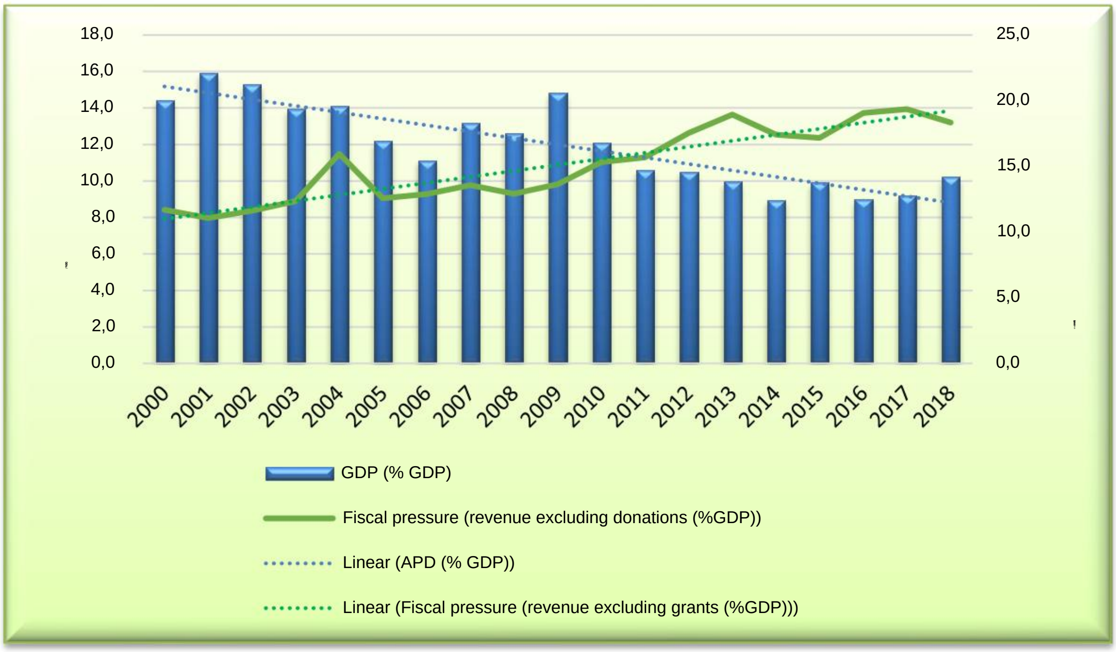
Loans represent approximately 27.38% of total aid over the period and are generally obtained at concessional rates. Burkina Faso favors concessional debt in order to maintain the sustainability of its debt. To this end, a National Public Debt Committee was set up responsible for formulating and monitoring the country's debt policy. Most multilaterals are the providers of loans. These include the World Bank, the African Development Fund, the Islamic Development Bank and a few bilaterals such as the Arab funds, France, China Taiwan and India.

Given the country's current development constraints, it would be desirable to move towards a new approach to debt by mobilizing more loans while controlling the inherent risks.

I.5.1.3. ODA as a supplement to own resources

In the logic of development cooperation, external resources complement internal resources to support the development process of partner countries. The graph below presents the comparative evolution of ODA and the tax burden in relation to GDP.

Graph 4: Comparative evolution of ODA (%GDP) and tax pressure (%GDP)



Source : DGCOOP, PGA 2019

Over the period 2000-2018, the rate of tax pressure has an upward trend reflecting the country's effort in mobilizing its own resources. This effort is all the more beneficial given that over the same period, ODA as a percentage of GDP is experiencing a downward trend. Indeed, the average tax pressure rate is 15.12% while ODA represents on average 11.99% of GDP.

Since 2004, the State's overall resources have been dominated by domestic revenue because the rate of tax pressure remains higher than the proportion of ODA in GDP. This predominance increased from 2010 when the average tax pressure rate stood at 17.64% compared to 9% for the proportion of ODA in GDP.

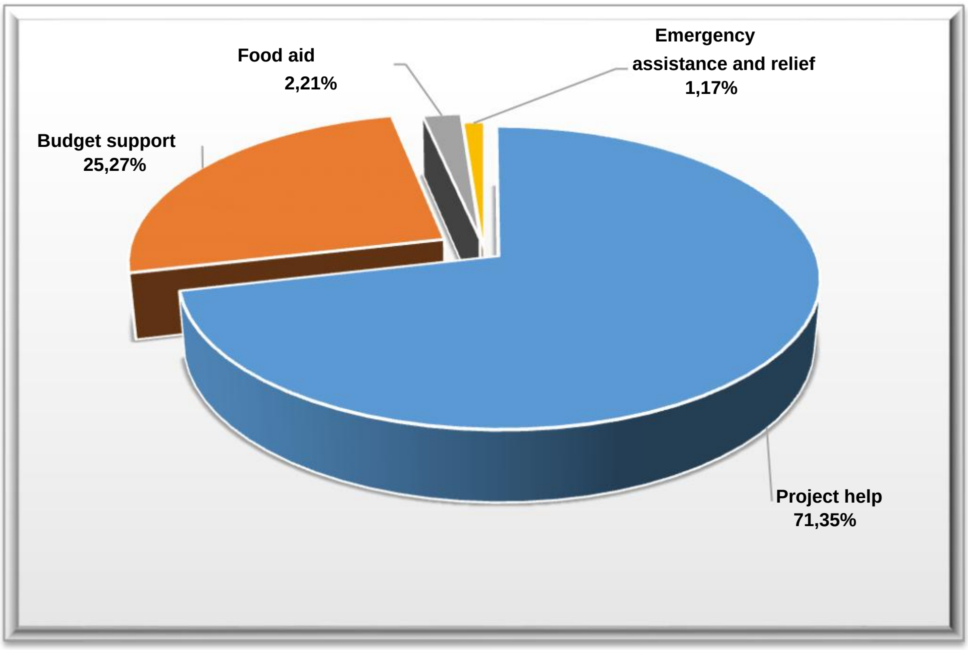
Burkina Faso's dependence on ODA decreased by 4.2 percentage points, from 14.4% in 2000 to 10.2% in 2018. At the same time, the tax pressure increased, going from 11.7% in 2000 to 18.3% in 2018, a gain of 6.6 percentage points.

This growing dynamic in the mobilization of its own resources would lead to a reduction in the country's dependence on ODA, as evidenced by the average annual growth rate of ODA on negative GDP and would reflect in the long term a negative effect marginal of ODA to GDP. In view of this situation, ODA would constitute a supplement to the overall resources of the State.

I.5.2. Analysis of aid according to financing methods and instruments

Most ODA is directed towards the implementation of projects and programs and support for the state budget. Over the period 2000-2018, 71.39% of ODA was granted in the form of project aid and 25.29% in the form of budget support. Project aid includes both independent technical assistance and that linked to investment projects. It is also broken down into project aid without common funds and project aid in the form of a program approach or with common funds. The following graph gives more details on the distribution of aid.

Graph 5: Distribution of aid received between 2000 and 2018 according to delivery methods and instruments



Source : DGCOOP, PGA 2019

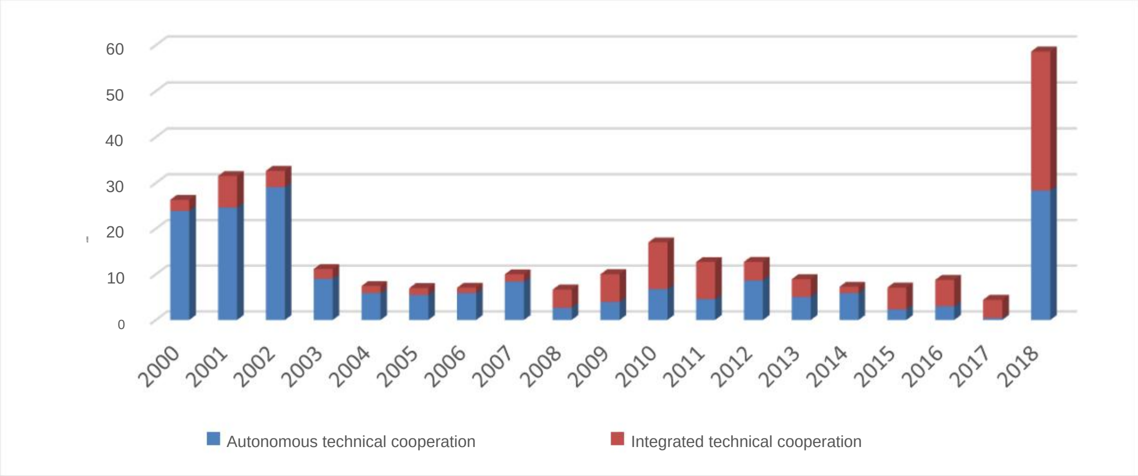
Over the period 2006-2018, the average disbursement rate of external resources included in the State budget is estimated at 67.82%; this rate turns out to be insufficient. Upon analysis, it appears that this insufficiency is driven by the average disbursement rate of project support which stands at 57.02%. thus indicating difficulties in the implementation of activities programmed with external financing.

I.5.3. Analysis of Technical Cooperation

In Burkina Faso, there is an annual average of 15.11 billion FCFA of aid in the form of technical assistance of all kinds and covering almost all areas of development. It mainly comes from bilaterals such as Germany through GIZ, France, Canada, Denmark, Japan and a few multilaterals (European Union, UNICEF).

The following graph presents the evolution of autonomous and integrated technical cooperation over the last nineteen years.

Graph 6: Distribution in volume of technical cooperation between 2000 and 2018



Source : DGCOOP, PGA 2019.

Between the periods 2000-2007 and 2012-2014, autonomous technical cooperation is more important than integrated one; while between 2008-2011 and 2015-2018 integrated technical cooperation is the most important.

The analysis of technical cooperation highlights the importance of technical assistance (63.91% over the period) in the transfer of skills. By standing at 58.63 billion FCFA in 2018 compared to 4.40 billion FCFA in 2017, the amount of technical cooperation experienced a meteoric increase, explained by the arrival of Denmark and Sweden which alone accounted for almost 80% of total technical cooperation in 2018.

However, it is necessary to assert national leadership in the management of technical cooperation by rediscovering the primary meaning of working together to define common objectives, agree on the means of implementation, coordinate efforts , share responsibilities and agree on the future. The operationalization of this primary meaning is based on the construction of new human relationships based on reciprocity and the sharing of multiple values and interactivity. This technical assistance must therefore be at the request of the government, which should henceforth favor technical assistance for capacity building to the detriment of so-called substitution assistance.

I.5.4. Analysis of other forms of cooperation

In its relations with technical and financial partners, Burkina Faso has managed to develop other forms of cooperation, namely decentralized cooperation, south-south cooperation, triangular cooperation and public-private partnership.

In terms of decentralized cooperation, in March 2019 there were three hundred and sixty-nine **(369)** decentralized cooperation relationships existing between the local authorities of Burkina Faso and actors in the North, South and at the national level. One hundred and eighty-six **(186)** local authorities (i.e. **51.09%)** are engaged in at least one decentralized cooperation relationship[7] . The analysis shows that 79.40% of the cooperation undertaken by Burkinabè local authorities is carried out with actors from the North.

[7] DCOD, mars 2019.

In the area of south-south cooperation, Burkina Faso maintains partnership relations with 44 countries including 32 in Africa, 4 in America and 8 in Asia. It essentially translates into friendship treaties and joint cooperation commissions. This allowed the country to strengthen its commercial relations with certain countries (Gabon, Ivory Coast, Benin, etc.), to train its students (Senegal, Morocco, Algeria and Cuba), to secure its borders (Mali, Niger, Benin).

Above all, this form of cooperation generates a significant flow of technical cooperation. However, statistics on these flows are almost non-existent, thus not allowing a good analysis of the importance of south-south cooperation.

Triangular cooperation, for its part, (i) facilitates communication and the creation of networks with pivotal countries8 ; and (ii) makes it possible to add technical and financial assistance from development cooperation providers to cooperation South-South.

Despite the advantages offered by triangular cooperation, this form of cooperation is poorly developed in Burkina Faso.

Concerning ***the Public-Private Partnership (PPP),*** in 2013 and 2014, Burkina Faso adopted respectively a law establishing the legal regime of the public-private partnership which laid down the foundations and principles of the PPP in Burkina Faso and a PPP Program consistent with the national development framework and sectoral policies.

In 2016, the program was updated in line with the PNDES to bring the number of projects to ninety-four (94) for a total amount estimated at 4,175 billion FCFA.

To accelerate the process of awarding PPP contracts, a law9 was adopted in July 2017 to allow the submission of thirty-eight (38) PNDES projects from the ministries responsible for health, education, infrastructure, energy, agriculture including animal resources, water and sanitation, higher education, transport and town planning and the digital economy.

Since 2018, the government has committed to revising the PPP institutional framework in order to adapt it to the country's economic requirements.

The strengths, weaknesses, opportunities and threats of development cooperation

Burkina Faso has managed, for several years, to carry out development cooperation as best it can with encouraging results. The diagnostic analysis of this development cooperation highlighted strengths, weaknesses, opportunities and threats (see Appendix 3).

ÿ **In terms of strengths**

Since 2005, Burkina Faso has had a long-term development vision contained in the National Prospective Study (ENP) Burkina 2025. To achieve this vision and in the continuity of the reforms undertaken, the country has adopted development benchmarks which define the government's main development guidelines and the intervention priorities of all stakeholders.

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8 The expression “pivot country” refers to countries providing SouthÿSouth cooperation.

9 Law No. 042-2017/AN of July 3, 2017 easing contracting procedures for the public-private partnership project program.

Since 2016, the PNDES has been the only benchmark for economic and social development to which all sectoral policies and strategies are linked.

Furthermore, despite the multiple socio-economic crises that have occurred since 2011, the major macroeconomic balances of Burkina Faso have been maintained thanks to the rigor established in terms of economic management.

As part of the coordination of this development cooperation, several consultation frameworks have been put in place with the aim of facilitating exchanges between the different actors for greater efficiency and results. Thus, permanent consultations are held between the State and technical and financial partners, the private sector and CSOs.

At the institutional level, the country has a legal framework governing decentralized cooperation and the funding mobilization mechanism to supervise the interventions of the actors concerned.
Continuing efforts in public finance management and the establishment of institutions and instruments to combat corruption have enabled TFPs to harmonize and align their interventions with national priorities, with aid modalities such as general and sectoral budget support. Also, ongoing consultations with the private sector and CSOs have contributed to improving the business climate and directing their interventions towards government priorities.

Notwithstanding these strengths, insufficient ones have persisted for several years.

ÿ **As for weaknesses:**

The main weakness of development cooperation remains the absence of a single framework for cooperation, which does not allow the different actors to have a clear vision.

The reorganization of the external financing management system that took place in April 2011 no longer allows the DGCOOP to fully play its coordination role. Indeed, this reform enshrined the principle *"one function, one structure* ". As a result, the function of mobilizing external resources is shared between several structures, causing real difficulty in accomplishing this mission. This situation leads to a reduction in the level of efficiency of the DGCOOP in the function of coordination and management of external financing and a loss of information.

Despite the significant resources that the structures responsible for managing cooperation mobilize for the State budget, they continue to be confronted with a lack of qualified human resources and adequate financial resources to carry out their missions.

The cumbersome administrative procedures, the low computerization of these and the persistence of certain TFPs in not aligning with our national procedures also limit the results of development cooperation.

Also, the lack of real flexibility in the operation of the resident missions of our PTFs through the weak delegation of powers entrusted to them leads to delays and additional costs in the implementation of projects and programs.
In addition, the multiplicity and complexity of the resource granting procedures of some of our TFPs also contribute to these increases in mobilization costs.

The insufficient leadership of the national party in the formulation of TFP cooperation programs and strategies limits their alignment with national policies and strategies.

Likewise, the absence of cooperation documents with Arab and Asian countries does not promote good planning of their interventions.

ÿ **In terms of opportunities**

The analysis of the international context in terms of development cooperation is constantly evolving, and this offers new opportunities to ODA recipient countries. Thus, new horizons to be explored with the arrival on the scene of emerging donors and new forms of cooperation.

The main asset of ODA recipient countries is the existence of agreements adopted by the international community to reduce poverty and leave no one on the margins of economic and social development. Indeed, the commitments made during the major forums (the Paris Declaration on aid effectiveness, the Busan Partnership Agreement on the effectiveness of development cooperation, the Addis Ababa Agreement on financing for development, the SDGs, etc.) should make it possible to improve the effectiveness of development cooperation.

Burkina Faso could also seize the opportunity of the existence of strategy documents for cooperation with certain TFPs to build its long-term strategy, with reliable data on their future intentions. Also, several development partners have subscribed to the use of national skills in the process of formulating their cooperation strategies.

Despite the good intentions and major declarations of the international community to support developing countries, it is clear that the current context is fraught with difficulties.

ÿ **Concerning threats**

The rise of extremist nationalists in many developed countries threatens international agreements, which could impact the financial capacities of aid donor countries.

Also, the major migratory and socio-political crises which generate violence that can lead to terrorism, force donor states to redirect their public development aid towards these emergencies.

The economic slowdown observed in several rich countries is leading them to move towards conditional aid or tied aid in order to ensure a return on investment. This same gloomy economic context has led certain TFPs to reduce their areas of intervention, in order to save money or reallocate these resources for the benefit of their populations. This situation very often leads to their departure from the countries where they previously operated.

I.6. The issues and challenges in terms of cooperation

The evaluation of the Paris Declaration in Burkina Faso highlighted a certain number of challenges to be taken up in terms of improving the effectiveness of aid. Furthermore, the Busan Partnership Agreement which follows the Paris Declaration recommends the implementation of policies that go “beyond aid”.

Taking these aspects into account, two major issues have caused this paradigm shift in the nature of development cooperation, namely (i) the awareness that aid alone is not enough to achieve our common development objectives, and (ii) recognition of an evolving development “architecture”, characterized by a greater variety of actors, national contexts and new forms of partnership.

From the above, the challenges for effective development cooperation are as follows for Burkina Faso:

- the affirmation of the political will and leadership of the Government: the consistent mobilization of internal resources and the effective management of external resources requires a very present and obvious authority in partnership relations;
- the formalization of cooperation actions: the definition of clear guidelines for cooperation which take into account the national context and respect international commitments;
- strengthening the coordination of actors involved in development cooperation;
- strengthening the operational capacities of actors involved in the field.

Meeting these challenges inherent to development cooperation will allow Burkina Faso to truly engage in effective development cooperation that is beneficial to all.

This necessarily requires a demonstrated and strong political will, unequivocal decision-making and the implementation of appropriate measures and/or actions defined by a national development cooperation strategy.

II. THE FOUNDATIONS AND VISION OF THE NATIONAL COOPERATION STRATEGY DEVELOPMENT (SNCD)

II.1. The foundations of the SNCD

The SNCD is based on an ideal of cooperation beneficial to all. This ideal of cooperation is also contained in the Constitution of June 1991 of Burkina Faso, in the various international treaties and agreements as well as in the strategic orientation documents which bring together all of the Government's development efforts.

II.1.1.At the international level

ÿ **The Busan Partnership Agreement**

The Busan partnership agreement (2011) resulting from the 4th high -level forum on aid effectiveness capitalizes on all international efforts and experiences since the Monterrey conference (2002) on financing for development until Accra forum (2008) via that of Paris (2005) which saw the adoption of the Paris Declaration.

As a reminder, the Paris Declaration aims to implement a certain number of commitments with a view to promoting aid effectiveness. Built around the principles of ownership, alignment, harmonization, results-based management and mutual accountability, the Paris Declaration is accompanied by indicators and target objectives which are the subject of a monitored at country and international level. It recommends to each signatory State the establishment of a reference framework for aid management.

The Busan Partnership Agreement notes the need to put in place, on the one hand, policies which go "beyond aid" and on the other hand, a new type of partnership with a view to the effectiveness of development cooperation. He advocates broadening the scope of development cooperation dialogue beyond aid, because aid only finances part of development actions; hence the shift from aid effectiveness to development cooperation effectiveness.

This document is part of this recommendation which promotes the consideration of all forms of cooperation.

ÿ **The Sustainable Development Goals (SDGs)**

In September 2015, during the 70th General Assembly of the United Nations, member countries adopted a new sustainable development program, called Agenda 2030, structured around 17 Sustainable Development Goals (SDGs). These SDGs replace the Millennium Development Goals (MDGs) followed by countries and at the global level over the period 2000-2015. The implementation of the MDGs has faced many internal and external obstacles.

The SNCD is inspired by six principles of the SDGs which are: (i) dignity to eradicate poverty and fight against inequalities; (ii) individuals to ensure healthy lives, knowledge and the inclusion of women and children; (iii) the planet to protect our ecosystem for all societies and for children; (iv) partnership to catalyze global solidarity for sustainable development; (v) justice to promote security, a peaceful society and strong institutions; (vi) prosperity for strong, inclusive and transformative growth of the economy.

The SNCD is mainly based on objective No. 17 of the SDGs: “strengthen the means of global partnership for sustainable development and revitalize it”.

For the implementation of the SDGs, the conference held in July 2015 in Addis Ababa on financing for development adopted the Addis Ababa Accord which recommends countries to explore the most effective, efficient and effective financing modalities. coherent, building on existing mechanisms and based on the experiences of other countries. The SNCD is also inspired by the fundamental elements of this agreement.

ÿ **The 2063 agenda of the African Union**

Adopted in January 2015 by the heads of state and government of the African Union, Agenda 2063 is a strategic framework for the positive socio-economic transformation of the African continent over the next 50 years. Built around seven (07) aspirations, it is based on national, regional and continental priorities and aims to accelerate the implementation of past and present continental initiatives for economic growth and sustainable development.

Aspiration 7 of Agenda 2063 aims for Africa as a strong, united, resilient and influential actor and partner on the global stage. The SNCD contributes to the achievement of this aspiration, the priority areas of which are: "the place of Africa in world affairs, partnership, the capital market, the tax system and public sector revenues and aid Development ".

II.1.2.At national level

ÿ **The Constitution of June 1991**

The preamble to the Constitution affirms the desire of the Burkinabe people to "…promote peace, international cooperation…in justice, equality, freedom and the sovereignty of peoples". This is operationalized at the level of Title 13 "international treaties and agreements". As such, the SNCD draws its quintessence from the Constitution.

ÿ **The "Burkina 2025" National Prospective Study and the PNDES**

The National Prospective Study (ENP) "BURKINA 2025" allowed the country to adopt a consensual vision tending to make Burkina Faso, "a nation of solidarity, progress and justice which consolidates its respect on the international scene the horizon 2025".

This vision, which serves as the basis for development policies in Burkina Faso, marks the trajectory which allows national actors to ensure that they are on the right path to the desired social construction. This study constitutes one of the foundations of the SNCD in the sense that it is through cooperation that Burkina Faso consolidates its respect on the international scene.

Also, the SNCD relies on the PNDES which is the reference orientation document for development policies and strategies developed in order to operationalize the "Burkina 2025" ENP. The overall objective of the PNDES is to "structurally transform the Burkinabè economy, for strong, sustainable, resilient, inclusive growth, creating decent jobs for all and leading to an improvement in social well-being". This overall objective is defined around three (03) strategic axes, of which axis 1 in its strategic objectives 1 and 2 advocates, among other things, improving the effectiveness of development cooperation.

ÿ **Economic Governance sector policy (PSGE) 2018-2027**

The policy of the Economic Governance sector (PSGE) provides for actions to make development cooperation more effective. These actions are part of achieving the objectives strategic 1.2: “Strengthen development cooperation” and 2.1: “Optimize resource mobilization”. The PSGE therefore constitutes a source of inspiration for the SNCD.

ÿ **Foreign Policy**

Development cooperation is at the heart of the implementation of Burkina Faso’s foreign policy. Indeed, program 1 "defense of the interests of Burkina Faso in the world" and program 2 "regional integration" of this policy aim to consolidate the country's place on the international scale, strengthening the role of Burkina Faso in the process of sub-regional and regional integration and the effective implementation at the internal level of community measures.
These programs are characterized by both bilateral and multilateral actions.

ÿ **The National Border Management Strategy**

The National Border Management Strategy aims to contribute to boosting the sustainable socio-economic and cultural development of border areas in an environment of peace and security.

The SNCD is based on axis 4 “supporting and strengthening cross-border cooperation” of the said strategy in order to better take into account these areas which constitute such an important part of development cooperation.

ÿ **The National Decentralization Policy**

The National Decentralization Policy aims to contribute to the reduction of poverty in Burkina Faso.

For its operationalization, the ten-year decentralization strategy was developed and adopted for the period 2017-2026.

Components 3 of axes 3 and 4 of the said strategy provide guidelines for decentralized cooperation. The implementation of this framework constitutes an opportunity to better conceptualize decentralized cooperation, promote international cooperation between local authorities and develop cross-border cooperation, important aspects of development cooperation.

II.2. The vision of the SNCD

For Burkina Faso, development cooperation is the manifestation of international solidarity and the synergy of all national efforts in the face of development challenges. In an increasingly globalizing world, this cooperation should contribute to providing appropriate responses to accelerate growth and the fight against poverty and the reduction of inequalities.
and the preservation of global peace and public goods.

To do this, Burkina Faso's vision in terms of development cooperation is entitled follows: " **By 2025, Burkina Faso's development cooperation system is dynamic and efficient, contributing to its sustainable development and its influence on the international scene."**

This vision is defined around the following three essential pillars:

- **a dynamic and efficient cooperation system :** the objective is to have cooperation open, proactive and responsive to national priorities;
- **cooperation that effectively contributes to the sustainable development of the country :** it must make it possible to effectively manage external resources and to further mobilize internal resources capable of creating wealth that meets the aspirations of the Burkinabe people while reducing dependence on the economy vis-à-vis ODA;
- **cooperation contributing to the international influence of Burkina Faso :** cooperation which allows it to assert itself at the sub-regional, regional and global levels.

III. THE MAJOR ORIENTATIONS IN DEVELOPMENT COOPERATION AND THE GUIDING PRINCIPLES OF THE NATIONAL DEVELOPMENT COOPERATION STRATEGY (SNCD)

This part deals with the elements that should guide development cooperation for the next six (6) years. It identifies the main orientations before dwelling on the guiding principles.

III.1. The main directions in terms of development cooperation

Given the changes in development cooperation, Burkina Faso aims to reduce its dependence on external resources by placing emphasis on the mobilization of internal resources. It will favor win-win partnerships that do not influence its institutional and structural reforms.

In addition, the Government will focus on mobilizing innovative resources through improving the business climate to attract foreign direct investment (FDI), migrant remittances and the international financial market.

In this perspective, to improve its development cooperation and assert its leadership in the conduct of cooperation actions, strategic orientations have been identified.

III.2. Alignment with the priorities retained in the national development framework, on national procedures and systems

Burkina Faso's national priorities are set out in the national development framework10 which reflects the real aspirations of the people in search of improving their standard of living. Cooperation is a tool for development and should not deviate from these defined priorities. Consequently, any support from the community of partners, any convention or financing agreement must be included in this framework with respect for commitments in terms of cooperation.

To do this, the Government will prioritize:

i. Participatory development of development policies and strategies for better ownership

Experience shows that development cooperation is more effective when it is aligned with the priorities of partner countries. On the other hand, it loses effectiveness when the areas and areas of intervention are imposed by donors. In Burkina Faso, all policies and strategies, all resulting projects and programs must be developed in a participatory manner, especially with regard to the beneficiaries, so as to consequently improve the level of ownership.

ii. The alignment of national priorities for effective intervention by partners

To align the interventions of the TFPs with national priorities, it is essential to develop sectoral policy and strategy documents consistent with the orientations at the national level.
The Government will have to ensure that all external aid is in line with the priorities identified in the national development strategy and sectoral strategies. To this end, the ministry in charge of finance will intervene in the monitoring of the entire portfolio of the

[10] PNDES

cooperation from which the country benefits in collaboration with other ministries and decentralized entities.

iii. ***The systematic use of national procedures and systems in the execution of development projects and programs***

The State budget is the instrument for implementing Government policy. This requires that all financial contributions from TFPs be accounted for exhaustively.

In addition, the execution of projects and programs must follow national public finance management and procurement procedures. To this end, the Government will ensure that national public finance management procedures are made effective. Furthermore, it will establish a mechanism for evaluating the degree of use of the national procedures and systems of the various partners and will assess the results through an evaluation grid of TFP interventions.

iv. Strengthening national capacities for effective management of cooperation

Capacity building involves changes in institutional rules and organizational systems, not simply training and skills transfer. Thus, it must necessarily be the result of an endogenous process, that is to say led by national actors with precise objectives, effectively exploiting existing capacities.

The Burkinabè Government must systematize the consideration of the capacity building component in sectoral programs.

III.2.1. Respecting commitments made regarding the effectiveness of development cooperation

The Burkinabè Government is committed to implementing the various international commitments in terms of cooperation. Likewise, development partners should ensure compliance with the commitments concerning them. Periodic evaluations of the implementation of these commitments will be carried out and will be disseminated to all stakeholders.
The Government will pay particular attention to the following commitments:

i. ***Sufficient predictability of partner support for better planning of development actions***

The predictability of external resources is generally considered essential to facilitate beneficiary countries in the management of their public finances and enable realistic planning of their development. To this end, donors must periodically provide the Government with all information on aid flows planned over a minimum of three years and pay this aid within the agreed deadlines.

For its part, the Government will ensure that the guidance documents are produced within a reasonable time frame to enable partners to align and plan their support.

ii. ***Harmonization of intervention procedures of development partners for effective development cooperation***

The multiplicity of donor procedures limits the effectiveness of interventions on the ground. Under these conditions, the effectiveness of development cooperation would be improved if donors harmonize their actions and adopt procedures that are as simple and transparent as possible.
To this end, the use of common mechanisms within the framework of program-based approaches

on the one hand, and the conduct of joint missions and the sharing of analytical work on the other hand, should be privileged.

iii. ***Results-oriented management for better capitalization of development cooperation achievements***

The establishment of results-oriented allocation and evaluation frameworks based on a limited number of indicators will make it possible to monitor progress made in the implementation of national and sectoral strategies. To achieve this, the implementation of program budgets in 2017 should allow better allocation of resources to achieve development objectives measured through performance indicators provided for this purpose.

iv. ***Mutual responsibility for effective stakeholder involvement***

The Government of Burkina Faso and its donors are co-responsible for the results obtained in terms of development cooperation. They jointly undertake to evaluate, using existing mechanisms at local level, the progress they are making respectively in the execution of the commitments made concerning the effectiveness of development cooperation and in partnership actions.

Burkina Faso will define a set of criteria in a performance grid to measure the commitments made. These criteria must be defined by the Burkinabe government and validated in conjunction with partners. The stakeholder evaluation should be disseminated periodically so as to highlight the quality of the interventions.

in. ***A division of labor and complementarity of TFP interventions for effective development cooperation***

The fragmentation and dispersion of external resources harm their effectiveness, while a pragmatic approach to task sharing makes it possible to strengthen complementarity between TFPs.

In the context of the effectiveness of development cooperation, the division of labor takes into account the fact that TFPs offer different assets and that they should intervene in a complementary manner in development sectors. Burkina Faso, using a mapping of interventions and well-defined criteria, will evaluate the comparative advantages of all cooperation providers in order to better guide their interventions.

Cooperation providers can delegate their powers to one or more leaders in a sector. However, although reducing the number of TFPs can improve the situation at the sectoral level, it is important to be careful not to reduce aid volumes.

III.2.2. Increased mobilization of internal resources

Faced with the development ambitions that Burkina Faso has set for itself to boost economic growth in the medium term, simply strengthening the effectiveness of development cooperation will not be sufficient. This is all the more true as the volume of aid at the international level has tendency to diminish. The Government intends to emphasize a substantial mobilization of internal resources through strong advocacy vis-à-vis donors to support the country's fiscal institutions and the implementation of structuring investments capable of serving as a lever for development. sustainable.

III.2.3. The option for non-binding and effective cooperation modalities

Burkina Faso opts for flexible modalities using national procedures and systems for effective interventions by development partners. To do this, it is resolutely moving towards budgetary support in the form of grants and concessional loans and technical assistance on demand. However, it will use non-concessional loans in compliance with its international commitments.

i. General budget support

Burkina Faso has taken a firm option to promote general budget support or program support/ balance of payments support. The conditionalities provided by donors to benefit from this type of support must be reduced because they are often likely to restrict the role of the Government in determining priorities and allocating resources.

Consequently, the Government is committed to ensuring good management of public funds and good democratic, political and economic governance, which are determining elements for the provision of budgetary support.

ii. Sector budget support

Burkina Faso also shows a preference for targeted budget support to sectors defined as priorities by the Government and having a knock-on effect on other sectors.

iii. Joint financing through program approaches

If several partners intervene in a given sector, financing will be done through a coordinated approach in the form of programs with simplified modalities in order to guarantee effective implementation of the programs. The implementation of sectoral policies and strategies should make it possible to significantly reduce the number of parallel units.

iv. On-demand technical support

Burkina Faso receives a significant volume of technical assistance (TA), largely through the appointment of experts recruited under short and long-term contracts. All of this type of assistance should be on-demand and aimed at strengthening local capacities to ultimately enable the transfer of skills and the sustainability of development.

Concerning other modalities, in particular project support which is not privileged, the Government will only use it on a transitional basis, as not all donors are able to provide support in the form of budget support in the immediate.

On the other hand, with regard to tied aid in all its forms, apparent or hidden, although they are not part of its preferences, Burkina Faso will make the option of examining any offer according to its interests.

III.2.4. Open partnership with non-governmental organizations and development associations (NGO/ DA) and the private sector

Open partnership means frank cooperation where all parties agree on a common objective beneficial to all. It therefore requires specialization of NGOs and greater involvement of the Private Sector.

i. A specialization of NGOs/ADs for a supervised intervention

The Burkinabè Government recognizes that many NGOs/ADs play a complementary role in promoting the interests of citizens. It will continue to facilitate the creation of an environment that provides NGOs/DAs with the framework and means of action necessary to achieve their objectives. It will therefore ensure that all NGOs/ADs operate in a transparent manner, in accordance with national and sectoral priorities.

In order to ensure better coordination of actions and avoid duplication of efforts, the Burkinabè Government requires that NGOs/DAs group together by area of expertise with a leader and provide concise and timely information on their activities. An NGO/AD monitoring and evaluation strategy will be developed for this purpose.

ii. Promoting public-private partnership for diversification of funding sources

Faced with the numerous development challenges to be met and the scarcity of financing from traditional donors, the PPP is proving to be an alternative source for mobilizing resources for the financing of infrastructure and quality public services.

It is in this context that the Government intends to strengthen its efforts in the development of the PPP as a tool for efficient mobilization of the contribution of the national and international private sector to the realization of development projects. Despite the advantages that PPPs present, the fact remains that they involve risks which, if poorly managed, can compromise the achievement of the expected results. To mitigate these risks, the Government is committed to governing PPPs through a solid legal and institutional system that protects and reassures the various stakeholders.

Furthermore, actions to strengthen the private sector will be undertaken through the promotion of financing institutions and the improvement of the business climate.

III.2.5. The use of Green Funds for a contribution to achieving the Sustainable Development Goals Sustainable Development (SDG)

In recent years, climate change has been a concern of the international community. As a result, significant volumes of external financing are put in place in the form of so-called “green” funds for countries to face these climatic hazards. The Government will directly mobilize, from these funds, the financing necessary to deal with environmental problems.

Mechanisms will be developed so that all stakeholders are informed of all activities financed by these funds as well as the procedures for accessing them.

III.3. The guiding principles of the SNCD

The following principles will guide the implementation of the National Development Cooperation Strategy, in particular its main orientations:

ÿ **national leadership :** it reflects the strong political will of Burkina Faso to lead the cooperation actions according to national needs and priorities. In this sense, the Government will assert its choices and preferences in the implementation of development cooperation and this will necessarily involve strengthening its national planning system;

ÿ **anticipation :** a forward-looking approach by all stakeholders is required in order to face threats and exploit the best opportunities offered in the short, medium and long term in development cooperation. All development actions will be undertaken based on rigorous planning taking into account all factors that could compromise the achievement of objectives;

ÿ **national ownership :** It reflects the control and involvement of all national actors in the definition of development policies and strategies in terms of development cooperation. In this sense, the Government will ensure that it takes into account national development priorities which imply, on the one hand, the participation of all stakeholders in the formulation of development policies and on the other hand, greater use of national choices to aid delivery;

ÿ **transparency and mutual accountability :** transparency and mutual accountability are fundamental in achieving development results to the extent that they help establish a climate of trust and guarantee the full participation of stakeholders in the achievement of objectives defined by mutual agreement. As part of the implementation of the SNCD, particular importance will be given to accountability, the fight against corruption, the accountability of all stakeholders and compliance with commitments;

ÿ **taking the environment into account :** in a global context marked by climate change due to anthropogenic actions, this principle would require each actor in development cooperation to always have in mind the question of preserving the environment for development that takes into account the needs of future generations. To do this, in the formulation and implementation of development projects and programs, particular attention will be paid to safeguarding the environment;

ÿ **results-based management (RBM) :** RBM is a management approach oriented towards (i) achieving development targets; (ii) empowerment of stakeholders (iii) transparency and accountability in management as well as (iv) use of available data to improve the decision-making process. Emphasis will be placed on a clear definition of responsibilities in the implementation of activities or processes, including accountability;

ÿ **open partnership:** it takes into account all existing forms of cooperation. The application of this principle will reflect the Government's desire to take into account not only traditional bilateral and multilateral partners, but also actors from the public and private sectors, civil society, emerging countries, private funds, etc. Also, particular importance will be given to regional integration;

ÿ **the reduction of gender inequalities and spatial disparities :** generally speaking, increasing inequality has negative effects on growth and development. For Burkina Faso, as part of the actions to be undertaken, it will be a matter of ensuring that gender is taken into account to reduce inequalities between men and women, and of taking into account the regional specificities through the development of their potential for greater spatial equity and social peace.

IV. THE OBJECTIVES AND STRATEGIC AREAS OF THE NATIONAL STRATEGY OF DEVELOPMENT COOPERATION (SNCD)

IV.1.The objectives

The National Development Cooperation Strategy is developed to serve as a reference framework for development cooperation in Burkina Faso. This strategy pursues an overall objective and specific objectives.

ÿ **Overall objective**

The general objective of the National Development Cooperation Strategy is to improve the performance of Burkina Faso's development cooperation system.

ÿ **Specific objectives**

Specifically, these are:

- to develop national leadership in the governance of cooperation in development ;
- to improve the coordination of interventions of actors in cooperation in development ;
- optimize the mobilization and management of resources.

IV.2.Strategic axes

With the overall perspective of improving the contribution of development cooperation in line with the specific objectives, the following strategic axes have been identified on the basis of the diagnosis made:

Axis 1: strengthening national leadership in development cooperation;
Axis 2: strengthening institutional capacities for development cooperation;
Axis 3: promotion of an open partnership;
Axis 4: improvement of resource mobilization and management;

These areas are broken down into priority actions.

Axis 1: strengthening national leadership in development cooperation

This involves the State assuming its leadership role in the development, implementation and monitoring-evaluation of its development policies. This requires the Government to adopt national development benchmarks and organize the intervention of partners according to national priorities.

ÿ **Action.1.1: the development of national and sectoral development benchmarks**

National leadership cannot be ensured without true ownership. This appropriation is materialized through the development and implementation of national development strategies.

Burkina Faso therefore aims to equip itself with national development benchmarks in line with national priorities, the operationalization of which is reflected in sectoral policies and strategies. Sectoral policies must be developed consistently with the identified planning sectors.

ÿ **Action 1.2: establishment of the division of labor and complementarity between partners**

The objective of the division of labor is to compensate for the dispersion and fragmentation of the actions of development partners. It requires the establishment of an adequate organization of partner interventions. To do this, emphasis will be placed on updating the partners' intervention map and their orientation or repositioning.

ÿ **Action 1.3 : use of national procedures by partners**

Partner interventions must be organized in accordance with the procedures national. This requires strengthening the reliability and effectiveness of these procedures, their use by partners, the joint development of country programs (cooperation program) with partners, orientation towards results and the popularization of management documents. strategy.

ÿ **Action.1.4: coordination of the implementation of the SNCD**

This action will ensure effective implementation of the SNCD. This will involve having a communication plan in order to promote good appropriation of the strategy by stakeholders and to lead its monitoring-evaluation system.

Axis 2: capacity building of institutions responsible for development cooperation

Axis 2 aims to improve the coordination of interventions by national and foreign actors. This involves improving the institutional mechanism for cooperation, strengthening the cooperation monitoring-evaluation system, strengthening the coordination of actors involved in development cooperation as well as their operational capacities.

ÿ **Action 2.1: improving the institutional mechanism for cooperation**

The improvement of the institutional system aims to establish an efficient framework for managing cooperation. In addition to the reaffirmation of the role of sole interlocutor of the ministry in charge of finance in terms of external financing, it is a question of carrying out the institutional audit of the actors of development cooperation, of clarifying the role of all the actors involved in development cooperation (taking of texts, preparation of guides, procedural manuals) and to formalize or strengthen the Government-PTF consultation frameworks.

ÿ **Action 2.2: strengthening the cooperation monitoring-evaluation system**

Strengthening the cooperation monitoring-evaluation system aims to implement the frameworks and tools of a reliable information system capable of enabling a detailed evaluation of development cooperation. This action involves setting up an integrated monitoring-evaluation system and developing the tools, including a computerized information management system.

ÿ **Action 2.3: strengthening the operational capacities of stakeholders**

Strengthening the operational capacities of stakeholders aims to provide stakeholders with adequate resources. It consists of providing structures and bodies with the human, material and financial resources necessary for effective cooperation and the effective holding of consultation frameworks.

Axis 3: promotion of an open partnership

Axis 3 aims to expand development cooperation to all development partners. This involves consolidating the existing partnership and developing new partnerships.

ÿ **Action 3.1: consolidation of the existing partnership**

This will involve strengthening cooperative relations with existing partners, capitalizing on achievements and regularly leading consultation frameworks.

ÿ **Action 3.2: the development of new partnerships**

The development of new partnerships aims to broaden the scope of cooperation. It is based on the prospecting of new partners and new partnership opportunities internal and external, including public-private partnership, south-south partnership, triangular cooperation, decentralized cooperation, partnership with NGOs, partnership with funds relating to the environment and climate change.

Axis 4: improvement of resource mobilization and management

This axis aims to optimize the mobilization and use of resources for effective and efficient cooperation. This involves improving the efficiency of mobilizing external resources, strengthening capacities for mobilizing domestic resources and improving the management of these resources.

ÿ **Action 4.1: improving the effectiveness of external resource mobilization**

Improving the effectiveness of external resource mobilization must be achieved through better formulation and evaluation of development projects/programs, reduction of deadlines for entry into force of conventions and procurements and improvement of disbursement conditions.

ÿ **Action 4.2: strengthening domestic resource mobilization capacities**

The objective of this action is to optimize the mobilization of domestic resources through cooperation. It results, among other things, in broadening the tax base, strengthening the capacities of revenue authorities and promoting exports.

ÿ **Action 4.3. optimizing the mobilization of diaspora resources**

The transfer of resources by the diaspora contributes to the development of the country but in an ineffective manner due to the dispersion of the funded actions. Burkina Faso will therefore have to better organize the diaspora and make offers to finance projects that contribute to the work of building the homeland.

ÿ **Action 4.4: improving resource management** Transparency

and accountability in resource management require effective and realistic planning of activities in line with national priorities, good budgetary allocation and execution, accountability and the fight against corruption.

V. FINANCING THE NATIONAL COOPERATION STRATEGY DEVELOPMENT

The mobilization of financial resources for the implementation of the strategy takes into account the financing opportunities offered by the different actors: the State, technical and financial partners, the private sector, local authorities and civil society organizations. .

- **State**

The financing of the SNCD by the State will be done through the national budget which will devote a substantial allocation to the structures responsible for its implementation.

- **technical and financial partners**

Partner interventions will be made in accordance with the preferences set out in this strategy.

- **private partners**

Private structures will contribute to the implementation of the SNCD by supporting the implementation of certain activities through direct financing or through the public-private partnership mechanism.

- **local authorities**

Local authorities will participate in financing the SNCD thanks to resources mobilized within the framework of decentralized cooperation, migrant transfers and their own resources. Their interventions will be done through taking into account the actions of the strategy in the plans. regional and municipal development.

- **civil society organizations**

Civil society organizations, particularly NGOs/ADs, will participate in financing the strategy through the resources they mobilize from other partners as part of the implementation of development initiatives.

VI. IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION OF THE STRATEGY NATIONAL DEVELOPMENT COOPERATION (SNCD)

The implementation and monitoring-evaluation system of the SNCD includes the institutional coordination system, the operationalization instruments, the monitoring-evaluation system and tools.

VI.1.The institutional coordination mechanism

VI.1.1. The piloting device

The steering system is made up of a steering committee and a technical monitoring committee. This system will be linked to those of the national development framework, sectoral policies and strategies of ministerial departments. To this end, the various SNCD reports will be supplemented by sectoral reports. They will serve as a basis for discussion in the Government-PTF consultation frameworks.

- **The Steering Committee**

The implementation of the SNCD will be coordinated by a steering committee linked to the steering system of the national development framework. Placed under the chairmanship of the Minister in charge of Finance, the committee will bring together once a year the Secretaries General of ministerial departments, technical and financial partners, representatives of the private sector, local authorities and CSOs.

The steering committee is responsible for providing guidance for effective implementation of the strategy and approving the annual report and the three-year action plan produced by the technical monitoring committee.

- **The Technical Monitoring Committee (CTS)**

The CTS is led by the primary managers of the structures responsible for cooperation at the level of ministerial departments. It meets every six months to examine and validate the reports produced. An annual report is produced and submitted to the steering committee for validation.

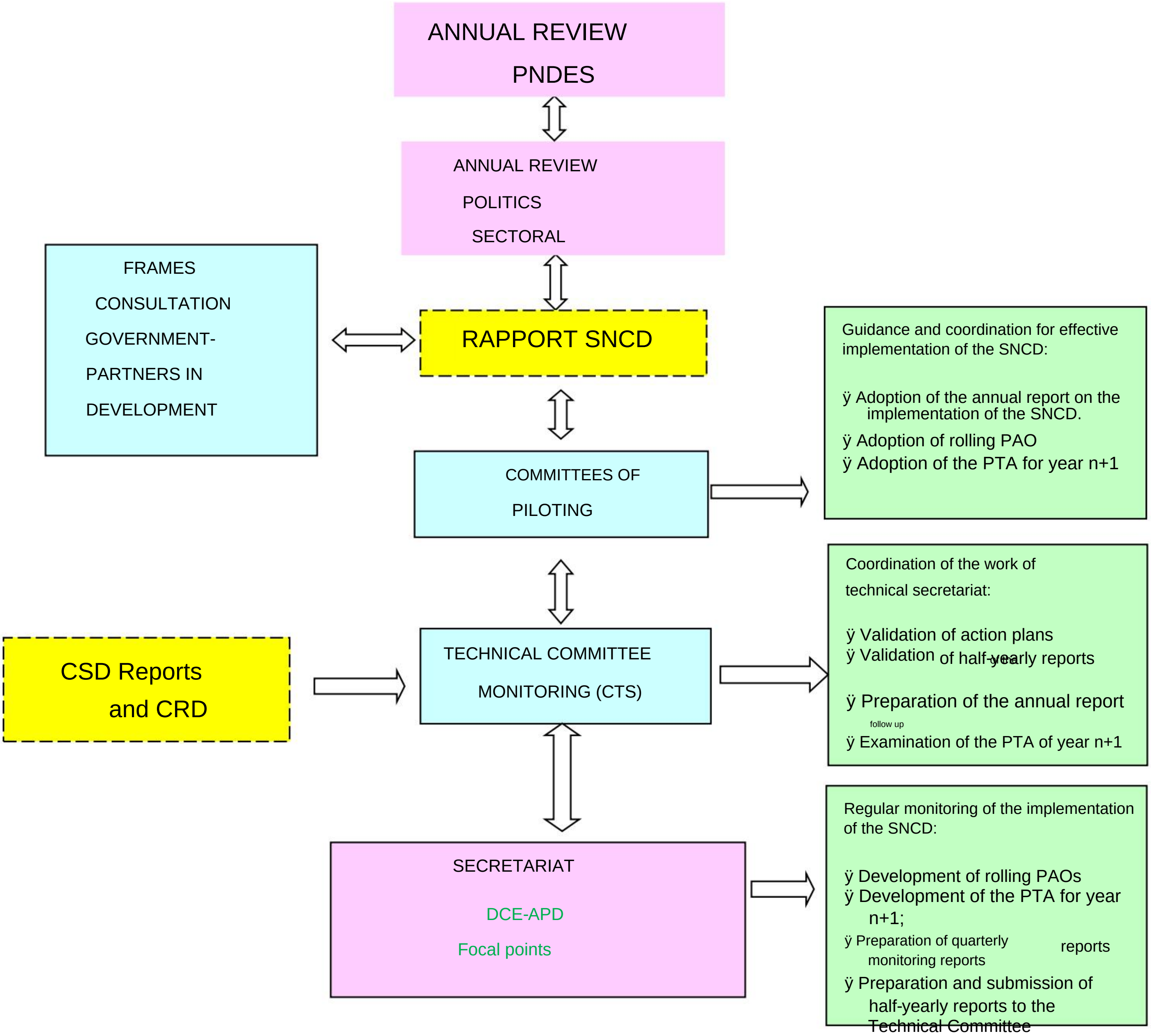
The CTS is assisted by a secretariat whose work is coordinated by the Directorate in charge of the coordination and effectiveness of public development assistance. The secretariat is responsible for developing draft action plans and producing draft half-yearly reports to be submitted to the CTS on the basis of the summary of achievements.

Focal points will be designated by the structures concerned with the implementation of the SNCD and must report quarterly to the technical secretariat of which they are members.

Texts will further clarify the role and functioning of each body.

The SNCD monitoring system is illustrated in the diagram below.

Diagram of the SNCD monitoring system



VI.2. Operationalization instruments: the action plan of the National Strategy for development cooperation

The implementation of the SNCD will be carried out through a rolling three-year action plan which will break down the actions of the strategic axes into relevant, realistic and achievable activities.

VI.3.SNCD monitoring and evaluation tools

Monitoring of the implementation of the SNCD will be done through indicators defined in the logical framework. Its action plan will be disseminated to the various stakeholders for appropriation. Indicators will be defined for the different types of results (outputs, effects, impacts) and a performance matrix will also be developed. A data collection framework will be developed and validated by mutual agreement with the various focal points.

VI.4.The dynamics of the SNCD

This strategy may be subject to rereading depending on the evolution of the cooperation context and the new directions that the Government could adopt. Also, the implementation of the SNCD will be subject to a mid-term evaluation and a final evaluation.

VII. ASSUMPTIONS AND RISK MANAGEMENT

VII.1. The hypotheses for implementing the SNCD

The implementation of the SNCD is based on the following four (04) hypotheses:

ÿ the will and leadership of the Government in the design and implementation of institutional reforms is an essential condition for overcoming possible reluctance and resistance to change; ÿ the mobilization of the financing required for the implementation of the strategy: the availability of sufficient resources corresponding to the needs and the planning of actions is an essential condition for the success of the strategy;

ÿ the establishment of the managerial and technical skills essential for the implementation of the strategy;

ÿ the support of stakeholders: the success of this strategy is based on a real desire of the stakeholders concerned to take ownership of the document and to invest in its implementation.

VII.2. The major risks of SNCD

Table 1: The major risks linked to the implementation of the SNCD

Types of risks	Main risks and obstacles	Reduction measures
Contextual	Unfavorable international situation	Reduction of dependence on ODA; Increased mobilization of internal resources.
	Socio-political instability	Ownership by civil society of its role; Mobilization of civil society for advocacy and pressure on political authorities; Satisfaction of the basic needs of the population.
	Departure of certain partners	Strengthening good governance; Prospecting for new forms of cooperation (private institutions, philanthropists, foundations, foreign direct investment and the private sector); Expansion of the diplomatic field.
	Insecurity and violent extremism	Strengthening sub-regional cooperation; Strengthening south-south cooperation; Increased economic investments in the socio- north of the country.
	Non-adherence of certain implementation actors	Broad communication and awareness on the SNCD; Taking into account the actions of the SNCD in the various action plans of the structures concerned by its implementation.
Institutional and financial	Insufficiency and inadequacy of resources for the implementation of the SNCD	Capacity Building ; Advocacy with partners to support the implementation of the SNCD.

CONCLUSION

The National Development Cooperation Strategy (SNCD) offers a coherent framework for intervention and implementation of development cooperation. It determines the vision, strategic orientations and actions to be implemented over the next six (6) years for effective cooperation in the service of development.

The development of this strategy, based on a diagnostic report on development cooperation, took into account on the one hand, cross-cutting issues such as the environment and gender and on the other hand, the international commitments in terms of development cooperation as well as national development policies. This strategy responds to the concern to provide the Government with effective means of action enabling it to govern its cooperation with all of its development partners.

The operationalization of the SNCD will be done through a rolling three-year action plan. The proper implementation of this strategy constitutes the guarantee of success in achieving the sustainable development objectives.

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A N N E X E S

Annex 1: Logical framework

Intervention logic	Results	Objectively verifiable indicators	Verification sources	Assumptions and risks
Overall objective: improve the performance of Burkina's cooperation system Faso	Cooperation has a positive impact on the living conditions of the population	Absorption rate	Cooperation strategy review report Development Cooperation Report (DCR)	The will and leadership of Government Membership of the actors The insufficiency or the inadequacy of the of resources for the implementation of the strategy.
		Disbursement rate	Activity reports of the Public Debt Department (DDP)	
		Financial execution rate of projects/ programs	General of the assemblies project/ of the program report	
		Satisfaction rate of TFPs with the quality of cooperation with Burkina Faso (survey)	Investigation report	
		Satisfaction rate of beneficiaries of the services of the cooperation	Investigation report	
		Incidence of poverty	EMC/INSD report	
Axis 1: Strengthening national leadership in development cooperation				
Specific objective: develop national leadership la la in governance cooperation At development	Priorities are defined by the Government	Availability of national and sectoral development reference documents	DGEP activity reports	
	The adhesion of the TFPs to national priorities	Rate of budget support in ODA	RCD	

Action 1.1: development national sectoral development And benchmarks of	Priorities are defined in documents THE d'orientation	Availability of national reference documents And development sectors	Activity reports or DGEP website	
		Proportion sectors with documents guidance	Activity reports or DGEP website	
Action 1.2: implementation place of the division of labor complementarity between partners	The division of labor is applied by the partners	Proportion of partners who implement the division of labor	Activity reports of the DGCOOP Implementation report of the SNCD	
Action 1.3: alignment of national procedures with priorities And by partners	interventions are national The indexed to priorities and follow national procedures	Proportion of country programs jointly developed and implemented implemented	DGCOOP activity reports	
		Number of parallel project implementation units	of follow up of the International commitments report	
		Share of aid included in the budget State	budget	
		Share of aid using national systems	Investigation report	
Action 1.4. coordination of the implementation of the SNCD	Implementation of the SNCD is ensured effectively	Execution rate of SNCD action plan activities	SNCD implementation reports	
		Number of met information, advocacy and awareness events organized		
		Number of SNCD monitoring reports produced on time	DGCOOP activity report	
		Number of evaluations carried out	SNCD implementation reports	

Axis 2: Strengthening the capacities of institutions responsible for development cooperation				
Specific objective: improve coordination interventions of actors in development cooperation	The role of sole interlocutor in matters of financial cooperation of the MINEFID is respected (interventions are better coordinated)	Proportion of conventions followed by the structure in charge of development cooperation	Activity reports of the DGCOOP SNCD evaluation report	
Action 2.1: improving the institutional mechanism for cooperation	The roles of the actors are clarified	Regulatory of a frame and institutional existence of cooperation	SNCD monitoring reports	
Action 2.2: strengthening the monitoring-evaluation system of cooperation	Cooperation monitoring-evaluation systems are functional	of a system Computerized operational existence at all levels	Activity reports of the DGCOOP, the DGEP and the DDP	
		Proportion of monitoring and evaluation frameworks maintained	SNCD evaluation report	
Action 2.3: strengthening the operational capacities of stakeholders	The actors have the necessary means in the conduct of activities	Number of actors trained	Activity reports from the ministries responsible for cooperation	
		Rate of change in the budget of oriented towards development cooperation	Activity reports from the structure DGCOOP	
Axis 3: Promotion of an Open Partnership				
Specific objective: partnership and diversified open	Partnerships are increased promote	Rate of increase of contributions from non-traditional partners	RCD	
		Increase in the number of new partners	MAECBE activity reports, Activity reports of the DGCOOP	

		The rate of increase of types of partnership	Directory of framework cooperation agreements/MAECBE	
Action 3.1: consolidation of the existing partnership	Long-lasting cooperative relations are strengthened And	Rate of holding of sessions of commissions or reviews of cooperation	MAECBE activity reports RCD	
		Number of resident representations	Diplomatic directory	
		Number of implementing agencies open		
Action 3.2: development of the of new partnerships	New partners and new types of partnership are taken into account in development cooperation	Number of partners new by type of partnership	RCD MAECBE activity reports Directory of framework agreements cooperation	
Axis 4: Improvement of resource mobilization and management				
Specific objective: optimize the mobilization and management of resources	mobilisation of the Resources are improved	Rate of increase in resources (base 2015)	Settlement law	
		Volume of exteriors resources mobilized		
		Share of external financing in the State budget (in expenditure)		
	Improved general project resource management	Financial execution rate of budget reports	State of the assemblies And programmes	
		Number of projects whose financial statements have been certified		
Action 4.1: improving the efficiency of resource mobilization	Mobilization efficiency is improved	Average time for entry into force of agreements funding	DGCOOP activity report	

exterior		Deadline for medium 1er disbursement after entry into force of the financing agreement		
Action 4.2: strengthening resource mobilization capacities interior	Own resources are accrues	Rate of increase of own resources (base 2015)	Report on public finances	
		Share of external resources compared to internal resources	State budget execution report; Settlement law	
Action 4.3: improvement from management of the resources	Management procedures are respected	Number of PPDs respecting management procedures	Reports of general meetings of program projects And Reports from control structures RCD	
		Disbursement rate of resources	Activity reports of the Public Debt Department (DDP)	

Appendix 2: Monitoring performance of indicators

Results	Objectively verifiable indicators	Method of calculating the indicator	Periodicity	Situation reference	Target 2025	Verification sources	Structures responsabl is
Overall Objective: Improve the performance of the development cooperation system in Burkina Faso							
Cooperation has a positive impact on the living conditions of the population	Absorption rate	Volume of expenditure/ disbursement provided for in the PTBA	Annual	ND	95 %	Cooperation strategy review report; Development Cooperation Report	DGEP/DGC OPEN
	Disbursement rate	Volume of the actual disbursements/ Volume of disbursements planned	Annual	68,08% (2015)	95%	Activity reports of the Debt Department Public (DDP)	DGTCP/DG COOP
	Financial execution rate of projects/ programs	Volume of expenditure/ volume of allocations	Annual	73,16% (2015)	100%	Report of general meetings of projects/programs	DGEP
	Level of satisfaction of beneficiaries of services cooperation (education, health, infrastructure)	Investigation	Triennial	ND	Excellent	investigation report	insdie
	Incidence of poverty	Investigation	Annual	40.1% (2014)	30%	EMC/INSD report	insdie
Axis 1: Strengthening national leadership in development cooperation							
Priorities are defined by the Government	Availability of national reference documents and development sectors	Counting	2017	1 (2016)	15	Activity reports of the DGEP	DGEP

Results	Objectively verifiable indicators	Method of calculating the indicator	Periodicity	Situation reference	Target 2025	Verification sources	Structures responsabl is
Overall Objective: Improve the performance of the development cooperation system in Burkina Faso							
The adhesion of the TFPs to national priorities	Rate of budgetary budget support/Volu in ODA	Volume of supports me of ODA	Annual	33% (2015)	55%	RCD	DGCOOP
The division of labor is applied about THE partners	Proportion of implementing partners who implement the division division of labor	Name partners the of work/Total number of partners	Annual	ND	100%	SNCD implementation report;	
The interventions are indexed to national priorities and follow national procedures	Proportion of country program countries developed jointly developed and implemented/No	Name of partners with of programs jointly total name of partners	Annual	41.17%	100%	Reports of activities DGCOOP	
	Number of parallel implementation units projects	Counting	Annual	47 (2011 survey)	0	International commitment monitoring reports	
	Share of aid included in the budget	Aid volume included in the budget/total aid volume	Annual	71% (2016 survey)	99%	State budget	
	Share of aid using national systems		Annual	55% (2016 survey)	99%	SNCD implementation reports	

Results	Objectively verifiable indicators	Method of calculating the indicator	Periodicity	Situation reference	Target 2025	Verification sources	Structures responsabl is
Overall Objective: Improve the performance of the development cooperation system in Burkina Faso							
The implementation of the SNCD is assured effectively	Execution rate of SNCD action plan activities	Activities carried out/activity in the PTA	Annual	ND (2016) planned	100%	SNCD implementation reports	
	Number of SNCD annual monitoring reports produced time	Counting on	Annual	0	06	Activity report of the DGCOOP	
	Number evaluations carried out	Counting	Three-year	0	2	Evaluation report	
Axis 2: Strengthening institutional capacities for development cooperation							
The role of interlocutor unique in terms of financial cooperation MINEFID East respected (THE interventions are better coordinated)	Proportion of conventions followed by the structure in charge of development cooperation	Name of conventions followed over there development in cooperation the structure/ At Total number of agreements signed	Annual	ND	100%	Activity reports of the DGCOOP	DGCOOP
Functional cooperation monitoring-evaluation systems are	Proportion of monitoring and evaluation frameworks maintained	Number of monitoring and evaluation And frameworks held/ Number of monitoring and evaluation And frameworks planned	Annual	0%	100%	SNCD implementation report	DGCOOP

Results	Objectively verifiable indicators	Method of calculating the indicator	Periodicity	Situation reference	Target 2025	Verification sources	Structures responsabl is
Overall Objective: Improve the performance of the development cooperation system in Burkina Faso							
Axis 3: Promotion of an Open Partnership							
Partnerships are contributions partners	Rate of increase of from non-increased and diversified traditional	(Volume of contributions for the year N/volume of contributions for the year N-1) – 1	Annual	0,1% (RCD 2015)	5%	Activity reports of the DGCOOP	DGCOOP
Long-lasting of cooperation are relationships And strengthened	Rate of holding of commission or review sessions of cooperation	Name of commission sessions or journals of cooperation held/ Number of sessions of commissions or journals planned cooperation	Annual	31,25% (2016)	100%	RCD	MAECBE/ DGCOOP
	Number of resident representations	Counting	Annual	29 (2016)	32	Diplomatic directory	
	Name of agencies open execution	Counting	annual	5	7	Diplomatic directory	
Of new partners and new types of partnership are taken into account in the development account cooperation At	Number of new partners by type of partnership	Counting	Annual	17 (2016)		RCD Activity reports of the MAECBE Directory of framework cooperation agreements	MAECBE/ DGCOOP/ MATDSI

Results	Objectively verifiable indicators	Method of calculating the indicator	Periodicity	Situation reference	Target 2025	Verification sources	Structures responsabl is
Overall Objective: Improve the performance of the development cooperation system in Burkina Faso							
Axis 4: Improvement of resource mobilization and management							
Mobilization of external resources is improved	Rate of increase in resources (base 2015)	(Volume of the resources of the year N/volume of resources the base year) – 1	Annual	9.90% (2015)	52%	Settlement law	DGB
	Volume of external resources mobilized to through the financing agreements signed	Counting	Annual	993 billion FCFA (2019)		Activity Report	DGCOOP
	Share of external financing in the budget (in expenditure)	Volume of the external budget/State of State	Annual	22,9% (2015)	18%	Settlement law	DGB
The management of the resources East improved	Financial execution rate you budget de l'Etat	Volume of the of actual expenditure/volume of allocations	Annual	88,6% (2015)	95%	Reports of general project meetings and programmes	DGEP
	Number of projects whose financial statements have been certified	Counting	Annual	ND (2016)	98%	Reports of general project meetings and programmes	
Mobilization of the effectiveness East improved	Average time for entry into force of agreements funding	Observation	Annual	09 month (2015)	03 months	RCD Report of activities DGCOOP	DGCOOP

Results	Objectively verifiable indicators	Method of calculating the indicator	Periodicity	Situation reference	Target 2025	Verification sources	Structures responsabl is
Overall Objective: Improve the performance of the development cooperation system in Burkina Faso							
	Average time from 1st disbursement after entry into force of the financing agreement	Observation	Annual	06 months (2016)	03 months	Activity Report DGCOOP	
Own resources are increased	Equity growth rate (basis resources 2015);	(Volume of the own resources of year N/ Volume of own resources of the base year) – 1	Annual	0.35% (2015)	83%	Settlement law	DGB
Management procedures are respected	Number of PPDs respecting management procedures	Counting	Annual	ND (2016)	100%	Reports of general project meetings and programmes Reports from control structures	DGEP
	Disbursement rate of resources	Volume of the of actual disbursements/ Volume of planned disbursements	Annual	68,06	95%	Activity reports of the Debt Department Public (DDP)	DGTCP/DG COOP

Annex 3: Strengths, weaknesses, opportunities and threats (SWOT) in the field of development cooperation

Strengths in the field of development cooperation	Weaknesses in the field of development cooperation
- Existence of a long-term development vision (ENP 2025); - Existence of a single development benchmark (SCADD performance matrix, monitoring and evaluation system); - Macroeconomic stability; - Dynamism of civil society (NGO/AD, AMBF, ARBF); - Dynamism of diplomacy; - Existence of a State-development partner consultation framework (MINEFID-Troika; Government-PTF; Government-Private Sector; Government-Development Association, CONACOD, joint commission); - Existence of a legal framework governing decentralized cooperation (law, decree); - Existence of databases (PIP, BIP, PGA, CIFE, decentralized cooperation); - Existence of a financing mobilization mechanism (general and sectoral round table, etc.); - Significant flows of resources for the benefit of the economy/strengthening of the financial capacities of the State; - Strengthening the technical capacities of the State and national expertise; - Strengthening sub-regional and regional integration efforts;	- Strong dependence on external aid; - Low mobilization of internal resources; - Insufficiency in the formulation and implementation of development policies; - Governance problem; - Persistence of poverty; - Absence of a development cooperation framework; - Weak leadership in the implementation of certain priorities (formulation of cooperation programs, etc.); - Dispersion and fragmentation of the function of mobilizing external resources; - Insufficient coordination between the different actors involved in the management of cooperation; - Insufficiency in the monitoring-evaluation system (twinning and partnership); - Insufficiency of a national information system on cooperation; - Failure to formalize the foundations of decentralized cooperation;

Strengths in the field of development cooperation	Weaknesses in the field of development cooperation
- Specialization of multilateral partners according to the priorities of the pays ; - Non-refundable resources (Donations); - Concessionality of loans; - Financing the State budget deficit; - Contribution to the fight against poverty; - Existence and implementation of a National Action Plan for the Effectiveness of Cooperation for Development (PANED); - effective harmonization and alignment of TFPs with national procedures within the framework of GBS; - improvement of public finance management.	- Non-formalization and perpetuation of decentralized cooperation relationships; - Difficulty of functioning of the structures responsible for managing cooperation; - Non-alignment of certain TFPs with national procedures; - Difficulty in releasing the national counterpart; - Insufficiency in regulatory texts (clarity, understanding, precision); - Lack of anticipation by certain project management units; - Difficulties in maintaining consultation frameworks on development cooperation (Government-PTF; etc.); - Insufficient auditing in the cooperation management chain; - The low involvement of specialists in the negotiation teams (specialized lawyer); - No systematic referral to the CNDP for loan files; - The length of the ratification process; - Absence of a standard framework for developing development programs and projects; - Low capacity of control structures; - Failure to define planning sectors; - The weak delegation of decision-making powers to resident or local missions; - Multiplicity and complexity of procedures for granting resources; - Low exploitation of south-south cooperation due to the weak financial capacity of the State to cover the costs inherent to this

Strengths in the field of development cooperation	Weaknesses in the field of development cooperation
	cooperation ; - Absence of a cooperation document between Burkina Faso and certain partners, notably certain Arab and Asian countries; - Absence of leadership from the national side in the formulation of cooperation programs; - Weak prospecting towards emerging bilateral sources of financing; - Affective dimension of decentralized cooperation; - Weak operational capacities of decentralized cooperation actors; - Difficulty in capitalizing funds from decentralized cooperation; - Non-functionality of twinning committees; - Complexity of PTF conditionalities and procedures; - Low visibility of the impact of aid; - Weak preparation for negotiations; - Administrative burdens in the implementation and first disbursement process; - Use of parallel PPD management units; - Low use of program approaches; - Insufficiency in the formulation and monitoring and evaluation of PPDs; - Non-rationalization and poor budgetary programming of PPD; - Insufficient funding for FONEPP; - Non-compliance with the priority projects framework; - Lack of a formalized document for mobilizing external resources; - Low capacity to absorb external resources;

Strengths in the field of development cooperation	Weaknesses in the field of development cooperation
	- Low capacity of actors involved in the implementation of development cooperation; - Non-compliance with international commitments on the effectiveness of cooperation by partners (non-alignment of certain TFPs with national procedures, fragmentation and dispersion of international aid, existence of parallel units, etc.); - Multiplicity and cumbersome procedures for delivering aid by TFPs; - Cumbersome national procurement procedures; - Difficulties in archiving documentation on development cooperation; - Low recourse to other forms of cooperation, notably south-south, triangular cooperation with the private sector; - Failure to implement the division of labor between PTFs; - Non-involvement of MINEFID in direct dialogues between TFPs and certain sectoral ministries; - Irregularity in the holding of certain cooperation reviews; - Insufficiency in accounting for aid flows; - Administrative burdens in the issuance of tax and customs exemption certificates as part of the execution of public contracts using funds from development projects and programs; - Difficulties in mobilizing the national counterpart within the framework of the execution of development projects and programs; - Insufficient controls over the financial management of projects and programs by financial supervision.

Opportunities in the field of development cooperation	Threats in the field of development cooperation
- Geographic location ; - Emergence of new donors and new forms of cooperation (private institutions, philanthropists, foundations, foreign direct investment and the private sector); - Existence of cooperation strategy documents among certain partners; - Existence of international commitments (Paris Declaration, Busan Partnership Agreement, Addis Ababa Agreement, etc.); - Expansion of the diplomatic field (prospecting of new sources of financing); Availability of partners to use national skills; ÿ Reduction of dependence on ODA; ÿ Establishment of a Troika of PTFs.	- Unfavorable international situation; - Rise of terrorism; - Migration crisis; - Sociopolitical crises; - Departure of certain partners; - Use of tied aid by certain partners; Disappearance of south-south cooperation.

Appendix 4: System for mobilizing and managing resources for projects and programs

Structures	Roles in mobilizing and managing resources
DGESS/ministerial departments or institutions, public companies and local authorities	• Initiation and feasibility studies of projects or development programs; • Referral to the CNDP (composed of representatives of the Ministry of Economy and Finance; the Presidency, the Prime Ministry, the BCEAO); • Monitoring the use of debt resources by development projects or programs.
DGEP	• Control of the conformity of projects or programs with the main national guidelines; • Registration of projects or programs in the Integrated Project Bank (BIP); • Preparation of project and program evaluation missions; • Preparation of supervision missions of projects and programs; • Field monitoring of project and program achievements; • Chairs the committee for the devolution of assets from completed projects and programs.
DGCOOP	• Instruction and submission of the financing request to the technical and financial partner(s) (PTF); • Negotiation of financing agreements; • Signature of financing agreements; • Formalities for putting financing agreements into force (preparation of draft documents making up the ratification file); • Preparation of negotiation missions and reviews of cooperation programs.
DGTCP	• Funding calls arising from external financing; • Accounting for disbursement notices; • Management of accounts opened in the names of development projects and programs and national counterpart funds; • Computerized monitoring of financing agreements; • Debt service settlement; • Analysis of debt management; • Monitoring the preparation of financial reports for projects and programs.
DGB	• Budgeting for external resources in finance laws; • Ordering of expenditure from external resources; • Liquidation of expenses from external resources.
DGCMEF	• Procurement using external resources; • Control and approval for expenditure on external resources.

Structures	Roles in mobilizing and managing resources
DGAIE	• Management of the national counterpart of projects and programs not included in the State budget.
Projects and programs Development	• Use of convention resources; • Execution of expenses planned in the convention budget; • Accounting for project or program operations; • Preparation of financial reports for projects or programs; • Financial and technical audit of projects or programs.
BCEAO	• Execution of financial transfers relating to the disbursement of external resources; • Assistance to State services for the issuance and management of Treasury bills and bonds.

***Source:* Development Cooperation Report (DCR), 2016**

Annex 5: List of technical and financial partners of Burkina Faso

Bilateral Partners
Abu Dhabi
Germany
Saudi Arabia
Austria
Belgium
Brazil
Canada
China-Beijing
South Korea
Denmark
Spain
United States of America
France
Inside
Italy
Japan
Kuwait
Luxembourg
Norway
The Netherlands
Monaco principaty
Suisse
Sweden
Multilateral Partners
African Development Bank (AfDB/ADF)
Arab Bank for Economic Development in Africa (BADEA)
Islamic Development Bank (IDB)
World Bank (WB)
West African Development Bank (BOAD)
ECOWAS Bank for Investment and Development (EBID)
International Monetary Fund (IMF)
Fund OFID
Global Fund to Fight AIDS, Tuberculosis and Malaria
GAVI Alliance
United Nations System (UNS)
European Union (EU)