

Action Matrix for Burkina Faso
(*priority actions for the first year marked in bold italics*)

| Objectives | Actions to be undertaken | Actors | Schedule | Indicators |
|---|---|--|--------------------|--|
| Cotton | | | | |
| <i>Increase farmer productivity</i> | <i>Strengthen assistance to facilitate the adoption of improved cultivation practices.</i> | <i>UNPCB, MAHRH, ginning companies</i> | <i>0-12 months</i> | <i>Number of advisers for producers increased</i> |
| | Promote the use of organic fertilizer | | 0-36 months | Number of equipped producers increased |
| | Improve producers' equipment: oxen, ploughs, carts | Idem, financial institutions | 0-36 months | |
| | Rotate the cultivation of cotton with other crops (apart from maize) to protect the soil and diversify sources of income | UNPCB, MAHRH, ginning companies | 0-60 months | Cotton cultivated with vegetables, and other plants; use of organic fertilizer increased |
| | Introduce and expand use of genetically-modified seeds | Idem, INERA | 0-36 months | Number of farmers using new GM seeds expanding |
| Improve marketing | Improve rural roads and storage facilities | MID, ginning companies | 0-60 months | Number of roads and storage facilities increased |
| Strengthen research | Conduct new research on the recommended nature and amount of fertilizer and the protection of the soil; pursue research on genetically modified seeds | INERA, MAHRH, ginning companies | 0-60 months | Budget for cotton research strengthened in public and private sectors |
| <i>Manage price fluctuations</i> | <i>Modify and apply the new pricing system</i> | <i>AICB, MA, MFB</i> | <i>0-12 months</i> | <i>Pricing system modified</i> |
| Livestock raising | | | | |
| <i>Get a clear picture of export data</i> | <i>Refine data collection by MRA and coordinate with other concerned agencies</i> | <i>MRA, customs, MEF</i> | <i>0-12 months</i> | <i>One set of export data used by everyone</i> |
| Increase the rate of off-take | <i>Conduct quick surveys to determine possibilities for increased off-take;</i> | <i>MRA, NGOs</i> | <i>0-12 months</i> | <i>Survey completed</i> |

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| | Raise the awareness of livestock farmers and facilitate their access to cattle markets and other direct contacts with exporters (trade fairs) | MRA, NGOs, producer organizations | 0-36 months | The rate of off-take increases from 11% to more than 15% |
| Develop semi-intensive animal production systems to increase live animal exports | (1) Encourage the progressive settlement of pastoralists in the south-west to create animal finishing areas; (2) increase semi-intensive or intensive production units; (3) improve access to feed, finance and basic services, (4) constitute public-private partnerships and improve production incentives, more secure access to property titles, (5) strengthen research-development on local species. | MRA, organizations of producers and exporters, financial institutions | 0-48 months | Number of semi-intensive operations |
| Reorganize and strengthen associations of actors and professionals | Consolidate the financial autonomy of associations (for example, UNACEB) and restructure them; reduce the role of brokers and encourage their reorientation to other functions. | MRA, ONG | 0-60 months | Functioning interprofessional organization |
| Gradually increase meat exports | Put in place a medium-term strategy for meat exports: (1) <i>conduct a trade feasibility study on exports to target markets (Côte d'Ivoire, Ghana, etc.)</i> (2) Create a market intelligence system for meat; (3) improve vertical integration production-transformation-marketing, (4) audit slaughterhouses and raise their standards, (5) train actors, (6) create competitive companies, (7) establish a financing system and an export insurance-credit mechanism | MRA, MCPEA, UEMOA, CEDEAO, Associations of producers and exporters | 0-60 months | Quantity of meat exports |
| <i>Reorganize statistics services on exported animal products</i> | <i>Put in place an Interministerial Coordinating Committee or restructure existing services to improve statistical data; train MRA staff.</i> | <i>MRA, MCPEA, MEDEV, MFB</i> | <i>0-12 months</i> | <i>Consistent statistics on livestock sector production and export are available.</i> |

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| Other Agriculture and agro-industry | | | | |
| General recommendations | | | | |
| Improve sector information produced (production data, export markets, statistics on exports) | Five-year action program for (1) diagnosis and conception of a “market data and information” program; (2) financing and execution of the project; (3) identification of sustainable mechanism for financing | MAHRH, Customs, MCPEA, Inter-professional organizations | 0-60 months | Significant improvement in information on production and its costs, and on export markets |
| Strengthen export companies | Create a program to promote partnerships in agricultural export and a “business development” program to increase the size and skills of local companies | MAHRH, MCPEA, foreign and domestic companies | 0-60 months | Program reviewed, designed and executed with the specific objectives of strengthening local firms and creating partnerships |
| Oilseeds: sesame | | | | |
| Create a better organized and stronger sector | Support the development of an oilseed inter-professional organization | MAHRH, organization of farmers, private sector | 0-24 months | Inter-professional organization of oilseeds created and operational |
| <i>Encourage the development of private companies that are “sector leaders”</i> | <i>Examine options for improving incentives to invest in large companies operating in the sesame sector</i> | <i>MAHRH</i> | <i>0-12 months</i> | <i>Study conducted with recommendations for action</i> |
| Increase exports of sesame from Burkina to Japan | Examine feasibility, then execute the project to improve information on the Japanese market, support services, comply with standards, build stronger companies and better relations with producers | MAHRH, Japanese importers, producer organizations, MCPEA | 0-36 months | Feasibility study conducted, study tour to Japan, project financed and executed, increased exports |

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| Consolidate and expand Burkina Faso's position in the organic sesame market | Diagnose the strengths and weaknesses of Burkina Faso's participation in the EU's organic sesame market; recommend and undertake corrective actions | MAHRH, private companies in Burkina and the EU, and groups in the sector | 0-36 months | Increased exports of organic sesame |
| <i>Increase the share of exports of sesame processed in Burkina</i> | <i>Study the options for increasing packaging in Burkina for specific markets. Technical aspects to be reviewed: cleaning, sorting, packaging, pressing for oil, market for cookies</i> | <i>MAHRH</i> | <i>0-12 months</i> | <i>Increase in the percentage of sesame processed to a certain degree in Burkina</i> |
| Oilseeds: groundnuts, cashew nuts and karité: | | | | |
| <i>Improve the groundnut action plan</i> | <i>Conduct a more detailed diagnosis of current and potential production of groundnuts to identify national, regional and international markets and the potential for edible peanuts</i> | <i>MAHRH, donor projects, groups of operators, interested firms</i> | <i>0-6 months</i> | <i>Improved groundnut plan includes export component</i> |
| <i>Increase profitable exports of shea nuts</i> | <i>Organize a conference to reinforce regional exports of shea nuts (centered on improving profits for all participants)</i> | <i>MAHRH, ECOWAS, donors, private enterprises</i> | <i>0-12 months</i> | <i>Regional conference on shea nut exports held; action plan revised</i> |
| <i>Decide on the level of support to provide to the cashew nut sector</i> | <i>Conduct a more detailed study on (1) the potential for increasing exports from existing orchards and (2) the need to plant new orchards</i> | <i>MAHRH, private enterprises</i> | <i>0-12 months</i> | <i>Assessment of the sector conducted and action plan revised if necessary</i> |
| Cereals | | | | |
| <i>Evaluate potential to expand maize exports</i> | <i>Multidisciplinary study on current maize production, trends and possibilities for expanding exports with hybrids, a rotation program with cotton, etc.</i> | <i>MAHRH, IN-ERA, cotton firms, enterprises</i> | <i>0-12 months</i> | <i>Study conducted, including action plan</i> |

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| Better information on increased regional cereals trade | Pilot program in the Bobo region to enhance the quality of information (production, price, exports, production and marketing costs) | MAHRH, CIC-B, ECOWAS, MCPEA, traders, neighboring authorities | 0-48 months | Pilot program under way, maize exports increasing |
| Increase the volume of processed cereals sold with greater value added | Support the creation and marketing of new cereals products by creating a cost-sharing fund for product development and by facilitating access to credit | MAHRH, IN-ERA, firms, CIC-B | 0-36 months | New cereals products developed (or old ones improved) and markets expanded |
| Implement Burkina standards for cereals | Finance assistance to increase trade in cereals, in compliance with quality standards | MAHRH, enterprises, CIC-B | 0-24 months | Larger share of cereals trade complies with quality standards and price differentials |
| Cowpeas: Re-launch the sector action plan | Conduct a more targeted assessment of development in the sector centered on sub-regional markets (notably Nigeria), the requirements to access these markets, and the development of the inter-profession. | MAHRH, ECOWAS, private enterprises | 0-36 months | Revised action plan completed and more modern enterprises involved in large-scale exports |
| Horticulture | | | | |
| <i>Assess and improve Burkina's competitiveness in the horticultural exports</i> | <i>Organize the "Burkina Horticultural Competitiveness Summit" with emphasis on EU and regional markets, after a preparatory study.</i> | <i>MAHRH, regional and local enterprises</i> | <i>0-12 months</i> | <i>Horticultural study conducted, summit held with donor action plan and commitments</i> |
| Increase Burkina exports of fruits and vegetables to sub-regional markets | Improve market intelligence on targeted markets through diagnosis within a "training framework", followed by surveillance of markets and of prices. | MAHRH, enterprises | 0-36 months | Market diagnosis completed; data collection for monitoring put in place |
| | Improve the inter-professional organization of target sectors | MAHRH, enterprises, associations | 0-60 months | Stronger operational inter-professional organizations |

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| | Promote the creation of professional horticultural trade enterprises (see general actions for the “development of enterprises”) | MAHRH, enterprises, associations | 0-60 months | Creation and smooth operation of a number of strengthened enterprises or partnerships for export |
| Increase Burkina’s market share in European horticultural product markets | <i>Resolve the structural conflict of interest problem at SOBFEL</i> | <i>MAHRH, SOBFEL</i> | <i>0-6 months</i> | <i>Clear and non-contradictory objectives established by SOBFEL</i> |
| | <i>Professional study of potential in EU market for expanding exports of green beans, mangoes and future promising products; revision of sector action plans</i> | <i>MAHRH, EU and local horticultural enterprises</i> | <i>0-6 months</i> | <i>Joint market study conducted, action plan revised and possible formation of joint-ventures</i> |
| | Promote the development of partnerships between European and Burkina horticultural firms. | MAHRH, EU and local enterprises | 0-60 months | Creation of EU-Burkina partnerships in each key sector with the size, skills, logistics and financial means to become serious actors. |
| | Prepare a long-term action plan with more active participation by public agriculture and food research institutions in the development of export horticulture | MAHRH, MESSRS, research institutions, associations | 0-60 months | Study, action plan, achievement of greater participation |
| | Prepare an action plan to transform Bobo-Dioulasso into a sub-regional horticultural export center | MA, export companies, partnerships | 0-60 months | Study, action plan, investment and creation of a pilot project |
| Mines | | | | |
| Increase the efficiency of artisanal mines | Support local workshops to improve and build processing units | MCE | 0-36 months | Number of units produced |
| | Delivery of these units to 50 sites | | | Number of units installed |
| | Supervision and sensitization of artisan miners | MCE | 0-48 months | Number of artisan miners and sites served |

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| | Support for supervision (BUMIGEB) and monitoring (DEMPEC, IGAME) structures in the Ministry | MCE | 0-36 months | % of sales of gold from the artisan sector done through official channels |
| Improve the living conditions of artisanal miners | Provision of social infrastructure to 50 sites and creation of a fund to support community projects | MS, MEBA, MCE | 0-48 months | Number of schools and dispensaries built at mining sites |
| Improve the living conditions of local communities | Create a fund to support community projects in the mining areas | MCE, mining companies, local communities | 0-24 months | Number of projects financed |
| Improve sector management | <i>Eliminate delays in reimbursing the VAT or exempt mining firms</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Reimbursement is done in less than 2 months on average</i> |
| | <i>Replace temporary admission of vehicles with temporary registration</i> | | | <i>Temporary registration available to mining companies</i> |
| | <i>Training of government personnel on the mining strategy, the law, and how to apply it</i> | <i>MCE, MEF, Customs,</i> | <i>0-12 months</i> | <i>Number of complaints from mining firms reduced</i> |
| | Long-term training of specialists | MCE, MEF, MESSRS | 0-60 months | Number of specialized personnel trained |
| | Regular meetings of the joint MCE-MFB-GPMB consultation committee | MCE, MEF, GPMB | permanent | Number of meetings per year, number of private sector participants |
| | Sign and implement the Extractive Industries Transparency Initiative | MCE | 0-24 months | EITI signed and ratified |

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| Industrial and processed products | | | | |
| Increase the value-added of by-products | Promote the transformation of seeds into oils and meal for cattle feed | MCPEA, MRA | 0-36 months | Production of cottonseed oil and cottonseed meal increased |
| Encourage transformation of agricultural products (juice, dried fruit, oil, etc.) | Organize the actors; facilitate access to technology; collect, organize and disseminate market information; promote quality and certification. | MCPEA, CDS, CNRST, CEAS | 0-48 months | Level of sales increased |
| | Create an agro-industrial park for SMEs | CCI-BF | 0-24 months | Park created and numerous SME installed |
| Increase exports of shea butter | Attract one or more strategic investors to organize groups of producers, make shea butter an export-quality product and identify buyers. Provide technical assistance to groups of producers and exporters | MOA, MEBF, NGO | 0-24 months | Amount of new investments in the preparation of industrial shea butter |
| <i>Develop the hides and skins sector</i> | <i>Put in place a strategy underpinned by increased supply, improved product quality, and more rational use of modern slaughterhouses.</i> | <i>MRA, Tan-Aliz, Other actors</i> | <i>0-12 months</i> | <i>A credible reevaluation of export growth possibilities is done</i> |
| Increase exports of artisanal products | Reform the <i>Village Artisanal</i> by (i) separating its social and commercial functions; (ii) giving its commercial function an independent status, and (iii) recruiting a private operator to manage the commercial function on a contractual basis. | CCIA, MEBF | 0-24 months | Study completed Restructuring done |
| | Attract one or more strategic investors capable of (i) organizing production, (ii) contributing to design, quality control, and working capital, and (iii) identifying buyers. | | 0-24 months | Investor(s) attracted |
| | Provide technical support to the reorganized <i>Village</i> , to producers' associations, to brokers, and to exporters | | 0-24 months | Exports increase 50%. |

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| Investment Climate | | | | |
| Improve the investment climate | Reform/strengthen the HACLC by changing its legal status and increasing its powers | Ministry of Justice | 0-24 months | More corruption cases successfully pursued |
| | Create a commercial arbitration court with executor powers, and campaign to include an arbitration clause in trade contracts. | Ministry of Justice | 0-24 months | Debt collection costs reduced (in % of the debt) |
| | <i>Accelerate reimbursement of the VAT and exempt some exporters</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Average reimbursement period reduced to 2 months</i> |
| | Implement tax reform that includes a reduction in the number of taxes and modernization of tax administration | MEF | 0-48 months | Number of taxes paid by exporters reduced |
| | Revise the Labor Code by relaxing regulations related to temporary employment, hiring, and redundancies | Ministry of Labor | 0-24 months | Rigidity index reduced |
| | Create reserved land areas for private investors | Ministry of Territorial Administration | 0-24 months | Reserved areas created |
| | Increase electricity supply and reduce its cost | | 0-60 months | Cost of electricity reduced |
| Transport and Trade Facilitation | | | | |
| Preservation of road assets and encouragement of containerized traffic | <i>Creation of an autonomous road fund</i> | <i>MID</i> | <i>0-12 mo</i> | <i>Decree/law creating the fund</i> |
| | End the queuing system ('tour de rôle') | MT, transporters union, national competition commission | 0-24 months | Revision of transit agreements |
| | Implementation of a weighing program to fight against overloading of merchandise, coordinated along all the corridors. | WAEMU, governments of coastal countries | 0-36 months | Effective control of load in freight-originating ports and at the borders |

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| Simplify transit for secure cargo | Prepare the evolution of the TRIE towards a system similar to the IRT with a sub-regional benchmarking study | WAEMU | 0-24 months | Report and seminar for dissemination |
| | <i>Exempt trucks chartered by certified operators from escort—at least for sealed containers, ideally for tarpaulin-covered trucks operated by the same operators and carrying non-sensitive products</i> | <i>WAEMU, ECOWAS, MCPEA, MT</i> | <i>0-12 months</i> | <i>Elimination of escort for traffic that complies with the criteria</i> |
| | <i>Exempt cargo in containers from unnecessary charges (mandatory national insurance and customs storage)</i> | <i>WAEMU / CBC/ CCI-BF/customs</i> | <i>0-12 months</i> | <i>Reduction of indirect transportation costs for traffic that complies with the criteria</i> |
| | <i>Secure cargo should have a reserved fast lane at the border</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Fast lane in place</i> |
| Simplification of procedures | <i>Accelerate exchange control by the BCEAO</i> | <i>BCEAO</i> | <i>0-6 months</i> | <i>Measure implemented</i> |
| | <i>Review the regulations on mandatory insurance on imports</i> | <i>MCPEA</i> | <i>0-6 months</i> | <i>Idem</i> |
| | <i>Harmonize and computerize the complete transit chain</i> | <i>ECOWAS, WAEMU, CBC, CCI-BF</i> | <i>0-12 months</i> | <i>Idem</i> |
| | Accelerate the implementation of the unique customs declaration form from the border to the point of consumption | ECOWAS, MEF, MCPEA, WAEMU, CCI-BF | 0-24 months | Idem |
| Customs | | | | |
| Trade Facilitation | Ratify and implement the Revised WCO Kyoto Convention | MFB | 0-24 months | Updating of national documents |
| | <i>Reinforce the framework for cooperation between Customs and private companies</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Service created, agents trained</i> |
| | <i>Train registered customs clearing agents</i> | <i>Customs school</i> | <i>0-12 months</i> | <i>Better services provided to operators</i> |

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| | <i>Prosecute agents in breach of regulations and revision of eligibility conditions for the profession</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Legal capacity of agents improved</i> |
| | <i>Reinforce the administrative capacity of Customs</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Increased effectiveness of the fight against fraud and specialization of agents</i> |
| | Strengthen the capacity of the Direction de la Valeur et des Enquêtes and its surveillance services | MEF | 0-24 months | Better targeting on risky sectors |
| Fight against fraud | <i>Optimize statistics information from Sydonia and from Cotecna, notably from its database relating to the determination of the customs value of merchandise</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Fraud reduced; Harassment in formal sector eliminated</i> |
| | Develop exchange of information among customs services in the sub-region, the regional local office of the WCO in Dakar, and UEMOA | WAEMU, WCO, MEF | 0-24 months | Collaboration has become systematic |
| | Strengthen collaboration with the General Directorate of Taxation to foster understanding of all informal sector activities. | MEF | 0-24 months | Idem |
| | Disseminate information on the outcome of the fight against fraud | MEF, media | 0-24 months | Number of press releases |
| Fight against corruption | <i>Update the code of ethics to promote equitable treatment of users, better describe the forms of active corruption and specify bans on practicing the profession of customs agent for customs officers and relatives</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Code of Ethics updated. Services to users more respectful and more equitable</i> |
| | Develop closer supervision of officer's activities by the immediate hierarchy; training of the hierarchy | MEF | 0-24 months | Abnormal behavior noted. Number of undesirable agents identified |
| Computerization | Effective implementation of the direct entry of declarations at customs agents' offices | MEF | 0-24 months | Service in place and being used |
| | <i>Gradual implementation of the "selection of customs clearance operation to inspect" (selectivity) function and introduction of risk analysis</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Equity, effective controls and limited human intervention</i> |

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| | Further training in the use of Sydonia++, for customs staff and for the employees of registered customs agents | MEF | 0-24 months | Better understanding of software and of customs clearance operations Technical errors reduced |
| | Development of a Sydonia++ statistics chain at customs and automation of statistics requests | MEF | 0-24 months | Statistics reports available on a regular basis |
| | Strengthen production and management of statistics at customs. Recruitment of two statisticians for customs or upgrading of skills of two technicians | MEF | 0-24 months | Good command of statistical operations and quality production |
| | Security audit of system, equipment, access procedures, etc. | MEF | 0-24 months | Audit conducted |
| Securitization of revenues | <i>Modify COTECNA's contract to make it a capacity building and knowledge transfer contract for the benefit of Burkina Customs</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Better division of roles between customs and its service providers</i> |
| | <i>Better use of COTECNA tools—the securities' database, and expansion of the reconciliation field</i> | <i>MEF, Cotecna</i> | <i>0-12 months</i> | <i>Better control against under invoicing. Additional revenues.</i> |
| | <i>Prepare a study on products that are the main source of revenue, focus analysis on these products, and make the study available to all services through the WEB site or Sydonia ++.</i> | <i>MEF</i> | <i>0-12 months</i> | <i>Study prepared and implemented. Revenues increasing.</i> |
| Trade policies and institutions | | | | |
| Support the formulation and monitoring of an export strategy | <i>Develop and maintain a database on exports that is accepted by all government services</i> | <i>MEF, ONAC, MCPEA, Customs, MRA, MAHRH, MCE</i> | <i>0-12 months</i> | <i>Official tables available yearly</i> |
| | <i>Formulate a national export strategy based on the DTIS</i> | | <i>0-12 months</i> | <i>Strategy approved</i> |
| | <i>Strengthen the capacity of the MCPEA by creating a unit for the implementation of the Integrated Framework program</i> | <i>MCPEA</i> | <i>0-12 months</i> | <i>Unit established</i> |