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ACRONYMS AND ABBREVIATIONS

ODA	Official Development Assistance
ASCE/LC	High Authority for State Inspection and Corruption Control
CARFO	Civil Servants' Autonomous Retirement Fund
ECOWAS	Economic Community of West African States
CFE	Financial Contribution on Water
CHR	Regional Hospital Centre
CHU	University Teaching Hospital
CNP/PNDES	PNDES National Steering Committee
CNPD	National Commission for Development Planning
CNSS	National Social Security Fund
COS	Orientation and Supervision Committee
CPIA	Country Policy and Institutional Assessment
CRD	Regional Consultation Framework
CSD	Sectoral Consultation Framework
CSLP	Poverty Reduction Strategic Paper
DGEP	General Directorate of Economy and Planning
DMEG	Department of Essential Drugs
EA	Expected Outcomes
EDS	Demographic Health Survey
EFTP	Technical and Vocational Teaching and Training
EMC	Continuous multi-sectoral Survey
ENP	Prospective National Study
EPU	Universal Periodic Review
FCFA	Franc of the African Financial Community
GAR	Results-oriented Management
HD	District Hospital
HIMO	High Labor Intensive Program
IAP	Computerized Forecasting Instrument

OBI	Open Budget Index
HDI	Human Development Index
INSD	National Institute for Statistics and Demography
IPC	Corruption Perception Index
MAAH	Ministry of Agriculture and Water Resources Development
MAECBE	Ministry of Foreign Affairs, Cooperation and Burkinabe abroad
MATDSI	Ministry of Territorial Administration, Decentralization and Internal Security
MCAT	Ministry Culture, Arts and Tourism
MCIA	Ministry of Trade, Industry and Handicraft
MCRP	Ministry of Communication and Relations with the Parliament
MDENP	Ministry of Digital Economy Development and Posts
MDNAC	Ministry of National Defense and Veterans
MEA	Ministry of Water and Sanitation
MEEVCC	Ministry of Environment, Green Economy and Climate Change
MEMC	Ministry of Energy, Mines and Quarries
MENA	Ministry of National Education and Literacy
MESRSI	Ministry of Higher Education, Scientific Research and Innovation
MFPTPS	Ministry of Public Service, Labor and Social Protection
MFSNF	Ministry of Women Affairs, National Solidarity and Family
MI	Ministry of Infrastructures
MINEFID	Ministry of Economy, Finances and Development
MJDHPC	Ministry of Justice, Human Rights and Civic Promotion
MJFIP	Ministry of Youth, Training and Vocational Reintegration
MRAH	Ministry of Livestock and Fishing
MS	Ministry of Health
MSL	Ministry of Sports and Leisure
MUH	Ministry of Urban Planning and Housing
NA	Not Applicable
SDG	Sustainable Development Goals
MDG	Millennium Development Goals
ORSEC	Organization of Civil Security Response
OS	Strategic Objective
OSC	Civil Society Organization
PCD	Local Council Development Plan
GDP	Gross Domestic Product
PLD	Local Development Plan
PM	Office of the Prime Minister
SME/SMI	Small and Medium Enterprise / Small and Medium Industry
PNDES	National Plan for Economic and Social Development
PPP	Public Private Partnership
PRD	Regional Development Plan
PTA	Annual Work plan
TFP	Technical and Financial Partners
RAMU	Universal Health Insurance Scheme
RGPH	General Census of Population and Housing
SCADD	Strategy for Accelerated Growth and Sustainable Development

SDAGE	Master Plan for Development and Water Management
SDAU	Master Plan for Urban Planning
SDDEP	Master Plan for Rainwater Drainage
SDGDU	Master Plan for Urban Garbage Management
SNADDT	National Program for Territory Sustainable Management
SPE	Public Employment Service
SP/PNDES	PNDES Permanent Secretariat
TBA	Apparent Intake Ratio
ICT	Information Communication Technologies
UEMOA	West African Economic and Monetary Union
VIH	Human Immunodeficiency Virus
WDI	World Development Indicators
ZES	Special Economic Zone

National Plan for Economic and Social Development (PNDES) 2016-2020





SUMMARY

Since 1960, Burkina Faso has recorded an appreciable economic growth which, though fluctuating, was reinforced during the past years with a real average annual growth rate of Gross Domestic Product (GDP) of 5.5% between 2011 and 2015. However, because of a demographic growth rate estimated at 3.1%, average growth of per capita GDP was only 2.3%. This did not make it possible to considerably reduce poverty and social inequalities. In 2014, poverty incidence reached a figure of 40.1%. The same year, illiteracy rate of people aged above 15 years was 65.5%. Consequently, Human Development Index (IDH) of Burkina Faso was 0.420 in 2014, putting the country in the category of countries with low development level.

This situation is a result of structural insufficiencies of national productive system strongly exposed to external shocks, in particular climate risks and volatility of prices of main export products (gold and cotton). These insufficiencies include: (i) low productivity of primary sector dominated by subsistence farming, (ii) decline of manufacturing sector due to weak competitiveness of existing industries and weak development of agricultural processing industry, (iii) “informalization” of the economy, more particularly, tertiary sector and weak access to financial services by economic operators, especially Small and Medium Enterprises (PME), (iv) weak diversification of exports and (v) insufficiency of quality human resources adapted to the needs for structural transformation.

However, the Burkinabe economy abounds in enormous potentialities and real opportunities, in particular: (i) untapped possibilities in agro-sylvo-pastoral, fauna and fishing production, (ii) development of agricultural processing industry, services industries and solar energy, (iii) youth of labor, (iv) increasingly dynamic large West African food market, (v) free movement of people and goods in West African Community space, (vi) increase in world demand for agricultural produce, in particular from Eastern Europe, India and China, (vii) development and reduced costs of access to Information Communication Technologies (ICT).

To develop these potentialities, Burkina Faso will have to address major challenges: (i) good

governance and quality of institutions, (ii) availability and employability of human resources adapted to the needs of the economy, (iii) development of productive bases and competitiveness of manufacturing sectors and processing of national products for sustainable industrial development generating employment.

Considering these constraints, weaknesses and opportunities, the National Plan for Economic and Social Development (PNDES), as a national reference for interventions by the State and its partners over the 2016-2020 period, aims at a cumulative growth of per capita income capable to reduce poverty, to build human capacities and to satisfy basic needs, within an equitable and sustainable social framework.

On the basis of the Presidential Program, the “Burkina 2025 Vision” and international commitments taken by Burkina Faso, the vision of the PNDES is: “Burkina Faso, a democratic, unified and united nation, transforming the structure of its economy and achieving a strong and inclusive growth, through patterns of sustainable consumption and production”.

Consequently, the PNDES overall objective is to structurally transform the Burkinabe economy, towards a strong sustainable, resilient, inclusive growth, creative of decent employment for all and inducing an improvement of social welfare.

The PNDES is structured in three strategic main lines which are: (i) Axis 1: reform institutions and modernize the administration, (ii) Axis 2: develop human capital and (iii) Axis 3: revitalize promising sectors for the economy and employment.

Structural transformation process provides for the use of two additional levers. The first will consist in strengthening sectors supporting industrial development including: energy, transport infrastructures, technology, educational system reform and improvement of primary sector productivity. The second will focus on building a competitive and sustainable industrial base.

Expected comprehensive outcomes of the PNDES implementation include: (i) improvement of political, administrative, economic, local and environmental governance effectiveness, (ii) emergence of a modern economy based on a progressive, more competitive and increasingly dynamic primary sector and processing industries and services, to achieve an annual average economic growth rate of 7.7% and creating at least 50,000 decent jobs per year, (iii) reduction of poverty incidence below 35% in 2020, (iv) control of annual population growth down to 2.7% in 2020, (v) acceleration of human capital development level and (vi) change of production and consumption patterns toward sustainable development.

The total costs induced by the PNDES implementation is estimated at 15,395.4 billion CFA francs, which could be financed on the State own resources up to 9,825.2 billion CFA francs, that is 63.8% of total cost. Hence a financing gap of 5,570.2 billion CFA francs, corresponding to 36.2% of total cost.

The main risks which may jeopardize the realization of projected performances include: (i) risk of degradation of security, (ii) risk of sociopolitical unrests, (iii) financial risk, (iv) risk related to climate hazards, (v) risk related to international and regional situation, (vi) risk related to weak support from actors.

Indicators in the structural transformation outline, strategic objectives, expected outcomes and financing plan are presented in the following table.

Table of indicators of the structural transformation diagram

Indicators		Values 2015	Targets 2018	Targets 2020	Assumptions	
Primary sector	Productivity of primary sector (in thousands of FCFA) by assets	357	415	535,5	<ul style="list-style-type: none"> • Management of water for agriculture • Development of rural infrastructures • Market access • Land tenure in rural environment • Access to financing • Building capacities of secondary industry, etc • Creation and development of structures to support financing of SME/SMI • Creation of guarantee funds, Deposit and Consignment Office 	
	Contribution of primary sector into GDP	30,3%	28%	28%		
	Rate of marketing of agricultural produce (including cash crops)	25% (moyenne 2005-2010)	30%	37,5%		
	Rate of increase in agricultural processing industries supply	NA	25%	50%		
Secondary sector	Contribution of secondary sector into GDP	20,10%	21,1%	22,4%		
	Contribution of manufacturing industry into GDP	6,60%	8%	12%		
	Rate of processing of agricultural produce	12%	17%	25%		
Tertiary sector	Contribution of informal sector in tertiary sector added-value	20,7%	18,5%	15%		<ul style="list-style-type: none"> • Stability • Infrastructures • ICT • Access to financing • Organization of informal sector • Market access
	Contribution of manufactured goods in exports of goods (World Development Indicators (WDI))	10,6% (2014)	15%	20%		
Urbanization and demography	Proportion of urban populations living in slums	17,2% (2014)	14%	10%		<ul style="list-style-type: none"> • Universal Access to a wide range of family planning services • Quality assurance of health services • Good governance
	Total fertility rate	5,4	5	4,7		
	Infant and child mortality rate	81,6 pour 1000 (2014)	69 pour 1000	54,7 pour 1000		
	Rate of economic dependence	140% (2009)	90%	83%		
	Mortality rate	11,8 pour 1000 (2006)	10 pour 1000	8 pour 1000		

Table of strategic axes, strategic objectives and expected outcomes

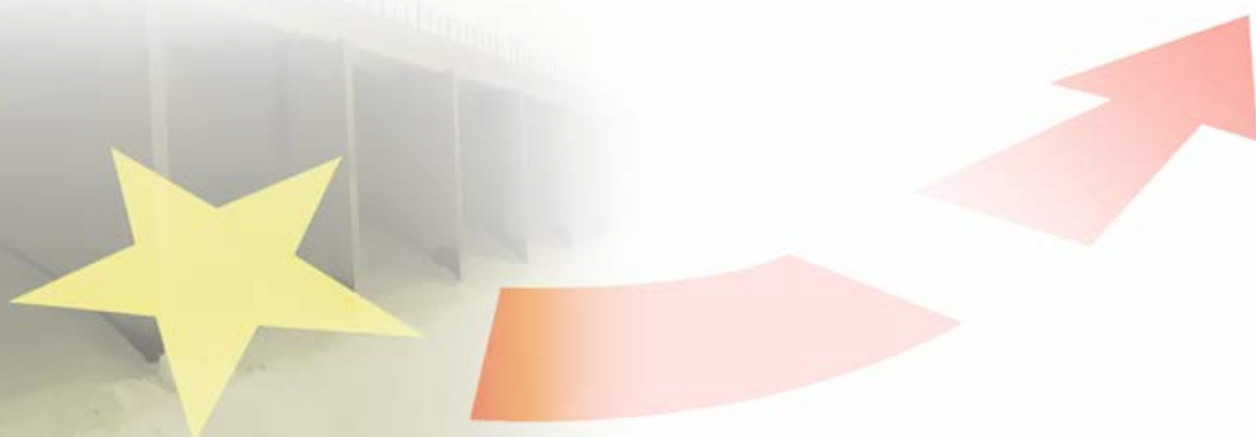
Strategic Axes	Strategic objectives (OS)	Expected outcomes (EA)
Axis 1: reform institutions and modernize the administration	OS 1.1: promote political and administrative good governance	EA 1.1.1: democracy, human rights, justice and peace are strengthened
		EA 1.1.2: safety and civil protection are strengthened
		EA 1.1.3: defense is strengthened
		EA 1.1.4: Access to accurate information is ensured for all
		EA 1.1.5: regional and international cooperation is improved
		EA 1.1.6: public administration is effective and efficient
		EA 1.1.7: accountability system is developed at all levels
	OS 1.2: promote economic good governance	EA 1.2.1: planning, management and financing of development are effective
		EA 1.2.2: businesses environment is more attractive and the private sector is strengthened in its capacities of initiative and management
OS 1.3: strengthen decentralization and promote local good governance	EA 1.3.1: effectiveness of decentralization and local governance is improved	
	EA 1.3.2: local economies are revitalized and regional disparities are reduced, in particular through effective regional development	
Axis 2: develop human capital	OS 2.1: promote public health and accelerate demographic transition	EA 2.1.1: access to quality health services is guaranteed to all
		EA 2.1.2: nutritional status of population, in particular women and children, is improved
		EA 2.1.3: acceleration process of demographic transition to start demographic dividend is in motion
	OS 2.2: increase offer and improve quality of education, higher education and training in adequacy with the needs of the economy	EA 2.2.1: access to quality education for all is improved
		EA 2.2.2: availability and employability of human resources are improved
		EA 2.2.3: access to quality higher education adapted to the needs of the economy structural transformation is assured
	OS 2.3: promote research and innovation to serve the structural transformation of the economy	EA 2.3.1: research and innovation are more at the service of the economy structural transformation
	OS 2.4: promote decent employment and social protection for all, particularly for young people and women	EA 2.4.1: decent employment and social protection are guaranteed to all
		EA 2.4.2: social and gender inequalities are reduced and women are promoted as dynamic actors for development
	OS 2.5: improve life quality, access to water, sanitation and quality energy services	EA 2.5.1: access to decent life quality, quality water and sanitation is guaranteed for all
		EA 2.5.2: access to quality energy services and energy efficiency are guaranteed
		EA 2.5.3: urban growth is planned and controlled
		EA 2.5.4: access to decent housings and public buildings is ensured for all

Table of strategic axes, strategic objectives and expected outcomes (continued)

Strategic Axes	Strategic objectives (OS)	Expected outcomes (EA)
Axis 3: revitalize promising sectors for the economy and employment	OS 3.1: sustainably develop an agro-sylvo-pastoral, faunal and fishing sector which is productive and resilient, more market-directed and based on sustainable development principles	EA 3.1.1: primary sector contributes to food security, decent employment, supply of national agricultural processing industry and is respectful of sustainable development principles
		EA 3.1.2: resilience to risks of agro-sylvo-pastoral households, fauna and fishing with is strengthened
	OS 3.2: develop a competitive industrial and handicraft sector, with strong added value and creating decent employment	EA 3.2.1: sector of industry and handicraft is more dynamic as regards creation of wealth, employment and exports
		EA 3.2.2: contribution of cultural, tourism and sporting industries into the economy is improved
		EA 3.2.3: impact of mining sector on the rest of the economy is increased
	OS 3.3: promote trade and expansion of services industries with strong added value and creating decent employment	EA 3.3.1: tertiary sector is formalized, is more dynamic and creator of decent jobs
		EA 3.3.2: marketing of national products is strengthened
	OS 3.4: develop quality and resilient infrastructures to support the structural transformation of the economy	EA 3.4.1: capacities of mobilization and integrated management of water resources are strengthened
		EA 3.4.2: quality, reliability and accessibility of infrastructures are improved to facilitate the economy structural transformation
		EA 3.4.3: contribution of poles of growth and competitiveness (agropoles, technopoles, SEZ) into the economy is increased
	OS 3.5: reverse trends of environmental degradation and durably ensure natural and environmental resources management	EA 3.5.1: environment and natural resources are sustainably managed
		EA 3.5.2: capacities of mitigation and adaptation to harmful effects of climate change are strengthened towards a transition to green economy

Plan de financement (en milliards de francs CFA)

Years	2016	2017	2018	2019	2020	Total	In % of total cost
Cost of the plan	1998,4	2952,0	3199,8	3484,7	3760,6	15395,4	100
Current expenditure	1049,3	1146,5	1248,5	1347,9	1466,7	6258,9	40,7
Amortization of debt	145,7	145,7	145,7	145,7	145,7	728,3	4,7
Capital expenditures	803,4	1659,9	1805,7	1991,1	2148,2	8408,2	54,6
Own resources	1286,9	1769,6	1999,5	2242,9	2526,3	9825,2	63,8
Financing gap	711,4	1182,4	1200,3	1241,8	1234,3	5570,2	36,2



INTRODUCTION





The socio-economic situation of Burkina Faso, characterized by many deficits, raises the issue of effectiveness of national development policies. The analysis of monetary poverty indicators show that in 2014, 40.1% population lived below poverty line, estimated at 153,530 FCFA, down from 46.7% in 2009 with a figure of 108,454 FCFA. Between 2009 and 2014, reduction of poverty remained weak in rural environment, with nine poor out of ten, whereas in urban environment, incidence was divided approximately by two. Over the same period, poverty increased in the Regions of Boucle du Mouhoun, the Centre West, Centre North and North. In 2014, 60.3% of poor people were localized in the Regions of Boucle du Mouhoun (14.7%), North (14.3%), East (10.9%), Centre West (10.6%) and Centre North (9.8%).

It appears that development policies were insufficient to create real dynamic to strongly generate wealth necessary to sustainably improve the Burkinabe wellbeing.

The National Plan for Economic and Social Development (PNDES) falls under such a development scheme, centered on a new dynamic of economic, demographic and social structures transformation, generating cumulative and sustainable multiplying effects on improved growth of average income per capita and therefore meeting fundamental needs, reducing poverty, strengthening human capacities, environmental viability and social equity.

By so doing, the Plan takes into account lessons learnt from the implementation of previous reference frameworks which planned economic and social development of Burkina Faso, in a perspective of State interventionism or economic liberalism. With the 1960-1962, 1963-1967 Plans (first five-year Plan), 1967-1970 (Framework Plan for Economic and Social Development), 1971 (Interim Plan), the 1972-1976, 1977-1981 Plans, the 1984-1985 Popular Development Program (PPD) and the 1986-1990 Five-year Plan for Popular Development (PQDP), the State was positioned in a role of contractor. Conversely, with the 1991-2000 Structural Adjustment Programs (SAP), the 2000-2010 Poverty Reduction Strategic Paper (CSLP) and the 2011-2015 Strategy for Accelerated Growth and Sustainable Development (SCADD), the private sector was considered as the driving force for development.

Poor results achieved as compared to expectations imposes on the PNDES, the choice of an audacious and realistic approach, favoring entrepreneurship promotion with the State intervention, in the event of critical incapacities of the private sector, in accordance with the five

values proposed by the Presidential Program “Building with the people, a Burkina Faso of democracy, economic and social progress, freedom and justice”, namely: (i) democracy, social justice and freedom of thought, to achieve responsible participation of citizens in national development, (ii) economic progress, solidarity and responsible participation of all in development and public affairs management, (iii) inclusive development and inclusive growth, (iv) equal access to quality social services and employment, (v) free enterprise while complying with national laws, technical and environmental standards.

Over the 2016-2020 period, the Presidential Program is the first level of reference for the PNDES development as a coherent framework for sectoral and local measures and actions. In line with the commitment by the President of Burkina Faso to work towards a sustained economic and social development of Burkina Faso drawing from legitimate and deep aspirations of the people for a new society based on these values, the elaboration of the PNDES took into consideration recent sociopolitical and security situation culminating with the popular insurrection of October 30th and 31st 2014, the attempted coup of September 16th, 2015 and terrorist attacks of January 15th, 2016. This economic situation highlights strong social demand for justice and security, access to employment, quality infrastructures and social services.

The PNDES formulation benefited among others the following documents: guidelines on the National Prospective Study (ENP) Burkina 2025, National Program for Territory Sustainable Management (SNADDT), United Nations Sustainable Development Program by 2030, containing the Sustainable Development Goals (SDG), the African Union Agenda 2063 and the Community Strategic Framework of the Economic Community of the West African States (ECOWAS).

The PNDES formulation built on relevant deliverables of the SCADD second cycle development process, initiated in February 2015 and which aimed at making available, through an inclusive and participatory approach, a framework for economic and social development of Burkina Faso over the 2016-2020 period, building on achievements and challenges of the SCADD first cycle and based on contribution to the realization of the “Burkina 2025 vision”.

This approach allows capitalizing on studies, surveys and evaluations carried out during 2014 and 2015, including evaluation of the SCADD implementation, the Continuous Multi-Sector Survey (EMC) on households living conditions, diagnostic study on obstacles to growth in Burkina Faso, diagnosis of national socio-economic situation and the study on public policies consistency in Burkina Faso.

It also draws on consultations from the following entities, carried out in July and August 2015, on their contributions in the definition of the national economic and social development priorities, over the 2016-2020 period: (i) Presidency of Burkina Faso, Office of the Prime Minister, Government departments and administrative regions, (ii) Economic and Social Council (CES), High Communication Council (CSC), Mediator of Faso and National Audit Office, (iii) Civil Society Organizations (OSC), (iv) rural sector organizations, (v) youth and students’ organiza-

tions and groups (vi) Trade Unions grouping (UAS), (vii) religious and customary authorities, (viii) private sector and (ix) Technical and Financial Partners (TFP).

The establishment of the PNDES drafting mechanism through Order n° 2016-001/PM/CAB dated March 4th, 2016, formalized the PNDES development process, supervised by an Orientation and Supervision Committee (COS) assisted by Thematic Committees, a technical secretariat, specialized groups and an editorial group.

Orientation and Supervision Committee (COS), chaired by the Prime Minister and comprising representatives from the Government, Local Government Authorities, Private Sector and Technical and Financial Partners, and Civil Society, provided the required guidelines to the process smooth operation and validated the drafting approach and the PNDES draft document.



The three Thematic Committees were chaired by Permanent Secretaries of Ministries and included all Ministries concerned, and representatives from private sector, civil society and Technical and Financial Partners. Between March 18th and April 8th 2016, these Committees prepared a report containing their contributions into the PNDES draft document including: (i) a national situational analysis on selected themes, (ii) formulation of response strategies adapted to the situation, (iii) identification of the PNDES priority outcomes and their transformation into (strategic, intermediate and immediate) outcomes to be achieved by 2020.

The Technical Secretariat ensured technical coordination of the PNDES drafting process. Specifically, it carried out the activities of COS secretariat, prepared the PNDES drafting approach, synthesized contributions by thematic committees, facilitated dedicated groups work, organized editorial group and ensured communication on the process.

The writers group comprised writers from the Presidential Program, executives from the Presidency of Burkina Faso, Office of the Prime Minister, from Ministries in charge of Employment and Economy, from Ministries chairing thematic committees and dedicated groups, academics and researchers. The writers group prepared the various versions of the PNDES document.

The dedicated groups on macroeconomics framework, budgetary and financing framework, public investment programs and projects, demography and development were composed

of technical structures from the Ministry in charge of the economy: General Directorate of Economy and Planning (DGEP), General Directorate of Budget (DGB), General Directorate of Treasury and Public Accounts (DGTCP), General Directorate of Cooperation (DGCOOP) and the National Institute for Statistics and Demography (INSD). From March 18th to April 11th, 2016, they each produced a report detailing their contributions into the PNDES draft document covering their specific topic.

Finally, the PNDES drafting process received contributions from a national workshop for ownership and prioritization on SDG targets which took place from April 4th to 9th 2016. There were also contributions from national conferences held on June 20th and 21st 2016, and from international experts, to support the realization and quality control of agreed proceedings and products.

The PNDES document is the result from all this work based on principles of Results-based Management (GAR). The document comprises three main parts: (i) diagnostic analysis of economic and social situation, (ii) 2016-2020 economic and social development strategy and (iii) mechanisms for implementation, monitoring and evaluation, with appendices comprising a synoptic table summarizing expected impacts and outcomes together with their indicators. The PNDES document is structured around Strategic Axes and Objectives.



I. DIAGNOSTIC ANALYSIS OF ECONOMIC AND SOCIAL SITUATION





Burkina Faso recorded an erratic economic growth since 1960. This fluctuation of economic activity, in conjunction with a strong demographic growth (3.1% per annum), did not make it possible to record a real progress in terms of economic and social development. From 1960 to 2014, per capita income increased only approximately by 2% per annum, which did not make it possible to considerably improve living conditions of the Burkinabe. In 2014, Human Development Index (IDH) reached 0.420, ranking Burkina Faso among countries with low development level. This situation is a consequence of persisting poverty which incidence is at 40.1% in 2014, strong illiteracy rate of people aged above 15 years accounting for 65.5%, life expectancy below 60 years, as well as strong exploitation and consumption of natural resources.

Burkina Faso also experienced migratory movements marked in particular by rural migration and an old and important international migration.

From the point of view of inclusive and sustainable human development, main challenges include persistence of social inequalities, insufficiencies in national productive system, poor quality of human resources, inefficiency and ineffectiveness of governance.

1.1. SOCIAL PROCESS WITH LITTLE EVOLUTION MARKED BY PERSISTENT INEQUALITIES

1.1.1. MAJOR ACHIEVEMENTS OF PREVIOUS DEVELOPMENT POLICIES

Various achievements may be put to the credit of previous development policies, in particular PRSP and SCADD covering the 2000-2015 period. These achievements specifically include management of the economy, social and economic infrastructures.

Management of the economy was characterized by improvement of methods and instruments of development planning and monitoring-evaluation: (i) integration of responses to development issues in a comprehensive prospective, thematic or sectoral vision, (ii) systematic recourse to planning instruments and tools in public action management, (iii) establishment

of the National Commission for Development Planning (CNPD), in order to strengthen coherence between instruments and institutional mechanisms for monitoring public action and (iv) creation of the National Funds for Projects and Programs Preparation (FONEPP). The purpose was to ensure better formulation of projects and programs required in the implementation of development strategies. In addition, management of public finances was gradually consolidated. The budget deficit decreased from 3.8% of GDP in 2000 to 2% in 2015. Debt ratio to GDP decreased from 58.2% in 2000 to 32.4% in 2015.

At local level, in line with the provisions of the Code on Local Government Authorities (CGCT), all the Regions have a Regional Development Plan (RDP) or a Regional Development Strategy (RDS) and almost all Local Councils have a Communal Development Plan (CDP).

At the social level, major progresses were recorded in health, access to basic education and potable water. In this regard, primary education gross schooling rate increased from 45.9% in 2000 to 83.7% in 2015. As regards health, although infant and maternal mortality rates are still high compared to figures targeted in 2015, they strongly dropped. Thus, mortality ratio of children under 5 years dropped from 219.1 ‰ in 1998 to 81.6 ‰ in 2015. Maternal mortality decreased from 484 maternal deaths for 100,000 live births to 330 over the same period. Access to potable water also improved. Between 2005 and 2015, access rates in rural and urban environment increased respectively from 52% to 65% and 74% to 89.9%.

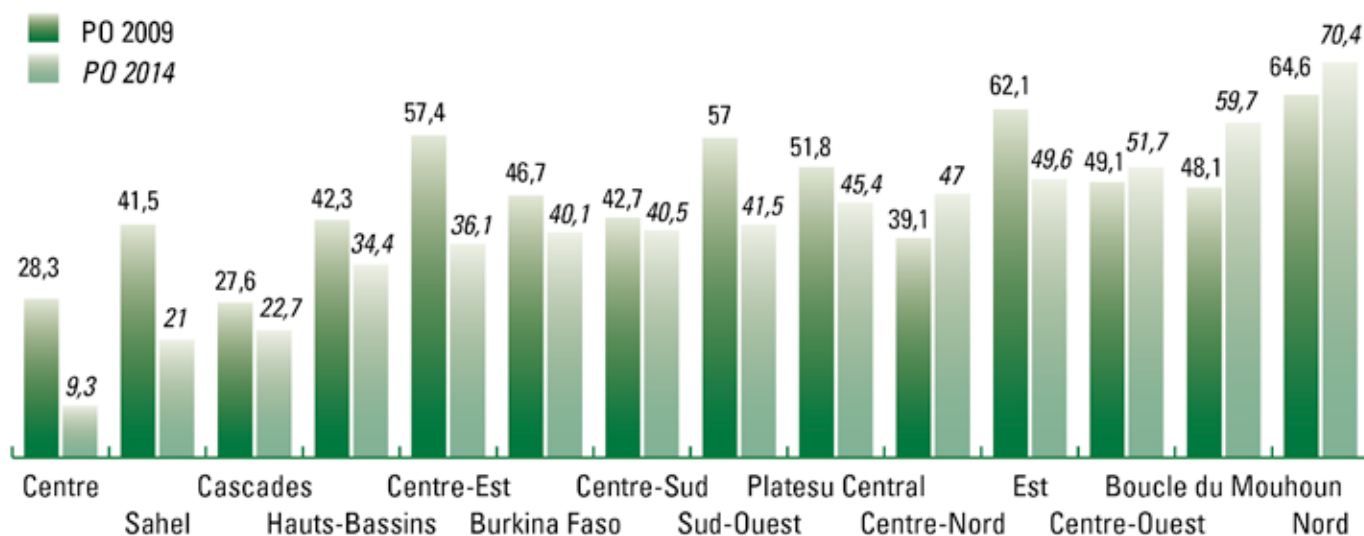
As regards road infrastructures, proportion of tarred road network in the classified highway network recorded a significant development, increasing from 15.75% in 2004 to 24% in 2015.

The realization of these achievements was not accompanied by a substantial reduction of poverty and social inequalities.

1.1.2. INSUFFICIENT REDUCTION OF MONETARY POVERTY BETWEEN 2009 AND 2014

Between 2009 and 2014, poverty incidence dropped by six points, decreasing from 46.7%, for a poverty line of 108,454 FCFA, to 40.1% for a poverty line estimated at 154.061 FCFA. Depth and severity of monetary poverty also dropped respectively from 15.1% and 6.7% to 9.7% and 3.3% between 2009 and 2014.

Graph 1 : incidence of poverty per Region in 2009 and 2014



Source: data from EMC 2014, INSD.

Poverty is basically rural, with an incidence of 47.5% versus 13.6% in urban environment. Rural poverty contributes to 92% in poverty incidence: 9 people living below the poverty line out of 10, live in rural environment. Reduction of poverty between 2009 and 2014 was more dynamic in urban environment (11.6 points) compared to rural environment (7.1 points). This implicitly means that economic growth was more profitable to urban populations than rural ones. Regional cartography of poverty in 2014 (see Graph 1) shows regional disparities. It appears that the following Regions: the Centre (9.3%), the Sahel (21%), the Cascades (22.7%), the Hauts-Basins (34.4%) and the Centre-East (36.1%) have poverty incidence lower than the overall incidence (40.1%). Poverty incidence is higher than the overall incidence in the following Regions: the Centre-South (40.5%), the South-West (41.5%), the Plateau Central (45.4%), the Centre-North (47%), the East (49.6%), the Centre-West (51.7%), the Boucle du Mouhoun (59.7%) and the North (70.4%).

1.1.3. DISPARITIES IN THE EVOLUTION OF NON-MONETARY POVERTY

Evolution of multidimensional poverty captured through life quality and living conditions of urban and rural households, shows spatial disparities of populations' level of deprivations in terms of access to basic services and income opportunities.

As regards electricity, access of households is globally weak. Proportion of households using electricity as main source of lighting increased from 14.9% in 2009 to 24.4% in 2014. In 2014, it was 62.7% in urban environment compared to 9.3% in rural environment. At regional level, it was 60.6% in the Centre, 43.0% in the Cascades, 41.3% in the Hauts-Bassins,

20.1% in the Boucle du Mouhoun, 13.8% in the Centre-West, 12.3% in the North, 10.5% in the South-West, 9.1% in the Centre-East, 8.3% in the Centre-North, 8.1% in the Plateau central, 7.1% in the Est, 5.9% in the Sahel and 5.8% in the Centre-Sud.

As for housing, in 2014, a little more than 7 households out of 10 lived in slums and experienced low access to sanitation, precariousness of houses and weak access to potable water and electricity. 77% of households lived in flimsy housings (non-final materials) including 39.5% in urban environment and 92% in rural environment. However, for sanitation, access rate to infrastructures increased from 4.7% in 2007 to 8.1% in 2014. This rate was 25.1% in the Centre and 17.5% in the Plateau central. The Regions of the Centre-Est, the Cascades and the Centre-Nord achieved access rate to sanitation infrastructures ranging between 5% and 10%. The eight other Regions recorded access rates below 5%.

1.1.4. SOCIO-ECONOMIC VULNERABILITY OF POPULATIONS

The level of resources allocated to social sectors remains low, in order to boost human capital development. In terms of social sectors contribution (education, health, social protection, water and sanitation) into GDP, the level was 7.5% in 2015 versus 6.5% in 2008. Multiple deprivations observed as regards access to basic social services, are worsened by food crises affecting broad segments of the population, especially in rural environment.

Households' vulnerability concern more than 20% of the population (more than 3.5 million people) affected by food insecurity. Chronic infant malnutrition still remains very high, although it has remarkably decreased by 25.6% in 2009 to 20.1% in 2014. In 2012, 32.9% of children below 5 years presented growth stunting.

Faced with this massive rural poverty and food insecurity, a vision for sustainable poverty reduction was defined in 2011, including a national system of social safety nets. A national policy for social protection, a national policy for food safety, a national policy for better management of environment and sustainable development, and an action plan to accelerate progress in reduction of indigence, hunger and food insecurity, were also worked out.

The main challenges of the current system for poverty reduction and populations' vulnerability include: weak coordination mechanisms causing wasting and little effectiveness. In addition, the issue lays in the choice of the most adequate instruments for a better targeting of poor populations and putting in place monitoring and evaluation systems, in order to guide decisional choices by leaders in charge at various levels and to evaluate the impact of various programs initiated.

1.1.5. PERSISTENCE OF GENDER INEQUALITIES AND SOCIAL EXCLUSION

Despite progress recorded, inequalities in monetary poverty, education, employment, access to production resources and elective positions are still strong, in particular to the disadvantage of women and young people.

Regarding incomes expressed through household expenditures, social inclusion globally appears weak. Consumption expenditures of the most underprivileged household account for 8.4% of total expenditure of household consumption versus 44.1% for the most privileged households. Thus, despite the fact that policies and instruments for cohesion and national solidarity promotion are in place, the following insufficiencies are observed: (i) social exclusion of old persons and disabled persons, (ii) expansion of the phenomenon of children and adolescents living in the street and (iii) increase of worst forms of child labor.

As regards education and particularly with regard to secondary education, the girl-boy ratio increased from 0.51 in 2004 to 0.62 in 2014 that is a slow annual average progression of 0.011. For higher education, the girl-boy ratio increased from 0.29 in 1997 to 0.48 in 2013. For education, technical and vocational training (EFTP), proportion of trained women aged 16 to 64 years was 3.1% in 2010, versus a national average of 4.5%.

In the field of employment, women accounted for 24.2% of payrolls in public and private formal sectors in 2015. Thus, the gap to be filled is 25.8% to reach gender parity in relation to formal employment. In addition, in urban environment, unemployment is affecting more young people aged below 25 years (14.1% in 2014) and women (9.9%).

As for women participation in politics, in 2000, only 10 out of 111 Members of Parliament, were women, representing 9% of MP. In 2012, women were 24 among 127 Members of Parliament during the 2012-2014 legislature, that is a proportion of 18.89%. In 2015, proportion of women in Parliament was 11.02% that is 14 women out of 127 MP during the 2015-2020 legislature. Since 2000, proportion of women in Parliament therefore remained below the target of one third of Millennium Development Goals (MDG) set at 30% for 2015.

In all Governments formed from November 2000 to January 2016, average percentage of women is approximately 15%. The last Government formed on January 12th, 2016 presents the strongest proportion of women, with 24.14%, that is 7 women out of 29 members of Government.

On the other hand, women participation in local instances recorded a decrease between 2006 and 2012, dropping from 35.80% local councilors to 21% in 2012.

1.2. PRODUCTIVE SYSTEM WITH LITTLE EVOLUTION MARKED BY POOR EFFECTS ON CREATION OF DECENT JOBS

Since 1994, Burkina Faso recorded an average economic growth of at least 5%. Contributions of economic sectors into this growth did not change much in time. Productive system is marked by preponderance of tertiary sector which share is above 45%. The weight of primary sector varies between 28 and 31% and secondary industry, between 14% and 24%. Evolution of sectoral contributions into GDP formation from 1994 to 2014 indicates that there is no transformation in production structure, which is characterized by weak increase of

productivity in rural sector, declining manufacturing industry and a tertiary sector dominated by informal sector.

Agricultural activities are dominated by small-scale family subsistence farming. Rural entrepreneurship is very slightly developed, reducing possibilities of promotion, diversification and marketing of national products. Other activities (industry and trade) are dominated by informal sector, because of restrictive factors to the emergence of a real formal sector. Thus, with poorly attractive business environment which is not conducive to increasing private investments, the nation's economy is characterized by a vulnerable and hardly productive primary sector, a secondary industry weakened by decline in manufacturing industries and increasingly informal tertiary sector.



1.2.1. HARDLY ATTRACTIVE BUSINESS ENVIRONMENT AND NOT CONDUCTIVE TO PRIVATE SECTOR INVESTMENTS

In spite of efforts to simplify procedures for business start-up, the number of created new firms remained weak between 2010 and 2015. The figure was about 6,500 on average per year over the same period. As for death rate of firms, it was relatively high, nearly 20% in 2015, due to lack of supportive measures and follow-up. Private sector investment which accounts for approximately 18% of GDP is below sub-Saharan Africa average.

In fact, private sector is confronted with several constraints and difficulties. First and foremost, human capital development level is very low, with 1.12 year of education on average for labor force, versus more than 2 in sub-Saharan Africa. Capacity building of human resources is one key factor of private sector development. It is a precondition for productive bases' development and diversification, and attraction of capital.

Then, we have the level of equipment of the territory and costs of factors. Excessive costs and transport time of raw materials constitute the greatest handicaps for enterprises. Costs of energy and its regular availability, high cost and difficulties to access communication technologies are major constraints for a competitive private sector development. Also, poor technical training of labor and industrial know-how of Burkinabe workforce heavily affects productivity level and innovation of enterprises.

Lastly, inadequate capacities of support-counseling at technical and management levels do not allow private sector as a whole, to operate a fast transformation. Competition from informal sector also heavily affects development capabilities of formal enterprises. In addition, it should be underscored difficulties of access to financing, for startups and development of activities. According to report of surveys carried out by the World economic forum (FEM 2015), in Burkina Faso, the private sector identified the following constraints, by order of importance: (i) access to financing, (ii) corruption, (iii) taxation, (iv) quality of human capital and (v) inadequate infrastructure.

To address these constraints and difficulties, a reform process was engaged with a view to promoting private sector development and production capacities. These reforms and measures include: (i) financial sector development (the number of banks has doubled in 10 years and several funds were set up) and (ii) reform of business climate which remained insufficiently or partially implemented.

All in all, slow implementation of reforms, difficulties to access financing, costs of production factors, human resources low level of qualification, inadequacy of support infrastructures and corruption hamper competitiveness and extension of private sector productive bases.

Critical challenges for private sector assertion as a dynamic actor in structural transformation process include: (i) improving business environment to create conditions for private companies' development and attract investors, (ii) reducing obstacles which seriously block private sector development and (iii) improving competitiveness of enterprises.

1.2.2. POORLY PRODUCTIVE AND VULNERABLE PRIMARY SECTOR

1.2.2.1. AGRICULTURE WITH WEAK PRODUCTIVITY AND IS SUBJECT TO RISKS

Interventions in agricultural sector made it possible to record progress, in particular, an average increase in cereals production by 2% per year over the 2011-2015 period, an average increase in agricultural GDP by 1.8% per year (base: 1999) over the same period and reduction of poverty incidence in rural environment, which dropped from 52.8% in 2009 to 47.5% in 2014. Generally, these performances were below expected anticipated results for the following reasons: (i) dependence of agriculture sub-sector to risks, (ii) insufficient intensification of production, (iii) low sustainability of agricultural system, in particular its impact on ecosystems and environment, (iv) low level of farming equipment, (v) low access to agricultural loans (less than 15% of producers), (vi) poor development of processing, (vii) weak marketing (less than 20% of production), (viii) weak diversification of production and (ix) strong rate of illiteracy.

Major challenges faced by agricultural production sub-sector include: (i) improvement of water management for agricultural purposes, (ii) improvement of agricultural productivity,

(iii) ensuring that agricultural production takes into consideration environmental degradation concern in a logic of green economy, (iv) development of agricultural and agro food entrepreneurship, (v) improvement of resilience of agriculture to agro-sylvo-pastoral, fishing and fauna risks and natural disasters, (vi) reinforcement of research-development system expenses in agriculture and valorization of research results, (vii) acceleration of land tenure securisation process, (viii) facilitating access to financing, (ix) development of a permanent active prospective to find economic products niches and adequate reforms, to limit future risks, (x) reinforcement of production-market connection, (xi) improvement of regulatory and normative framework (xii) development of structuring infrastructures base. Addressing these challenges will further contribute to food security.

1.2.2.2. WEAKLY COMPETITIVE LIVESTOCK SECTOR

Similarly to agricultural sub-sector, achievements may be underscored in livestock sub-sector in particular, general increase of number of bovines by 8.24%, small ruminants and poultry by 12.55%, from 2011 to 2015. However, weaknesses are important and relate mainly to productivity and competitiveness of livestock productions, processing of livestock products, and promotion of modern livestock production enterprises and organization of livestock markets.

With these insufficiencies in mind, challenges of livestock sub-sector include: (i) facilitation of access to inputs equipment, (ii) access to loans, (iii) increase and modernization of transformation capacities of meat products, (iv) market incentive organization, (v) reinforcement of adapted vocational training and research-development in livestock production, (vi) reinforcement of sub-sector resilience to risks related to breeding in particular, zoo-sanitary, climate shocks and conflicts.

1.2.2.3. POORLY DEVELOPED FISHING RESOURCES

Between 2011 and 2015, fish production recorded an increase of 38%, from 15,200 to 20,977 tons. Despite this increase, fish production hardly covers one fifth of national consumption needs, estimated at 3.49 kg/person/year. As a consequence, Burkina Faso remains strongly dependant on imports of fish products.

To reverse this trend and achieve a coverage of more than 50% of consumption needs, it is imperative to: (i) improve national capacities for fish production, (ii) integrate protection of fishing resources in construction projects for dams and water storage facilities, (iii) strengthen research and development on fishing and fish farming, (iv) promote access to loans for actors of fishing and fish aquaculture, (v) organize and build capacities of fishermen communities.

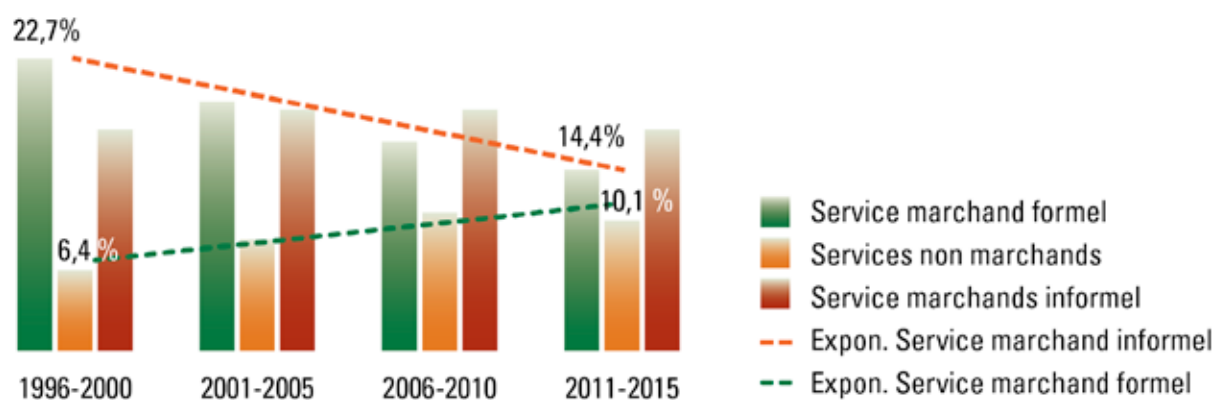
1.2.2.4. INCREASING FORESTRY AND FAUNA PRODUCTIONS

Forestry and fauna developments constitute an important potential, in terms of created in-

comes generated for populations and for the State. Their contribution into GDP increased between 1996 and 2015, from 1.5% over the 1996-2000 period to 3.4% over the 2011-2015 period. Sub-sector production is ascribable to abundant natural potentialities. However, forestry cover which represents 14% of national territory against an international standard of 30%, records an annual degradation of about 110,000 hectares.

In an international context marked by the development of carbon market and clean development mechanisms, this sector could be an important funding source for development, if degradation trends are reversed. Considering constraints and opportunities, it is important to focus on the following components to improve contribution of the sub-sector into the economy: (i) increase production and processing of non-wood forest products with a strong potential for job creation, (ii) sustainably manage forest and fauna resources, (iii) increase forest surfaces through reforestation, (iv) promote small and medium-sized units for fauna production to create employment and generate incomes (v) promote eco-tourism.

1.2.3. SECONDARY SECTOR WEAKENED BY DECLINE IN MANUFACTURING INDUSTRIES



DUSTRIES

Contribution of secondary sector into GDP recorded a regression over the 1986-2010 period, dropping from 21.5% over the 1986-1990 period to 17.3% between 2006 and 2010. Detailed analysis of this contribution (see Graphic 2) highlights two major observations: (i) sharp decrease of modern manufacturing industries contribution (except cotton ginning) of 13.9% over the 1986-1990 period to 1.2%, during the 2011-2015 period and (ii) clear progression of extractive industries contribution, from 1.5% over the 1986-1990 period, to 9.2% over the 2011-2015 period.

Graph 2 : contributions of secondary sector branches of activities into GDP

Source: data from the computerized forecast Instrument (IAP) (DGEP, April 2016)

1.2.3.1. BOOMING MINING SECTOR BUT LITTLE CREATION OF JOBS

Due to measures to attract private sector investment, taken in the mid-1990, mining production increased, thanks to opening of several industrial mines cohabiting in a conflicting way with artisanal exploitations. However, booming of mining sub-sector was not accompanied

by an important creation of decent jobs and by an important domino effect on other sectors of the economy, especially at local level. In addition it generated a natural resources degradation including water degradation. This requires an evaluation through strategic studies.

Based on this situation, challenges to be addressed in order to increase social and economic benefits from mining sub-sector, include: (i) development of geological and mining information, (ii) creation and promotion of national expertise, (iii) supervision of artisanal mining, (iv) promotion of small-scale mechanized mining, (v) monitoring of mining areas, on the basis of compliance with conventions on environment, (vi) increase in local purchases of goods and services for mines, (vii) improvement of mining impact on local development, (viii) improvement of control and monitoring of mining activity and (ix) good use of mining revenue.

1.2.3.2. POORLY COMPETITIVE MANUFACTURING INDUSTRIES AND AILING ENTERPRISES

Many rich lessons could be drawn from the analysis of the dynamics of manufacturing industries contribution, through exports of manufactured goods. The first observation is that in the early 90s, there was a structural break in composition of exports. In 1993-1994, exports of manufactured goods were replaced by exports of cotton. Moreover, the devaluation of CFA franc of 1994 did not contribute to improve competitiveness of national manufacturing industries. The contribution of manufacturing exports in total exports of goods, dropped by 32.7% in 1993 to 28.6% in 1994. This regression continued until 1997, with manufactured goods in exports representing only 8%. This expresses a turning point taken by the Burkinabe economy in the specialization of primary products (cotton and non-monetary gold), to the detriment of manufacturing industry with strong multiplying potential effects on local economies, in terms of uses and diversification of productive base.

Given the decline in relative contribution of manufacturing industry added value into the GDP, reforms were initiated to restructure ailing enterprises and improve business environment. In spite of these reforms, manufacturing industry remains uncompetitive, because of many constraints including cost of production factor like electricity, transport, telecommunications, loans and labor.

Thus, for real development of manufacturing industries, the following challenges must be addressed: (i) increase in electricity production and reduction of cost, (ii) realization of major road construction to open-up Burkina Faso, (iii) improvement of telecommunication services quality, cost and reliability, (iv) further financial system improvement, (v) quality improvement of human resources adapted to private sector needs, (vi) incentive for private sector to invest in research and use of already proven research results and (vii) fight against fraud, forgery and counterfeit.

1.2.3.3. UNCOMPETITIVE HANDICRAFT WHICH NEEDS TO BE FORMALIZED

Handicraft sub-sector is marked by a multiplicity of supervisory structures which does not

favor a capitalization of actions implemented in the sector. In addition, inappropriateness of texts regulating the sector and/or their inadequacy to sector development, absence of a homogeneous organization of actors at national level, are as many problems which undermine the sector development and restrict the exercise of this activity in an informal framework. In addition, diagnosis of the sector highlights competitiveness issue of handicraft services and products negatively impacting access to national and international market, unfair competition affecting commercial performances of handicraft products of local enterprises. Lastly, despite existing national financial mechanisms, craftsmen encounter enormous difficulties to access loans in order to financing their activities.

To help handicraft sector fully play its role in the economic and social development of Burkina Faso, the following challenges must be addressed: (i) definition of favorable regulatory and institutional framework for sector development, (ii) building technical and productive capacities of craftsmen and supervisory structures, (iii) improved access of craftsmen to credit, (iv) facilitation of access to public procurement and (iv) improved protection of craftsmen's works of art.

1.2.3.4. WEAK SUPPORT PROVIDED FOR INDUSTRIAL DEVELOPMENT WITH INSUFFICIENT AND COSTLY SUPPLY OF ENERGY

Sub-sector support to industrial development includes infrastructures to accommodate production facilities (industrial parks, zones for various activities, industrial free zones), transport, energy and telecommunication. Support infrastructures support to production remain as a whole, poorly developed.

As regards infrastructures to accommodate production facilities, existing industrial parks are quasi saturated and are mainly located in Ouagadougou and Bobo-Dioulasso, to the detriment of other regional capitals.

Moreover, existing areas are not developed. Given these insufficiencies, the main challenge related to the creation and development of industrial parks.

Concerning transport infrastructures, in 2015, coverage of classified road network remains weak (5.6 km/100 km² and 100 km/100 000 inhabitants) compared with ECOWAS average (10.5 km/100 km² and 266 km/100 000 inhabitants). Asphalted network remains also weak, whereas it ensures 56% of total traffic. On railway infrastructures, the network did not undergo any extension, since the 90s. Linear total of railway network measures 623 km including only 518 km in exploitation. Lastly, air transport is marked only by two functional airports with a weak traffic.

Given this situation, challenges on transport infrastructures include: (i) realization of airport infrastructures in conformity with international standards, (ii) improvement of accessibility to production zones, commercial poles, tourism centers and basic social centers, (iii) implementation of connections among secondary towns, (iv) rehabilitation and extension of railway networks and (v) intensification of works using High intensive labor method (HIMO) in in-

frastructures realization.

Supply of electricity, insufficient to satisfy increasingly growing demand, consists of 6.4% renewable energies, 62.9% thermal productions and 30.7% imported energy. Access to energy (electricity and hydrocarbons, renewable energies) remains problematic for households and firms. With a price of 75 FCFA per kilowatt-hour in 2015, for high voltages, the cost of electricity in Burkina Faso is particularly high, compared to other countries in West Africa. In the same vein, high cost and volatility of hydrocarbons prices is a serious constraint, although a slight reduction of price is observed in recent years. Consequently, access to electricity re-



mains overall weak. In 2015, electrification rate, which measures proportion of households having electricity subscription with an operator, was 59.88% in urban environment, 3.06% in rural environment and 18.83% on national average.

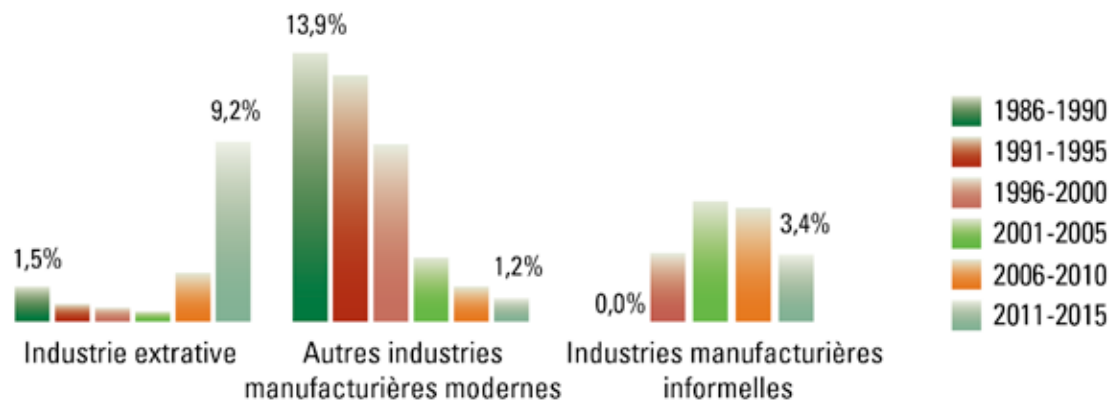
Improvement of energy supply and access to energy requires to: (i) increase contribution of renewable energies in energy mix, (ii) facilitate access to modern energy services, (iii) promote energy autonomy nationwide, (iv) create energy services, (v) promote energy efficiency and (vi) ensure permanent availability of quality hydrocarbons, all over the national territory.

As regards Information Communication and Technologies (ICT), offer is insufficient, irregular and expensive against a demand in strong growth. Telecommunication infrastructures are characterized by slow deployment of fiber optics and the absence of a national telecommunications backbone network, inducing low quality of offer and high cost of ICT services.

3G coverage was introduced, making it possible to increase number of internet users from 1% in 2009 to 9.4% in 2015. Despite this progress, only 4.1% in 2009 of firms used Internet for their activities. These figures are even weaker for SME and firms located out of Ouagadougou and Bobo-Dioulasso. In general, average flow remains very low, with an international band-width of 2.860 bit/s available per user versus 8.349 bit/s in Senegal and 221.660 bit/s in France. In spite of measures taken to reduce its cost, access to Internet remains expensive for the majority of the Burkinabe and firms. The average costs for a monthly access to the fixed Internet are approximately 22,000 FCFA. Given the low number of operators, two for mobile Internet, three for fixed Internet and mobile telephony, opening of the market to new ope-

rators and leveling investments are opportunities to reduce cost of access and strengthening of ICT branch contribution into economic growth.

ICT may play a very important role in structural transformation process of the economy and acceleration of economic and social development. Several reasons argue in favor of this: a young population, trajectory of sustained ascending economic growth for several years, a newly revised democratic context creating new economic opportunities, political will to acce-



lerate structural transformation of the economy and proximity with several regional markets.

But, for ICT to play its role in the change of operating processes of enterprises and goods and services markets, following challenges must be addressed: (i) training of specialists and professionals in IT and digital sector, (ii) development of ICT infrastructures in all the Regions, (iii) improvement of ICT governance and (iv) development of E-government.

1.2.4. A TERTIARY SECTOR MORE AND MORE INFORMAL

The main branches of tertiary sector comprise transport, trade, posts and telecommunications, finance services and services provided to enterprises, cultural services, tourism and sporting services.

Contribution of commercial services into tertiary sector was of 60% on average, over the 1996-2015 period. The analysis of its development (see Graph 3) makes it possible to highlight two major observations: (i) reduction of formal commercial services contribution (22.7% of GDP over the 1996-2000 period down to 14.3% between 2011 and 2015) and (ii) increase in informal commercial services contribution. These figures show a tendency of “informalization” of tertiary sector. Moreover, informal commercial services are related to import trade.

Graph 3 : Evolution of tertiary sector contribution into GDP

Source : IAP data (DGEP, April 2016)

Services provided by informal economy are found in particular, in trade, transport, catering and other commercial services. Exclusively focused on domestic market, the main outlets of

informal economy comprise satisfaction of households' needs by commercial services. The informal economy contributes in revenues collected from taxes for payment of licenses. But contributions in form of taxes and duties paid into the State budget remain weak.

In order to ensure a better contribution of the informal economy into national development, it is important to address the following challenges: (i) facilitation of access to credit and (ii) best forms of formalization of informal production structures.

Contribution of cultural services branch into GDP was almost 3% between 2012 and 2014 and created 170,000 cultural jobs. However, the main constraints include insufficiency and poor distribution of cultural infrastructures over the national territory, weak broadcasting of cultural products by the media, low consumption of cultural products by households (0.62%).

Tourism activities record important development, greatly due to dynamism of hotel trade, restoration and travel sub-sectors. Main constraints are related to lack of financing, insufficiency of qualified personnel and low level of development of tourism sites facilities.

For tourism and cultural services, challenges include: (i) increase in private and public sector investment, (ii) development of human resources and organization of actors, (iii) professionalization of cultural and tourism events, (iv) promotion of emergence of major groups of hotel businesses and (v) promotion of domestic and external cultural and tourism products.

Sporting industries which include training and transfer of sportsmen, monetary transfers respectful of sportsmen's rights, expenditure and receipts of sporting events (ticketing, sponsoring, broadcasting rights and products under license), are slightly developed. In order to exploit the great national potential, efforts should focus on: (i) increase in offer of sporting training, (ii) increase in quality sporting and leisure infrastructures, (iii) operationalizing of compulsory practice of sport for all, (iv) improvement of the functioning of sporting federations and clubs functioning and (v) establishment of sports-studies value chains.

For transport services, the offer does not provide all guarantees of security, safety, comfort, timeliness and profitability. In addition, the sector is always characterized by its atomization and is operated by insufficiently trained actors. The age of vehicles (on average 20 years) hampers competitiveness of Burkinabe transporters.

Challenges include: (i) security of travel documents, (ii) professionalization of road transport actors, (iii) modernization of road transport vehicle fleet, (iv) improvement of conditions for urban and rural mobility, (v) improvement of safety and facilitation management and operation services at international airports of Ouagadougou and Bobo-Dioulasso, (vi) improvement of actors' competitiveness, (vii) improvement of air and railway transport offer and (viii) improvement of road safety.

Challenges faced by telecommunication and postal services industry include: (i) development of high quality services, (ii) improvement of ICT sector regulation and appropriate governance specific to the sector, (iii) promotion of local contents in digital sub-sector, (iv) development

of universal service, (v) development of initiatives to control cybercrime, (vi) development of modern postal services nationwide (vii) development of human resources in the sector.

In the area of financial services, challenges include: (i) diversification of offer of services, including for the Diaspora, (ii) improvement of physical and financial accessibility, (iii) increase in financing adapted to industrial and agricultural sectors.

For the services branch provided to enterprises or businesses, challenges are: (i) capacity building of actors, (ii) vocational training and (iii) improvement of regulation of aforesaid services sectors.

Trade is primarily based on exchanges of agricultural produce, products from local handicraft and imported products. Agricultural product market is dynamic and enjoys an important demand. This is not the case for artisanal products which face a timid demand and is slightly taken into account in public procurement.

As regards international business, nearly 90% of exports relate to raw materials. These products mainly include non-monetary gold and cotton, unprocessed raw materials, indicating weakness of national industrial base and its competitiveness. In return, the Burkina Faso mainly import manufactured goods (60% of imports), oil and mining products (approximately 25% of imports) and agricultural produce. Trade balance generally shows deficit. Main challenges include diversification of export products and promotion of local processing, with a view to adding value to these products. This can be achieved through productive and marketing capacity building, as well as reinforcement of export support services.



1.2.5. MAJOR OBSERVATIONS: STRUCTURAL INSUFFICIENCIES AND BUSINESSES ENVIRONMENT WITH WEAK PERFORMANCES

Analysis of manufacturing sectors dynamics of the economy reveals that growth is prone to structural insufficiencies, accentuating its vulnerability to risks. Main structural insufficiencies of the economy include: (i) low productivity of primary sector dominated by subsistence farming dependant on rainfall variability, (ii) decline of manufacturing sector due to weak competitiveness of existing industries and poor development of agricultural processing industry, (iii) “informalization” of tertiary sector and weak access to finance services, (iv) narrow

base of export products, (v) insufficiency of quality human resources adapted to the needs of structural transformation of productive system.

In addition, the Burkinabe economy is subject to risks including climate variability, volatility of export products prices (gold and cotton) and reduction of Official Development Assistance (ODA). Also, delays in structural reforms implementation, difficulties of access to financing, costs of production factors, low level of qualification of human resources, weakness of infrastructures support and corruption are as many factors which hamper competitiveness and extension of private sector productive bases.

Despite these shortcomings, the economy abounds in enormous potentialities. These potentialities include: (i) great untapped potentials in agro-sylvo-pastoral, fishing and fauna production, (ii) potentials in agricultural processing industry development, (iii) potentials in services industry development, (iv) great potentials in solar energy development, (v) a young labor force and (iv) an important Diaspora.

These potentialities could be made profitable to exploit opportunities offered by external environment including: (i) large increasingly dynamic West African market, guaranteed by regional agreements and fostering free movement of people and goods in the Community space, (ii) increase in world demand for agricultural produce, in particular from Eastern Europe, India and China, (iii) development and decreasing costs for access to ICT.

The private sector is expected to play a leading role in structural transformation process of the economy, job creation, diversification and increase in exported products. Critical challenges for private sector, as a dynamic actor for structural transformation process include: (i) improvement of business environment to create the conditions for development of private enterprises and to attract investors, (ii) reduction of obstacles which seriously hamper private sector development and (iii) improvement of competitiveness of enterprises.

1.3. INSUFFICIENT HUMAN CAPITAL AND HARDLY ADAPTED TO THE NEEDS OF NATIONAL PRODUCTIVE SYSTEM

Human capital encompassing skills, talents, qualifications or experiences accumulated by an individual and which partly determine his capacity to work or produce for himself or others, depends on demographic dynamics, access to basic social services (health, education, water and sanitation), research and development, opportunities as regards employment, training and urbanization.

1.3.1. STRONG DEMOGRAPHIC GROWTH HAMPERING DEVELOPMENT PROGRESS

The population of Burkina Faso is estimated at 19,034,397 inhabitants in 2016 and could reach 21,510,181 inhabitants in 2020. This population is characterized by its extreme youth. Indeed, 47% of the population is below 15 years, 67% less than 25 years and 33.2% of young people have an age ranging between 15 and 35 years.

This young population constitutes, in medium and long terms, an important asset for development, provided they are assumed with good health, good training and its effective integration in national production system. But, in the short run, this induces high dependence relations.

According to demographic projections, in 2020, one third of the population of Burkina Faso would live in cities. This urban growth should be the sign of development, if it is accompanied by a balanced economic growth which could lead to an integrated development.

Strong demographic growth (3.1%) is a result of high gross birthrate (45.84 ‰ in 2006), fall of gross death rate (11.8 ‰ in 2006) and negative migratory balance in continuous decrease.

Moreover, current demographic dynamics of Burkina Faso does not provide opportunities to the economy to benefit from demographic dividend. To achieve this, main challenges to be addressed can be summarized as follows: (i) development of collective utility services, (ii) control of fertility, (iii) child survival, (iv) access to education, potable water and public health, (v) vocational training and employability of young people, (vi) economic and political good governance.

1.3.2. AN INSUFFICIENCY OF QUALIFIED HUMAN RESOURCES, EQUIPMENT AND INFRASTRUCTURES, MEDICINES AND QUALITY SERVICES IN HEALTH SECTOR

Profile of public health indicators remains alarming. Indicators for maternal, neonatal and infantile death, respectively, at 330 per 100,000 new births, 23 per 1,000 new births and 43 per 1,000 new births, are far from international standards and MDG targets. Similarly, human resources, infrastructures and indicators of covering remain below recommended standards.

Additionally, the issue of malnutrition is causing the death of a child in two, in a context of chronic malnutrition (30.2% in 2015), acute malnutrition (10.4% in 2015) and deficiencies in micronutrients (vitamin A, iodine, iron). Various forms of malnutrition have irreversible and harmful consequences on health, survival, development and the cognitive abilities of child and adolescent, on productive, reproductive and intellectual capacities at adulthood.

Main challenges are summarized as follows: (i) quality improvement of health service offer, (ii) increase in access to health services, (iii) availability of human resources and infrastructures complying with international standards, (iv) reduction of regional inequalities, (v) strengthening of medical information system, (vi) prevention and improvement of integrated management of malnutrition, (vii) development of research in health and (viii) governance in health care institutions.

1.3.3. EDUCATION AND TRAINING LOOSING QUALITY AND PERFORMANCE AND HARDLY ADAPTED TO THE NEEDS FOR THE ECONOMY

The Burkinabe education system has a general character with little professional approach. The system does not respond to market employment needs. Despite various reforms undertaken, which besides are inappropriate, basic education is in loss of quality. Technical and Vocational Teaching and Training (EFTP) remains qualitatively and quantitatively weak and disorganized, with accentuated regional and gender disparities. Post-primary, secondary and higher educations are mainly based on a generalist system hardly oriented towards learning a profession. Only 3.4% of students are receiving EFTP in 2015. Also, 63% of students are directed in social sciences and humanities. Higher education is permanently in crisis jeopardizing university time-table.

Challenges of the education system include: (i) quality improvement of basic education, (ii) increase and improvement of quality in EFTP offer, and reduction of disparities, (iii) improvement of access and quality of secondary and superior education, (iv) reform of primary, post-primary, secondary and higher education, to adapt them to the needs for structural transformation of the economy, (v) human capacity building and strengthening of and material facilities, (vi) improvement of access and quality of vocational training and learning.



1.3.4. POORLY DEVELOPED SCIENTIFIC RESEARCH WHICH HARDLY CONTRIBUTES TO WELLBEING OF THE BURKINABE

Scientific research is marked by institutional and organizational constraints which result in weak coordination of research activities carried out in several Ministries, weak involvement of Government in orientation and inexistence of a formal framework for partnership. Partnership is based primarily on personal initiatives. Moreover, the national research system suffers from weak promotion of results, of the outdated state of infrastructures and equipment, land insecurity of research centers, insufficiency of research-development, ageing of human and material resources and weakness of financing by the State.

In order to develop scientific and technological research and promote its results, it is important to: (i) improve research governance, (ii) build capacities of human resources, strengthen material, financial and technological of scientific research, (iii) turn research towards development objectives, (iv) reinforce public-private partnership in promotion of research results,

(v) promote regional and international co-operation in scientific and technological research.

1.3.5. OFFER OF JOBS DOMINATED BY INFORMAL ECONOMY

The Burkinabe economy must address the challenge of creating decent jobs in particular, for the young people and women who are new on the job market. In 2014, unemployment rate was estimated at 6.6% including 9.3% for women and 4% for men. Unemployment generally affects young people in a disproportionate way. Highest unemployment rates reach 8.6% for the age group between 15 to 19 years and 7.6% for 20 - 24 years group. Unemployment is higher in urban environment (7.1%) than in rural environment (6,4%). In addition, majority of rural employment are not decent because, they hardly cover 50% of occupation time. This is relevant to agricultural sector where under-employment rate is 64%.

Generally, employment remains dominated by informal sector, since only 6.4% of jobs are provided by modern sector. In 2015, the number of formal jobs was estimated at only 685,625 including 24.2% for women. These formal employments include 154,846 government officials (22.6%) and 530,679 workers in the private sector registered with the National Funds for Social Security (CNSS), corresponding to 77.4%. Among government officials, proportion of the women was 33.3%. For private sector workers registered with the CNSS, this proportion was 21.6%.

Notwithstanding organization and steering efforts, importance of funds for employment promotion and improved governance on job market, challenges still persist, in particular: (i) improvement of employability for young active people, (ii) reduction of rural labor under-employment, (iii) extension of access to technical and vocational training, (iv) promotion of entrepreneurship in favor of young people and women, (v) improvement of governance on job market, extension of social protection.

1.3.6. ACHIEVEMENTS TO BE CONSOLIDATED IN THE SECTOR OF ENVIRONMENT, WATER AND SANITATION

The 2011-2015 period was marked by notable progress as regards sustainable management of environment, water and sanitation. The adoption of the National Policy for Sustainable Development (PNDD) and its framework law, the Ten-year Action Plan for sustainable Consumption and Production Patterns, as well as domestication of the Poverty-Environment Initiative (IPE), highlighted the firm will of national authorities to comply with international recommendations for promotion of genuine sustainable development.

Improvement of access to potable water is substantial nationwide, similarly to progress made on sanitation in urban environment. Concerning the access to potable water in rural envi-

ronment, the rate increased from 58.5% in 2011 to 65% in 2015. In urban environment, this rate was 89.9% in 2015 compared with 80% in 2011. Regarding sanitation in rural environment, the rate of access increased from 0.8% in 2011 to 12% in 2015. In urban environment, it rose from 24% in 2011 to 34% in 2015.

Concerning integrated water resources management, major achievements include: reinforcement of institutional and legal framework, through the operationnalizing of five water agencies, drafting of two Master Plans for Development and Management of Water (SDAGE), establishment of water local committees and operationnalizing of collection of financial contributions on water.

As regards water resources mobilization, there are more than 1,018 dams and 790 water surface reservoirs, spread nationwide. However, more than 95% of dams are made up small facilities with less than 10 meters height and 80% have a capacity of less than one million cubic meters.

Despite progress made, environment continues to face challenges including: (i) sustainable management of natural resources, (ii) reduction of carbon emissions, (iii) promotion of sustainable consumption and production patterns, as part of the transition towards a green economy, (iv) the fight against anarchistic exploitation of mining resources and (v) improvement of environment governance.

Concerning water and sanitation, challenges include: (i) mobilization, management, conservation and durable valorisation of water resources, (ii) improvement of access to water and sanitation services, (iii) protection of existing ecosystems and conservation of life quality, (iv) strengthening international cooperation on water and (v) improvement of knowledge on water resources.

1.3.7. STRONG URBAN EXPANSION WITHOUT A REAL IMPLEMENTATION OF URBANIZATION POLICIES

Burkina Faso faces a soaring urbanization, characterized by increasing concentration of populations in cities. The rate of urbanization was 6.4% in 1975, 12.7% in 1985, 15.5% in 1996 and 22.7% in 2006. Estimated at 31.50% in 2016, urban population grows twice more quickly than national population and could reach 39.6% by 2025. This growth is unbalanced because it is concentrated mainly in Ouagadougou and Bobo-Dioulasso which are home to 62% of urban population. These cities are spreading out very quickly, without required supportive measures on planning, administration, infrastructures, equipment and services. Consequences of this urban growth on town planning and housing sub-sector, include increasing deficit of houses and disproportionate extension of big cities, because of spontaneous habitats.

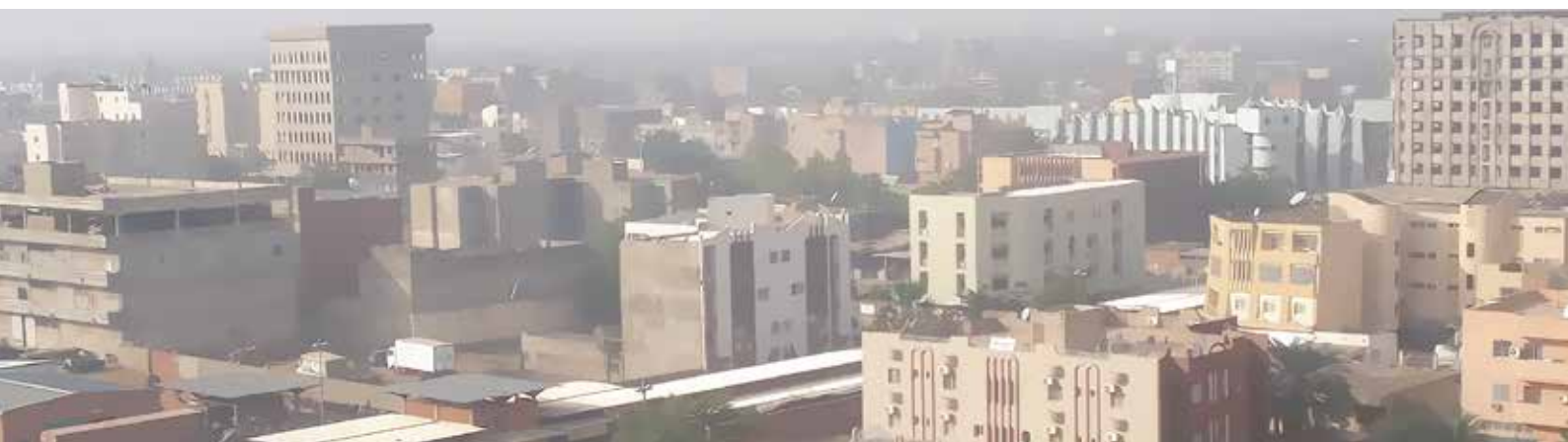
As a result, the following challenges must be addressed: (i) human capacity building in the sector, (ii) promotion of planning and urban development, (iii) promotion of access to decent

housing, (iv) improvement of urban governance and (v) control of geographical extension of the town of Ouagadougou.

1.4. WEAK PERFORMANCE IN POLITICAL, ADMINISTRATIVE, ECONOMIC AND LOCAL GOVERNANCE

As regards political governance, recorded progress relates to creation and strengthening of republican institutions, professionalization of defense and security, consolidation of the Rule of law and reinforcement of human rights, contribution into peace and safety efforts in third countries, social cohesion and improvement of national solidarity, as well as progress achieved on information and communication.

Despite these achievements, challenges to be addressed include: (i) consolidation of democracy and the promotion of republican values, (ii) reinforcement of legal and regulatory framework, (iii) maintaining peace and security, (iv) depoliticization of military environment and military good governance, (v) depoliticization of traditional chiefdom, (vi) reinforcement of justice independence, (vii) improvement of access to quality services in justice sector, (viii) reinforcement of human rights protection, (ix) restoration of the State authority, (x) strengthening of international cooperation, (xi) consolidation of social cohesion and of national solidarity, (xii) involvement of political stakeholders and Civil Society Organizations in a participatory process, for a virtuous and peaceful governance, (xiii) access to accurate information for all and nationwide.



Regarding administrative governance, in spite of reforms undertaken, the Burkinabe administration remains confronted with challenges such as maintaining institutional stability, administrative modernization, improvement of offer of administrative services as well as its depoliticization.

As regards economic governance, progress is assessed, inter alia, in terms of piloting and management of the economy, and management of public finances.

However, important challenges remain in particular: (i) strengthening coherence and rationalization of public policies, (ii) building capacities for planning and management of these

policies, (iii) improvement of resources mobilization, (iv) effectiveness of public expenditures, (v) reduction of corruption and (vi) improvement of the national capacities for regional development.

With regard to local governance and decentralization, main progress include: effective integral communalization, with transfer of competence to Local Government Authorities and support provided to decentralized entities by devolution of central administration services.

In order to consolidate this progress, it is important to address the following: (i) updating the strategic framework for implementation of decentralization, (ii) acceleration of transfer of competences, resources and capital, (iii) improvement of public action coordination at decentralized level and better accompaniment of Local Government Authorities by decentralized technical services, (iv) mobilization of local actors (decentralized administrations, Civil Society Organizations, private sector, populations), (v) improvement of financial management of Local Government Authorities, (vi) strengthening land governance and ownership, (vii) strengthening social cohesion at local level and (viii) strengthening local governance of environment.

1.5. MAJOR CHALLENGES TO BE ADDRESSED IN ORDER TO ENSURE STRUCTURAL TRANSFORMATION OF THE BURKINABE ECONOMY

Given the diagnosis of economic and social situation, three main challenges must be addressed to ensure structural transformation of the Burkinabe economy: (i) good governance and quality improvement of institutions, (ii) availability and employability of human resources adapted to the needs for structural transformation of the nation's economy, (iii) development of productive bases, competitiveness of manufacturing sectors and transformation of national products, for sustainable industrial development which can generate employment.

1.5.1. GOOD GOVERNANCE AND THE QUALITY OF INSTITUTIONS

The challenge of good governance and quality improvement of institutions raises first of all, the issue of political and/or governmental stability. This necessarily implies the adoption of a democratic system which guarantees the rule of the law, transparency, regular devolution of power and fight against corruption.

Then, the establishment of a legal and judicial effective system is imperative to guarantee basic rights of individuals and property rights, to stimulate national and international investment. It is important to create suitable conditions to give confidence to investors and set up an effective and reliable tax system.

In addition, it is advisable to develop a national culture for conservation and promotion of national pride and identity, by underscoring values of integrity in favor of a virtuous governance.

Lastly, consistency in public policies formulation and implementation are fundamental in order to strengthen their linkage with the State budget and to support an effective reform of public procurements regulation.

1.5.2. AVAILABILITY AND EMPLOYABILITY OF HUMAN RESOURCES ADAPTED TO THE NEEDS OF NATIONAL ECONOMY

The challenge of availability and employability of human resources adapted to the needs of national economy requires a consequent investment in human capital, through the improvement of the medical coverage and control of demography. It is therefore important to support mothers and provide adequate health care to children. Similarly, health care services and family planning should be provided to adults and old persons. To achieve these targets, it is essential to improve medical governance and research in health sciences, provision of quality health services, availability of human resources, infrastructures, equipment and health products.

Education also constitutes an important investment in human capital. It is essential within a reasonable time-frame to achieve universal schooling and to institute recruitment of unemployed young graduates holding a degree higher than high school diploma, to address the deficits of post-primary and secondary teaching personnel. Structural transformation of national education system is therefore essential. This could be achieved through: (i) increase in educational offer while ensuring quality, (ii) successful reform of the continuum and the Bachelor-Master-Doctorate (LMD) system (iii) inversion of current trend of mainstream education prevalence in favor of Technical and Vocational Training and Teaching (EFTP), (iv) reinforcement of social services offered to pupils and students, (v) reinforcement of financing for universities, vocational and technical training centers, and for university and scientific research and (vi) reinforcement of accommodation infrastructures.

1.5.3. DEVELOPMENT OF PRODUCTIVE BASES AND COMPETITIVENESS

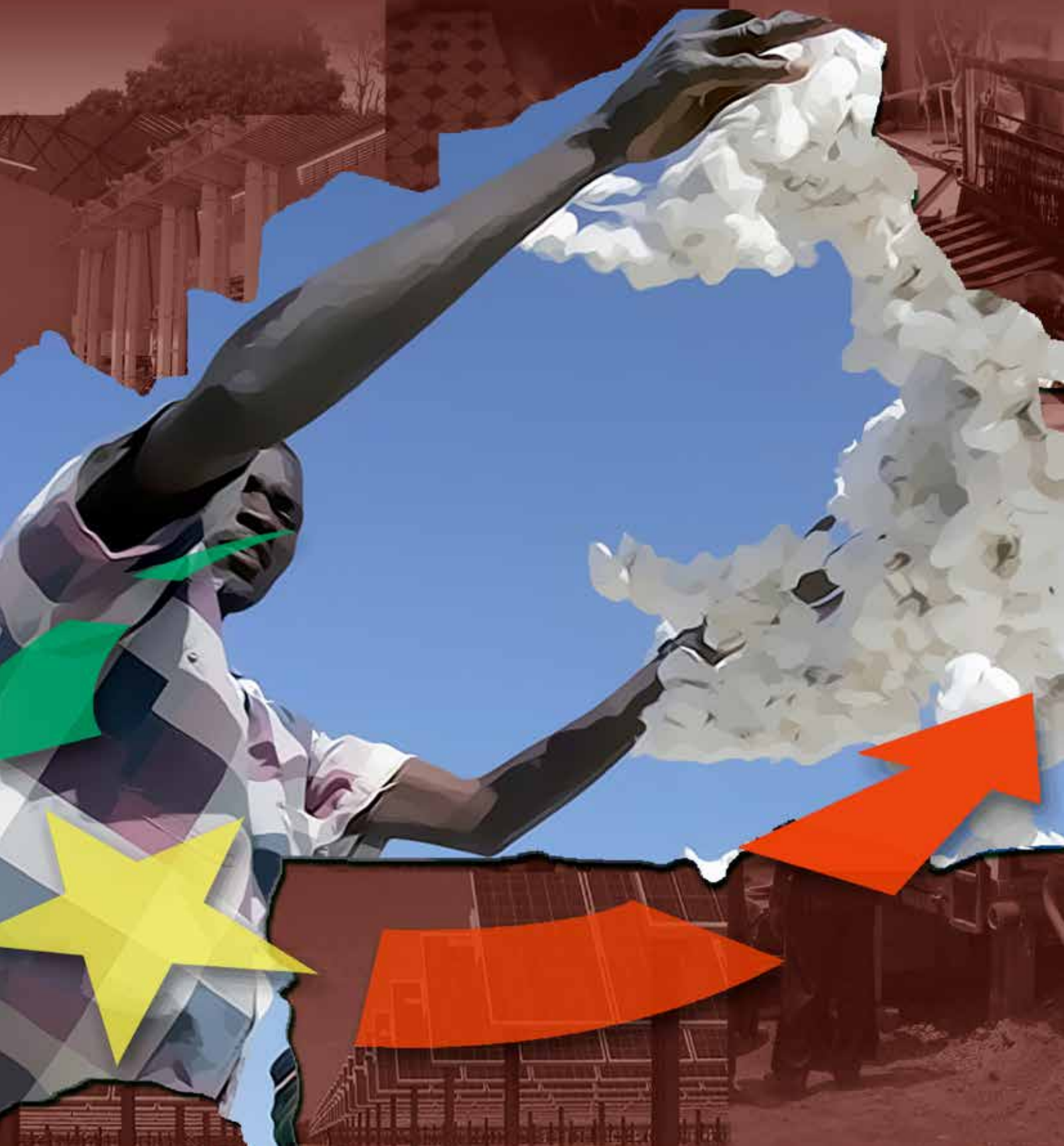
The challenge of productive bases development and competitiveness comprises two aspects: weak development of productive bases for a sustainable industrial development and weak competitiveness of manufacturing sectors and processing of national products.

It is equally important to structurally transform productive bases while working on: (i) availability in quantity of energy for the industrial sector needs, (ii) reduction of production factors costs including energy, transportation and telecommunication services, through resilient infrastructures. This will help to open-up production zones and promote good governance of these sectors, (iii) reorientation and revitalization of research-development towards the real needs of national technical and technological innovations.

It is also important to institute a dynamics of reallocation of resources and activities with low productivity, towards activities with stronger productivity. This would foster a higher productivity in the entire economy and boost progressive increase in incomes.

Processing of national products is essential for structural transformation of productive bases. This would allow industrial processing to gradually become predominant. To achieve this, the following should be realized: (i) interconnection of business sectors, (ii) transformation and increase in value addition of agro-sylvo-pastoral products, thanks to innovation, (iii) commitment of the State in implementing production units to create important domino effects and (iv) facilitation of marketing (distribution, logistics and transport chains).

II. 2016-2020 ECONOMIC AND SOCIAL DEVELOPMENT STRATEGY





2.1. FOUNDATIONS AND VISION

The Presidential Program “building with the people, a Burkina Faso of democracy, economic and social progress, freedom and justice” constitutes the PNDES prime base. It aims to realize a democratic and prosperous nation, through «a structural transformation of the national economy to reach a new trajectory of strong growth, while strongly reducing social inequalities, rural and urban poverty”.

The PNDES is also based on the Burkina 2025 vision: “Burkina Faso, a nation of solidarity, progress and justice, which consolidates its respect on the international scene” and which invites “the Burkinabe to transform evolution determinants of the Burkina system, to make the nation’s economy competitive, to consolidate growth and prosperity, and to improve their quality of life.”

In addition, the PNDES draws from the African Union Agenda 2063 and SDG which domestication work in Burkina Faso focused SDG 9: “build resilient infrastructure, promote sustainable industrialization and foster innovation”.

Based on these and considering challenges of national economy structural transformation, the PNDES vision by 2020, is formulated as follows: “Burkina Faso, a democratic, solidarity nation, transforming the structure of its economy and achieving a strong and inclusive growth, through patterns of sustainable consumption and production”.

The PNDES is part of a dynamics of the Burkinabe economy structural transformation. Such option will require from the Government, voluntarist policies and a very active role of the private sector to increase productive investments on promising and innovating sectors, and qualitative increase in human capital. In their respective roles, the Government, the private sector and the civil society should function as complements, rather than substitutes. The Government should help the market to function well, by creating the institutions likely to achieve this objective. This will have the advantage of building investors’ confidence and reducing transaction costs. By so doing, this will lead to implementation of coherent and effective sectoral policies and an effective governance pattern, complying with the principles of equity and accountability from all development actors.

Sectoral policies, initiatives from the private sector and activities of the civil society should focus on most relevant developmental issues while integrating regional dimension with a real potential of inducing catalyst effects: (i) improvement of development governance, in order to consolidate the bases of an “able State” capable of addressing fragility factors and taking leadership for its development, through appropriate steering instruments, (ii) coherence in planning reference and spatial management, by targeting the most appropriate national and regional structures to implement the PNDES strategic guidelines, (iii) operationnalizing planning and programming instruments, while focusing on the link between long-term prospects to medium-term ones, and between these instruments and annual budgetary exercises, (iv) control of monitoring tools on public policies outcomes, in particular progress in achieving the PNDES main targets, (v) revitalizing consultation framework on policy dialogue, as well as management mechanisms and tools and monitoring of Official Development Assistance (ODA), (vi) implementation of a poverty reduction strategy, by extending social base of the economy, by engaging populations themselves in activities of inclusive growth, (vii) furtherance of sustainable development approach, by strengthening environmental governance and mainstreaming green economy prospect into development policies.

2.2. GUIDING PRINCIPLES

Drawing from its vision, guiding principles formulated to foster the PNDES implementation include: (i) national leadership, (ii) equity, (iii) subsidiarity and partnership, (iv) Results-based Management (RBM) and (v) proactivity.

2.2.1. NATIONAL LEADERSHIP

The Government will take leadership for the PNDES implementation through definition and implementation of clear guidelines for development, financing of the greatest part from the State own resources, supervision of Technical and Financial Partners’ support on development priorities adopted in the PNDES, participation of communities in the design, implementation, monitoring and evaluation of programs and actions led by national institutions, Government departments, Local Government Authorities and other structures.

This leadership will be achieved through permanent holding of the national and regional framework of consultation, so that a real enthusiasm is maintained, with a view to constantly taking into account the aspirations of the populations.

2.2.2. EQUITY AND GENDER

The PNDES development was participatory and inclusive, through effective involvement of all stakeholders of economic and social development, national and regional plan. This approach will be continued during implementation, through partnership, promotion of social consultation, reduction of regional inequalities, development of resilience capacities for all social components, especially the most vulnerable ones and promotion of good governance.

Reduction of social inequalities, promotion of regional and national solidarity will be determining driving forces, to ensure intra and inter generational equity, gender mainstreaming, as well as regional specificities by promoting potentialities, to achieve greater spatial equity and social peace.

Equity will also be a guiding principle for the PNDES implementation, to achieve sustainable development, by means of promotion of consumption and production sustainable patterns, likely to improve life quality of populations, in urban and rural environment. Equity will also foster an appropriate use of natural resources and their contribution into the economy, as a natural capital.

Enforcement of this principle will result in constantly considering security needs for citizens and rule of law.

2.2.3. SUBSIDIARITY AND PARTNERSHIP

Through subsidiarity and partnership guiding principles, the PNDES implementation will result for the State in substituting for a partner who is in a better position to carry out a given task. The PNDES therefore considers the State as an incentive actor which may directly intervene in the sphere of economic production, for strategic reasons and in a quest for optimal combination between doing and delegating.

Consequently, this principle will be materialized by a judicious involvement of actors including Local Government Authorities, private sector, through the strengthening of Public Private Partnership (PPP), civil society and Technical and Financial Partners, in the execution of agreed tasks.

2.2.4. RESULT-BASED MANAGEMENT (RBM)

Result-oriented management is an approach used to improve effectiveness and practices in relation with accountability as regards planning, implementation, monitoring and evaluation of public policies, by focusing on achieving preliminary results defined in a realistic way.

In addition, transparency and accountability, as key components of results-based management, are essential in obtaining development outcomes. Transparency and accountability help to install a climate of trust and guarantee full participation of actors in the realization of defined objectives.

Also the PNDES approach will aim to reaching defined results, through clear identification of objectives, outcomes, resources to be mobilized and indicators of performance, with clarification on various responsibilities in accordance with sequences and according to committed actors. Hence, each actor will jointly be held responsible for achieving results arising from activities or processes into which they have a responsibility.

2.2.5. PROACTIVITY

Enforcement of proactivity guiding principle will make it possible for the PNDES execution to be under a prospective approach for all actors, in order to address threats and to exploit short, medium and long-terms best offered opportunities.

Consequently, actors involved in the PNDES execution must be prepared to anticipate the future with promptness, in order to effectively react to possible threats and risks likely to block or cancel out progress, or to draw from potential changes likely to bring added-values to national development process.

2.3. OVERALL OBJECTIVE, EXPECTED IMPACTS AND STRUCTURAL TRANSFORMATION PROCESS

2.3.1. OVERALL OBJECTIVE

To concretize its vision, the PNDES has set itself the overall objective to structurally transform the Burkinabe economy, to achieve a strong, sustainable, resilient, inclusive growth, creative of decent employment for all and inducing improved social wellbeing.

2.3.2. EXPECTED IMPACTS

From the overall objective, the PNDES expected impacts include: (i) improvement of the effectiveness of political, administrative, economic, local and environmental governance, (ii) emergence of a modern economy based on a progressive and more competitive primary sector, increasingly dynamic processing industries and services, to achieve an annual average economic growth rate of 7.7% and creating at least 50,000 decent jobs per year, (iii) reduction of poverty incidence below 35% in 2020, (iv) control of annual population growth down to 2.7% in 2020, (v) acceleration of the level of human capital development and (vi) change in production and consumption patterns as part a sustainable developmental perspective.

The indicators presented in table 1 will measure these impacts.

Table 1: indicators of impact

Heading	Values 2015	Targets 2018	Targets 2020	Assumptions
Incidence of poverty	40,1%	38%	< 35%	<ul style="list-style-type: none"> • Reinforcement of security, social peace and justice • Substantial mobilization of resources for financing of development • Better adaption to external shocks and climate
Incidence of poverty in rural environment	47,5%	44%	< 38%	
Depth of poverty	3,3%	2,7%	1,6%	
Rate of economic growth	4,0%	8,2%	8,0%	
Contribution of manufacturing industry into GDP	6,6%	8%	12%	
Contribution of manufactured goods into exports of goods	10,6% (2014)	15%	20%	
Productivity of occupied manpower (thousands of FCFA)	818,6	950	1050	
Average number of decent jobs created per year	22700	≥ 50 000	≥ 50 000	
Demographic growth rate	3,1% (2006)	2,8%	2,7%	

On the social level, expected impacts discounted on all sectors of the economy will allow for a reduced social inequalities and regional disparities, with a special focus on the regions which are most affected by poverty. They will also induce improvement of households' living conditions and participation of the entire society in national development process.

2.3.3. OUTLINE OF STRUCTURAL TRANSFORMATION

Structural transformation is a distinctive characteristic of process development which is based on good governance and quality human resources. It generally comprises four interdependent processes: (i) increase in primary sector added-value resulting from improvement of productivity, (ii) emergence of a modern economy based on industry and services, (iii) improvement of urbanization and (iv) acceleration of demographic transition.

The degree of structural transformation projected by 2020 by the PNDES, subject to addressing assumptions (Table 2) and inclusion of strategic axes is the increase in contribution of manufacturing industries into GDP and exports, supported by increase in primary sector productivity, in a context of acceleration of demographic transition.

This structural transformation process will use two complementary levers. The first lever is the creation of a favorable environment to industrial development, through reinforcement of support sectors, including energy, transport and technology infrastructures, reform of education system to adapt it to the needs for the said transformation and improvement of primary sector productivity. The second lever is promotion of a competitive and sustainable industry, through the realization of structuring industrial investments.

By 2020, the process will result in: (i) an increase in primary sector productivity by 50% and marketing rate of agricultural produce resulting in improved supply of agribusiness industry of agricultural inputs, (ii) doubling of added-value contribution of manufacturing industry into GDP, (iii) increase of processed agricultural produce from 12% in 2015 to 25% and, (iv) increase of secondary industry contribution into GDP from 20.1% in 2015 to 22.4%.

Table 2 : indicators of the structural transformation outline

Sectors	Indicators	Values 2015	Targets 2018	Targets 2020	Assumptions	
Primary sector	Productivity of primary sector (in thousands of FCFA) by assets	357	415	535,5	<ul style="list-style-type: none"> • Management of water agriculture • Development of rural infrastructures • Market access • Land Security in rural environment • Access to financing • Capacity building in secondary industry, etc • Creation and development of support structures to financing of SME/SMI • Creation of guarantee funds, a deposit and consignment office 	
	Contribution of primary sector into GDP	30,3%	28%	28%		
	Rate of marketing of agricultural produce (including cash crops)	25% (average 2005-2010)	30%	37,5%		
	Rate of increase in supply of agricultural processing industries	ND	25%	50%		
Secondary sector	Contribution of secondary industry into GDP	20,10%	21,1%	22,4%		
	Contribution of manufacturing industry into GDP	6,60%	8%	12%		
	Rate of processing of agricultural produce	12%	17%	25%		
Tertiary sector	Contribution of informal sector into tertiary sector added-value	20,7%	18,5%	15%		<ul style="list-style-type: none"> • Stability • Infrastructures • ICT • Access to financing • Organization of informal sector • Market access
	Contribution of manufactured goods into exports of goods (World Development Indicators (WDI))	10,6% (2014)	15%	20%		
Urbanization and demography	Proportion of urban populations living in slums	17,2% (2014)	14%	10%		<ul style="list-style-type: none"> • Universal Access to a wide range of family planning services • Quality assurance of health services • Good governance
	Aggregative index of fertility	5,4	5	4,7		
	Infant-child mortality ratio	81,6 for 1000 (2014)	69 for 1000	54,7 for 1000		
	Rate of economic dependence	140% (2009)	90%	83%		
	Death rate	11,8 for 1000 (2006)	10 for 1000	8 for 1000		

The increase in agricultural productivity and opportunities for processing agricultural produce, in particular cotton, should be accompanied by change in the composition and value of exported products, as well as reduction of informal economy. Thus, contribution of the informal sector into tertiary sector added-value will drop from 20.7% in 2015 to 15% in 2020, while contributions of manufactured goods exports into exports of goods will increase from 10.6% in 2014 to 20% in 2020.

Measures and interventions aiming at controlling population growth and urbanization, towards demographic transition, will also be taken. Structural changes will focus on notable improvement of effectiveness of control instruments of town planning and acceleration of demographic transition. Consequently, the following is expected: (i) quality improvement of infrastructures and town planning services, through, inter alia, reduction of proportion

of urban populations living in slums from 17.2% in 2014 to 10% in 2020, (ii) reduction of total fertility index by 5.4 children per woman in 2015 to 4.7 in 2020 and (iii) reduction of infant-child death rate from 82 per 1,000 in 2014 to 54.6 per 1,000 in 2020.

2.3.4. GROWTH OUTLINE

The PNDES growth outline derives from macroeconomic framework according to three scenarios: (i) the trend-based scenario, with an average growth of 6.0% over the 2016-2020 period, (ii) the pessimistic scenario based on assumptions of disruptive events in economic activity and resulting on an average growth rate of 4.7% over the period and (iii) the voluntarist scenario based on a growth from 5.7% in 2016 to more than 8% on average over the four last years of the plan, corresponding to an annual average growth of 7.7% over the 2016-2020 period, for a potential estimated at 6,0% over the last ten years ending in 2013, the years 2014 and 2015 having recorded levels of growth at 4.0% because of internal shocks.

The voluntarist scenario corresponds to the structural transformation projected by the PNDES and which mainly consists of increase in primary sector productivity and increase in contribution from manufacturing industries into GDP and exports, in a context of demographic transition acceleration.

Thus, average annual growth of 7.7% over the 2016-2020 period resulting from the voluntarist scenario has the following levers, including: (i) increase in cereal production by 6.4% on average per year and cash crops production at an average annual rhythm of 7.6% carried by emerging crops (sesame, stevia, moringa, etc), (ii) rise in production of gold at 7.2% due in particular to control of artisanal production and operation of three new goldmines, (iii) maintaining of zinc production to reach an average of 130,000 tons per year over the 2016-2020 period and (iv) progressive operation of manganese mining, with a production from 500,000 tons in 2017 to almost 1,250,000 tons in 2020.

These levers should be correlated with intensification of investments at 8,408.2 francs billion CFA over the 2016-2020 period.



Realization of this level of investment will require successful implementation of reforms aiming at increasing mobilization of resources and improving their level of absorption, which should strengthen macroeconomic framework stability.

Macroeconomic accounts concerning the real sector, prices, public finances and external assistance is expected to evolve in accordance with this voluntarist scenario.

2.3.4.1. EVOLUTION OF THE REAL SECTOR

With regards to primary sector, added-value is expected to reach an average growth of 5.3% per year, with a slight increase as from 2018, carried by agriculture and livestock sub-sectors. Agriculture will draw from operationnalizing of agropoles (Samendéni-Sourou, Bagré pole), and from new poles of competitiveness (Sahel growth pole, eco tourism pole of the East, special economic Zones (ZES), etc), from agricultural mechanization, increase in developed surfaces, supply of agricultural inputs and equipment. As for livestock, it will be supported by intensification and increase in livestock products, extension services and support-advice provided to actors in the sub-sector, as well as prevention of animals' disease and epizootics.

In the secondary sector, the good guidance induced by increases of productions in industrial mines, from mining products like gold, zinc, copper and manganese, combined with production from traditional industries will result in increased sector added-value at 10.2% on average per year. In addition, because of building works of structuring infrastructures, progression of the sector will also be ascribable to dynamism in construction industry sub-sector which would draw from major investment projects in transport, housing, health and education. In addition, manufacturing industries should draw from measures undertaken to increase offer of energy, thus contributing to reinforcement of the sector dynamics.

As for tertiary sector, it is expected to record an average annual growth rate of 6.7%. This evolution will be supported by dynamism from commercial services and will mainly be drawn by trade, finance services and ICT, as well as tourism, culture and related activities. The activity in telecommunications will draw from measures tending to improve service offer, thanks to investments planned for deployment of fiber optics. In addition, holding of some international events including the National Cultural Week (SNC), International fair of craft industry of Ouagadougou (SIAO), the Ouagadougou Pan-African Festival of Cinema and Television (FESPACO), Tour du Faso cycling competition, etc) should contribute in strengthening tourism and hotel trade sub-sector.

Table 3 presents expected evolution of GDP growth and added-values in economic sectors.

Table 3 : Evolution of added-value of various sectors and real GDP

Sectors	2016	2017	2018	2019	2020	Average
Primary sector	4,1%	5,2%	5,7%	5,7%	5,7%	5,3%
Secondary industry	6,4%	12,2%	12,4%	10,4%	9,7%	10,2%
Tertiary sector	5,7%	6,3%	7,0%	6,8%	7,4%	6,7%
Growth rate of real GDP	5,7%	8,4%	8,2%	8,3%	8,0%	7,7%

Source: DGEP, IAP (June 2016)

According to employment perspective in the GDP, growth over the period would be carried by consumption (+4.3 points of percentage) and investment (+6.2 points of percentage), with investment rate at 33.1% on average over the 2016-2020 period. This will be supported by execution of the PNDES structuring investments.

2.3.4.2. TREND OF PRICES

The ambition of sustained growth at average rate of 7.7% will be carried out without exaggerated increase in prices. Average annual rate of increase between 2016 and 2020 will be 2.4%, i.e. a controlled rise of prices contained below the maximum threshold fixed by the West African Economic and Monetary Union (UEMOA). Controlling evolution of prices will derive from contained and regular increase in agricultural production. To the control of variation of agricultural production, will be added effects of measures on price guideline for mass market products. Containing inflation will favor investment and consumption, thus resulting in increased production.

2.3.4.3. EVOLUTION OF PUBLIC FINANCES

Total revenues and grants will increase by 22.1% of GDP in 2016 to 30.1% of GDP in 2020. Fiscal burden ratio will improve over the period, increasing from 15.9% in 2016 to 19.2% in 2018, to be stabilized at 21.0% in 2020. This corresponds to an average of 19.3% over the 2016-2020 period. This increase in receipts over the period, will be supported by strong economic growth and reinforcement of measures aiming at improved tax collection.

The implementation of the measures and measures provided for by the PNDES will result in sustained increase in expenditure in general and in capital in particular. Annual average of capital expenditure (public investments) will reach 11.1% of GDP. Total expenditure and net lending will increase by 26.1% of GDP in 2016, at around 35.0% the following years, that is an average of 33.2% over the period.

Thanks to rationalization of running costs, wage bill will be contained on average at 7.3% of GDP, while the current transfers will account for 4.8% of GDP and procurement costs of goods and services will reach an average of 2.1% of GDP.

Over the 2016-2020 period, the budget deficit will be at 6.6% on average of GDP, in relation with acceleration of capital expenditures imposed by the realization of major construction works (see Table 4)

Table 4 : Evolution of public finances from 2016 to 2020

Expressed in percentage GDP	2015 (reference)	2016	2017	2018	2019	2020	Average
Total revenues and grants	19,5	22,1	30,1	30,3	30,4	30,1	28,6
Fiscal burden ratio	14,2	15,9	19,5	19,9	20,4	21,0	19,3
Total expenditure and net lending	21,5	26,1	35,7	35,2	34,8	34,0	33,2
Personnel	7,1	7,2	7,3	7,3	7,3	7,2	7,2
Acquisition of property and services	1,7	2,0	2,0	2,0	2,0	1,9	2,0
Current transfers	4,6	5,0	4,4	4,3	4,2	4,2	4,4
Investments of which investments from the State own resources	7,6	11,3	21,2	20,9	20,8	20,3	18,9
<i>Budget deficit</i>	<i>5,3</i>	<i>6,2</i>	<i>16,5</i>	<i>16,0</i>	<i>16,2</i>	<i>16,1</i>	<i>14,2</i>
Déficit budgétaire	2,0	4,0	5,6	5,0	4,5	4,0	4,6

Source: DGEP, IAP (June 2016)

The overall deficit expressed as a percentage of GDP will achieve continuous improvement over the period, to reach 4.0% in 2020, after a level of 5.6% in 2017. In the long run, it will drop to be in line with the Community standard of 3% maximum. Fiscal burden ratio and wage bill ratio on revenues from taxes will improve to reach respectively 21.0% and 34.4% in 2020, for standards of 20% minimum and 35% maximum. As for rate of inflation and outstanding debt (external and domestic) in relation to nominal GDP, they will be contained within the limit of Community standard (respectively 3% and 70% maximum).

2.3.4.4. EVOLUTION OF EXTERNAL ACCOUNT

In order to support the program of strong and inclusive growth, capable to generate employment, increase in investments required by this growth, will result in an average deficit of trade balance at 8.2% of GDP. This is due to a relatively faster increase of imports which will grow from 25.0% of GDP in 2016 to 29.2% in 2020, whereas the burden of exports on GDP, will fluctuates between 18.9% and 21.3% of GDP.

2.4. STRATEGIC AXES, STRATEGIC OBJECTIVES AND EXPECTED OUTCOMES

The diagnostic analysis of economic and social situation highlighted three major weaknesses: (i) vulnerability of national productive system, which is hardly inclusive and creating less decent employment, (ii) underdevelopment and inadequacy of human capital with the needs of the economy, (iii) hardly performing political, administrative, economic and local governance, hampering economic and social development efforts.

These insufficiencies lead to formulation of guidelines in line with expected structural transformation of the PNDES implementation. These guidelines are summarized in three strategic main lines, namely: (i) Axis 1: reform institutions and modernize the administration, (II) Axis 2: develop human capital, (III) Axis 3: revitalize sectors promising for the economy and employment.

2.4.1. AXIS 1: REFORM INSTITUTIONS AND MODERNIZE THE ADMINISTRATION

Reform of institutions and modernization of the administration aim at guaranteeing peace, security, justice and human rights and, increasing effectiveness of the State and its partners' interventions, to boost new economic and social dynamics. This overall outcome comprises three Strategic objectives (SO): (I) SO 1.1: promote political and administrative good governance, (II) SO 1.2: promote economic good governance and (III) SO 1.3: strengthen decentralization and promote local good governance.

2.4.1.1. STRATEGIC OBJECTIVE 1.1: PROMOTE POLITICAL AND ADMINISTRATIVE GOOD GOVERNANCE

For OS 1.1, seven expected outcomes (EO) are defined, namely: (i) EO 1.1.1: democracy, human rights, justice and peace are strengthened, (ii) EO 1.1.2: security and civil protection are strengthened, (iii) EO 1.1.3: defense is strengthened, (iv) EO 1.1.4: accurate information access is ensured for all, (v) EO 1.1.5: regional and international cooperation is improved, (vi) EA 1.1.6: public administration is effective and efficient and (vii) EO 1.1.7: accountability system is developed at all levels.

EO 1.1.1: democracy, human rights, justice and peace are strengthened. The purpose is to increase the Country Policy and Institutional Assessment (CPIA) score (evaluation of national policies and institutions) on quality of institutions from 3.6 in 2015 to 4.8 in 2020, rate of implementation of recommendations under the Universal Periodic Review (UPR) from 35% in 2015 to 45% in 2020, rate of participation in presidential election from 60% in 2015 to 80% in 2020, reducing the average distance to access a Regional Court from 60.3 km in 2015 to 54 km in 2020 and average time for processing a civil or commercial case.

Measures to be undertaken will focus on consolidation of democracy, social cohesion, national reconciliation and solidarity, reinforcement of human rights protection and independence of justice, improvement of access to justice for all citizens, restoration of the State authority, and promotion of peace and depoliticization of traditional chiefdom.

EO 1.1.2: security and civil protection are strengthened. This will result in improved coverage rate of regional response for civil security emergencies (ORSEC) from 53% in 2015 to 100% in 2020, rate of nationwide network for operational security services from 56.8% in 2015 to 75% in 2020 and ratio of security officer/population from 1/948 in 2015 to 1/910 in 2020.

The main guidelines include capacity building of security forces and promotion of good governance in the security sub-sector.

EO 1.1.3: defense is strengthened. This expected outcome is supported by the ambition to increase completion rate of field exercises from 50% in 2015 to 80% in 2020.

The challenge is to improve the stability of Burkina Faso and its attractiveness for investments, while working on capacity building of defense forces, depoliticization of military environment and promotion of good governance in the defense sub-sector.

EO 1.1.4: the access to accurate information is provided for all. Over the 2016-2020 period, the purpose will be to increase coverage rate of the territory by national television from 53% in 2015 to 100% in 2020, and national radio from 48% in 2015 to 80% in 2020 and public written media from 51% in 2015 to 95% in 2020.

Public action will focus on reinforcement of accurate access to information for all nationwide.

EO 1.1.5: regional and international cooperation is improved. The ambition is to improve rate of domestication of Community texts by 100% in 2020, proportion of conformity notice issued on new projects and programs for external financing at 100% in 2020, contribution by the Burkinabe abroad into GDP from 1.9% in 2011 to 3% in 2020 and evolution rate of annual volume of ODA from 1.1% in 2015 to 3% in 2020.

The aim is to strengthen the role of Burkina Faso in sub-regional and regional integration process, with promotion of partnership and cooperation relations favorable to structural transformation of the economy, sensibilisation of Technical and Financial Partners on the alignment of their interventions with national priorities, and involvement of the Burkinabe abroad in national development actions.



EO 1.1.6 : public administration is effective and efficient. The ambition is to improve the level of satisfaction of public administration users to reach 75% in 2020, to increase the degrees of delegation of powers and credit to heads of administrative districts respectively from 2/23 and 1/23 in 2015 to 23/23 in 2020, as well as the monitoring rate of civil society organizations from 20% in 2015 to 100% in 2020.

In this regard, guidelines are to reduce the burden represented by public administration in terms of wage burden and operation, while focus on public administration modernization and depolitization, and strengthen compliance with ethics to improve the public service offer, to strengthen institutional stability of Ministries and public agencies.

EO 1.1.7 : accountability system is developed at all levels. To achieve this, Open Budget Index (OBI) will be increased from 43/100 in 2015 to 55/100 in 2020, Corruption Perception Index (CPI) from 38/100 in 2015 to 60/100 in 2020 and Mo Ibrahim Index for Governance in Africa from 52.2/100 in 2015 to 65/100 in 2020.

Actions will consist in strengthening State internal control and external control system, promoting citizen public control at all levels and improving transparency in the administration.

2.4.1.2. STRATEGIC OBJECTIVE 1.2: PROMOTE ECONOMIC GOOD GOVERNANCE

For OS 1.2, there are two EO: (i) EO 1.2.1: planning, management and financing of development are effective and (ii) EO 1.2.2: businesses environment is more incentive and private sector is strengthened in its initiative and management capacities.

EO 1.2.1: planning, management and financing of development are effective. For the realization of this outcome, the proportion of planning reference frameworks validated by the CNPD as well as that of government ministries implementing program-budget will reach 100% as from 2018. Fiscal pressure burden will increase from 14.2% in 2015 to 20.1% in 2020. Absorption rate of resources will increase from 59% in 2014 to 100% as from 2018. The rate of predictability of assistance will reach 80% in 2020. The proportion of technical and financial implementing division of labor will reach 90% in 2020 and the proportion of legal cases for fraud, forgery and money laundering classified without prosecution, is nil by 2020.

The strong guidelines to be implemented over 2016-2020 period will focus on coherence and rationalization of public policies, improvement of cooperation development effectiveness, building capacities for planning and management of public policies. Guidelines will aim at improvement of national capacities of resources mobilization and effectiveness of public expenditure, in particular, effective implementation of program budget approach, reform of legal and judicial framework of public procurement and PPP, promotion of values of rigor, probity, transparency and effectiveness in public affairs management, fighting fraud, forgery and money laundering, rationalization of investment projects and programs.

Consistency and rationalization of public policies will aim at ensuring temporal stability of public policies, as well as effective planning of development by objective, taking into account "sectors" instead of "Ministries". It will consist on development and adoption, in 2017 at the latest, of a law on steering and management of development, focusing on the 14 following sectors of planning, defined from existing nomenclature of the State budget (2014 functional code) and branches of activity (2014 economic accounts of the Nation): (i) agro-sylvo-pastoral production, (ii) industrial and handicraft processing, (iii) transport, communication and habitat infrastructures, (iv) trade and commercial services, (v) economic governance, (vi) administrative and local governance, (vii) education and training, (viii) health, (ix) defense and security, (X) environment, water and sanitation, (xi) culture, sports and leisure, (xii) work, employment and social protection, (xiii) justice and human rights, (xiv) research and innovation (see Appendix 1).

This law will define a typology of public policies based on long-term (30 years) reference framework for development and land management, together with strategic guidelines to support medium-term actions, as well as a five-year guideline framework for national deve-

lopment, to foster prioritization of sectoral and local actions, on the basis of long-term reference framework, the presidential program and major international reference frameworks in force.

In the field of development cooperation, the key guidelines will include: (i) systematic use of national procedures and systems in the execution of development projects and programs, (ii) sufficient predictability of Technical and Financial Partners' supports, to achieve better planning of development actions, (iii) division of labor and complementarity of Technical and Financial Partners' interventions, according to sectors of planning, for more effectiveness.

Regarding the rationalization of projects and investment plans, it will be effective in 2017 at the latest. Moreover, appropriate provisions will be taken to improve their absorption capacities.

EO 1.2.2: business environment is more incentive and the private sector, strengthened in its capacities of initiative and management. The main targets include the improvement of the ranking of Burkina Faso in the Doing Business report from 143rd over 189 countries in 2015 to 130th in 2020 and to reduce the contribution of informal sector in value addition in the tertiary sector from 20.7% in 2015 to 15% in 2020.

Consequently, public action will focus on capacity building for private sector, especially SME/SMI, setting up financial mechanisms adapted to the needs for structural transformation of the economy and accompaniment to informal sector towards its formalization.

2.4.1.3. STRATEGIC OBJECTIVE 1.3: STRENGTHEN DECENTRALIZATION AND PROMOTE LOCAL GOOD GOVERNANCE

Two EO are formulated for OS 1.3: (i) EO 1.3.1: effectiveness of decentralization and local governance is improved and (ii) EO 1.3.2: local economies are revitalized and regional disparities are reduced, in particular through an effective land development.

EO 1.3.1: effectiveness of decentralization and local governance is improved. The ambition is to increase the State budget transferred to Local Government Authorities from 4.65% in 2015 to 15% in 2020, improve percentage of users satisfied with services provided by Local Government Authorities to 80% in 2020 and the number of secondary registry centers from 987 in 2015 to 5,000 in 2020.

This ambition will be supported by interventions focused in particular, on concomitance of decentralization and devolution processes, acceleration of transfer of competences, resources and capital, improved coordination of public action at decentralized level, a better support provided to Local Government Authorities by decentralized technical services, improved coordination of development actions at grass root level, mobilization of local actors, improvement of financial management of communities, reinforcement of the land governance and local ownership, strengthening of social cohesion at local level and reinforcement of local environmental governance.

EO 1.3.2: local economies are revitalized and regional disparities are reduced, in particular through effective land development. All sectoral and local reference frameworks should be drafted in conformity with the guidelines of SNADDT as from 2018. A rate of realization of expected outcomes on Local development plans (PLD) will reach 75% in 2020.

Implementation of local and sectoral reference frameworks will enable the construction of genuine regional development poles built around each regional capital city. As secondary centers, these towns because of their attractiveness should serve as alternatives to main centers of Ouagadougou and Bobo-Dioulasso, while offering important opportunities for promotion of natural and human potentialities. Planned measures will aim to improve attractiveness of the territory, on the basis of optimization of public investment and concentration of the efforts on the potentialities of each region. Hence, this will help to achieve the following: (i) promotion of all local potentialities, in favor of collective wellbeing, (ii) upgrading regional infrastructural platform, (iii) improve business environment and provide support for local private sector dynamic development and (iv) setting up specific plans for quick wins, on SDGs, for regions which are lagging behind.

2.4.2. AXIS 2: DEVELOP HUMAN CAPITAL

Given the challenges on human capital, the PNDES through the second strategic Axis will quickly focus on the quantity and quality of human capital, and possibilities and conditions for full promotion of said human capital. Consequently, Axis 2 comprises five SO: (i) SO 2.1: promote public health and accelerate demographic transition, (ii) SO 2.2: increase offer and improve quality of education and training, in adequacy with the needs of the economy, (iii) SO 2.3: promote research and innovation to serve structural transformation of the economy, (iv) SO 2.4: promote decent employment and social protection for all, particularly for young people and women and (v) SO 2.5: improve life quality, access to water, sanitation and quality energy services.

2.4.2.1. STRATEGIC OBJECTIVE 2.1: PROMOTE PUBLIC HEALTH AND ACCELERATE DEMOGRAPHIC TRANSITION

OS 2.1 comprises three EO: (i) EO 2.1.1: access to quality health services is guaranteed to all, (ii) EO 2.1.2: nutritional status of the population, in particular women and children, is improved and (iii) EO 2.1.3: process of acceleration of demographic transition to trigger demographic dividend is in motion.

EO 2.1.1: access to quality health services is guaranteed to all. The ambitions are to reduce maternal death rate for 100,000 live births from 330 in 2015 to 242 in 2020, the infant-child mortality ratio for 1,000 live births from 81.6 in 2015 to 54.7 in 2020, the rate of lethality of serious malaria among children below 5 years from 1.4% in 2015 to less than 1% in 2020, intra hospital maternal death rate for 1,000 live births from 63.1 in 2015 to less than 50 in

2020, intra hospital death rate for 100,000 parturients from 103.4 in 2015 to 75.8 in 2020, the rate of Human Immunodeficiency Virus (HIV) prevalence from 0.90% in 2015 to 0.77% in 2020 and increase proportion of Generic Essential Drugs Depots (DMEG) which have not experienced stock shortage of marker drugs from 88.7% in 2015, to more than 95% in 2020.

The main actions to achieve this outcome will focus on quality and quantity improvement of health services offer, through reduction of regional inequalities of access to health, reinforcement of medical information system through the allocation of human resources and infrastructures complying with international standards and through good governance of health care institutions.

EO 2.1.2: nutritional status of population, in particular women and children, is improved. Expected outcomes focus on managing the proportion of severe acute malnutrition in relation with anticipated cases from 80% in 2015 to 95% in 2020, increasing cured severe acute malnutrition from 93.8% in 2015 to 100% in 2020 and reducing percentage of children with a growth stunting among children below 5 years from 30.2% in 2015 to 15% in 2020.

Actions will include improvement of nutritional practices, reinforcement of management and prevention measures to address all forms of malnutrition.



EO 2.1.3: process of acceleration of demographic transition to trigger demographic dividend is actually initiated. Interventions will focus on reduction of total fertility rate from 5.4 children per child-bearing age women in 2015 to 4.7 children in 2020, reduction of the rate of economic dependency from 140% in 2009 to 83% in 2020 and increasing the social protection rate from 19.7% in 2015 to 32.7% in 2020.

To achieve this, interventions will focus on securing universal access of the populations to quality services of family planning. A special emphasis will be put on young people and adolescents, in order to substantially reduce their contribution into the general fertility which is 11%. In this regard, priority actions will consist in gradually ensuring free family planning services, in sensitizing the populations, addressing the issue of child marriage, fighting against unwanted pregnancies, specifically in school and in adopting measures to defuse the “demographic bomb”.

2.4.2.2. STRATEGIC OBJECTIVE 2.2: INCREASE THE OFFER AND IMPROVE QUALITY OF EDUCATION AND TRAINING, IN ADEQUACY WITH THE NEEDS FOR THE TRANSFORMATION OF THE ECONOMY

OS 2.2 comprises three EO: (i) EO 2.2.1: access to quality education for all is improved, (ii) EO 2.2.2: availability and employability of human resources are improved and (iii) EO 2.2.3: access to quality higher education adapted to the needs for structural transformation of the economy is secured.

EO 2.2.1: access to quality education for all is improved. The purpose is to increase pre-school gross rate of enrolment from 3.9% in 2015 to 7.6% in 2020, completion rate of primary education from 58.5% in 2015 to 75.6% in 2020, completion rate of post-primary education from 24.2% in 2015 to 38.2% in 2020, ensuring gender parity in primary, post-primary and secondary education as from 2018, in accordance with the parity index of apparent intake rate (TBA) and put an end to schools under straw huts.

Actions to be undertaken to achieve this outcome include: increase and improvement of quality basic education offer and reduction of disparities, reform of education system to adapt it to the needs for structural transformation, reinforcement of sensitizing and civic education in school.

EO 2.2.2: availability and employability of human resources are improved. In accordance with the outline of structural transformation, guidelines aim at increasing proportion of enrollments in technical and vocational training and education from 3.4% in 2015 to 16% in 2020, proportion of beneficiaries of technical and vocational training and education in agro-pastoral processing from 1.1% in 2015 to 15% in 2020, proportion of working-age population (18 years and above) trained in agro-pastoral professions from 0.2% in 2015 to 7% in 2020 and literacy rate of the working-age population (18 years and above) from 29.5% in 2015 to 35% in 2020.

Major actions will consist in quality improvement and access to technical and vocational training and education adapted to the needs of the economy and reinforcement of training level of working-age population, which will contribute to reduction of dependence.

EO 2.2.3: access to quality higher education adapted to the needs for structural transformation of the economy is secured. The ambitions are to achieve a number of students per 100,000 inhabitants from 611 in 2015 to 829 in 2020, proportion of students having completed a cycle from 28% in 2015 to 60% in 2020, to reduce average duration for obtaining first employment for higher education graduates from 5 years in 2015 to 3 years in 2020, to increase proportion of students registered in professional sectors adapted to structural transformation process from 8% in 2015 to 30% in 2020, proportion of the professionalizing sectors from 10% in 2015 to 30% in 2020 and proportion of disabled students receiving a specific support from 11% in 2015 to 50% in 2020.

The guidelines are to improve access to quality higher education, to increase resources and infrastructures capacities for universities and social accompaniment services and to improve governance in higher education.

2.4.2.3. STRATEGIC OBJECTIVE 2.3: PROMOTE RESEARCH AND INNOVATION TO SERVE OF STRUCTURAL TRANSFORMATION OF THE ECONOMY

EO of OS 2.3 is: EO 2.3.1: research and innovation are increasingly serving structural transformation of the economy. This will be assessed through the increase in numbers of technologies generated for production, from 300 in 2015 to 600 in 2020, number of research and innovations results developed in favor of structural transformation of the economy, from 150 in 2015 to 600 in 2020 and the rate of adoption of technologies and innovations generated by scientific and technological research, from 60 in 2015 to 95 in 2020.

This will be achieved through improving the institutional governance of research, working to build technical capacities of human resources, to increase capacities in research infrastructure and equipment, to ensure land security (sites of universities and research centers) and financial autonomy of research centers. The research will also directed towards development objectives, strengthening PPP in research, promotion of research and innovation results, promoting research in the digital economy and promoting regional and international cooperation in research innovation.



2.4.2.4. STRATEGIC OBJECTIVE 2.4: PROMOTE DECENT EMPLOYMENT AND SOCIAL PROTECTION FOR ALL, PARTICULARLY FOR YOUNG PEOPLE AND WOMEN

Two outcomes are expected under OS 2.4: (i) of the EO 2.4.1: decent employment and social protection are guaranteed to all and (ii) EO 2.4.2: social and gender inequalities are reduced and women are promoted as dynamic actors for development.

EO 2.4.1: decent employment and social protection are guaranteed to all. For this expected outcome, rate of professional insertion of young people and women via Public employment service (SPE) will be increased from 10% in 2015 to at least 20% in 2020, contribution of formal private employment in the total employment is increased from 6.6% in 2014 to 15% in 2020, unemployment rate will drop from 6.6% in 2014 to 3% in 2020, under-employment

rate in agricultural sector, from 64% in 2014 to 30% in 2020, percentage of prevalence of children from 5 to 17 years involved in economic activities decreases from 41% in 2014 to 25% in 2020, proportion of workers affiliated with CNSS and with Autonomous Fund for Civil Servant Retirement (CARFO) at 100% in 2020, number of industrial accidents for 1 million workers from 6,063.85 in 2014 to 3,031 in 2020, number of individual conflicts per 10,000 wage earners from 131.15 in 2015 to 70 in 2020 and coverage rate for universal health insurance (RAMU) from 0% in 2015 to 25% in 2020.

EO 2.4.2: social and gender inequalities are reduced and women are promoted as dynamic actors for development. The purpose is to identify and insert at least 75% of marginalized people, by 2020, increase proportion of occupied active disabled people from 2.2% in 2015 to 50% in 2020, proportion of children vulnerable identified and managed from 45% in 2015 to 70% in 2020, proportion of women owners of enterprises among contractors from 21% in 2015 to 50% in 2020 and reduce the number of children living in the street from 5,721 in 2015 to 2,860 in 2020.

To concretize these outcomes, public action will aim at promotion of decent employment opportunities, improvement of employability and promotion of socio-professional insertion of young people and women, reduction of the under-employment of rural labor, reinforcement of access to technical and vocational training, promotion of entrepreneurial culture and entrepreneurship in favor of young people and women, development of high labor intensive program (HIMO) techniques, especially within the framework of public investments, improvement of governance on the job market, extension and expansion of social protection and socio-educative promotion for the youth.

2.4.2.5. STRATEGIC OBJECTIVE 2.5: IMPROVE LIFE QUALITY, ACCESS TO WATER, SANITATION AND QUALITY ENERGY SERVICES

OS 2.5 comprises four EO: (i) EO 2.5.1: access to decent quality life, quality water and sanitation is guaranteed for all, (ii) EO 2.5.2: access to quality energy services and energy efficiency are guaranteed, (iii) EO 2.5.3: urban growth is planned and controlled and (iv) EO 2.5.4: access to decent housing and public buildings is ensured for all.

EO 2.5.1: access to decent quality life, quality water and sanitation is guaranteed for all. Interventions will consist in increasing rate of access to potable water from 71% in 2015 to 79% in 2020, improving sanitation, while increasing its rate from 18% in 2015 to 34% in 2020, increasing the number of communes equipped with functional solid waste management system from 13% in 2015 to 25% in 2020, surface of planted open areas in urban communes from 75 hectares in 2015 to 180 hectares in 2020 and proportion of primary and secondary education establishments where environmental education is taught from 3% in 2015 to 7% in 2020.

EO 2.5.2: access to quality energy services and energy efficiency are guaranteed. The ambition is to increase national electric coverage rate from 33.32% in 2015 to 80% in 2020,

national electrification rate from 18.83% in 2015 to 45% in 2020, through reinforcement of thermal production, increase of renewable energies contribution in total production from 6.4% in 2015 to 30% in 2020 and promotion of energy efficiency.

EO 2.5.3: urban growth is planned and contained. The ambition is to increase the number of cities having an operational Master Plan for Urban Development (SDAU) from 12 in 2015 to 37 in 2020, the number of cities having a Master Plan for Rain Water Drainage (SDDEP) and an operational Master Plan for Urban Garbage Management (SDGDU) from 2 in 2015 to 47 in 2020, number of cities with restructured slums from 0 in 2015 to 13 in 2020 and increase the number of towns having benefited from land development and/or security facilities to 13 in 2020.

EO 2.5.4: access to decent housing and public buildings is ensured for all. That will be achieved through reduction of proportion of urban populations living in slums from 17.2% in 2014 to 10% in 2020, increase the number of households having access to a decent housing from 4,572 in 2015 to 35,000 in 2020 and number of households assisted in self-construction from 100 in 2015 to 5,000 in 2020.

To turn these expected outcomes into reality will require mobilization, management and promotion of sustainable water resources, protection of existing ecosystems and preservation of life quality, reinforcement of international cooperation on water, improvement of knowledge, monitoring and conservation of water resources, mitigation measures on climate



change impact on water resources, promotion of urban planning and development, promotion of access to housing, improvement of urban governance, human capacity building in town planning and containing geographical extension of the town of Ouagadougou.

2.4.3. AXIS 3: REVITALIZE PROMISING SECTORS FOR THE ECONOMY AND EMPLOYMENT

Compared to the third strategic Axis which aims at revitalizing promising sectors for growth and employment, the focus will be on positively influencing the economy structural dynamics, in sectors which abound in strong sustainable potentialities for economic and social development. Thus, given the diagnosis of national productive system, of highlighted poten-

tialities and opportunities, Axis 3 comprises five OS: (i) OS 3.1: develop agro-sylvo-pastoral, fauna and fishing sector which is productive and resilient and more market-oriented, (ii) OS 3.2: develop competitive industrial and handicraft sector, with strong added value and creative of decent employment, (iii) OS 3.3: promote trade and expansion of services industries with strong added value and creative of decent employment, (iv) OS 3.4: develop quality and resilient infrastructures, to support structural transformation of the economy and (v) OS 3.5: reverse trends of environmental degradation and ensure sustainable natural and environmental resources management.

2.4.3.1. STRATEGIC OBJECTIVE 3.1: TO SUSTAINABLY DEVELOP AGRO-SYLVO-PASTORAL, FAUNA AND FISHING SECTOR WHICH IS PRODUCTIVE AND RESILIENT, MORE MARKET-ORIENTED

Two EO compose OS 3.1, namely: (i) EO 3.1.1: primary sector contributes to food security, decent employment, supply of national agricultural processing industry and is respectful of sustainable development principles and (ii) EO 3.1.2: resilience of agro-sylvo-pastoral households, faunal and fishing to risks is strengthened.

EO 3.1.1: primary sector contributes to food security, decent employment, supply of national agricultural processing industry and is respectful of sustainable development principles. The ambition is to increase contribution of irrigated productions in total agricultural production from 15% in 2015 to 25% in 2020, rate of coverage of cereals needs from 96% in 2015 to 140% in 2020, primary sector productivity by 50% by 2020, rate of marketing of agricultural produce (including cash crops) from 25% on average between 2005 and 2010 to 37.5% in 2020, rate of increase in supply of agricultural processing industry by 50% in 2020, proportion of the land titles issued on requests from 4.9% in 2015 to 45% in 2020, average number of jobs created in primary sector from 39,000 in 2015 to 110,000 in 2020, coverage rate of food needs for livestock from 69% in 2015 to 80% in 2020, coverage rate of vaccine against the New Castle disease from 40% in 2015 to 70% in 2020 and quantity of fish produced from 20,000 tons in 2015 to 30,000 tons in 2020.

EO 3.1.2: resilience of agro-sylvo-pastoral households, fauna and fishing to risks is strengthened. This expected outcome goes with the reduction of proportion non-resilient agro-sylvo-pastoral households, fishing and fauna from 49.2% in 2010 to 25% in 2020 and proportion of structural vulnerable households from 10% in 2010 to 5% in 2020.

Main actions included: improvement of water management for agricultural purposes, facilitation of access to inputs, equipment and financing, promotion of agricultural and agro-alimentary entrepreneurship, improvement of the sector resilience to risks, decoupling of agricultural production with environmental degradation and incentive organization of the market.

Structural transformation of the sector will require accelerating the realization of competitiveness and agricultural growth poles, in particular the growth poles of Bagré, Samendéni - Sourou and setting up of agro-pastoral mini-poles in existing and future mining projects.

Emphasis should be laid on improving national production and processing capacities for fishing, forestry and fauna products. The successful implementation of all these measures will require the acceleration of land tenure security in rural environment and protected areas, reducing costs of production factors, improving access to financing and building of the capacities of actors.

2.4.3.2. STRATEGIC OBJECTIVE 3.2: DEVELOP A COMPETITIVE INDUSTRIAL AND HANDICRAFT SECTOR, WITH STRONG ADDED VALUE AND CREATIVE OF DECENT EMPLOYMENT

Three EO are formulated under OS 3.2: (i) EO 3.2.1: sector of industry and handicraft is more dynamic as regards creation of wealth, employment and exports, (ii) EO 3.2.2: contribution of cultural, tourism and sporting industries to the economy is improved and (iii) EO 3.2.3: contribution of mining sector to the rest of the economy is increased.

EO 3.2.1: industry and handicraft sector is more dynamic as regards creation of wealth, employment and exports. The prospect is to increase the contribution of secondary industry into GDP from 20.1% in 2015 to 24% in 2020, contribution of manufacturing industry into GDP from 6.6% in 2015 to 12% in 2020, rate of processing of agricultural produce from 12% in 2015 to 25% in 2020, average number of formal employments created per year from 2,200 in 2015 to 3,600 in 2020 and increase the rate of average productivity of handicraft by 25% in 2020.

To reach these outcomes, the public action will focus in particular on, revival of ailing industries, development of an industrialization strategy, development of agro-food SME and manufacturing industries for inputs and equipment production in favor of primary sector, creation and development of industrial parks, as well as improvement of access to medium and long term financing. In addition, the focus will be in promoting production handicraft, through professionalization of the actors and improvement of access to public procurement and financing.

EO 3.2.2: contribution of cultural, tourism and sporting industries to the economy is improved. The realization of this outcome will require increase in the contribution of cultural and tourism industries into GDP respectively, from 3.7% in 2015 to 8% in 2020 and from 2.3% in 2015 to 6% in 2020. As for sporting industry, target increase will be 10% of contribution into GDP by 2020. In addition, the number of built proximity sport and leisure centers will increase from 0 in 2015 to 26 in 2020 and the rate of increase in cultural and tourism employment, from less than 5% in 2015 to 7% in 2020.

These dynamics will be sustained by development of human resources and organization of actors, professionalization of cultural and tourism events, promotion of the emergence of major hotel and cultural firms groups, increase in the offer of sporting training, increase of quality sporting and leisure, cultural and tourism infrastructures.

EO 3.2.3: impact of mining sector on the rest of the economy is increased. The prospect is to increase the contribution of extractive industries into GDP, from 7.9% in 2015 to 10.2%

in 2020, proportion of local purchases in food consumptions for mining industries, from less than 14% in 2015 to 25% in 2020, average amount of local investments carried out by mining industry, from two (2) billion CFA francs in 2015 to five (5) billion CFA francs in 2020 and number of direct and indirect jobs created by mining sector from less than 10,000 in 2015 to 20,000 in 2020.

Future actions will focus on development of geological and mining information, creation and promotion of national expertise, promotion of small-scale mine, monitoring of mining zones taking into consideration conventions related to environment conservation, increase in local purchases of mining goods and services, improvement of impact of mines on local development. In addition, reinforcement of mining sector governance and development of mine-related activities will be targeted, in order to increase supply of local goods and services.

2.4.3.3. STRATEGIC OBJECTIVE 3.3: PROMOTE TRADE AND EXPANSION OF HIGH ADDED VALUE SERVICES INDUSTRIES AND CREATIVE OF DECENT EMPLOYMENT

For OS 3.3, there are two EO: (i) EO 3.3.1: tertiary sector is formalized and more dynamic and creative of decent employment and (ii) EO 3.3.2: marketing national products is strengthened.

EO 3.3.1: tertiary sector is formalized and more dynamic and creative of decent employment. The main stake is for service sector to support other sectors in particular, primary and secondary education. The ambition is to increase proportion of enterprises using computers from 7.9% in 2009 to 35% in 2020, proportion of enterprises using the Internet from 4.1% in 2009 to 18% in 2020, contribution of post office and telecommunications into GDP from 2.4% in 2015 to 4% in 2020, reduce the share of informal sector in value addition of tertiary sector from 20.7% in 2015 to 15% in 2020, accelerate growth of services added-value from 6.6% in 2015 to 8% in 2020, increase growth rate of commercial services added-value from 6.6% in 2015 to 8% in 2020, average number of formal jobs created in commercial tertiary services per year from 12,100 in 2015 to 20,000 in 2020, credit rate of economy from 29% in 2015 to 35% in 2020 and extended rate of banking facilities use from 30.1% in 2015 to 35% in 2020.

In the tertiary informal sub-sector, the outline of structural transformation required to mainly focus on the branches with strong potential of development and job creation. For these services industries, the actions to be undertaken include: organization, improvement of settlement and regulation, formalization and facilitation of access to financing and increase of actors' professional training.

In the tertiary formal sub-sector, actions will focus on: promotion of public and private investments in the hotel trade and catering branch, increase in training offer and quality sporting infrastructures, modernization of transport logistics, and increase in offer of air and railway transport.

In general, efforts will have to be made to improve access to decentralized finance services, to promote access of bank loans in favor of SME/SMI and actors from rural sector.

On ICT and branches of services provided to enterprises, priority strategic guidelines and actions will focus: (i) capacity building for the ICT sector human resources, anticipating increasing demand for IT digital specialists and professionals, by giving more resources to universities and the schools of engineers for quality training in ICT, while encouraging scientific and technical choice of courses for students, (ii) improvement of ICT infrastructures and access to Internet services in all region (creation of best conditions for private sector to develop SME in various digital professions and quality improvement of access to ICT services, at affordable cost for all operators and the population) and (iii) acceleration of the E-government project implementation, operationalizing all public initiatives, including open data (BODI) to strengthen collaboration among the various development actors through a more effective sharing of information.

EO 3.3.2: marketing of national products is strengthened. The target is to shift the contribution of the two main export products from 85% in 2015 to 65% in 2020, contribution of the manufactured products into exports of goods from 10.6% in 2014 to 20% in 2020, to reduce contribution of consumption of food products in imports of goods from 10.1% in 2015 to 6% in 2020 and to increase quantity of exported meat from 88 tons in 2015 to 2.000 tons in 2020.

Measures to achieve this outcome will focus on improvement of products' distribution chains on national market and quality improvement of national products, through clear definition of quality standards.

2.4.3.4. STRATEGIC OBJECTIVE 3.4: DEVELOP QUALITY AND RESILIENT INFRASTRUCTURES, TO SUPPORT STRUCTURAL TRANSFORMATION OF THE ECONOMY

Three EO are defined under OS 3.4: (i) EO 3.4.1: capacities for mobilization and integrated water resources management are strengthened, (ii) EO 3.4.2: quality, reliability and accessibility of infrastructures are improved to facilitate structural transformation of the economy and (iii) EO 3.4.3: contribution of competitiveness and growth poles (agropoles, technopoles, SEZ) into the economy is increased.

EO 3.4.1: capacities for mobilization and integrated water resources management are strengthened. The guideline is to increase capacities for mobilization of water resources, by increasing the number of new dams built from 2 in 2015 to 14 in 2020 and the number of newly rehabilitated dams from 2 in 2015 to 18 in 2020. On integrated water resources management, the aim is to equip all water agencies with a SDAGE, increase proportion of surface water reservoirs equipped with protection of banks, from 13% in 2015 to 25% in 2020 and to reach a collection rate of Financial contribution on water (CFE) by 100% in 2020.

EO 3.4.2: quality, reliability and accessibility of infrastructures are improved to facilitate struc-

tural transformation of the economy. The ambition is to increase proportion of asphalted roads from 24% in 2015 to 42% in 2020, proportion of constructed rural feeder roads from 27% in 2015 to 43% in 2020, electricity installed capacity from 300 megawatts in 2015 to 1,000 megawatts in 2020, national Internet flow from 40 Go in 2015 to 100 Go in 2020, proportion of people having used Internet (from all places of connection) during the last 12 months from 6% in 2015 to 15% in 2020, reduce proportion of roads on which reference speeds cannot be practiced, by 18% in 2015 to 6% in 2020 and cost of high voltages electricity KWh by 25 FCFA in 2020.

The ambition is to build quality road, railway and airport infrastructures, in order to open-up Burkina Faso and its production zones, to accelerate implementation of electric inter-connection projects, to build solar power plants and the backbone network for fiber optical telecommunications (Backbone). A special focus will be made concerning protection and maintenance of road and hydro-agricultural infrastructures.

EO 3.4.3: contribution of growth and competitiveness poles (agropoles, technopoles, ZES) into the economy is increased. Contribution of competitiveness and growth poles into GDP will reach 3% in 2020 and cumulated local jobs created by growth and competitiveness poles, from 35,000 in 2015 to 45,000 in 2020.

As main guideline, setting up of competitiveness and growth poles will continue and a consistent framework for their development will be instituted. That will make it possible to ensure an optimal creation of network nationwide, for the emergence of domino effects which will be gradually disseminated on the entire national economy.

2.4.3.5. STRATEGIC OBJECTIVE 3.5: REVERSE TRENDS OF ENVIRONMENTAL DEGRADATION AND ENSURE SUSTAINABLE MANAGEMENT OF NATURAL AND ENVIRONMENTAL RESOURCES

OS 3.5 is supported by two EO: (i) EO 3.5.1: environment and natural resources are managed sustainably and (ii) EO 3.5.2: capacities of mitigation and adaptation to the harmful effects of climate change are strengthened towards a transition to green economy.

EO 3.5.1: environment and natural resources are managed sustainably. The ambition is to increase proportion of conservation spaces under development from 25% in 2015 to 31% in 2020, proportion of the fauna protection surfaces under development from 40% in 2015 to 70% in 2020 and surfaces of degraded land reclaimed from protected areas from 10,500 hectares in 2015 to 25,000 hectares in 2020.

Major interventions will focus on sustainable management of forestry and fauna resources, on protection of ecosystems, on improvement of life quality, on promotion of households' access to quality energy services and on fighting against anarchistic exploitation of mining resources.

EO 3.5.2: capacities of mitigation and adaptation to harmful effects of climate change are strengthened towards a transition to green economy. These will include: increasing proportion of sectoral policies, PRD and PCD integrating principles and emerging issues of sustainable development from 17% in 2015 to 50% in 2020, the number of eco villages created from 0 in 2015 to 2,000 in 2020 and quantity of carbons sequestered to reach 8,000,000 tons in 2020.

Action to be carried out will focus on reduction of emission of greenhouse gases, capacity building on resilience to climate change, exploitation, promotion and development of non-wood forest products, promotion of sustainable patterns of consumption and production and improvement of environmental governance.

2.4.4. PNDES AND SDG STRATEGIC OBJECTIVES

SDG describe commitment by all countries worldwide, on the following four strategic objectives to be achieved by 2030: (i) promote sustainable inclusive growth focusing on extreme poverty eradication, (ii) achieve social and territorial inclusion to reduce income inequalities and spatial disparities in each country and among countries and, reduce unemployment and gender inequality, (iii) create the most favorable conditions to ensure environmental sustainability, given the coupling between economic progress and environmental damage, (iv) promote good governance and security, especially through transparency, effective institutions, rule of law and participation, as essential conditions for inclusive sustainable development.

For Burkina Faso and based on a participatory process bringing together a wide range of public and private actors, 86 targets out of 169 of the 17 SDG were regarded as priorities. Among these priorities: (i) elimination of extreme poverty, (ii) setting up a system and social protective measures for all, (iii) reinforcement of resilience of poor populations, (iv) elimination of hunger and guarantee of food security, (v) reduction of maternal and infant mortality, (vi) access to quality education for all, (vii) elimination of all forms of violence, especially against women, (viii) access to safe drinking water and conditions of hygiene, (ix) promotion of sustained, shared and lasting economic growth (x) creation of decent employment, (xi) building resilient infrastructures and sustainable industry, (xii) reduction of inequalities, under all forms, (xiii) promotion of sustainable patterns of production and consumption, (xiv) reinforcement of the resilience of adaptation capacities to cope with climatic risks and climate change-related natural disasters.

The PNDES strategic objectives integrate SDG main targets through a better inclusion of growth and economic transformation, reduction of inequalities, social inclusion, and environmental sustainability, effective and inclusive governance.

Given the MDG limited performance in sectors and regions, the main challenge is to take a good trajectory to address SDG targets, by setting up a quick wins strategy for sectors and regions lagging behind.

Table 5 presents correspondence between the PNDES strategic objectives and SDG.

Strategic Axes	SO	EO	SDG
Axis 1: reform institutions and modernize the administration	SO 1.1: promote the political and administrative good governance	EO 1.1.1: democracy, human rights, justice and peace are strengthened	SDG 16: promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
		EO 1.1.2: security and civil protection are strengthened	
		EO 1.1.3: defense is strengthened	
		EO 1.1.4: access to accurate information is ensured for all	
		EO 1.1.5: regional and international co-operation is improved	
		EO 1.1.6: public administration is effective and efficient	
		EO 1.1.7: accountability system is developed at all levels	
	SO 1.2: promote economic good governance	EO 1.2.1: planning, management and financing of development are effective EO 1.2.2: business environment is more incentive and private sector strengthened in its capacities of initiative and management	SDG 16: promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. SDG 17: strengthen the means of implementing and revitalize global partnership for sustainable development
	SO 1.3: strengthen decentralization and promote local good governance	EO 1.3.1: effectiveness of decentralization and local governance is improved EO 1.3.2: local economies are revitalized and regional disparities are reduced, in particular through an effective regional development	SDG 16: promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
	SO 2.1 : promote public health and accelerate demographic transition	EO 2.1.1: access to quality health services is guaranteed for all EO 2.1.2: nutritional status of the population, in particular women and children, is improved EO 2.1.3: process of acceleration of demographic transition towards demographic dividend is initiated	SDG 3: ensure healthy life and promote wellbeing for all at all age
Axis 2 : develop human capital	SO 2.2 : increase offer and improve quality of education and training in adequacy with the needs of the economy	EO 2.2.1: access to quality education for all is improved EO 2.2.2: availability and employability of human resources are improved EO 2.2.3: access to quality higher education adapted to the needs for structural transformation of the economy is assured	SDG 4: ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. SDG 5: achieve gender equality and empower all women and girls SDG 10: reduce income inequality within and among countries
	SO 2.3 : promote research and innovation to serve structural transformation of the economy	EO 2.3.1: research and innovation are serving structural transformation of the economy	SDG 9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	SO 2.4 : promote decent employment and social protection for all, particularly for young people and the women	EO 2.4.1: decent employment and social protection are guaranteed for all EO 2.4.2: social and gender inequalities are reduced and women are promoted as dynamic actor for development	SDG 8: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	SO 2.5 : improve life quality, access to water, sanitation and the quality energy services	EO 2.5.1: access to decent life quality, quality water and sanitation is guaranteed for all	SDG 6: ensure availability and sustainable management of water and sanitation for all
		EO 2.5.2: access to quality energy services and energy efficiency are guaranteed	SDG 7: ensure access to affordable, reliable, sustainable and modern energy
		EO 2.5.3: urban growth is planned and controlled	SDG 9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
		EO 2.5.4: access to decent housings and public buildings is ensured for all	

Table 5 : strategic Axes, Strategic Objective (SO), Expected Outcomes (EO) of the PNDES and SDG (continued)

Strategic Axes	SO	EO	SDG
Axis 3 : revitalize promising sectors for the economy and employment	SO 3.1 : sustainably develop agro-sylvo-pastoral sector, faunal and fishing production and resilient, which is more market-oriented towards and based on the principles of sustainable development	EO 3.1.1: primary sector contributes to food security, decent employment, supply of national agricultural processing industry which is respectful to principles of sustainable development	SDG 8: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all SDG 1: eliminate poverty, in all its forms everywhere SDG 2: end hunger, achieve food security and improved nutrition and promote sustainable agriculture
		EO 3.1.2: resilience of agro-sylvo-pastoral households, fauna and fishing to risks is strengthened	
	SO 3.2 : develop a competitive industrial and handicraft sector, with high added value and creation of decent employment	EO 3.2.1: industry and handicraft sector is more dynamic for creation of wealth, employment and exports	SDG 8: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all SDG 9: to build a resilient infrastructure, to promote a durable industrialization which benefits all and to encourage the innovation
		EO 3.2.2: contribution of cultural, tourism and sporting industries into the economy is improved EO 3.2.3: impact of mining sector on the rest of the economy is increased	
	SO 3.3 : promote trade and expansion of services industries for high added value and creation of decent employment	EO 3.3.1: tertiary sector is formalized, more dynamic and creator of decent employment EO 3.3.2: marketing of national product is strengthened	SDG 9: to build a resilient infrastructure, to promote a durable industrialization which benefits all and to encourage the innovation
SO 3.4 : develop quality and resilient infrastructures to support structural transformation of the economy	EO 3.4.1: capacities for mobilization and integrated water resources management are strengthened	SDG 11: make cities and human settlements more inclusive, safe, resilient and sustainable	
	EO 3.4.2: quality, reliability and accessibility of infrastructures are improved to facilitate structural transformation of the economy		



III. MECHANISMS OF IMPLEMENTATION, MONITORING AND EVALUATION





3.1. IMPLEMENTATION TOOLS

3.1.1. SECTORAL POLICIES

The PNDES guidelines will be concretized through sectoral policies reviewed according to planning sectors.

Each planning sector will be covered by a single sectoral policy. The sectoral policies will focus on all State intervention fields. Strategies, programs and projects will derive from each sectoral policy, in line with guidelines setting up of program budget of the State. Annual interventions of Ministries and Institutions will result into a rolling triennial action plans and annual work plan (PTA) in conformity with the format presented in Appendix 6. These plans will serve as raw material for development of Ministries and Institutions budgets.

In addition to being integrated into the PNDES five-year program for national development (PNDES), crosscutting themes will also be taken on board by sectoral strategies, programs or projects, so that there is no need for further integral policies (crosscutting, thematic or horizontal).

3.1.2. LOCAL DEVELOPMENT PLANS (LDP)

At local level, the PNDES will be operationnalized through Local Development Plans (Regional Development Plans and Communal Development plan) drafted on the basis of local development priorities, in connection with the fields of competence of Local Government Authorities and in coherence with the PNDES guidelines.

3.1.3. COMPETITIVENESS AND GROWTH POLES

As transversal instruments involved in the promotion of socio-economic and regional potentialities of sectors, through the creation of conditions for their optimal operation, development of competitiveness and growth poles will make it possible for the PNDES to support acceleration, security, sustainability and “inclusiveness” of growth, through diversification and optimization of its sources.

Competitiveness and growth poles will contribute in the following: (i) perpetuate and amplify achievements and trading standpoints of national production, (ii) create added-value and employment through increasing competitiveness of enterprises and promotion of potentialities, (iii) structure and create network of territorial economic ecosystems, through a strategic grid of the territory.

To this end, the following forms of territorial organization will be developed: (i) growth poles, (ii) poles of competitiveness, (iii) economic poles, (iv) special economic zones, (v) cluster of enterprises, (vi) niche of products and (vii) territorial poles for economic cooperation.



3.1.4. MATRIX FOR STRATEGIC REFORMS AND STRUCTURING INVESTMENTS

A matrix on strategic reforms and structuring investments will be developed from reforms and investments which full and comprehensive realization, within deadlines, is likely to strongly influence the achievement of the PNDES strategic objectives (see format of the matrix presented in Appendix 7). Expenditures related to these reforms and investments will be “fixed” and budgeted for in priority.

Criteria for selecting strategic reforms and structuring investments will be defined taking into account guidelines from the Presidential Program, the General Policy Statement by the Prime Minister, sectoral reforms and investments conducted under the sectoral reference framework, Public Investments Program (PIP) and projects within the framework of PPP.

3.1.5. COMMUNICATION STRATEGY

A communication strategy on the PNDES will be worked out and implemented, to strengthen its visibility and its appropriation by all national development actors. In particular, it will grant a paramount place to mass communication use of national languages and ICT.

3.2. ACTORS OF THE IMPLEMENTATION

3.2.1. THE STATE

The State will assume its regalian duties, which primarily focus on the creation of favorable conditions to public and private actors' activities. More specifically, development or updating of sectoral policies, consistency of sectoral and spatial planning instruments, organization of consultation with the various actors, creation of a favorable environment and mobilization of resources (financial, material and human) required for the implementation, monitoring and evaluation of the PNDES, will fall under the responsibility of official structures

3.2.2. LOCAL GOVERNMENT AUTHORITIES

The role of Local Government Authorities will be centered on participation in Local Development Plans development and implementation, organization of local consultation framework with the various actors, participation in monitoring and evaluation process at local level, as well as promotion of a culture of citizen responsibility in management of local affairs.

3.2.3. PRIVATE SECTOR

The private sector will play a paramount role in production, processing, marketing of national products and job creation. It will participate in consultation frameworks, monitoring and evaluation of the PNDES implementation. Through the PPP, it will co-finance the realization of some structuring investments, with a view to optimizing performances of public and private sectors to carry out, under shortest deadlines and best conditions, social projects or development infrastructures and public services. The PPP approach will also contribute to make savings for State budget, to ensure better allocation of public resource and to allow the private sector to perform better.

3.2.4. CIVIL SOCIETY

The civil society involvement will focus on participation in development and implementation of sectoral and local reference frameworks for planning, financing and execution of projects

and programs, training and support and advisory services for the various actors, attending consultation frameworks, monitoring and evaluation of the PNDES implementation.

3.2.5. TECHNICAL AND FINANCIAL PARTNERS (TFP)

The TFP will take part in consultation frameworks, will support development and implementation of sectoral and local reference frameworks for planning, as well as building institutional and operational capacities. In addition to their participation in monitoring and evaluation of the PNDES implementation, TFP will have an important function in the mobilization of resources required for its implementation.

3.2.6. THE BURKINABE ABROAD

The Burkinabe abroad are expected to make profitable their know-how capitalized in their country of residence. They will have an important contribution to bring in terms of resources mobilization and competences, proposal of innovating solutions to address the concerns of the populations. They will be also requested to take part in the realization of structuring investments, reinforcement of the entrepreneurship and innovation, especially in the field of ICT.

3.3. ORGANIZATIONAL FRAMEWORK

3.3.1. BODIES

The bodies are: (i) the PNDES National Steering Committee (CNP/PNDES), (ii) the PNDES Permanent Secretariat (SP/PNDES), (iii) Sectoral Consultation Framework (CSD) and (iv) Regional Consultation Framework (CRD).

3.3.1.1. THE PNDES NATIONAL STEERING COMMITTEE (CNP/PNDES)

The CNP/PNDES will bring together representatives from the Government, Local Government Authorities, private sector, civil society and Technical and Financial Partners, under the chairmanship of the Prime Minister. The CNP/PNDES will have the following missions: (i) to oversee the PNDES overall implementation, using monitoring and evaluation tools designed for this purpose, (ii) provide guidance to sectoral and regional actors, for the execution of activities under their responsibility and designing products necessary to assess the impact, (iii) decide on realization of general or specific studies required to furthering of guidelines and (iv) oversee the whole process of monitoring and evaluation of the PNDES.

3.3.1.2. THE PNDES PERMANENT SECRETARIAT (SP/PNDES)

The SP/PNDES will be the administrative and technical body for coordination and initiating reforms to support the CNP/PNDES. It will mainly be tasked with: (i) to carry activities out necessary for comprehensive monitoring and the evaluation of the PNDES implementation, (ii) support the CSD and CRD to fulfill their missions, (iii) work out and implement the PNDES communication strategy.

3.3.1.3. SECTORAL CONSULTATION FRAMEWORKS (CSD)

The CSD will correspond to sectors of planning. The CSD will bring together the representatives of actors intervening in the sector concerned (decentralized and central administration, Local Government Authorities, private sector, civil society, technical and financial partner), under the chairmanship of the lead Ministry of the sector. The CSD will be organized in thematic groups and/or sub-sectors. The CSD will ensure the supervision and implementation of sectoral policies.

3.3.1.4. REGIONAL CONSULTATION FRAMEWORKS (CRD)

The CRD will correspond to regional consultation frameworks, extended to local councils. A CRD will bring together the representatives of decentralized structures, Local Government Authorities, private sector, civil society, etc, under the chairmanship of the Governor assisted by the President of the Regional Council. The CRD will be organized in thematic committees. It will oversee the implementation of the Local Development Plan (PLD).

3.3.2. INSTANCES

3.3.2.1. ANNUAL REVIEW

The PNDES annual review will correspond to an ordinary meeting of the CNP/PNDES. It will review and validate overall balance-sheet on the implementation of the PNDES for the past year, as well as overall prospects, based on tools monitoring and evaluation designed for this purpose. It will be preceded by a technical pre-review.

3.3.2.2. SECTORAL REVIEWS

Sectoral reviews will correspond to meetings of the CSD. They will take place twice a year: an annual sectoral review and a midterm sectoral review. The annual sectoral review will examine and validate sectoral balance-sheet on implementation of sectoral policy for the past year, as well as sectoral prospects, based on monitoring and evaluation tools developed for this purpose. The midterm sectoral review will examine and validate the sectoral balance-sheet of

implementation of the midterm sectoral policy of the current year, on the basis of monitoring and evaluation tools worked out for this purpose, and will rule on actions to undertake to address difficulties encountered.

3.3.2.3. REGIONAL REVIEWS

The regional reviews will correspond to meetings of the CRD. They will take place twice a year: an annual regional review and a midterm regional review. The annual regional review will examine and validate the balance-sheet of the PLD implementation for the past year, as well as regional prospects, based on monitoring and evaluation tools designed for this purpose. The midterm regional review will examine and validate balance-sheet of the PLD midterm implementation for the current year, based on monitoring and evaluation tools developed for this purpose, and will decide on action to undertake to address difficulties encountered.

3.4. MONITORING AND EVALUATION

3.4.1. MONITORING AND EVALUATION MECHANISM

The PNDES monitoring and evaluation mechanism will include a technical monitoring component and a technical evaluation component which the SP/PNDES will formalize and set up.

The technical monitoring component will aim at collecting and analyzing data to provide background information on: (i) resource utilization, (ii) progress made in implementation of actions and (iii) objectives achieved, through control of expenditures, monitoring of financial execution of programs, monitoring of technical execution of programs and monitoring of the PNDES impacts.

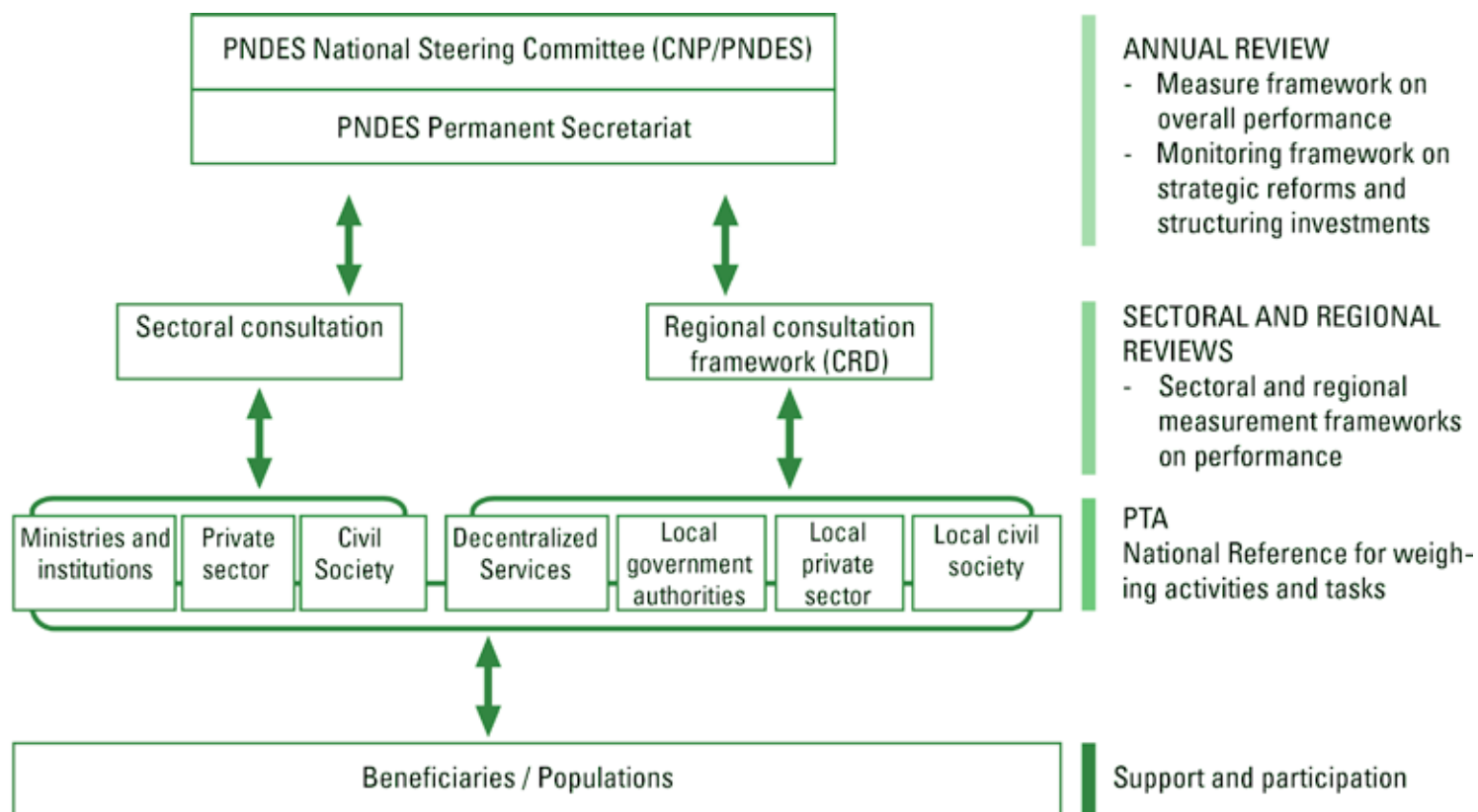
The technical evaluation component will include in particular: (i) a strategic environmental evaluation, (ii) a midterm evaluation (2018) and (iii) a final evaluation.

3.4.2. MONITORING AND EVALUATION TOOLS

For an effective monitoring and evaluation of the PNDES, the following will be developed, under the responsibility of the SP/PNDES, CSD and CRD: (i) a measurement framework on overall performance (see Appendix 3), (ii) sectoral and regional logical frameworks (Appendix 4), (iii) sectoral and regional measurement framework on performance (Appendix 5), (iv) the ministerial PTA (Appendix 6), (v) a monitoring framework on strategic reforms and structuring investments (Appendix 7), (vi) a national reference framework to assess activities and tasks, (vii) a web-based tool for instantaneous visualization on development indicators.

In phase with these tools, the appropriate quarterly, semi-annual and annual, global, sectoral and regional reports will be produced by the organs of the monitoring and evaluation mechanisms of the PNDES.

Graph 4 : outline of the PNDES mechanism for monitoring and evaluation



3.4.3. MONITORING AND EVALUATION INDICATORS

The indicators of impacts and outcomes are included in the synoptic table (Appendix 2), while the indicators of deliverables will be defined by sectoral and regional logical frameworks.

For an effective monitoring and evaluation of the PNDES implementation, availability and reliability of identified indicators will be guaranteed. The aim is also to ensure consistency with the SDG indicators and improve national statistical system through: (i) restoration and consolidation of legislative, institutional and organizational framework, (ii) improvement of data production and quality, (iii) reinforcement of statistical dissemination and promotion of data use and statistical culture and (iv) reinforcement of human, material and financial capacities for production and management.

3.5. FINANCING SCHEME

To achieve an average annual target growth of 7.7% over the 2016-2020 period, results of macroeconomic and budgetary framework provide indications on financial allocations as well as estimated of financing scheme of the PNDES.

Thus, the overall cost for the PNDES implementation is estimated at 15,395.4 billion CFA francs, i.e. an average annual cost of 3,079.1 billion CFA francs. Proportion devoted to investment expenditures (including transfers of capital) will be 54.6%, corresponding to an envelope of 8,408.2 billion CFA francs over the period, i.e. 1,681.6 billion CFA francs per year.

The PNDES will be financed up to 63.8% of the total cost by the State own resources (9,825.2 billion CFA francs). The financing need is 5,570.2 billion CFA francs, i.e. 36.2% of the total cost of the plan.

The financing of the PNDES will be achieved through the implementation of an ambitious strategy of domestic and external resources mobilization, centered on new and innovating methods, in addition to the recourse to traditional ODA.

Under innovating financing, national systems of taxes, issuance of public bonds, voluntary contributions and lotteries, contribution from the Burkinabe abroad, obligations guaranteed by donor countries sold on financial market, allocations from funds generated by sale of emission quotas, PPP, subsidized loans, participative financing or crowdfunding, popular shareholding, etc, could be used.

Table 6 : financing plan (in billion FCFA)

Years	2016	2017	2018	2019	2020	Total	In % of the total costs
Cost of the plan	1998,4	2952,0	3199,8	3484,7	3760,6	15395,4	100
Current expenditure	1049,3	1146,5	1248,5	1347,9	1466,7	6258,9	40,7
Amortization of the debt	145,7	145,7	145,7	145,7	145,7	728,3	4,7
Capital expenditures	803,4	1659,9	1805,7	1991,1	2148,2	8408,2	54,6
State own resources	1286,9	1769,6	1999,5	2242,9	2526,3	9825,2	63,8
Financing gap	711,4	1182,4	1200,3	1241,8	1234,3	5570,2	36,2

3.6. RISK ANALYSIS

The national, regional and international environment is carrying risks which should be minimized for a successful implementation of the PNDES. The main risks which could hamper the achievement of the PNDES results are the following: (i) risk of degradation of security, (ii) risk of sociopolitical unrests, (iii) financial risk, (iv) risk related to climatic hazards, (v) risk related to international situation and (vi) risk related to weak support from actors.

3.6.1. RISK OF DEGRADATION OF SECURITY

Similarly to other Sahel and West Africa countries, Burkina Faso is under the threat of terrorist movements whose criminal activities may undermine confidence from investors and population, and jeopardize implementation of policies and actions in favor of economic and social development. Moreover, with the crumbling trend of the State authority which characterized the 2011-2015 period as well as the appearance of vigilante groups, whose activities if not controlled, could constitute a threat to security of republican institutions and respect of human rights.

To address this risk of degradation of security, solutions are to strengthen defense and security forces, to improve intelligence and security mechanisms, strengthen military and security cooperation with countries of the region and those engaged in combating terrorism. To address insecurity related to vigilante groups, the following remedial actions are envisaged: channeling vigilante groups with support from customary leaders, reinforcement of intelligence and information mechanism, measures aiming at strengthening access and confidence of the populations to cooperate with security forces and republican justice.

3.6.2. RISK OF SOCIOPOLITICAL UNRESTS

Following the sociopolitical events that Burkina Faso went through, in particular in 2014 and 2015, and which caused the former regime to fall, dismantling of the Presidential Guard, its failed coup d'état attempt, imprisonment and legal proceedings against leaders of former regime, the risk exists that if these cases are not properly managed may provide ingredients for sociopolitical unrests.

To counter this risk, promotion of a pacified political environment and the equitable legal treatment of referred cases should be high on the agenda.

3.6.3. FINANCIAL RISK

The outline of the PNDES financing provided for 15,395.3 billion CFA francs of overall cost of its implementation with 63.8% on the State own resources and 36.2% on external or non public contributions. This implies a substantial effort on domestic resources mobilization, in a context of relatively low level of mobilization of revenues from fiscal and ordinary budget, considering the UEMOA standard. As for the external financing and Official Development Assistance, there is a reduction in concessional assistance in favor of developing countries and Africa in particular. Reversing this trend, which depends on economic recovery in donor countries, appears rather unlikely in the short or medium terms. In addition, despite mutual efforts of improvement of aid effectiveness, procedures for mobilization of external resources remain rather heavy. Due to its standing among countries with moderated over-indebtedness risk, rooms for maneuver for the PNDES financing through non-concessional loans are limited. This would be even more difficult should export incomes suddenly drop.

To address the risk of the PNDES under-financing, diversification of exports basis will be considered and quality of public expenditure assured, in order to secure savings on current expenditure to finance investments. The following steps will also be contemplated: development of vigorous programs of improvement of revenues mobilization from taxes, active mobilization of contribution of the Burkinabe abroad, quality improvement of public debt management and continuation of consultation with Technical and Financial Partners, in the framework of new country programs. In addition, variability of financing according to quality internal and external environments will be considered through: (i) organization of a general roundtable

and sectoral roundtables on the PNDES financing, so as to increase integration and harmonization of Technical and Financial Partners' interventions, (ii) initiation of measures to reinforce PPP, (iii) setting up a mechanism for monitoring commitments by Technical and Financial Partners and fiscal measures reform.

3.6.4. RISK RELATED TO CLIMATIC HAZARDS

Global warming and climatic variability are realities. Frequent floods here and there, in cities and villages, following strong rains are an illustration, similarly to instability of raining seasons and severity of the dry seasons. As a result, rain fed-type agriculture, which still occupies nearly 80% of active population, is, therefore strongly dependent on climate risks. Likewise, due to strong dependence of urban centers' activities on electrical energy, stretching of rivers, caused by global warming is reducing hydropower production from dams and consequently, urban activities consuming this resource.

To face climate related-risks, it will be advisable to design, update and implement adaptation programs to climate changes and response plans to natural disasters. This implies an increased financing and strengthened support from actors to support resulting innovations and new patterns of production and consumption.

3.6.5. RISK RELATED TO INTERNATIONAL SITUATION

Similarly to other economies, Burkina Faso economy may be affected by prices of its main exported and imported products. Thus, drop in cotton and gold prices, the main exports, could weaken the Burkinabe economy, while increase in oil prices could lead important losses of currencies in a context of relatively high value of US dollar. In addition, Burkina Faso is strongly dependent on aid and foreign capital to finance its investments.

To mitigate this risk related to international situation, in addition to diversifying export, the ambition is to work towards greater local processing of exported raw materials and seek funding dedicated to fragile states.

3.6.6. RISK RELATED TO A WEAK SUPPORT FROM ACTORS

As a reference guide for medium-term national development, the PNDES will strive to secure support from all actors participating in national development process. Chances of success of this strategy implementation will depend on the capacity and willingness of all actors to work in a concerted manner and with more synergy, at all levels. To favor, inter alia, these consultations and synergies of intervention, it is envisaged to set up the appropriate institutional mechanism for the PNDES implementation.

Table 7 : list of risks and mitigation or remedial measures

Risks	Measures of mitigation or remedial
Risk related to degradation of security <ul style="list-style-type: none"> • Activity of terrorist groups • Activity of vigilante groups 	<ul style="list-style-type: none"> • Improve intelligence and security mechanism, and strengthen the military and security cooperation • Strengthen confidence of populations in security forces and republican justice • Consultation with customary leaders
Risk of sociopolitical unrests <ul style="list-style-type: none"> • Poor management of legal cases related to sociopolitical events of 2014 and 2015 	<ul style="list-style-type: none"> • To promote an appeasing political environment • To promote an equitable justice
Financial risk <ul style="list-style-type: none"> • Under-financing of the PNDES (weak mobilization of internal resources, low concessional indebtedness capacity) 	<ul style="list-style-type: none"> • Diversify exports • Savings on current expenditure • Increase fiscal incomes • Mobilize external financing
Risk related to climate risks <ul style="list-style-type: none"> • Floods • Instability of rainy seasons and severity of dry seasons • Reduction of hydroelectricity production from dams 	<ul style="list-style-type: none"> • Develop, update and implement adaptation programs to climate changes and response plans to natural disasters • Strengthen acceptance of sustainable consumption and of production patterns
Risk related to international situation <ul style="list-style-type: none"> • Lower prices of exports (gold, cotton) and increase in oil price • Dependence on external financing 	<ul style="list-style-type: none"> • Diversify exports • Process raw materials • Mobilize financing dedicated to fragile states
Risk related to weak support from actors <ul style="list-style-type: none"> • Weak support from national development actors 	<ul style="list-style-type: none"> • Set up appropriate institutional mechanism

APPENDICES



Appendix 1: sectors of planning

N°	Criteria and components	Sectors
1	<p>CFB 042: agriculture, sylviculture, fisheries and hunting</p> <p>NBA 010: agriculture (staple food , revenue agriculture)</p> <p>NBA 020: livestock (additional breeding and activities related to livestock)</p> <p>NBA 030: sylviculture - fisheries - hunting (sylviculture and hunting, fisheries)</p>	Agro-sylvo-pastoral production
2	<p>CFB 043: fuel and energy</p> <p>CFB 044: mining and manufacturing, construction</p> <p>NBA 040: extraction (extraction)</p> <p>NBA 050: food industries (slaughtering, meat and fish processing and conservation, manufacturing of fatty food ingredients, grain mill products, manufacturing of starch products, manufacturing of dairy fruit products, manufacturing of drinks and tobaccos)</p> <p>NBA 060: cotton ginning, manufacturing of textiles and garment (cotton ginning, manufacturing of textiles and garment)</p> <p>NBA 070: oil refinery, manufacturing of chemicals, rubber items (oil refining, manufacturing of chemicals, manufacturing of rubber or plastic items)</p> <p>NBA 080: manufacturing of glass, pottery and materials for construction (manufacturing of glass, potteries and materials for construction)</p> <p>NBA 090: paper industries, edition, printing works registration (paper industries, the edition, printing works)</p> <p>NBA 100: manufacturing of wood and metals (wood sawing, basket making, metallurgy and foundry, manufacturing of machines and equipment, manufacturing of transport means, manufacturing of mattress and furniture, production and distribution of electricity and gas)</p>	Industrial processing and handicraft
3	<p>CFB 06: housing and utility services (housing, utility services, water supply, public lighting)</p> <p>NBA 120: construction (completion and installation, building work)</p> <p>Other fields: construction of transport infrastructures, infrastructures of telecommunication, Information communication technologies and (ICT), town planning</p>	Transport, communication and housing infrastructures
4	<p>CFB 065: transport</p> <p>CFB 066: communications</p> <p>NBA 130: trade (trade)</p> <p>NBA 140: hotel trade and catering (hotel trade and catering)</p> <p>NBA 150: transport, posts and telecommunications (transport and accessories of transport, post office and telecommunications)</p> <p>NBA 160: financial activities (activities of financial intermediation, insurances and financial auxiliaries)</p> <p>NBA 170: other lines of marketing business (staff lines of business, repair and maintenance, real property activities, proto enterprises)</p>	Trade and marketing services
5	<p>CFB 011: operation of executive and legislative, financial services and taxation, foreign affairs</p> <p>CFB 041: supervision of general economy, exchanges and employment</p> <p>NBA 180010: general administration economic, social and of public prerogative activities,</p> <p>NBA 190: correspondence of branch (correspondence of the branch. Indirectly measured financial intermediation Services (SFIM))</p> <p>Other fields: steering and management of the economy, regional development, public finances, development cooperation, regional economic integration, demography (population)</p>	Economic governance
6	<p>CFB 011: operation of executive and legislative bodies, financial and taxation, foreign affairs</p> <p>CFB 013: general services</p> <p>NBA 180010: general administration, economic and social activities of public prerogative</p>	Administrative and local governance

	<p>NBA 180040: collective or personal lines of business</p> <p>NBA 200: territorial correction (territorial correction)</p> <p>Other fields: public office, decentralization, relationships with institutions, relations with civil society organizations, communication</p>	
7	<p>CFB 09: education (preschool and primary education, secondary education, post-secondary, higher education, non-definite education by level, ancillary services to education)</p> <p>NBA 180020: education</p> <p>Other fields: EFTP</p>	Education and training
8	<p>CFB 07: health (products, medical equipment and devices, ambulatory services, hospital services, public health services)</p> <p>NBA 180030: health and social welfare</p> <p>Other fields: nutrition</p>	Health
9	<p>CFB 02: defense (military defense)</p> <p>CFB 031: police services</p> <p>CFB 032: civil protection services</p>	Defense and security
10	<p>CFB 05: environmental protection (management of garbage, management of waste water, combating degradation, conservation of biological diversity and protection of nature)</p> <p>NBA 110020: collecting, treatment and water supply</p> <p>Other fields: sanitation, green economy, patterns of sustainable production and consumption</p>	Environment, water and sanitation
11	<p>CFB 08: leisure, culture and worship (entertaining and sporting services, cultural services, broadcasting, television and edition, worship and other Community services)</p> <p>Other fields: tourism</p>	Culture, sports and leisure
12	<p>CFB 041: supervision of general economy, exchanges and employment</p> <p>CFB 10: social protection (disease and disability, old age, family and children, unemployment, social exclusion)</p> <p>NBA 180030: health and social welfare</p> <p>Other fields: decent work, social consultation, gender, youth</p>	Work, employment and social protection
13	<p>CFB 033: courts</p> <p>CFB 034: prison authorities</p> <p>Other fields: human rights, good citizenship and citizenship</p>	Justice and human rights
14	<p>CFB 014: basic research</p> <p>Other fields: applied research, research and development, innovation</p>	Research and innovation

CFB = budget functional Code. NBA = nomenclature of branches of activity.

Appendix 2: Synoptic table

Burkina Faso, a democratic, unified and united nation, transforming the structure of its economy and achieving a strong and inclusive growth, through patterns of sustainable consumption and production			
Expected outcomes	Values for 2015	Targets in 2018	Assumptions
Heading	40.1%	38%	< 35%
Incidence of poverty	47.5%	44%	< 38%
Incidence of poverty in rural environment	3.3%	2.7%	1.6%
Depth of poverty	4.0%	8.2%	8.0%
Rate of economic growth	6.6%	8%	12%
Contribution of manufacturing industry into GDP	10.6% (2014)	15%	20%
Contribution of manufactured goods into exports of goods	818.6	950	1050
Occupied manpower productivity (in thousands of FCFA)	22 700	≥ 50,000	≥ 50,000
Average number of decent jobs created per year	3.1% (2006)	2.8%	2.7%
Demographic growth rate			
<p>Indicators of outcome</p> <p>EA 1.1: democracy, human rights, justice and peace are strengthened</p> <p>EA 1.1.1: democracy, human rights, justice and peace are strengthened</p> <p>EA 1.1.2: security and civil protection are strengthened</p> <p>EA 1.1.3: defense is strengthened</p> <p>EA 1.1.4: access to accurate information is ensured for all</p> <p>EA 1.1.5: regional and international cooperation are</p>			
	Values in 2015	Targets in 2018	Targets in 2020
Overall quality of national institutions (CIAP)	3.6	4.5	4.8
Rate of implementation of recommendations of EPU	35%	15%	45%
Average distance to access High Court	60.3 km	58 km	54 km
Average time for processing a legal case	2 months 21 days	2 months	1 months 15 days
Average time of treatment of commercial business	7 months 3 days	5 months	3 months
Rate of participation of the population in presidential electoral	60%	-	80%
Coverage rate of region with ORSEC plan	53%	78%	100%
Rate of coverage by operational security services nationwide	56.8%	64%	75%
Security agent/population ratio (standard: 1 per 400 inhabitants)	1 for 948 inhabitants	1 for 930 inhabitants	1 for 910 inhabitants
Completion rate of field exercises	50%	70%	80%
Coverage rate of the territory by national television	53%	75%	100%
Coverage rate of the territory by national radio	48%	64%	80%
Coverage rate of the national territory by public written media	51%	65%	95%
Rate of domestication of Community texts	ND	100%	100%

Indicators of outcome		Values in 2015	Targets in 2018	Targets in 2020
EO improved	Contribution of the Burkinabe abroad into GDP	1.9% (2011)	2.5%	3%
	Rate of increase of annual volume of ODA	1.1% (average 2010-2014)	3%	3%
	Proportion of conformity notice issued on new projects and programs with external financing	ND	100%	100%
	Level of satisfaction of users/customers	ND	50%	75%
EA 1.1.6 : public administration is effective and efficient	Degree of delegation of powers to heads of administrative unit	2/23	15/23	23/23
	Degree of delegation of credit to chiefs of administrative unit	1/23	15/23	23/23
	Rate of monitoring of CSO	20%	50%	100%
	IBO	43/100	50/100	55/100
	IPC	38/100	42/100	60/100
EA 1.1.7: accountability system is developed at all levels	Mo Ibrahim index for governance in Africa	52.2/100	58/100	65/100
OS 1.2: promote economic good governance	Proportion of reference frameworks for planning/programming validated by CNPD	0%	100%	100%
	Proportion of government departments implementing budget program	0%	100%	100%
	Fiscal burden ratio	14.2%	19.1%	20.1%
EA 1.2.1: planning, management and financing of development are effective	Rate of absorption of resources	59% (2014)	100%	100%
	Rate of predictability of Assistance	NA	60%	80%
	Proportion of TFP implementing division of labor	NA	65%	90%
EA 1.2.2: business environment is more incentive and private sector is strengthened in its capacities of initiative and management	Proportion of legal cases on fraud, forgery and laundering classified without continuation	NA	10%	0%
	Ranking Doing Business	143e over 189	137 th	130 th
EA 1.2.3: strengthen decentralization and promote local good governance	Contribution of informal sector into tertiary sector added-value	20.7%	18.5%	15%
EA 1.3.1: effectiveness of decentralization and local governance is improved	Contribution of the State budget transferred to the territorial collectivities	4.65%	10%	15%
	Percentage of users satisfied with services provided by territorial collectivities	NA	50%	80%
	Number of secondary registry centers	987	1500	5000
EA 1.3.2: local economies are revitalized and regional disparities are reduced, in particular through an effective regional development	Proportion of sectoral and local references integrating the SNADDT guidelines	0	100%	100%
	Completion rate of expected outcomes of the PLD	NA	60%	75%
Main line 2: develop the human capital				
OS 2.1: promote public health and accelerate demographic transition	Maternal death rate per 100,000 live births	330	290	242
	Infant-child ratio of mortality per 1,000 live births	81.6	69	54.7
	Rate of lethality of serious malaria in children below 5 years	1.4%	1%	< 1%
EA 2.1.1: access to health quality services is guaranteed for all	Intra hospital death rate (per 1,000) (university teaching hospitals, regional hospitals, district Hospital)	63.1	57	< 50
	Proportion of DMEG which have not experienced stock shortage of marker drugs	88.70%	90%	≥ 95%
	Intra hospital maternal death rate per 100,000 parturients	103.4	97	75.8
	Rate of prevalence of HIV	0.90%	0.83%	0.77%

EO		Indicators of outcome	Values in 2015	Targets in 2018	Targets in 2020
EA 2.1.2: nutritional status of the population, in particular of women and children, is improved		Proportion of accredited public and private health facilities	0	50%	80%
		Proportion of managed acute malnutrition in relation to expected cases	80%	90%	95%
		Percentage of children with a growth stunting among the children below 5 years	30.2%	25%	15%
		Proportion of cured acute malnutrition	93.8%	96%	100%
		Total fertility index	5.4	5	4.7
		Percentage of Couple-year protection	19.7%	26.9%	32.7%
		Rate of economic dependence	140% (2009)	90%	83%
		OS 2.2: increase offer and improve quality of education, higher education and training in line with the needs of the economy			
		Dross rate of schooling for preschool	3.9%	6.12%	7.6%
		Rate of completion to primary education	58.5%	68.5%	75.6%
EA 2.2.1 : access to quality education is improved for all		Rate of completion to post-primary education	24.2%	35.3%	38.2%
		Index of parity of TBA in primary education	0.95	1	1
		Index of parity of TBA in post-primary education	1.05	1	1
		Index of parity of TBA secondary education	0.66	1	1
		Number of classrooms straw huts (makeshift classrooms)	4353	2913	0
		Proportion of enrolment in EFTP	3.4%	9.5%	16%
		Proportion of labor wich receive EFTP in agro-pastoral processing	1.1%	6%	15%
		Proportion of professional trainees in total number of trained personnel	4.5%	10%	15%
		Proportion of working-age population (18 years and above) trained in agro-pastoral professions	0.2%	4.5%	7%
		Rate of literacy of working-age population (18 years and above)	29.5%	31.5%	35%
EA 2.2.2: availability and employability of human resources are improved		Number of students 100,000 inhabitants	611	715	829
		Proportion of students having completed a cycle	28%	45%	60%
		Average duration to obtain first employment for higher education graduates (in years)	5	4	3
		Proportion of the students registered in vocational subsectors adapted to structural transformation process	8%	20%	30%
		Proportion of professionalizing sectors	10%	20%	30%
		Proportion of disabled students receiving specific support	11%	31%	50%
		OS 2.3: promote research and innovation to serve structural transformation of the economy			
		Number of technologies generated in favor the production (data sheets)	300	450	600
		EA 2.3.1 : Research and innovation are serving structural transformation of the economy	150	350	600
		Rate of adoption of technologies and innovations generated by the scientific research and technological	60%	71%	95%
OS 2.4: promote decent employment and social protection for all, particularly for young people and women		Rate of professional insertion of young people and women via SPE	10%	15%	20%
		Contribution of formal private employment in the total of employment	6.6% (2014)	10%	15%
EA 2.4.1: decent employment and social protection are guaranteed for all		Unemployment rate	6.6% (2014)	5%	3%
		Rate of under-employment in agricultural sector	64% (2014)	45%	30%

Indicators of outcome	Values in 2015	Targets in 2018	Targets in 2020
Percentage of prevalence of children aged 5 to 17 years involved in economic activities	41% (2008)	30%	25%
Proportion of workers affiliated with the CNSS and the CARFO	NA	75%	100%
Number of industrial accidents per 1 million workers	6,063.85 (2014)	4,500	3,031
Number of individual conflicts per 10,000 paid workers	131.15	95	70
Coverage rate of RAMU	0	15%	25%
Proportion of inserted identified marginalized people	NA	50%	75%
Proportion of occupied active disabled people	2.2%	20%	50%
Proportion of identified vulnerable children who are managed	45%	57%	70%
Number of children living in the street	5721 (2010)	4,000	2,860
Proportion of women corporate owners among contractors	21%	30%	50%
OS 2.5: improve life quality, access to quality water, sanitation and energy services			
Rate of access to drinking water	71%	76.5%	79%
Rate of sanitation	18%	27%	34%
Percentage of local councils equipped with functional system of solid waste management	13%	20%	25%
Surface of re-planted green spaces in urban communes (hectares)	75	110	150
Proportion of primary and secondary education facilities where environmental education is taught	3%	5%	7%
National electric power coverage rate	33.32%	52.3%	80%
National rate of electrification	18.83%	30%	45%
National urban rate of electrification	59.88%	69%	75%
National rural rate of electrification	3.06%	12.6%	19%
Contribution of renewable energies into total production	6.4%	19%	30%
Number of cities having operational SDAU	12	25	37
Number of cities having of SDDEP and operational SDGDU	2	25	47
Number of cities having restructured slums	0	6	13
Number of localities having profited from development and/or security facilities	NA	6	13
Proportion of urban populations living in slums	17.2% (2014)	14%	10%
Number of households having access to a decent housing	4,572	19,500	35,000
Number of households supporte in self-construction	100	3,000	5,000
Center 3: revitalize promising sectors for the economy and employment			
OS 3.1: sustainably develop productive and resilient agro-sylvo-pastoral, fauna and fishing sector, more market-oriented and based on the principles of sustainable development			
Contribution of irrigated productions into total agricultural production	15%	20%	25%
Coverage rate of cereal needs	96%	120%	140%
Productivity of primary sector (in thousands FCFA)	357	415	535
Rate of marketing of agricultural produce (including cash crops)	25% (average 2005-2010)	30%	37.5%
Rate of increase of supply of agricultural processing industry	NA	20%	50%
Proportion of land titles issued compared to applications for titles	4.9%	30%	45%
EA 3.1.1: primary sector contributes to food security, decent employment, supply of national agricultural processing industry and is respectful sustainable development principles			

	Indicators of outcome	Values in 2015	Targets in 2018	Targets in 2020	
EO	Number of jobs created in primary sector	39,000	65,000	110,000	
	Coverage rate of food needs for livestock	69%	75%	80%	
	Coverage rate of vaccine against New Castle disease	40%	60%	70%	
EA 3.1.2: resilience to risks by agro-sylvo-pastoral households, fauna and fishing is strengthened	Quantity of produced fish	20,000 tons	26,000 tons	30,000 tons	
	Proportion of non-resilient agricultural households	49.2% (2010)	35%	25%	
	Proportion of structural vulnerable households	10% (2010)	7%	5%	
	OS 3.2 : develop a competitive industrial and artisanal sector, with high added value and creation of decent employment				
	Contribution of secondary industry into GDP	20.1%	21.5%	24%	
	Contribution of manufacturing industry into GDP	6.6%	8%	12%	
	Rate of processing of agricultural produce	12%	17%	25%	
	average number of formal jobs created in secondary sector per year	2,200	2,800	3,600	
	Rate of increase of average productivity of craft industry	NA	15%	25%	
	Contribution of tourism industry into GDP	3.7%	7%	8%	
EA 3.2.1: industry and craft sector is more dynamic as regards creation of wealth, employment and exports	Contribution of cultural industry into GDP	2.3%	4.5%	6%	
	Rate of increase of sporting industry in GDP	ND	5%	10%	
	Number of proximity sport and leisure of centers	0	10	26	
	Rate of increase in cultural and tourism employment	< 5%	5.6%	7%	
	Contribution of mining into GDP	7.9%	9%	10.2%	
	Proportion of local purchases in food consumptions by mining industries	< 14%	20%	25%	
	Average amount of local investments carried out by mining industry	2 billion FCFA	3.5 billion FCFA	5 billion FCFA	
	Number of direct and indirect jobs created by mining sector	< 10,000	15,000	20,000	
	OS 3.3 : promote trade and expansion of services industries towards high added value and creation of decent employment	Proportion of enterprises using computers	7.9% (2009)	20%	35%
		Proportion of enterprises using the Internet	4.1% (2009)	10%	18%
Contribution of post office and telecommunications into GDP		2.4%	3%	4%	
Contribution informal sector in tertiary sector added-value		20.7%	18.5%	15%	
Growth rate of added-value commercial services		6.6%	7.5%	8%	
Average number of formal jobs created in commercial tertiary services per year (thousands of FCFA)		12,100	15,000	20,000	
Rate of credit to the economy		29%	31.5%	35%	
Extended rate of banking services provision		30.1%	32%	35%	
contribution of food products consumption into import of goods		10.1%	8%	6%	
Contribution of first two export products into total exports		85%	75%	65%	
EA 3.3.2 : tertiary sector is formalized and more dynamic and creating decent employment	Contribution of manufactured products in exports of goods (WDI)	10.6% (2014)	15%	20%	
	Quantity of exported meat	88 tons	1,000 tons	2,000 tons	
	OS 3.4 : develop quality and resilient infrastructures, to support structural transformation of economy				
EA 3.4.1 : capacities of mobilization and integrated	Cumulated number of new dams	2	8	14	

EO		Indicators of outcome	Values in 2015	Targets in 2018	Targets in 2020
water resources management are strengthened		Cumulated number of newly rehabilitated dams	2	10	18
		Percentage of retained surface water with protection of banks	13%	19%	25%
		Proportion of water agencies having a SDAGE	40%	60%	100%
		Recovery rate of CFE	100%	100%	100%
		Proportion of tarred roads	24%	30%	42%
		Proportion of developed rural feeder roads	27%	36.5%	43%
		Proportion of roads where reference speeds cannot be practiced	18%	12%	6%
		Installed capacity (in megawatts)	300	650	1,000
		Cost of kWh of high voltage electricity (FCFA)	75	55	50
		National flow Internet	40 G0	50 G0	100 G0
EA 3.4.2: quality, reliability and accessibility of infrastructures are improved to facilitate structural transformation of the economy		Proportion of people having used Internet (all places of connection) during the last 12 months	6%	9%	15%
		Contribution of competitiveness and growth poles into GDP	NA	2%	3%
		Cumulated number of local jobs created per competitiveness and growth poles in the region	NA	15,000	45,000
EA 3.4.3: contribution of competitiveness and growth poles (agropoles, technopoles, SEZ) into the economy is increased		OS 3.5: reverse trends of environmental degradation and sustainably ensure natural and environmental resource management			
		EA 3.5.1: environment and natural resources are managed in a sustainable manner			
EA 3.5.2: capacities of mitigation and adaptation to harmful effects of climate change are strengthened from towards a transition to green economy		Proportion of conservation spaces under development	25%	27%	31%
		Proportion of protected surfaces for fauna under development	40%	55%	70%
		Surfaces of degraded lands from recovered protected areas (hectares)	10,500	17,000	25,000
		Proportion of sectoral policies, PRD and PCD integrating principles and emerging issues of sustainable development	17%	35%	50%
		Number of eco villages created	0	500	2,000
	Quantity of carbon sequestered in million tons	NA	2	8	

Appendix 3: reference for comprehensive performance of the PNDES implementation

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015	Realizations				Expected targets (1=yes, 0=no)			
					2018	2020	2016	2017	2018	2019	2020	2018
Expected outcome: emergence of a modern economy based on a progressive, more competitive primary sector and processing industries and services increasingly dynamic, to achieve an annual average economic growth rate of 7.7% and creating at least 50,000 decent jobs per year	Incidence of poverty	Household survey	INSD	40.1%	38%	<35%						
	Incidence of poverty in rural environment	Household survey	INSD	47.5%	44%	<38%						
	Depth of poverty	Household survey	INSD	3.3%	2.7%	1.6%						
	Rate of economic growth	IAP	DGEP	4.0%	8.2 %	8.0 %						
	Contribution of manufacturing industry into GDP		National accounts	INSD								
			IAP	DGEP	6.6%	8%	12%					
	Contribution of manufactured goods into exports of goods		National accounts	INSD								
			IAP	DGEP	10.6% (2014)	15%	20%					
	Occupied manpower productivity (in thousands of FCFA)		National accounts	INSD								
			IAP	DGEP	818.6	950	1050					
Average number of decent jobs created per year (in thousands)	Households survey		INSD	53.2	80	130						
Demographic growth rate	General census of the population and housing (RGPH)		INSD	3.1% (2006)	2.8%	2.7%						
EXPECTED OUTCOMES												
EA 1.1.1 : democracy, human rights, justice and peace are strengthened	Overall quality of national institutions (CIAP)	Report CPIA	World Bank	3.6 (2015)	4.5	4.8						
	Rate of implementation of recommendations of EPU	Relevant report	MJDHPC	35%	15%	45%						
	Average distance to access High Court	Relevant report	MJDHPC	60.3 km	58 km	54 km						
	Average time for processing a legal case	Relevant report	MJDHPC	2 months 21 days	2 months	1 months 15 days						
	Average time of treatment of	Relevant report	MJDHPC	7 months	5 months	3 months						

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015	Realizations					Expected targets (1=Yes, 0=No)		
					2018	2020	2016	2017	2018		2019	2020
	commercial business			3 days								
	Rate of participation of the population in presidential electoral	Relevant report	MATDSI	60%	-	80%						
EA 1.1.2 : safety and civil protection are strengthened	Coverage rate of region with ORSEC plan	Relevant report	MATDSI	53%	78%	100%						
	Rate of coverage by operational security services nationwide	Relevant report	MATDSI	1 per 948 inhabitant	1 per 930 inhabitant	1 per 910						
	Security agent/population ratio (standard: 1 per 400 inhabitants)	Relevant report	MATDSI	56.8%	64%	75%						
EA 1.1.3 : defense is strengthened	Completion rate of field exercises	Relevant report	MDNAC	50%	70%	80%						
EA 1.1.4 : access to accurate information is ensured for all	Coverage rate of the territory by national television	Relevant report	MCRP	53%	75%	100%						
	Coverage rate of the territory by national radio	Relevant report	MCRP	48%	64%	80%						
	Coverage rate of the national territory by public written media	Relevant report	MCRP	51%	65%	95%						
EA 1.1.5 : regional and international cooperation is improved	Rate of domestication of Community texts	Relevant report	MINEFID	ND	100%	100%						
	Contribution of the Burkinaabe abroad into GDP	Relevant report	MINEFID MAECBE	1.9% (2011)	2.5%	3%						
	Rate of increase of annual volume of ODA	Report on development cooperation	MINEFID	1.1% (average 2010-2014)	2%	3%						
	Proportion of conformity notice issued on new projects and programs with external financing	Relevant report	MINEFID	ND	100%	100%						
EA 1.1.6 : organization and methods of public administration are updated and modernized	Level of satisfaction of users/customers	Users' survey	MFPTPS	ND	50%	75%						
	Degree of delegation of powers to chiefs of	Relevant report	MATDSI	2/23	15/23	23/23						

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015		Realizations					Expected targets (1=Yes, 0=No)		
				2018	2020	2018	2017	2018	2019	2020	2018	2020	
EA 1.1.7 : accountability system is developed at all levels	administrative unit	Relevant report	MATDSI	1/23	23/23	15/23							
	Degree of delegation of credit to chiefs of administrative unit	Relevant report	MATDSI	20%	100%	50%							
	Rate of monitoring of CSO	Report International Budget Partnership (IBP)	IBP	43/100	55/100	50/100							
EA 1.2.1 : planning, management and financing of development are effective	IPC	Report Transparency International	Transparency International	38/100	60/100	42/100							
	Mo Ibrahim index for governance in Africa	Report Mo Ibrahim Foundation	Mo Ibrahim Foundation	52.2/100	65/100	58/100							
	Proportion of reference frameworks for planning/programming validated by CNPD	Relevant report	MINEFID	0%	100%	100%							
EA 1.2.2 : businesses environment is more attractive and the private sector is strengthened in its capacities of initiative and management	Proportion of government departments implementing budget program	Relevant report	MINEFID	0%	100%	100%							
	Fiscal burden ratio	Relevant report	MINEFID	14.2%	21.0%	19.9%							
	Rate of absorption of resources	Relevant report	MINEFID	59% (2014)	100%	100%							
EA 1.3.1 : effectiveness of decentralization and local governance is improved	Rate of predictability of Assistance	Report development cooperation (RCD)	MINEFID	ND	80%	60%							
	Proportion of TFP implementing division of labor	RCD	MINEFID	ND	90%	65%							
	Proportion of legal cases on fraud, forgery and laundering classified without continuation	Report ASCE-LC	ASCE-LC	ND	0%	10%							
EA 1.2.2 : businesses environment is more attractive and the private sector is strengthened in its capacities of initiative and management	Ranking Doing Business	Report Doing Business	The World Bank	143 th over 189	130 th	137 th							
	Contribution of informal sector into tertiary sector added-value	National accounts Technical notes budget-eco	MINEFID	20.7%	15%	18.5%							
EA 1.3.1 : effectiveness of decentralization and local governance is improved	Contribution of the State budget transferred to the territorial collectivities	Relevant report	MINEFID	4.65%	15%	10%							

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015	Targets				Realizations				Expected targets (1=Yes, 0=No)				
					2018		2020		2017		2018			2019		2020	
					2018	2020	2018	2020	2017	2018	2019	2020		2018	2020		
EA 1.3.2 : local economies are revitalized and regional disparities are reduced, in particular through effective regional development	Percentage of users satisfied with services provided by territorial collectivities	Relevant report	MATDSI	ND	50%	80%											
	Number of secondary registry centers	Relevant report	MATDSI	987	1500	5000											
	Proportion of sectoral and local references integrating the SNADDT guidelines	Relevant report	MINEFID	0%	100%	100%											
	Completion rate of expected outcomes of the PLD	Regional report	MINEFID (Technical secretariats CRD)	ND	60%	75%											
EA 2.1.1 : access to quality health services is guaranteed to all	Maternal death rate per 100,000 live births	Demography health survey (EDS) RGP	INSD	330	290	242											
	Infant-child ratio of mortality per 1,000 live births	EDS	INSD	81.6	69	54.7											
	Rate of lethality due to serious malaria in children below 5 years	EDS Statistical directory	INSD MS	1.4%	1%	< 1%											
	Intra hospital death rate (per 1,000) (university teaching hospitals, regional hospitals, district Hospital)	Statistical directory	MS	63.1	57	< 50											
Proportion of DMEG which have not experienced stock shortage of marker drugs	Intra hospital maternal death rate per 100,000 parturients	EDS Statistical directory	INSD MS	103.4	97	75.8											
	Rate of prevalence of HIV	Relevant report	Permanent secretariat of the National council against the Syndrome of the acquired immunodeficiency and	0.90%	0.83%	0.77%											

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015			Realizations					Expected targets (1=Yes, 0=No)
				Targets	2018	2020	2016	2017	2018	2019	2020	
EA 2.1.2 : nutritional status of population, in particular women and children, is improved	Proportion of accredited public and private health facilities	Statistical directory	MS	0	80%	50%	80%					
	Proportion of accredited public and private health facilities	Survey Standardized Monitoring and Assessment of Relief and Transition (SMART)	MS	80%	95%	90%	95%					
	Proportion of managed acute malnutrition in relation to expected cases	Statistical directory	MS	30.2%	15%	25%	15%					
	Percentage of children with a growth stunting among the children below 5 years	Survey SMART	MS	93.8%	100%	96%	100%					
EA 2.1.3 : acceleration process of demographic transition to engaged	Total fertility index	RGPH	INSD	5.4	4.7	5	4.7					
	Percentage of Couple-year protection	Statistical directory	MS	19.7%	32.7%	26.9%	32.7%					
	Rate of economic dependence	Households survey	INSD	140% (2009)	83%	90%	83%					
	Gross rate of schooling for preschool	Statistical directory	MENA	3.9%	7.6%	6.12%	7.6%					
EA 2.2.1 : access to quality education for all is improved	Rate of completion to primary education	Statistical directory	MENA	58.5%	75.6%	68.5%	75.6%					
	Rate of completion to post-primary education	Statistical directory	MENA	24.2%	38.2%	35.3%	38.2%					
	Index of parity of TBA in primary education	Statistical directory	MENA	43 053	0	2 913	0					
	Index of parity of TBA in post-primary education	Statistical directory	MENA	0.95	1	1	1					
	Index of parity of TBA secondary education	Statistical directory	MENA	1.05	1	1	1					
	Gross rate of schooling for	Statistical directory	MENA	0.66	1	1	1					

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015		Realizations					Expected targets (1=Yes, 0=No)		
				Targets		2016	2017	2018	2019	2020	2018	2020	
				2018	2020	2016	2017	2018	2019	2020	2018	2020	
EA 2.2.2 : availability and employability of human resources are improved	preschool	Relevant report	MENA	3.4%	16%								
	Proportion of enrolment in EFTP	Household survey	INSD	1.1%	15%								
	Proportion of labor which receive EFTP in agro-pastoral processing	Household survey	INSD	29.5%	35%								
	Rate of literacy of working-age population (18 years and above)												
EA 2.2.3 : access to quality higher education adapted to the needs of the economy structural transformation is assured	Number of students per 100,000 inhabitants	Relevant report	MJFIP	4.5%	15%								
	Proportion of students having completed a cycle	Relevant reports	MJFIP MAAH	0.2%	7%								
	Number of students 100,000 inhabitants	Statistical directory	MESRSI	611	829								
	Proportion of students having completed a cycle	Statistical directory	MESRSI	28%	60%								
EA 2.3.1 : research and innovation are more at the service of the economy structural transformation	Average duration to obtain first employment for higher education graduates (in years)	Statistical directory	MESRSI	5	3								
	Proportion of the students registered in vocational subsectors adapted to structural transformation process	Statistical directory	MESRSI	8%	30%								
	Proportion of professionalizing sectors	Statistical directory	MESRSI	10%	30%								
	Proportion of disabled students receiving specific support	Statistical directory	MESRSI	11%	50%								
EA 2.3.1 : research and innovation are more at the service of the economy structural transformation	Number of technologies generated in favor the production (data sheets)	Statistical directory	MESRSI	300	600								
	Number of research and of innovations results promoted in favor of structural transformation of the economy	Statistical directory	MESRSI	60	95								

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015	Realizations				Expected targets (1=Yes, 0=No)
					2018	2020	2016	2017	
EA 2.4.1 : decent employment and social protection are guaranteed to all	Rate of adoption of technologies and innovations generated by the scientific research and technological	Statistical directory	MESRSI	150	350	600			
	Rate of professional insertion of young people and women via SPE	Relevant report	MJFIP	10%	15%	20%			
	Contribution of formal private employment in the total of employment	Relevant report	MJFIP	6.6% (2014)	10%	15%			
	Unemployment rate	EMC	INSD	6.6% (2014)	5%	3%			
	Rate of under-employment in agricultural sector	EMC	INSD	64% (2014)	45%	30%			
	Percentage of prevalence of children aged 5 to 17 years involved in economic activities	Survey	MFSNF INSD	41% (2008)	30%	25%			
	Proportion of workers affiliated with the CNSS and the CARFO	Relevant report	MFPTPS	ND	75%	100%			
	Number of industrial accidents per 1 million workers	Statistical directory	MFPTPS	6 063.85 (2014)	4 500	3 031			
	Number of individual conflicts per 10,000 paid workers	Statistical directory	MFPTPS	0	15%	25%			
	Rate of professional insertion of young people and women via SPE	Statistical directory	MFPTPS	131.15	95	70			
EA 2.4.2 : social and gender inequalities are reduced and women are promoted as dynamic actors for development	Proportion of inserted identified marginalized people	Statistical directory	MFSNF	ND	50%	75%			
	Proportion of occupied active disabled people	Statistical directory	MFSNF	2.2%	20%	50%			
	Proportion of identified vulnerable children who are managed	Statistical directory	MFSNF	45%	57%	70%			
	Number of children living in the street	Statistical directory	MFSNF	5 721 (2010)	4 000	2 860			

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015	Targets			Realizations				Expected targets (1=Yes, 0=No)
					2018	2020	2020	2016	2017	2018	2019	
EA 2.5.1 : access to decent quality life, quality water and sanitation is guaranteed for all	Proportion of women corporate owners among contractors	Statistical directory	MFSNF	21%	30%	50%						
	Rate of access to drinking water	Relevant report	MEA	71%	76.5%	79%						
	Rate of sanitation	Relevant report	MEA	18%	27%	34%						
	Percentage of local councils equipped with functional system for solid waste management	Relevant report	MEEVCC	3%	5%	7%						
EA 2.5.2 : access to quality energy services and energy efficiency are guaranteed	Surface of re-planted green spaces in urban communes (hectares)	Relevant report	MEEVCC	13%	20%	25%						
	Rate of access to drinking water	Relevant report	MEEVCC	75	110	150						
	National electric power coverage rate	Relevant report	MEMC	33.32%	52.3%	80%						
	National rate of electrification	Relevant report	MEMC	18.83%	30%	45%						
EA 2.5.3 : urban growth is planned and controlled	National urban rate of electrification	Relevant report	MEMC	59.88%	69%	75%						
	National rural rate of electrification	Relevant report	MEMC	3.06%	12.6%	19%						
	Contribution of renewable energies into total production	Relevant report	MEMC	6.4%	19%	30%						
	Number of cities having operational SDAU	Relevant report	MUH	12	25	37						
EA 2.5.4 : access to decent housings and public buildings	Number of cities having SDDEP and operational SDGDU	Relevant report	MUH	2	25	47						
	Number of cities having restructured slums	Relevant report	MUH	0	6	13						
	Number of localities having profited from development and/or security facilities	Relevant report	MUH	ND	6	13						
	Proportion of urban populations living in slums	Relevant report	MUH	17.2% (2014)	14%	10%						

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015		Realizations					Expected targets (1=Yes, 0=No)		
				Targets		2016	2017	2018	2019	2020	2018	2020	
				2018	2020	2020	2020	2020	2020	2020	2020		
is ensured for all	Number of households having access to a decent housing	Relevant report	MUH	4572	19 500	35 000							
	Number of households supported in self-construction	Relevant report	MUH	100	3000	5000							
EA 3.1.1 : primary sector contributes to food security, decent employment, supply of national agricultural processing industry and is respectful of sustainable development principles	Contribution of irrigated productions into total agricultural production	Agricultural permanent survey (EPA)	MAAH	15%	20%	25%							
	Coverage rate of cereal needs	EPA	MAAH	96%	120%	140%							
	Productivity of primary sector (in thousands FCFA)	EPA	MAAH	357	415	535							
	Rate of marketing of agricultural produce (including cash crops)	Relevant report	MAAH	39 000	65 000	110 000							
	Rate of increase of supply of agricultural processing industry	EPA	MAAH	ND	20%	50%							
	Proportion of land titles issued compared to applications for titles	EPA	MAAH	25% (mov. 2005-2010)	30%	37.5%							
	Number of jobs created in primary sector	Relevant report	MAAH	4.9%	30%	45%							
	Coverage rate of food needs for livestock	Relevant report survey	MRAH	69%	75%	80%							
	Coverage rate of vaccine against New Castle disease	Relevant report	MRAH	40%	60%	70%							
	Quantity of produced fish	Relevant report	MRAH	20 000 tonnes	26 000 tonnes	30 000 tonnes							
EA 3.1.2 : resilience to risks of agro-sylvo-pastoral households, fauna and fishing is strengthened	Proportion of non-resilient agricultural households	Relevant report	MAAH	49.2% (2010)	35%	25%							
	Proportion of structural vulnerable households	Relevant report	MAAH	10% (2010)	7%	5%							
EA 3.2.1 : industry and handicraft sector is more dynamic as regards creation of	Contribution of secondary industry into GDP	Note technical budget -eco	MINEFID	20.1%	21.1%	22.4%							
	Contribution of manufacturing	Note technical budget -eco	MINEFID	6.6%	8%	12%							

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015		Realizations					Expected targets (1=Yes, 0=No)		
				Targets		2016	2017	2018	2019	2020	2018	2020	
				2018	2020								
wealth, employment and exports	industry into GDP												
	Rate of processing of agricultural produce	Relevant report	MCIA	12%	17%	25%							
	average number of formal jobs created in secondary sector per year	Relevant report survey	INSD MCIA	2 200	2 800	3 600							
	Rate of increase of average productivity of craft industry	Relevant report	MCIA	ND	15%	25%							
EA 3.2.2 : contribution of cultural, tourism and sporting industries into the economy is improved	Contribution of tourism industry into GDP	Note technical budget -eco	MINEFID	3.7%	7%	8%							
	Contribution of cultural industry into GDP	Note technical budget -eco	MINEFID	2.3%	4.5%	6%							
	Rate of increase of sporting industry in GDP	Relevant report	MSL	ND	5%	10%							
	Number of proximity sport and leisure of centers	Relevant report	MSL	0	10	26							
EA 3.2.3 : impact of mining sector on the rest of the economy is increased	Rate of increase in cultural and tourism employment	Relevant report	MCAT	< 5%	5.6%	7%							
	Contribution of mining into GDP	Note technical budget -eco	MINEFID	7.9%	9%	10.3%							
	Proportion of local purchases in food consumptions by mining industries	Relevant report	MEMC	<14%	20%	25%							
	Average amount of local investments carried out by mining industry	Relevant report	MEMC	< 2 milliards FCFA	3.5 milliards FCFA	5 milliards FCFA							
EA 3.3.1 : tertiary sector is formalized, is more dynamic and creator of decent jobs	Number of direct and indirect jobs created by mining sector	Relevant report	MEMC	<10 000	15 000	20 000							
	Proportion of enterprises using computers	Relevant report	MDENP	7.9% (2009)	20%	35%							
	Proportion of enterprises using the Internet	Relevant report	MDENP	4.1% (2009)	10%	18%							
	Contribution of post office and telecommunications into GDP	Note technical budget -eco	MINEFID	2.4%	3%	4%							
contribution informal sector in	Note technical budget -eco	MINEFID	20.7%	18.5%	15%								

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015		Targets				Realizations				Expected targets (1=Yes, 0=No)		
						2018	2020	2016	2017	2018	2019	2020	2018	2020	2018	2020
	tertiary sector added-value															
	Growth rate of added-value commercial services	Note technical budget -eco	MINEFID	6.9%		8.5%		9.0%								
	Average number of formal jobs created in commercial tertiary services per year (thousands of FCFA)	Relevant report survey	MCIA INSD	12 100	15 000	20 000										
	Rate of credit to the economy	Relevant report	MINEFID	29%	31.5%	35%										
	Extended rate of banking services provision	Relevant report	MINEFID	30.1%	32%	35%										
EA 3.3.2 : marketing of national products is strengthened	contribution of food products consumption into import of goods	Report on economic and financial situation	MINEFID	10.1%	8%	6%										
	Contribution of first two export products into total exports	Report on economic and financial situation	MINEFID	85%	61%	65%										
	Contribution of manufactured products in exports of goods (WDI)	Report on economic and financial situation	MINEFID	10.6%	15%	20%										
	Quantity of exported meat	Relevant report	MRAH	88 tons	1 000 tons	2 000 tons										
EA 3.4.1 : capacities of mobilization and integrated management of water resources are strengthened	Cumulated number of new dams	Relevant report	MEA	2	8	14										
	Cumulated number of newly rehabilitated dams	Relevant report	MEA	2	10	18										
	Percentage of retained surface water with protection of banks	Relevant report	MEA	13%	19%	25%										
	Proportion of water agencies having a SDAGE	Relevant report	MEA	40%	60%	100%										
	Recovery rate of CFE	Relevant report	MEA	100%	100%	100%										
EA 3.4.2 : quality, reliability and accessibility of infrastructures are improved to facilitate the economy structural transformation	Proportion of asphalted roads	Relevant report	MI	24%	30%	42%										
	Proportion of developed rural feeder roads	Relevant report	MI	27%	36.5%	43%										
	Proportion of roads where reference speeds cannot be practiced	Relevant report	MI	18%	12%	6%										

Impacts/outcomes	Indicators	Sources	Structures	Values in 2015	Targets			Realizations				Expected targets (1=Yes, 0=No)		
					2018	2020	2016	2017	2018	2019	2020	2018	2020	
					2018	2020	2016	2017	2018	2019	2020	2018	2020	
EA 3.4.3 : contribution of poles of growth and competitiveness (agropoles, technopoles, SEZ) into the economy is increased	Installed capacity (in megawatts)	Relevant report	MEMC	300	650	1 000								
	Cost of kWh of high voltage electricity (FCFA)	Relevant report	MEMC	75	55	50								
	National flow Internet	Relevant report	MDENP	40 Go	50 Go	100 Go								
	Proportion of people having used Internet (all places of connection) during the last 12 months	Relevant report	MDENP	6%	9%	15%								
EA 3.5.1 : environment and natural resources are sustainably managed	Contribution of competitiveness and growth poles into GDP	Study report	Premier Ministry (PM) MINEFID	ND	2%	3%								
	Cumulated number of local jobs created per competitiveness and growth poles in the region	Study report	INSD	ND	15 000	45 000								
	Proportion of conservation spaces under development	Survey report	MEEVCC	25%	27%	31%								
	Proportion of protected surfaces for fauna under development	Survey report	MEEVCC	40%	55%	70%								
EA 3.5.2 : capacities of mitigation and adaptation to harmful effects of climate change are strengthened towards a transition to green economy	Surfaces of degraded lands from recovered protected areas (hectares)	Relevant report	MEEVCC	10 500	17 000	25 000								
	Proportion of sectoral policies, PRD and PCD integrating principles and emerging issues of sustainable development	Statistical directory	MEEVCC	17%	35%	50%								
	Number of eco villages created	Relevant report	MEEVCC	0	500	2 000								
	Quantity of carbon sequestered in million tons	Study report	MEEVCC	ND	2	8								

Appendix 4: format of sectoral logical framework (per policy or sectoral program) or regional

Heading of sectoral or regional reference:
Expected outcome (PNDES):

(For each expected outcome of the PNDES targeted by the program or PRD)

Strategic objective (PNDES):

Expected outcome (PNDES):

Code	Indicators of outcome	Persons in charge	Partners	Values of reference	Targets in 2018	Targets in 2020	Assumptions/Risks
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Expected sub-outcome 1 (possibly):

Code	Indicator of sub-outcome	Persons in charge	Partners	Values of reference	Targets in 2018	Targets in 2020	Assumptions/Risks
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Programs
expected products

Programs	expected products	Indicators	Persons in charge	Partners	Values of reference	Targets in 2018	Targets 2020	Physical and financial programming	Total cost
								2016 2017 2018 2019 2020	2016 2017 2018 2019 2020

Expected sub-outcome 2 (possibly) :

Code	Indicators of sub-outcome	Persons in charge	Partners	Values of reference	Targets in 2018	Targets in 2020	Assumptions/Risks
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Programs
Expected products

Programs	Expected products	Indicators	Persons in charge	Partners	Values of reference	Targets in 2018	Targets in 2020	Physical and financial programming	Total cost
								2016 2017 2018 2019 2020	2016 2017 2018 2019 2020

Appendix 5: format of sectoral (or regional) framework for measuring performance (per program)

Heading of sectoral program or PRD

(For each expected outcome of the PNDES targeted by the program or PRD)

Effet attendu (PNDES) :

Code	Indicators of outcome (PNDES)	Sources	Persons in charge	Values of reference	Targets 2018	Targets 2020	Achievements 2017	Achievements 2018	Achievements 2019	Achievements 2020	Targets reached (1=yes, 0=No)
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Expected sub-outcome 1

Code	Indicators of outcomes	Sources	Persons in charge	Value of reference	Targets 2018	Targets 2020	Achievements 2017	Achievements 2018	Achievements 2019	Achievements 2020	Targets reached (1=yes, 0=No)
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Code	Programs	Products	Indicators	Persons in charge	Value of reference	Targets 2018	Targets 2020	Achievements 2017	Achievements 2018	Achievements 2019	Achievements 2020	Targets reached (1=yes, 0=No)
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Expected sub-outcome 2

Code	Indicators of sub-outcome	Sources	Persons in charge	Value of reference	Targets 2018	Targets 2020	Achievements 2017	Achievements 2018	Achievements 2019	Achievements 2020	Targets reached (1=Yes, 0=No)
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Code	Programs	Products	Indicators	Persons in charge	Value of reference	Targets 2018	Targets 2020	Achievements 2017	Achievements 2018	Achievements 2019	Achievements 2020	Targets reached (1=yes, 0=No)
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Appendix 6: format of ministerial annual work plan (PTA)

Code	Chain results	Cost of execution (thousands FCFA)	Funding sources	Chronogram of execution (quarterly)				Weight of activities and tasks	Structures in charge	Partners structures	Mode of execution (direct or MOD)	Observations
				T1	T2	T3	T4					
EA(x)	Heading of expected PNDES outcome											
SEA(x)1	Heading of 1 st associated sub-outcome											
P 1	Heading of program or sub-program 1											
Prod 1.1	Product 1 of 1 st sub-outcome associated to 1 program or sub-program											
A 1.1.1	Activity 1											
T1	Task 1											
T2	Task 2											
T3	Task 3											
Etc.	Etc.											
SEA(x)1	Heading of 1 st associated sub-outcome											
P 1	Heading of program or sub-program 1											
Prod 1.1	Product 1 of 1 st sub-outcome associated to 1 program or sub-program											
A 1.1.1	Activity 1											
T1	Task 1											
T2	Task 2											
T3	Task 3											
Etc.	Etc.											

Note: in columns 1 and 2, sequence outcomes, product, activity and task in the ministerial PTA is presented. (x) in EA(x) corresponds to the number of the PNDES expected outcome.

Appendix 7: format of matrix of strategic reforms and structuring investments

N°	Strategic reforms/structuring Investments	Total costs (billion francs CFA)	2016	2017	2018	2019	2020	Responsible structures	Physical rate of execution (%) * [Past Period]	Rate of financial execution (%) ** [Past Period]
Physical and financial Programs										
Strategic Axis 1: reform institutions and modernize administration										
Strategic objective 1.1: promote political and administrative good governance										
Strategic objective 1.2: promote economic good governance										
Strategic objective 1.3: strengthen decentralization and promote local good governance										
Strategic Axis 2: develop human capital										
Strategic objective 2.1: promote public health and accelerate demographic transition										
Strategic objective 2.2: increase offer and improve quality of education and training in line with the needs of the economy										
Strategic objective 2.3: promote research and innovation to serve structural transformation of the economy										
Strategic objective 2.4: promote decent employment and social protection for all, particularly for young people and women										

Strategic objective 2.5: improve life quality, access to quality water, sanitation and energy services

Strategic Axis 3: revitalize promising sectors for the economy and employment

Strategic objective 3.1 : sustainably develop productive and resilient agro-sylvo-pastoral sector, fauna and fishing, which is more market-oriented and based on principles of sustainable development

Strategic objective 3.2: develop a competitive industrial sector and handicraft, with high added value and creation of decent employment

Strategic objective 3.3: promote trade and expansion of services industries with high added value and creation of decent employment

Strategic objective 3.4: develop quality and resilient infrastructures, to support structural transformation of the economy

Strategic objective 3.5: reverse trends of environmental degradation and sustainably ensure natural and environmental resources management

*Calculated following indications from national reference for weighing of activities and tasks.

**total expenditures divided by tota