Thirty-fifth session
6 June-1 July 1988, Geneva
Item 5 (b) (iii) of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR BURKINA FASO**

<table>
<thead>
<tr>
<th>Programme period</th>
<th>Actual resources programmed</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IPF for the period January to June 1992</td>
<td>3 966 800</td>
</tr>
<tr>
<td></td>
<td>Balance third cycle IPF</td>
<td>1 532 000</td>
</tr>
<tr>
<td></td>
<td>Other funds programmed through 30 June 1988</td>
<td>(15 173 261)</td>
</tr>
<tr>
<td></td>
<td>Other resources programmed</td>
<td>36 499 990</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>66 493 529</td>
</tr>
</tbody>
</table>

CONTENTS

I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES ............... 1 - 41 Page 2
   A. Current economic trends .................................. 1 - 13 2
   B. National development strategy .......................... 14 - 31 3
   C. Technical co-operation priorities ...................... 32 - 36 6
   D. Aid co-ordination arrangements ........................ 37 - 41 7

II. THE COUNTRY PROGRAMME ..................................... 42 - 122 7
    A. Assessment of the current country programme .......... 42 - 51 7
    B. New programme proposal ............................... 52 - 121 9
    C. Unprogrammed reserve ................................. 122 120

Annex. Financial summary ................................... 42 - 122 21

* Previous country programmes for Burkina Faso have been issued as documents DP/GC/UPV/R.1, DP/GC/UPV/R.2 and DP/CP/UPV/3.

** Detailed listings of projects and other related data prepared as part of the country programming exercise are available on request. These listings include: (a) ongoing projects; (b) proposed projects; (c) distribution of resources by objective; (d) planned activities of operational funds and programmes under the authority of the Administrator; and (e) distribution of new country programmes by sector.

88-05399 0107j (E)
I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES

A. Current economic trends

1. A land-locked Sahelian country with a harsh climate, Burkina Faso is one of the world's 41 least developed countries (LDCs). With a population of 8.2 million inhabitants and an annual per capita income of $US 200, Burkina Faso must cope with onerous structural constraints that seriously hamper its economic development.

2. The country's economy is heavily dependent on agriculture, which generates a value added of approximately 30 per cent, even though only 25 per cent of all land that can be cultivated dry and 10 per cent of all irrigable land are farmed and mechanized farming is uncommon. Chief crops are cereals (millet, sorghum, maize and rice), ground-nuts, cotton, sesame, fruits and vegetables.

3. Subject to climatic vagaries, agricultural production in Burkina Faso is highly variable. While in principle the country has adequate production capacity to ensure its self-sufficiency in food, irregular rainfall forces it to rely on external food aid for the very survival of its people.

4. Stock-raising accounts for an estimated 7 per cent of gross domestic product (GDP), with approximately 500,000 persons chiefly engaged in this sector. Livestock account for 25 per cent of all exports and are thus an important source of foreign currency which helps to improve the country's trade balance.

5. It must be emphasized, however, that this sector, too, is dependent on fluctuations in climate. It is thus highly vulnerable and limited by inadequate grazing lands, poorly organized herd movements and a lack of intake centres and outlets.

6. The industrial sector is marked by a low level of activity, with most output deriving from agro-industries (sugar, vegetable oils and textiles). Under current conditions, the domestic market has not yet been able to tap more than 50 per cent of the production capacity of existing industrial units.

7. It is estimated that the mining sector accounts for roughly 1 per cent of GDP. The reopening of the Poura gold mine and the semi-industrial and manual working of gold deposits in the north-west have brought about an increase in mining production, the value of which rose from 154 million CFA francs in 1984 to CFAF 5,639,000,000 in 1985.

8. Some 95 per cent of all energy comes from fuelwood, a situation which has had the usual harmful consequences for the environment: deforestation and desertification. Remaining energy needs are met by power stations which have yet to be linked with neighbouring countries having surplus capacity.

9. The country's socio-economic infrastructures are still undeveloped. The road network is sparse: only 1,476 out of a total of 13,276 kilometres are paved. Eighty per cent of the telecommunications infrastructure is concentrated in the country's two principal towns.
10. The employment situation, like that of income, is hurt by the generally sluggish economy. Although 85 per cent of the working population live in rural areas, most experience long periods of underemployment (nearly five months out of the year).

11. Despite the austerity measures imposed by the Government, the country's financial situation is cause for concern. The trade and current payments balances register chronic deficits, which are somewhat aggravated by the cumulative deficit in public finances. The latter has grown since 1980 with the increase in debt amortization and the development of investment programmes financed by external borrowing.

12. In summary, the country's overall economic situation is characterized by low and unstable production levels in all areas, by limited domestic trade and by a growing financial dependence on other countries.

13. This situation has many causes, the most important of which include: low levels of sanitation (the general morbidity rate is 22 per thousand, with an infant mortality rate of 167 per thousand) and education (the school enrolment rate is 23.9 per cent); climatic vagaries; inadequate and poorly distributed infrastructures; antiquated production methods in the traditional sector; the underdeveloped management capacity of the modern sector; and the lack of effective government structures to guide, oversee, stimulate and support the country's economic activities.

B. National development strategy

14. Burkina Faso's development strategy is based on the conviction that the country must, first and foremost, rely on its own strengths and that the people, rather than the State, must be the engine of national development.

15. In accordance with this principle, the people themselves must identify the obstacles blocking their productive efforts, determine what should be done to eliminate them and mobilize in order to implement the solutions they have chosen. In taking such an approach, the Government hopes to see a genuine endogenous development emerge and a new dynamism take shape within society.

16. In rejecting the concept of the State as provider and entrepreneur, then, the Government is placing the responsibility for development on the shoulders of the private sector in the broadest sense, i.e. farmers, craftsmen, the informal sector, entrepreneurs, merchants, transporters and all other private economic agents in Burkina Faso.

17. However, the Government is well aware that efforts to put this concept of development into practice will encounter the same obstacles that have hampered development thus far: problems of land ownership, a lack of financial resources, outdated production methods, poor management capacity, social conduct incompatible with development, illiteracy and the generally deplorable standard of health.
18. Consequently, the Government has undertaken a vast programme of social reform, modernization and revitalization.

19. A thorough reform of the system of land ownership has been instituted and an ambitious programme to develop village lands has been launched. Steps have also been taken to increase the profitability of the informal sector and, in particular, to make it the focal point for new enterprises.

20. Measures to foster the creation and functioning of producers' associations, such as village organizations and co-operatives, have also been taken and literacy and general immunization campaigns have been carried out.

21. There has been wide-ranging and thorough effort at various levels of society to promote women's role and to make women a dynamic agent for development, unhampered by social constraints.

22. At the same time, the Government is systematically reorganizing those of its agencies responsible for introducing technology and modern production techniques to the rural community in order to enhance their effectiveness and their impact.

23. In the modern private sector, a new investment code has been adopted and a series of related measures have been taken to stimulate investment and attract foreign capital. Flexible structures have been set up to provide potential investors with reliable data and entrepreneurs with training and regular management advisory services. In addition, the Government is encouraging the establishment of private industrial and other enterprises in the country's interior to prevent their concentration in large towns and to allow them to serve as focal points and factors for development in surrounding areas.

24. Along with this series of measures aimed at fundamentally modifying the people's economic performance, the Government has begun a major programme involving the hydro-agricultural and hydroelectric infrastructure as well as the transport and communication infrastructures with a view to providing a framework and adequate resources for national development efforts. These infrastructures will spur development in regions with demonstrated economic potential and open up the country's interior as well as facilitate its access to other countries. In addition to these large-scale efforts, the Government is providing technical and, in certain cases financial support for numerous micro-projects which the people are implementing themselves in order to shelter their productive activities from the random effects of climate (hillside retaining walls, small dams, irrigation systems, anti-erosion plots, village seed-beds and woodlots, etc.).

25. In order to free the resources needed to finance all these activities, the Government has begun a programme to improve public finances. The programme involves a reduction in the number of civil servants, cuts in salaries and other benefits provided to civil servants, a lowering of government operating costs and measures to make public enterprises financially self-sufficient.
26. The development strategy's projected medium-term results in the economic and social fields have been set out in the People's Five-Year Development Plan for the period from 1986 to 1990. During this period, the following major objectives are to be pursued:

(a) Increasing and protecting domestic production;

(b) The gradual easing of external constraints;

(c) Mobilization of national savings, both public and private, and their recycling, primarily in domestic productive activities;

(d) Promotion of employment, particularly in the production sector and in sectors providing support for rural activities;

(e) Increasing income and protecting purchasing power, primarily among the most disadvantaged strata of society.

27. The pursuit of these objectives will centre around certain products for which Burkina Faso has great potential and whose promotion requires little financial investment. The first areas identified in the Plan are gold, cotton, sesame, shea, hides and skins, grains, fruits and vegetables. The Development of these areas should lead first to the satisfaction of domestic demand, particularly for foodstuffs, and then to the progressive acquisition of external markets. This effort will also promote the development of related activities, both upstream and downstream.

28. Activities in the handicrafts sector, which is a supplier of labour, will be geared towards producing and promoting the widespread utilization of agricultural tools and equipment and processing products in areas deemed likely to promote local consumption (textiles, shea butter, sesame and cotton-seed oils). Certain processing plants will be restructured and the establishment of others encouraged with a view to maximizing the use of these products before they are exported. This process is intended to provide significant support for handicrafts and industry and to integrate the agricultural and industrial sectors.

29. The fight against desertification, a scourge which threatens the whole of the country's agricultural potential, is being intensified to preserve the ground cover and the ecosystem and to conserve soil. This campaign is built on mobilizing and sensitizing the masses in order to win the battles being waged against random wood-cutting, brushfires and straying animals.

30. An investment programme totalling CFAF 630 billion has been planned for the period 1986-1990 to finance activities aimed at achieving Five-Year Plan objectives. Twenty-one per cent of the programme is to be financed domestically.

31. The average annual economic growth rate is expected to be 3.1 per cent in real terms, which translates into an annual per capita increase of 0.5 per cent.
C. Technical co-operation priorities

32. It is clear from the description of the strategy adopted by the Government that, although the private sector, broadly speaking, has responsibility for improving the country's economic situation, the enormous task of modernizing and revitalizing the country's society - a task which must be accomplished if the private sector is to play its designated role - falls to the State.

33. This presupposes that the State is itself well organized and structured, well endowed with human and material resources, and that its management and administrative methods are efficient and appropriate.

34. A mission by the Special Action Programme for Administration and Management in Africa visited Burkina Faso in late 1986 to study the country's public service machinery in all its aspects and to identify technical co-operation needs in that area. The mission concluded that major efforts were required to make the State efficient enough to perform effectively. In particular, the mission found the administrative reform mandated in the Five-Year Plan to be fully justified; moreover, it ought to be accompanied by a thorough revision of the Government's procedures and methods of work, vastly improved training of civil servants and the acquisition of more suitable facilities and equipment. On this last point, the mission stressed the need to establish an administrative memory through the rational management of archives and the systematic computerization of government operations. In addition, given the impact of development assistance on the operation of the Government, the mission recommended that efforts should be made to improve the co-ordination of external assistance. In view of the importance of the mission's recommendations and the Government's lack of experience and resources to implement them, extensive external technical assistance in this area is a matter of greatest importance and priority.

35. On another level, several development planning consultants from the United Nations system and a number of donors of assistance to Burkina Faso maintains that the pursuit of Five-year Plan objectives would benefit greatly if the Government's sectoral policies were defined with greater precision and, especially, if they were translated into sectoral master plans. The Government is amenable to this approach but requires external assistance to implement it.

36. Finally, in view of the importance attached in the Government's development strategy to the development and revitalization of the rural sector, the United Nations Development Programme (UNDP) financed a mission to identify a strategy for co-operation in that area. The main themes identified by the mission for co-operation in the area of rural development were: strengthening of institutional management capacities, modernization of farming and resource conservation. The mission also identified a series of projects to be undertaken as a matter of priority to support the Government's actions in these three areas.
D. Aid co-ordination arrangements

37. External assistance to Burkina Faso is a major source of support for the Government's development activities. During 1986, such assistance totalled approximately $200 million.

38. Given the magnitude of this assistance and, above all, the diversity of its origins, it is important that it be not only closely co-ordinated but centrally managed in order to increase its impact. Until recently, this was not the case; different donors had to deal with different government offices, which were only loosely co-ordinated themselves.

39. Realizing that external assistance had to be used more effectively, the Government requested UNDP support. In response to this request, UNDP organized two missions of consultation which led to specific recommendations concerning a mechanism for the co-ordination and centralized management of assistance and working methods. On the basis of these recommendations, the Government first established a Ministry for Co-operation, which was responsible for such co-ordination and centralized management. Prompted by a concern for efficiency and a desire to facilitate concerted action and co-ordination within the Government, the latter decided to merge the new Ministry's responsibilities with those of the Ministry for Planning, which then became the Ministry for Planning and Co-operation.

40. Under the country programme, UNDP will help this Ministry acquaint its staff with other countries' accomplishments in the area of management and aid co-ordination and train the staff in modern management methods.

41. In addition, the UNDP-sponsored donor round-table process is to be reinstated as a permanent mechanism for concerted action and co-ordination between the Government and donors.

II. THE COUNTRY PROGRAMME

A. Assessment of the current country programme

42. The major thrust of the programme for the period 1983-June 1988 grew out of the country's priority sectoral objectives. The themes identified were:

(a) Self-sufficiency and security in food and improvement in the income and living conditions of the people;

(b) Development of human resources;

(c) Development planning;

(d) Water management;

(e) Diversification of the economy.
43. A breakdown of resources by theme shows that 85 per cent of all resources went for projects relating to the first four themes, for which 43 per cent, 17 per cent, 13 per cent and 12 per cent were allocated respectively.

44. The programme review conducted at the end of 1984 did not modify the overall thrust of the programme. In fact, it consolidated certain activities, to the detriment of others which had lost their priority status.

45. Resources available to the programme from 1983 to mid-1988 from the third and fourth indicative planning figures (IPFs) totalled $38,118,367. Some 50 projects were financed with these funds.

46. In early 1987, the UNDP office at Ouagadougou conducted an internal evaluation of the programme. The main conclusions of this evaluation follow.

47. Activities carried out in connection with the themes of economic planning, food self-sufficiency and security, and water management led to a significant strengthening of several national agencies playing a key role in the attainment of the Government's objectives. Assistance was directed towards strengthening these agencies' internal structures, improving the technical training of their personnel and equipping them with the material resources needed to carry out their work. This assistance also enabled the Government to prepare and launch the first People's Five-Year Development Plan (1986-1990), to begin implementing ambitious rural infrastructure-building programmes (financed by the World Bank, the International Fund for Agricultural Development (IFAD), the European Development Fund (EDF), the French Government and the Government of the Netherlands), to reorganize and strengthen agricultural extension activities, to continue agricultural research on irrigated crops and to carry out soil analyses needed for the implementation of numerous hydro-agricultural development programmes.

48. In the area of human resources development, assistance was directed primarily at establishing effective health structures in a particular area of the country, promoting women's handicraft projects in rural areas and demonstrating the value of labour-intensive methods in public works construction.

49. At the end of the programme, the planned health structures were established and functioning well, the women in certain selected rural areas were actively involved in handicraft production and a major highly labour-intensive public works programme had been implemented. In all three cases, however, the Government has been unable by itself to replicate these activities throughout the country.

50. Lastly, regarding diversification of the economy, the programme focused primarily on identifying and exploiting new mining resources. Prospecting in the north-eastern part of the country has, unfortunately, yielded no positive results other than the training of the local staff of the national mining agency. However, co-operation activities relating to gold washing and the semi-industrial working of gold, begun towards the end of the programme, appear promising.
51. It can be seen from this brief review of the programme evaluation conclusions that UNDP assistance was particularly effective in strengthening national structures or agencies with specific development mandates. However, assistance to specific field operations would appear to have had only random impact. One of the main reasons for this is the fact that assistance was concentrated on solving technical problems encountered in various projects and training national supervisors in specific technical specialties. Comparable attention was not paid to training in programme and project management. Consequently, national supervisors were unable to acquire the skills and experience in programme and project management they needed to be able to replicate activities receiving UNDP assistance in other parts of the country. The solution to this problem is dealt with in the new programme.

B. New programme proposal

Resources

52. The fourth country programme will cover a four-year period, from July 1988 to June 1992. Available IPF resources for this period total $45,166,800. From this amount must be deducted commitments under the fourth IPF for 1987 and the first half of 1988 totalling $15,173,261. Also included in the programme are commitments from the United Nations Sudano-Sahelian Office (UNSO) of $1,163,200, pledges of approximately $13,068,000 from the United Nations Capital Development Fund, $1,048,500 from the United Nations Children's Fund (UNICEF), $605,000 from the United Nations Population Fund (UNFPA), and an indication from the Government of the Netherlands of its readiness in principle to provide co-financing of approximately $780,000. In addition, a World Food Programme (WFP) contribution of $19,835,290 is consistent with the overall thrust of the programme. Total resources taken into account for the fourth country programme thus amount to $66,493,529. As concerns the use of available IPF funds, the new programme includes 32 current projects as of 1 July 1988 costing a total of $17,731,358, or 59 per cent of available IPF resources, and 16 new projects totalling $7,681,500, or 26 per cent of available IPF resources. An amount of $4,580,681, or 15 per cent of available IPF resources, has not been programmed. This amount will be used to cover any assistance needs that may arise as the programme is implemented. However, such funds must be used in a manner consistent with the specific thrust of the programme.
Objectives

53. Taking into consideration the technical co-operation priorities set out above and the comparative advantages enjoyed by the United Nations system as a result of its broad-ranging experience and political neutrality, the Government wishes to focus the activities of the fourth country programme on strengthening its management capacity and directing the economy.

54. The basic goal of the programme is to enable the State to play its mandated role in implementing the Five-Year Plan - that of a catalyst for progress and a pilot and manager of the economy.

55. Programme activities are planned at three main levels:

(a) Central management of the State machinery and direction of the economy;

(b) Management of the principal sectors of the economy;

(c) Management of development programmes and projects at the field level.

56. Specific projects are included in the programme to provide a coherent framework for external support in promoting the roles of women, the private sector and non-governmental organizations, which is a priority concern.

57. It has also been decided that these three themes should be given special emphasis when individual programme projects are formulated in detail.

Central management of the State machinery and direction of the economy (17 per cent)

58. As regards central management of the State machinery, UNDP assistance will support the administrative reform process already under way. Particular emphasis will be placed on laying the groundwork for a rational and coherent functioning of various government machineries. This assistance will introduce modern methods of administrative and financial management by training civil servants in these areas, and will oversee the systematic computerization of government offices.

59. In so far as direction of the economy is concerned, UNDP will continue to provide assistance in the area of planning and in the mobilization, co-ordination and management of external assistance.

Current project

Planning assistance (BKF/82/010, phase II - $1,689,840)

60. During this new phase, technical support to the Ministry of Planning will be continued with a view to increasing the Ministry's capacity for directing and managing the economy. The project will stress the production of reliable statistics (indispensable in planning), the integration of regional planning in the overall planning system and the consolidation of the work done by the Integrated Project Bank (BIP) as a tool for monitoring Plan implementation and economic analysis. Finally, the project will endeavour to increase the people's participation, and that of women in particular, in development activities.
New projects

Administrative reform, organization and methods (BKF/86/008 - $500,000)

61. The purpose of this project is to lay the groundwork for administrative reform, given that global action is currently impossible because of institutional inadequacies. UNDP assistance should lead to the institution of an organizational system and working methods within the civil service that will help improve the flow of information and processing of files.

Support for the National Archives Centre (CNA) (BKF/87/018 - $701,500)

62. The activities undertaken in connection with this project will be part of the administrative reform. UNDP assistance to this project will attempt to establish a functional system for operating the national archives. When the project goals are achieved, delays will be considerably reduced and the quality of record-keeping will be improved.

National data processing plan (BKF/87/048 - $600,000)

63. The project will assist the Government in the preparation of a master plan designed to place the computerization of operations of all public and parapublic services on a rational and systematic basis.

School of Tax Collectors (BKF/87/045 - $520,000)

64. UNDP assistance will be designed to upgrade the training of tax collectors so as to obtain, in the longer term, better tax collection and coverage rates.

Support in mobilizing, co-ordinating and managing external assistance (BKF/86/012 - $500,000)

65. The project is designed to strengthen the recently established structure in this area, by developing the necessary working methods, providing the staff with training in these methods and in modern management techniques and supplying the means necessary for its operation. It will also attempt to give the staff an in-depth knowledge of the approaches, priorities and procedures of the main funding sources, including non-governmental organizations. Lastly, it will help revive the donor round-table process as a means of mobilizing and co-ordinating aid.

66. The long-term goal is to secure better integration of all external assistance - from official and also non-governmental sources - with national developmental efforts so as to enhance the effectiveness of such assistance.

Support for the Department of Project Information and Monitoring (DISP) (BKF/86/002 - $300,000)

67. Within the Office of the President of Burkina Faso, a Department of Project Information and Monitoring has been established to provide the President with summaries of the implementation of major development projects. The assistance requested from UNDP will be used to organize this service so as to make it completely functional.
68. The United Nations Development Fund for Women, which is planning to support the organization of a donor round-table conference on the issue of promoting the role of women in development, will thus help establish the general framework necessary for mobilizing and co-ordinating assistance in this area.

69. UNFPA will assist the Government in analysing the general population census (which was undertaken in the latter part of 1985) and in formulating and implementing a population policy. It will also contribute significantly to strengthening and improving planning activities by introducing the population element in the formulation of national and regional plans. UNFPA participation will come to a total of $605,000.

70. In addition, the Government of the Netherlands, as part of the overall funding it plans to provide for the improvement of management and public administration in Africa, has expressed interest in strengthening UNDP activities for the School of Tax Collectors.

Management of the principal sectors of the economy (41 per cent)

71. UNDP assistance at this level will have two main goals. On the one hand, it will help the Government clarify its policies in the principal sectors of the economy by formulating sectoral master plans. On the other hand, it will seek to strengthen a number of national structures which play an important role in those sectors by providing their staff with training in techniques for planning, programming, formulating and supervising development projects in their areas of competence. The sectors which have been selected are agriculture and stock-breeding, water, the environment, industry, transport, communications and public works, and trade. They were selected on the basis of how important they are for the country's development and on the basis of the sectoral management problems encountered for whose solution no other assistance is currently planned. Each ministry has a Studies and Projects Department (DEP) whose task it is to plan, programme and monitor the activities of the ministry in the light of national and sectoral priorities. The various DEPs form a network which is co-ordinated by the Ministry of Planning and Co-operation. This network provides a linkage between the five-year Plan and the sectoral programmes. UNDP assistance is designed to strengthen the DEPs in the sectoral ministries selected by helping them to develop methods for collecting and analysing data, to formulate and monitor the execution of sectoral master plans and to train their staff in modern management techniques. In addition, a number of semi-autonomous institutions which play a decisive role in the implementation of sectoral master plans will receive support designed to strengthen their internal structure and operation.

72. By helping to develop clear policies and by helping to draw up a consistent framework for activities for both the public and the private sector, the programme will enable the private sector to plan and organize its activities better. It will therefore help to strengthen the private sector as a leading player in the development process.
Ongoing projects

Support for the Research and Projects Department (DEP) of the Ministry of Agriculture and Stock-Breeding - preparation of a master plan for stock-breeding (BKF/87/049 - $500,000)

73. The purpose will be to organize a needs assessment and project formulation unit and to train officials from the ministry in project formulation, monitoring and evaluation techniques. The project will contribute to the formulation of a master plan for stock-breeding.

Sahelian regional development organization (ORD) (BKF/87/018 - $413,000)

74. The purpose of the project is to strengthen ORD's capacity to implement and co-ordinate development activities in the Sahelian region. During this new phase, UNDP will help develop small lakes, lowlands and irrigable lands in the region. The project will also support seed production and agricultural extension work, soil conservation and the establishment of grain banks.

Eastern regional development organization (ORD) (BKF/87/019 - $292,000)

75. UNDP assistance is designed primarily to provide further training for ORD staff in the areas of financial management, programming and co-ordination of rural development activities. In addition, it will support the preparation and implementation of development schemes for the management of village land.

Agricultural extension work (BKF/87/017 - $256,000)

76. The purpose of the project is to train national technicians in the new extension method developed during the preceding phase. The World Bank is also preparing to finance a vast project designed to apply the method nation-wide.

National Institute for Agricultural Studies and Research (INERA, formerly CERCI) (BKF/87/001 - $725,000)

77. Assistance to INERA is, in fact, the gradual disengagement phase of a very long-running project which was designed to develop research in order to enhance productivity of irrigated crops, in particular, rice. This final phase is designed, essentially, to develop a technological system for dissemination among farmers and to complete a programme of socio-economic research into low-land development.

Agro-meteorological and hydrological service (BKF/86/015 - $413,300)

78. In the earlier phases, the project helped the Government to set up data-collection networks and systems for analysing and interpreting these data in order to increase the yield of agricultural activities. This new phase is designed, primarily, to secure better dissemination of such information among the users.
National soils office (BUNASOLS) (BKF/82/007 - $925,000)

79. The activities programmed in this area amount to a disengagement phase for UNDP. Previous project activities resulted in the strengthening of BUNASOLS as a national structure capable of providing practical advice and specific information on land use in Burkina Faso. During this new phase the main thrust will be to help turn BUNASOLS into a public establishment dealing with industry and commerce, capable of becoming self-financing by billing for its services.

Support for the water sector - preparation of a master plan
(BKF/86/001 - $1,501,000)

80. In order to contribute to the achievement of the goals of the five-year Plan in respect of water supply, UNDP assistance will aim at establishing a system of project programming, co-ordination, monitoring and evaluation. It will also determine and implement methods and techniques for the management of waterworks and the maintenance of their equipment. Finally, it will provide training for engineers and senior water supply technicians and collect the technical and statistical data needed for the preparation of a master plan for the mobilization and distribution of water resources.

Rural Water and Capital Development Fund (FEER) (BKF/87/002 - $504,000)

81. FEER is responsible for assisting rural areas by implementing specific projects relating to erosion control, development of low lands and the establishment of grain banks. UNDP assistance, which began in 1981, is designed to increase the Fund's capacity to programme, manage and evaluate projects. Unfortunately, because of their very high degree of mobility, the national staff are not yet able to handle programming, evaluation and financial control on their own. The new phase will attempt to redress this situation by accelerating personnel training and proceeding gradually to withdraw assistance. The Government, for its part, has promised to keep the national staff in their present posts.

Support for the Studies and Projects Department in the Ministry of the Environment - preparation of a master forestry resources plan
(BKF/86/014 - $556,000)

82. The purpose of this project is to strengthen the Studies and Projects Department in the Ministry of the Environment so as to enhance the Ministry's capacity to prepare sectoral plans and concrete programmes of action and to supervise their implementation. A master plan for forestry resources will be drawn up.

Secondary centres (BKF/87/010 - $200,000)

83. The purpose of the project is to strengthen the Government's capacity to prepare master urban development plans within the national context of urban infrastructure.
Assistance to the National Telecommunications Office (ONATEL) - preparation of a master telecommunications plan and vocational training (BKF/85/010 - $1,162,000 and BKF/85/003 - $46,737)

84. UNDP assistance is designed, in the first place, to help ONATEL prepare a master telecommunications plan and, secondly, to strengthen the vocational training of ONATEL staff so that they can implement the plan.

Special labour-intensive public works programme (PSTP/HIMO) (BKF/86/003 - $438,775)

85. The purpose of this project is to define the criteria for applying the concept "labour-intensive" to the execution of public works. This new phase will be designed primarily to help the Government extend this concept to all construction sites and maintenance works on the basis of clearly defined criteria.

North-central regional development organization (ORD) (BKF/87/013 - $1,250,000)

86. The purpose of this project will be to strengthen ORD so that it can manage a major rural infrastructures development project for which the United Nations Capital Development Fund (UNCDF) has provided approximately $3.3 million in funding. In addition, it will endeavour to identify and develop appropriate technologies and farming methods and to provide guidance and training to the people who will benefit from these technologies.

Programme to accompany the industrial sector - master plan for industrial development (BKF/86/006 - $732,000)

87. The purpose of the project is to help the Government define its strategies with respect to industrial, primarily agro-industrial, development and to prepare a master plan for their implementation. It will also help work out training methods, operating techniques and management methods for the Department of Industrial Development and the Department responsible for monitoring the State sector.

88. The project will also set up facilities to promote activities in the private sector and thus to increase private sector participation in the country's development process. These facilities will be jointly managed by the Chamber of Commerce and the Government.

Industrial pre-investment studies (BKF/86/019 - $700,000)

89. In order to help boost industrial development the Government is asking UNDP for assistance in the preparation of studies needed to restructure the agro-industrial sectors, rehabilitate firms and promote new industrial projects.

Support for the Studies and Projects Department (DEP) of the Ministry of Transport - master transport plan (BKF/84/047 - $400,000)

90. The project will help the Government to draw up a clear policy and a clear strategy in respect of transport and to prepare a master plan for their implementation. It will also provide training for DEP staff in the planning, programming, monitoring and evaluation of projects relating to transport.
Support for the development of civil aviation (BKF/86/020 - $400,000)

91. The project will assist the Civil Aviation Department (DAC) in preparing regulations for the expansion and co-ordination of aeronautical activities. The project will also contribute to the training of DAC officials.

Support for the development of postal services (BKF/87/014 - $320,000)

92. The purpose of this project is to help enhance the management of postal services by strengthening and modernizing the planning system, introducing modern management techniques and establishing effective methods for setting postal rates. The project will also overhaul the mail routing system by formulating a more rational routing plan.

Support for the Studies and Projects Department (DEP) of the Ministry of Trade - master plan for trade (BKF/87/056 - $400,000)

93. The purpose of UNDP assistance will be to help define a clear policy and a clear strategy in respect of trade expansion and to work out how to implement them within the context of a master plan. It will also train DEP staff how to use the operating techniques and management methods developed with the assistance of the project.

94. Given the decisive role which the private sector plays in trade in Burkina Faso, by providing a coherent framework for trade expansion, the project will lay the groundwork for strengthening and developing private sector activities in this area.

Linkages

95. By helping to formulate sectoral master plans, UNDP will help give all donors a frame of reference and clear priorities for their various operations.

96. In addition, the support given by UNDP to a number of national development structures will enable the latter to manage sizeable additional financial contributions for concrete activities in the field. Thus the World Bank is currently finalizing preparation of projects involving financial inputs to the Rural Water and Capital Development Fund (FEER) and to the National Extension and Rural Leadership Service. The Bank's contribution to the National Service will amount to some $44 million. The amount of its contribution to FEER has yet to be determined. The goal of these contributions will be, in the case of FEER, to help fund its construction programme of rural development infrastructures and, in the case of the National Service, to facilitate application at the national level of new extension methods developed with UNDP support. The same is true of the Sahelian and North-Central Regional Development Organizations, which will receive financial contributions from UNCDF amounting to approximately $6.7 million for the construction of rural infrastructures. The Eastern Regional Development Organization received a financial contribution from IFAD and the Caisse Central de Coopération Economique of the French Government amounting to $24,100,000, which is due to terminate in 1988.
97. The various rural development institutions will have an important WFP development project to execute. This project will provide $19,835,290 worth of food for the construction of rural infrastructures designed to preserve and enhance soil fertility and increase the availability of drinking water. It will also contribute to the construction of grain banks and the training of training personnel and farmers so as to teach them how to apply appropriate production methods. Although the project will not be executed in direct liaison with UNDP inputs, the nature of the assistance involved and the management problems that will have to be solved are such that it fits in perfectly with the thrust of the proposed country programme.

Management of development programmes and projects at the field level (25 per cent)

98. UNDP assistance at this level will be designed primarily to train national personnel who will be in charge of supervising development projects and will cover management as well as technical difficulties. Whereas UNDP assistance has until now sought primarily to provide technical training for national project personnel, during the period covered by the fourth programme it will focus particularly on developing appropriate management methods for development programmes and projects and on training national supervisory staff in these methods.

99. The projects have been selected on the basis of the particular management problems which they present. The sectors chosen are generally the same as those which were selected for the second component of the programme. A number of projects which do not fall within those sectors have nevertheless been selected, either because they present special management problems (health - tourism) or because they are multisectoral in nature (promotion of the role of women - appropriate technologies).

Ongoing projects

Development of the region around Oursi (BKF/87/003 - $1,017,000)

100. The purpose of the project is to formulate and implement a master plan for agro-pastoral development in this part of the Sahelian region. It will focus primarily on solving issues of population stabilization, the relationship between agriculture and stock-breeding and stemming the advance of desertification by stabilizing the dunes. The participation of women in implementing the solutions decided upon will be given very special attention because of the decisive role that women play in the economic life of the region. The complexity of these problems and their interrelationship with one another will create problems of integrated management which the project will have to resolve.

Support for a programme for drilling wells (BKF/86/017 - $187,000)

101. The main purpose of the project is to help the Government with the management of an important project involving village water supply and drilling wells to extract groundwater funded by UNCDF and UNICEF.
Fuelwood supply (BKF/85/011 - $126,000)

102. Faced with excessive and uncontrolled consumption of wood - one of the main causes of desertification in Burkina Faso - the Government has decided to adopt a policy of rational management of the country's forestry resources so as to ensure a steady supply of wood for the people. The project consists of a pilot operation designed to formulate a system for the development and exploitation of forestry resources that will stabilize the rapidly dwindling volume of these resources and also provide a source of income which the State can use to finance its forestry development and management activities.

Working of gold-bearing deposits (BKF/86/016 - $131,030)

103. The purpose of UNDP assistance will be to develop and apply integrated management methods to the working of alluvial and eluvial gold-bearing deposits, which is done through gold-washing and the utilization of mobile semi-industrial mining units.

Mineral research in the central and north-western regions (BKF/83/002 - $16,500)

104. This is the final phase of a large-scale project which combines the application of a number of methods of general prospecting and identification of metallic and non-metallic deposits.

Sahelian railroad (BKF/85/001 - $1,000,000)

105. The Government has embarked upon a project to extend the railway line from Abidjan to Ouagadougou as far as Tambao in the extreme north. The people are laying the tracks themselves. This calls for very detailed organization of the work site and, in particular, scrupulous technical supervision. The purpose of the project is to assist the Government in this area.

Health infrastructures in the north-central region (BKF/84/001 - $123,100)

106. The purpose of this project is to provide assistance to the health authorities in the region in the administration of an important programme for the construction and equipping of health infrastructures financed by UNCDF and UNICEF. Health monitoring systems and methods which are tailored to the new situation created by these infrastructures will also be elaborated. The management methods used for the construction and equipment programme and the health monitoring systems and methods must be easily transferable to similar projects elsewhere in the country.

New projects

Hydroagricultural development studies (BKF/87/052 - $350,000)

107. The purpose of the project is to assist the Government in the preparation of master development plans for the plain of Botou and the west bank of the Sourou river.
Development of dairy production (BKF/87/005 - $805,000)

108. The long-term goal of the project is to help launch dairy production which until now has been practically non-existent. It therefore has a large number of immediate goals: improving animal health, developing stock-breeding, stabilizing part of the animal population, training and supervising the stock-breeders, organizing the collection of milk, establishing a dairy with a modular capacity, marketing of the milk and development of a medium-term expansion programme.

109. Aside from the countless technical problems which it will have to solve, the project will deal mainly with the integrated management of the various component elements.

Development of pig and small ruminant farming (BKF/87/051 - $400,000)

110. The purpose of the project will be to establish and provide supervision for small animal-breeding units at the village level.

Development of bee-keeping in rural areas (BKF/87/016 - $747,000)

111. UNDP assistance will be used in five provinces to develop methods for teaching people how to keep bees. It is also designed to develop organization and management systems for producer groups in rural areas. The systems and methods thus developed should make it possible to extend bee-keeping to other regions.

Development of fish-farming in Sourou region (BKF/87/053 - $800,000)

112. Because of the countless small dams which have been built all over the country in recent years, fish-farming could become an important industry. However, since there is no tradition of fish-farming in Burkina Faso this industry has not yet got under way.

113. UNDP assistance in this region will focus on integrated management of the various operations which are vital to launching family-run fish farms, namely, increased production of hatcheries and increased stocking of waters with fish, finding out through trial and error which methods of fish farming should be developed, demonstration of fish production in ponds and improving fish processing and marketing methods.

Burkina Faso Enamel Works (SOBEMA) (BKF/87/046 - $700,000)

114. The purpose of UNDP assistance will be to repair and reopen an enamel factory which was forced to close because of management difficulties. A semi-public company was established and took over the facilities and the equipment of the bankrupted firm. The assistance will be used to restore the production machinery to working order and, above all, to develop technical and financial management systems and methods for the new company.
Development of income-generating activities for women (BKF/85/009 - $1,275,000)

115. The purpose of the project is to find solutions to the various problems which women in rural areas encounter in executing income-generating activities. These problems include social structures and prejudice, heavy domestic work-load, lack of technical training, lack of financial resources, marketing difficulties and difficulties with the organization and management of women's producer groups.

116. The integrated approach necessary to the solution of these various problems all of which are closely interrelated will make management of this operation particularly difficult. Since the project will be a pilot scheme, the management systems and methods and the approach taken to the solution of the specific problems will have to be applicable nation-wide.

117. Particular attention will be given to the role that non-governmental organizations could play in the development and implementation of desired solutions.

Training in hotel and tourism management (BKF/87/015 - $210,000)

118. The purpose of UNDP assistance is to carry out the necessary studies for the establishment of a centre for training in hotel and tourism management and to help launch such a centre.

Co-ordination of research in the area of appropriate technology (BKF/87/057 - $150,000)

119. The purpose of this project is to establish a data bank on activities concerning appropriate technology. The bank will facilitate exchanges between research institutions and co-ordination of their activities. The project will also help determine the specific training to be given to rural craftsmen for the application of selected technologies.

Linkages

120. UNCDF and UNICEF are financing large-scale programmes for the construction of water supply infrastructure in Burkina Faso. UNDP is providing technical assistance for these projects. The contributions of UNCDF and UNICEF amount to $1,060,500. In addition, UNCDF will assist in the construction of the Sahelian railroad by providing $4,000,000 in funding for a factory for the construction of railway ties.

121. The United Nations Sudano-Sahelian Office will contribute, through numerous forestry projects totalling $1,163,200, particularly in the area of village woodlots, to developing methods for solving the problem of fuelwood supply and to defining integrated management systems for agricultural and forestry activities.

C. Unprogrammed reserve

122. An unprogrammed reserve of $4,580,681, corresponding to 15 per cent of available IPF resources, has been provided for. It will be programmed as and when specific needs arise that are consistent with the general thrust of the programme.
## FINANCIAL SUMMARY

### I. ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING

#### A. UNDP-administered sources

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third cycle IPF balance</td>
<td>$1,532,000</td>
</tr>
<tr>
<td>Fourth cycle IPF</td>
<td>$39,668,000</td>
</tr>
<tr>
<td>Minus resources committed for 1987 and first half of 1988</td>
<td>$15,173,261</td>
</tr>
<tr>
<td>Fifth cycle IPF for the first half of 1992</td>
<td>$3,966,800</td>
</tr>
<tr>
<td><strong>Subtotal IPF</strong></td>
<td><strong>$29,993,539</strong></td>
</tr>
<tr>
<td>Special Measures Fund for Least Developed Countries</td>
<td></td>
</tr>
<tr>
<td>Special programme resources</td>
<td></td>
</tr>
<tr>
<td>Government cost-sharing</td>
<td></td>
</tr>
<tr>
<td>Third-party cost-sharing</td>
<td></td>
</tr>
<tr>
<td>Operational funds under the authority of the Administrator (UNCDF, UNSO, UNFPA)</td>
<td>$14,836,200</td>
</tr>
<tr>
<td>UNDP special trust funds (Netherlands)</td>
<td>$780,000</td>
</tr>
<tr>
<td><strong>Subtotal, UNDP non-IPF funds</strong></td>
<td><strong>$15,616,200</strong></td>
</tr>
</tbody>
</table>

#### B. Other sources

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds from other United Nations agencies or organizations firmly committed as a result of the country programme exercise (UNICEF/WFP)</td>
<td>$20,883,790</td>
</tr>
<tr>
<td>Parallel financing from non-United Nations sources</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal, other sources</strong></td>
<td><strong>$20,883,790</strong></td>
</tr>
</tbody>
</table>

**TOTAL ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$66,493,529</td>
</tr>
</tbody>
</table>

### II. USE OF RESOURCES

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing projects</td>
<td>$39,895,348</td>
</tr>
<tr>
<td>New project proposals</td>
<td>$22,017,500</td>
</tr>
<tr>
<td>Programmed reserve</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal, programmed resources</strong></td>
<td><strong>$61,912,848</strong></td>
</tr>
<tr>
<td>Unprogrammed reserve</td>
<td>$4,580,681</td>
</tr>
</tbody>
</table>

**TOTAL RESOURCES**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$66,493,529</td>
</tr>
</tbody>
</table>